

REIMAGINING HIRE LA

May 2022



Experience of Providers, Youth & System Leaders

- What are the critical elements of the HIRE LA programs and who are they serving?
- What are the strengths, challenges, opportunities and aspirations of the stakeholders involved in HIRE LA?
- What are the program’s implementation challenges and how are they addressed?

Strategic Partnerships

- Who are the major partners (employers, intermediaries, agencies, providers, education institutions) involved in the visioning and execution of HIRE LA’s programs?
- What are the existing employment opportunities that HIRE LA could be preparing youth for?
- What industries are in demand that HIRE LA could tap into (labor market and youth demand)?

Accountability Systems

- What metrics and indicators are used to measure the success of the program?
- What systems are used to track and monitor progress of the program?
- What are the strengths and shortcomings of those data collection?

Future of HIRE LA

- What does success look like?
- What does higher quality look like?
- What will it take to serve more youth with higher quality programming?

Discovery



WHO DID WE TALK TO?

- **Youth Focus Groups: Para Los Ninos, Boyle Heights Technology YouthSource Center, and UCLA)**
- **Program Providers Survey (11 respondents)**
- **Stakeholders/Partners (12): EWDD Business Source, Employment Source and Youth Programs staff; Unite LA, LA Tech, TAYWOW**



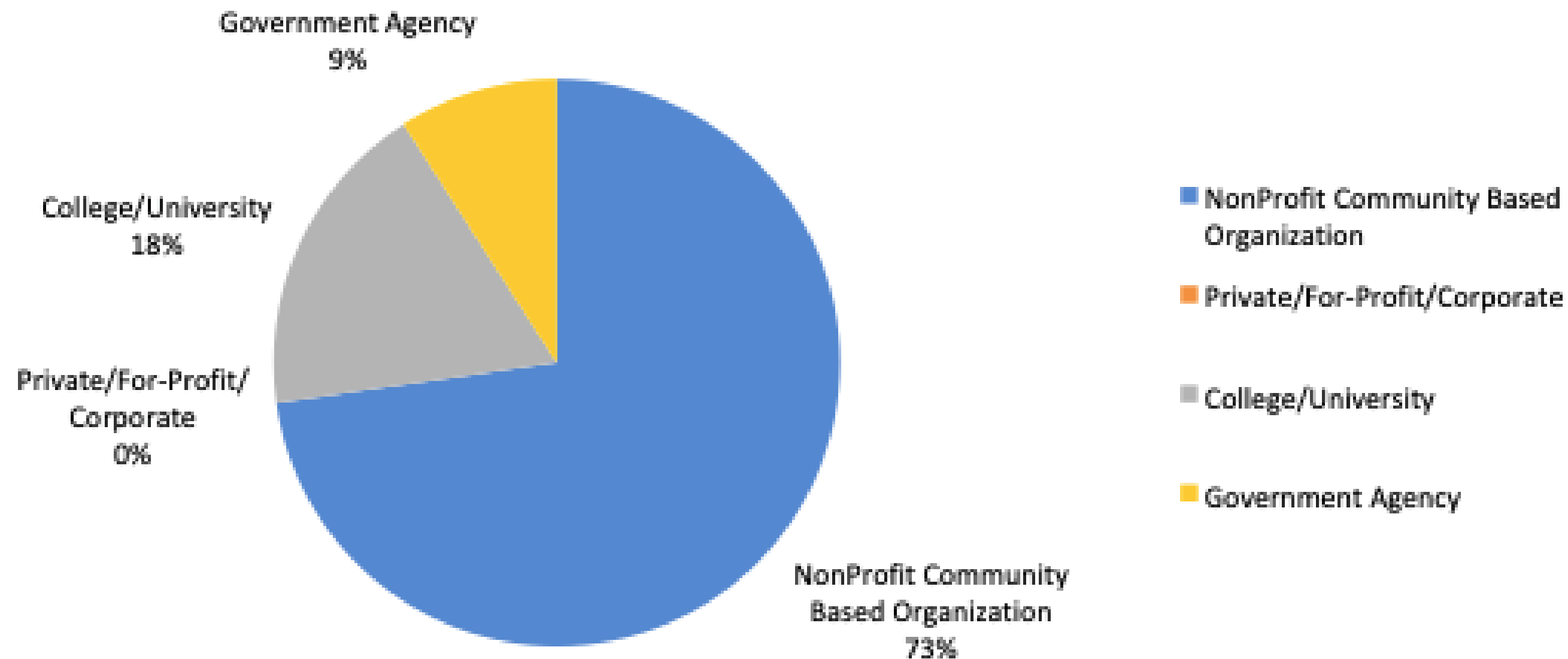
Data + Landscape Review:

- Survey and Focus Group Data
- Feedback from program providers on new program design and implementation
- Gaps in current proposed program redesign

SURVEYS



Providers Survey Respondents n= 11



SURVEYS



| What populations does your organization target or have specialty in? (check all that apply) | Responses | |
|---|-----------|----|
| Out of School Youth / Opportunity Youth | 100.00% | 11 |
| Foster Care | 81.82% | 9 |
| In School Youth - High School | 72.73% | 8 |
| Homeless | 72.73% | 8 |
| College Students | 63.64% | 7 |
| Juvenile justice/Court-involved youth | 63.64% | 7 |
| LGBTQIA+ | 63.64% | 7 |
| Pregnant/Parenting | 45.45% | 5 |
| Immigrant | 36.36% | 4 |
| In School Youth - Middle School | 27.27% | 3 |
| Veterans/Military | 9.09% | 1 |
| Gender specific (please specify) | 9.09% | 1 |
| TOTAL | | 11 |

