

WHAT A DIFFERENCE A JOB MAKES... THE LONG-TERM IMPACT OF GOLDEN GATE COMMUNITY, INC. EMPLOYMENT

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Golden Gate Community, Inc.

This newsletter highlights:

- ◆ Characteristics of Employees at the Time of Hire
- ◆ Employment Status at Follow-up
- ◆ Hourly Wage at Follow-up
- ◆ Monthly Income from Work at Follow-up
- ◆ Employee Job Satisfaction at Follow-up

Golden Gate Community, Inc. transforms the lives of individuals by providing them with pathways of personal growth and economic opportunity.

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Introduction and Methods

Since 1981, Golden Gate Community, Inc. (GGCI), a

community development organization committed to serving the homeless in San Francisco, has been addressing the social, spiritual, emotional, and physical needs of the poor and sick. Founded to serve the needs of the growing homeless population in the Haight/Ashbury district of San Francisco, GGCI works to transform the lives of at-risk youth by providing them with economic opportunities and avenues towards personal growth.

To this end, GGCI operates social purpose enterprises that provide employment opportunities and job training to homeless and at-risk youth. Prior to 2000, GGCI operated two enterprises: Ashbury Images, a screen print production company and SF City Stores, retail shops that sell authentic San Francisco memorabilia. As of 2001, SF City Stores closed their doors and GGCI acquired two new businesses: Pedal Revolution, a bicycle repair shop, and Einstein's Café, a full-service café. These businesses are catalysts for developing versatile job skills and extending community outreach programs for homeless and at-risk youth in San Francisco.

In order to measure its effectiveness, GGCI is participating in an ongoing social impact assessment as part of its involvement with the Roberts Enterprise Development Fund (REDF). The assessment involves employee participation in a series of face-to-face interviews at time of hire, and then at 6 month follow-up intervals for up to two years after hire. These interviews cover topics such as housing, employment, barriers to employment, public assistance and service utilization.

Data presented in this document are from 18 GGCI employees interviewed at hire and follow-up periods falling between October 1998 and September 2001. This analysis lets us see general trends in change from time of hire to the different follow-up time intervals.

Volume 1 in this series of newsletter updates focuses on key findings in the areas of employment, hourly wage, total monthly income, and employee job satisfaction.

Characteristics of Employees Surveyed at Time of Hire

What is the demographic profile of GGCI employees at time of hire?

- ◆ 56% are female and 44% are male.
- ◆ 33% of the employees identify as White, 27% as African-American, 20% as Multi-ethnic/Other, 13% as Latino/a and 7% as Asian-American/PI.
- ◆ 89% are under thirty years of age.

Characteristic		Number of Respondents	Proportion of Respondents
Gender (n=18)	Female	10	56%
	Male	8	44%
Race/Ethnicity (n=15)	White	5	33%
	African American	4	27%
	Multi-ethnic/Other	3	20%
	Latino/a	2	13%
	Asian American/PI	1	7%
	Native American/Alaskan Native	0	0%
Age Groups (n=18)	22-29 years	7	39%
	19-21 years	6	33%
	14-18 years	3	17%
	30-39 years	1	6%
	40-49 years	1	6%
	50 + years	0	0%

*The sum of proportions may be 1% greater than or less than 100% due to rounding error.

What is the employment risk profile of GGCI employees at time of hire?

When hired, GGCI employees answered questions about their mental health, living situations, and history of criminal behavior. According to their responses:

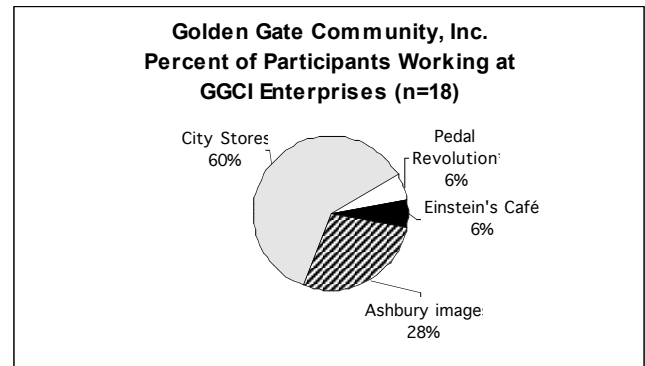
- ◆ 67% have mental health issues.
- ◆ 50% are at-risk of homelessness, 22% are homeless, while the remaining 28% report having a stable home.
- ◆ 29% had been convicted of a crime prior to hire.

