

BOLD VISION 2028: REIMAGINING ECONOMIC INCLUSION AND ENTREPRENEURSHIP FOR LOS ANGELES COUNTY'S YOUTH OF COLOR

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Executive Summary

This report examines youth economic inclusion and career pathways in Los Angeles County for Bold Vision 2028, a multi-sector collective impact initiative that aims to fundamentally and positively improve the lives of a generation of children and youth of color in Los Angeles County. Bold Vision has mobilized leaders across Los Angeles to define specific policy and systems change priorities since summer 2019.

THE PROBLEM

The Greater Los Angeles region is one of the fastest growing hubs of media arts, technology and entrepreneurship. Many youth of color, including those with prior experience in the child welfare and juvenile justice systems, as well as youth experiencing homelessness, face barriers to accessing quality employment with pathways for advancement and living wages in these industries. Youth leaders in Los Angeles County are also emphasizing their interest in entrepreneurship education and future business ownership training. This report studies the youth economic development ecosystem in Los Angeles County to develop a set of strategies to improve labor market outcomes for youth of color and study programmatic models to support youth who express an early interest in entrepreneurship.

THE OPPORTUNITY

Bold Vision will establish a new trajectory toward success and meaningfully support the personal development of young people of color, enabling them to live healthy, thriving lives. The Bold Vision Fund is supported by the Weingart Foundation, Ballmer Group, California Community Foundation, Blue Shield Foundation, The California Endowment and other philanthropic organizations in California.

The harsh economic effects created by the COVID-19 pandemic shut down in Los Angeles disproportionately impacts youth of color and their families. As Los Angeles County slowly begins to recover from the pandemic, it is vital that public and private sector stakeholders renew partnerships and build pathways that support career development and economic mobility for the region's youth.

The first phase of this work utilized a youth-focused process to identify the goals, structure and priorities of the initiative. A community-first approach was employed to capture the expertise and perspectives of those who work directly with young people of color in the region. Leaders from the youth development sector were convened and formed a county-wide Community Council. Additional community engagement has been fostered through facilitated discussions focused on education; systems impact (including juvenile justice and child welfare); housing and the healthy built environment; and cultivating youth leadership by promoting power and democracy.

RESEARCH QUESTION:

How might the Bold Vision 2028 initiative align with and leverage policy advocacy and philanthropic investments to support youth entrepreneurship and create new pathways to jobs in Los Angeles County's fastest growing economies?

Subquestions:

- What policies and best practices will help youth make a transition to economically-independent adulthood while the County recovers from COVID-19?
- What existing programs support youth inclusion in LA's innovation and entrepreneurship ecosystems?
- How can existing systems-change efforts in the region align on a shared agenda for youth economic inclusion of youth?

KEY INSIGHTS

From my analysis of youth economic inclusion in Los Angeles, I gleaned the following insights on how to strengthen partnerships that aim to foster youth economic mobility:

Youth entrepreneurship varies widely by objective and growth potential. Participant development of transferable skills should be a primary objective of entrepreneurial training programs. Not all entrepreneurial pathways will translate to long-term businesses. It is important to distinguish between the types of entrepreneurs and their levels of access to social and financial capital.

Capital access should extend beyond financial compensation. Funders and corporate supporters of youth financial inclusion can support youth-led ventures that private investors consider too risky. Asset lending, including use of office space and technology, is an underutilized strategy to help aspiring entrepreneurs access the required working capital to start and sustain their own businesses.

The pivot to distance learning and remote work underscores the importance of mentorship

programs that help youth better adjust to a shifting work landscape. Youth have expressed that professional mentors play a vital role in helping them envision their career paths and navigating workplace dynamics.

SUMMARY OF RECOMMENDATIONS

The findings from the case studies, literature review and expert interviews inform my recommendations for how Bold Vision could impact the youth economic development ecosystem in Los Angeles County. These recommendations are bifurcated into policy and philanthropic strategies, which are designed with the understanding that Bold Vision is evolving and its operational structure is currently being discussed amongst internal stakeholders.

Policy Recommendations:

- Pass a county-wide policy to create new green jobs training and placement programs specifically designed for youth
- Scale up employment social enterprises and

- direct public employment programs that provide transitional jobs for homeless, formerly incarcerated and foster youth
- Track and contribute to local policy discussions to make reparations available to Black youth

Philanthropic Strategies:

- Establish a youth social entrepreneurship fund
- Create a program-related investment strategy focused on youth entrepreneurs and youth-serving social enterprises
- Expand in-school digital media and financial literacy programs for youth

NEXT STEPS

The research and recommendations in this report are intended to inform the next phase of the Bold Vision initiative and complement the systems-change priorities identified for other policy areas affecting youth in Los Angeles. Federal and state economic development policies that take shape over the coming year will affect the implementation timeline for many of these policies, particularly those related to creating jobs in new economy sectors such as green tech or social enterprises. Youth development organizations and programs that continue operating as the county recovers from the COVID-19 pandemic will also play a vital role in providing youth-led perspectives that will help shape Bold Vision’s economic inclusion priorities. Currently, there is significant momentum to create new cross-sector partnerships that spur equitable economic recovery in Los Angeles, and I look forward to supporting the Bold Vision initiative’s long-term mission to significantly increase the number of low-income youth of color who have the skills and capital to thrive in Los Angeles County’s growing economies.

1 Hossain, F., & Bloom, D. (2015). *Toward a Better Future: Evidence on Improving Employment Outcomes for Disadvantaged Youth in the United States*. MDRC.

Methodology

I used a multi-sector lens to assess how philanthropy, community-based partners and government could partner with the Bold Vision initiative to tackle youth economic inclusion issues in its next phase. The methodology includes the following steps:

Literature Review on Youth Economic Development

This report is grounded in recent research studying how youth of color form occupational identities and navigate the labor market during a pandemic, using a racial equity lens to evaluate interventions that shape youth identity formation. I also reviewed literature on evidence-based youth programs designed to improve employment outcomes for youth ages 16 to 24, and to place them on career paths with increasing responsibilities and higher wages. A key component of the literature review included studying the program design, funding and implementation of youth employment and entrepreneurship programs. I assess the options presented in this report using a five-criteria, sequential framework adapted from evaluative research on youth employment programs published by the Manpower Demonstration Research Corporation (MDRC), a leading social policy research organization.¹

Stakeholder Interviews

I conducted interviews and consulted with stakeholders across the youth development ecosystem in Los Angeles, including elected officials, foundation program officers and leaders of emerging youth development programs. These interviews offered insight into ongoing youth financial inclusion initiatives and programs to ensure that this report’s



recommendations avoid duplicative efforts by building upon the practices in place. A full list of experts consulted for this study can be found in the appendix.

Youth Interviews

I conducted interviews with 10 youth who participated in local entrepreneurship training programs or workforce development programs offered by the City of Los Angeles’s YouthSource centers. These youth come from different geographic regions in Los Angeles County and also vary in their post-secondary goals.

Case Studies

Understanding existing initiatives designed to connect youth of color to career and entrepreneurship pathways can provide useful insights into how the Bold Vision Fund might tackle the issue of economic inclusion in the future. I examine three case studies that, using different approaches, build alignment across sectors to improve labor market outcomes for youth of color.

2 USC Equity Research Institute Analysis of 2018 5 year ACS IPUMS Data. Note: Universe includes individuals ages 17 and below. Data reflects a 2014-2018 Average.

Introduction

The COVID-19 pandemic continues to magnify economic inequalities within Los Angeles County, profoundly impacting youth of color and their perceptions of the world of work in an uncertain, volatile economy. Youth of color in Los Angeles are witnessing the decimation of entire industries like hospitality and travel, job loss associated with the rapid technological advancements and declining returns on investments in higher education. Education and workforce systems that help youth explore career interests and local industry opportunities, including large-scale intermediary partners like workforce boards, have been disrupted and are due for reform.

Today’s public health crisis illuminates the opportunity for Los Angeles County youth development stakeholders to collectively redesign the region’s youth economic inclusion strategy to prepare youth for success in a post-COVID economy. Los Angeles County is home to a racially diverse and civically engaged youth population. According to USC’s Equity Research Institute, 62 percent of L.A. County’s youth are Latino, 10 percent are Asian American, seven percent are Black, and seventeen percent are white.² Youth economic inclusion in Los Angeles County is inextricably tied to racial wealth inequities that span multiple generations.

THE LOCAL RECOVERY PROCESS IN LOS ANGELES COUNTY WILL REQUIRE MORE THAN JUST CONNECTING YOUTH TO SUBSIDIZED EMPLOYMENT OPPORTUNITIES BUT WILL ALSO NECESSITATE BROAD-BASED ECONOMIC SUPPORT AND POLICY REFORMS.

Young people are optimistic, capable and resourceful regarding their independent career exploration, while parents and authority figures often expect them to follow a linear pathway.³ Youth of color have often been tracked into low wage jobs with limited career pathways rather than being exposed to multiple options. The path toward youth economic inclusion involves helping young people develop their attitudes, learning behaviors and contextual awareness to independently navigate systems of work. While the research suggests that subsidized summer jobs and apprenticeship programs may help young people explore their occupational interests, program outcomes vary widely by program design and existing programs only reach a small fraction of Los Angeles County’s youth of color.

Known as the “creative capital of the world,” Los Angeles is the center to many high-growth design, media arts, technology and entertainment industries. The Biden Administration’s commitment to creating green jobs and the State of California’s renewed focus on clean energy also create new opportunities to connect youth to employment as early as they desire once they are of legal age for employment. In light of the urgency to create youth jobs during economic recovery and in the ramp up to the 2028 Olympics,

I am interested in examining entrepreneurship as a pathway to youth economic inclusion in these industries. Thus, this report explores the future of workforce development, policy innovations, community partnerships and investment strategies that address youth economic inclusion. I specifically offer an analysis of how the Bold Vision Fund should play a role to align policy advocacy and financial investments to support youth employment and entrepreneurship.

3 Striving to Thriving: Youth Occupational Identity Formation (2020, October). Equitable Futures: A Project of the Bill & Melinda Gates Foundation.

Background

DEFINING YOUTH ECONOMIC INCLUSION

Bold Vision 2028 focuses on youth who identify as Black, Latino, Indigenous, Asian, and/or Pacific-Islander. The focus age group for the initiative is between 0 and 24. For the purposes of this report on economic inclusion, I focus on youth ages 14 to 24 because youth become eligible to apply for a work permit in California at age 14. Of particular interest are “opportunity youth,” defined as youth who are neither in school or participating in the labor market. These youth will be between ages 21 and 31 by 2028 and at varying stages in their career development.

A key insight from conversations with city and county officials, as well as community-based leaders, is that there is no shared understanding of *youth economic inclusion* in Los Angeles County. Youth economic inclusion in this report is defined as youth who are:

1. taking advantage of new professional opportunities with pathways for advancement;
2. financially self-sufficient; and
3. able to independently navigate systems of work.

This definition is derived from interviews with L.A.’s youth and a framework by the Opportunities for All initiative, which is a youth development initiative launched in the City and County of San Francisco in 2018.⁴ San Francisco County’s approach includes a series of early and necessary steps that position youth

on the path toward financial inclusion. These steps include helping them develop cognitive strategies, learning behaviors and content knowledge to fulfill job responsibilities in specific industries. Subsequent steps include helping youth understand workplace culture and how to contribute to organizational effectiveness in hierarchical environments. Lastly, compensated job placements that offer youth an opportunity to build social capital, generate new ideas for their career and shadow seasoned professionals can effectively assist youth in planning their career paths.

THE NEW SOCIAL COMPACT FOR WORK AND WORKERS IN CALIFORNIA

In March 2021, the California Future of Work Commission released their findings after 18 months of research regarding the state’s growing sectors, the evolving nature of work and long-term labor market shocks associated with public health crises and climate change.⁵

There is momentum for local governments and corporations to stimulate demand for clean energy and technology jobs. Youth enrolled in career and technical education programs focused on green infrastructure are positioned to enter these jobs. Expanding access to entrepreneurial training is also a statewide priority for the Commission. Local governments play a vital role in supporting emerging entrepreneurs by serving as early customers for startups and implementing procurement policies that encourage businesses to solve city- and county-specific public problems.

The California Future of Work Commission’s proposed initiatives focus on the green economy, entrepreneurship and mission-oriented businesses. These listed initiatives have implications for youth employment in Los Angeles County.

