



Financial Projections

Sustainable Growth: Business Scaling and Expansion

June 10, 2025



Community Agreements

Stay engaged: We'll be spending an intensive, albeit brief period of time together. It's important that folks take care of their individual needs so that they can stay actively engaged in the entirety of the discussion. Please refrain from being on your phone or computer, unless using to take notes. When virtual, please try to limit other activities.

Listen to understand: As opposed to listening to respond, where we wait for someone to stop speaking so that we might speak, listening to understand invites us to actively take in what our peers are saying and ask follow-up questions to ensure we understand not just what a person says, but what they mean.

Take space, make space: If you're someone who is typically comfortable speaking in group settings, consider paying attention to when and how frequently you share, giving space to those voices the group might hear from less frequently. If you're someone who is typically quieter in group settings, consider taking a chance and sharing your questions, thoughts, concerns, and opinions.

Nobody knows everything, but together we know a lot: Everyone has expertise to contribute whether it be skills, resources, stories or insights. Our collective knowledge far exceeds our individual contributions.

Challenge assumptions: We're here to learn from one another and that means asking difficult questions and challenging what we may assume to be best practice. Many of our assumptions are invisible in our culture and ways of working. How might we get curious about the things we assume to be true to explore if there are ways to innovate and evolve our practices?

Expect and accept non-closure: During our limited time together we will not be able to address and solve all open question. That's ok! Prepare yourself in advance that decisions may remain under discussion, questions may remain open and we simply may not have time to address some topics. This is part of an ongoing conversation and there's more to follow.

Center Participant Workers: Participant Workers are the heart of our work. Keep the resident experiences, perspectives, needs and desires front and center in all things

Embrace Diversity in All of its Forms: Acknowledge and value the diversity of perspectives and opinions within the group, specifically how they may be informed by folks lived vs. learned experiences.

Create a Safer Space for Sharing / Refrain from Attribution: We want people to feel comfortable sharing experiences, observations, and ideas - even if those are ideas aren't yet fully baked. Let's help people be vulnerable and feel comfortable sharing by not attributing specifics.



Register for the CA RISE Summit in SF by June 30!



- The CA RISE Summit is Sept 22-23 in San Francisco
- Please register up to two folks for the Summit by June 30
- Registration: https://redf.qualtrics.com/jfe/form/SV_0kuDLAz7yyVz1hs
- ³ Hotel Block Booking: You will be sent the link after you register through the survey



Last Chance for Responsive Technical Assistance!

A couple quick reminders:

- 1) If you are currently working with a consultant, this work must be completed by September 30, 2025
- 2) If you haven't started working with a consultant, this is the last call. All work must be started by June 30, 2025
- 3) Reach out to your relationship manager, Jamie or Will, ASAP

New Optional Workshop Series Posted to REDF Workshop

California HR Upskilling Series

- Four Pre-Recorded Sessions:
 - Worktime, Rest Breaks and Meal
 - Pay Practices and Protocols
 - Policy Creation, Implementation, and Enforcement
 - Auditing for Compliance
- Coaching session: **Tuesday, July 8th from 11am-12:00pm PST**
- We recommend watching the virtual sessions prior to the coaching session.
- <https://redfworkshop.org/government-program-s-hub/ca-rise/optional-workshop-california-human-resource-upskilling-series/>
- Please reach out to alee@redf.org if you don't have the meeting invite and he will get you added.

Financial Resources Toolkit

- Multiple Tools Available:
 - Resourcing Financial Management in ESEs: People, Process, and Technology Orientation to Financial Controls
 - Reading Financial Statements
 - Financial Health Metrics and Indicators for Your ESE
 - Guidance on Building & Improving Financial Processes and Procedures
 - Understanding and Implementing Double Bottom Line (DBL) Accounting
 - Budgeting, Variance Analysis, Forecasting
 - Managing Cash Flow and Liquidity
 - Capital Types for ESEs
- Coaching session: **To be scheduled for July or August**
- <https://redfworkshop.org/government-programs-hub/ca-rise/>



Interested in a Subscription to Honest Jobs?

Reentry Navigator is a reentry support tool designed specifically for workforce professionals serving justice-impacted individuals.

Powered by Honest Jobs, this tool helps returning citizens find fair-chance employers up to 7 times faster, while providing reentry professionals detailed insights into their clients' job search activities.

Reentry Navigator does this by showing you, and your client, how many people with convictions have been hired with each employer, and how likely your client is to be hired based on their unique conviction, before they apply. With access to a robust network of over 300,000 background-friendly job opportunities from more than 1,500 vetted fair-chance employers, Reentry Navigator enhances transparency, instills hope and confidence, and reduces rejection, leading to improved placement, retention, and earnings.

If you would like access to this tool for 6 months, please email korovecz@redf.org

Do you want an Impact Report for your ESE?



