

# **A Win-Win for Los Angeles Businesses:**

## **Economic Benefits of Hiring Opportunity Youth**

**February 2016**

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Morrison Institute for Public Policy

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## Executive Summary

There are nearly 214,000 people between the ages of 16 and 24 in metropolitan Los Angeles who are neither working nor in school. These “Opportunity Youth” (OY) present a staggering challenge to the area in terms of lost wages and burden of social services alone. The number of OY has decreased steadily since the end of the recession. However, in 2014, OY were more White, more educated, more likely to speak English in the home and more likely be on food stamps than in previous years.

This demographic shift implicates a larger portion of those who are not traditionally considered “at risk”; a group that has historically not received much support.

Opportunity Youth in Los Angeles impose an estimated lifetime burden on taxpayers of \$43.2 billion and a lifetime social burden of \$129.3 billion. Nationally, the 5.5 million Opportunity Youth have a potential taxpayer burden of \$1.30 trillion and an aggregate social burden of \$3.87 trillion. Figures like this signal a clear need for action.

National and local businesses, government programs, and academic institutions can succeed in their primary missions while simultaneously decreasing the taxpayer and social costs of OY. Collaboration across sectors to address the issue of OY creates a win-win for the national and state economy as well as the welfare of all citizens.

Early program successes, like that of YouthBuild, show there is a value to businesses to employ OY; for example, this population tends to remain with their employer longer, demonstrate a greater level of loyalty, and have higher long-term rates of productivity than their peers<sup>1</sup>. Thus, there is clear advantage for businesses such as retailers to hire OY to decrease the high cost of turnover and increase productivity.

OY who gain appropriate training and employment can benefit by joining a company that provides them a sense of belonging and autonomy, an enhancement in self-efficacy, and the potential to earn a living wage with a chance for upward mobility. The collective benefit of employing OY is the reduction in taxpayer and social costs that would be incurred otherwise.

Collaboration between businesses and OY requires strategic planning. Academic intuitions can also provide the needed research and on-going evaluation to ensure the collaboration is effective and optimal for businesses and OY.

## Who are Opportunity Youth?

Opportunity Youth (OY), sometimes denoted as Disconnected Youth, refers to the 5.5 million youth in the United States ages 16-24 who are not in school and not working. They are a diverse group of mostly White, Black, Hispanic and Asian individuals. They are middle-class and poor, native born and immigrants. They live in rural, suburban and urban areas. Some in this group have struggled in school and have lacked the support needed to make it to high school graduation day. This population includes an estimated one million students who drop out of high school each year; those involved in the justice system; and teen parents or foster care children who “age out” of the system without a clear plan for adulthood.

Many in this group have been unsuccessful in looking for work, often because they lack the technical, communication and problem-solving skills required by today’s job market<sup>2</sup>. Others lack financial resources to pay for increasingly expensive post-secondary job training or the college degree needed to obtain meaningful employment. Some OY may enroll in college, but drop out due to financial constraints.

The need to engage this group is serious. The personal and collective costs of youth disconnection are staggering. Young adults who are not in school and not working in the United States cost taxpayers \$93 billion annually and \$1.6 trillion over their lifetimes in lost revenues and increased social services<sup>3</sup>.

The 2015 Opportunity Index is a composite measure of 16 key indicators focused on lagging opportunity and economic mobility across the nation<sup>4</sup>. These indicators fall under the categories of economy, education, and community, which includes disconnected youth (Table 1).

Economy	Education	Community
Jobs	Preschool Enrollment	Group Membership
Wages	On-time High School	Volunteerism
Poverty	Graduation	Disconnected Youth
Inequality	Postsecondary Completion	Community Safety
Access to Banking		Access to Health Care
Affordable Housing		Access to Healthy Food
Internet Access		
<i>Source: Opportunitynation.org</i>		

Table 1: Opportunity Nation Indicators

All 50 states and Washington D.C. were given a ranking based on these indicators. California has a state rank of 37, among the lowest. Regarding Disconnected Youth in particular, California stands at 13.8%, right at the national average. That translates to 699,150 youth ages 16-24 who are not in school and not working<sup>5</sup>.

## Demographics – Spotlight on Los Angeles

Focusing specifically on metropolitan Los Angeles, the total population of all youth 16-24 was 1.7 million in 2014<sup>6</sup>. Opportunity Youth comprised 12.3 percent of this total population, with 213,934 individuals aged 16-24 who were neither working or in school.

In an analysis of the past 5 years, census data reveal that the number of OY peaked in 2011, and has steadily declined in the post-recession years that followed (Figure 1). In 2011, the number of OY skyrocketed to nearly 258,000. In 2014, the number was just below 214,000, closer to the nearly 216,700 seen in pre-recession 2009. This decrease is encouraging, but expected given the overall improvement in the economy.

