

YOUTH ENTREPRENEURSHIP

ADVISORY

COUNCIL REPORT

“Our youth, including those who take to the streets to sell water and other goods, have shown us how productive and capable they can be as up and coming entrepreneurs”

- Mayor Bottoms



CONTENTS

1 LETTER FROM COUNCIL CO-CHAIRS

2 INITIATIVE OVERVIEW

- 2 Background
- 3 Goals and Guiding Principles
- 4 Membership
- 5 Recommendations Summary

6 RESEARCH AND DATA

- 6 Overall City Stats
- 7 Youth Feedback
- 8-10 APD Feedback and Data
- 11 Best Practices

12 COUNCIL OBSERVATIONS AND FINDINGS

- 12-15 Full Recommendations
- 15 Closing Statement

16 APPENDICES

- 16-17 Administrative Order
- 18-21 Baltimore Squeegee Alternative Program

LETTER FROM THE ADVISORY COUNCIL CO-CHAIRS

Dear Honorable Mayor Keisha Lance Bottoms:

It has been our sincere honor to serve as Co-Chairs of your Advisory Council on Youth Entrepreneurship. We want to first thank you for having the vision for truly supporting young entrepreneurs so that all youth across Atlanta can reach their full potential. Challenges resulting from young people – mostly African American young men – selling water at street corners and on exit ramps have increased over past weeks, and we believe that the safety of all involved – young people and other residents – must be paramount. Additionally, we must enact solutions that take a positive, assets-based approach to these young people, fueling their entrepreneurial spirits.

Recommendations fall into three major categories: investing in the whole person by addressing the basic and socio-emotional needs of youth, fueling youth’s entrepreneurial spirit towards safe and sustainable pathways, and partnering with Atlanta Public Schools to ensure students learn about entrepreneurialism and that students selling water are connected fully back into the educational system, when needed. These recommendations take into account the voices of youth currently selling water on the street, recent public safety data from the Atlanta Police Department, and best practices in youth development.

It is worth noting that during our Advisory Council sub-committee conversations related to “fueling youth’s entrepreneurial spirit toward safe and sustainable pathways,” many members of the Committee believe that a significant portion of these young men (likely hundreds of boys) will not stop their current behavior regardless of programs or financial incentives recommended by this Advisory Council. These boys have chosen this path for very specific reasons that will not be satisfied with alternative jobs, and the financial incentives cannot be matched in other ways. As a result of this, we would like to continue to discuss appropriate ways to support this segment, so this does not continue to be an ongoing issue for the City.

This Advisory Council convened 15 diverse individuals from across Atlanta. We are black, we are white, we are Atlanta natives and Atlanta transplants; we are nonprofit leaders and social service providers and successful entrepreneurs and municipal officials. We believe these recommendations are stronger as a result of this diversity. Together, we committed ourselves to your vision of One Atlanta – an affordable, equitable, and resilient city for all.

We thank you, Mayor Bottoms, for listening and for your steadfast commitment to all of Atlanta’s youth.

Sincerely,

Hon. Marcy Collier Overstreet
Councilmember District 11
Atlanta City Council



James M. Bailey
President and CEO
Russel Center for Innovation
and Entrepreneurship



David Payne
Managing Director
TechStars Atlanta



“

It is going to take a village and we are working with our partners to provide outreach and resources to these young people to help them gain access to job opportunities, workforce training, and educational programs ”

– Mayor Keisha Lance Bottoms

INITIATIVE OVERVIEW

BACKGROUND

On June 17, 2020, Mayor Keisha Lance Bottoms issued an Administrative Order to convene an Advisory Council to develop strategies to help promote youth entrepreneurship within the city of Atlanta. The primary impetus for this action was a growing concern over the number of young people - mostly young men - who took initiative to raise money by selling water on streets and intersections in Atlanta, as this practice was -- and continues to be -- illegal, impeding traffic, and putting the young men and motorists at risk.

“Our youth, including those who take to the streets to sell water and other goods, have shown us how productive and capable they can be as up and coming entrepreneurs,” said Mayor Bottoms. “This Advisory Council is another step in my Administration’s efforts to provide them with a path forward to succeed in pursuit of their entrepreneurial goals.”

Administrative Order 2020-21 directed the Chief Operating Officer to convene an Advisory Council comprised of residents and leaders from public agencies, businesses, non-profits, philanthropy, faith-based organizations, and educational institutions to recommend strategies to foster the entrepreneurial spirit of young people throughout the city and support the entrepreneurial goals of young water vendors in Atlanta in a safe way.

GOALS AND GUIDING PRINCIPLES

Chaired by Atlanta City Councilmember Marci Collier Overstreet, District 11; James Bailey, President and CEO of the Russell Center for Innovation and Entrepreneurship; and David Payne, Managing Director of TechStars Atlanta, the Advisory Council is made up of community leaders, advocates, and partners who established three goals and guiding principles for their work together:

1. **Create** strategies by which the City of Atlanta can best support, in a non-punitive manner, the young people currently selling water at city intersections or conducting similar entrepreneurial activities.
2. **Build** consensus and a coalition of support for key actions and initiatives that promote and nurture the entrepreneurial spirit in Atlanta youth, especially in boys and young men of color, who often leverage this spirit to combat the systemic racial and economic barriers they face.
3. **Envision** how recommended strategies can be best implemented, funded, and/or expanded to support and benefit all Atlanta youth.