CA RISE ESE SNAPSHOT

Rise Up Industries

Breaking Cycles of Incarceration & Gang Involvement using a CNC Manufacturing Apprenticeship

In 2023, REDF and CalOSBA initiated the California Regional Initiative for Social Enterprise (CA RISE) to advance economic mobility and inclusion for individuals facing employment barriers. CA RISE delivers funding and technical assistance to Employment Social Enterprises (ESEs) statewide, fostering connections with public sector partners, training providers, and private sector employers to expand opportunities for underserved populations. This document provides a snapshot of a participating ESE.

QUICK STATS

Founded: 2013
Location: San Diego, CA
Industry Sector: Manufacturing
Leadership: Veteran-founded
CA RISE Grant Size: \$150,000
Participant Employees (2023): 20

riseupindustries.org

"You can have a huge impact by giving gainful employment to a man or woman that came from prison, that came from gangs, that came from drugs. You can have a huge impact by giving them that opportunity."

- Mike Lucero, Program Graduate

redf.org/ca-rise



ABOUT THE ESE

Rise Up Industries is a nonprofit organization that minimizes gang involvement by providing integrated gang prevention, gang intervention, and post-detention reentry services. The 18-month Reentry Program is modeled after Homeboy Industries and provides paid employment, job training, and wraparound support to formerly gang-involved individuals recently released from incarceration.

A key component of this program is the Machine Shop Social Enterprise, which trains and employs people in careers as Computer Numeric Control (CNC) machine operators that are trained to manufacture parts for various purposes such as advanced aerospace technology, submarine parts, etc. Apprentices participate in a registered apprenticeship where they receive employment, classroom training, and real-world experience on contract work providing them the skills needed for a well-paying career in the in-demand manufacturing industry.

STRATEGIC GROWTH USING CA RISE FUNDS

CA RISE funding is empowering Rise Up Industries (RUI) to expand the Machine Shop Social Enterprise and the CNC manufacturing apprenticeship's training capacity. RUI is using funds to:

- ✓ **Renovate a 40,400-square-foot facility** into a state-of-the-art training center to house the Reentry Program.
- ✓ **Purchase 8 new CNC machines** (bringing the total from 7 to 15) which doubles the machine shop's capacity.
- ✓ **Double the number of employees with barriers** hired from 20 to 40 participants per year.
- ✓ **Hire 3 additional training staff** to support training, operations, and production.

WHY THIS MATTERS

- 🏠 **Reduces Recidivism.** RUI maintains a 5% recidivism rate among its graduates compared to the CA average of 42% recidivism within 3 years of release.
- 🔧 **Increases Employment.** 100% of RUI apprentices are hired upon graduation. RUI just secured a \$2.2M U.S. Navy contract, creating more career paths for graduates into the Maritime Industrial Base as they help repair submarines.
- 👨‍👩‍👧 **Strengthens Families and Communities** by helping graduates become productive members of society who contribute to their families' well-being and the overall economy.
- 🔗 **Breaks the Cycle of Gang Involvement.** RUI programs address the root causes of gang involvement, helping to break the cycle of violence and crime that often spans generations.
- 🔧 **Supports the Regional Demand for CNC Machine Operators.** RUI provides training to fill the shortage in CNC Operators. To date, over 60 manufacturers nationwide have hired RUI graduates.



PARTICIPANT STORY

Meet the Participant: Ernie G.

Ernie was released from prison in 2017 after being incarcerated for nearly three decades, including 18 years in solitary confinement. Beyond the typical challenges of reentry, Ernie lacked many technical skills necessary to function in modern society. He shared, "I didn't know how to use computers. I didn't know what a debit card was. I didn't know what Google was."

He enrolled in Rise Up Industries' 18-month Reentry Program that used a holistic approach to reentry to teach him much more than CNC machining training. The technical training he received prepared him to thrive at work, but the compassion from staff members helped him stay in the program and address his wraparound needs. Ernie shared, "What Rise Up did was allow us to get help, have mentors, have people that would sit down and talk to us and not give us negative feedback, but give us positive feedback." Counseling caseworkers helped him secure a social security number—something he hadn't had for decades—and offered opportunities to work through other challenges in therapy groups.

Ernie successfully graduated from Rise Up Industries with a CNC machining certificate and the soft skills to succeed. Rise Up Industries had an immediate and substantial impact on Ernie's economic well-being. He secured a job in the aerospace industry using his CNC machining skills and quickly advanced within the company, earning four raises in less than two years.

A few years later, Rise Up Industries invited him back, this time as a Production Manager. Today, Ernie is fulfilled in the job that lets him help others who are reentering. His advice for others who are in the midst of their own transformation is simple but profound:

"Invest in yourself. You're going to learn here and what you're going to leave here with is more than just a trade."