- Create at least one million jobs in line with California’s climate goals by accelerating the deployment of relatively mature clean energy technologies, including utility-scale wind and solar, residential solar, EVs, batteries, and electric appliances.
- Double the number of undergraduates in California’s educational and training institutions who are prepared to create new jobs through entrepreneurship. Expand opportunities for entrepreneurship by leveraging public and private sector investment in small businesses through procurement.
- Extend financial and technical assistance to mission-oriented businesses, referred to as employment social enterprises, which provide access to training and employment specifically to groups who face high barriers to work.

Several political and operational challenges may impact the implementation of these priorities in Los Angeles County. Rebuilding worker power and union membership is vital to creating quality jobs with living wages, which is especially important for public sector roles where young workers are positioned for increasing responsibility as a generation of employees

retire. There is a growing share of informal work arrangements and contract work jobs that are not unionized. Young workers, particularly gig economy workers without bachelor’s degrees, may face disproportionate displacement from sectoral shifts and automation. While my analysis does not specifically address these political dimensions, I believe they are vital to consider as the Bold Vision initiative enters its next phase.

The Commission’s research also outlines the fastest growing occupations in California by 2028, with solar installation and statistician jobs projected to be the two highest-growth careers by 2028.⁶ The significant increase in health aides, particularly those who serve the estimated 220,000 L.A. County residents who receive in-home health services,⁷ is also a growing industry that the pandemic has revealed to be vital for homebound care. The next section will focus specifically on economic projections in Los Angeles County.

⁴ Opportunities for All: Pathways to Economic Inclusion for Youth. (2018, October). Retrieved from Opportunities for All SF website

⁵ Institute for the Future for the California Future of Work Commission. (2021, March). *A New Social Compact for Work and Workers*.

⁶ Ibid, 32

⁷ Seidman, L. (2021, March 30). *Officials are getting creative to vaccinate homebound seniors*. Los Angeles Times.

Table 1: 2018-2028 Fastest Growing Occupations

Occupational Title	Base Year Employment Estimate	Projected Year Employment Estimate	Percentage Change
Solar Photovoltaic Installers	5,200	8,600	65.4%
Statisticians	5,400	7,600	40.7%
Physician Assistants	11,700	15,700	34.2%
Information Security Analysts	5,500	7,300	32.7%
Personal Care Aides	577,700	763,000	32.1%
Mathematical Science Occupations	18,500	24,400	31.9%
Nurse Practitioners	15,100	19,700	30.5%
Health Specialties Teachers, Postsecondary	11,900	15,500	30.3%
Speech-Language Pathologists	16,200	20,900	29.0%
Software Developers, Applications	123,400	159,200	29.0%

Source: California Employment Development Department

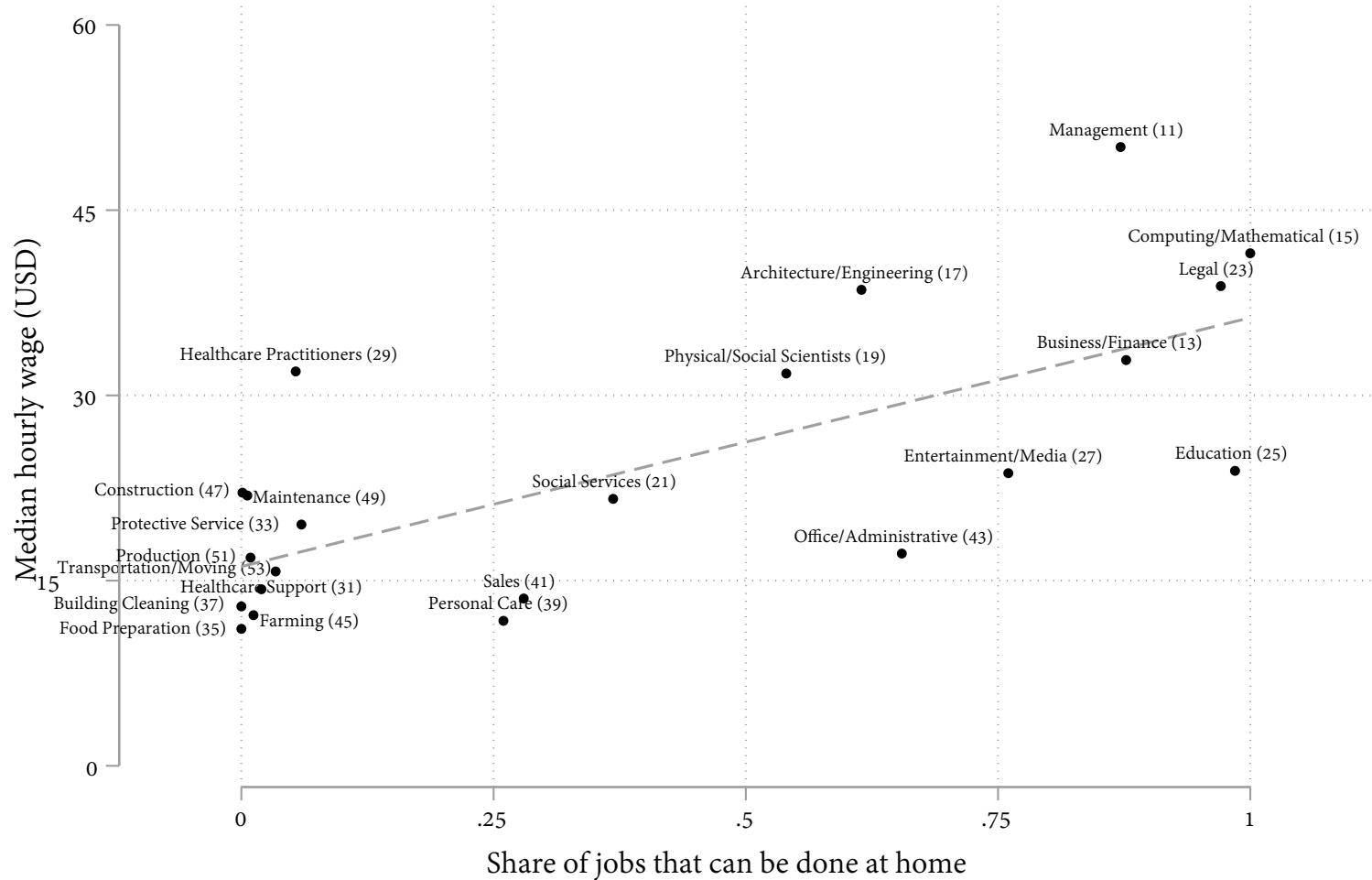
FUTURE OF YOUTH WORKFORCE DEVELOPMENT

L.A. County’s economic recovery will reveal the long-run effects of the pandemic on youth who are new to the workforce and may expose growing divides between youth who have access to occupations that can be done remotely and those tracked into occupations in which remote work is difficult. There will likely be automation of tasks and declining reward for face-to-face interaction skills in jobs that are difficult to perform remotely, including retail experiences, health services, and some maintenance jobs. The relocation of remote, routinized jobs (i.e., information technology or human resources) to less-expensive cities throughout the county may be accompanied by the change in structure to the work week. While most employment loss at the beginning of the pandemic was temporary, it is anticipated that some

layoffs will become permanent. There is an urgent need to support high-quality training programs that help youth succeed in new, high-demand jobs, many of which require skills in IT, safety protocol, creativity and workplace communication.⁸ The following figures were published by the National Bureau of Economic Research using occupational data from the US Department of Labor, and provide strong evidence that jobs that can be performed at home typically earn higher wages.⁹ Private sector practices that support employee flexibility and the use of digital talent platforms are accelerating freelance hiring for both hard-to-fill jobs and entry-level work— an emerging trend that has produced a labor pool known as the on-demand workforce.¹⁰ Relatedly, policymakers and youth development experts are calling on employers to change hiring and management practices to focus on job skills rather than using college degrees as proxies

for ability.¹¹ “Degree inflation” is a significant barrier that produces disparate labor market outcomes for youth of color because companies with college degree requirements deny the untapped potential of eager to work young adults who have not earned an accredited degree.¹² Bold Vision should continue to monitor how on-demand workforce trends and degree inflation affect youth labor market outcomes in L.A., particularly in the high-growth industries outlined below. Projections from the Los Angeles County Economic Development Corporation (LAEDC) predict employment growth in leisure and hospitality, and trade, transportation and utilities. Los Angeles County’s Workforce Development Board (WDB) regionally

identified and prioritized several industry sectors in Los Angeles in their 2020-2021 plan. WDB’s regional categorization was based on economic trends and indicators of growth industries that have the ability to create opportunities to meet the employment needs of businesses. These sectors include: advanced/clean manufacturing, construction, financial services, green technology, healthcare, hospitality/entertainment, logistics, security, utilities, biotechnology/biosciences, and information technology.¹³



8 Opportunity America Working Group on Community College Workforce Education. [2020, June]. *The Indispensable Institution: Reimagining Community College*.
9 Dingel, Jonathan I. & Neiman, Brent [2020]. *How many jobs can be done at home?* Journal of Public Economics, vol 189.
10 *Rethinking the On-Demand Workforce*. [2020, November 10]. Harvard Business Review.

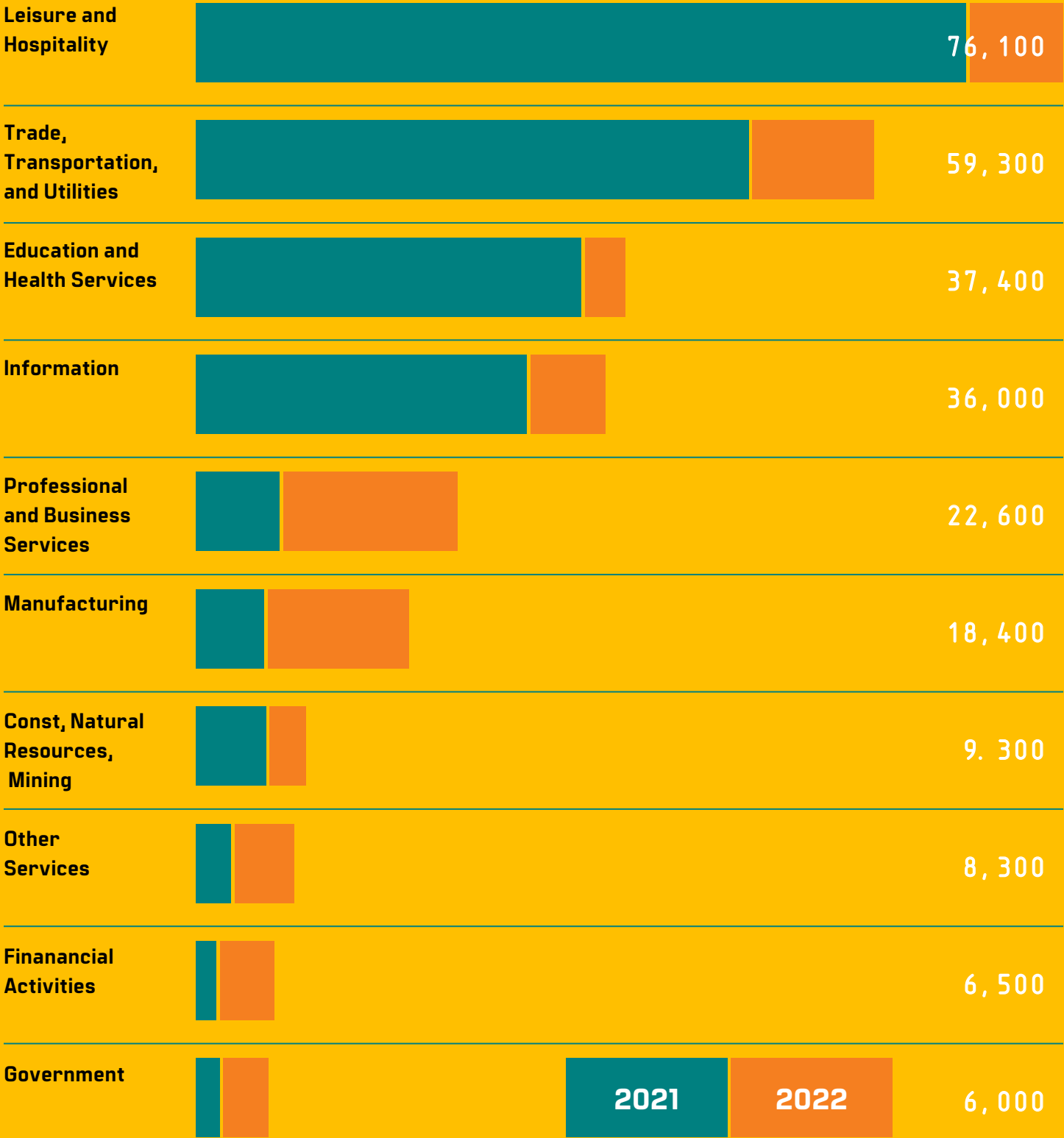
11 Blair, P. Q., & Ahmed, S. [2020, June 28]. *The Disparate Racial Impact of Requiring a College Degree*. Wall Street Journal.
12 Fuller, J., Raman, M., et al. [October 2017]. *Dismissed By Degrees*. Published by Accenture, Grads of Life, Harvard Business School.
13 City of L.A. Workforce Development Board. [2020, August]. *City of Los Angeles Workforce Development Board Final Year Twenty-One Annual Plan for Program Year 2020–2021*.