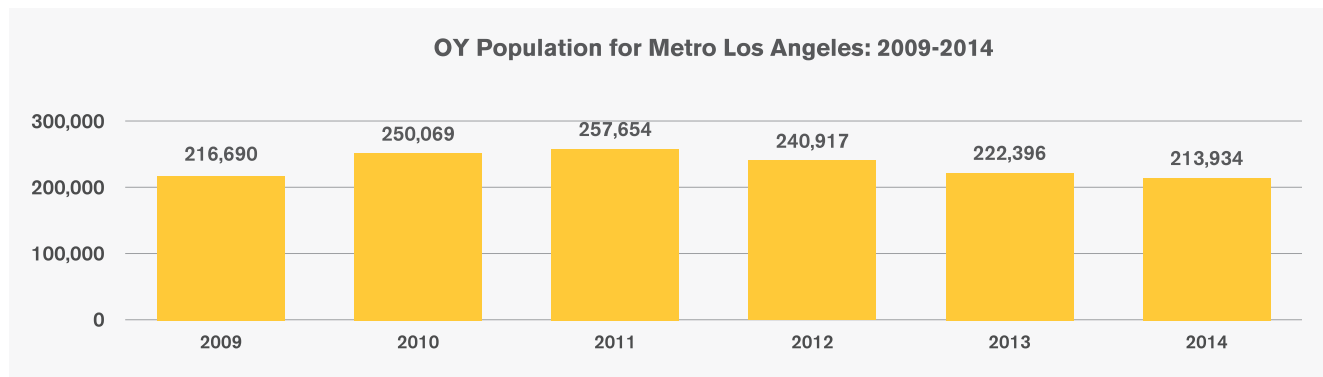


Figure 1: Population of OY for Metro Los Angeles from 2009-2014

Source: Public Use Microdata Sample, U.S. Census Bureau

What should be particularly noted is how the demographics of OY in Los Angeles have shifted. In 2014, OY were more White, more educated, more likely to speak English in the home and more likely be on food stamps than in years prior (Figure 2). This suggests that the demographic composition of OY is expanding more than ever before, and programs are needed to appeal to a wider variety of individuals and circumstances.

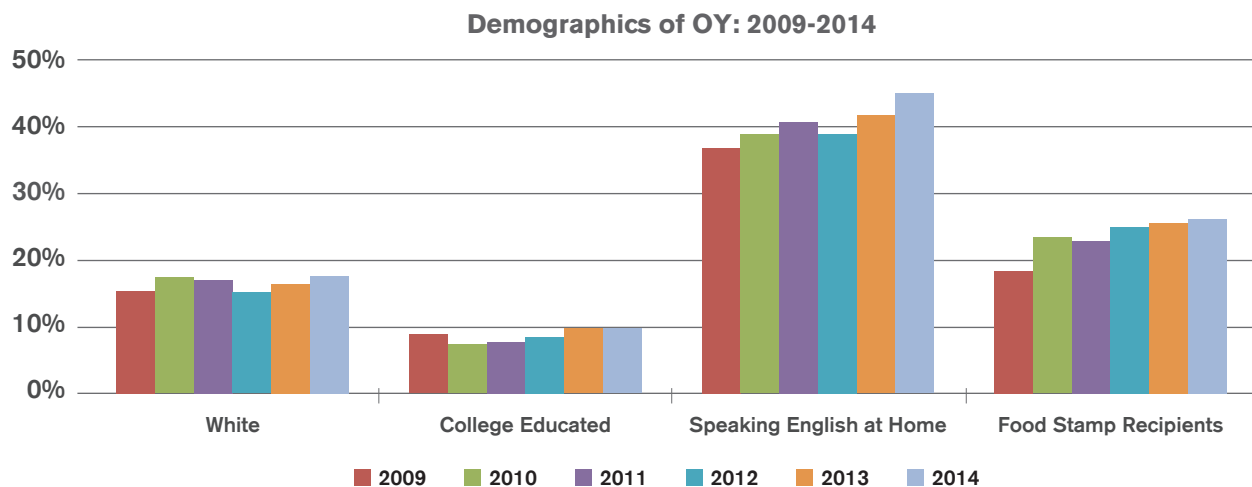


Figure 2: Changing Demographics of OY in Metro Los Angeles from 2009-2014

Source: Public Use Microdata Sample, U.S. Census Bureau

To get a clearer picture of this group, these data require further unpacking. For the purposes of this analysis, OY have been placed into five demographic subcategories: (1) socioeconomic status (SES), measured by poverty category, food stamp reciprocity, and educational attainment; (2) family structure, measured by number of own children under age five in household and relationship to household head, and group quarters/household status; (3) disability status, measured by self-report of having any disability or not having a disability; (4) language, measured by language spoken in the home; and (5) race, measured by self-report of race or ethnic status. These indicators are shown in Table 2.

As these data indicate, there are several other demographic factors that could be impacting the ability to work or go to school for this population. Twenty-six percent of the OY population are receiving federal food stamps, over 25 percent have no high school diploma, and half of this population may be of a lower socioeconomic status, falling under 150 percent of the federal poverty level (Table 2). This low SES may affect OY's ability to pay for the costs of higher education, let alone meet their basic living needs.

