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Introduction

REDF has consistently demonstrated a commitment to social enterprises that increase and expand employment opportunities for individuals who have the hardest time getting jobs and those that support that goal. This year, REDF created a local/regional social enterprise network in the greater Los Angeles area, called SE4Jobs:LA, to build upon the national SE4Jobs platform.

This communications plan serves as a blueprint for SE4Jobs:LA to launch and expand in Los Angeles, focusing on tactics that can be implemented from April 2016 through June 2017. It is organized by target audience and addresses internal positioning, messages, strategies, tactics, implementation timeline and budget, and evaluation. It is anticipated that this plan will be implemented to be complementary to the ongoing work of REDF and the SE4Jobs network nationally.

This communications plan is the result of extensive, Los Angeles specific research, including interviews, analog research, and a media audit analysis. The findings were previously provided under separate cover in the SE4Jobs:LA Research Summary. The strategies outlined in this communications plan are
based on this research and multiple subsequent conversations with stakeholders, current SE4Jobs:LA members and REDF.

For example, one aspect of the research focused on the terms “employment social enterprise” and “workforce social enterprise.” We found that none of the target audiences currently used the terminology and that although some internal audiences (e.g. members) could figure out what the terms meant, they were not phrases that were widely used. Therefore, our decision to exclude those terms in messages was deliberate, with the exception of usage with government audiences when the term is used in specific policy language.

Similarly, for some external audiences, we recognized that the phrase “social enterprise” required some background explanation before it could be used as shorthand. Again, our messages reflect these research findings.

We were also explicit about references to “nonprofit social enterprises” and “for-profit social enterprises” in the messages and positioning. This again was based on our audience research and our findings regarding the best, most effective ways to reach the target audiences.

Finally, we were mindful that REDF is the overall organization and SE4Jobs:LA is a network of social enterprises in the Los Angeles area that focus on employment issues. Our messages reflect this delicate balance, taking into consideration that some external audiences may be aware of REDF and some may not. By following this plan, we believe that REDF can move to the forefront of the social enterprise movement in Los Angeles and expand the understanding and success of social enterprises throughout the region.
Goals

Internal: SE4Jobs:LA Members and Prospective Members
- Secure 8 new SE4Jobs:LA members (25 total)
- Facilitate membership criteria adoption by all members and seal displayed on 75% of member websites
- Gain active participation of SE4Jobs:LA members in key internal and external activities, including participation rate of at least 75% for quarterly meetings and involvement of members in at least two external presentations or events
- Create sustainable and meaningful communications cadence with SE4Jobs:LA members and other stakeholders, including monthly e-newsletter for members and LinkedIn group membership of at least 50 with weekly content updates by REDF

External: SE4Jobs:LA to Greater Los Angeles Area Stakeholders
- Develop and disseminate tools and resources deemed valuable by end users both before and after use (e.g. communications templates for SE4Jobs:LA members, SE4Jobs:LA directory for businesses and government)
- Increase awareness and understanding of social enterprises in Los Angeles, particularly with key stakeholders through at least five external speaking engagements, one partnered or co-sponsored event, at least one feature story in major local media outlet about SE4Jobs:LA/employment social enterprise in Los Angeles, at least 300 average monthly unique visitors and 750 average monthly total page views on the SE4Jobs:LA section of REDF website and at least two information sessions in government offices
- Seek and incorporate guidance and insights from external stakeholders through Advisory Council of at least five to seven members, one membership meeting with external stakeholders and establishing point of contact with all major government offices and agencies
- Deepen business connections and prove opportunity with social enterprise through at least three case studies of businesses partnering with social enterprises on hiring and/or procurement and anecdotal evidence that directory is used for hiring and/or procurement decisions at least five times
Positioning (internal use only)

Led by REDF, a pioneer in the social enterprise movement, the SE4Jobs:LA network provides social enterprises in the greater Los Angeles area with the specialized resources, local, regional and national connections, and coordinated, public platform they need to grow their businesses, so they can help even more people get employed, stay employed and achieve self-sufficiency. We do this by providing forums for peer-to-peer learnings, research to advance the field, tools to track collective impact, opportunities to support policy initiatives, and marketing to increase awareness and understanding with key stakeholders of social enterprises in the greater Los Angeles area.

<table>
<thead>
<tr>
<th>KEY MESSAGES</th>
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| SE4Jobs:LA members are businesses across a range of industries that operate with a double bottom line of growing revenue and preparing people for long-term, productive employment. These businesses are referred to as social enterprises. | • [Examples of SE4Jobs:LA members’ specific missions]  
• [Examples of SE4Jobs:LA members’ specific businesses and products/services]  
• [Examples of SE4Jobs:LA members’ job training programs and other support services for their constituents]  
• For example, through quarterly meetings, SE4Jobs:LA provides information about business critical topics such as workers’ compensation.  
• For example, SE4Jobs:LA members provided input on important legislation that will open new opportunities for procurement. |
| SE4Jobs:LA members are on the front lines supporting individuals who are ready and willing to work, but have the hardest time getting jobs. | • Examples of populations served by SE4Jobs:LA members include individuals who were formerly homeless or incarcerated, have mental health challenges and opportunity youth.  
• Examples of job skills taught through SE4Jobs:LA members include customer service, food service, retail service, electronics recycling, landscaping and more. |
| SE4Jobs:LA members have a positive, significant impact on our local economy, workforce and community. | • SE4Jobs:LA members have collectively generated more than $xxxx in revenue over the past xx years in our community.  
• SE4Jobs:LA members have provided job training and employment to more than xxxxx people in our community. |
Audience
Specific Positioning, Messages, Strategies and Tactics

INTERNAL
(SE4Jobs:LA Members and Potential Members)

Positioning (internal use only)
Led by REDF, a pioneer in the social enterprise movement, the SE4Jobs:LA network provides social enterprises in the greater Los Angeles area with the specialized resources, local, regional and national connections, and coordinated platform to grow their businesses, so they can help even more people get employed, stay employed and achieve self-sufficiency. We do this by providing forums for peer-to-peer learnings, research to advance the field, tools to track collective impact, opportunities to support policy initiatives, and marketing to increase awareness and understanding with key stakeholders of social enterprises in the greater Los Angeles area.

