



Enhancing Employee Competitiveness for Quality Jobs

Economic Mobility - Program Scaling and Expansion



Upcoming Program Requirements & Announcements

Program Requirements:

- 1:1 RM meetings – they are happening now and some of you have already completed them! If you haven't scheduled yours yet, please reach out to your Relationship Manager Jamie or Will
- Upcoming midpoint survey – this will be similar to the initial survey you all took in September and will be released in March. More to come on this via email

Announcements

- Cause Impacts our Evaluation partner put together some preliminary findings we will send out in the recap email to this track session
- Reminder to talk to your RM about responsive technical assistance for 1:1 support!



Upcoming In-Person Events – Register by Feb 14th!

Tuesday, March 11th NorCal Regional Event in Oakland

Agenda:

- 10:30-11:30am: Coffee and Tour at Red Bay Coffee Headquarters
- 11:30am-12:30pm: Social lunch at Red Bay Coffee w/ REDF staff
- 12:30-2pm: Planting Justice tour
- 2-3:30pm: Solutions Salon
- 3:30-4:30pm: Closing
- 4:30pm: OPTIONAL site visits in San Francisco

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Thursday, April 10th SoCal Regional Event in Los Angeles

Agenda (still being finalized):

- 10:30-11:30am: Coffee and Tour at South LA Cafe
- 11:30am-12:30pm: Social lunch at South LA Cafe w/ REDF staff
- 12:30-2pm: SUAY Sew Shop tour
- 1:30-3pm: Solutions Salon
- 3-4pm: Closing
- 4pm: OPTIONAL site visits

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Big Check Events Debrief

Thank you to everyone that was able to join us for one of the twelve big check events we hosted in December. REDF would like to create space to debrief and discuss next steps you could take to foster a relationship with local decision makers.

Join us February 25 at 10:00am on Zoom. If you have any questions, feel free to reach out to Justin Van Zerber (jvanzerber@redf.org).

https://redf.zoom.us/meeting/register/ovNN_OSCQW2wJII-hhMqRg



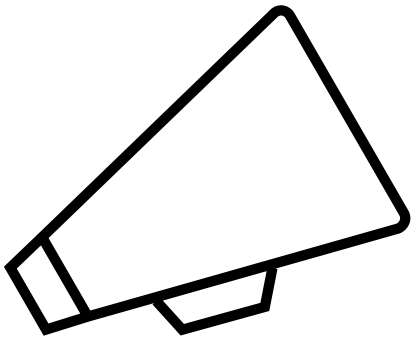
Optional Workshops Coming Your Way!

- Feb 19, Feb 26, March 5 (Three-part series) on Partnership Mapping
<https://redf.zoom.us/meeting/register/463-mffOT2-ZFvm7tJKjfg>
- Apr 1 and Apr 2 Financial Health Metrics 101 and 201 (Financial Fundamentals series)
<https://REDF.zoom.us/meeting/register/gcxTeuK5SUGCQ10M5p3Ikq>
- Apr 3 Liquidity Understanding & Management Part 1 and Part 2 (Financial Fundamentals series) <https://REDF.zoom.us/meeting/register/5ts1HotVSW-I4VSwNmrTkw>
- May 6 Double Bottom Line Analysis
<https://REDF.zoom.us/meeting/register/3KQmx0WBRMm63oWfoHrpog>
- May 7 Rising Impact Capital Strategy
<https://REDF.zoom.us/meeting/register/I1N4LWq2Rha4SoMhOOgKPA>

All upcoming and completed optional workshops can now be found on REDF Workshop!



Help us collect IT practices and get \$25!



Help REDF understand how technology is working for our national employment social enterprise (ESE) community!

REDF has partnered with Deloitte Consulting to learn about ESEs' technology solutions and how these solutions can better serve ESEs' needs.

Complete this 10-15 minute [survey](#) and receive \$25 for your valuable insights. REDF will share back out the findings from this project later this spring. Questions? Contact Maura Welch at mwelch@redf.org.

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Introducing The Growth & Mobility Fund

Flexible Financing. Lower Costs. Higher Impact.

REDF Impact Investing Fund (RIIF) is thrilled to introduce the **Growth & Mobility Fund** – an initiative offering new, flexible loan opportunities just for CA RISE participants.

Fill out a quick [interest form](#), and we'll follow up to learn about your needs, answer questions, and support you through the process.

Questions? Reach out to me directly at rannamraju@redf.org – I'd love to connect.