Family structure may also have an impact on the ability of OY to work or attend school. In the Metro Los Angeles area, 11 percent of Opportunity Youth have children under age five. Some in this group may elect to stay home to care for their young children while their partner works, or may have a hard time finding childcare so they can work themselves. The majority of this population lives with family (88 percent), which may explain a decreased need or urgency to join the workforce. For instance, parents or other family members may support living expenses. Nearly 7 percent are institutional inmates or live in group quarters, clearly hindering their educational and employment opportunities.

Achievement gaps reveal that the broad umbrella of socioeconomic status including particular factors such as disabilities, language barriers and racial/ethnic status may lead to disparities in educational achievement and/or future employment<sup>7</sup>. In Metro Los Angeles, 11 percent of 16-24 year olds who neither work nor go to school have a disability. Over 55 percent do not speak English in the home and 82 percent are non-White. Any number of these could be risk factors for employment and educational attainment.

Population: Metro Los Angeles (Los Angeles and Orange Counties) Persons Age 16-24 in 2014	Neither Work Nor in School (OY)		Total 16-24 Population	
	Count	Percent	Count	Percent
<b>Socioeconomic Status:</b>				
<i>Poverty Categories:</i>				
<150% FPL	104,542	48.9%	611,263	35.3%
>150% FPL	103,249	48.3%	1,042,349	60.1%
NA	6,143	2.9%	79,842	4.6%
<i>Food Stamp Recipients:</i>				
No	158,243	74.0%	1,476,104	85.2%
Yes	55,691	26.0%	257,350	14.8%
Total	213,934	100.0%	1,733,454	100.0%
<i>Educational Attainment:</i>				
No High School Degree	53,819	25.2%	514,851	29.7%
High School Diploma/GED	102,773	48.0%	389,777	22.5%
Some College - no degree	36,729	17.2%	620,768	35.8%
Associates Degree	4,484	2.1%	63,337	3.7%
Bachelor's Degree	15,248	7.1%	134,144	7.7%
Advanced Degree	881	.4%	10,577	.6%
<b>Family Structure:</b>				
<i>Number of own children under age 5 in household:</i>				
Has Child Under Age 5	22,380	10.5%	70,691	4.1%
No Children Under Age 5	191,554	89.5%	1,662,763	95.9%
Total	213,934	100.0%	1,733,454	100.0%
<i>Relationship to Household Head:</i>				
Lives with Family	189,121	88.4%	1,589,621	91.7%
Own Household	18,670	8.7%	133,442	7.7%
Institutional Inmates	6,143	2.9%	10,391	.6%
Total	213,934	100%	1,733,454	100%
<i>Group Quarters/ Household Status:</i>				
Households	205,815	96.2%	1,648,084	95.1%
Group Quarters	8,119	3.8%	85,370	4.9%
<b>Disability Status:</b>				
No Disability	190,978	89.3%	1,656,436	95.6%
Has Disability	22,956	10.7%	77,018	4.4%
Total	213,934	100.0%	1,733,454	100.0%
<b>Language Spoken in the Home:</b>				
Not English	117,807	55.1%	971,457	56.0%
English	96,127	44.9%	761,997	44.0%
Total	213,934	100.0%	1,733,454	100.0%
<b>Race/Ethnicity:</b>				
White	37,547	17.6%	387,544	22.4%
Latino	128,587	60.1%	947,861	54.7%
Black	25,864	12.1%	111,513	6.4%
Native American	348	.2%	1,901	.1%
Asian	14,896	7.0%	227,222	13.1%
Other	6,692	3.1%	57,413	3.3%
Source: U.S. Census Bureau 2014 ACS PUMS data.				

Table 2: Characteristics of Persons Age 16-24 in Metro Los Angeles

## Opportunity Youth: The Number of Risk Factors Matters

Deeper analysis of these risk factors helps define a threshold that appears to be the tipping point for youth facing several of these risk factors simultaneously. Figure 3 highlights Los Angeles and Orange County youth ages 19-24 not living in group quarters. Note that those ages 16-18 were eliminated from this chart because most are in high school. Morrison Institute has determined that if an individual between the ages of 19 and 24 has more than three of these factors, he or she is considerably more likely to become disconnected. This is illustrated in Figure 3 by the increase of OY from 25% to nearly 45% among those who have more than 3 risk factors. This finding suggests that the identification of four or more risk factors may be a useful predictor of OY. This information may allow infrastructure around OY, including educators, families and communities to better support youth who face these conditions and are at risk of becoming disconnected from education and the workforce.