They also agreed to guiding principles to ground their time together:

1. **We are One Atlanta.** In accordance with Mayor Bottoms' vision of an affordable, equitable, and resilient City, this Advisory Council prioritizes racial and economic equity in its work.
2. **Youth Voice must be heard.** We believe that we must hear from the youth about their motivations, goals, and needs. We will ground recommendations in their experiences, ensuring they fit the unique social, emotional, physical, and intellectual needs of young people of color.
3. **Youth need support and opportunity, not punishment.** Our recommendations will be assets-based and will build on the strengths inherent in these young people and their communities. Punitive recommendations are not the goal.
4. **Transforming systems helps everyone.** We believe that by addressing the needs of the young men of color who face the greatest systemic barriers, we create policies and initiatives that will ultimately serve their families and all Atlantans.

MEMBERSHIP

The Mayor’s Advisory Council on Youth Entrepreneurship is composed of public, nonprofit, corporate, and entrepreneurial leaders who worked tirelessly over a matter of weeks to provide the recommendations contained in this report. We are deeply grateful for their dedication, passion, and expertise.

Mayor’s Youth Entrepreneurship Advisory Council Members

Co-Chairs:

James “Jay” Bailey, President and CEO,
Russell Center for Innovation and Entrepreneurship

The Honorable Marci Collier Overstreet, Councilmember,
Atlanta City Council

David “Dave” Payne, Managing Director, TechStars Atlanta

Members:

Curley Dossman, President, Georgia-Pacific Foundation

Mark Feinberg, Investor and CEO, OTHRSOURCE;
General Partner, Feinberg Capital

Brian Gaither, Founder and Principal Attorney, Gaither Law, LLC

Philip Gibson, Manager, PSE Ga. Alliance for Boys and Men of
Color Initiative / Just Opportunity Consultant

Asanté K. Hill, Founder, Black Men of Valor; Co-Founder,
The Black Collective ATL

Nancy Flake Johnson, President and CEO,
Urban League of Greater Atlanta

Dr. Eloisa Klementich, President and CEO, Invest Atlanta

Robert Lewis Jr., Atlanta Site Director, Juma Ventures

Fred Parham, 100 Black Men Collegiate Advisor, Volunteer
Coordinator, 100 Black Men of Atlanta

Katerina “Kat” Taylor, Executive Director, WorkSource Atlanta

Tené Traylor, Fund Advisor for Atlanta, The Kendeda Fund

Keene Walker, Founder and Director of Business Development,
Dare 2 Care, LLC

The City of Atlanta is grateful for the leadership of our own Rev. Derrick Rice, who led and moderated our meetings, together with Tyrone Brooks, Megan Sparks and the guidance of Philip Gilman, the Mayor’s Deputy Chief of Staff, and the invaluable expertise of Bloomberg Associates in this work, who have provided pro-bono support to our Council. We especially offer our thanks in completing this report to:

Linda Gibbs, Principal, Social Services Team

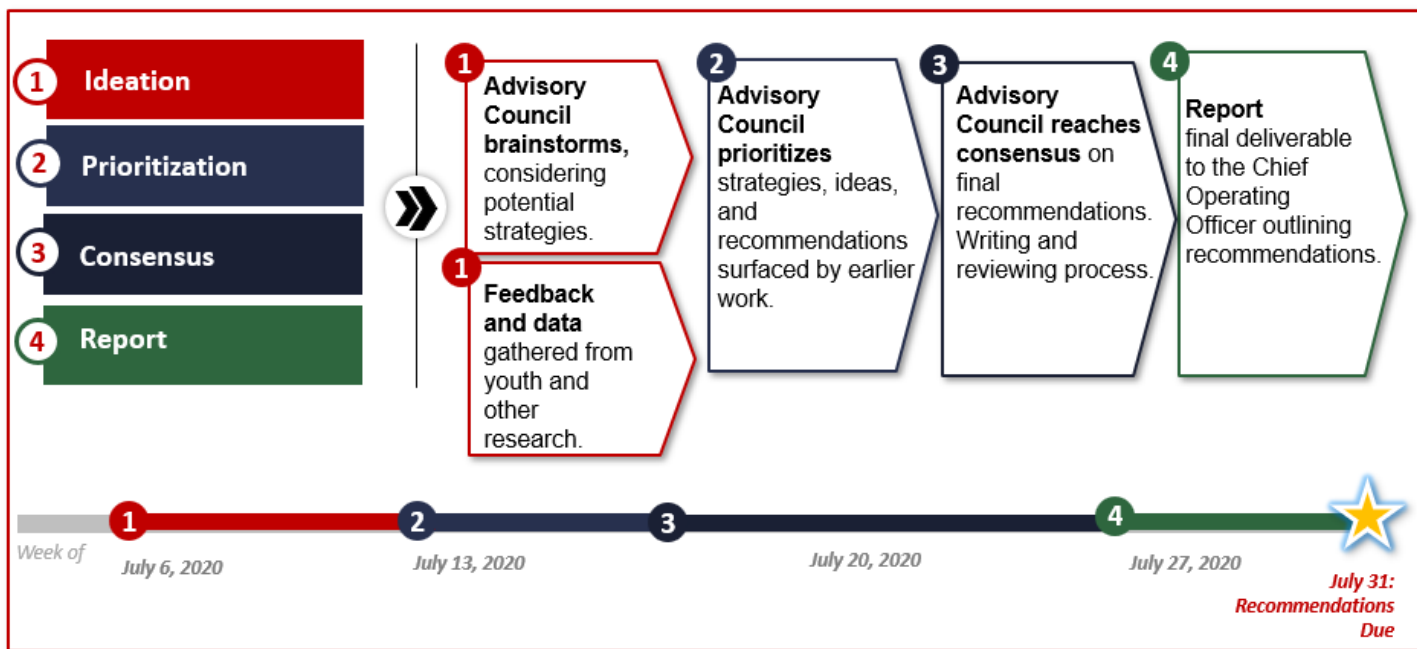
Mariama N’Diaye, Social Services Team

Luna Szoke, Social Services Team

PROCESS AND TIMELINE

Recognizing the urgent need to provide safer and alternative entrepreneurial avenues for the youth selling water on city streets, the Advisory Council worked quickly to offer rapid recommendations for the Mayor’s consideration. They met four times as a group on: Tuesday, July 7; Thursday, July 16; Tuesday, July 21; and Friday, July 24. Smaller working groups convened outside of these formal meetings to seek feedback from the youth themselves and to further flesh out ideas. The Atlanta Police Department (APD) began sending a representative to the council meetings on July 24 soon after they began implementing their response to community concerns.

The group began by brainstorming and generating ideas, then spoke with the actual youth selling water on the street, analyzed data from the Atlanta Police Department (APD) and interviewed several department representatives, learned from national case studies - such as the City of Baltimore, and narrowed their ideas to the most promising ones. Members worked together to examine these potential recommendations for feasibility, short- and long-term impact, equity, and fit with the entrepreneurial mindset.



SUMMARY OF RECOMMENDATIONS

Recommendations contained in this progress report fall into three major categories:

1. **Supporting** the basic and socio-emotional needs of youth
2. **Fueling** their entrepreneurial spirit toward safe and sustainable pathways
3. **Partnering** with Atlanta Public Schools (APS) to ensure students learn about entrepreneurship and that students selling water are connected fully back into the educational system, when needed

The recommendations include using credible messengers to authentically engage young people and connect them with what they need: entrepreneurial opportunities that fit their desires, programming to help teach and grow their business acumen, and wrap-around or educational support for their overall healthy development and empowerment. Advisory Council members recommend working across sectors to build a sustainable, nonprofit infrastructure to support these programs and services over the long-term and collaborating with APS to ensure youth currently engaged in selling water on Atlanta streets are given positive incentives to stay in school.

A full list of recommendations is included on pages 12-15 of this report. These recommendations are submitted for Mayor Bottoms' consideration. Advisory Council members stand ready to work with the Mayor to implement these important actions.

“I sell water to stay out of trouble. I was on probation from when my family was homeless. So, I had to make money to help take care of my mother and sisters, in an honest way.”

- Eli, Youth selling Water

“It’s crazy how it’s a problem for us to sell water but when somebody homeless stands on the corner or someone that doesn’t look like us...”

- AD, Youth Selling Water

RESEARCH AND DATA

OVERALL CITY STATS

There is a dearth of detailed information about the number of youth selling water on the streets and who they are. Observations of the Atlanta Police Department and direct interviews with young men selling water by members of this Council suggest that they are nearly all young Black boys and men, ranging in age from 8 to 21, but typically 12 to 16 years old. No other facts are currently collected, to our knowledge, about their status or life circumstances. Without overgeneralizing, it is instructive to understand the life circumstances of youth in Atlanta. Consistent with the national narrative, systemic barriers such as unemployment, disparities in educational outcomes and implicit bias - all of which reinforce poor data outcomes for Black and Brown youth - are at play in the city of Atlanta as well. According to the Annie E. Casey Foundation Changing the Odds 2019 Report:

- **76%** of Atlanta’s Black youth are living in **HIGH POVERTY AREAS** (i.e. more than 20% of the neighborhood population is experiencing poverty). The rate for the City is **42%** and for white children **6%** [Annie E. Casey Foundation Changing the Odds 2019 Report].
- The **MEDIAN HOUSEHOLD INCOME** for a Black household is **\$28,567** compared to \$49,524 for the City and \$86,678 for white households [Annie E. Casey Foundation Changing the Odds 2019 Report].
- **85%** of **ALL JOBS IN ATLANTA**, especially higher-income jobs, are located in majority-white NPUs on the city’s northside [Annie E. Casey Foundation Changing the Odds 2019 Report].

YOUTH VOICES

The Council placed a strong emphasis on learning about the experiences of youth selling water at street corners from the young people themselves. Advisory Council members and City staff visited these youth where they work and in their communities and asked them about their motivations, goals and interests.

The conversations between the youth selling water and the Council members proved invaluable. Council members heard youth voice a desire for mentorship as well as an openness to selling water in other alternative venues and alternatives to water vending - as long as they could still make money. A few of the youth shared that they were disconnected from school, and in many cases the youth shared that they and their families needed their basic needs and desires addressed, such as food, housing and technology access.

Other information shared by the youth included:

1. Youth selling water on the street **average between 12 and 16 years old, starting as young as 8 years old and going as old as 21.**
2. They **make \$100-\$300 a day** selling water either through direct sales or gratuities.
3. The water is typically obtained at the closest place to **safely get the water to the highway** i.e., nearby gas stations, Krogers, Targets, Dollar Stores.
4. For many of the youth encountered, they are **there to support their household financially.**
5. A few of the youth said **they would take a traditional job if offered.**
6. Many of the youth **preferred to make their money in an entrepreneurial way.**
7. Many expressed a desire for **guidance/mentorship** to support them.
8. Many **needed their basic needs to be addressed,** such as food and clothing, as well as entrepreneurial resources, such as start up capital and studio time for artists.
9. There were incidents where those of school age were **disconnected from the school system,** frequently due to an out-of-school suspension.