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<td>REDF invests in the growth and success of social enterprises that employ people overcoming barriers to work. SE4Jobs is REDF’s national network of these mission-driven businesses, and SE4Jobs:LA is the local membership group in the greater Los Angeles area.</td>
<td>• REDF’s portfolio in Southern California includes Center for Employment Opportunities, Chrysalis, Coalition for Responsible Community Development and Homeboy Industries. • Past SE4Jobs webinar topics have included case studies, policy, employee mentorship and capital. • Local SE4Jobs:LA members include Downtown Women’s Center, Isidore Recycling, L.A. Kitchen, The Giving Keys and many more.</td>
</tr>
<tr>
<td>Led by REDF, the SE4Jobs:LA network delivers information, tools and resources to help you drive revenue and grow your business, so that you can advance your mission. The network also provides a coordinated platform to increase visibility with and support from customers, funders, employers, policymakers and other key stakeholders.</td>
<td>• For example, through quarterly meetings, SE4Jobs:LA provides information about business critical topics such as workers’ compensation. • REDFworkshop.org offers business plan templates, case studies, readiness assessments and more. • For example, SE4Jobs:LA members provided input on important legislation that will open new opportunities for procurement.</td>
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### KEY MESSAGES

Social enterprises in the greater Los Angeles area that train and employ people overcoming barriers to work and meet our basic criteria are encouraged to apply to join the SE4Jobs:LA network.

You can find out more about our membership criteria and benefits at [website link] or you can contact Ashley Cordero of REDF at acordero@redf.org or (213) 947-3888.

There are many ways to maximize the value of your membership in SE4Jobs:LA: learn from experts and peers at quarterly meetings, read and use the monthly e-newsletter, participate in policy initiatives, contribute to our local directory of social enterprises, provide feedback on topics and needs that are most important to your business, and much more.

### PROOF POINTS

- SE4Jobs:LA membership criteria includes wage-based employment, scalability of employment opportunities, willingness to share learnings and data, among others.

| Examples of specific opportunities for SE4Jobs:LA members: upcoming meeting dates, policy initiatives, etc. |

### Audience Persona

John, a member of SE4Jobs:LA, is focused on the goals and priorities for his social enterprise: driving sales revenue, encouraging bridge job opportunities for his employees, managing internal costs to maximize profit that can be reinvested, managing functions like HR, operations, marketing... and so much more. He is receiving information from many different sources (both within his organization and externally). He prefers to receive information via email and face-to-face (when schedules permit). He is engaged with Social Enterprise Alliance (SEA) in Los Angeles by attending their events and reading their communications; he views them as a reliable resource and likes to see REDF and SEA working together. He wants SE4Jobs:LA to help with his business goals, give him tools to tell the bigger story of social enterprise to potential business partners, customers, media, funders and others, and allow him to feel like he’s part of a bigger movement and not operating alone.
**Strategies**

- Prove the value and purpose of SE4Jobs:LA network to help individual social enterprises and grow the greater social enterprise movement, which by extension will also help each social enterprise
- Create a communications structure for SE4Jobs:LA that is valued by members and sustainable for REDF
- Mobilize SE4Jobs:LA members into active participation in a few simple areas where they will see the greatest short-term benefits

**Tactics**

*Influencer Identification*

SE4Jobs:LA should conduct additional research to identify decision-makers from business and government who could be influencers and supporters of social enterprise. Specific areas of focus include procurement and CSR. Conducting this research will make other SE4Jobs:LA communications strategies and tactics more targeted and effective and will also provide SE4Jobs:LA members with guidance on who to connect with in different sectors. The goal is to identify specific individuals who are influencers, as well as general functions/groups/titles within companies and organizations.

- Conduct additional interviews or surveys with business stakeholders, targeting CEO/COO and other key executives at small and mid-size companies in Los Angeles and leaders of business/industry groups, to identify decision-makers for procurement and CSR decisions
- Connect with research conducted by REDF’s policy intern related to government contacts for labor/services and product procurement

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**SE4Jobs:LA Internal Communications Structure**

Currently, SE4Jobs:LA quarterly meetings are only open to SE4Jobs:LA members. However, to reach additional external audiences, SE4Jobs:LA should host one meeting each year that includes “friends of social enterprise” and other stakeholders. This will allow those interested in participating or learning more about social enterprise to connect with current members; it will also encourage current members to expand connections. Meetings that include additional groups should highlight the successes of SE4Jobs:LA members, as well as engage external audiences on potential partnerships.

Establishing an Advisory Council consisting of business, government and “friends of social enterprise” will raise the profile of SE4Jobs:LA and its membership, and provide valuable insights on macro and micro topics not readily available to individual members. Advisory Council participants will provide ongoing input and feedback to REDF and SE4Jobs:LA and act as ambassadors to their respective stakeholder groups.