### Metro Los Angeles - 2014

Population Age 19 - 24 | Not living in group quarters

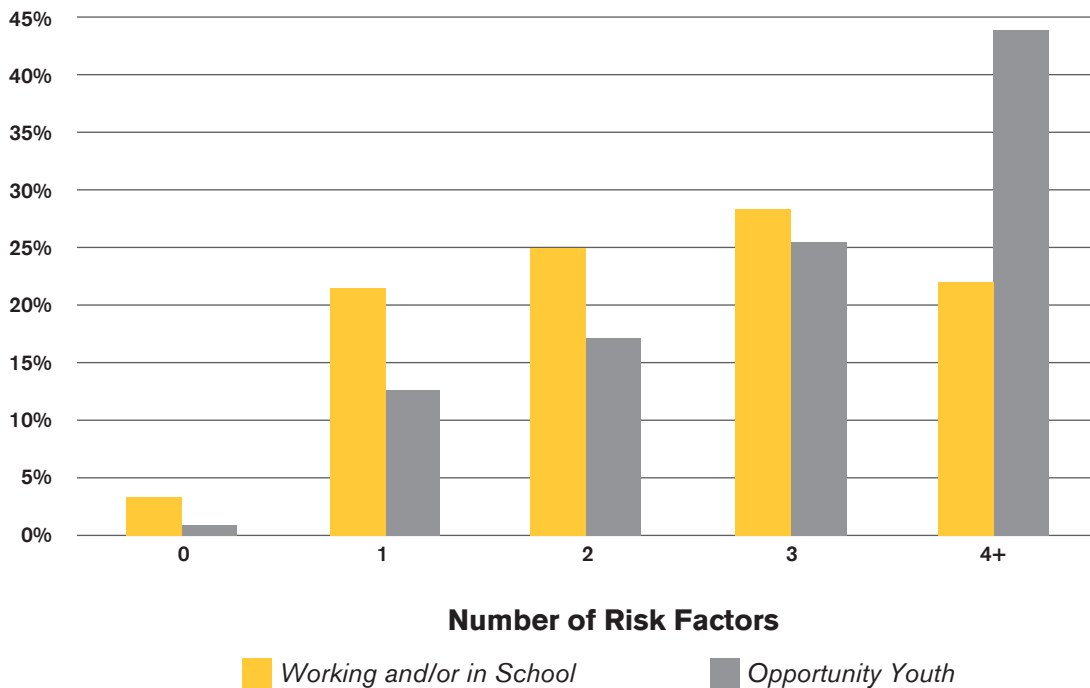


Figure 3: 2014 Los Angeles and Orange Counties population of 19-24 year olds and their number of risk factors.

## Economic costs of Opportunity Youth

**The economic costs associated with Opportunity Youth are staggering.** A 2012 study attempted to measure the annual and lifetime costs imposed on taxpayers for each Opportunity Youth<sup>8</sup>. These costs include lost earnings, reduced economic growth and lower tax revenues.

The study estimated that each Opportunity Youth imposes an immediate taxpayer burden of \$13,900 per year and an immediate social burden of \$37,450 per year on average and compared to other youth. Taxpayer burden refers to the direct costs taxpayers will have to endure. Social burden refers to the productivity loss to the economy<sup>3</sup>. These figures are annual amounts for each year that a youth is identified as having Opportunity Youth status.

After each Opportunity Youth reaches the age of 25, he or she is estimated to subsequently impose a future lifetime taxpayer burden of \$170,740 and a social burden of \$529,030. Thus, the immediate burden is only a fraction of the future loss in earnings potential: on average, only one quarter of the burden is incurred in youth (up to age 24); three-quarters is incurred afterward (ages 25-65). In total, a 20-year old Opportunity Youth is estimated to impose a full taxpayer burden of \$235,680 and a full social burden of \$704,020. These are lump sum amounts expressed in 2011 value dollars<sup>9</sup>.

The economic burden depends on the age of the youth. Figures 4 and 5 show how the economic burden is calculated for a 16-year-old Opportunity Youth. There is a taxpayer burden each year of youth (ages 16-24) and then there is burden as a result of lost potential earnings in adulthood (ages 25-65). The lifetime total burden is the sum of these youth and adult burdens. The lifetime total burden is expressed as a lump sum, i.e. how the burden is valued when the youth is 16 years old. For each 16-year-old Opportunity Youth, therefore, the total taxpayer burden is estimated at \$258,240 (Figure 4) and the total social burden is estimated at \$755,900 (Figure 5).