CURRENT CITY OF ATLANTA POLICY AND REGULATION

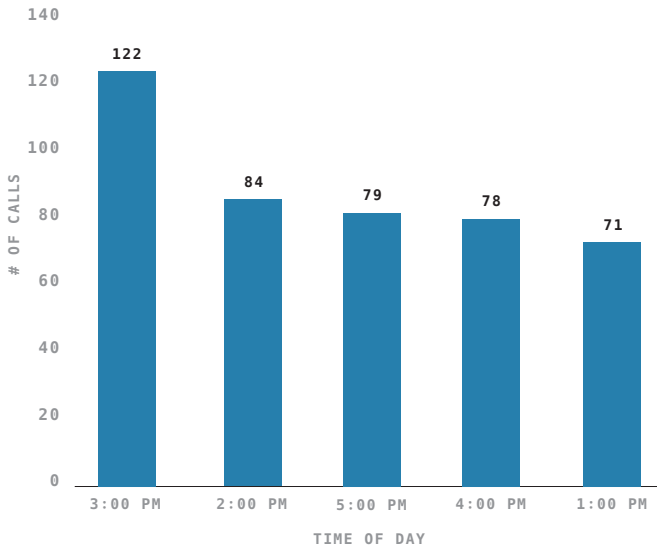
Through conversations and research by the City’s law department, there are several clearly-identified existing ordinances that preclude the youth from legally selling water along or in the street. Overall, the youth are in technical violation of a few city ordinances and certain state statutes, such as:

1. Vending without a license (Chapter 30, Article XXIII of the City of Atlanta Code of Ordinances)
2. Obstructing Traffic (Sec. 150-266 of the City of Atlanta Code of Ordinances)
3. Pedestrians on or Along Roadway (Sec. 40-6-96 of the Official Code of Georgia)

The Council requested data from the APD related to incidences that were reported. Between January 1 2020 - July 5 2020, there were **694 CALLS** made relevant to youth selling water on the street. APD anecdotally communicated this to be an increase from previous experiences, but we recommend the City institute month-month and year-over-year data tracking and comparison.

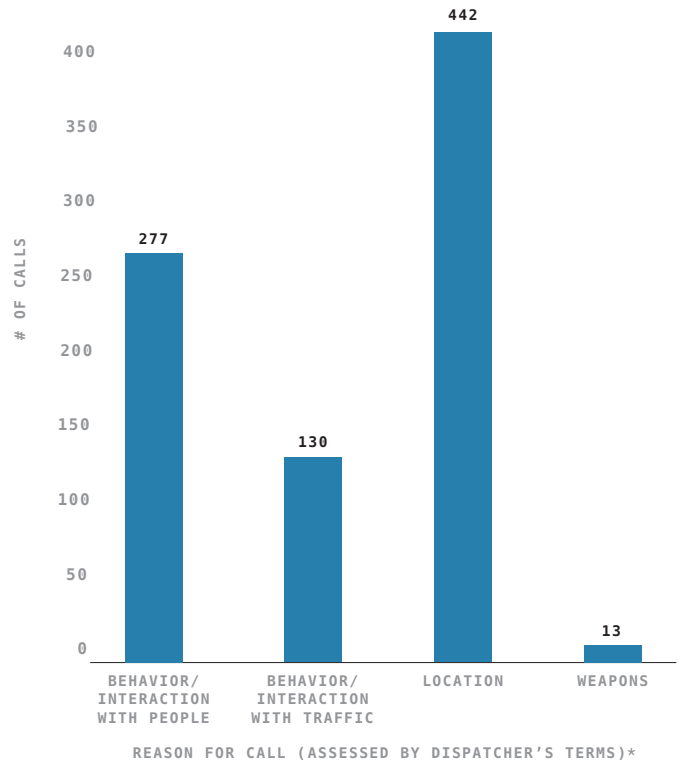
The most frequent time for calls occurred at or around 3 p.m., as can be seen in the following table.

TOP 5 TIMES OF CALLS RELATED TO YOUTH SELLING WATER



According to these call reports, the majority of the calls to 911, including those calls initiated by APD officers, were of a concerned nature regarding the location of the youth on the road, but there were also over 400 complaints relating to things such as aggressive sale tactics, obstructing traffic, and an unwillingness to clean the area when complete. Of the 694 calls, there were 11 incidents in which a citation and arrest was made, all among youth aged 17 or older. There were 4 incidents of minors being cited, and in all cases they were released to their parents.

REASONS FOR CALL OUTSIDE OF SELLING WATER



In addition to this data collection, interviews were conducted with officers specifically familiar with activities within Southwest Atlanta, Northwest Atlanta, and the Buckhead region.

Key insights from these interviews with members of the police force intimately familiar with the current conditions on the streets include:

- Most of the youth are between 12 and 16 years old.
- Rarely do they work alone, and are typically in groups of three or more.
- Many of the youth are working during school hours.
- Youth have begun to travel to access higher-grossing intersections, such as those with greater traffic or in higher-income neighborhoods.
- Youth move from car to car when traffic is at a red light and at busy intersections where traffic gets backed up.
- There is an increasing number of robberies where older youth are stealing the end-of-day earnings of the younger kids.
- There is an increasing number of instances of youth running up to cars in a competitive manner, causing safety concerns.

