

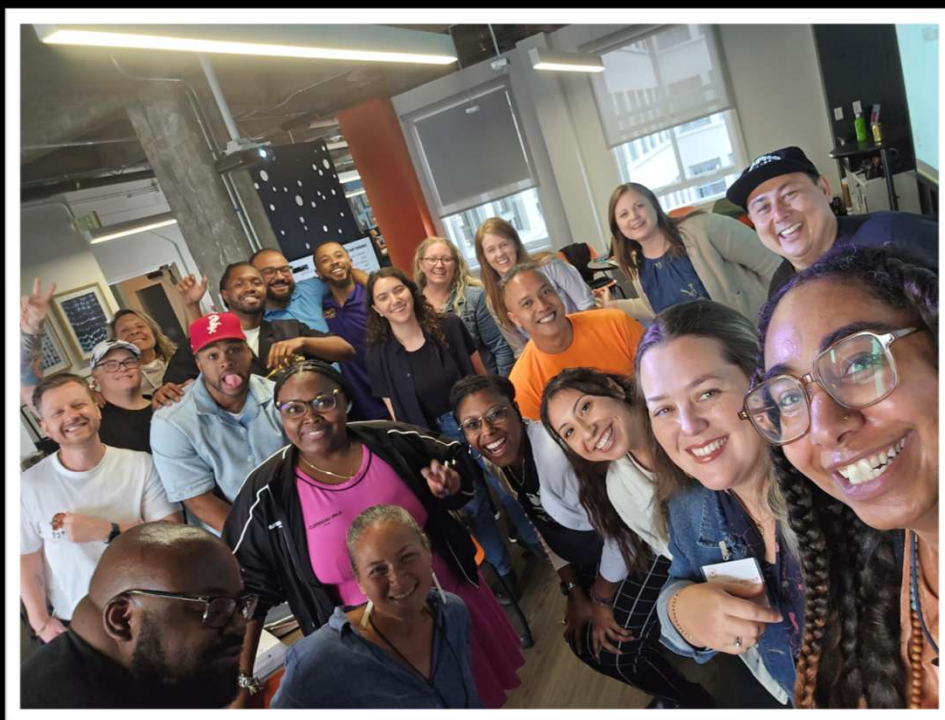
State of REDF



REDF
An investment that works.



**You made us
twice as nice**



REDF

... the “Power 20” helped us invest in
leaders and their ideas





You rooted us in community...

REDF

... and got our
voices heard



REDF

and heard ...

REDF



... but it ain't over yet



thru US Department of Agriculture

\$5-10M+ at risk for the field

We expect significant implications from Federal Budget Bill to the SNAP Employment & Training dollars that help fund ESEs.

We partner with national coalition America Forward to advocate for sustaining this program.



department of economic opportunity
COUNTY OF LOS ANGELES

thru CA Department of Labor + LA County

\$11M gained by the field (+\$1M to us)

We've secured for the second year in a row discretionary dollars to fund program models designed to build economic mobility.

This year, we want to demonstrate more industry-specific career pathway models prime for replication.



thru CA Department of Transportation

\$25M at risk for the field

We closed the funding gap and are actively engaged in legislative outreach to secure the restoration of this program.

We are presenting to the Caltrans executive Board in July to pitch the case for reinvestment.



