



You made us twice as nice







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







You rooted us in community...



... and got our voices heard



















and heard ...



"From Surviving to Thriving: Designing the Next Economy" JFF Horizons 2025



training center Homeward Bound of Marin 2025



"Building Lifelong Career Opportunities for All" & Supportive Employment" Social Innovation Summit 2025 CSH Supportive Housing Summit 2025





2025 Corporate Citizenship Conference



"Catalyzing Private Sector Leadership on Quality Jobs" JFF Horizons 2025



Partnering" Neighborhood Economics 2025



... 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

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 industryspecific 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

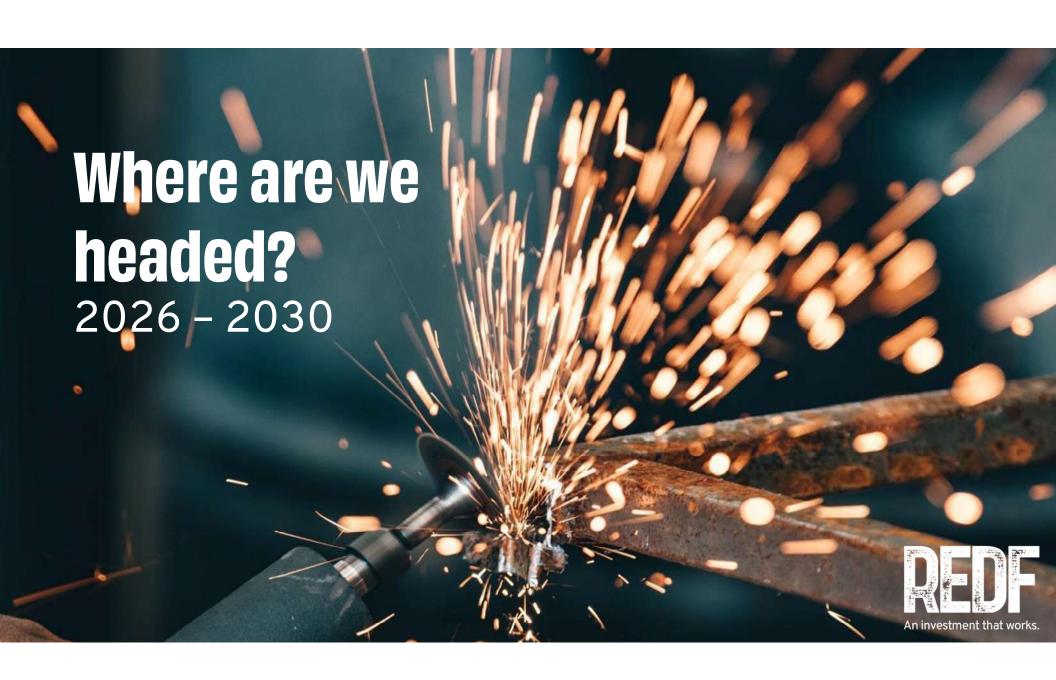
We have retained most City and County contracts, and worked with the City to secure an additional \$2.2M, minimizing revenue impact.

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



Keep telling us how we can help!





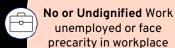
This strategy isn't just about jobs - but about building economic power

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

ECONOMIC AUTONOMY **ECONOMIC** POWER INCREASES



ECONOMIC EXCLUSION



No or Predatory **Financial Resources** no. limited, or exploitative financial services

Poor Standard of Living are unhoused, food insecure, unsafe

ECONOMIC INCLUSION

Basic Dignified Work part- or full- time employment that is safe

Basic Financial Resources access to financial public benefits and services

Basic Standard of Living access to housing, food but may be precarious

ECONOMIC STABILITY

More Dignified Work stable employment with predictable hours and wages

Better Financial Resources

access to financial services that allow them to withstand shocks

Better Standard of Living stable options, but may be inconsistent in cost and quality

Dignified Work

stable employment at family sustaining wages and benefits, advancement opportunities