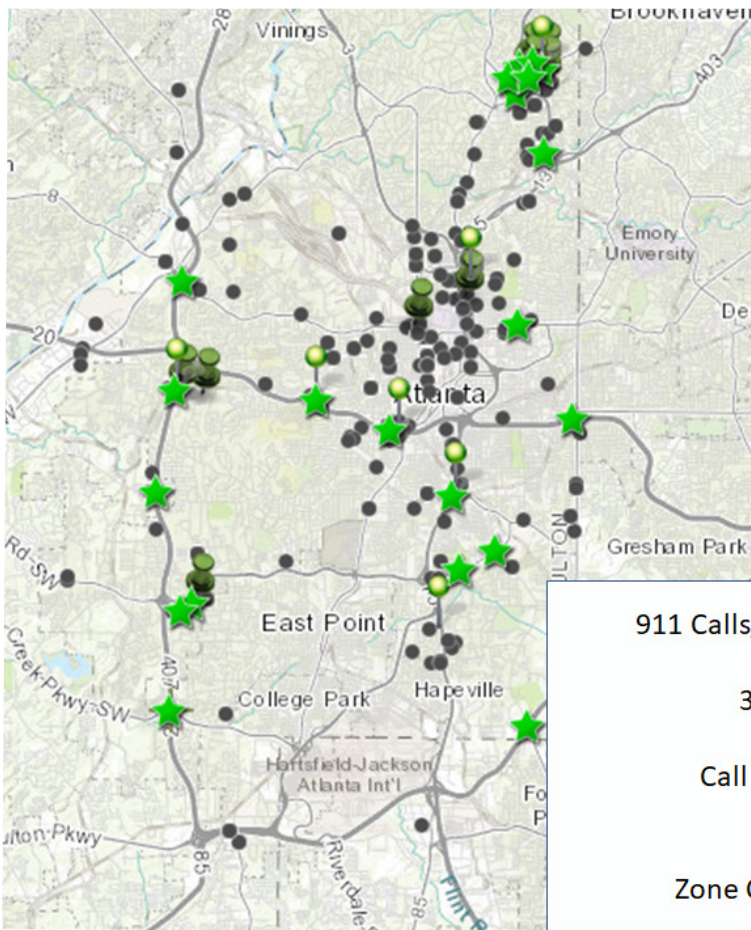
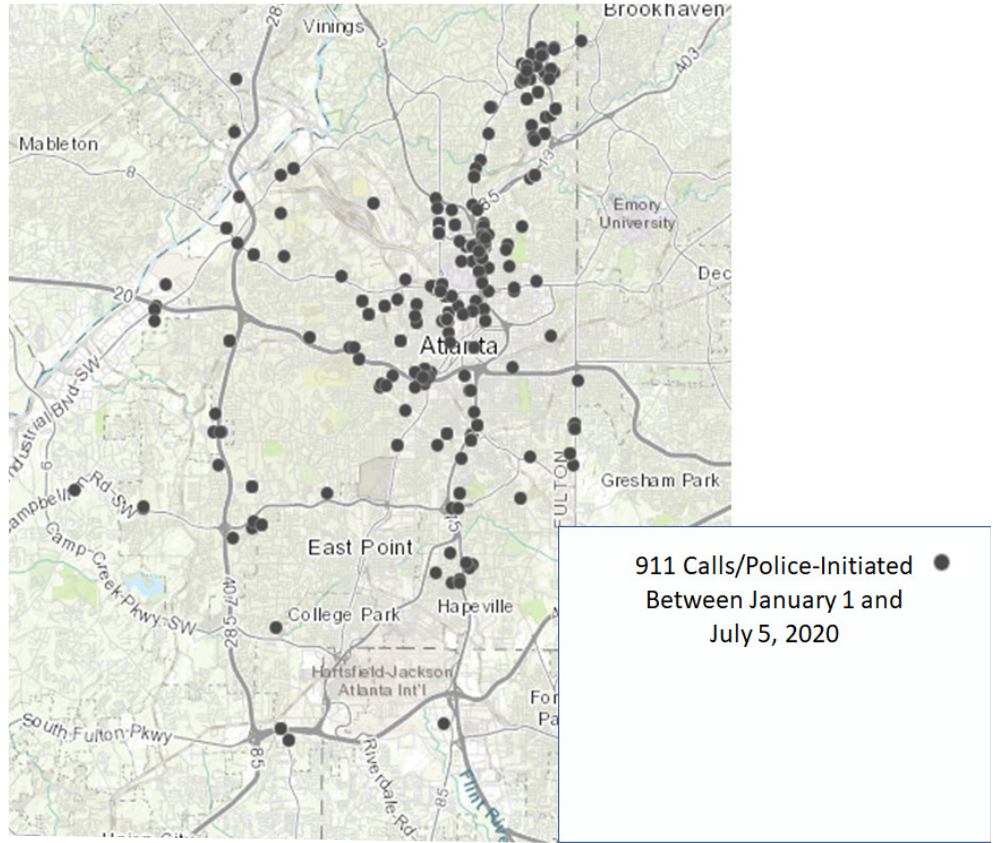
In addition to these key takeaways, APD interviewees emphasized that a better approach should not depend on the police to solve the problem, nor should it be a police-led effort. They observed that youth need wraparound services to address their full needs, activities to keep them occupied, and access to legitimate and safe ways to make money.



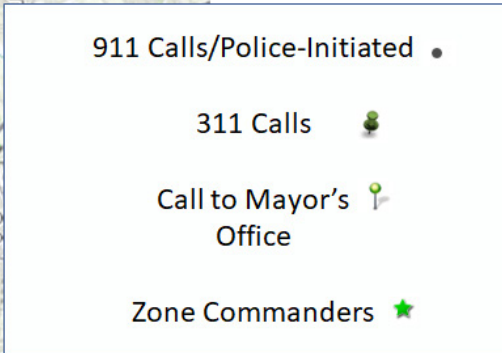
LOCATIONS OF YOUTH WATER SALES

The 911 call data provided by the Atlanta Police Department, which importantly includes stops initiated by officers observing such activities while on their shift, helped to identify hotspots where there is a concentration of youth selling water on the street, as can be seen to the right.