thru City and County of LA

\$6M at risk for the field

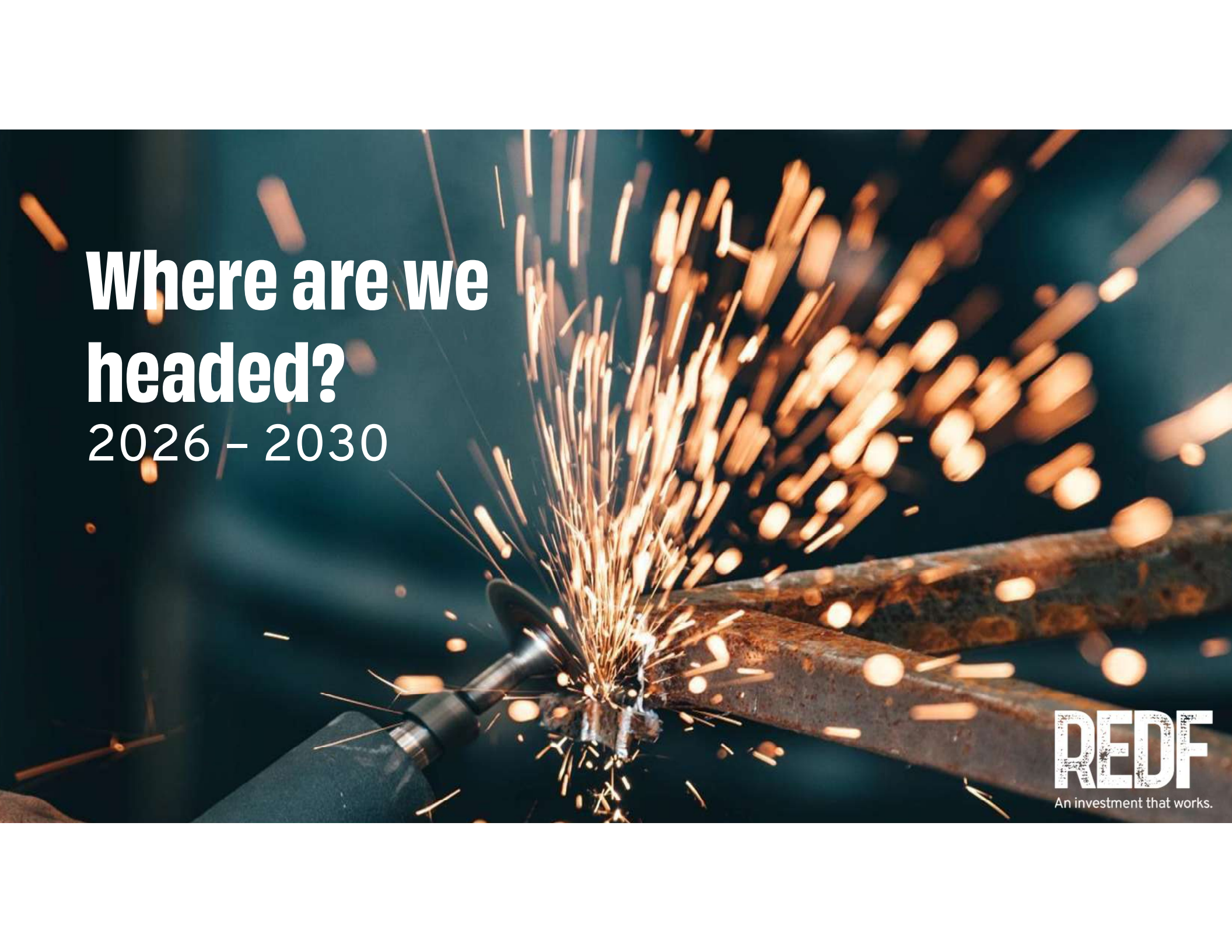
We have retained most City and County contracts, and worked with the City to secure an additional \$2.2M, minimizing revenue impact.

We hired lobbying firm EKA to cultivate opportunities to offset (e.g., wildfire debris removal, LA28). We've already submitted one \$4.9M proposal.



We're in this fight with you
and the tens of thousands you serve.

Keep telling us how we can help!