Issue-specific working groups will allow SE4Jobs:LA to address topics of interest to a subset of the general membership, recognizing the diversity of the social enterprise community in Southern California. For example, working groups could focus on internal functions such as human resources or marketing – or industries such as business services or consumer products. Expanding a working group to external audiences will also increase the mind-share and possible solutions to issues that arise. The SE4Jobs:LA membership needs assessment (currently underway) can be used to identify categories for working groups. At the end of the year, each working group should assess its purpose and priorities: Do members want the working group to continue or to dissolve?
What should the focus area(s) be for the coming year? This annual feedback will ensure that the active working groups are the most relevant and effective to the current membership.

Finally, partnering with SEA on at least one meeting or event per year will both increase the visibility of SE4Jobs:LA members and ensure that there is consistency in the Los Angeles social enterprise community. It will encourage members to perceive the groups (SEA and SE4Jobs:LA) as partners and not competitors.

**Newsletter**

Regular communications to the SE4Jobs:LA members will keep them engaged, deliver unique and valuable information/resources and allow REDF to push out crucial information to members. In lieu of frequent emails, establish a monthly electronic newsletter (“e-newsletter”). An e-newsletter will keep members informed and allows you to establish the “value-add” of being a member of SE4Jobs:LA. The e-newsletter will provide information in one place that is not easily available elsewhere, consolidating information from many different sources so that members look forward to receiving the monthly updates.

The e-newsletter’s value will be reinforced by organizing the information around SE4Jobs:LA goals – for example:

- **Knowledge and skills building:**
  - A calendar of events, both for REDF and other partners. The e-newsletter will include information about events that are not well-known, as well as remind members of upcoming events that are of interest to them.
  - Links to tools and tips. The tools and tips should include communications templates, as well as links to videos or other information on Workshop and the main REDF website that will help members engage with other audiences.

- **Connecting to key stakeholders and resources:**
  - Stakeholder profiles. Q&A or brief features with individuals from business, government, funders, non-profits involved with social enterprises.

- **Connecting to peers:**
  - Member profiles. Brief features or case studies of SE4Jobs:LA members, including tips and lessons learned that can benefit peers.

- **Social enterprise awareness building in Los Angeles:**
  - Media clips of SE4Jobs:LA members and other social enterprises. The media clips will highlight the impact of SE4Jobs:LA membership – both elevating the individual members and social enterprise awareness. Once REDF establishes relationships with media (see below), members will see that SE4Jobs:LA can lead to more publicity.

- **Advancing REDF policy agenda to benefit social enterprises in Los Angeles:**
  - State, regional and local policy updates and opportunities to engage and provide input on policy making. The e-newsletter provides a platform to educate members about policy initiatives and engage them with upcoming policy action and issues both locally and state-wide that are relevant to social enterprises. This may include attending a meeting or signing a petition to further the overall REDF policy goals.

The e-newsletter should be forward-able so SE4Jobs:LA members can easily share content with their colleagues and potential SE4Jobs:LA members. Distribution can include an unlimited number of individuals within each SE4Jobs:LA member organization. REDF can use its existing email distribution system to send out the newsletter.

Finally, REDF should seek ongoing feedback from members via a comments link in each issue to ensure that
the newsletters include the most relevant information to SE4Jobs:LA membership. Tracking open and click through rates will also allow REDF to assess the content that is getting the most traction.

**Website**

We are aware that the REDF website is currently undergoing significant changes; in light of these changes, SE4Jobs:LA should have its own dedicated section that includes the following information for social enterprises:

- Purpose and goals of SE4Jobs:LA
- 2016-2017 priorities and activities
- Benefits of membership
- Criteria for membership
- Membership application form
- Membership directory (see “Directory” section below)
- Case studies of members’ successes
- Advisory Council list
- Description and link to REDFworkshop.org

If possible, a password-protected page for members would serve as a repository for the newsletter archive, presentations/materials from meetings, working group reports, templates and resources.

**Communications Tools/Templates**

SE4Jobs:LA members often need to tell the broader “social enterprise in Los Angeles” story to their audiences (external and internal). In addition to the e-newsletter (above) and the directory (below), the following tools and templates will ensure members speak with a united voice and consistent messaging:

- SE4Jobs:LA member recruitment one-sheet
- Fact sheets about social enterprise in Los Angeles (including proof points, success metrics)
- Message platform
- Short PowerPoint decks with SE4Jobs branding and basic background/overview of social enterprise in Los Angeles, REDF and SE4Jobs:LA
- Checklists for members (including media relations tips, social media tips, etc.)
- Media materials (see below)
- Testimonials/quotes from key stakeholders, including employers, business partners, employees, government, et al.
- Video case studies with businesses

In the future, members may represent SE4Jobs:LA in public forums and will use these tools and templates to speak on behalf of both their own social enterprise and the broader network. These tools ensure that their presentations and talking points are consistent with the SE4Jobs:LA messages and positioning.

**Social Media**

If the needs assessment proves it will be used and valued, create a closed, members only SE4Jobs:LA LinkedIn group to allow members to engage with one another, share tips and news and offer advice through the LinkedIn group.

As SE4Jobs:LA is a network within REDF, use the existing REDF Facebook and Twitter accounts to share information, articles, etc. SE4Jobs:LA should not have its own accounts. This will ensure that the branding is consistent with REDF, and that SE4Jobs:LA is reaching its audiences.
in the most targeted methods. Using the hashtag "#SE4JobsLA" on Facebook and Twitter will call out network specific messages so they are easy to find. Encourage SE4Jobs:LA members to use the hashtag for all relevant social media posts. Create other hashtags for specific campaigns and events.