"I got a chance to work in different parts of the City with different types of customers. I improved my customer service skills and the whole thing was a great learning experience for me.

- Enterprise employee

Where are employees working at time of hire?

Almost two-thirds (60%) of those surveyed were hired into positions at City Stores. With the exception of one person hired at Pedal Revolution and one person hired at Einstein's Café, the remaining 28% of employees interviewed were hired into positions at Ashbury Images.



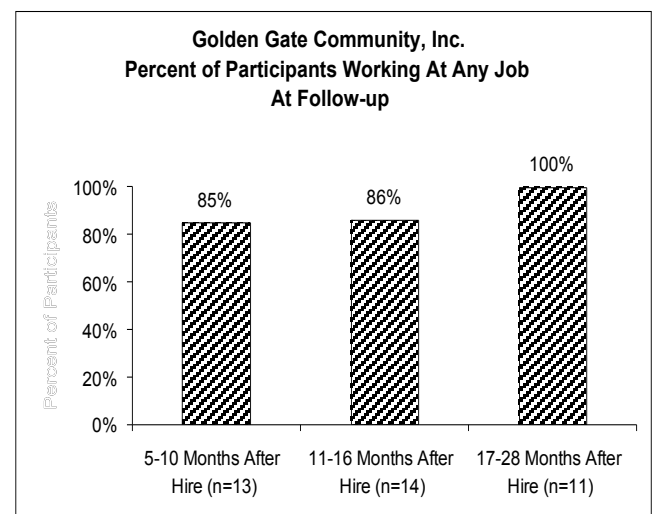
* At the time of hire, both Pedal Revolution and Einstein's Café had only one employee. Since then, Pedal Revolution has hired over 9 and Einstein's Café over 17 employees.

Employment Status at Follow-Up

What percent of GGCI employees are still working at any job at follow-up?

Overall, 90% of GGCI employees are employed at the time of their follow-up interviews. Looking at each follow-up period,

- ◆ 85%-86% of those interviewed at 5-10 months and 11-16 months after hire respectively, report having a job.
- ◆ All employees interviewed at 17-28 months after



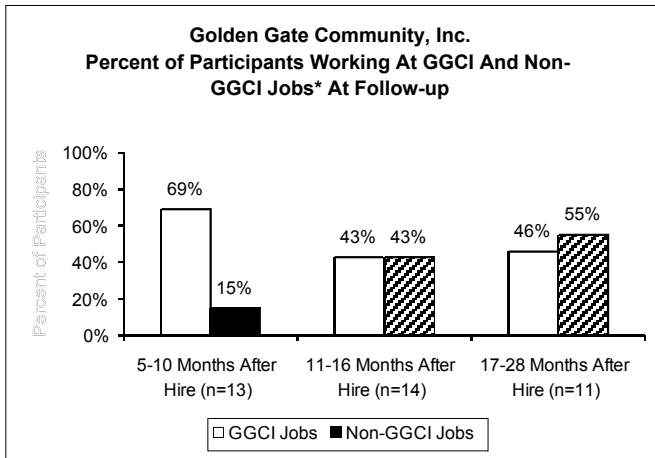
hire report that they hold a job.

Where are they working at follow-up?

Over time, there is a decrease in the percentage of individuals surveyed, who are working at GGCI and

an increase in the percentage working at non-GGCI jobs.

The graph below shows this transition occurring gradually. At 5-10 months after hire, more of those surveyed report working at GGCI – 69% compared to 15% working at non-GGCI jobs. 11-16 months after hire, there is an even split between those working at GGCI and non-GGCI jobs – 43% at each, and finally, more than half (55%) of those surveyed at 17-28 months after hire report working at non-GGCI jobs.