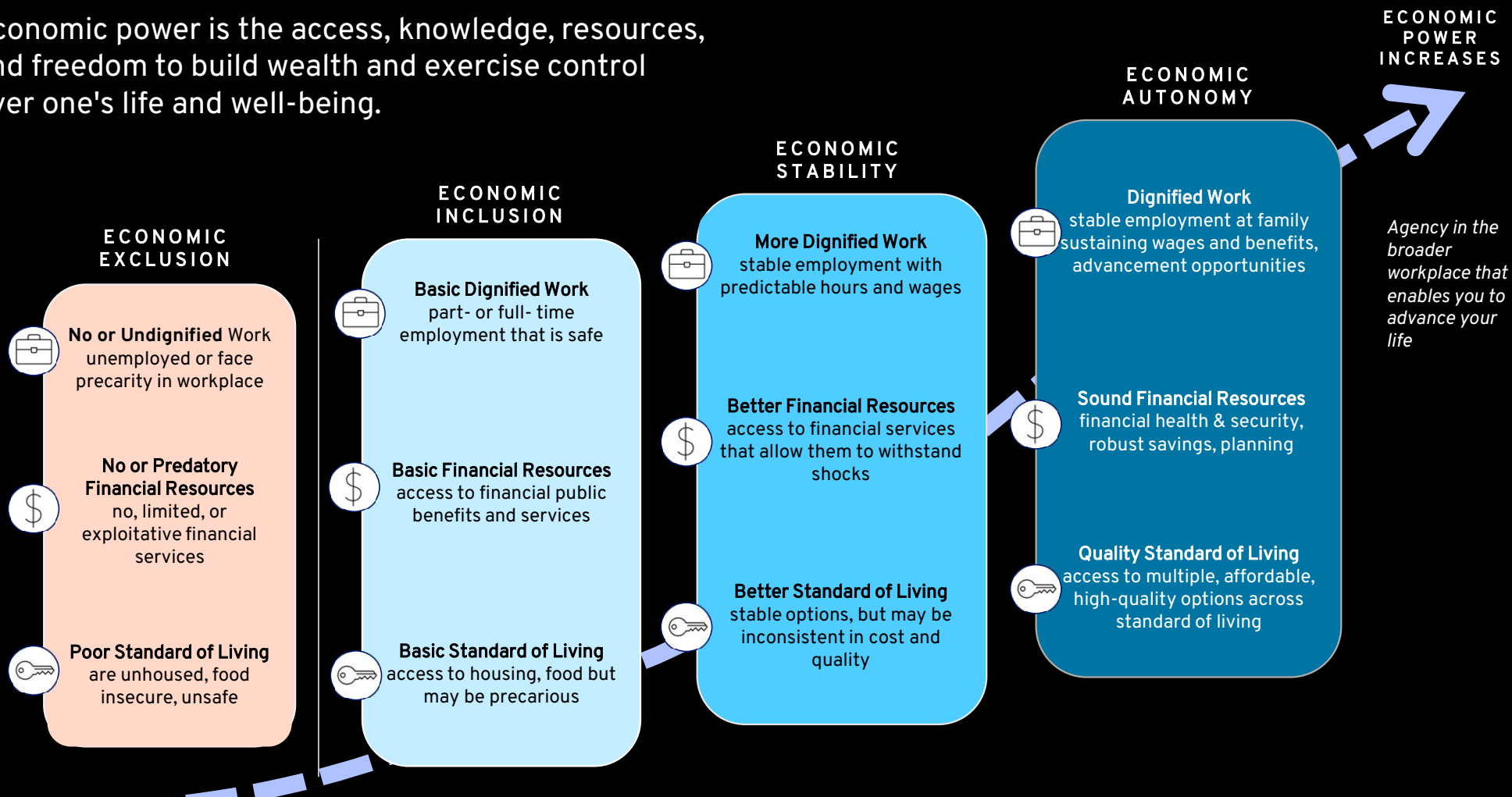


Where are we headed? 2026 – 2030

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This strategy isn't just about jobs – but about building economic power