SURVEYS



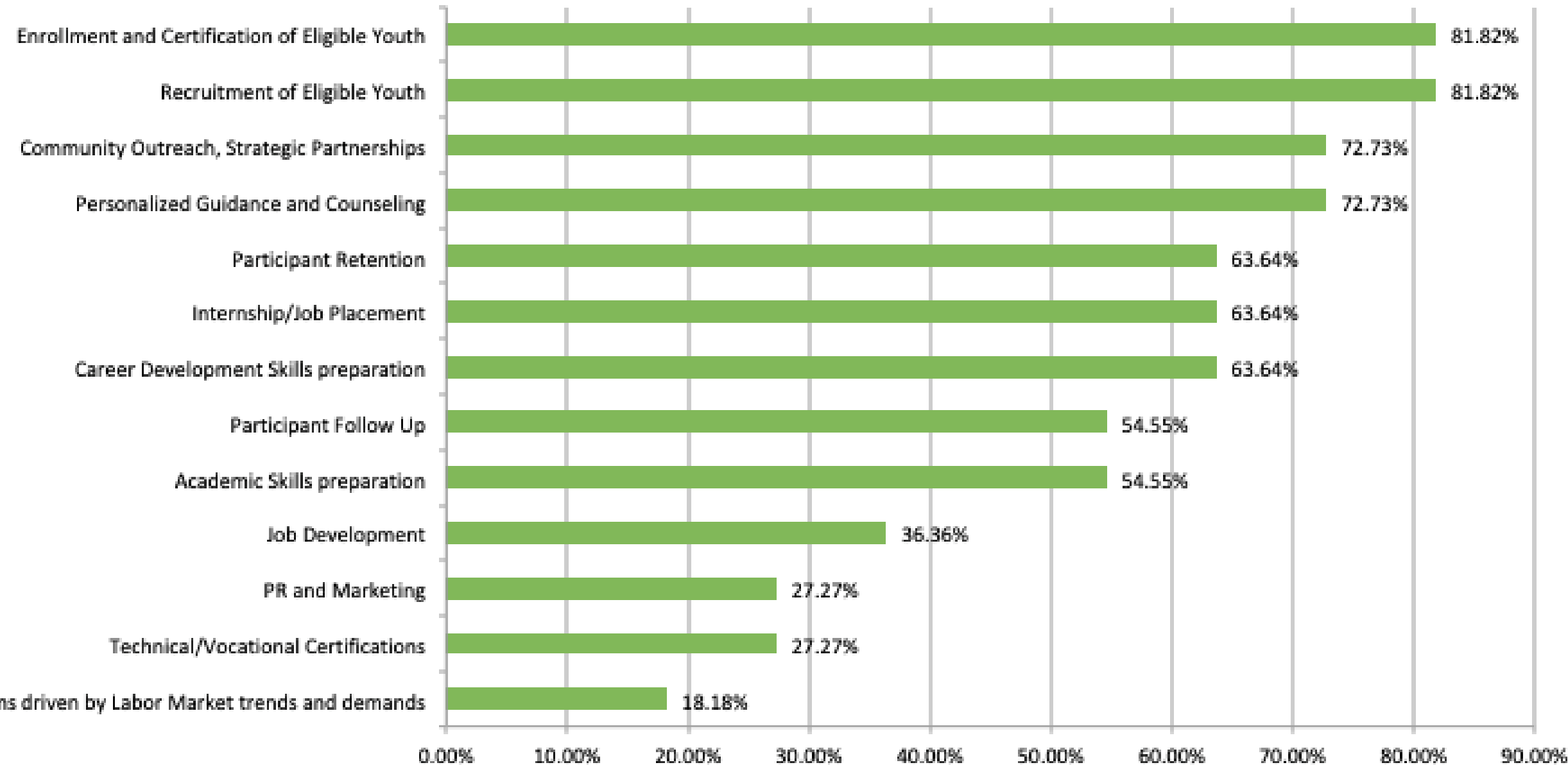
Strengths:

Outreach/Recruitment

Certification

Guidance/Counseling

Please select the workforce elements that is a strength for your organization:



SURVEYS



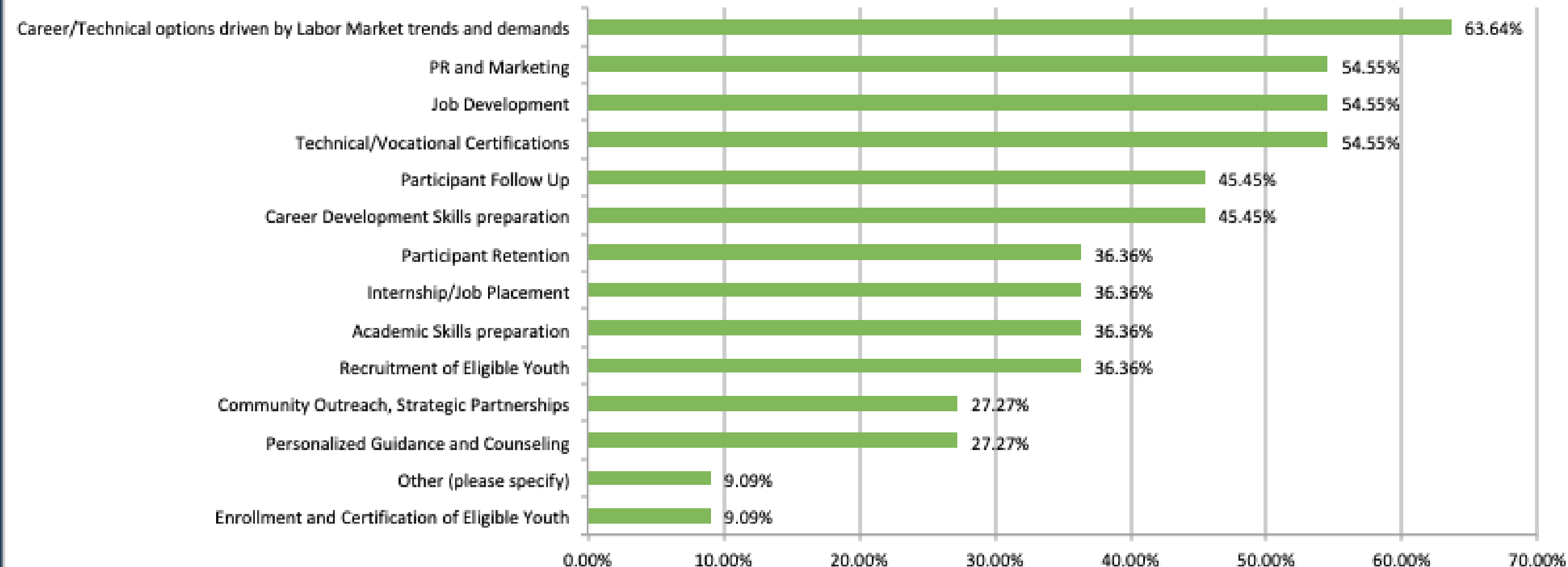
Growth Areas:

Labor Market Trends +
Demand-driven options

Job Development

Tech/Voc Training

Select the workforce elements that your organization could use additional support and growth in (select all that apply):







Providers
Say:

"We want to make sure that the youth are walking away with an amazing experience. Not just payroll! We want to make sure that placements are a good fit and not just fill a slot."

"Focus on the industry that have the most growth potential- create pathways and clusters where providers can own a pathway."


Providers
Say:

"More than 50% of young people are at entry level positions- the harder to serve youth. The city develops these amazing internships, but they do not allow us to assess the students for a best fit."


EWDD
Staff Say:

"The providers need to have a pipeline of ready young people and the profile ready for available employment opportunities"


Youth Say:

"The best part is that because you start off as an internship you are able to discover things."

"We were told we can only do one internship per year, I would imagine that we would get as much experience as we possibly can. It would be good to have as many options and experience as possible."

Stakeholder Feedback:



Observations

OBSERVATION 2

HIRE LA has the potential to provide meaningful pathway experiences that lead to lifelong success rather than a one-time experience.

OBSERVATION 4

Recruitment and subsequent service strategies do not always match participant needs and provider's capacity.

OBSERVATION 6

The HIRE LA program is designed with few benchmarks of success but huge amounts of data entry and collection in multiple systems.

OBSERVATION 1

Relationships with youth and community is a cornerstone of program providers' success with HIRE LA.

OBSERVATION 3

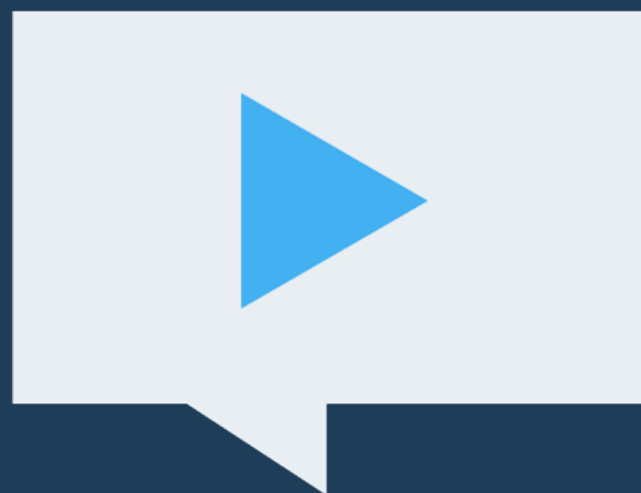
Program/Contract Design and Process expectations are unclear

OBSERVATION 5

Limited Funding Model for staffing the program.