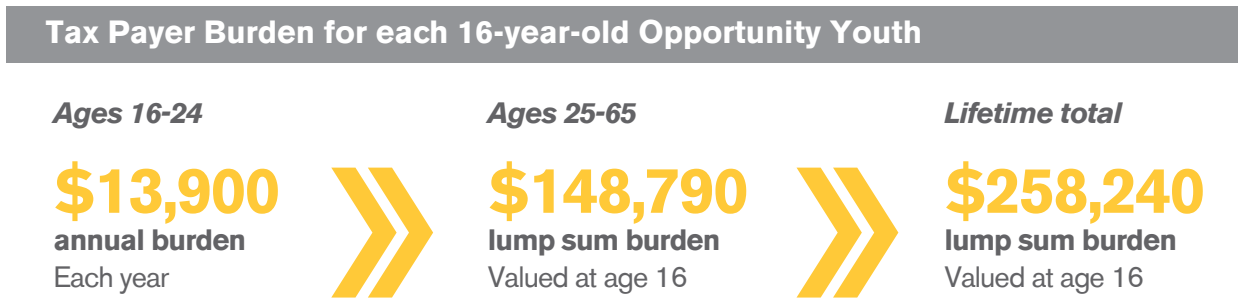


Figure 4: Tax Payer Burden for each 16-year-old Opportunity Youth

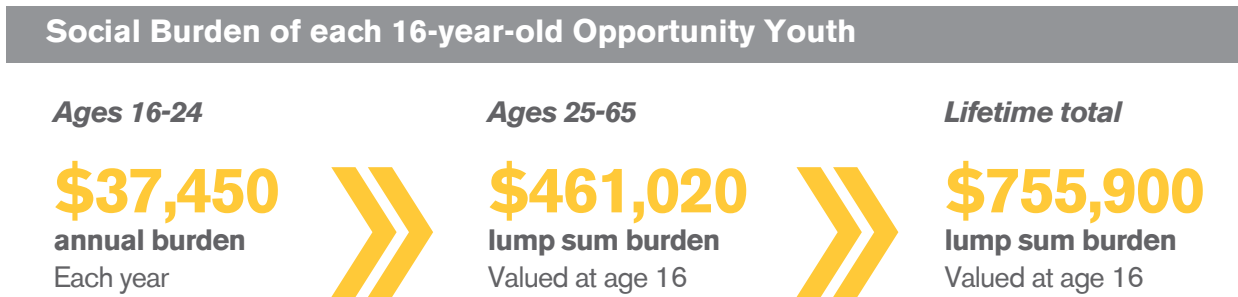


Figure 5: Social Burden of Each 16-year-old Opportunity Youth



For the 213,934 Opportunity Youth in metro Los Angeles, these lifetime costs are staggering: a total taxpayer burden of \$43.2 billion and a total social burden of \$129.3 billion (Figure 6). On a national level, 5.5 million Opportunity Youth <sup>4</sup> have a potential lifetime taxpayer burden amounts of \$1.30 trillion and an aggregate social burden of \$3.87 trillion.<sup>3</sup>



Figure 6: Tax payer burden and social burden for each 16-year-old Opportunity Youth in the Los Angeles Metro area.

## Current OY Efforts in Metro Los Angeles: Summer jobs and resources

There are several local-level and statewide efforts happening in metropolitan Los Angeles that are designed to empower, educate, train, and employ OY. Two specific programs explained briefly below have been included in this analysis because each program includes elements in the three broad categories of employment training, employment placement, and summer programs.

### Summer Job Program:

Los Angeles Mayor Eric Garcetti and local business partners committed to putting 10,000 young people to work during the summer of 2015 with the goals of:

- o Preparing young adults for the 21<sup>st</sup> Century workforce in the city of Los Angeles
- o Engaging youth in positive activities during summer
- o Partnering with the city's business community
- o Developing long-term employment opportunities for LA's youth<sup>10</sup>

### Hire LA's Youth Employment Program:

Hire LA's Youth Employment Program is specifically designed for young adults ages 14 to 24. This program states that it provides the skills and confidence for youth to pursue a career field of choice.

Participants can earn a Work Readiness Certificate and receive preferred job leads from the Hire LA's Youth employer partners. Those employer partners appear to include a variety of job placement and workforce training companies, but not employers directly<sup>11</sup>.

OY who are applying for jobs in Metro Los Angeles could certainly benefit from the Summer Job Program or the Hire LA's Youth Employment Program. Both programs provide job training and placement assistance for OY applicants. It is important to note, however, that in this current model, these OY applicants are often also competing with other applicants who were not in these programs, both other OY and non-OY. OY, even when trained, often enter into the same applicant pool as non-OY, as depicted in Figure 7.