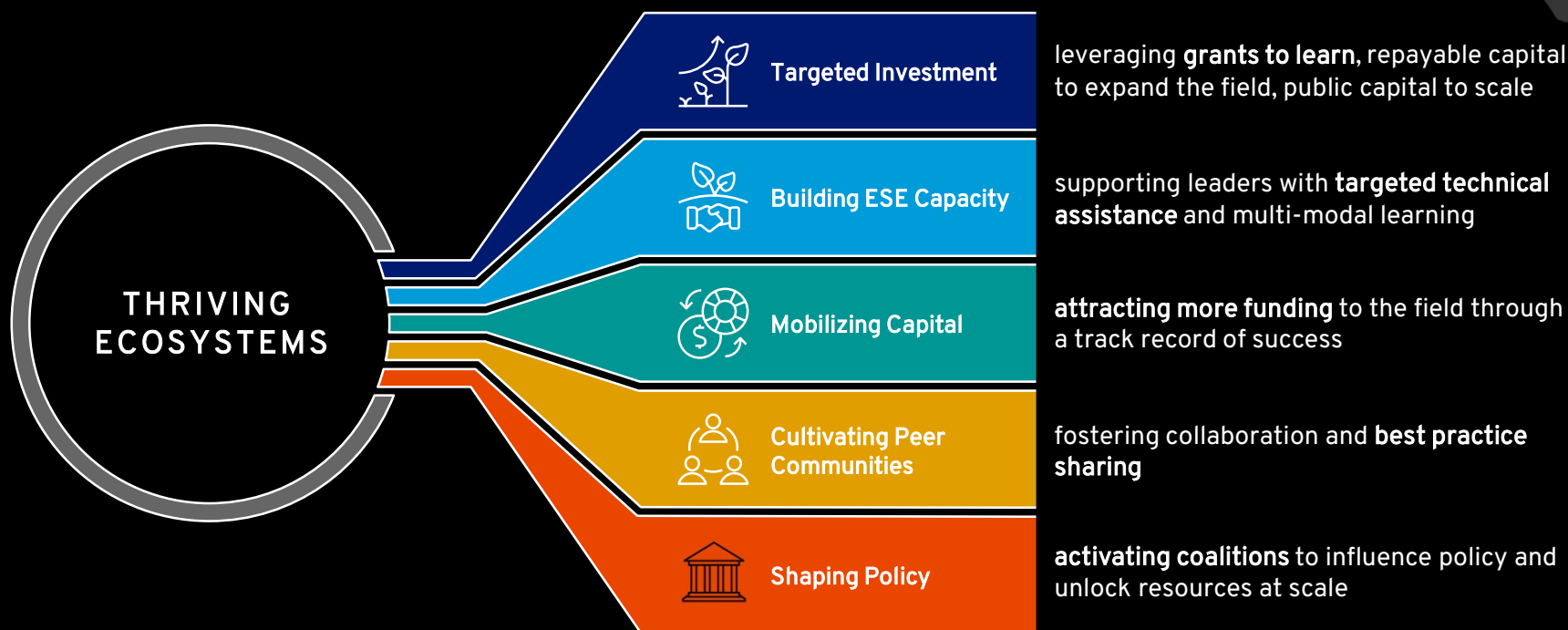
Economic power is the access, knowledge, resources, and freedom to build wealth and exercise control