

WORK

ECONOMIC POWER PRACTICE	USE CASE
ESE minimizes pre-requisite screenings, assessments, or trainings so participant workers can start paid work without avoidable delays or administrative burden.	Through their Open Hiring® model, Greyston Bakery hires for entry-level bakery positions without judgment of a person's past – which means: no resumes, no interviews, and no background checks. Greyston provides the necessary training, social services support, and more, so employees can grow personally, be part of the team, and build a better life for themselves and their families.
ESE embeds consistent opportunities for participant workers to build and practice transferable skills like communication, collaboration, and problem-solving in ways that reflect real workplace dynamics.	After an individual has been on the job for 60 days, Women's Bean Project (WBP) works with their participants monthly to complete a Job Readiness Assessment (JRA). The JRA tracks an individual's progress across essential soft skills, and the AZ Self Sufficiency Matrix is used by case managers to assess personal readiness and stability. WBP intentionally keeps personal readiness evaluations confidential within case management to mirror a standard employer as closely as possible. The organization has also implemented a disciplinary and attendance policy to reflect real workplace scenario, while supporting employees in building skills and removing barriers. WBP uses a trauma-informed approach to teaching workplace communication, giving and receiving feedback, conflict management and other essential workplace skills. WBP recognizes that coping skills, practice and consistent feedback are foundational to workplace success.
ESE offers structured programming to build participant workers' connections (e.g., alumni mentors), support networks , and social capital .	Freedom a la Cart created the Butterfly Program as a peer-to-peer initiative for life-long support throughout a person's journey. It's a safe space for survivors of human trafficking to gather socially or access needed services that help support what's next in life – sustainable jobs in the community, economic independence, and tools that lead to gaining and maintaining self-sufficiency.

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ESE helps participant workers complete high school -level education and build core reading, math, and digital skills.	Homeboy Industries offers almost forty academic classes/groups each week, covering a wide range of topics. The academic curriculum provides support in high school equivalency test preparation, college readiness, reading and writing. More than 300 trainees and community clients participate in the classes offered through Homeboy's Educational Services department every month. Most attend multiple classes each week, filling almost 3000 seats monthly. Homeboy has also worked with Pasadena-based Learning Works Charter School since 2010, and Homeboy participants attend the Homeboy Industries' Learning Works satellite campus. <i>Source: https://homeboyindustries.org/services/education/</i>
ESE supports participant workers with individualized, asset-framed coaching that is informed by evidence from behavioral and brain science.	In 2016, New Moms' Job Training program and Bright Endeavors started applying brain and behavioral science of "Executive Skills" to enhance its coaching with young moms. Executive Skills are the 12 brain-based abilities that help us set and progress toward our goals; leveraging young moms' Executive Skills strengths in on-the-job coaching at Bright Endeavors has made a huge impact on young moms' confidence and job readiness. New Moms' consulting initiative, Bright Path, trains peer organizations on the science of Executive Skills, supporting their own pilot and implementation of effective coaching practices in their own ESEs.

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ESE conducts regular, transparent, growth-oriented feedback of both hard and durable skills demonstrated of participant employees. Skills are informed by employer partners to be critical in obtaining and maintaining longer term employment.	Throughout their technical training program at Hopeworks, youth participate in 10 hours per week of trauma-informed career readiness and life coaching. During the career readiness and life coaching sessions, career readiness coaches use motivational interviewing and other techniques to help participants understand their behavioral patterns, as well as set and achieve goals. These sessions include explicit financial coaching on budgeting, credit management, savings, financial tools, and predatory lending practices. Coaches meet with participants individually every week to review their plans and hold them accountable for progress. Youth must pass a career readiness and life coaching assessment to show they are ready to participate in one of Hopeworks' social enterprise internships. Youth continue to meet regularly with career readiness coaches during the internship in preparation for finding full-time jobs.
ESE provides individualized career coaching that centers participant workers' goals and supports informed choices about career paths and advancement.	The San Jose Conservation Corps (SJCC) provides transitional employment and training to young adults through environmental conservation and public infrastructure projects across San Jose. As a social enterprise and charter school, SJCC helps corpsmembers earn wages while obtaining high school diplomas, industry certifications, and work experience. SJCC delivers training through a combination of supervisors with industry experience and external partners for specialized instruction and certification in chainsaw operations, forklift operations, California Naturalist, wildland firefighting, and hazardous waste. All training occurs during regular work hours and is fully paid, ensuring that corpsmembers can upskill without facing income loss or scheduling conflicts. SJCC introduces corpsmembers to career pathways in natural resource & waste management and equips them with skills to pursue a life-sustaining career in their industry of choice.

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ESE offers paid, sector-aligned opportunities for participant workers to gain in-demand skills and earn industry-recognized credentials in line with their interests and goals.	Rise Up Industries operates an innovative 18-month registered apprenticeship program that transforms the lives of justice-involved former gang members through CNC machining and advanced manufacturing training. The program currently enrolls 40 participants annually, which demonstrates remarkable success with a 100% permanent employment placement rate within six months of completion and an impressive 97% recidivism reduction rate among graduates. The organization designed a program that gives participants the rigorous academic component while also providing industry experience and insight into running a business. Rise Up also receives regular feedback from industry partners to help them focus on producing different types of skilled machinists and products.
ESE provides opportunities for workplace voice and embeds participant workers in organizational decision-making through formal and recurring roles that influence workplace policies and operations.	The Welcoming Center established the Participant Advisory Council, which serves as the voice of their participants. As a consultative body, the role of its members is to provide the organization with insight into the needs, challenges, and opportunities to help The Welcoming Center improve the realization of its mission of promoting inclusive economic growth through immigrant integration. The advisory council provides information about the needs, challenges, and opportunities facing its participants, guidance on participant engagement strategies and retention, serves as a sounding board regarding decisions affecting the organization, and ensures The Welcoming Center's accountability to fulfill its mission.