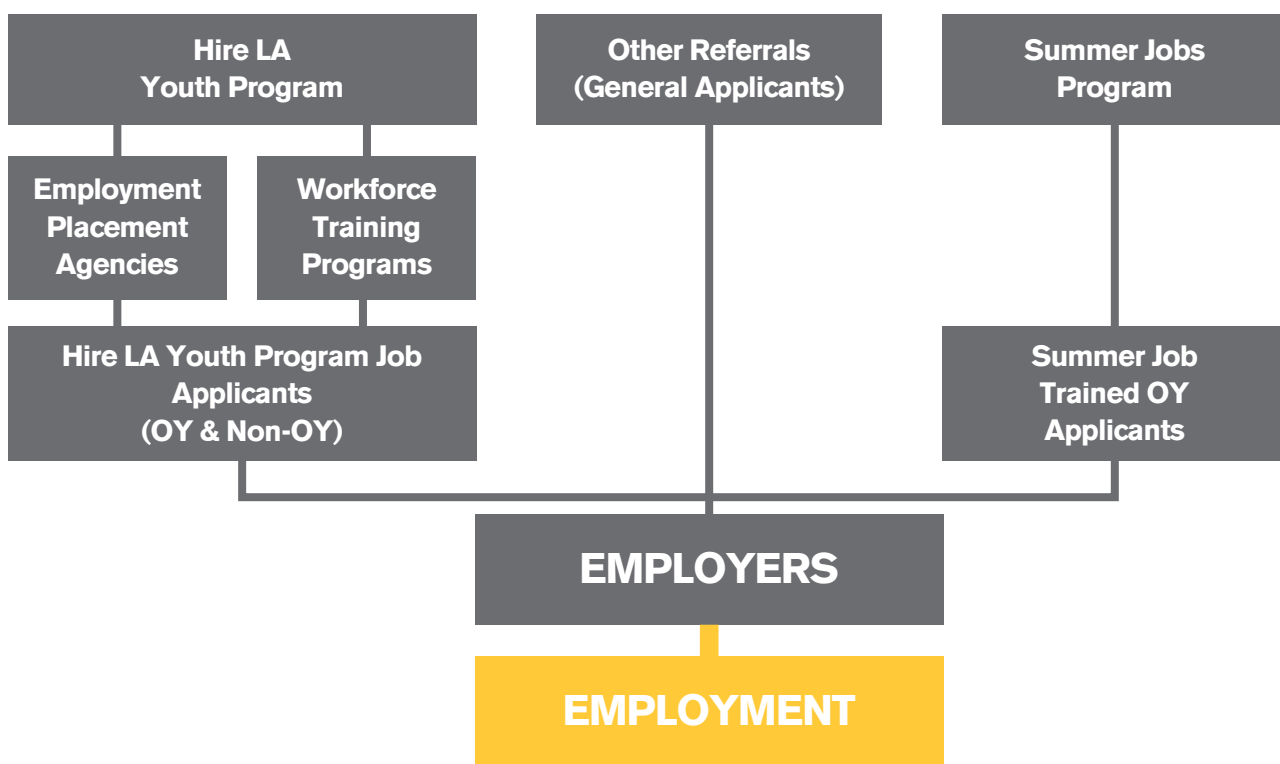


Figure 7: Examples of Employment Pathways for OY in Los Angeles

Programs like Hire LA Youth and Summer Jobs are beneficial in getting OY trained and connected, but may not set OY apart enough to make them attractive to business owners over and above non-OY with fewer risk factors. The challenge remains. To get OY into the workforce, businesses will have to see the value and potential in this group even when they may exhibit higher risk factors than non-OY.

## Opportunity Youth in the Workforce: A Win-Win

### How We Might Get More Opportunity Youth into the Workforce:

A key way to drive more OY employment is to encourage companies to hire OY. Early OY training and employment program success like that of YouthBuild shows that this population tends to remain with their employer longer than non-OY, demonstrates a greater level of loyalty, and have higher long-term rates of productivity<sup>12</sup>. The 100,000 Opportunities Initiative is launching perhaps the most ambitious set of national initiatives to motivate companies to hire Opportunity Youth. Walmart & Walmart Foundation, Taco Bell, Hilton Foundation of Hilton Hotels, JPMorgan Chase and Starbucks also have enterprise-wide programs designed to support OY. Companies like these recognize that there is clear economic benefit to hiring this group. Some examples of innovations within these companies are below.

- **Hilton Foundation of Hilton Hotels Foster Youth Program:** The Hilton Foundation works with partners to support foster youth transitioning out of foster care in Los Angeles County and New York City as they emerge into adulthood, to strengthen the systems that provide services to youth in care and to research best practices in the field of child welfare<sup>13</sup>.
- **JPMorgan Chase Summer Youth Employment Program:** In 2014, JPMorgan Chase furthered their commitment to workforce readiness by investing \$5 million in summer youth employment initiatives in 14 U.S. cities<sup>14</sup>.
- **Starbucks – Several Initiatives:**
  - o Starbucks Customer Service Excellence Training, in partnership with YouthBuild USA<sup>15</sup>
  - o Starbucks Work Placement Program (Canada)<sup>16</sup>
  - o Starbucks Apprenticeship (United Kingdom) – Barista Mastery and Customer Service<sup>17</sup>
  - o Soong Ching Ling Foundation (China)<sup>18</sup>
  - o Starbucks College Achievement Plan (SCAP): Together with ASU, Starbucks offers all part- and full-time benefits eligible U.S. employees full tuition coverage for every year of college to earn a bachelor’s degree. SCAP could be utilized by Opportunity Youth employed at Starbucks<sup>19</sup>.
- **Taco Bell’s GED Program:** Earlier this year, Taco Bell piloted an online program through which about 100 employees are working to complete high school or earn their GED. Taco Bell covered the estimated \$1,300 per-student cost. In addition, Taco Bell is testing a program that would help workers earn college credit through training modules they complete as part of their job. Their goal is to communicate the notion that education opens doors<sup>20</sup>.
- **Walmart’s GED Reimbursement Program:** Walmart reimburses Associates who successfully complete their state accredited GED up to a maximum of \$300.00. This benefit also applies to the spouses of Associates who receive their GED<sup>21</sup>.
- **Walmart & Walmart Foundation:** \$16M in grants to seven non-profits to provide training, education, and career pathways for US retail workers<sup>22</sup>
- **100,000 Opportunities Initiative:** This coalition of leading US based companies was launched in 2015 with a commitment to train and hire 100,000 Americans who are neither working nor in school by 2018 through apprenticeships, internships, part- and full-time jobs. The initiative has already hosted Opportunity Fair and Forum events in Los Angeles (Feb. 11, 2016), Phoenix (October 20, 2015) and Chicago (August 13, 2015).