Interest Form:

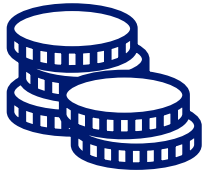


Introducing The Growth & Mobility Fund

Flexible Capital + Job Quality Focus = Lower Costs, Greater Impact

The Growth & Mobility Fund provides flexible capital to help your business grow, with interest rate discounts that increase as you improve job quality – lowering your costs while maximizing your impact. The fund offers:

Discounts from Day One



Get an **automatic discount** when your loan starts – **no extra steps needed**.

Rate discounts are applied based on an **assessment of your current job quality practices** to recognize the value of the policies you already have in place.

Lower Rates Over Time



Earn **additional discounts** throughout the life of your loan by making **job quality improvements** like enhancing employee feedback programs.

We reassess and apply **additional discounts** as improvements are made.

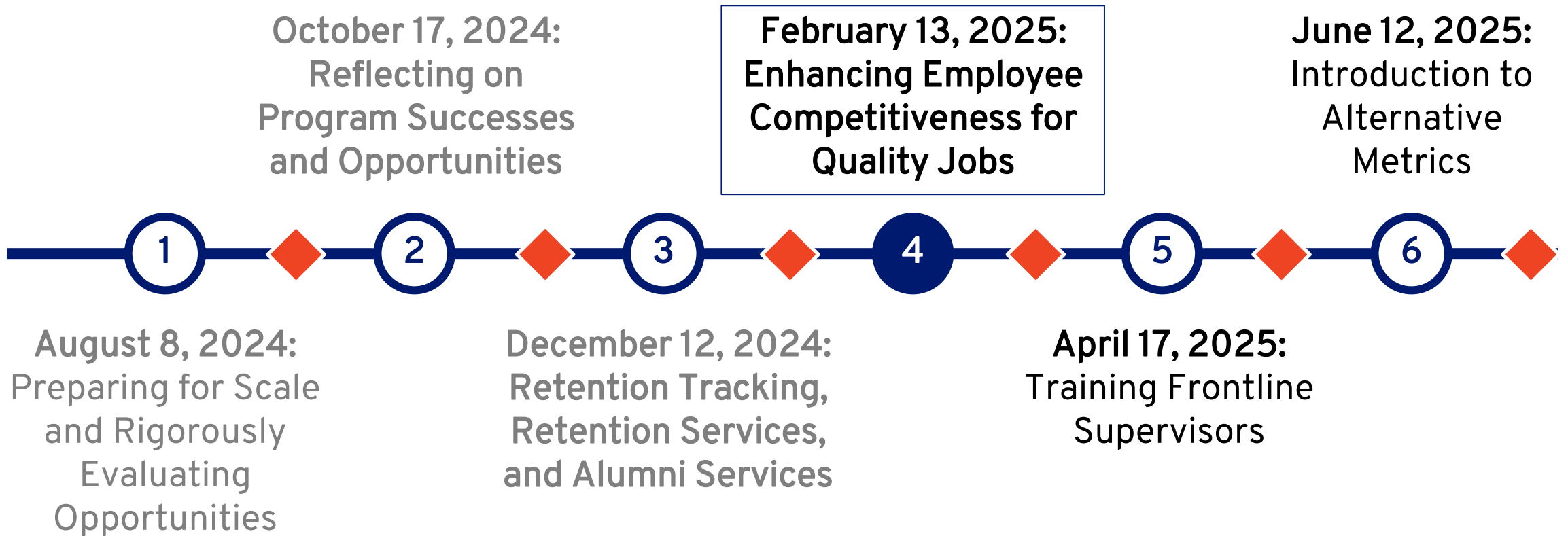
TA For Job Quality



Get **technical assistance** to improve job quality for your participants and employees.

We'll help you identify and fund improvements that are **practical and easy to implement**.

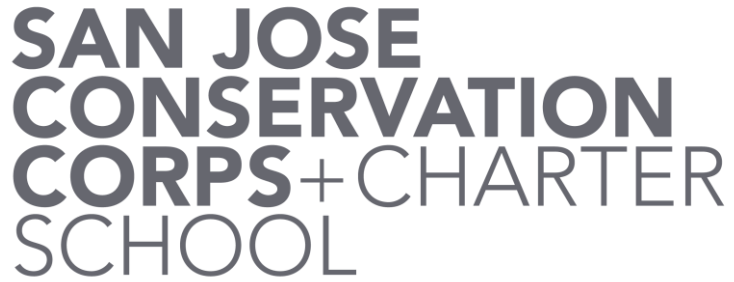
Economic Mobility Program Scaling and Expansion



◆ Optional Coaching Sessions



Your cohort!