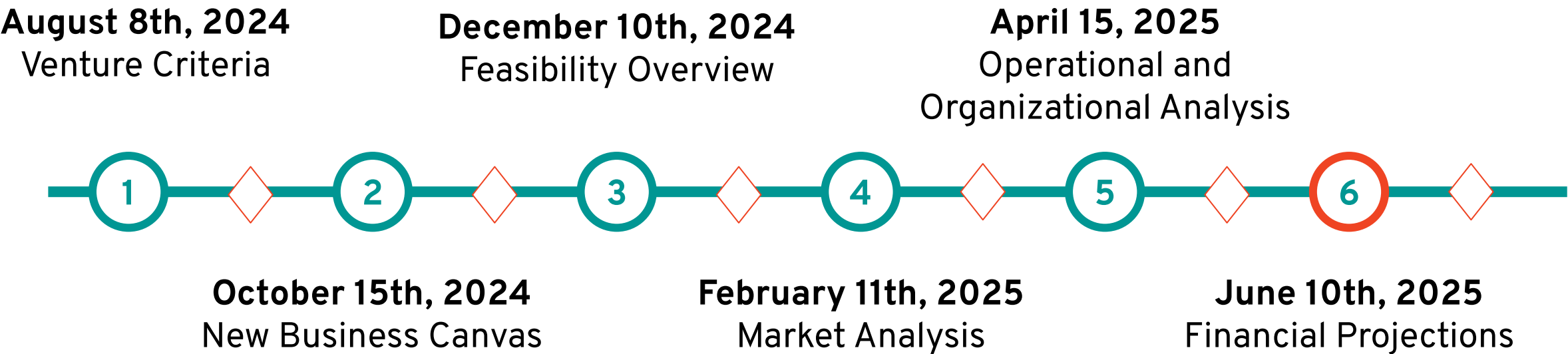


We have a graphic designer who can create an impact report like this for any ESE that wants one, as part of your CA RISE participation.

Put your ESE name in the chat now if you'd like us to make one for you by the end of the year.



Sustainable Growth: Business Scaling and Expansion Roadmap



Introduction to Financial Projections



What are financial projections?

- Forecasts of a business's financial performance over time.

Why do we use them?

- To determine if a growth initiative has the potential to be financially viable.
- To inform strategic decision-making, manage financial risks, understand funding needs, and inform go/no-go decisions.

Private Reflection

- What messages did you receive growing up about your ability to do math?
- How do those messages shape your relationship with math today?



Case Reflection

- When will Second Chance Cafe reach monthly break-even?
- Will the initial \$250K be enough to get Second Chance Cafe through the year?
 - If not, when will they run out of cash?
- How much additional funding would they need to stay afloat through the first year?
- What advice, or follow-up questions, do you have for Rae?



Independent Reflection

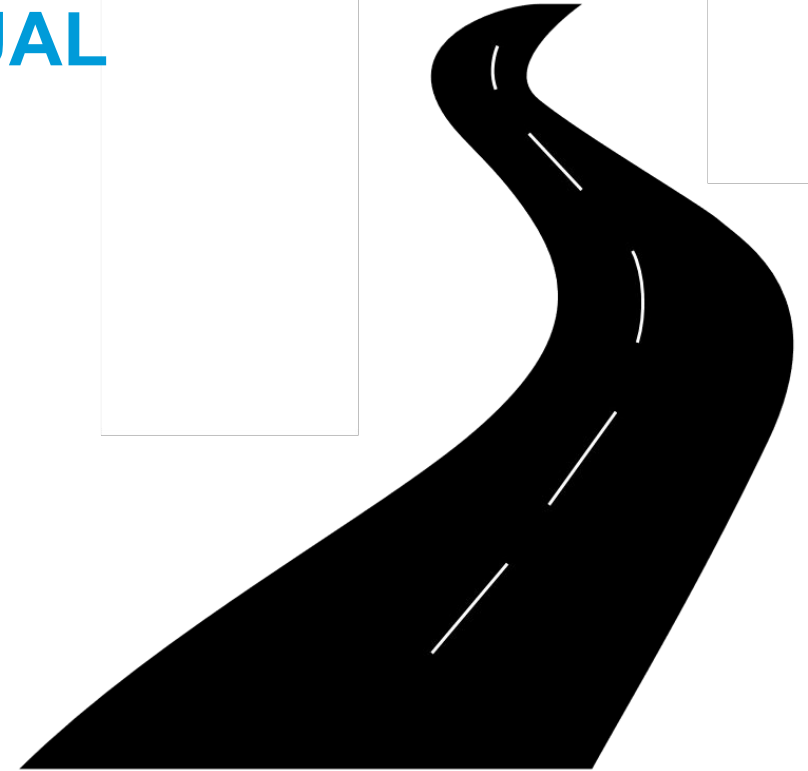
- What do you want to learn from your financial projections?
- What are some approaches you will use to develop your financial projections?



What's Next?

After this session:

- Begin developing your financial projections!
- Our next coaching session is **Tuesday, July 15th**. The session is a **1-1 VIRTUAL COACHING CALL**.



Feedback Survey

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

<https://bit.ly/SGTScaleAll>

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

Thank you!