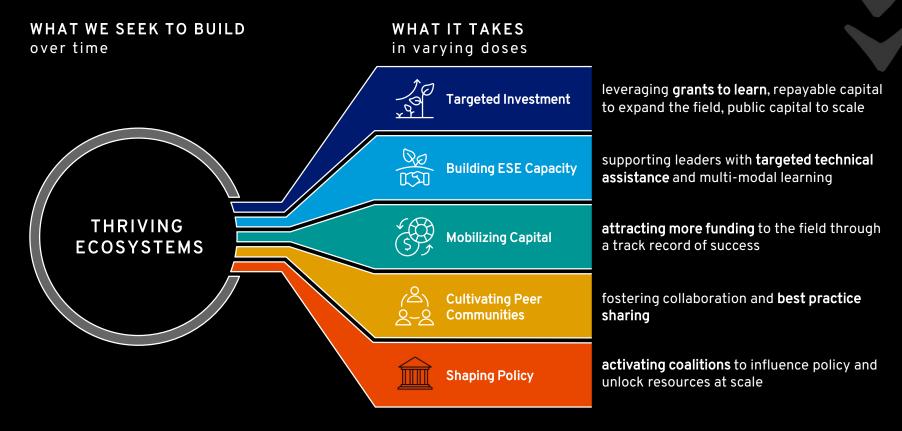
Sound Financial Resources financial health & security, robust savings, planning

Quality Standard of Living

access to multiple, affordable, high-quality options across standard of living

Agency in the broader workplace that enables you to advance your life

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





And work to answer these key questions



What practices are predictors?

Which employment practices and wraparound supports **most strongly predict** increases in participant worker economic power at key milestones?

Where does scalable capacity building make sense?

In what contexts are scalable capacity building approaches (esp tech-enabled) effective in strengthening ESE financial management and worker outcomes?

Why is ESE uniquely effective?

For priority focus populations (e.g., justice-involved individuals, housing insecure), what is the impact of ESEs **relative to alternatives?**

Why should traditional employers adopt inclusive practices?

Under what conditions is hiring workers overcoming barriers value-creating for for-profit businesses (e.g., which businesses, what labor market conditions)?

What conditions need to be true for ESE ecosystems to thrive?

What ecosystem conditions (e.g., ecosystem partners, public policies, capital mix, or others) are most important for a regional ESE ecosystem to emerge, expand, or establish, and how should REDF's role vary across those archetypes?

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?

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 ...

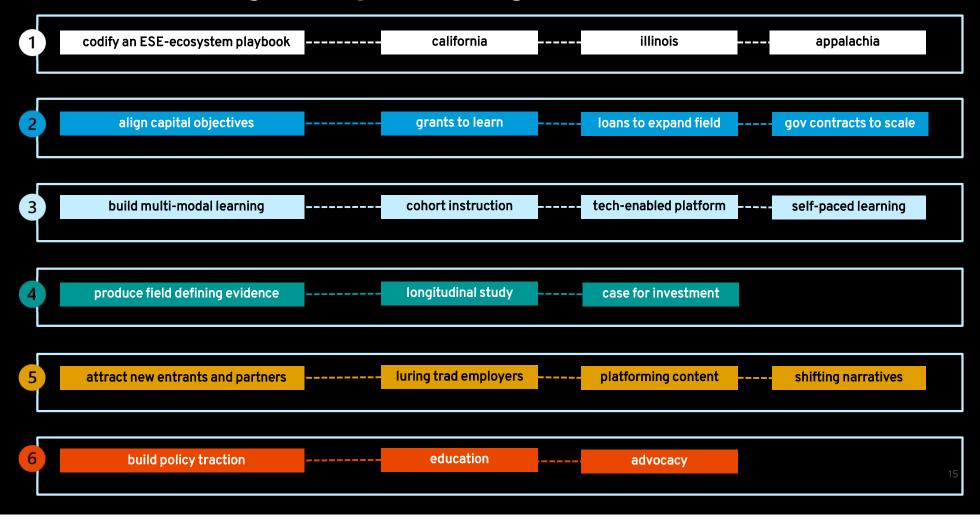
amplify established ESE markets

- 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



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 ...