Additionally, SE4Jobs:LA should continue and possibly expand the cross-promotional partnership with SEA, ASA and other social enterprise groups in Los Angeles by sharing news, events and other information via each other’s social media – and possibly e-newsletters.
BUSINESS

Positioning statements (internal use only)

For procurement:
Social enterprises in the greater Los Angeles area provide businesses with assets they value and need to be successful including high-quality, cost-competitive products and services and opportunities to align with and contribute to relevant and high-impact social missions. We do this by focusing on excellence in all aspects of our enterprises, including sourcing, product craftsmanship and/or service delivery, cost controls and customer service.

For hiring:
Social enterprises in the greater Los Angeles area provide employers with skilled, experienced and committed job candidates. We do this by providing high quality job training, rigorous, hands-on work experience and ongoing development programs and support services to our employees.

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<tr>
<th>KEY MESSAGES – Procurement</th>
<th>PROOF POINTS</th>
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| Social enterprises in REDF’s Los Angeles network are businesses operating with a double bottom line: they deliver high-quality, cost-competitive products and services that also have a social mission to transform lives through employment. These social enterprises are making a difference for people in our community. | • [Include additional criteria, if established]  
• Last year, SE4Jobs:LA members generated $xx total revenue.  
• [Examples of SE4Jobs:LA members’ specific businesses and products/services] |

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| Social enterprises in REDF’s Los Angeles network are dependable, well-run businesses with strong track records in product/service delivery and operations. | • [Include additional criteria, if established]  
• SE4Jobs:LA members have collectively generated more than $xxx in revenue over the past xx years in our community.  
• [Examples of awards won by SE4Jobs:LA members] |

Businesses can learn more about procurement and sourcing opportunities through REDF’s Los Angeles network by visiting [WEB SITE] or contacting Ashley Cordero of REDF at acordero@redf.org or (213) 947-3888.

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<tr>
<td></td>
<td>• [Examples of SE4Jobs:LA members’ customers]</td>
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### Key Messages – Hiring

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<tr>
<th>Proof Points</th>
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<tbody>
<tr>
<td>Social enterprises in REDF’s Los Angeles network are businesses operating with a double bottom line: they generate revenue and provide employers with access to skilled, experienced and committed job candidates who have the hardest time getting jobs. These social enterprises are making a difference for people in our community.</td>
</tr>
<tr>
<td>Job candidates from social enterprises in REDF’s Los Angeles network have completed high quality job training and rigorous, hands-on work experience. They also participate in ongoing development programs and support services that help them become even more valuable team members over the long term.</td>
</tr>
<tr>
<td>Businesses can learn more about hiring opportunities through social enterprises in REDF’s LA network by visiting [WEB SITE] or contacting Ashley Cordero of REDF at <a href="mailto:acordero@redf.org">acordero@redf.org</a> or (213) 947-3888.</td>
</tr>
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### Proof Points

- SE4Jobs:LA membership criteria includes wage-based employment, scalability of employment opportunities, willingness to share learnings and data, among others.
- Last year, SE4Jobs:LA members generated $xx total revenue and paid $xxxx in payroll taxes.
- [Include additional criteria, if established]
- Examples of job skills taught through SE4Jobs:LA members include customer service, food service, retail service, electronics recycling, landscaping and more.
- [Examples of wraparound services, retention/development programs provided by SEs and/or their NP partners]
- [Include retention rates or other metrics, if known]

### Businesses can learn more about hiring opportunities through social enterprises in REDF’s LA network by visiting [WEB SITE] or contacting Ashley Cordero of REDF at acordero@redf.org or (213) 947-3888.

### Audience Persona

Jane is owner of a women’s clothing retail store with three locations in Los Angeles. She can’t define the term “social enterprise,” but she has heard some examples of social enterprises in Los Angeles. She’s not sure how social enterprise could connect to her business and doesn’t know any peers working with social enterprises. She serves on the board of directors for a local nonprofit organization that provides housing and life skills education to homeless youth who are pregnant. She has also donated a percentage of sales on certain days in her stores to local nonprofits. She’s possibly interested in doing more personally and professionally, especially for families in need in her neighborhood. She is a member of the Santa Monica Chamber of Commerce and follows local fashion events like Los Angeles Fashion Week. Her bottom line business needs are her highest priority: hiring and retaining the best employees for her stores and driving sales. Her store managers conduct job interviews, but Jane still weighs in on all final hiring decisions. She reads the Los Angeles Times online on a daily basis, tries to keep up with local news in Santa Monica via Twitter and Facebook and listens to KCRW in the car.
Strategies

- Target small and mid-size businesses in greater Los Angeles area, prioritizing those already working with social enterprises or demonstrating potential affinity for this type of partnership (e.g. B Corp designation, corporate philanthropy efforts that include people facing barriers to work, hiring priorities for veterans, opportunity youth and similar groups)

- Educate businesses about social enterprise overall and hiring and procurement opportunities specifically

- Increase visibility of business partners currently working with social enterprises as a way to provide recognition and offer models of success for other potential partners to follow

- Provide practical tools, resources and tips for businesses to help them find and successfully engage with social enterprises in Los Angeles

Tactics

Speakers Bureau

A speakers bureau will allow REDF and SE4Jobs:LA to efficiently and effectively bring content to existing business groups and events. The goals for these speaking engagements are to increase general awareness and interest in social enterprise within the target business community, offer tangible ways to start working with social enterprises, and position REDF and SE4Jobs:LA as a valuable resource. We recommend targeting at least five presentations or breakout sessions for the year, with the following possible options:


7. Los Angeles Latino Chamber of Commerce: [http://lalcc.org](http://lalcc.org)


10. NAWBO Los Angeles: [http://www.nawbola.org](http://www.nawbola.org)

A template presentation for all of these forums will include: 1) introduction to social enterprise; 2) value (business and social) of engaging with social enterprises – particularly through hiring and purchasing; 3) social enterprise success metrics in Southern California; 4) tips for maximizing a partnership with social enterprises;
5) resources for finding social enterprise partners. Content can be customized based on the specific audience and forum focus.