TABLE 2:
SHARE OF JOBS THAT CAN BE DONE AT HOME
BY OCCUPATION'S MAJOR GROUP

OCCUPATION	O*NET-DERIVED BASELINE	MANUAL ASSIGNMENT
15 Computer and Mathematical Occupations	1. 00	1. 00
25 Education, Training, and Library Occupations	0. 98	0. 85
23 Legal Occupations	0. 97	0. 84
13 Business and Financial Operations Occupations	0. 88	0. 92
11 Management Occupations	0. 87	0. 84
27 Arts, Design, Entertainment, Sports, and Media Occupations	0. 76	0. 57
43 Office and Administrative Support Occupations	0. 65	0. 51
17 Architecture and Engineering Occupations	0. 61	0. 88
19 Life, Physical, and Social Science Occupations	0. 54	0. 36
21 Community and Social Service Occupations	0. 37	0. 50
41 Sales and Related Occupations	0. 28	0. 21
39 Personal Care and Service Occupations	0. 26	0. 00
33 Protective Service Occupations	0. 06	0. 00
29 Healthcare Practitioners and Technical Occupations	0. 05	0. 06
53 Transportation and Material Moving Occupations	0. 03	0. 00
31 Healthcare Support Occupations	0. 02	0. 00
45 Farming, Fishing, and Forestry Occupations	0. 01	0. 00
51 Production Occupations	0. 01	0. 00
49 Installation, Maintenance, and Repair Occupations	0. 01	0. 00
47 Construction and Extraction Occupations	0. 00	0. 00
35 Food Preparation and Serving Related Occupations	0. 00	0. 00
37 Building and Grounds Cleaning and Maintenance Occupations	0. 00	0. 00

Notes: This table reports the share of jobs that can be done at home for each 2-digit SOC major group. The authors aggregate a 6-digit SOC classification using the employment counts in the BLS's 2018 Occupational Employment Statistics. The full research paper and methodology can be viewed at www.nber.org/papers/w26948.

FIGURE 1: PROJECTIONS FROM LAEDC
2020 TO 2022 EMPLOYMENT GROWTH BY INDUSTRY IN LA COUNTY



Strengthening and Innovating L.A.'s Public Workforce System

The City's YouthSource system comprises 16 centers serving more than 17,000 youth ages 16 to 24 with a focus on foster youth, homeless or runaway youth, disconnected youth, probation youth, youth with disabilities and low-income youth. When most job sectors reopen, youth workforce development systems in Los Angeles will face challenges in serving an increased volume of youth interested in employment along with reaching those who have become newly disconnected over the course of the pandemic. YouthSource centers serve multiple functions, including career exploration, counseling and college preparation. The design and delivery of career exploration and occupational skills training for out-of-school youth at YouthSource centers will likely need to adapt for potential long-term hybrid learning. Stringent Workforce Innovation and Opportunity Act (WIOA) eligibility requirements help target funding toward high-need youth populations, but may also serve as a barrier to scale as many emerging youth development professionals and organizations forego contracting opportunities due to the heavy administrative burden. Small and short staffed youth-serving organizations express how difficult it is to navigate the insurance, reporting and program evaluation requirements to receive government funding. WIOA-funded YouthSource centers and community colleges are primary providers of job-focused education and training, but their staff's ability to put youth on a path toward upward economic mobility relies heavily on exposing youth to multiple career options and helping them earn stackable credentials of true labor market value. The Los Angeles Community College



Photo courtesy of Lost Angels Children's Project

Applying a Racial Equity Ecosystem Building Framework to Youth Economic Development

District's nine campuses serve more than 65,000 youth under age 20, many of which are food or housing insecure.¹⁴ Community colleges are hubs for employer collaboration, and policymakers and donors can help facilitate connections to create new work-based learning opportunities for youth in accelerated degree programs. Organizations, including YearUp and LeadersUp, are proven talent accelerators with track records of launching corporate partnerships and training programs that successfully operate adjacent to workforce development systems.

Existing initiatives such as the Ready-to-Rise partnership led by Liberty Hill Foundation, California Community Foundation and the Los Angeles County Probation Department play an important role in providing technical support to youth career and vocational programs, while shifting public funding away from ineffective carceral systems. Renewed attention toward establishing a Youth Development Department in the City of Los Angeles, led by the Invest in Youth Coalition and City Councilmember Monica Rodriguez, underscores the importance of job training programs as an early intervention strategy to youth incarceration.¹⁵ A youth development department can centralize braided youth career development funding sources and help establish more coordinated real-time data systems on youth employment. A potential benefit of establishing a youth development department, in addition to the strategic allocation of public resources toward high-quality youth programs, is streamlining some of the complex contracting processes that deter youth-serving organizations from seeking government funding. Los Angeles Mayor Eric Garcetti recently

allocated 1.1 million to establish a youth development department. Bold Vision, in collaboration with the city's Executive Task Force on Youth Development, should contribute youth perspectives, racial equity frameworks and data to the upcoming policy discussions that will determine how this department will operate.

Prior to the pandemic, policy advocacy campaigns and existing cross-sector collaborations were already pushing for systemic reform of youth workforce programs in Los Angeles County. In the following sections, I explore how Bold Vision should play an ecosystem-building role in this reform that accelerates progress toward youth economic inclusion.

"Inclusive entrepreneurship ecosystem building works to ensure that individuals of different races, ethnicities, gender and geographies have equal opportunity to build a thriving high-growth economy. This in turn, improves the broader economy by increasing business dynamism and developing new multigenerational wealth and economic mobility across a wider range of communities."

—Dell Gines & Rodney Sampson
*Building Entrepreneurship Ecosystems in Communities of Color, Opportunity Hub*¹⁶

Bold Vision 2028 is in a unique position to advance racial equity in the youth economic development ecosystem across Los Angeles County because of the initiative's broad support and continued involvement from community-based organizations, foundations and policymakers. In this report, I propose that Bold Vision adopt a multi-dimensional approach to youth economic inclusion and entrepreneurship that includes interventions across the following framework, which is inspired by the work of Opportunity Hub and adapted to focus specifically on youth economic development.

TALENT DEVELOPMENT

Early exposure and socialization to the world of work is vital to help youth of color develop confidence in their early career path decisions. An abundance of research suggests that students of color are more likely to persist in STEM fields when they have direct contact

with and access to career role models who come from similar racial and ethnic backgrounds. Much of this socialization happens in schools, particularly for youth who seek work permits at age 14. Evaluation studies of high school level curricula in youth entrepreneurship report that students increase their occupational aspirations, and interest in college, reading, and leadership behavior after participation.¹⁷ The recent societal shift to remote learning presents a challenge as much of the socialization typically taking place through in-school career exposure has ceased or remains disrupted by the digital divide.

Education and skill development programs, including work-based learning and apprenticeship programs, must adapt to meet the needs of in-demand careers in Los Angeles County. Community-based nonprofit organizations who have expertise serving youth of color throughout longer periods of time than local workforce development centers are well equipped as intermediaries to link youth with private sector employers, particularly during COVID-19 recovery, as well as during and immediately after the 2028 Olympics.

Talent placement programs that shifted to remote work also face significant operational challenges in preparing youth for workplace success. Even prior to the pandemic, the efficacy of summer programs to place youth in jobs with clear pathways for advancement and upward economic mobility was already called into question. A Brookings Institute report states that research has not yet conclusively linked summer jobs programs to improved employment outcomes; evaluations to date are silent on effective program

¹⁴ Los Angeles Community College District Fast Facts (2020). Los Angeles Community College District website

¹⁵ City News Service. (2021, February 17). *3 LA council members call for creation of Youth Development Department to focus on enrichment, job training.* Daily News

¹⁶ Gines, D., & Sampson, R. (2019, June). *Building Entrepreneurship Ecosystems in Communities of Color.* Opportunity Hub.

¹⁷ Aspen Youth Entrepreneurship Strategy Group. (2008). *Youth Entrepreneurship Education in America: A Policymaker's Action Guide.* Aspen Institute.

design; and, in the absence of agreed-upon standards and best practices, there is no guarantee of quality.¹⁸

L.A. City and County officials have expressed the difficulty in sustaining partnerships with the private sector to place youth in subsidized summer jobs. Many of the summer job placements reserved for youth, including those at local community or recreational centers, will not be available until a significant portion of Los Angeles County’s population is vaccinated or herd immunity is reached. While there are other benefits to temporary summer placements in community recreation, such as training skills in time management and workplace professionalism, many youth and community leaders express that these jobs have limited viability as pathways to upward economic mobility. There is an opportunity to increase the number of subsidized jobs in the private sector that afford youth the technical and workplace skills necessary for more lucrative career paths. A promising model that was successful during the pandemic is embarcLA, which teaches youth the fundamentals of design thinking and connects them to post-program opportunities including a pre-accelerator program and an opportunity to pitch investors.

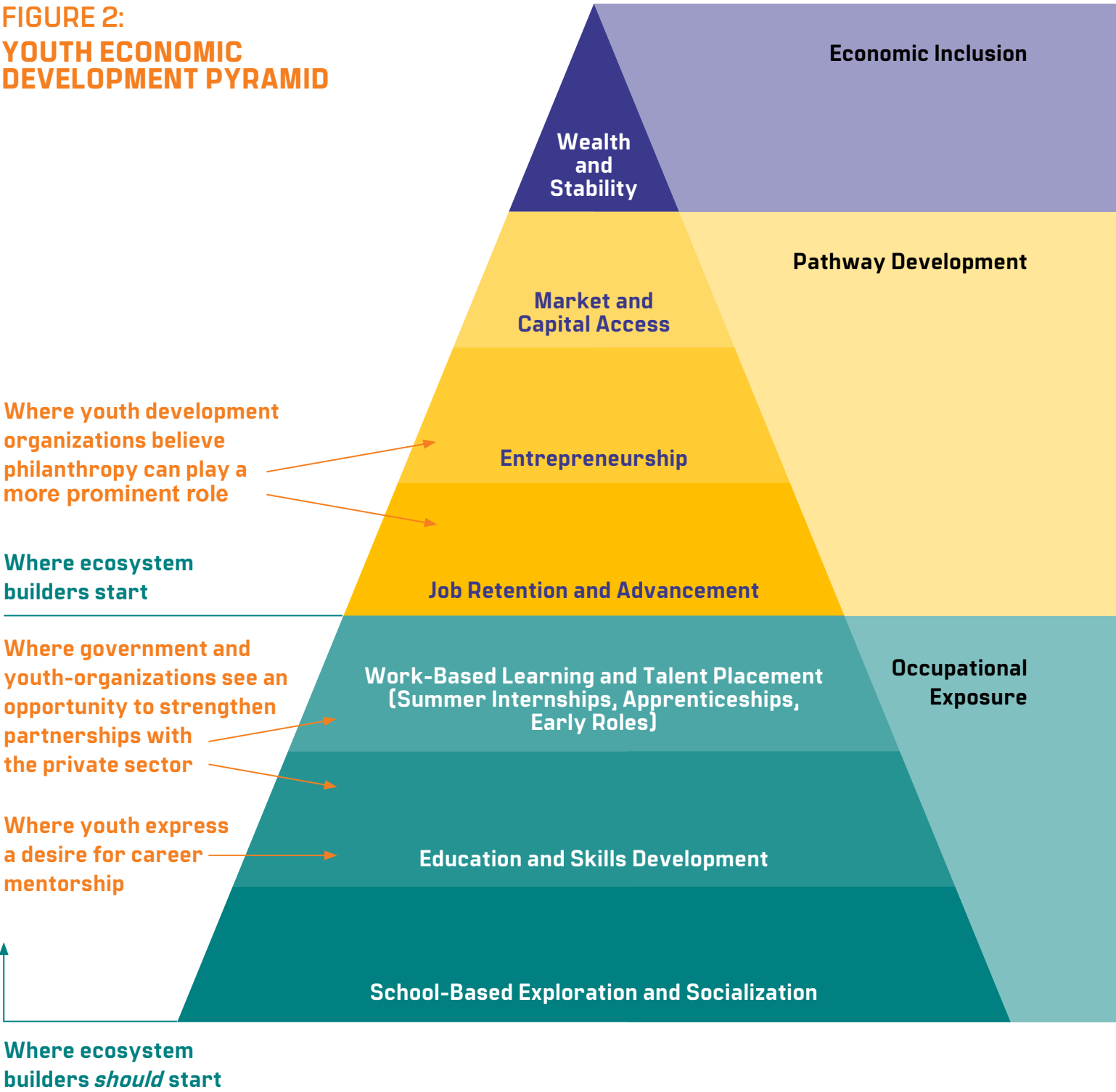
NEW VENTURE DEVELOPMENT

Youth entrepreneurship training programs, such as those offered by the City of Los Angeles’s Small Business Development Centers (SBDC’s) and organizations like the Urban League, provide activity-based workshops covering a range of topics, including business plan development and marketing.¹⁹ These programs primarily act as incubators that provide youth an opportunity to build market knowledge and test ideas. Training programs that link youth to local, small businesses can provide them with necessary exposure to profit-making logic and operations, while equipping them with working knowledge of local licensing and permitting requirements.