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

by 2030

by 2040

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 ESEecosystem playbook that works across markets

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

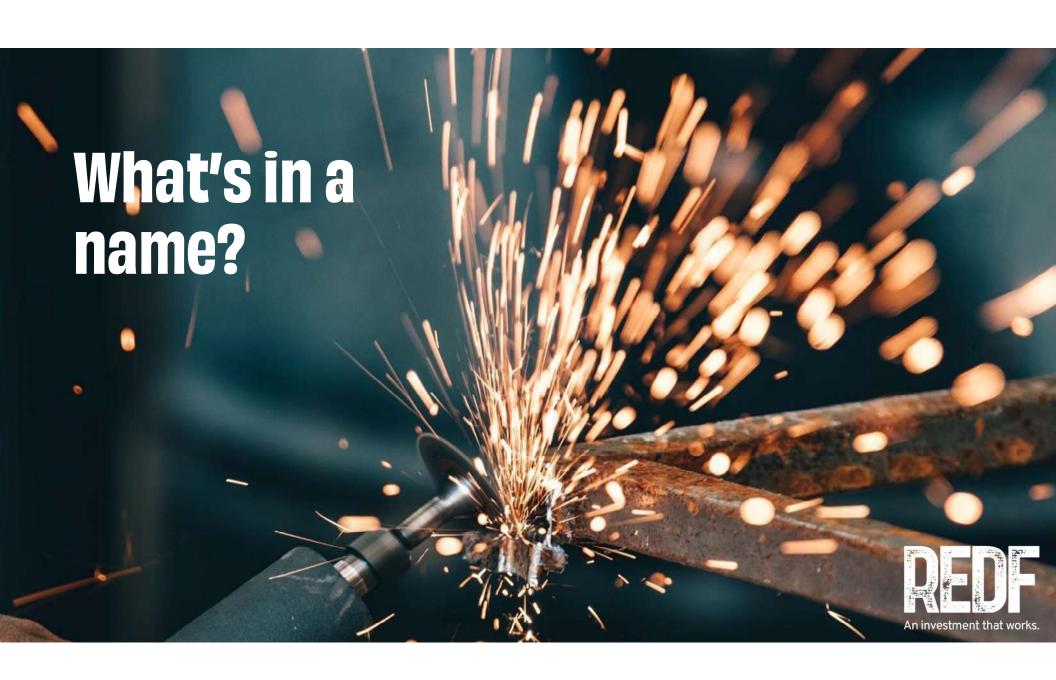
Systemic shift

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



By the numbers, it'll look like this:

	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



Check this out

1997-2010

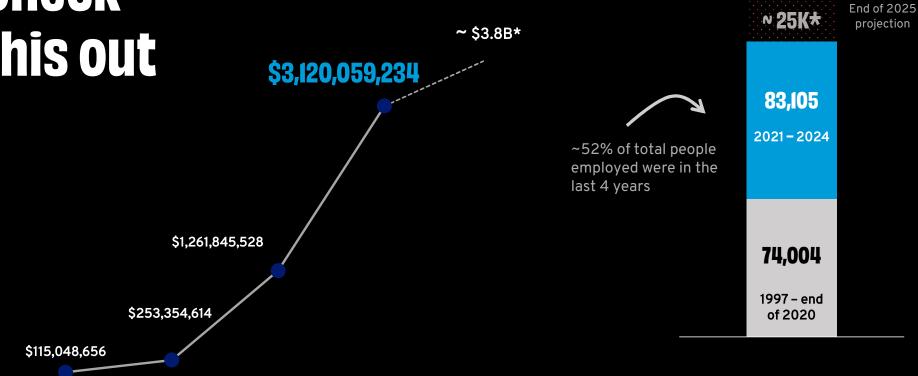
2011-2015

2016-2020

2021-2024

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

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



Projected*





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 to a movement

REDF

REDEFINE ALLIANCE

(insert fine print here)