Community Standards

- Stay engaged
- Listen to understand
- Take space, make space
- Nobody knows everything, but together we know a lot
- Challenge assumptions
- Expect and accept non-closure
- Center Participant Workers
- Embrace Diversity in All of its Forms
- Create a Safer Space for Sharing / Refrain from Attribution

Introductions



Galiana Fajardo

Facilitator

Principal Capacity Building



Jamie Stark

Manager

Relationship Manager



Katie Orovecz

Sr. Manager

Capacity Building

Session Agenda & Objectives

AGENDA:

- 1) Framework for thinking about increasing employee competitiveness
- 2) Making the case “The Why”
- 3) Conversation with **MORE THAN WORDS**
- 4) Discussion

OBJECTIVES:

- Reflect on how your ESE is improving long term outcomes for its employees
- Identify an opportunity to increase employee competitiveness
- Learn from peers

The What

What do we mean by increasing ESE employee competitiveness?

→ Taking a long-term view by preparing ESE employees while engaged with the ESE to gain the skills, knowledge, and resources to be successful if and/or when an employee leaves the ESE and competes in the traditional labor market while also preventing backtracking.

Strategies to improve employee competitiveness are dependent on **intensity of intervention** and *who you're trying to influence*

High
intensity

401K/B
Industry recognized credentials,
certifications, Apprenticeship
Digital literacy
Job retention support
Increasing work hours
Onsite GED / HISET support
Rotational Job Experience

Low
intensity

Audience: Participant employee

High
intensity

Influencing policy for favorable
decisions for focus population
College credits for working at ESE
Trauma Informed Care training for
employer partners
Partnership with community college
Employer Advisory Committee
Proactive Job Placement

Low
intensity

Audience: Outside of ESE

The Why



... and there is data to support this ...



Hours matter



Relationships matter



Positive exits matter



Positive exits matter



Skill level impact





QUALITY JOBS FOR YOUTH

More Than Words Career Services
Program & Bridge Funding

MORE
THAN WORDS

WHO WE ARE

More Than Words is a nonprofit social enterprise that empowers youth 16-24 who are in the foster care system, court-involved, experiencing homeless, or out of school to take charge of their lives by taking charge of a business.

**Boston & Waltham
(& now
Cambridge!),
Massachusetts**

**318 youth
served
in FY24**

**\$4M in earned
revenues**



OUR MODEL

CORE SOCIAL ENTERPRISE PROGRAM



READINESS

6-12 weeks of front-ended assessment and supportive services to get ready for job training



BUSINESS JOB

A paid job to build skills and self-efficacy running online and retail businesses selling pre-loved books and clothing



YOU JOB & SUPPORTIVE SERVICES

Youth development and life skills curriculum; case management around complex challenges



CAREER SERVICES

Long-term support to chart a path to a living wage; education and employment help





EMPLOYMENT

EDUCATION

TRANSPORTATION

HOUSING

HEALTH & WELLNESS

SUPPORT NETWORK

FINANCIAL WELLNESS

COURT NAVIGATION

SYSTEM INVOLVEMENT

PARENTING

10 DOMAINS

Stability that all people need to thrive; each domain has progress thresholds at every stage of our model

EXAMPLE: FINANCIAL WELLNESS

- **Readiness:** Set up accounts in the More Than Words system to schedule job shifts and receive paychecks.
- **Core:** Have an active bank account and an updated budget.
- **Career Services:** Proactively budget, save, and use credit to achieve financial and career goals.

CAREER SERVICES

Starts in Core Program....

and lasts for 2+ years after graduation

- Career and education planning
- 3-2-1 process
- Resume, cover letter, mock interview
- Site visits & PSE applications
- Job search
- Job & PSE search, retention services
- \$1K Incentive
- Bridge Funding
- Short- & long-term employment at More Than Words

THRESHOLDS

EMPLOYMENT

Obtain a job with opportunity for growth into living-wage (\$22+/hr) salary.

EDUCATION

Complete a post-secondary education program or be active, attending, and on track to graduate high school.

TRANSPORTATION

Reliably access affordable transportation between work, school, and home.