18 Ross, M., & Kazis, R. (2016). *Youth Summer Jobs Programs: Aligning Ends and Means*. Washington, DC: Metropolitan Policy Program at Brookings
19 Youth Entrepreneur Program. (2020, November 4). Initiating Change in Our Neighborhoods (ICON) Community Development Corporation.

While entrepreneurship, experiential learning programs and incubators are valuable starting points for aspiring entrepreneurs, they do not guarantee market and capital access. Like venture-capital backed startups, the long-term viability of youth-led businesses is dependent on many different factors, including access to sufficient capital, product-market fit and correct pricing forecasts. Programs that provide seed capital to youth-led ideas for business, while offering long-term financial literacy training, show promise in helping youth persist in their entrepreneurial pursuits. Importantly, foundations committed to youth financial inclusion can use their programmatic investment strategies to scale youth-serving businesses, which this research will explore as a recommendation.

FIGURE 2:
YOUTH ECONOMIC
DEVELOPMENT PYRAMID



Bold Vision 2028

Economic Development Logic Model

Los Angeles County's youth navigate a complex, interconnected network of workforce structures, educational institutions and business interests. There is no silver bullet solution to improve youth economic inclusion in Los Angeles County. Program scalability and real-time coordination between the wide array of workforce development organizations and services targeting youth is a primary concern among many of the stakeholders interviewed for this report. The logic model provided below offers proposed strategies for how Bold Vision might tackle economic inclusion issues and dramatically increase the number of low-income youth of color who contribute to Los Angeles County's economy in quality jobs with pathways for upward mobility. While the Bold Vision initiative is not tied to the 2028 Olympic Games, the Olympics are an intermediate opportunity to connect youth to work during a forecasted economic boom. The following logic model should be adapted in the coming months based on continuous feedback directly from youth on program efficacy and emerging economic inclusion priorities.

Bold Vision plays an important role in creating the enabling environment needed to pull the levers outlined in this logic model. Current macro-level trends, including federal and state economic policies that catalyze community-based innovation and small business development, are in Bold Vision's favor. Collaborating with initiatives like Ready to Rise, No Going Back LA and the Invest in Youth Coalition can create cohesive narratives about the importance of economic inclusion and shift public resources toward youth development in the short term.



Case Studies

OVERVIEW OF CASE STUDIES

The three case studies detailed in this report seek to advance youth economic inclusion through different sectors and approaches. There is no intention to replicate the models of these case studies, as each presents various learnings that could be applicable to Los Angeles County and the Bold Vision initiative. In selecting these case studies, I specifically sought to understand how each initiative supports youth in connecting to the economy and forming occupational identities.

Collective Impact Initiative:

ThriveChicago

Launched in June 2013, initiated by Mayor Rahm Emanuel

Philanthropy-initiated Initiative:

Aspen Institute Business Ownership Initiative

Launched in 2017 by the Aspen Forum Youth Entrepreneurship Fund with support from the Charles Stewart Mott Foundation

Sector-Based Employment Partnerships:

SMASH Rising

Launched in 2018 with three STEM industry partners; quadrupled in size over the last three years

Below is an overview that includes key takeaways from each case pertaining to youth economic inclusion.

THRIVECHICAGO

Overview

ThriveChicago (known as "Thrive") is a citywide, collective impact initiative that seeks to strengthen the ecosystem of youth-serving organizations. Thrive is the lead organization of the Obama Foundation's My Brother's Keeper (MBK) Alliance initiative in Chicago. Thrive plays a convener role and uses a data-driven approach to propose policy solutions that improve life outcomes for youth, specifically boys and men of color. Thrive originated from Mayor Rahm Emanuel's office and was established in 2013. Thrive's four key capabilities are to: (1) convene and connect community leaders; (2) activate uniquely cultivated data to produce research; (3) co-design community solutions to specific systemic barriers; and (4) connect solutions to seed and sustainable funding.

Approach to Youth Economic Inclusion

One of the key findings from Thrive's MBK Action plan is that boys and young men of color need more opportunities during their early teen years to identify their own purpose in life.²⁰ They recommend that community-based organizations should have a component of all programs that help youth identify their purpose and that institutions create pathways with employers that lead to family-sustaining careers. In coalition with public and private sector stakeholders, Thrive's coalition partners work on strategies that ensure college persistence. This includes earlier career exposure, course-to-career linkages and improved financial advising.²¹

During the pandemic, Thrive has focused on partnering with specific companies who are interested

in providing youth with temporary and seasonal jobs that help them develop transferable skills. Thrive has held hiring fairs with several employers, including Verizon, McKinsey, McDonalds and others. While entrepreneurship has been identified as a topic of interest, specific plans to support youth entrepreneurs are still being developed.

Key Takeaways

- **Community-based organizations are best positioned to reach the youth that existing government programs do not.** In 2017, Thrive's Opportunity Youth Working Group came up with the idea of "Reconnection Hubs," which includes social workers and technology that help youth re-enroll in school or connect to jobs. These Reconnection Hubs have shown promise in reaching opportunity youth and connecting them to employment while providing holistic support and potential recovery services. Career assessment and job readiness services are offered at each Reconnection Hub. Part of Thrive's value-added contribution to the youth development ecosystem is the data they collect through the Reconnection Hubs.

- **Facilitating strong connections with existing job centers can help connect youth with in-demand jobs.** Short term opportunities like contact tracing can be valuable pathways into longer-term careers in medicine or technology. Thrive's work to build alignment between the Reconnection Hubs with local American Jobs Centers is a model for ensuring local workforce funding is used to support the city's hardest-to-reach disconnected youth.

²⁰ *My Brother's Keeper Alliance, Action Plan* (2019). Thrive Chicago.

²¹ *Opportunity for Youth Report* (2019). ThriveChicago.

ASPEN INSTITUTE BUSINESS OWNERSHIP INITIATIVE – DEL NORTE AND TRIBAL LANDS, CALIFORNIA

Overview

The Opportunity Youth Forum (OYF) is an initiative of the Aspen Institute Forum for Community Solutions that supports a network of nearly 30 urban, rural and tribal communities seeking to scale reconnection pathways that achieve better employment and education outcomes for opportunity youth. In 2017, the Aspen Forum launched the Youth Entrepreneurship Fund (YEF) with support from the Charles Stewart Mott Foundation. The YEF responded to the interest expressed by OYF collaboratives and youth leaders in exploring entrepreneurship as a pathway to economic self-determination and wealth-building in low-income communities.²²

Approach to Youth Economic Inclusion

The Aspen Forum identified the following components of an entrepreneurial pathway: (1) entrepreneurial education; (2) hands-on workplace experiences including internships and job shadowing; (3) mentoring, business incubation and seed capital from the entrepreneurial ecosystem; and (4) wraparound case management stabilization supports. The youth entrepreneurship program in Del Norte saw an opportunity to connect youth to homegrown enterprises and cultural preservation jobs. Del Norte does not have an extensive entrepreneurial ecosystem like that of San Francisco or Los Angeles, and Community Development Financial Institutions (CDFIs) and small business development centers are located 85

miles away from the area. Given this, partnerships with Del Norte County Schools and College of the Redwoods were key to integrating entrepreneurship training into existing instructional programs.

Key Takeaways

- **Working with youth in small, intensive cohorts to help them learn human-centered design principles supports their ability to conceive passion projects that are responsive to community needs.** A vital component of youth entrepreneurship programming in Del Norte was the “It’s Your Move” curriculum which was integrated into the College of Redwoods’ Youth Training Academy. The train-the-trainer process taught human-centered design principles to youth service providers, tribal government leaders and community college leaders. Youth and adults provided testimonials about how the curriculum helped participants become more community-minded and identify the type of social enterprises they wanted to see in Del Norte.
- **Mutual trust is vital to sustaining long-term investments in youth entrepreneurial pathways programs.** Aspen Institute’s work in Del Norte focused on building a collaborative ecosystem by connecting the community’s pre-existing assets and resources. Providing youth entrepreneurs with personalized support and mentorship is a nuanced process that involves skillful collaboration between career pathway-specific partners, local educational institutions and youth-serving organizations.

SMASH RISING

Overview

SMASH’s mission is to empower brilliant underrepresented students with rigorous science, technology, engineering and math (STEM) education, culturally-relevant coursework and access to resources and social capital that allow them to pave a successful career in tech and entrepreneurship. SMASH Rising is a summer internship program that provides youth of color with early professional exposure to tech workplaces. The goal of SMASH Rising is to support development of the next generation of STEM leaders across industries. Eight-nine (89) percent of SMASH scholars are first generation college students and/or qualify for free/reduced priced lunch. SMASH Rising partners with tech industry leaders, including DoorDash, Pandora, REVOLT, IDEO CoLab, First Republic Bank and others, to provide youth of color compensated project-based work experience over five weeks.

Approach to Youth Economic Inclusion

SMASH’s approach to economic inclusion helps young people develop a positive sense of identity and belonging in STEM fields over the course of multiple years. Prior to participating in SMASH Rising, students must have completed three summers of intensive training focused on computational thinking, technical computer skills such as computer science languages and prototyping, project management and public speaking. Early socialization is critical to helping youth gain the confidence needed to persist in STEM fields of historically limited racial and economic diversity. SMASH’s approach to supporting students over multiple stages in their adolescence through culturally relevant

and rigorous education aligns with Opportunity Hub’s framework for connecting youth to high-functioning tech ecosystems by focusing on socialization and skills development concurrently.

Key Takeaways

- **Employers should help shape curricula and mentor youth.** Standalone work certification programs may signal to employers that youth have completed some form of workplace training, but they do not guarantee that youth are exposed to technical skills that match project needs. SMASH Rising partners with tech companies to scope specific projects for youth and ensure that pre-internship training includes presentations by staff members who will manage and mentor youth.
- **Integrated workplace learning is most effective when youth learn alongside each other.** Students in SMASH Rising work alongside five peers and are mentored by a project manager at each partner site, which aligns with research that youth work-based learning is most effective when students are able to develop skills together rather than working independently.

²² Klein, J and Nemoy, Y. (2020, June) *Creating Entrepreneurship Pathways for Opportunity Youth*, Aspen Institute.