OBSERVATION 7

LA is rich in potential partners and employers, however providers have limited ability to fully tap into these partnerships that can lead to meaningful pathways for youth



OPTIMIZING IMPACT:

Program Design Recommendations:



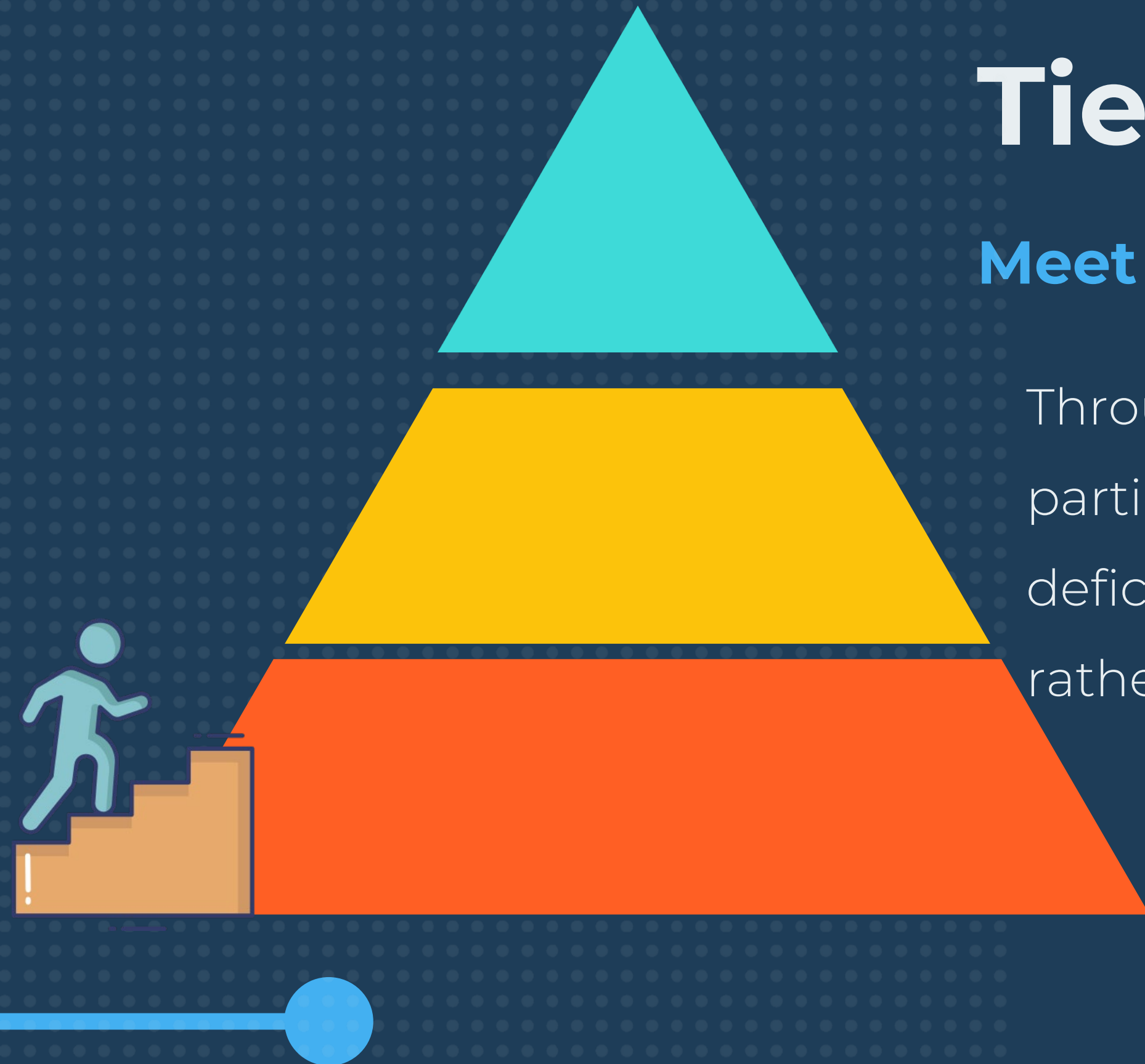
Recommendation #1: REIMAGINE HIRE LA PROGRAM + CONTRACT DESIGN

- **TIERED APPROACH TO HIRE LA's YOUTH**
- **HIRE LA PROGRAM OFFERINGS, CONTRACTS AND PARTNERSHIPS ALONG A CONTINUUM OF SERVICES**
- **VARYING INTENSITY OF SERVICES AT EACH LEVEL.**

Tiered Level Approach

Meet young people where they are:

Through the Tiered Approach to Intervention, participants are assessed based on risk, rather than deficit, meaning that intervention is proactive rather than reactive.