These types of initiatives have been underway for a number of years, and have provided significant learning opportunities to understand what works – and what does not. Opportunity Youth, by definition, are among the most difficult young adults to employ<sup>23</sup>. This means that simply encouraging companies to hire such youth is not likely to be a very effective strategy on its own. Instead, there is a need to carefully consider what has been learned via corporate engagement in this space to date, as well as academic research, and work together to employ best practices and strategies here in Los Angeles.

Below is a beginning list of recommendations that emerged from an ASU-led convening alongside Opportunity Nation in Fall 2015:

- **Target Those At-Risk of Becoming Opportunity Youth** – ASU Morrison Institute’s finding that youth who hold 4 or more risk factors have the strongest potential for becoming OY empowers programs to be pro-active. It is recommended that employment be supplemented by training programs developed to target youth who hold 3 or more risk factors.
- **Convene a Corporate Coalition** – Convene or partner with a corporate coalition like the 100,000 Opportunities Initiative, and add academic institutions to impact local communities. Use the academic institutions as convening spaces to discuss why this approach is novel and reach out to local and national businesses. The 100K Opportunities Coalition has several corporate sponsors who convene with the collective goal to create the nation’s largest employer-led private sector coalition focused on helping young people build skills and attain credentials, while connecting them to employment. Creating opportunities for researchers and business leaders to meet, discuss the potential of OY, and collaborate to create change has the potential to tremendously impact the social and economic future of the state.
- **Establish Partnerships.** Summarize the public policy and economic benefits of hiring OY and use this information to develop a call to action to help motivate new companies to join in this effort as well as provide feedback to government and philanthropic efforts.
- **Commit to Hire Opportunity Youth.** Why? Because with the right interventions and supports, employment can change the trajectory of their lives<sup>24</sup>: There is a growing consensus in the field that employment – as opposed to remedial education – is the most promising strategy for engaging Opportunity Youth<sup>25</sup>. This reflects the reality that remedial education, as a stand-alone strategy, produces very disappointing results. In contrast, employment offers immediate rewards (including a paycheck), and a much more tangible sense they are “going somewhere.” Corporate coalition members of the 100,000 Opportunities Initiative are thus embracing the most promising approach to solving the problem.
- **Hiring Opportunity Youth should not be viewed as “charity,”<sup>26</sup> but rather as a strategic effort that can help a business (if done right).** This point is vital. If companies hire OY out of a sense of obligation, this effort won’t succeed. Instead, companies need to figure out how and why this population might help their business. For example: many of the interested companies will be retailers, where turnover rates are high in the industry. Done right, hiring OY can be a strategy to reduce employee turnover. Clothing retailer GAP Inc. has demonstrated this in one of the most ambitious efforts to train and hire such youth<sup>27</sup>. Year Up’s model has produced similar results. This is critical, because this effort will only be sustainable if companies believe they will benefit from this.

- **Mentorship: Career literacy is critical to helping put Opportunity Youth on a pathway to success.** Most OY have had little or no career guidance, and few see any pathways forward. This is particularly true for boys who grow up in impoverished families<sup>28</sup>. They are notably at risk of becoming OY. Therefore, addressing career literacy is a critical first step toward thwarting generational poverty and putting youth on a pathway to success.
- **Partner: Employers can partner with non-profits to create a successful effort.** Employers do not need to do this alone. Instead, they can and should partner with non-profits who can help recruit and train Opportunity Youth. There are several non-profits involved in this work. Some examples:
  - o **Year-Up:** Year-Up is an intensive one-year program that provides Opportunity Youth with 6 months of training, followed by a 6-month paid internship with an employer. Year-Up recruits all program participants. During the first 6 months, they develop the technical and professional skills they will need on the internship. They then enter a well-paid 6-month internship with one of Year-Up's corporate partners. The jobs that these Opportunity Youth are being trained for include IT, such as desktop and network support; Customer Service; and Fund Accounting. Companies that hire YearUp interns include Accenture, American Cancer Society, AOL, AT&T, Bank of America, Cisco, Ernst & Young, GE and even Google. Year Up was launched in Boston in 2000, and now has spread to more than 10 other cities. It has now served over 10,000 young adults and worked with 250 corporate partners. Although the program is not yet in Los Angeles<sup>29</sup>, Year-Up continues to expand<sup>30</sup>.
  - o **YouthBuild** - A well-established non-profit that teaches disconnected youth construction skills – by building affordable housing and other community assets – as well as the skills and education they need to gain employment. YouthBuild operates a network of 260 urban and rural YouthBuild programs in 46 states<sup>31</sup>. The US Dept of Labor provides a good deal of funding for this program. Since 1994, over 130,000 young adults have been engaged with YouthBuild. In 2014, nearly 10,000 young people were engaged in this program. The impact: 77 percent obtain a high-school credential and/or industry-recognized credential; 61 percent went on to post-secondary education or jobs; 72 percent of those placed stayed in this position for at least 6 months<sup>32</sup>.
- **Train: Combine learning with working – “Learn and Earn.”** Current work with Opportunity Youth starts with the realization that conventional remedial education is not a very effective strategy for solving this problem. That's because most Opportunity Youth failed or at least struggled in school. At the same time, Opportunity Youth tend to have some deficits in math, reading, and other key skills. This is also why many of the most successful programs include training/education as a key ingredient.
- **Research: Use research to succeed.** Successfully hiring Opportunity Youth is not easy. Building a program that will make a significant dent in this problem will require applying the lessons learned from successful efforts elsewhere.