Although we do not have the exact data, there is an estimate of on average 150-300 youth selling water on a given day, with an average of 5-6 youth per area, according to the six APD Zone Commanders.



911 calls and stops initiated by police, however, do not provide a complete picture of this particular activity, as reporting of this activity is not necessarily uniform across neighborhoods. The Council reached out to the City of Atlanta’s 311 call center and the Mayor’s Office of Constituent Services to obtain additional sources of data on incoming calls related to youth selling water. In addition, each of the six APD Zone Commanders provided a list of locations where they and their teams have consistently observed youth selling water. Those added locations are included as pinpoints, as can be seen on the left.



CASE STUDY: CITY OF BALTIMORE

During the second meeting of the council on July 16, the Advisory Council heard from Tisha Edwards, Director of the Baltimore Mayor's Office of Children and Family Success. The City of Baltimore undertook their own effort to support young people - primarily young men of color - who were squeegeeing car windshields in the city center.

In September 2019, the Mayor's Office of Children & Family Success launched the Squeegee Alternative Plan to connect youth that squeegee to the resources, supports and opportunities they need to earn income through safe, sustainable means and embark on a path toward life success.

The City of Baltimore partnered with outreach workers and credible mentors to monitor corners daily to connect with youth to:

- Build trust
- Identify/remove barriers to school completion and employment
- Facilitate re-engagement in school
- Develop personal growth plans
- Assign credible mentors
- Help develop job skills and social capital

10 months into Squeegee Alternative Plan implementation, early outcome data included:

- 80 youth engaged
- 39 school-aged youth re-engaged in school
- 38 barriers removed (i.e. vital records or IDs secured)
- 27 youth employed full-time
- 2 youth returned to school caught up--amid the pandemic-- and graduated on time
- 74 youth enrolled in YouthWorks/summer employment programs
- 911 calls declined steadily--100/wk Sept. 2019 to 12/wk July 2020

Baltimore's success has been driven by daily monitoring of corners, deployment of outreach and credible mentors, weekly data reporting, partnership with Baltimore Public Schools and Baltimore Police Department, as well as key community members connecting youth to opportunities.

The lessons learned from Baltimore directly influenced the recommendations of this Council, notably the necessity to work with credible mentors, address youth's basic needs, and act in collaboration with the local school system.



“It’s not as simple as a dollars-and-cents equation. Young people currently selling water do not want a traditional 9-5 job.”

-Dave Payne, Co-Chair

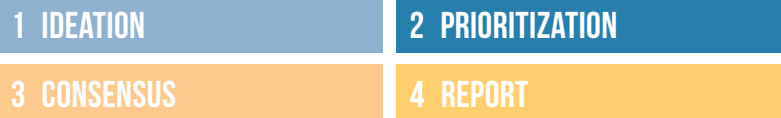
“Imagine if we all put the same energy into finding the next H.J. Russell as we do the next LeBron James!”

-Jay Bailey, Co-Chair

COUNCIL OBSERVATIONS AND FINDINGS

The Advisory Council met four times during the month of July to conceive of, explore, and ultimately narrow down their recommendations. In between formal full council meetings, members worked with City staff to collect youth feedback, explore best practices, and develop actions to coincide with our recommendations.

THE ADVISORY COMMITTEE LASTED ABOUT THREE WEEKS AND WAS COMPRISED OF FOUR MAJOR COMPONENTS



“The most valued and impactful work that we must do as servants is nurturing and guiding our youth. I’m mindful that the work that we do now must support creating an atmosphere where youth as well as the whole family feel supported and hopeful. This Advisory Council has outlined the necessary framework to properly support our youth. Ultimately, the chosen pathway forward for the youth of the City of Atlanta lies within the powers of those that appointed us to this Advisory Council. I sincerely hope that all possible options and resources are explored in securing the futures of our youth. Let’s continue to work together as a community to develop good citizens that have an abundance of resources. It takes all of us.”

-Marci Collier Overstreet, Atlanta City Councilmember, Co-Chair

ADVISORY COUNCIL RECOMMENDATIONS

The Council Members submit for the Mayor’s consideration 13 recommendations for promoting youth entrepreneurship throughout the city of Atlanta. These recommendations encourage equitable systems change, potential procedural improvements, pursuit of programmatic opportunities, and strong communications from City Hall to the community. All recommendations have been initially assessed by the Advisory Council Members for feasibility and impact. While some are overarching, these recommendations fold into three key categories: Collaboratively Investing in Youth’s Whole Needs, Youth Entrepreneurship, and Collaboration with Atlanta Public Schools (APS). This breakdown of the recommendations reflects these categories.

OVERARCHING RECOMMENDATIONS

- 1. Recognizing the entrepreneurial energy of the youth**
selling water on the street, launch a positive, asset-based campaign from the City with a message to the community of “We see you. We hear you. We support you.” This messaging should amplify the creativity and hard work of the youth selling water.
- 2. Recognizing the need for more data on the youth**
demographics and activities, undertake a better, more exhaustive, inclusive, and on-going collection of data on the youth selling water in partnership between APD, 311, and the Mayor’s Office of Constituent Services - all complemented by community outreach.
- 3. Develop authentic, credible outreach and ways to meet youth where they are (in schools, on streets, in neighborhoods) to engage them in strategies to meet challenges and provide guidance and opportunities.**



RECOMMENDATIONS TO INVEST IN THE WHOLE PERSON, SUPPORTING YOUTH'S BASIC AND SOCIO-EMOTIONAL NEEDS

There exists a disconnect, a lack of guidance and support, for young people in general and specifically those with entrepreneurial goals and skills (particularly in communities of color and for young men of color). The lack of these resources have only been exacerbated by the COVID-19 pandemic. There are youth empowerment and development programs in schools and other independent spaces that provide education, workforce, entrepreneurship, financial literacy and similar training, but there is not a city-wide focus or initiative.