HOUSING

Remain safely housed with a 12+ month housing plan; take steps towards longer-term housing.

HEALTH & WELLNESS

Have insurance; reliably access preventative care, mental health supports (if needed), and personal wellness activities.

SUPPORT NETWORK

Have a reliable network of people to count on, including with housing, health, and financial support.

FINANCIAL WELLNESS

Proactively budget, save, and use credit to achieve financial and career goals.

COURT NAVIGATION

Attend all court dates, understand and meet all parole/diversion obligations, secure an outcome that minimizes future impacts, avoid new court involvement.

SYSTEM INVOLVEMENT

Complete empowered transitions from foster care; access maximum possible benefits from system involvement.

PARENTING

Secure childcare (with a back-up plan) for 6+ months; access resources and support to balance parenting and professional advancement.

BRIDGE FUNDING

- Cash assistance to cover tuition and living expenses as grads pursue PSE and training that will advance them toward a living-wage career.
- Work together to ID relevant programs, develop a budget, and create a contract outlining expectations.
- Refillable PEX Debit Card = autonomy, dignity, and flexibility to manage their own financial needs.



Since launch, bridge funding participants saw their hourly wage increase by \$5.22/hour, or \$10,850 annually! The average investment by More Than Words was only \$3,108 per contract.

WE DO / YOU DO CONTRACTS

More Than Words		Bridge Funding Contract	
Overview of Application Process			
Here you will find an overview of what your expected contributions are during this application process. In other words...		MTW's expected commitments during the application process.	
	You Do	We Do	
Initial Research 	<ul style="list-style-type: none"> □ Demonstrate interest in desired program either through an info session, site visit, etc. and discuss with CS team. 	<ul style="list-style-type: none"> □ Review/discuss career interests and pathways with you. 	
Program Details 	<ul style="list-style-type: none"> □ Review all program information with CS (name, length, cost, barriers, etc.). 	<ul style="list-style-type: none"> □ Discuss program fit, requirements, deadlines, barriers/supports, and outcomes upon program completion. 	
Financial Details 	<ul style="list-style-type: none"> □ Discuss financial needs and responsibilities in/out of the program. □ Complete budget form with CS team. 	<ul style="list-style-type: none"> □ Work with you to understand financial needs and determine proper amount of funding needed. □ Assist in budget development. 	
Finalize Contract 	<ul style="list-style-type: none"> □ Sign Contract □ Uphold Contract 	<ul style="list-style-type: none"> □ Finalize contract, bridge funding amount, disbursement schedule. □ Sign Contract □ Uphold Contract 	

More Than Words		Bridge Funding Contract		
Finalize Contract				
Category	You Do	We Do	Our Plan	
Education 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Income 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Housing 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Childcare 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Transportation 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Technology 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Support 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Long-term Planning 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Group Reflection:

What has your ESE done in the past to increase employee competitiveness? What was the impact?



Group Reflection:
**Any interesting ideas you heard
from your peers?**





Your turn:

How might your ESE further increase employee long term competitiveness?



An Example – CEO (tbd)

Identify the activity

What ESE employee competitiveness activity do you want to pilot?

- Workshop on salary negotiation

Define the Test

What do you want to learn from your pilot?

- Does adding a workshop on salary negotiation increase post-placement wage of ESE employee graduates?

Design the Test

How will you conduct your pilot?

- Measure current wages of ESE graduates at placement
- Allow workshop to participants to opt in
- Measure wage data for next two graduating cohorts and measure wage for Cohort A (control group) and Cohort B (treatment group)

Define Success

How will you know whether the pilot was successful?

- Number of participants who participate in salary negotiation workshop
- Average and Median wage for future cohort 1 & 2
- Average and median wage for Cohort A & B

Extra space for other thoughts / questions / ideas

Workshop ideas

- Occurs at end of program design
- Optional workshop

Feedback Survey

Please take a few minutes to fill out our Survey on this session.

<https://bit.ly/EMTScaleAll>

This feedback helps us improve your experience and plan adjustments to make moving forward.



What's next?

- Additional resources will be posted on REDFWorkshop
- Coaching hours will be hosted on Thursday Mar 20th from 11am-12:30 PST
- Make progress on commitments from last slide!
- **Next required session will be on Thurs April 17th from 11am-12:30pm PST**

Questions? Contact your Relationship Manager!

- Will Portnof - wportnof@redf.org
- Jamie Stark – jstark@redf.org



REDF

An investment that works.

Thank you!

