



Juma Ventures

Social Impact Report 2006

What a Difference
a Job Makes

*The Long-Term Impact of
Enterprise Employment*

This report highlights:

Employment and Wages

Educational Achievement

Recidivism

BACKGROUND AND METHODS

Juma Ventures (Juma), a San Francisco-based nonprofit organization, is a youth development program that supports at-risk youth in making successful transitions from high school to adulthood. To further its mission, Juma operates social enterprises—businesses owned and managed by the nonprofit organization—expecting both social and financial returns. Using this innovative approach, Juma provides employment and developmental opportunities to youth from low-income backgrounds.

Founded in 1993, Juma has served more than 2000 youth ages 15 to 19 from the lowest-income neighborhoods of San Francisco and the Bay Area.¹ Since tracking began in 1998, Juma has employed over 700 of these youth in its enterprises to sell concessions at SBC Park and 3Com Park during the professional baseball and football seasons, and/or to work in three Ben & Jerry's ice cream shops in San Francisco.² In addition to social enterprise employment, Juma offers financial education and savings programs, college and career exploration services and mentoring. These services are designed to help youth overcome barriers to obtaining employment, and realize educational success and career advancement.

As part of the REDF³ Portfolio of social enterprises, Juma actively engages in an ongoing assessment process to measure the impact of social enterprise employment on its target youth population. Third party evaluation staff from BTW Consultants conduct six-month follow-up interviews with enterprise employees for up to two years after hire. Based on interview data collected from 338 individuals between 1998 and 2005, this Social Impact Report highlights key findings across several outcome areas including employment, hourly wage, educational achievement and criminal conviction rates.

Prepared by:



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REDF

“Juma [helped me with] a lot of skills like saving money and bettering myself for the future. It’s a good program that [helps] keep you on track.”

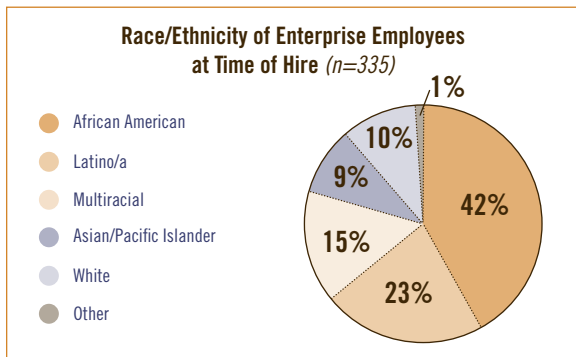
.. Enterprise Employee

DEMOGRAPHIC AND RISK CHARACTERISTICS OF ENTERPRISE EMPLOYEES

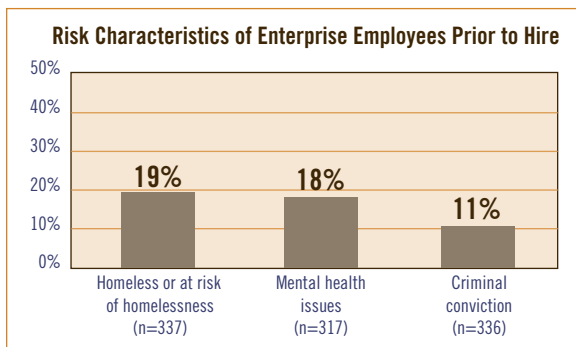
Juma enterprises employ a demographically diverse mix of individuals. Approximately 90% are racial/ethnic minorities, with African Americans accounting for the largest proportion of enterprise employees (42%), followed by Latinos (23%), multiracial persons (15%) and Asians/Pacific Islanders (9%). (Figure A) A primary driver for this diversity is Juma’s recruitment efforts in low-income neighborhoods of San Francisco. Juma enterprise employees are evenly split by gender: 51% are male and 49% are female.

Juma enterprises employ at-risk youth. Prior to hire, 19% of the employees have been homeless or at risk of homelessness, 18% have had mental health issues and 11% have been convicted of a crime.⁴ (Figure B) A total of 35% of the enterprise employees have experienced one or more of these risks before hire, often in combination with other significant barriers to employment such as poverty and a limited employment history.

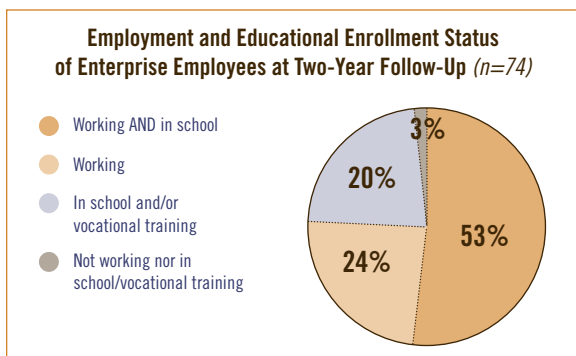
(Figure A)



(Figure B)



(Figure C)