If a formal presentation cannot be secured, REDF staff or SE4Jobs:LA members can join and participate in some of these ongoing membership groups as a way of building deeper relationships with the business community.

**External Event**

For 2016/2017, SE4Jobs:LA should sponsor, co-host or partner with one existing event or existing event component to advance the goals and strategies for the business community. Two possible examples:

- The Los Angeles Business Journal’s (LABJ) annual Nonprofit and Corporate Citizenship Awards honor businesses and organizations making a difference in Los Angeles. REDF could approach LABC about sponsoring a “business partner to social enterprise” award category. (2016 awards ceremony is on June 22, so probably more realistic to start conversations now about 2017 event. More information: [http://www.labusinessjournal.com/bizevents](http://www.labusinessjournal.com/bizevents))

- Milken Institute’s ad hoc “Forum” sessions that feature high-profile speakers on timely, compelling topics and active audience participation, generally with an invitation-only or selected audience representing business, government, NGO and academic sectors. REDF could pitch Milken on a Forum about social enterprise as one solution to persistent joblessness. More information: [http://www.milkeninstitute.org/events/forums](http://www.milkeninstitute.org/events/forums)

**SE4Jobs:LA Membership Seal**

Business and government stakeholders want a sign or assurance that a social enterprise is credible, reliable and committed to high standards. Positioning membership in SE4Jobs:LA as that “seal of approval” elevates the visibility of the network and provides tangible value to members and other stakeholders.

The REDF team should review SE4Jobs:LA membership criteria to ensure items of importance to business and government are reflected, where appropriate. For example, establish standards for the amount of on-the-job training provided to a social enterprise’s employee. (Additional criteria can be vetted through feedback from business stakeholders and the Advisory Council before being finalized.) Detailed criteria should be published on the SE4Jobs:LA section of the REDF website, along with messages indicating that all SE4Jobs:LA members meet these requirements. Members should be encouraged to post the SE4Jobs:LA logo/seal on their own website and link to the membership requirements, to reinforce the meaning of membership.

Relatedly, REDF will need to evaluate its membership application review and approval process to ensure adherence to the requirements.

**Media Outreach**

Media outreach will begin with establishing a targeted media list of key editors, producers and writers who focus on business and innovation, as well as on particular issues such as homelessness.

Once a media list is established, scheduling deskside briefings with key media will ensure that important media influencers have a basic understanding of social enterprise (what it means, how it works, success metrics), examples of SE4Jobs:LA members and topics that REDF and SE4Jobs:LA members can address.
To further this education and awareness effort, SE4Jobs:LA should host a breakfast inviting Southern California media to an introduction involving REDF and a panel of local social enterprises. The event is not intended to create publicity itself, but to show media that REDF (and SE4Jobs:LA in particular) is a key source of all information related to social enterprise in Southern California.

Media training for key spokespeople (REDF and SE4Jobs:LA members who will be speaking to media on behalf of the network) can provide valuable tools and practice to help speakers effectively communicate key messages and handle tough questions.

Finally, creating a media kit for SE4Jobs:LA and posting it on the website will give the media easy access to frequently requested information. This includes:

- Fact sheet (same asset listed above in “Communications Tools and Templates”)
- Story bank, including case studies of SE4Jobs:LA members, employers, employees – written in media-friendly format
- Photos
- Spokespeople and expert resources

**Website**

Within the SE4Jobs:LA section of the REDF website, specific tools for business stakeholders will provide tangible value to this audience and reinforce REDF and SE4Jobs:LA as the go-to resource for social enterprise. Materials should include:

- Testimonials and case studies (written and video) that feature the business and social enterprise partnerships, highlighting both the business and social impacts of working with social enterprises in Southern California, how any challenges were overcome and advice to other business leaders.

- Tools for businesses related to both hiring and procurement, including checklists and resources that engage businesses in what they need or should have to work with social enterprises. For example, this may include a guideline of how to approach individuals with barriers to work in a workplace setting. Some of this content might be delivered via a training video (as well as written materials), if business stakeholders confirm that would be valuable.

**Social Media**

REDF should create an SE4Jobs:LA page on LinkedIn for all audiences (different than the members-only LinkedIn page mentioned above), which will allow HR professionals and recruiters to (over time) connect with social enterprises for job candidates, “friends of social enterprise” to engage with social enterprises in Los Angeles, and other stakeholders to ask questions, engage in discussion and follow news. REDF staff and SE4Jobs:LA members will need to regularly post content (preferably interactive in nature) at the beginning to encourage engagement. The page should be promoted in all SE4Jobs:LA marketing and communications and also through REDF channels.

**Directory**

The planned SE4Jobs:LA member directory is an important and valued resource for business and government stakeholders. Information to include: basic profile and contact information, industry, products/services and specific skills training provided to employees.
FRIENDS OF SOCIAL ENTERPRISE

Positioning statement (internal use only)

Employment-focused social enterprises in the greater Los Angeles area provide job training and employment to individuals who’ve been in prison or homeless, young people who’ve dropped out of school, and those who live with mental health disabilities. These social enterprises also partner with nonprofit organizations in our community that offer personal and professional development programs, as well as wraparound support services, to meet their employees’ needs. We do this by seeking out like-minded organizations and identifying areas in which we can improve outcomes by working together.