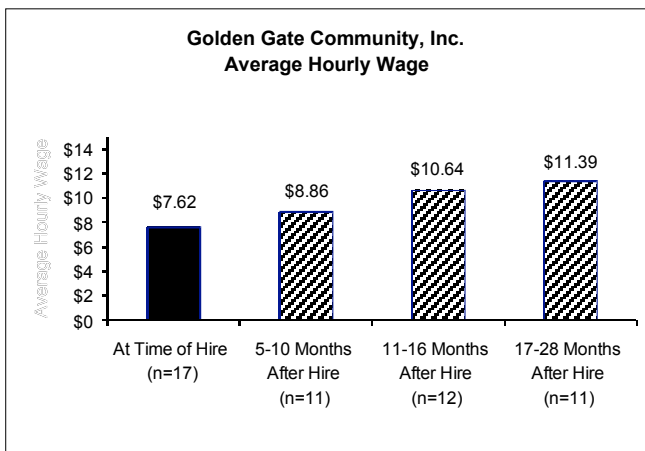
* Note: Percentages add up to more or less than 100% because some individuals were not working while others were working at both a GGCI and Non-GGCI job at time of follow-up.

This pattern suggests that GGCI employees are getting the type of skills and training they need from GGCI to transition to work outside of GGCI.

Hourly Wage at Follow-Up

What kind of wages are employees making? Are wages increasing over time?

On average, there is a positive association between employee wages and time; the greater the length of time between hire and follow-up, the more employees report earning per hour. The



graph below displays the growth in employees' average hourly wages over time.

At all follow-up points, average employee wages are between \$8.86 and \$11.39 per hour.

On average, those surveyed at 5-10 months after hire report earning about 16% (\$1.24) more per hour compared to those surveyed at time of hire. The data indicate an

additional average hourly wage increase of 20% (\$1.78) for the group interviewed at 11-16

"This is my first job out of high school. It put money in my pocket and put me on the right track."

- Enterprise employee

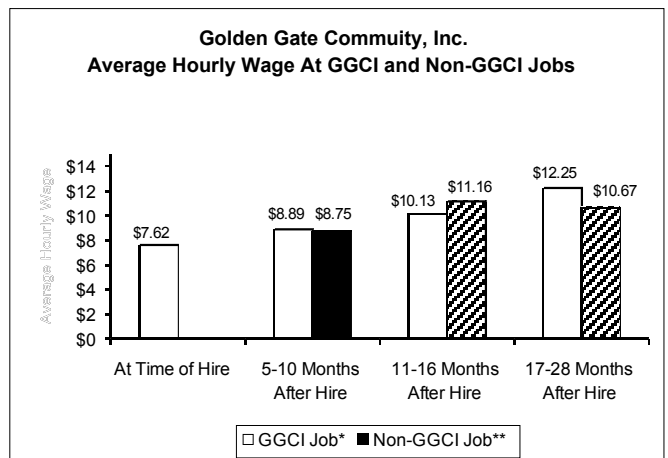
months after hire, and

still another 7% (\$.75) hourly wage increase for the group of employees interviewed at the 17-28 month follow-up period.

Is there a difference in wage increases between GGCI and non-GGCI employment?

When employee wages are disaggregated into GGCI and non-GGCI jobs, the data indicate that the positive relationship between time and wages persists for those employed at GGCI jobs. The trend is less clear for those at non-GGCI jobs.

On average, employees at non-GGCI jobs are earning a higher hourly wage at 11-16 months after hire than their counterparts interviewed at 5-10 months after hire (\$11.16 and \$8.75, respectively). This positive trend does not appear to be sustained



as those surveyed 17-28 months after hire are earning slightly less (\$10.67) per hour.