over one's life and well-being.



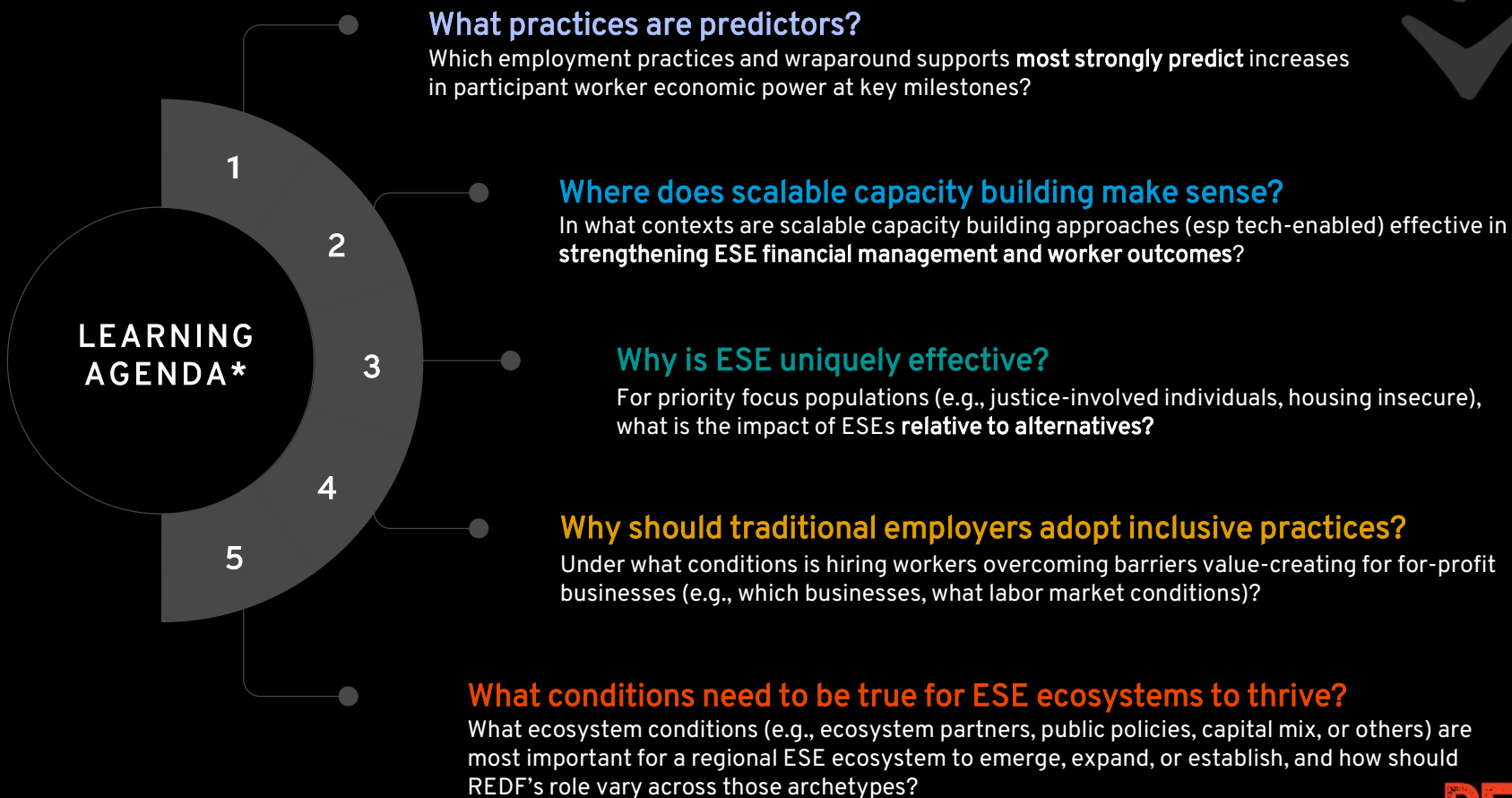
To get there, we'll tighten our focus to these key drivers