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<tr>
<td>Social enterprises are businesses and nonprofits that operate with a double bottom line of growing revenues and creating a positive social impact. SE4Jobs:LA members are social enterprises in REDF’s Los Angeles network that provide job training and employment to individuals who’ve been in prison or homeless, young people who’ve dropped out of school, and those who live with mental health disabilities.</td>
<td>• [Examples of SE4Jobs:LA members’ specific missions] • [Examples of SE4Jobs:LA members’ specific businesses and products/services] • Examples of populations served by SE4Jobs:LA members include individuals who were formerly homeless or incarcerated, have mental health challenges and opportunity youth. • SE4Jobs:LA members have provided job training and employment to more than xxxx people in our community.</td>
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<tr>
<td>SE4Jobs:LA members partner with nonprofit organizations in our community that offer personal and professional development programs, as well as wraparound support services, to meet their employees’ needs.</td>
<td>• [Examples of partnerships with SE4Jobs:LA members related to job training programs and other support services for their constituents]</td>
</tr>
</tbody>
</table>
Audience Persona
Javier is Director of Programs for the local branch of a national nonprofit organization that helps veterans find employment and develop their civilian career path. The organization receives government and private funding. He has heard examples of social enterprises in Los Angeles and has a basic understanding of how social enterprises function. He has interacted as a peer with some social enterprise leaders at social impact events, but has never formally partnered with a social enterprise. He knows his organization shares some common funders with a few social enterprises in Los Angeles. He’s not sure why social enterprises still need foundation grants since they have sales revenue, and he’s unclear how his organization would be able to partner with a social enterprise beyond occasional referrals. He sometimes wonders if his organization could operate a successful social enterprise as part of their mission. He attends events at the Center for Nonprofit Management a few times per year and occasionally participates in veterans’ coalitions in Los Angeles.

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<tr>
<th>KEY MESSAGES</th>
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| SE4Jobs:LA members are interested in partnering with like-minded organizations that provide complementary programs and services to the same population in order to improve overall outcomes. | • Examples of populations served by SE4Jobs:LA members include individuals who were formerly homeless or incarcerated, have mental health challenges and opportunity youth.  
• [Examples of partnerships with SE4Jobs:LA members related to job training programs and other support services for their constituents] |
Strategies

- Further inform like-minded groups about what social enterprises are and how the business model works to increase general understanding and educate organizations that might start social enterprises in the future.
- Strengthen relationships with nonprofit and social impact groups that might be interested in partnerships or alliances to advance general social impact awareness in Los Angeles.
- Include like-minded organizations in discussions and activities focused on issues affecting shared client population and/or impact in common with social enterprises.

Tactics

**Targeted Meetings and Speaking Engagements**

Conducting direct meetings (or select speaking engagements, where appropriate) with like-minded groups will educate potential allies about what social enterprises are and how they fit into the macro picture of strategies addressing Los Angeles’ economic and social challenges. The goal is to increase connections and access for members, elevate the profile of members, increase general understanding and inclination to form partnerships, and promote coordination between SE4Jobs:LA members and other groups with similar stakeholders and goals. (Note: Must be careful not to duplicate any existing efforts underway within REDF and/or with SE4Jobs:LA members.)

Examples of groups include:

- B Lab
- Net Impact
- Impact Hub
- Center for Nonprofit Management
- LA2050
- Social Venture Partners
- LA Coalition to End Youth Homelessness
- Mayor Garcetti’s 10,000 Strong Veteran Hiring Initiative
- Los Angeles Veterans Collaborative
- 100,000 Opportunities Initiative – Los Angeles
Positioning statement (internal use only)
Employment-focused social enterprises in the greater Los Angeles area provide an innovative, sustainable response to the issue of persistent joblessness facing individuals who’ve been in prison or homeless, young people who’ve dropped out of school, and those who live with mental health disabilities. These social enterprises also provide the region with hundreds of jobs every year and generate over $xxx million in annual revenue, largely driven by consumers and business customers in our community. We do this by focusing on excellence in both our business enterprises and our social programs and services.

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| Social enterprises are businesses and nonprofits that operate with a double bottom line of growing revenues and creating a positive social impact. SE4Jobs:LA members are social enterprises in REDF’s Los Angeles network that share the goal of transforming lives through employment. | • [Examples of SE4Jobs:LA members’ specific missions]
• [Examples of SE4Jobs:LA members’ specific businesses and products/services]
• SE4Jobs:LA members have provided job training and employment to more than xxxx people in our community. |
| SE4Jobs:LA members contribute meaningful jobs to our regional workforce and generate significant revenue through consumers and business customers. | • SE4Jobs:LA members have provided job training and employment to more than xxxx people in our community.
• SE4Jobs:LA members generate over $xxx million in annual revenue through consumer sales and business procurement. |
| Although all SE4Jobs:LA members partially cover their job training programs and support services through product/service revenue, many still need additional grants and donations from public and private sources to reach sustainability and increase their capacity. | • [Examples of current and past funders/donors]
• [Examples of SE4Jobs:LA members’ businesses and what additional funding would enable] |
Audience Persona

Jennifer is a senior staff member for a Los Angeles County Supervisor. She has heard the term “social enterprise,” but she isn’t clear on how it works. She has heard examples of prominent social enterprises in Los Angeles, but she always thought of them as nonprofits. She knows there is work being done on the topic of social enterprise within the county and city, but isn’t involved in the efforts, so doesn’t know all the details. She’s open to learning more about social enterprise, especially if it can connect with the Supervisor’s priorities. To work with her on a specific project, it’s best to schedule a direct call or meeting with Jennifer. When her schedule permits, she’ll attend County-sponsored training sessions recommended by her colleagues or the Supervisor.