TIER 3: Advanced

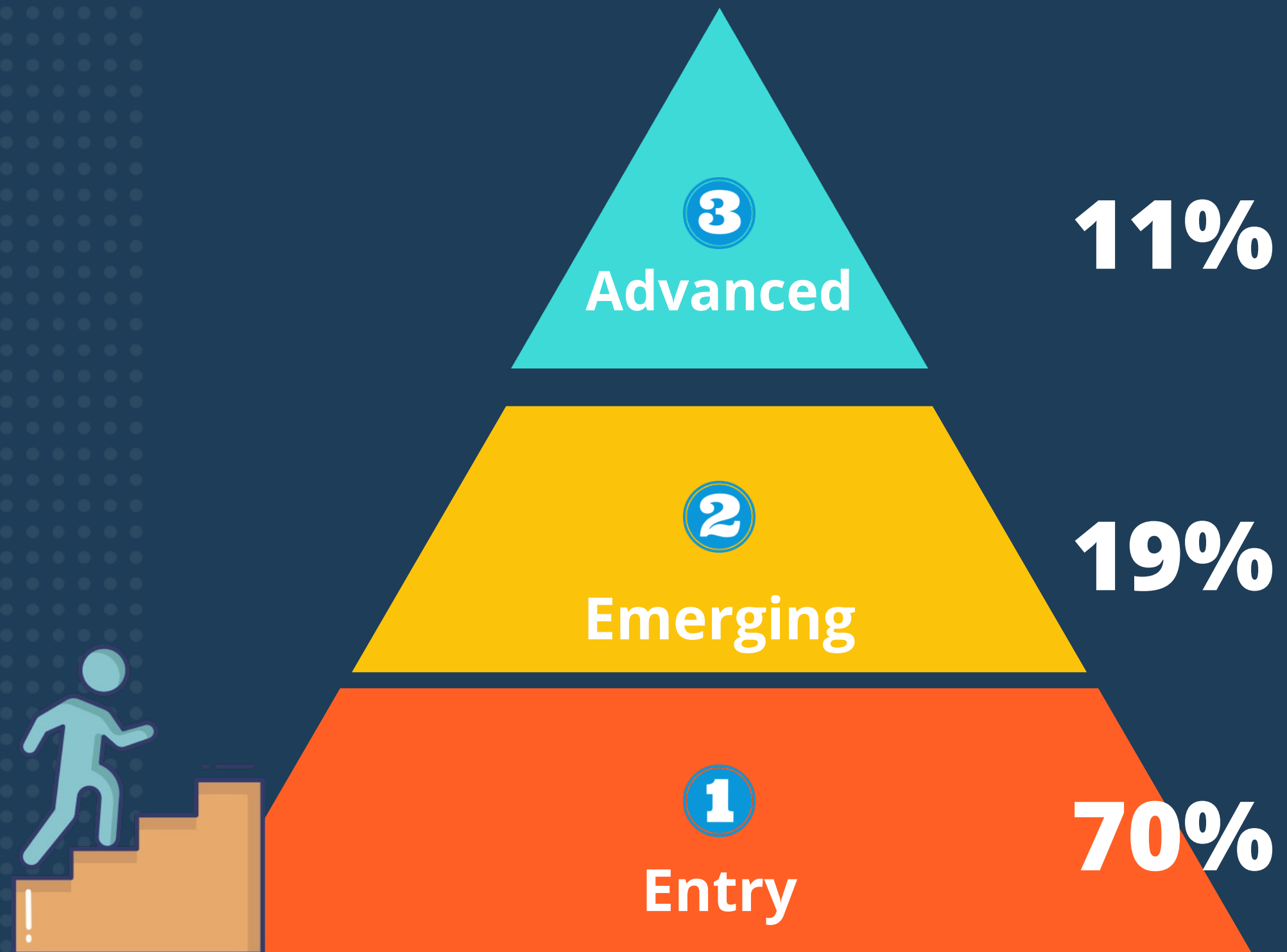
- 2+ years experience
- Ready for unsubsidized employment
- Typically 18-24 year old

TIER 2: Emerging

- Some work experience
- Demonstrate mastery of WR skills
- Typically 16-18 Year old