Los Angeles County's Youth Entrepreneurs

DEFINING "YOUTH ENTREPRENEURSHIP"

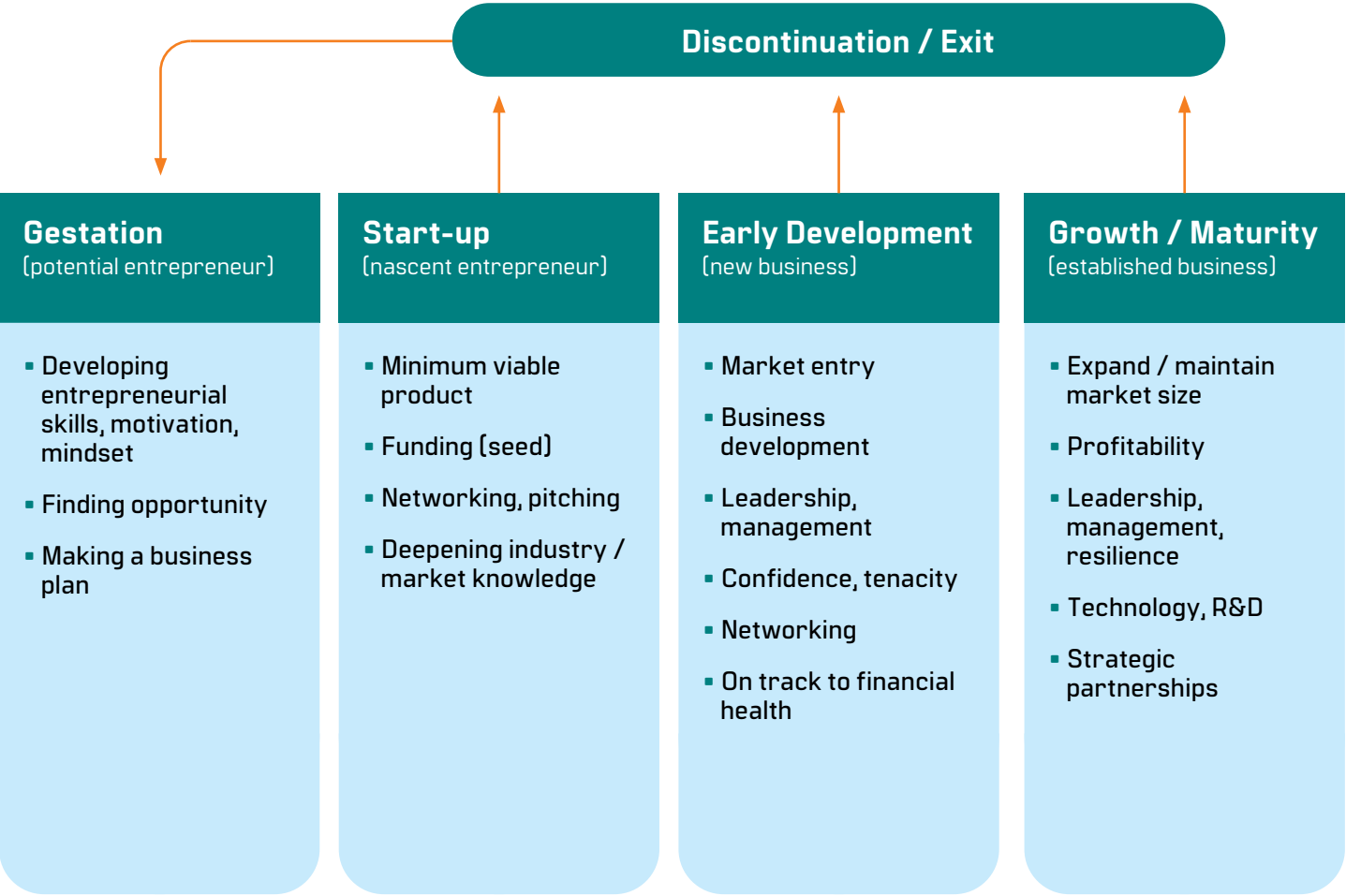
There is no single, precise definition of youth entrepreneurship, although it is often associated with small business ownership and the creation of new products. A UNICEF issue brief states that entrepreneurship is a dynamic process and to thrive as an entrepreneur means navigating a continuum of events and stages that are influenced by many factors.²³ Figure 3 (right) maps the entrepreneurial journey along multiple stages.

Youth entrepreneurs in Los Angeles who fall within our target age range (14 to 24) are most likely to be in the gestation and start-up phases, where they develop an entrepreneurial mindset in both in-school and out-of school programs. For this study, I interviewed youth who participated in local entrepreneurship programs and business plan competitions, as well as youth whose primary source of income is through gig economy work.

There is a spectrum of youth entrepreneurship in Los Angeles, ranging from gig economy work to micro-entrepreneurship and small business market entry. This research contributes to a deeper understanding of the types of youth entrepreneurship in Los Angeles County. Understanding the challenges that youth entrepreneurs face requires a nuanced understanding of their passions and unique circumstances with navigating the world of work. There is a wide range of experiences that youth entrepreneurs may encounter when pursuing the opportunities most aligned with their personal mission. Access to institutional capital that provides financial resources and professional connections to help youth develop ideas and grow businesses varies widely.

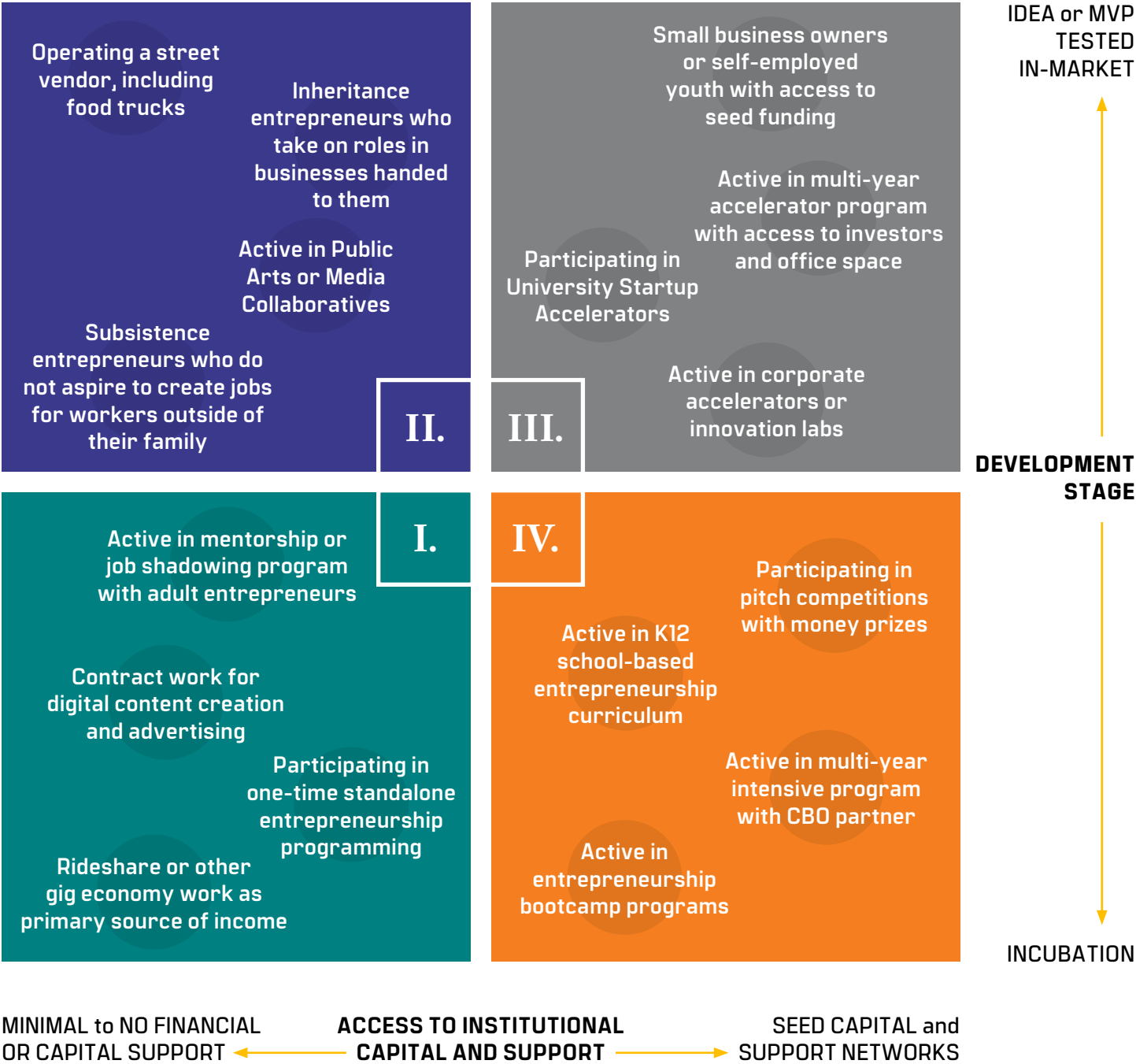
In the below two-by-two matrix, the x-axis represents access to institutional capital and support, which encompasses funding, capital resources and personal connections. The y-axis represents the business development stage, ranging from incubation and drafting a well-defined business concept, to testing customer demand with a minimum viable product (MVP) or securing early customers.

FIGURE 3:
THE ENTREPRENEURIAL JOURNEY



23 Andaleeb, A. (2019, February). *Youth entrepreneurship: concepts and evidence*. UNICEF.

FIGURE 4:
L.A. COUNTY YOUTH ENTREPRENEURSHIP EXPERIENCES IN FOUR QUADRANTS



Quadrant I: Minimal Capital Support and Exploratory Phase

Youth who exhibit entrepreneurial attitudes but may not have access to financial capital or asset lending programs are included in this quadrant. Gig economy workers who use their own assets, such as teens operating their vehicles to make an income as ridesharing drivers, are included here. Participants in one-time entrepreneurial training are also included here because they may not have access to ongoing support or capital to test their ideas.

Quadrant II: Minimal Capital Support and High Direction

Youth who have a strong sense of the product or service they want to sell, but who may have limited access to financial capital or growth marketing resources, are included in this quadrant. Additionally, youth who follow an entrepreneurial path out of necessity as their only or best option for work are in this category. This includes youth who own micro-businesses to make subsistence income and those who inherit their family small businesses. Arts cooperatives and short-term projects that may offer youth small stipends are also included here because projects are scoped for both a specific purpose and a limited time.

Quadrant III: High Capital Access and High Direction Quadrant

Youth who are testing products and gaining skills through well-resourced accelerator programs, such as those offered by local universities and corporate partners like Nike, are included in this quadrant. They may aim to grow their businesses to create jobs for other people. Youth-led ventures in this quadrant benefit from access to finance in the form of grants, savings or venture capital and therefore have the ability to test ideas in-market and potentially expand their product offerings.

Quadrant IV: High Capital Access and Exploratory Phase

Youth entrepreneurs who are involved in intensive entrepreneurial training programs that cover a wide range of technical and managerial skills, but who may also still be developing their business ideas, are included in this quadrant. K-12 entrepreneurship programs and multi-year programs are included here because they help youth build social capital and entrepreneurial knowledge over time, but vary widely in helping youth bring their businesses to market and translating ideas into long-term profit generating operations.

It is important to note that no framework can fully capture or categorize the breadth of experiences that youth entrepreneurs face. Young people aged 14 to 24 may be active in a combination of the programs or work experiences included in the matrix. They are likely to move between quadrants at varying stages of their career development or be part of multiple pursuits that may or may not complement each other. Post-secondary pathways vary across all four quadrants.

This framework also does not imply that any set of programming and entrepreneurial opportunities are higher quality or more desirable than others. The typology proposed here confronts the reality that youth entrepreneurs differ in their economic objectives and access to resources. From this understanding, we can craft policy responses and co-design programs with youth with an appreciation for their specific entrepreneurial objectives.

Who Are L.A.'s Youth Entrepreneurs?

Over the course of three months, I interviewed youth who express an early interest in entrepreneurship and participated in entrepreneurial training programs. The stories below provide insight into the experiences, professional aspirations and pandemic-related challenges that aspiring youth entrepreneurs in Los Angeles County are currently facing. The featured youth currently reside in different areas of Los Angeles and have participated in youth entrepreneurship programs or local Workforce Innovation and Opportunity Act (WIOA)-funded centers. I also feature two emerging youth social enterprises that show promise in creating pathways to high-demand jobs by teaching entrepreneurship and helping youth develop transferable, technical skills.

VALERIE AND VIOLET

Valerie (22) and Violet (25) are sisters from South Los Angeles who incubated a clean body care essentials company through StartupUCLA's summer accelerator program after winning a grant through UCLA's Afrikan Student Union. They come from a family of Cameroonian immigrants where entrepreneurship runs deep. Both their grandmother and mother are entrepreneurs. Valerie and Violet are passionate about creating a company that uplifts different body types and environmental responsibility. Through StartupUCLA, they were mentored by beauty company founders who have a presence in Sephora and Target, which helped them craft their pitch and understand how to create a go-to market strategy. Valerie and Violet recently won the KNC School of Beauty program (sponsored by Revlon and KNC Beauty) which includes a \$10,000 grant and mentorship from the New Voices Foundation. At this

stage of their entrepreneurial journey, they believe legal counseling and more conferences to connect youth entrepreneurs with seasoned professionals would be most helpful in helping them grow their business.

