

**AWARD LIST AND PROJECT SUMMARY**

On June 21, 2023, \$1.4 million of *Workforce Innovation and Opportunity Act (WIOA)* Governor's Discretionary funds were awarded to one organization under the Employment Social Enterprise (ESE) Technical Assistance (TA) for Program Year (PY) 2022-23 Solicitation for Proposals. The awardee and project summary are listed below. Funding decisions are final.

**Project List**

Applicant Name	County	Award
REDF	Statewide	\$1,400,000

**Project Summary**

**APPLICANT**                 **REDF**  
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San Francisco, CA 94104

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**AWARD**                     \$1,400,000.00

**EXPERTISE IN  
SERVING TARGET  
POPULATIONS**           REDF is the only philanthropy in the country focused exclusively on investing in and driving demand for mission-driven, revenue generating Employment Social Enterprise (ESE) businesses. Since 1997, REDF has invested in more than 280 ESEs in 38 states and the District of Columbia that in turn employed more than 87,000 people, including over 34,000 in California, and earned more than \$1.6 billion in revenue. REDF’s intervention has led to greater economic stability, increased housing stability, less recidivism, improved mental health outcomes, and positive outcomes overall. To achieve consistently strong results, REDF rigorously measures its programs and their impact, continuously incorporates key findings into program design, and shares their learnings with the field. Over the last 25 years, REDF has supported the creation of dozens of new ESE business lines as well as the creation of new stand-alone ESEs, and ESEs within larger non-profit social service providers such as housing providers. In addition to providing ESEs with grants and TA that strengthen businesses and facilitate the adoption of effective, evidence-based employee supports, REDF has brokered procurement from businesses and government to create new markets and more job placements for beneficiaries. These programs have benefitted ESE

employees significantly, with the average employee earning 123% of minimum wage after their first social enterprise job, and a 33% increase in transitional employment in higher wage jobs after ESE program completion.

**KEY PARTNERS**

Third Sector Capital and California Workforce Association (CWA) will join REDF's program to deliver TA and to support specific objectives of the ESE WIOA program. Third Sector Capital will scale effective program designs to inform ESEs models both statewide and nationally and help develop strategic partnerships to provide ESE participants with upskilling opportunities or to secure next step employment. CWA will contribute their expertise around deepening business engagement, partnerships with workforce boards and other workforce development and educational entities and improving employment outcomes for vulnerable populations.

**PROJECT DESCRIPTION**

REDF is an expert in ESE business growth and ESE program support, including program design, workforce development for high barrier populations, retention programs and outcomes tracking, and ESE leadership development. In REDF's program, there are three primary activity lanes: (1) communities of practice; (2) ESE TA and capacity building program; and (3) infrastructure building and ecosystem building. These activities will support PY 22-23 ESE program grant awardees with the design, development, and implementation of their proposed projects that will accelerate employment strategies for underserved populations facing significant barriers to employment.

**SERVICE MODEL**

REDF delivers customized capacity building support alongside their capital investments and community-building work to amplify the success of their partners. As part of their ESE TA program design, REDF will offer various forms of TA via in person and virtual offerings to PY 22-23 ESE program grant awardees throughout the grant period focused on growing and sustaining the ESEs. TA will include customized, 1:1 TA, cohort-driven TA, peer-driven TA, content and tool access, and advisory support. Each ESE will also receive TA and support from their relationship manager who will check-in on a regular basis to provide advisory support, provide direction on which tools to access in REDFWorkshop.org (a robust resource for ESE practitioners), gauge progress on TA projects, and help to remediate any roadblocks. Relationship managers will periodically survey their assigned awardees to judge the ESE leaders' feelings of optimism and the degree to which they feel supported and in solidarity with other ESE leaders.

**GOAL MEASUREMENT**

The ESE WIOA community of practice will be structured, co-learning space for ESE leaders and staff to connect with one another in a learning space. While some groups will have a learning objective, others may be

for ongoing practice and exploration. The REDF community of practice will help ESE awardees and their staff connect, grow, and lead. REDF has a clear methodology and process for assessing ESE needs and delivering TA. Each ESE will start by taking a REDF baseline assessment which is an evidence-backed capacity survey focused on five key subject areas: 1) business planning, 2) program planning, 3) fundraising, 4) operations, and 5) human capital. The tool has been honed over years of use within REDF's flagship grant portfolio. At the conclusion of the baseline assessment, each organization will receive a concise report with suggestions on TA projects to engage in over the grant period. The baseline assessment and corresponding TA will be aligned with the grantees CA WIOA application. The ESE will meet with their REDF-assigned relationship manager to decide on which projects to pursue. REDF will facilitate the TA deliverer-project matching process by leveraging its staff and procurement of a consultant partner. For each project, REDF will conduct a survey at project conclusion and gather qualitative information several months post project completion to assess quality and success.

**EXPECTED  
OUTCOMES**

Measuring impact is part of REDF's venture philanthropy DNA and they have 25 years of collecting, analyzing, and using data to move the field forward, inform smart public policy, and help tell the stories of people whose lives have been transformed by social enterprise so that more people have the jobs, training, and support they need to succeed. REDF collects a continuum of evidence to continuously improve their grantmaking and provide best practices to the field. Ranging from ongoing performance measurement of the financial sustainability of social enterprises to evaluating the outcomes of social enterprise employees, REDF is transforming data into learning for social enterprise practitioners and supporters. REDF will also procure a learning partner with experience in program evaluation that has the proven ability to guide the learning, development, and delivery of ESE programming.