TIER 1: Entry

- New to the world of work,
- High barriers,
- Typically 14-16 year old



PARTICIPANT CHARACTERISTICS

Many Program Offerings/Work
Experiences are **Advanced**

Same experience year over
year

Limited support for
Entry Level and High Barrier
Youth



CURRENT HIRE LA CHARACTERISTICS

TIER 3: Advanced

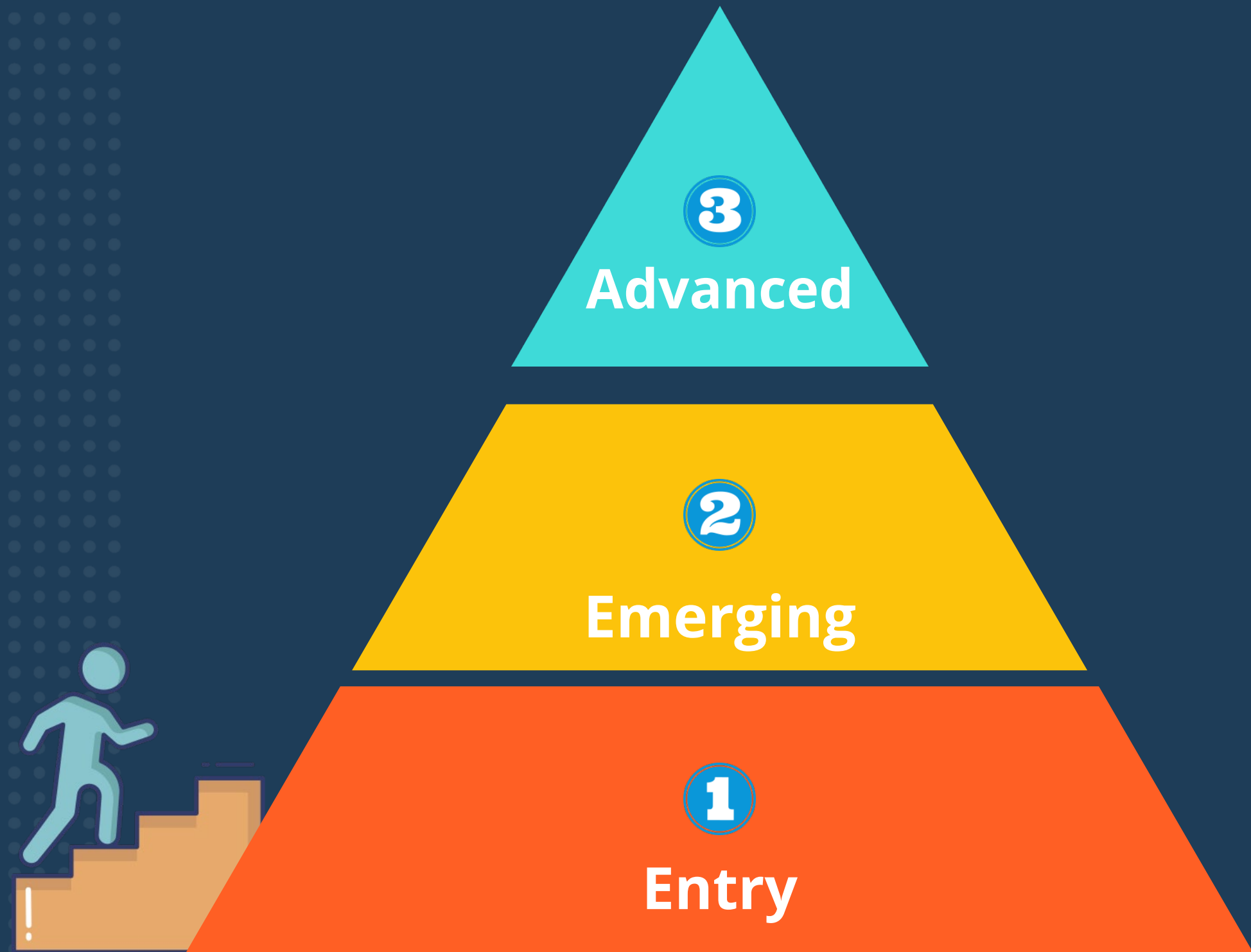
- Case management Services
- Referrals and connections to opportunities such as FACEBOOK
- Bridge to unsubsidized employment
- Financial Literacy and mentoring opportunities

TIER 2: Emerging

- Participation in WIOA + HIRE LA
- Career Exploration Services
- Work Readiness training 2.0
- Case Management Services
- Participation in HIRE LA program

TIER 1: Entry

- Participation in WIOA + HIRE LA
- Intensive Case Management
- Work readiness training - TAY WOW
- Career Exploration services
- Continuum w/ P3 funding/program



Tiered Approach to Provider Services

TIER 3:Advanced

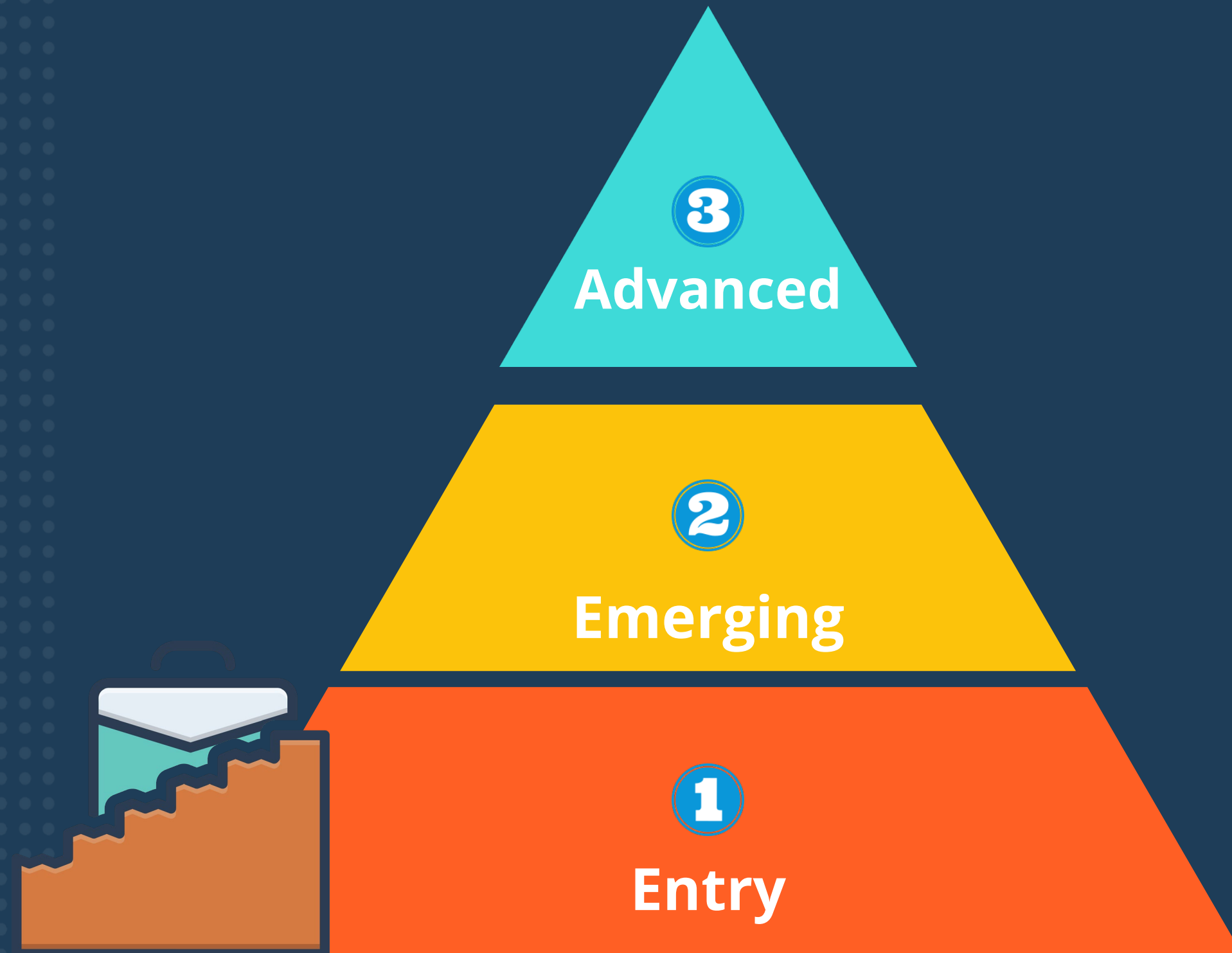
- Facebook, Hollywood Bridges
- LA Tech, Unite LA, Bixel Exchange
- Unsubsidized opportunities