ARMAND

Armand is a 20-year-old, Black man from South Central Los Angeles who aspires to be a professional musician. During high school, he was part of a local entrepreneurship program that taught him the fundamentals of market analysis, pitching and customer discovery. Today, he is a content creator who trains youth of color in video content creation, website editing and social media marketing. Armand's professional goal to become a media arts entrepreneur started in high school, where he watched YouTube influencers ascend from creating short videos to eventually monetizing their channels. He would like to intern at a music recording studio or artist management firm to better understand the technical skills required for higher paying, production jobs. His own experiences of winning a youth business pitch competition and training younger students shape his view that financial literacy training and job shadowing opportunities are some of the most important steps toward youth economic inclusion, particularly for South L.A. youth who are passionate about pursuing careers in music production.

ANGELICA

Angelica is a 22-year-old Latina from Wilmington who aspires to be a professional therapist. She is a first-generation American whose family is currently dealing with gang affiliations and drug addiction. Last year, Angelica came up with the idea of selling cocoa



Valerie and Violet

bombs while creating care packages for her family members who she couldn't see during the pandemic. She is now a microentrepreneur selling cocoa bombs to her closest family and friends. Angelica hopes to scale her business, but first desires public speaking training, financial literacy classes and professional mentorship. In the past, Angelica has taken advantage of multiple WIOA-funded training programs, but felt that they focused too heavily on studying licensing requirements rather than useful technical skills. Angelica currently cares for a young son with special learning needs. She feels that financial literacy training and one-on-one life mentorship would be most useful to her as she hopes to return to school while operating her microbusiness.

JAZZ

Jazz is a 22-year-old, Black man who started his own meal prepping business targeted toward youth from under resourced communities. He was born in Texas and was raised in Long Beach's foster care system. A South L.A. mentorship program for foster youth connected him with a food services training program, where he developed his passion for culinary arts. He is just starting his meal prep business, and he believes website design and financial management classes would help him reach the next milestone of acquiring recurring customers. In five years, he hopes that his business generates a profit and he also wants to travel to other countries to learn about their cultural dishes. One of his dream internships is to be a food influencer for a media company like BuzzFeed.

Emerging Youth-Serving Social Enterprises



Photo courtesy of Las Fotos Project

Los Angeles is a growing hub of impact-oriented businesses and innovative employment social enterprises that create opportunities for youth of color. In this section, I highlight two examples of emerging youth-serving social enterprises that show promise in providing youth with paid technical training and connecting them to careers with opportunities for advancement.

CREATIVE ENTREPRENEURSHIP OPPORTUNITIES (CEO)

Las Fotos Project's mission is to elevate the voices of female identifying youth from communities of color through photography and mentoring, empowering them to channel their creativity for the benefit of themselves, their community and future careers. Launched in 2017, Creative Entrepreneurship



Photo courtesy of Lost Angels Children's Project

Opportunities is Las Fotos Project's innovative model for building teen girls' career pathways in the creative economy through photography instruction, mentorship, business training and creative freedom. Past clients have included Netflix, LACMA, UCLA, Forever 21 and more. Creative Entrepreneurship Opportunities has employed 52 teenage girls over the last two years and provided 281 paid jobs.²⁴

LOST ANGELS CHILDREN'S PROJECT (LACP)

Based in Lancaster, Lost Angels Children's Project is a nonprofit serving homeless and disadvantaged youth in Lancaster. Since 2014, LACP has offered after school programming to high school students in classic car restoration and industrial arts. LACP empowers youth through vocational training in welding, fabrication, automotive mechanics, engine and transmission rebuilds, bodywork and paint, electrical, fuel and brake

²⁴ Interview with Helen Hurtado from Las Fotos Project & Creative Entrepreneurship Opportunities.



systems, tires, composites and all aspects of classic car restoration. In 2018, LACP opened the Good Life Print Shop, a student-run, silk screening t-shirt social enterprise that makes and sells original apparel as well as custom orders for outside customers including Fitchow, Lipbang, Nosed & Decker, Gas & Coffee, Phat Kaps and many other businesses. In 2020, LACP partnered with the City of Lancaster, Los Angeles County Office of Education (LACOE) and America's Job Center (AJCC) to create a pilot program entitled Good Life Manufacturing. The program offers job training and transitional employment in an industrial manufacturing and automotive restoration social enterprise to transitional age youth experiencing poverty and/or homelessness. In February 2020, the program kicked off its first cohort of 11 trainees. They graduated in July and 10 of the inaugural 11 graduates received job offers and have already started working with local industry employers, including Northrup Grumman, BYD, Temco Logistics, Amazon, Apple One and U.S. Pole & Lighting.²⁵

25 Interview with Matt Weber from Lost Angels Children's Project.
26 FACT SHEET: The American Jobs Plan. (2021, March 31). The White House.

Policy and Philanthropic Options

"The solutions are in the community. Bold Vision is a grassroots youth think tank. My hope is that it becomes a force for influencing policy and pushing elected officials toward equity."
—Lou Calanche, Executive Director, Legacy LA

Bold Vision 2028 has laid the groundwork to play a consequential role in Los Angeles County's youth economic development ecosystem. This report's recommendations provide a roadmap for how Bold Vision could tackle economic inclusion issues as a multi-sector, multi-year initiative with broad support from philanthropy and community leaders. Based on my analysis and conversations with leaders across government, philanthropy and community-based organizations, I propose that Bold Vision play an **ecosystem-strengthening** role in youth economic development efforts across Los Angeles County. A summarizing evaluation matrix for the following recommendations can be found in the appendix.

POLICY STRATEGIES

1. Expand green infrastructure apprenticeships and summer internship programs for youth.

Scaling upskilling programs that help youth gain the skills to succeed in green jobs is a high-impact opportunity for Bold Vision to advance economic inclusion. Organizations that comprise the Bold Vision Community Council are interested in accelerating the just transition in Los Angeles County. The Biden-Harris Administration's commitment to creating green infrastructure jobs within the next five years complements the state and local demand for jobs that facilitate a just transition. President Biden's newly released American Jobs Plan will also establish a \$27 billion Clean Energy and Sustainability Accelerator to mobilize private investment into distributed energy resources; retrofits of residential, commercial and municipal buildings; and clean transportation.²⁶

A just transition requires a re-localization and democratization of primary production and consumption by building up local food systems, local clean energy, and small scale production that are sustainable economically and ecologically.²⁷

A recent report by the City of Los Angeles Economic and Workforce Development Department found that many apprenticeships can and should incorporate elements of green technology; however, few nationwide – and none in Los Angeles – explicitly state that they are a "green tech" registered apprenticeship.²⁸ Relatedly, the Los Angeles Cleantech Incubator's (LACI) newly released *Green Jobs in Los Angeles* report provides a roadmap for ensuring economic recovery through equitable workforce training for green jobs.²⁹ One of the key priorities shared among stakeholders invested in creating green jobs is advocacy for recovery funds to be directed towards workforce development administrators to appropriately outfit their facilities to support green job training. Green jobs exist in nearly every sector in Los Angeles County, and LACI states that green jobs typically offer better pay and more upward career mobility than the average job based in the county.

Community colleges, apprenticeships and public sector training initiatives (e.g., HireLAX) can serve as entry points for youth interested in long-term employment in the green economy. A 2019 Brookings Institute report noted that more than 320 different occupation types will be impacted by national transition

to clean energy, and the same is true for other green industries.³⁰ The delivery of green workforce training programs will be a key policy conversation that Bold Vision must contribute to in the coming years. Partnerships with unions and the Los Angeles County Federation of Labor will be vital to the delivery of high-quality apprenticeship programs and equitable workforce retraining programs that support workers interested in transitioning into emerging green industries. The table below offers examples of green jobs and desired education and training requirements.

EXAMPLE: Green Jobs for San Diego's Youth

On March 16, 2021, San Diego County's Board of Supervisors unanimously voted to support the Youth Environmental/Recreation Corp, a program aimed to provide youth with skills training, and opportunities to develop knowledge, practice skills and gain work experience in the growing sector of green economies. The County will spend one million dollars (\$1M) on the program over the course of two years and will be open to any county resident between ages 16 and 24. Dozens of social justice and community advocates, including those from Sunrise Movement San Diego and Youth Will, organized to urge the county board to fund the program.³¹ It would be valuable for Bold Vision to learn from San Diego organizers and officials on how they will define success and scale their green youth jobs initiative. Learning from labor partnerships in San Diego might also offer useful insight into how the transition

27 Just Transition. (2021, February 19). Climate Justice Alliance.
28 Apprenticeships for High Growth Sectors of Los Angeles (2020). City of Los Angeles Economic and Workforce Development Department.
29 Los Angeles Cleantech Incubator (LACI) & HR&A Advisors. (2021, January). *Green Jobs in Los Angeles: Opportunities for Economic Recovery Through Equitable Workforce Training*.
30 Muro, Mark et al. (2019, April) *Advancing Inclusion Through Clean Energy Jobs*." Brookings Metropolitan Policy Program.
31 City News Service. (2021, March 17). *Youth Jobs Program With Green Focus Approved In San Diego County*. San Diego, CA Patch

Table 3: Green Job Training and Education Requirements by Sector

	SELECT OCCUPATION	ENTRY LEVEL EDUCATION	TRAINING
GREEN ENERGY	Electricians	High school diploma or equivalent	Apprenticeship
	Carpenters	High school diploma or equivalent	Apprenticeship
	Solar Photovoltaic Installers	High school diploma or equivalent	Moderate-term on-the-job training
	Construction Laborers	No formal educational credential	Short-term on-the-job training
	Wind Turbine Service Technicians	Postsecondary nondegree award	Long-term on-the-job training
	Electrical Power-Line Installers and Repairers	High school diploma or equivalent	Long-term on-the-job training
ZERO EMISSIONS TRANSPORTATION	Battery Assemblers and Fabricators	High school diploma or equivalent	Moderate-term on-the-job training
	Machinist	High school diploma or equivalent	Short-term on-the-job training
	Bus Drivers	High school diploma or equivalent	Short-term on-the-job training
	Heavy and Tractor-Trailer Truck Drivers	Postsecondary nondegree award	Short-term on-the-job training
	Light Truck or Delivery Services Drivers	High school diploma or equivalent	Short-term on-the-job training
	Laborers and Freight Movers	No formal educational credential	Short-term on-the-job training
	Construction Laborers	No formal educational credential	Short-term on-the-job training
SMART AND SUSTAINABLE CITIES	Refuse and Recyclable Material Collectors	No formal educational credential	Short-term on-the-job training
	Hazardous Materials Removal Workers	High school diploma or equivalent	Moderate-term on-the-job training
	Construction Laborers	No formal educational credential	Short-term on-the-job training
	Plumbers, Pipefitters, and Steamfitters	High school diploma or equivalent	Apprenticeship
	Heavy and Tractor-Trailer Truck Drivers	Postsecondary nondegree award	Short-term on-the-job training

Analysis by LA Cleantech Incubator

Note: occupations are exemplary and not exclusive to each focus area.
Source: Esmi

to the green economy can provide middle-class strengthening, union career opportunities.

2. Scale social enterprise transitional employment models countywide for systems-impacted youth and pass an explicit policy with the County Board of Supervisors requiring that every homeless and disconnected youth be connected to transitional employment.