4. Create a safe, bold space where youth are encouraged to connect and share dreams, goals, and aspirations. Create a similar space for families.

5. Open, resource, and staff (with public and private partners) Centers of Hope as a gathering and resource hub for Atlanta youth and their families. Trained staff and volunteers at this hub would conduct an initial assessment and personal empowerment plan for individual youths to determine and take care of the basic needs of both these young people and their families (i.e. food, childcare, housing, mental health).

6. Further engage families and parents to identify needs for supportive programs and resources.

The Council has identified several existing resources or models to support this effort, including the Partnership for Southern Equity's Black Man Alliance, Urban League's Financial Empowerment Center, and the Black Man Laboratory. In addition, there will be a needed partnership between the City and external partners to fund, provide professional services/staffing, and align with APD's Community Policing effort.

RECOMMENDATION TO FUEL YOUTH'S ENTREPRENEURIAL SPIRIT TOWARD SAFE AND SUSTAINABLE PATHWAYS

These goals seek to leverage core entrepreneurial drivers of competition and compensation to create a sustainable system or infrastructure that cultivates young people's entrepreneurial talents and connects them to the resources they need to thrive. Such a focus should lead to a reduction in the number of youth overall who feel that selling water on streets is their only opportunity to meet their basic needs and/or thrive in their communities.

7. Build an infrastructure that connects young people to entrepreneurial opportunities, occupational/career pathways, and to traditional jobs that connect with their interests. This effort would be an inclusive and equitable initiative led by a sustainable nonprofit partner. The intention would be to incentivize youth financially to connect to other entrepreneurship opportunities or to traditional jobs, if so desired.

8. The Council recognizes that some youth, regardless of a City mandate, will continue to sell water on Atlanta streets. The City should continue to engage with community leaders as they explore possible avenues and methods to increase the safety of any continued water sales for both the youth and motorists, such as through training or positive incentive structures.

9. Explore with and lean on community leaders to develop methods to get the youth to a place where they will explore other opportunities to express their entrepreneurial instincts, meet their basic needs, and thrive in their communities. For example, developing "earn and learn" workshops for the youth.

RECOMMENDATIONS TO PARTNER WITH ATLANTA PUBLIC SCHOOLS

Students are finding ways to express their entrepreneurial and business interests on their own. Any work in this area should seek to ensure students learn about entrepreneurship and that they are fully connected to the educational system.

10. In partnership with APS, collectively expand successful

young entrepreneurs' business concepts and acumen both in-school and out of school by actively supporting youth's entrepreneurial activities through financial incentives, training and coaching, with the aim of promoting on-time high school graduation, post-secondary education, and entrepreneurship as a career path. An example would be creating 'Achieve Atlanta' for entrepreneurs.

11. Work with APS to identify young entrepreneurs along

the achievement continuum, ensuring every student is aware of and can benefit from school-based support. As part of this, formulate a Young Entrepreneurs Pathway for each entrepreneurial student in the cohort, and design non-traditional entrepreneurship programs for these students.

- a. Seek out and work with organizations and individuals who have a true passion and track record for working with, empathizing with, and investing in these youth.
- b. Hold pitch competitions, a business model canvas, and school market days where students can sell their products and services.
- c. Develop a success model that incorporates the entire community (youth entrepreneurs, APS, parents, truancy officers, entrepreneurs, etc.).

12. Partner with APS to create interactive, hands-on

classroom training on entrepreneurship, starting early in the educational experience of students and utilizing existing models, such as the 3DE Model, Hope Business in a Box, and Urban League's Project Ready.

13. Coordinate with schools to ensure youth engaged in

entrepreneurial strategies have a positive incentive, such as participation stipends, to stay in school and participate in these programs, with a strong emphasis on paid opportunities, participation/performance based stipends, and opportunities for them to earn via their entrepreneurial ventures.

The Council has identified several models for reference, such as Humbl Hustlr, Operation Hope, and using the NFTE (Entrepreneurial Mindset Index). Atlanta Technical College, Urban League Project Ready, and Worksource Atlanta have already expressed interest in supporting implementation of these recommendations.

CLOSING SUMMARY

The recommendations outlined in this report seek to connect youth to the resources they need, while providing youth the opportunities to explore their talents in a safe and rewarding manner.

It is clear that in order to implement the outlined recommendations, the City must consider the opportunity cost of the youth's time. The main way to steer them away from selling is to offer a more enticing alternative. In short, they need to be compensated for their time. It is also clear that the implementation of these recommendations requires robust partnerships with businesses and community leaders, APS and surrounding school systems, and City agencies to provide programming, staffing, and funding.

Our recommendations aim to address the short-term and long-term needs, and we ask that the Mayor take this two-fold approach by taking bold and immediate actions to support our young entrepreneurs while building a sustainable infrastructure to support them for years to come. In all of this, we have continued to meet and outline ways in which the community can bolster and supplement the work done with and through the City.

We continue to believe that it is the responsibility of the City and the Atlanta community to serve, protect, and empower these young men and women in our community.