## A Strategic Approach in Addressing this Crisis

Moving forward, it is essential that corporations, non-profits, government and educational institutions all work together to address the Opportunity Youth crisis. Leveraging lessons learned from existing programs, and conducting rigorous analysis on new programs, will be essential to ensure strategic investment and solutions.

This proposed collaboration calls for a new model, one that integrates these cross-sector stakeholders with a direct end goal in mind: to employ OY.



Figure 8: Proposed Employment Pipeline for OY in Los Angeles

In contrast to Figure 7, Figure 8 illustrates a streamlined solution to the path to employment for LA's 214,000 OY. We begin with a specific end in mind: employ Opportunity Youth. A central coalition of dedicated businesses, building upon the foundation of 100,000 Opportunities Initiative, would partner with academic institutions to attract and convene additional businesses, provide space for training and education at the academic institutions, and employ Opportunity Youth in Los Angeles. This coalition also includes representatives from government programs to integrate the national efforts impacting Opportunity Youth.

The impact of employing these youth in Metro Los Angeles would potentially avoid \$43.2 billion in lifetime tax burden and \$129.3 billion in lifetime social burden that these youth are likely to otherwise incur. It would also have an enormous impact on the social welfare of Metro Los Angeles' residents.

- 1 <http://www.civcenterprises.net/MediaLibrary/Docs/Opportunity%20Youth%20National%20Roadmap%20Final%202012.pdf>
- 2 [http://opportunitynation.org/disconnected-youth/?gclid=CjwKEAiArdG1BRCLvs\\_q-IObwxMSJACXbLtzeTYTnNai-7ceiYMU0E8QpFyGdFglqPcrF95LRwPQVBoC0Qzw\\_wcB](http://opportunitynation.org/disconnected-youth/?gclid=CjwKEAiArdG1BRCLvs_q-IObwxMSJACXbLtzeTYTnNai-7ceiYMU0E8QpFyGdFglqPcrF95LRwPQVBoC0Qzw_wcB)
- 3 <http://opportunitynation.org/disconnected-youth/>
- 4 <http://www.opportunitynation.org>
- 5 <http://opportunityindex.org/>
- 6 Throughout this report, the terms “Los Angeles” and “Metro Los Angeles” refer to the Los Angeles – Long Beach – Glendale Metropolitan Statistical Area, defined by the Office of Management and Budget and the Census Bureau as Los Angeles and Orange counties.
- 7 <http://www.epi.org/publication/the-racial-achievement-gap-segregated-schools-and-segregated-neighborhoods-a-constitutional-insult/>
- 8 Belfield, C., Levin, H., & Rosen, R. (2012). The Economic Value of Opportunity Youth. Retrieved from:  
[http://www.serve.gov/new-images/council/pdf/econ\\_value\\_opportunity\\_youth.pdf](http://www.serve.gov/new-images/council/pdf/econ_value_opportunity_youth.pdf)
- 9 [http://www.aspeninstitute.org/sites/default/files/content/docs/resources/Economic\\_Value\\_of\\_Opportunity\\_Youth\\_Report.pdf](http://www.aspeninstitute.org/sites/default/files/content/docs/resources/Economic_Value_of_Opportunity_Youth_Report.pdf)
- 10 <http://ewddlacity.com/index.php/about-ewdd/news-2/129-our-youth-need-summer-jobs-partner-with-us-and-make-a-difference>
- 11 <http://ewddlacity.com/index.php/employment-services/youth-age-16-24>
- 12 <http://www.civcenterprises.net/MediaLibrary/Docs/Opportunity%20Youth%20National%20Roadmap%20Final%202012.pdf>
- 13 <https://www.hiltonfoundation.org/priorities/foster-youth/our-approach>
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