CRIMINAL CONVICTION RATES

While approximately one out of ten enterprise employees (11%) has been convicted of a crime prior to hire, there is a low rate of recidivism after hire. Only 13% of those enterprise employees with a criminal history relapse into criminal behavior at some point during the two-year follow-up period.⁵ Juma enterprise employees’ recidivism rate is dramatically lower than the rate for youth offenders in the state: 91% of youth commit another offense within three years of their release from the Division of Juvenile Justice (formerly California Youth Authority). At a cost of \$48,400 annually for each juvenile offender who cycles through institutional facilities, the reduction in criminal convictions after hire at Juma enterprises is saving society hundreds of thousands of dollars.⁶

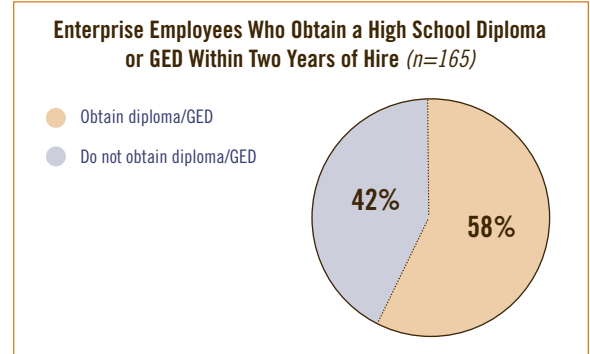
KEY FINDING REGARDING EMPLOYMENT AND EDUCATIONAL ENROLLMENT STATUS

Two years after hire, almost all enterprise employees (97%) are either still working and/or enrolled in an academic or vocational training program. Half of the enterprise employees (53%) are simultaneously working and enrolled in school, 24% are just working and 20% are enrolled in a school or vocational training program and are not working. (Figure C) Furthermore, the percentage of enterprise employees demonstrating successful outcomes—employment, school, vocational training or a combination of these activities—is consistent throughout the two-year follow-up period. All enterprise employees (100%) are actively engaged in these activities at six months, as are 97% at one year and 96% at one-and-a-half years.

EDUCATIONAL ACHIEVEMENT

At every follow-up interval, the majority of enterprise employees who do not have a high school diploma or GED are pursuing their education. Academic/vocational program enrollment rates among these individuals range from 95% at six months to 83% at the two-year follow-up. Fifty-eight percent of the enterprise employees who do not have a diploma or GED at time of hire obtain one within two years.⁷ (Figure D)

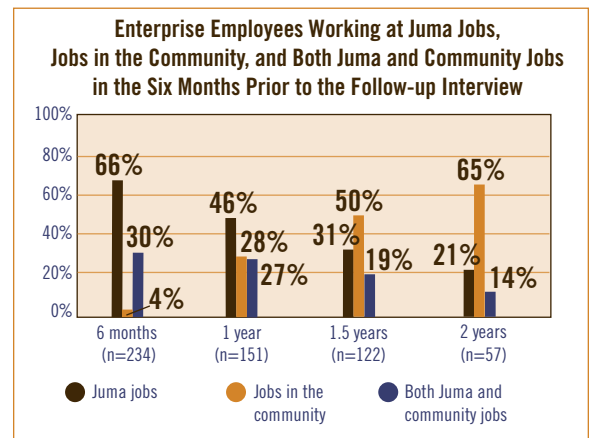
(Figure D)



EMPLOYMENT AND WAGES

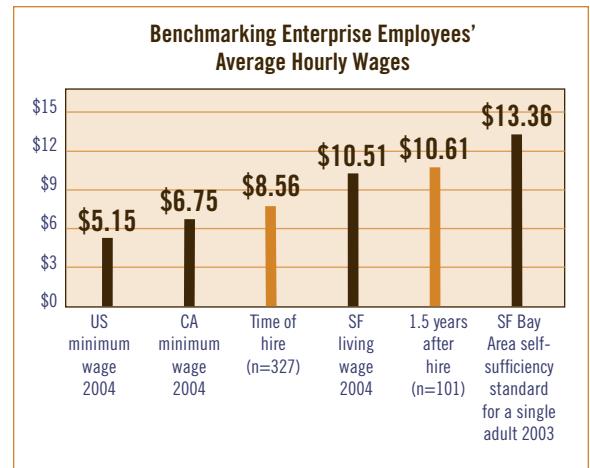
Seventy-one percent of Juma enterprise employees are hired for ballpark concessions and twenty-nine percent for the ice cream shops. They do not typically stay in those positions for long periods of time, however, because Juma supports and encourages its employees to move into other jobs in the community when they are ready. In the six months prior to the first follow-up interview, 66% are employed in a Juma enterprise, 4% in a community job and 30% in both Juma and community jobs. By the two-year follow-up interview, these figures are substantially different: 21% are employed at a Juma enterprise, 65% are working in community jobs and 14% work at both Juma and community jobs. (Figure E) **The shift in where employees are working over the two-year follow-up period indicates that enterprise employees are successfully transitioning out of the more “sheltered” social enterprises into community employment.**