APPENDIX



RECEIVED
OFFICE OF
MUNICIPAL CLERK

An Administrative Order
Office of the Mayor
City of Atlanta

2020 JUN 17 PM 8:32 Administrative Order No. 2020- 21

**OFFICE OF THE MAYOR
AN ADMINISTRATIVE ORDER**

AN ADMINISTRATIVE ORDER DIRECTING THE CHIEF OPERATING OFFICER TO CONVENE AN ADVISORY COUNCIL COMPRISED OF COMMUNITY MEMBERS AND PARTNERS, BOTH EXISTING AND POTENTIAL, WHICH SHALL RECOMMEND STRATEGIES FOR THE DEVELOPMENT OF A CITY OF ATLANTA POLICY BY WHICH THE CITY MAY HELP TO PROMOTE ENTREPRENEURSHIP OF YOUTH WITHIN THE CITY; AND WHICH SHALL REPORT THEIR RECOMMENDATIONS BY NO LATER THAN JULY 17, 2020.

WHEREAS, my vision for One Atlanta centers around five Citywide goals focused on creating a safe, welcoming, and inclusive City; world-class employees, infrastructure and services; an ethical, transparent, and fiscally responsible government; thriving neighborhoods, communities, and businesses; and residents who are equipped for success; and

WHEREAS, the One Atlanta vision serves as the framework for creating a more Affordable, Equitable, and Resilient city; and

WHEREAS, to achieve these goals public agencies, residents, businesses, non-profits, philanthropy, faith-based organizations, educational institutions, and more must work together; and

WHEREAS, the challenge of wealth inequality stems in part from a lack of access and opportunity; and

WHEREAS, in accordance with my commitment to equity in Atlanta, I have engaged in collaborative efforts with Invest Atlanta designed to promote entrepreneurship across the city; and

WHEREAS, fueling the entrepreneurial spirit of young people throughout the city, such as that of the young water vendors in Atlanta, is directly in line with the Mayor's "One Atlanta" initiative; and

WHEREAS, there exists a need to establish a City of Atlanta policy by which the City may help to promote and nurture the entrepreneurial spirit found in so many of the young people in our city; and

WHEREAS, it is my desire to learn and understand strategies to develop such a policy and that may help provide access to opportunities for the city's youth and future generations from an advisory council consisting of community members and partners, both existing and potential; and

WHEREAS, this advisory council will recommend strategies for the development of a City of Atlanta policy by which the City may help to promote entrepreneurship of youth within the city; and

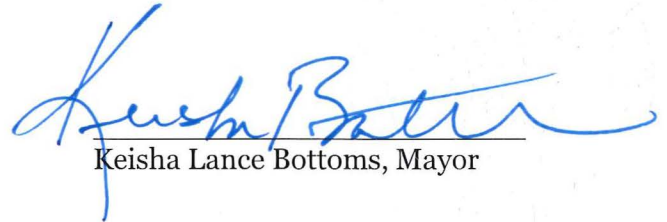
WHEREAS, this advisory council shall convene to develop recommended strategies; and shall report their recommendations to me by no later than July 17, 2020.

NOW, THEREFORE, BY THE POWER VESTED IN ME AS MAYOR OF THE CITY OF ATLANTA, pursuant to Section 3-104 of the City of Atlanta Charter and Section 2-182(4) of the City of Atlanta Code of Ordinances, it is hereby ordered that:

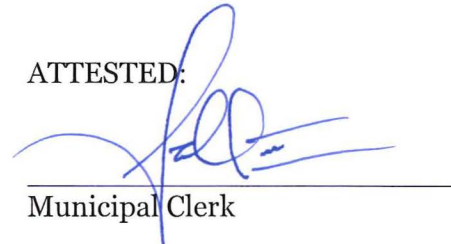
SECTION 1: The Chief Operating Officer shall convene an advisory council comprised of community members and partners, both existing and potential, which shall recommend strategies for the development of a City of Atlanta policy by which the City may help to promote entrepreneurship of youth within the city.

SECTION 2: This advisory council shall convene to develop recommended strategies and shall report their recommendations by no later than July 17, 2020.

SO ORDERED this 17th day of June, 2020.


Keisha Lance Bottoms, Mayor

ATTESTED:


Municipal Clerk

Foris Webb, III
Municipal Clerk

Youth That Squeegee Baltimore

Case Study



MAYOR'S OFFICE OF
CHILDREN & FAMILY SUCCESS

Youth That Squeegee

In September 2019, the Mayor's Office of Children & Family Success launched the **Squeegee Alternative Plan** to connect youth that squeegee to the resources, supports and opportunities they need to earn income through safe, sustainable means and embark on a path toward life success.

Safety/Wellbeing + Support Systems + Barrier Removal + Education + Work

Our guiding principles:

- If a child is on the corner, it is likely there are other risk factors in their life
- We must identify the root causes that drive young people to corners
- We must drive systems change to ensure young people meet their greatest potential

Youth That Squeegee

Going in we knew...

@100 youth squeegeeing on 14 corners at any given time

We needed to monitor corners daily to connect with youth to:

- build trust
- identify/remove barriers to school completion and employment
- facilitate re-engagement in school
- develop personal growth plans
- assign credible mentors
- help develop job skills and social capital

Youth That Squeegee

10 months into Squeegee Alternative Plan implementation...

- 80 youth engaged
- 39 school-aged youth re-engaged in school
- 38 barriers removed (eg: vital records, IDs secured)
- 27 youth employed full-time
- 2 youth who returned to school caught up--amid the pandemic--and graduated on time this spring
- 74 youth enrolled in YouthWorks/summer employment programs
- 911 calls declined steadily--100/wk Sept. 2019 ⇒ 12/wk July 2020