TIER 2: Emerging

- LA World Airport
- Hospitals
- Chamber of Commerce
- City Offices, County Offices
- Small Businesses,

TIER 1: Entry

- Non-Profits, Community Orgs, Churches, ECE
- Retail/ Entry-level Retail



Tiered Approach to Partnerships

HIRE LA Services Design

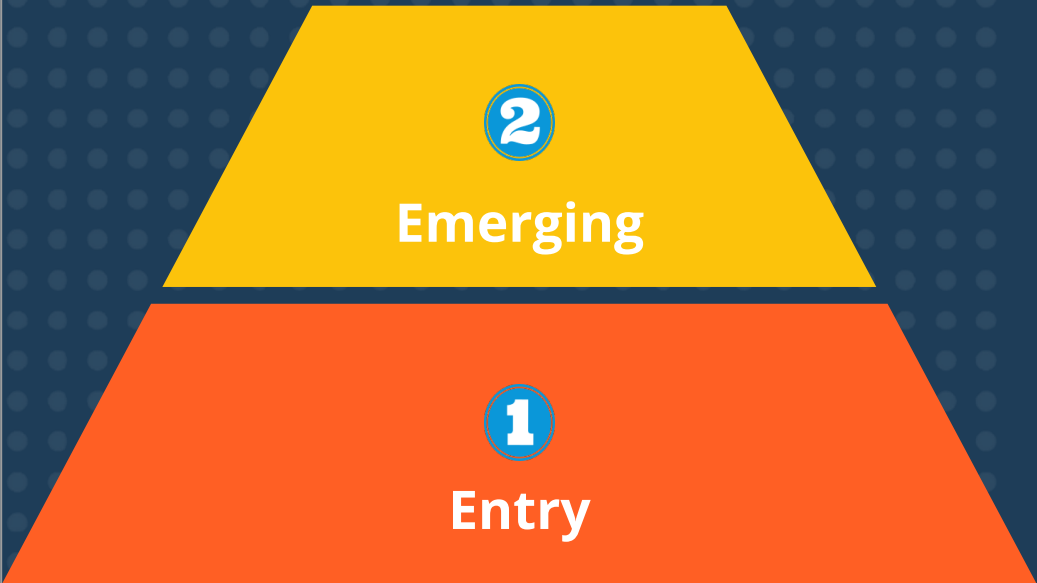
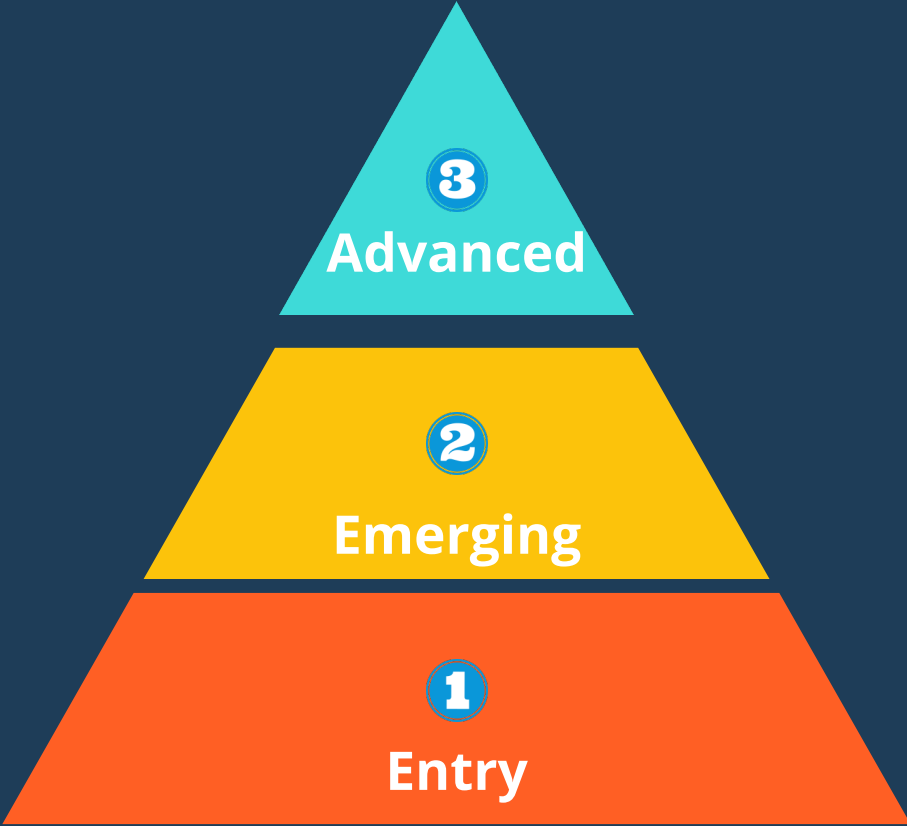