Social enterprises offer workforce training and wraparound services that can support youth with the highest barriers to work, such as those who are formerly incarcerated or currently experiencing homelessness. Employment social enterprises (ESEs) are businesses that operate with an explicit social purpose to provide workers with a paycheck and chance to build new skills in preparation for a career path. According to REDF, the majority of employees at employment social enterprises across the United States are Black (42 percent) or Latino (26 percent), 79 percent have a felony on their record, and more than half are at risk of losing their housing or are homeless.³² Because ESEs aim to cover their business costs with earned revenue, they are less dependent on government dollars than traditional employment training programs, whereas wraparound services may either be cross-subsidized by the business, or require some ongoing subsidy from government or philanthropy. The documented social return on investment for ESEs is \$2.23 for every dollar spent.³³

Amending policies to allow local workforce boards to allocate additional WIOA funds to transitional jobs could help connect highest-need youth to employment in social enterprises. Additionally, nonprofit social enterprises are not able to access Small Business Administration (SBA) programs, although they are revenue-generating businesses that create career starting point jobs for individuals who face barriers to employment. Locally-rooted social enterprises in Los Angeles have a track record of building employer-driven pathways that also provide wraparound

services supporting job retention. LA:RISE, which is managed by the Economic and Workforce Development Department and REDF, connects workers to permanent, private or public sector jobs after participants complete a transitional job assignment at a social enterprise.³⁴

There is momentum at both the federal and state level to invest resources in employment social enterprises. Changing policies to allow ESEs to access contracting assistance programs that will help them grow their businesses could also have positive effects on systems-impacted youth who may be connected to early transitional roles. The Los Angeles Homeless Services Authority (LAHSA) estimates that an additional 5,678 young people became homeless since LAHSA's 2019 count and that the economic hardship generated by the pandemic has caused more young people to become homeless.³⁵ Passing an explicit policy with the Los Angeles County Board of Supervisors to require that every homeless and disconnected youth that enters the Coordinated Entry System be connected with transitional employment is an operationally feasible policy that would facilitate a path to economic inclusion for highest-needs youth. This policy would complement the work and ongoing evaluation of promising county programs for homeless residents, including Hire Up and Careers for a Cause. There are existing nonprofit and public employment models that connect homeless residents to employment that have stable public revenue sources, such as the Los Angeles County Homeless Initiative and Countywide Youth Bridges Program. Social workers who help homeless and justice-impacted youth with navigating the county's system of health and human services will need support with linking youth to employment. Integrating skills training and career exploration into any policy that connects youth to transitional employment is key to their long term success in the labor market.

32 REDF 2019 Impact Report. *The employment social enterprise solution*. REDF.
33 Rotz, D., Maxwell, N., & Dunn, A. (2015). *Economic self-sufficiency and life stability one year after starting a social enterprise job*.
34 LA:RISE - *Los Angeles Regional Initiative for Social Enterprise*. L.A. City EWDD.
35 City News Service. (2020, August 27). *LA Homeless Youth Numbers Rose more than 18.5% Compared to 2019, Agency Says*. NBC Los Angeles.

3. Create a countywide task force to develop a plan to make reparations available to Black youth.

In September 2020, Governor Newsom signed Assembly Bill 3121 into law, which established a nine-person committee to study how California could provide reparations to Black Californians.³⁶ The bill does not mandate that reparations be cash payments, and outlines student loan forgiveness, targeted investments in institutions or job training as possible solutions.³⁷ These policy discussions are nascent, however, Bold Vision should consider playing a role to help shape how reparations could be made available to Black youth and support youth economic inclusion.

On March 22, 2021, the City of Evanston, Illinois became the first US city to pass a reparations policy that uses money from a three percent sales tax on recreational marijuana to issue qualifying households \$25,000 for home repairs, down payments on property and interest or late penalties on property in the city.³⁸ A portion of the pooled funding also comes from private donations. In the past, financial set asides for youth economic inclusion in Los Angeles usually took form as educational stipends from the City's general funds. Bold Vision can advocate for a countywide task force that includes youth voices to propose economic inclusion reparations that align with the State of California's upcoming plan.

Reparations and guaranteed basic income policies have historically been considered politically unfeasible, however, various pilot programs are demonstrating how they could help residents living in poverty with affording basic needs.³⁹ As Bold Vision finalizes an operational infrastructure and advocacy agenda, the initiative should consider how the initiative contributes to the ecosystem of organizations furthering the implementation of a local reparations policy.

36 Roberts, N., & Mayorquin, O. (2020, December 31). *New law in 1 minute: California committee to study slavery reparations*. CalMatters.

37 Associated Press. (2020, September 30). *California task force will consider paying reparations for slavery under bill signed by Gov. Newsom*. KTLA.

38 Associated Press. (2021, March 23). *Illinois city 1st in US to offer Black residents reparations*.

39 Smith, E. D. (2021, March 27). *Guaranteed income or reparations? A test case in Oakland*. Los Angeles Times.

PHILANTHROPIC STRATEGIES

1. Establish new funds to support youth social entrepreneurship and school innovation.

Bold Vision can play an ecosystem-strengthening role by augmenting financial resources for youth entrepreneurs, particularly those who may not be connected to existing training programs. Youth who participate in both in-school and out-of-school entrepreneurship programs have expressed that financial and capital support would be most helpful in helping them create, test and launch new ventures. Dedicating specific dollars toward youth entrepreneurship can help youth gain skills in calculated risk-taking and strengthen their ties to the community. Los Angeles County has several programs that offer small cash prizes for student teams, usually ranging from \$500 to \$2,000. These programs vary widely in the type of mentorship and ongoing support they provide to youth.

Access to professional mentorship was a commonly raised issue in my interviews with youth and entrepreneurship professionals. There is limited research on the optimal length and structure of virtual mentorship programs to prevent mentor and mentee attrition. Virtual mentorship programs that partner with civil society organizations, such as churches and community-based youth development organizations, show promise in building connections between professionals of color and youth.

The most successful youth entrepreneurship training programs are frequently characterized as immersive and experiential because they provide youth with hands-on training and exposure to industries they may be interested in. Student engagement in these programs has been difficult to sustain with the broader pivot to virtual learning. Many of these programs recruited youth who were connected to school-based entrepreneurship programs. Organizations like the Network for Teaching Entrepreneurship and BUILD

offer teachers various lesson programs that allow youth to explore entrepreneurship through project-based learning. Train-the-trainer curriculum programs are valuable for the limited number of high school youth who have access to them, but they do not offer sufficient seed capital or asset lending programs to help youth grow their businesses.

The Bold Vision Fund, in partnership with banks and local venture funds focused on supporting founders of color, can support youth by augmenting the pool of funding available to young people who seek entrepreneurial pursuits.

EXAMPLE: Youth Entrepreneurial Challenge and Made in South L.A.

The Youth Entrepreneurial Challenge program, sponsored by Union Bank, is hosted by the Vermont Slauson Economic Development Center and teaches youth how to create business plans. In this program, teams of students compete within their high schools for cash prizes. These programs can also play an important role in socializing youth to envision their success on an entrepreneurial path by connecting them to mentors who share similar a similar upbringing and come from their neighborhoods.

Bold Vision could help create private-public partnerships to scale school-based programs that help students develop an entrepreneurial mindset and strive for college. There is an opportunity for Bold Vision to partner with a corporation that has a philanthropic interest in boosting student achievement and will also have a prominent role in the 2028 Olympics. For example, Nike recently signed a major deal for the 2028 Olympics⁴⁰ and previously scaled AVID across Oregon schools through a partnership with the Marion F. Miller Foundation in 2014. Bold Vision should consider how to partner with the business community to strengthen college readiness and entrepreneurial training programs in Los Angeles public schools.

40 Report: Nike sign US Olympics deal for LA 2028. (2019, March 17). Sports Pro Media.

41 Public Education Leadership Project at Harvard University, Higgins, M., & Jackson, A. (2018, February). *The Nike School Innovation Fund: Scaling for Impact in Oregon Public Schools*.

EXAMPLE: The Nike School Innovation Fund (NSIF)

The Nike School Innovation Fund was invited to President Obama's Business Roundtable on Education for its early success supporting school leaders of color in advancing to leadership positions. In the second phase of the program, Nike supported teacher professional development and scaled AVID across Oregon public schools. Nike allocated \$1.6 million in NSIF grants for statewide support of the total, initial cost for 50 high schools to implement AVID college readiness strategies and courses. By 2017, NSIF made progress toward the goal of providing all 375 Oregon high schools access to AVID's best practices through the collaborative efforts of Nike, foundation partners and the Oregon Department of Education. The partnership measurably increased the number of ninth grade students of color and low income students who were on track to graduate.⁴¹



2. Create a program-related investment (PRI) strategy focused on emerging youth social entrepreneurs and youth-serving social enterprises.

The use of program-related investments (PRIs) to support youth-led businesses and social ventures is a worthwhile topic for Bold Vision organizations to explore. PRIs can infuse much-needed capital into organizations with incentives to build a sustainable business model, generate cash to provide a return and build disciplined practices around planning and resource allocation. There is also the potential to attract additional capital by reducing risk for other more traditional investors through taking a first loss position or providing a guarantee (such as a loan guarantee).⁴² Allocation of PRIs and grants to non-profit financial intermediaries that work with youth microentrepreneurs and youth-serving social enterprises is a nascent economic development strategy. Supporting emerging social entrepreneurs with low-risk capital and business operations training is a promising strategy for foundations with a demonstrated commitment to youth financial inclusion.

Bold Vision can build connections between innovation hubs, incubators and youth serving organizations, which would identify emerging social entrepreneurs as viable, potential candidates to receive foundation PRIs. An insight gleaned from my interviews with youth and workforce development professionals is that there is an appetite for more convenings focused specifically on helping youth of color connect with industry entrepreneurs. According to the Los Angeles County Economic Development Corporation, there are 32 incubators and 33 accelerators across the County.⁴³ Many incubators support entrepreneurs with growing their startups by providing seed funding, workspace and professional networking. Very few incubators in Los Angeles County offer youth-centric programming and resources, with the exception of University-based incubators such as The Innovation Incubator at California State University, Dominguez Hills or The Design Accelerator at Caltech. Bold Vision should

42 *Program-Related Investments* (2017, October 24). Center for High Impact Philanthropy - University of Pennsylvania.

43 *Los Angeles County Incubators*. Los Angeles County Economic Development Corporation.

44 *HBCUvc and Annenberg Foundation Expand Internship Program for Historically Overlooked Groups in Venture Capital*.(2021) PledgeLA.

consider establishing relationships with existing local incubators in the next phase of the initiative to learn which youth populations are participating, and how these programs help youth grow their ventures and allow them to also develop transferable skills needed for success in careers with advancement pathways.

It's worth noting that philanthropy and city government are calling on businesses to address structural racism through initiatives like PledgeLA and RENEW. Both initiatives seek to advance racial equity by partnering with the private sector to track progress toward diversity and inclusion goals, including hiring and corporate investments that close racial disparities. Strengthening ties between incubators and youth-serving organizations can help catalyze promising sector-based employment pipeline models. One example of this is how PledgeLA, spearheaded by AnnenbergTech, directly connects youth to lucrative, sector-based internships by supporting HBCUvc, which helps youth of color enter the VC ecosystem by placing interns at venture capital firms and accelerators.⁴⁴ There is an opportunity for Bold Vision to play an ecosystem-strengthening role by creating new partnerships between community based organizations and the innovation ecosystem and working with funders to diversify the type of capital investments available to youth-led businesses.

3. Expand digital media and financial literacy training programs.

Youth of color in Los Angeles express a strong interest in strengthening their digital media skills, such as website design and videography. Many youth entrepreneurs interviewed for this report view design and digital media as popular and growing occupations in Los Angeles County. Even those who did not express an interest in long-term occupations in digital media emphasized that it was important to develop website and social media skills to promote and monetize their businesses. Expanding digital media and design training programs would help youth develop highly transferable skills and support interested media arts entrepreneurs who aspire toward a long-term, family-sustaining career in L.A.'s vibrant arts and entertainment economy.

According to the 2020 Otis Report on the Creative Economy, one of every seven jobs in Los Angeles is in a creative field.⁴⁵ The Bold Vision Fund can partner with funders to ensure dollars dedicated to arts and culture recovery support youth arts entrepreneurs. Foundations are already beginning to prioritize arts revitalization as part of the pandemic recovery process. For example, J. Paul Getty Trust and California Community Foundation recently launched the LA Arts Recovery Fund, which will allocate \$38.5 million to arts nonprofits via multi-year operating support grants. Place-based creative projects could serve as a pathway into arts and digital media jobs if youth are also trained in high-demand skills such as website design, social media videography.

EXAMPLE: Cultural Asset Mapping Projects

The youth entrepreneurs who expressed a strong desire to pursue design and digital media careers stated that cultural asset mapping projects helped them discover their passions for the arts. In 2015, LA Commons partnered with the Department of

Cultural Affairs and the Alliance for Traditional Arts to implement Promise Zone Arts, a participatory process to map the cultural treasures of L.A.'s first federally designated Promise Zone. The project focused on elevating arts and culture as a key element of this initiative to improve economic prospects for the area's youth. Cultural treasures (people, groups, events and places) provide these young people a connection to their own identity and community stories, deepening their sense of belonging. Youth play a key role in engaging their fellow residents in identification of neighborhood cultural treasures— the artists, sites, cultural practices, and traditions that they deem significant, along with memory maps and cultural markers to illuminate the rich cultural tapestry of the region. Connecting youth involved in cultural asset mapping projects to design and media skill-building opportunities is one strategy to help them compete for lucrative jobs in the creative economy.