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<td>Elected officials and government agencies can promote the social enterprise movement in Los Angeles by supporting legislation and initiatives that offer preferential status in procurement to these groups and ensure access to resources and programs at the local and regional level that help businesses grow.</td>
<td>• [Examples of existing or pending policies, legislation or programs in other cities, counties or states that have been helpful to social enterprises]  • [Examples and statistics of success from veterans’ employment initiative]</td>
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Strategies

- Educate about social enterprises in terms of how they are a part of the solution to social issues such as homelessness and the role they play in local economic development
- Develop and institutionalize an ongoing advising relationship between REDF/SE4Jobs:LA and local Los Angeles city and county officials

Tactics

Policy Agenda Support*

Leaders from local elected officials’ offices and county agencies suggested establishing a formal point of contact with each elected office and relevant agency. The first step is to build the list of relevant contacts at all offices/agencies, then create and distribute a communication with basic background on social enterprise, REDF and SE4Jobs:LA and key contact person, and finally conduct follow-up to ensure the message was received and understood. Key people within local government who are already involved with REDF can help facilitate this process.

Another suggestion directly from government leaders is to conduct information sessions about social enterprises in Los Angeles for county department taskforces, committees and elected officials’ staff. Again, existing supporters can help to make this happen and communicate the value.

Regular communications with key points of contact within local government such as staff with Council and Supervisor offices and key departments like business services and workforce will help keep REDF/SE4Jobs:LA on their radar and reinforce key messages. This communica-
tion could be accomplished through the “friends of social enterprise” e-newsletter described below in the appendix or could be more personalized based on the individual’s specific role. Important content for this audience group includes: social enterprise case studies, media clips, SE4Jobs:LA directory and membership criteria.

*All activities to be closely coordinated with REDF’s policy team.
FUNDERS

Positioning statement (internal use only)
Employment-focused social enterprises in the greater Los Angeles area provide an innovative, sustainable and proven response to the issue of persistent joblessness facing individuals who’ve been in prison or homeless, young people who’ve dropped out of school, and those who live with mental health disabilities. These social enterprises also provide the region with hundreds of jobs every year and transform the lives of xxx individuals and their families. We do this by focusing on excellence in both our business enterprises and our social programs and services.

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<td>SE4Jobs:LA members are social enterprises in REDF’s Los Angeles network that share the goal of transforming lives through employment. They are on the front lines delivering an innovative, sustainable response to the issue of persistent joblessness facing individuals who’ve been in prison or homeless, young people who’ve dropped out of school, and those who live with mental health disabilities.</td>
<td>• SE4Jobs:LA members have provided job training and employment to more than xxxx people in our community. • Examples of populations served by SE4Jobs:LA members include individuals who were formerly homeless or incarcerated, have mental health challenges and opportunity youth. • [Examples of SE4Jobs:LA members’ job training programs and other support services for their constituents]</td>
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<td>• [Examples of current and past funders/donors] • [Examples and statistics of success from veterans’ employment initiative and/or opportunity youth]</td>
</tr>
<tr>
<td>Funders can support the social enterprise movement in Los Angeles by providing grants to these groups to fund their missions and invest in business growth.</td>
<td>• [Examples of SE4Jobs:LA members’ businesses and what additional funding would enable]</td>
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Audience Persona
Jerry is a program officer with Foundation A, which supports community development in Southern California, with a focus on the greater Los Angeles area. The foundation focuses its giving in the areas of homelessness and youth development. Jerry knows the nonprofit organizations in Foundation A’s portfolio very well, and he also has a deep understanding of issues impacting their key giving areas. He has a good working knowledge of the social enterprise model and knows some of the organizations in his portfolio have a social enterprise arm, although Foundation A does not specifically fund these business entities. He does not have in-depth insights into other social enterprises in Los Angeles beyond Foundation A’s portfolio. He is involved with Southern California Grantmakers and Grantmakers for Effective Organizations.

Strategies
- Continue and deepen ongoing relationships between REDF and Los Angeles/Southern California funders to expand their understanding of and support for social enterprises

Tactics
Targeted Speaking Engagement(s)
Because REDF already has very strong relationships with funders in this region, the most important tactic is to incorporate news about SE4Jobs:LA and the cohesive story of social enterprise in Los Angeles in ongoing communications. To do this in a more formal, group format, REDF could partner with Southern California Grantmakers on a standalone event or a breakout session at their annual conference about the latest developments with social enterprise in Southern California.
Timeline

APRIL 2016
- Conduct SE4Jobs:LA membership needs assessment?
- Conduct additional influencer research
- Develop target media list**
- Begin pitching/scheduling deskside briefings with target media**
- Pitch annual conference presentation to Southern California Grantmakers**

MAY 2016
- Update, finalize SE4Jobs:LA membership criteria
- Quarterly meeting
- Launch monthly e-newsletter**
- Begin to identify potential Advisory Council members**
- Complete basic communications materials for REDF and SE4Jobs:LA members: SE4Jobs:LA membership recruitment one-sheet, Social Enterprise in Los Angeles one-sheet, message platform for SE4Jobs:LA members to use, basic SE4Jobs:LA deck**