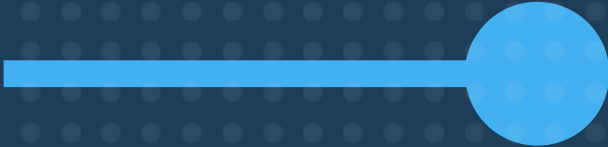
| All Providers | Tier 1 | Tier 2 | Tier 3 |
|--|---|---|---|
| <ul style="list-style-type: none">• Outreach• Intake/Eligibility Certifications• Orientation | | | |
| <ul style="list-style-type: none">• Assessment• Career Plan• Counseling | <ul style="list-style-type: none">• 25:1 Counselor/Youth Ratio• Comprehensive Social Assessment• Referrals• Career Plan | <ul style="list-style-type: none">• 35:1 Counselor/Youth Ratio• Interest Assessment• Career Plan | <ul style="list-style-type: none">• 40:1 Counselor/Youth Ratio• Interest Assessment• Career Plan |
| <ul style="list-style-type: none">• Work Readiness• Financial Literacy• Social Emotional Development | <ul style="list-style-type: none">• 40 hours - TAY WOW• Pre – Placement Training• Seminars | <ul style="list-style-type: none">• 30 hours - TAY WOW• Pre – Placement Training• Seminars | <ul style="list-style-type: none">• 20 hours - TAY WOW• Pre – Placement Training• Work-based Mentors |
| <ul style="list-style-type: none">• Work Experience | <ul style="list-style-type: none">• 80 Hours• Exploration of Careers | <ul style="list-style-type: none">• 90 Hours• Exposure to Careers• Career Plan aligned | <ul style="list-style-type: none">• 100 Hours• Targeted Experience - Industry specific |



HIRE LA Funding Methodology



| OPTION 1 | OPTION 2 | OPTION 3 |
|--|--|--|
| 70% of HIRE LA contracts | 20% of HIRE LA contracts | 10% of HIRE LA contracts |
|  <p>YOUTH SOURCE CENTERS</p> |  <p>YOUTH SOURCE CENTERS, PARA LOS NINOS</p> |  <p>UNITE LA</p> |

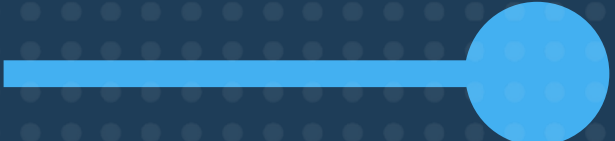




HIRE LA

Design + Support Shifts



- Blended/Braided Funding Approach - (in-kind or direct contributions) ; Co-enrollment w/ YSC
 - Demonstrate adequate staffing
 - MOU between providers and social support agencies for referrals
 - \$3000+/- per participant allocation
 - Technical Assistance/Training
 - Leveling Assessment w/ Columbia/TAY WOW
- 

Recommendation #2: Data + Accountability Practices

- **Interim benchmarks beyond the 120 hours (financial literacy benchmarks, skills gains, training and development, attachment to workforce and unsubsidized employment)**
- **Streamline data systems - Cal Jobs, HIRE LA, Youth@Work, Internal EWDD youth office data reports - (longer term)**

Recommendation #3: FUNDING ALLOCATION

- **Increase the amount of funding per participant**
- **Increase administrative cap -- to increase staff/training, ultimately increasing quality services**
- **Require agencies to partner with other organization that will support in achieving the quality training and counseling services (ex. Holman CDC partner w/ LA Tech pipeline)**



Comparison Cities: SYEP 2020

LA

Philadelphia

NYC

Youth Served

2,200

6,000

35,000

Total Funding

\$5.6M

\$14.5M

\$51M

Slot Allocation

\$2,520

\$2,416

\$2,316

Admin Cap

15%

30%

25%

Recommendation #4: CITYWIDE EMPLOYER/PARTNERS COALITION – SUSTAIN MEANINGFUL PARTNERSHIPS

- **Coalition Building: shared agenda, target industries, existing collaboratives**
- **As part of the RFP process, providers demonstrate pairing with:
Education/Training Partner (University + Voc),
Employers in targeted industries,
BSC**
- **Provide marketing tools rooted in storytelling - benefits of emerging workforce**

- How do we ensure HIRE LA's connection to the larger youth system to improve implementation of this model?
- How can we help youth along this pathway/continuum?
- What partnerships are critical to our success?

Questions
+
Feedback