WHAT WE SEEK TO BUILD
over time

WHAT IT TAKES
in varying doses



And work to answer these key questions



Let's double click on ecosystems



catalyze the nationwide growth of thriving regional ESE ecosystems where people are employed in quality jobs and building economic power

cultivate **emerging** ESE markets

- Target: **Appalachia**
- Lead with **repayable capital**
- Test **ESE-Open** concept: do they produce quality worker outcomes?

if we stimulate growth of regional ESE ecosystems ...

grow **expanding** ESE markets

- Target: **Illinois**
- **Codify ESE into state law**
- **Unlock public \$** and partnership opportunities (i.e., California playbook)

and succeed at unlocking more public & private capital ...

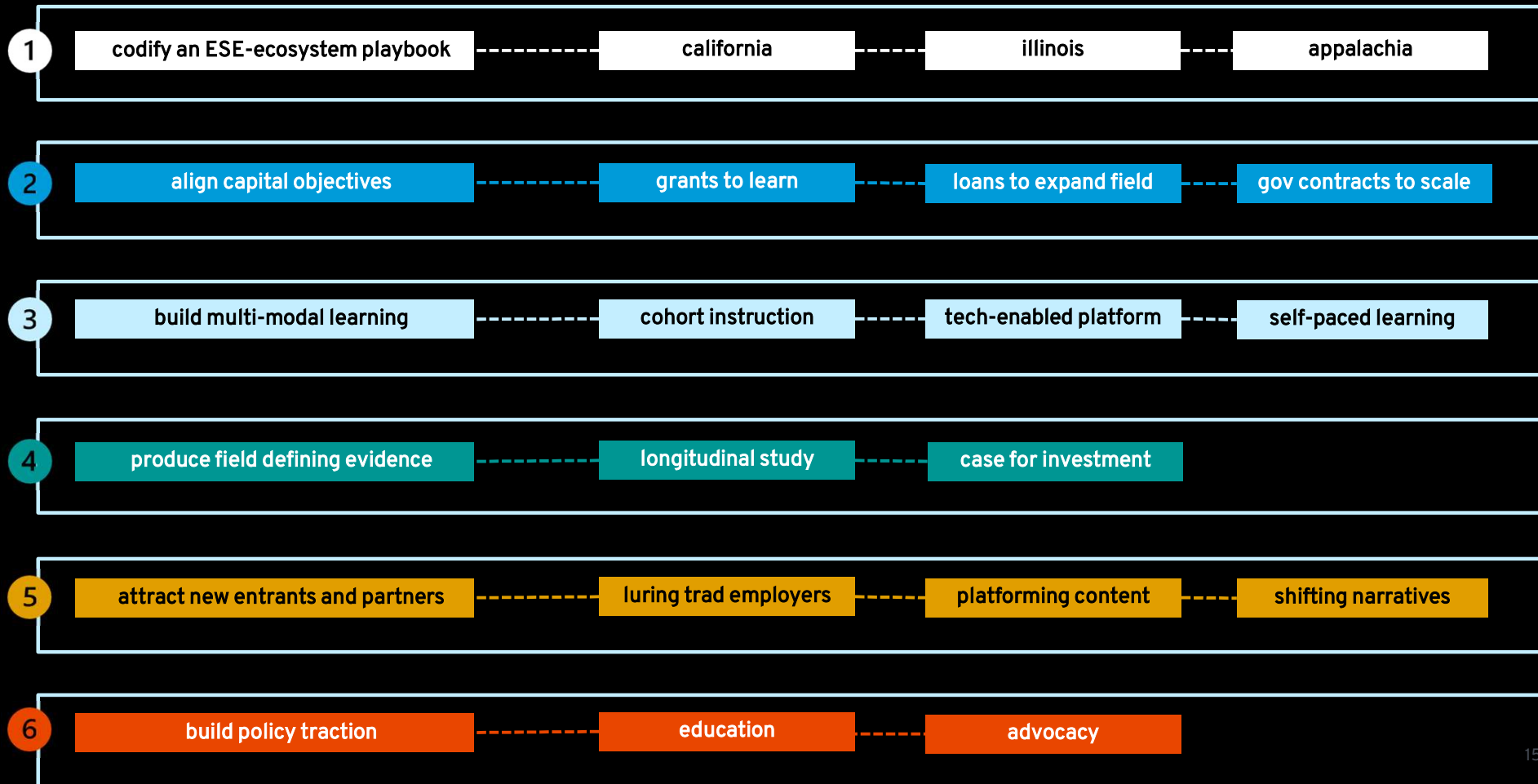
amplify **established** ESE markets

- Target: **California**
- **Coordinate collective action** response to demand shocks (e.g., Olympics)
- **Demonstrate halo effect** on regional focus population beyond portion ESEs hire

then we can drive systems change

and scale adoption through tech-enabled learning

Here's how we'll layer on top of the ecosystem work ...



while also **amplifying
your voices**

so the country knows
the real magic behind
this mission ...



Here's what it looks like if we're successful



If we do well by our tests here ...

by 2030

Align capital objectives

to better learn what drives economic power, expand, the field, and scale what works

Build multi-modal learning

to widen our reach with emerging best practices

Produce field-defining evidence

drawing wider recognition of the model and inspire investment

Attract new entrants and partners

to see if we can build a set of incentives and a case for adopting ESE practices at scale

Win policy traction outside of California

demonstrating public sector capital is possible to unlock in other regions



**Codify an ESE-ecosystem
playbook**
that works across
markets

... we'll have the playbook to get us here

by 2040

Accelerated regional expansion

of ecosystems at various stages driving outsized impact

Scalable career pathways

ripe for replication by the sector and by traditional employers further convinced to adopt these practices

Narrative change

armed by new who see what we're doing and want to take the mantle on inclusive employment

Systemic shift

palpable change in ecosystems where an increasing share of traditional employers "go ESE"

By the numbers, it'll look like this:

REDF

	Metric	Today	2026 - 2030	by 2040
We stay focused on people and their mobility	annual people employed	30k+	50k+	-----250k+
	annual wages earned while in ESE	\$240M	\$400M	-----\$2.5B
	economic power	Compelling, but old, data on wage gains	New field-influencing evidence on the longitudinal effects of ESE employment	
We crack the code on how to build successful ecosystems to drive outsized impact	ecosystems developed	1	3	-----20
We demonstrate the efficacy of ESE model drawing outside capital to sustain the field	capital mobilized from public and private sources to the field	\$500M+	\$800M (to be refined)	-----a lot