JUNE 2016
- E-newsletter
- Begin pitching speakers bureau opportunities with presentation overview and speaker bio(s)
- Launch SE4Jobs:LA web page (phase 1 content: information for current and potential members)
- Provide membership seal to SE4Jobs:LA members for use on their websites, social media and other external channels

JULY 2016
- E-newsletter
- Complete speakers bureau template presentation
- Compile business case studies and quotes
- Launch LinkedIn groups (closed SE4Jobs:LA members and open SE4Jobs:LA/REDF LA)

AUGUST 2016
- E-newsletter
- Formalize Advisory Council and begin informal engagement
- Begin outreach to “friends of social enterprise” groups for direct meetings and possible speaking engagements

SEPTEMBER 2016
- E-newsletter
- Quarterly meeting
- Launch SE4Jobs:LA web page (phase 2 content: media kit)
- Launch working groups identified in needs assessment
- Begin discussion re: possible external event (Milken Institute? LABJ?)

OCTOBER 2016
- E-newsletter
- Media breakfast
- Send REDF/SE4Jobs:LA introduction and information to city and county elected offices and agencies
- Presentation at Southern California Grantmakers annual conference?
**Activities that can be supported by Elliott Strategies**

**NOVEMBER 2016**
- E-newsletter

**DECEMBER 2016**
- E-newsletter
- Quarterly meeting
- Introduce video focused on business audiences

**JANUARY 2017**
- E-newsletter
- Launch SE4Jobs:LA member directory?
- Begin to conduct information sessions with government offices

**FEBRUARY 2017**
- E-newsletter
- Quarterly meeting, including “friends of social enterprise,” government, funders, et al.

**MARCH 2017**
- E-newsletter
- Launch SE4Jobs:LA web page (phase 3 content: business tools)

**APRIL 2017**
- E-newsletter
- Annual SE4Jobs:LA member survey

**MAY 2017**
- E-newsletter
- Quarterly meeting

**JUNE 2017**
- E-newsletter
- LABJ Nonprofit and Corporate Citizenship Awards
### Budget

<table>
<thead>
<tr>
<th>ITEM***</th>
<th>EXPENSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graphic Design</td>
<td>$10,000</td>
</tr>
<tr>
<td>Printing</td>
<td>$ 5,000</td>
</tr>
<tr>
<td>Quarterly meetings</td>
<td>$ 500</td>
</tr>
<tr>
<td>Media breakfast</td>
<td>$ 3,000</td>
</tr>
<tr>
<td>Co-sponsored event</td>
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**TOTAL EXPENDITURE** $38,500

***Assuming SE4Jobs:LA has access to the following resources through REDF: blast email service, media contact database and distribution service, web design
Evaluation

The following metrics which connect to goals (see beginning of plan) will be gathered through membership and activity tracking, email distribution system tracking analytics, annual SE4Jobs:LA member survey, poll on website or in e-newsletter about usefulness of tools and resources for non-member stakeholders, and anecdotal feedback from Advisory Council, SE4Jobs:LA members and others. We recommend reviewing progress quarterly through a dashboard (which can be created by Elliott Strategies when metrics are finalized) and adjusting implementation accordingly.

INTERNAL:
- 8 new members (25 total)
- Membership criteria adopted by all members
- Seal displayed on 75% of member websites
- Participation rate of 75% for quarterly meetings
- Advisory Council of five to seven members
- One meeting/year with SEA, one meeting/year with external audiences
- Monthly newsletter for SE4Jobs:LA members
- Member newsletter open rate of 50% and click through rate of 20%

EXTERNAL:
- At least 300 average monthly unique visitors and 750 average monthly total page views on the SE4Jobs:LA section of REDF website
- Feedback from members on quality, usefulness of materials, tools, templates
- LinkedIn group membership of 50 (internal) and 100 (external), with weekly content updates or engagements by REDF
- Five speakers bureau engagements
- One partnered or co-sponsored event
- At least three business case studies
- At least one feature story about SE4Jobs:LA/employment social enterprise in Los Angeles
- Anecdotal evidence that directory used for procurement/hiring decision at least five times?
- At least three meetings or speaking engagements with like-minded groups
- Establish point of contact with all major government offices and agencies
- At least two information sessions in government offices

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Appendix

The following strategies and tactics could be considered for SE4Jobs:LA in the future, beyond the scope of this 2016/2017 plan:

- Plan a city or county-wide event, conference, or award ceremony. For example, launch an award that recognizes a business in Los Angeles for its innovative work and partnership with social enterprises. SE4Jobs:LA will recognize the business for its work benefitting Los Angeles, thereby both raising the profile of the business and launching SE4Jobs:LA into the business context.

- Partner with a group like Zocalo (http://www.zocalopublicsquare.org) or Town Hall (http://www.townhall-la.org) to organize an event, panel discussion or other forum that would reach a broader audience including funders and social innovators in the greater Los Angeles area.

- In addition to the SE4Jobs:LA member e-newsletter described above, launch a separate, quarterly e-newsletter for local “friends of social enterprise” (and interested government and business stakeholders to a lesser degree) to provide updates on REDF and network happenings in Los Angeles, general news about SE4Jobs:LA network and individual members, media clips and case studies. Subscription to the newsletter will be open to anyone and will be promoted through the SE4Jobs:LA section of the REDF website, meetings and speaking engagements. To sign up, SE4Jobs:LA should request name, email address, and organization (or organization type) so that content can be customized in the future.