Importantly, nearly all youth interviewed for this study stated that financial literacy training would help them better manage their money and save for the future. In 2019, LAUSD announced plans to provide all high school seniors with financial literacy education.⁴⁶ Exposing students to the fundamentals of personal finance, credit building and debt as early as middle school could have long-term effects on money management habits.⁴⁷ Studies show that financial education graduation requirements increase applications for aid, the likelihood of receiving a grant and acceptance of federal loans, while also decreasing the likelihood of holding credit card balances.⁴⁸ Funders could support the expansion of financial literacy programs in high schools or other programs that provide personal finance coaches for youth..

45 *2020 Otis Report on the Creative Economy* (2021, February 12). Otis College of Art and Design.

46 *Los Angeles Unified to Provide Financial Literacy Instruction for All High School Students and their Families* (5–23-19). (2019, May 23). LAUSD.

47 Epperson, S. (2020, February 5). *Teaching financial education in schools finally catches on*. CNBC.

48 Stoddard, C. and Urban, C. (2020), *The Effects of State-Mandated Financial Education on College Financing Behaviors*. *Journal of Money, Credit and Banking*, 52: 747-776.

Recommendation and Implementation

The Bold Vision initiative should capitalize on the broader momentum to create green jobs and scale social enterprises by pursuing a youth inclusion policy agenda starting at the county level. Foundations invested in the Bold Vision initiative could accelerate youth economic inclusion by supporting the creation of youth-focused capital resources and revisiting their internal strategic priorities to focus on advancing and investing in long-term commitments to youth-serving organizations. Executing such a youth-guided and community-rooted approach to inclusive economic development requires a deliberate process. As more residents are vaccinated and Los Angeles County begins to show signs of economic recovery, there are new and re-emerging opportunities to prepare and connect young workers to employment. The need to connect young workers who were most impacted by the recession to the next stepping-stone opportunity in their career and educational trajectory is urgent.

In building a multi-year initiative, Bold Vision should initiate early conversations with businesses and youth-serving organizations to create a cross-sector working group focused specifically on economic inclusion issues. As the initiative evolves, this group can serve as a regional consortium of partners committed to training youth and linking them to jobs in this new economy. The policy strategies outlined in this report could be pursued simultaneously with the systems-change priorities identified by the community council. Improving the labor market and life outcomes for youth of color with the highest barriers to work is a monumental undertaking that will extend far beyond 2028. At the same time, Bold Vision should seize on the opportunity the Olympics presents for youth career exposure and economic development, particularly

as Olympics-related procurement for vendors is speculated to begin in the next three to four years. Bold Vision can help build the connective tissue between a fragmented workforce development system, civic leaders and youth entrepreneurs.

Moving forward, Bold Vision’s organizational structure and capacity will affect the operational feasibility of advancing economic inclusion partnerships and advocacy campaigns. While this report focuses on the future of workforce development, many of the policies and partnerships that will affect long-term youth labor market outcomes in the region are being shaped today. My hope is that this research illuminates possibilities for how the initiative could spur equitable youth economic development in the near future.

Concluding Remarks

The value of economic inclusion cannot be overstated. As I complete this research, I am reminded that the disruption of entire industries that historically provided first jobs to low-income youth of color was occurring even prior to the pandemic. It will take political will and courage to break down the silos within the youth workforce development ecosystem, co-design career pathways with youth and connect them to jobs with real potential for upward mobility. If I were to continue this research, I would hope to engage a much larger group of youth in the question of how to reimagine workforce development systems to help them translate their passions into family-sustaining careers.

Local governments play a role in rooting out structural racism in workplaces and breaking down barriers between youth of color and L.A.’s historically exclusionary industries that have a history of concentrating power with white and wealthy men. Philanthropy should take sizeable risks and quickly invest capital into youth-serving enterprises and accept shared responsibility for the long-term success of those organizations. Bold Vision can create partnerships with businesses that embrace the social return on investment for training and employing local youth, especially those who are involved in the justice system, experiencing homelessness or living with a disability. As new industries experience a surge of funding and growth, Bold Vision should champion reimagined workforce development systems that connect youth to these industries and collaborate with stakeholders from across the county to lift youth out of poverty in a meaningful and measurable way. Ecosystem-building can take decades. I am hopeful that the Bold Vision initiative can chart the path forward to a new Los Angeles where shared economic prosperity is finally a reality.



APPENDIXES

Below are the experts and stakeholders consulted for this study

Youth Development Professionals

DEREK STEELE
Social Justice Learning Institute

KAREN MACK
LA Commons

LOU CALANCHE
LegacyLA & Invest in Youth Coalition

CASSIE BETTS
Made in South LA

BRACY FUENTES
Network for Teaching Entrepreneurship

MOAZ HAMID
Startup Boost Los Angeles

MATT WEBER
Lost Angels Children’s Project

HELEN ALONZO HURTADO
Las Fotos Project

MELISSA VELUZ-ABRAHAM
UCLA

ALE DIAZ
SMASH

KATE KAVOURAS
Thrive Chicago

IONA CALHOUN-BATTISTE
Thrive Chicago

JOSEPH ZOROKONG
Minds Matter Boston

VANESSA WILKINS
Future School Lab

Philanthropy

MAGGIE MIRELES
Liberty Hill Foundation

LISA SMALL
Liberty Hill Foundation

JENNY DELWOOD
Liberty Hill Foundation

JESSIE MOSQUEDA
Miguel Contreras Foundation

CALVIN SELTH
AnnenbergTech & PledgeLA

TARA ROTH
Goldhirsh Foundation & LA2050

Government

D’ARTAGNAN SCORZA
L.A. County Office of Racial Equity

COUNCILMEMBER MONICA RODRIGUEZ
Los Angeles City Council

PATRICIA CASTELLANOS
Office of LA County Supervisor Sheila Kuehl

MAKEDA VELA
Hire LA’s Youth Program

Workforce Development & Innovation

ROBERT SAINZ
New Ways to Work

REENA DE ASIS
REDF

ESTELLE REYES
LA Cleantech Incubator

DANIEL FERGUSON
LA Cleantech Incubator

ELIANNE RODRIGUEZ
Bixel Exchange

JASON CORDOVA
Los Angeles Chamber of Commerce

KASSANDRA AGUILERA
Los Angeles Chamber of Commerce

Below is a sample of questions used to conduct interviews with youth and expert stakeholders for this study.

Sample Youth Interview Questions

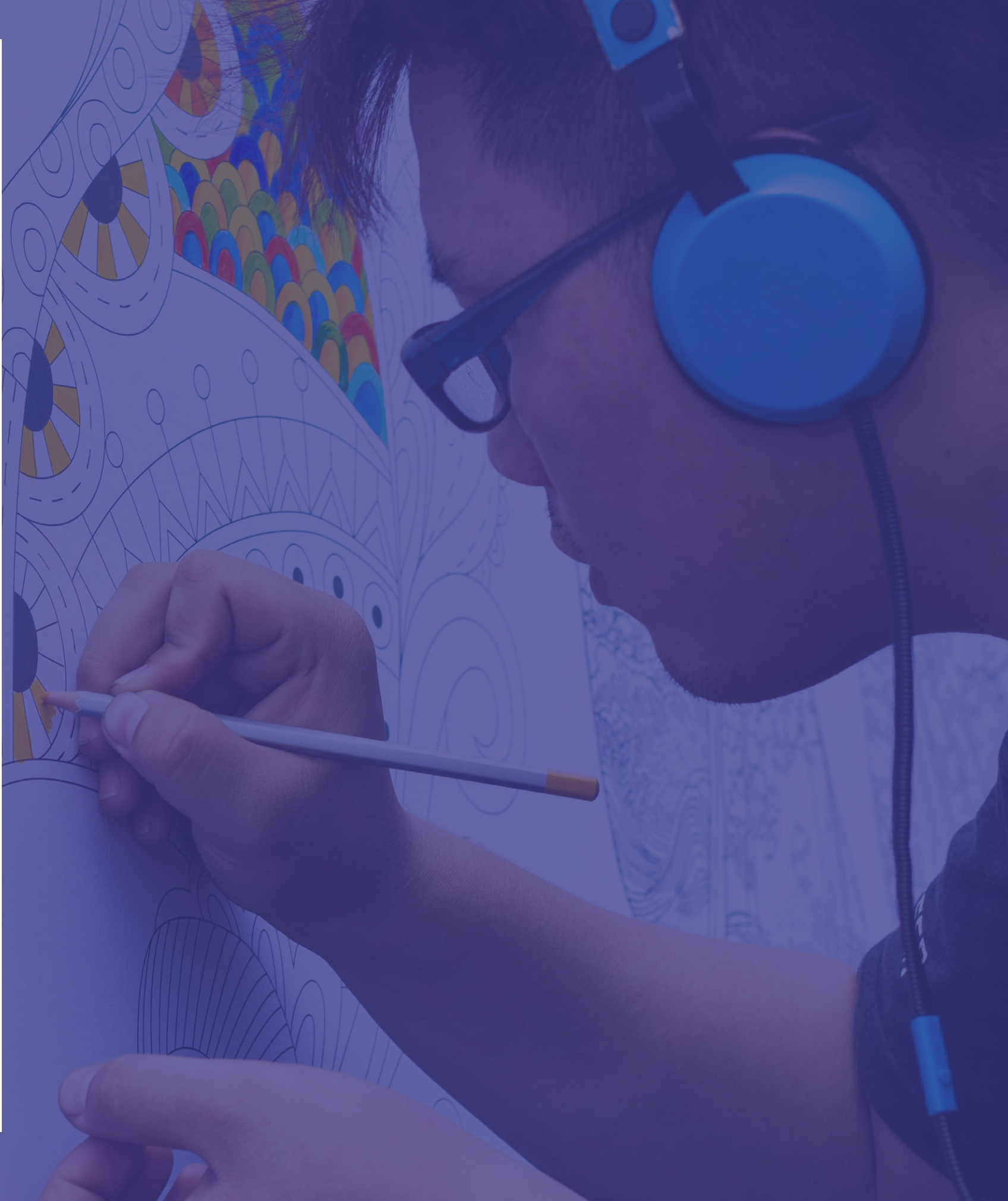
- Tell me about yourself. Where are you from?
- What is your dream job? Why?
- What was the first job you ever had? What did you like and dislike about it?
- How did you find your first job? What support did you have in your job search?
- What resources do you need to support your career goals?
- What do you believe would be the most useful training you could receive at this point in your life to help you reach your career goals?
- Where do you see yourself in five years?
- Have you ever participated in a job training program? What did you find most useful or least useful?
- If you could participate in your dream job training program, what would that program look like? What would it teach you?
- What skills do you want to learn next?
- What are you passionate about? If you could turn your passion into a job, what would that job look like?

Sample Questions for Government and Workforce Development Professionals

- What is the greatest challenge facing Los Angeles County’s youth workforce development system?
- Tell me about how Workforce Innovation and Opportunity Act (WIOA) funding is used in your program. What would you change about how WIOA funding is used?
- How does your team connect youth to jobs with career pathways?
- How has the pandemic affected your approach to working with youth looking for jobs?
- What do you believe the pandemic has revealed about what was or wasn’t working in LA County’s workforce development system?
- Which jobs do the youth you work with seem most interested in? How do you support their career exploration in those industries?
- What makes for a high-quality workforce development or apprenticeship program in Los Angeles? What are some models that should be scaled?
- If you had unlimited funding, what new resources or programs would you create for youth interested in entrepreneurship?

EVALUATION MATRIX

	Direct Compensation	Pathways for Advancement	Employer Involvement	Capital Investments	Holistic Support
POLICY STRATEGIES					
Green apprenticeships and summer jobs	Yes	Yes	Yes	Possibly	No
Scale social enterprises	Yes	Yes	Yes	No	Yes
Develop a plan to make reparations available to youth	Yes	No	No	Possibly	No
PHILANTHROPIC STRATEGIES					
Establish a youth social entrepreneurship fund	Yes	Yes	No	Yes	Yes
Create a PRI strategy focused on youth entrepreneurs and youth-serving social enterprises	Yes	No	Yes	Yes	Yes
Expand digital media and financial literacy programs	No	No	Possibly	No	Yes



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