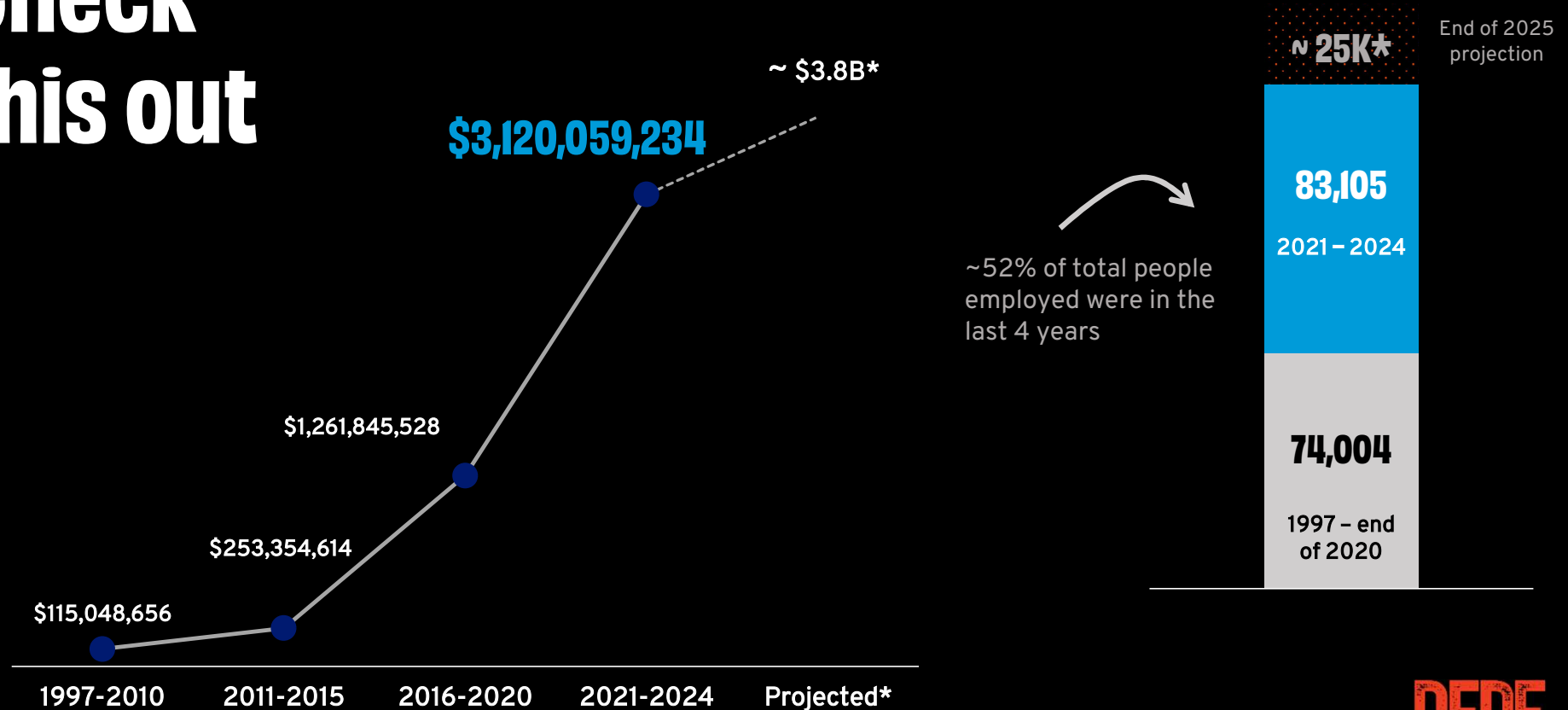
**What's in a
name?**

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An investment that works.

Check this out

Since 1997 REDF-supported businesses have **earned over \$3B** in cumulative revenue ...

... and **created jobs for over 157,000** people.





**Given that traction, everyone
should know who we are.**

Right?



What does REDF mean?
(to you)

**For me, it
means
something
like this:**





**But that doesn't fit neatly
on a business card, so
here we go.**

The time is right

We're at a tipping point.

REDF, along with the ESE field, is at an exciting tipping point. As we build momentum, codify our strategy, and galvanize support, we want to be ready with a name that we can build brand equity in, around, and through.

We want to connect our what with our why.

A name that elicits an emotional reaction is more likely to be remembered and to generate excitement. A name that nods to or evokes REDF's critical mission will help us connect with audiences that are receptive to/resonate with our vision and goals.

We're evolving from a fund to a movement.

"Fund" is inherent in our name, and we've outgrown that word. We're not building a fund, alongside YOU, we're fueling a larger movement.



And the movement is to ...



REDEFINE

- what talent looks like in this country
- who and what is worthy of investment
- what it means to be and build good business

What are **you** working to redefine?



from a fund ...

REDF

... to a movement

REDEFINE
ALLIANCE

(insert fine print here)



THANK YOU!

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