*GGCI Job: At Time of Hire (n=17), 5-10 Months After Hire (n=9), 11-16 Months After Hire (n=6), 17-28 Months After Hire (n=5)

**Non-GGCI Job: 5-10 Months After Hire (n=2), 11-16 Months After Hire (n=6), 17-28 Months After Hire (n=6)

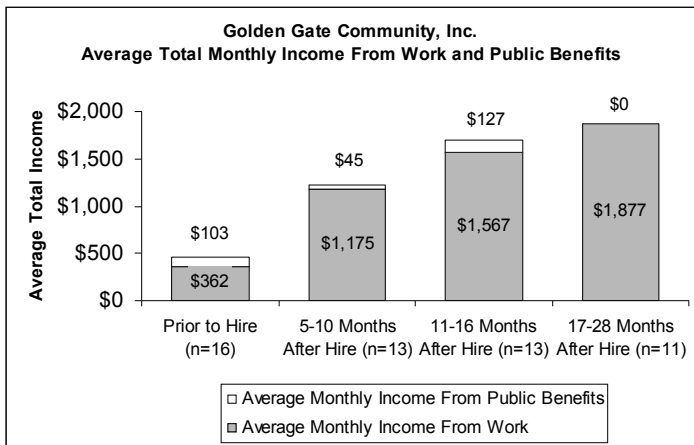
According to those surveyed, average hourly wages paid by GGCI are competitive, and appear to be higher than average hourly wages paid by non-GGCI jobs. Those surveyed at 17-28 months after hire who are working at GGCI jobs report earning \$1.58 (15%) more per hour than their non-

GGCI counterparts surveyed at the same follow-up period.

Monthly Income from Work and Public Benefits at Follow-Up

Does total monthly income increase over time? What part of employees' income is from wages and/or public benefits?

The graph below shows a positive relationship between time and total monthly income. In general, the trend is that as GGCI employees' total monthly income increases over time, a higher proportion of their income is from earnings and a smaller proportion is from public benefits.



Prior to hire, on average, GGCI employees' earned income accounted for only 78% of their total monthly income, with public benefits accounting for the remaining 22%. At 17-28 months after hire, those surveyed report 100% of their total monthly income resulting from earned income and no income coming from public benefits.

*"When I came to Ashbury I had lost everything because of my substance abuse. GGCI gave me the opportunity to have a life again."
- Enterprise employee*

Comparing those employees surveyed at time of hire to those surveyed at 17-28 months after hire, on average, there is a 51% (\$636) increase in average monthly earned income.

Job Satisfaction at Follow-Up

How satisfied are employees with their jobs?

Overall, those surveyed at follow-up report fairly similar levels of satisfaction with GGCI and non-GGCI jobs – on average, all expressed generally high levels of satisfaction. Looking more closely,

those surveyed working at GGCI jobs rated their jobs slightly higher in the areas of overall employment experience, shift, number of hours, skills and training, respect from supervisors, tasks and responsibilities and opportunity for advancement. Those surveyed working at non-GGCI jobs report being slightly more satisfied with location, respect from co-workers and wages.

Job Satisfaction Among Participants Who Worked At Both a CVE and Non-CVE Job During Follow-up (Average score based on scale 1=Very Dissatisfied; 5=Very Satisfied)

Mean Level of Satisfaction With...	GGCI Jobs		Non-GGCI Jobs	
	n	Score	n	Score
Skills and training	29	4.52	14	4.07
Overall employment experience	29	4.45	14	4.23
Shift	29	4.45	14	4.21
Respect from supervisor	29	4.45	14	4.21
Number of hours	29	4.28	14	3.86
Respect from co-workers	29	4.24	14	4.50
Location	29	4.07	14	4.21
Tasks and responsibilities	29	4.00	14	3.79
Opportunity for advancement	29	3.66	14	3.36
Wage	29	3.00	14	4.00

Please note: Some individuals participated in more than one follow-up interview, and the value for "n" in the chart above reflects the number of follow-ups for which data are available rather than the number of individuals in the data set.

Conclusion

Overall, GGCI follow-up findings are very positive – all of those interviewed at 1½ - 2 years after hire are still working, there is evidence that GGCI employees are transitioning to non-GGCI jobs, employees' earned income is increasing the longer they work, and employees are generally satisfied with their jobs.

GGCI's use of enterprise as a vehicle for social change is having an impact on the lives of the individuals they employ. Their programs provide an opportunity for homeless and at-risk youth to enhance the quality of their lives and to have a better chance at reaching their full potential.

"I have knowledge of a new field and increased earning potential for when I get another job. The work environment is very supportive."

- Enterprise employee