(Figure E)



On average, Juma enterprise employees’ hourly wages in 2004 dollars (controlling for inflation) increase over time. The average wage of \$8.56 per hour at time of hire is considerably higher than the federal and state minimum wages (\$5.15 and \$6.75, respectively). One-and-a-half years after hire, the average enterprise employee wage increases by 24% to \$10.61 an hour, surpassing the San Francisco living wage standard. The starting wage and earnings at follow-up are impressive, especially given that many of the youth have never worked prior to hire at a Juma enterprise. While enterprise employees have not yet reached the Bay Area self-sufficiency standard of \$13.36 an hour, they are still young and are making progress in their earnings.⁸ (Figure F)

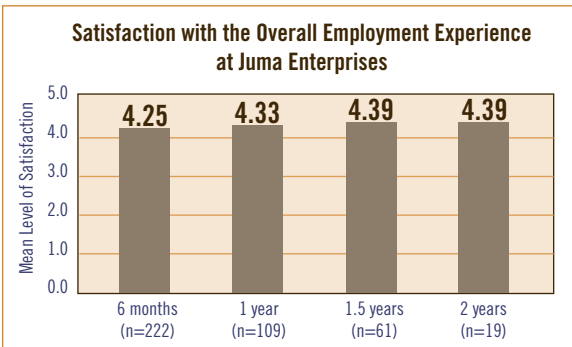
(Figure F)



“I got a lot of experience, excellent customer service training and good management and supervision skills. I learned how to be more responsible and take initiative.”

.. Enterprise Employee

(Figure G)



FOOTNOTES

- 1 Over the course of its history, Juma has employed individuals up to age 26 in its enterprises. However, 87% of enterprise employees have been younger than age 20, and this continues to be the target age group for Juma’s enterprise employment and programs. All data in this report are for enterprise employees younger than age 20.
- 2 As of July 2005, the Ben & Jerry’s franchises are no longer Juma enterprises.
- 3 Formerly known as The Roberts Enterprise Development Fund.
- 4 Respondents are identified as homeless or at risk of homelessness based on their responses to questions about where they are living, their use of housing services and barriers to finding a job in the six months prior to the interview. Respondents are identified as having mental health issues based on their responses to questions about mental/emotional health issues as reasons for not working two weeks or more, mental/emotional health issues as a barrier to finding a job or participation in any type of mental health program/counseling.
- 5 The recidivism rate includes criminal convictions reported during the six months prior to any follow-up interview, among those with a criminal history prior to hire and at least one follow-up interview. The decrease in criminal convictions is NOT due to sampling bias: the proportion of follow-up interviewees with a criminal history is equivalent to the proportion with a criminal history at time of hire.
- 6 Center on Juvenile and Criminal Justice (2002). *Aftercare As Afterthought: Reentry and the California Youth Authority*. San Francisco, CA.
- 7 The total number (N=165) includes enterprise employees who are age 16 or older and have no diploma/GED at time of hire and at least one follow-up interview.
- 8 Enterprise employees’ average wages have been converted to 2004 dollars, and include base wage, tips and commission from Juma jobs and community jobs. San Francisco Bay Area self-sufficiency standard available from: California Budget Project (2003). *Making Ends Meet: How Much Does It Cost To Raise A Family In California?* Sacramento, CA.

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JOB SATISFACTION

When considering wage, skills training, job responsibilities, supervisor and coworker relationships and more, enterprise employees report very high levels of satisfaction with the overall employment experience at Juma jobs. On a 5-point scale (where 1=very dissatisfied and 5=very satisfied), enterprise employees’ mean satisfaction score is greater than 4 at each follow-up point, and the score increases from 4.25 at six-months to 4.39 at both one-and-a-half and two years. (Figure G)

CONCLUSION

The Juma Ventures approach to helping youth successfully transition into adulthood is producing promising results. The social impact findings collected over the last eight years indicate that Juma enterprise employment helps youth from disadvantaged backgrounds make encouraging progress along multiple pathways to success.

At time of hire, Juma enterprise employees face substantial challenges to employment and educational involvement. Over the two-year follow-up period, however, nearly all of these at-risk youth are working and/or engaged in educational programs, and many of them obtain their high school diploma or GED. They are earning higher wages and transitioning into jobs in the community. Additionally, few individuals with a criminal conviction history recommit crimes.

The achievement of such impressive outcomes in just two years suggests that Juma enterprise employment helps young people build a solid foundation for career and educational advancement. With continued opportunities for skill-building, education, work experience and personal growth, Juma enterprise employees are well-positioned to develop and succeed as workers, students and citizens.

“Juma definitely taught me all the basic skills I needed to get my career started—they showed me the ropes. It gave me the confidence to keep looking for a job, keep trying and keep working.”

.. Enterprise Employee

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