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ESE provides predictable work schedules with consistent weekly hours that approach full-time, and pays wages that meet or approach local living wage standards (or can demonstrate that a majority of participant workers transition into full-time, living-wage employment).	Crew Members at Coalfield Development work across a number of social enterprises including a solar installation business, agriculture, and construction. Crew Members typically work for 1–2 years and follow the original 33-6-3 model: 33 hours of on the job training (OJT) on a crew, 6 hours in the classroom, and 3 hours dedicated to barrier removal activities—such as obtaining a driver’s license or expunging a criminal record. All hours are paid. Educational goals are established early, and work schedules are adjusted to accommodate them. Coalfield supports individuals with associates degrees as well as industry credential attainment. Coalfield partners with a range of community and technical colleges to provide participants with access to credentialed training. One key partner is Mountwest Community and Technical College, located just minutes from Coalfield’s crew sites. Many participants take .
ESE builds relationships with employers that expand participant workers’ access to quality jobs while preserving worker choice about placement, industry, and role.	Through their Job Quality Initiative, Civic Works’ Center for Sustainable Careers (CSC) partners with Baltimore companies, including employer partners hiring their graduates to strengthen their workplaces. Civic Works provides support to implement workplace practices like competitive compensation, health benefits, paid leave, and leadership training that lead to increased retention and positive outcomes for employees. In turn, CSC helps these businesses grow by channeling procurement opportunities and supporting their marketing as employers of choice.

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ESE offers post-employment **retention and advancement support** for a meaningful period of time.

The Center for Employment Opportunities (CEO), has designated staff to be Retention Specialists. Every newly employed graduate receives a text message or phone call after their first day on the job. Alumni are contacted again at the end of the first week. CEO staff considers the first 90 days critical to building the bond between alumni and Retention Specialists, not only because it's a transitional period in their alumni's lives, but also because it's the standard probationary period in the new workplace.

Source: <https://redfworkshop.org/resource/alumni-services-promising-practices/>

WEALTH

ESE maintains **flexible funds** that participant workers can use to address **self-identified financial emergencies**.

At one employment social enterprise, a barrier removal fund helps support participants with financial emergencies such as paying for childcare, obtaining a drivers license, union fees, and emergencies for rent. A set amount is allocated for each participant, and alumni are also eligible for support with barrier removal via the fund as well.

ESE provides **benefits screening, enrollment support, and counseling** so participant workers can make informed decisions about **public benefits** and income tradeoffs.

A justice impacted-serving ESE has a staff member dedicated to supporting participants in navigating benefits. Participants start at the ESE usually within a week of release from incarceration. The ESE's benefits-focused staff member works with each participant worker to ensure that they were properly enrolled in benefits before release and supports each person in activating their benefits post-release.

ESE provides **financial coaching** that combines practical financial knowledge with access to safe, reputable **financial products**, and supports participant workers in building savings and other assets they control in alignment with self-defined goals.

Restore Merced offers financial literacy training to support participants in identifying harmful financial practices and move towards wealth building. Financial coaching help ensure that each participant has a bank account and at least \$500 in savings before graduating the program.

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ESE helps participant workers to improve credit and manage debt to support achievement of financial goals (e.g., homeownership)	North Lawndale Employment Network (NLEN) , which operates the beelove® café, offers its participants robust financial literacy training. They partner with Local Initiatives Support Corporation’s Financial Opportunity Center® to offer soft pull credit reports and credit score analysis, credit history and credit repair support, financial education workshops, budgeting coaching, and public benefits application assistance. NLEN graduates enrolled in two or more FOC services are 4x more likely to improve their credit rating, 11x more likely to improve net worth, and 14x more likely to improve net income. <i>Source: https://nlen.org/support-services/financial-readiness/</i>
ESE ensures participant workers have consistent, affordable access to essential resources (healthcare, housing, transportation, childcare) that support their ability to work consistently.	When students come to EDWINS, many simply need a safe, stable place to live and learn during the six-month program. EDWINS created The EDWINS Campus, which includes two seven-apartment dormitories housing up to 39 students, providing an environment where individuals can be immersed in food, hospitality, and community. EDWINS also recognized that very few childcare centers are open during evening hours, creating a significant barrier for parents working or training in the restaurant industry. In fact, lack of childcare led to 79% of EDWINS students with children not completing the program. With support from community members, individual donors, and funders, EDWINS created the Family Center to provide free, high-quality childcare for the children of returning citizens participating in the program.
ESE connects participant workers with legal services to identify and resolve legal issues that workers identify as barriers to economic stability and well-being.	The Forestry and Fire Recruitment Program (FFRP) partners with local legal services organizations including Legal Aid Foundation of Los Angeles (LAFLA) and Community Legal Services of East Palo Alto (CLSEPA) to provide participants with expungement resources and services to help these skilled and experienced first responders find opportunities after incarceration. These expungements are critical in unlocking career opportunities for formerly incarcerated individuals.

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ESE provides access to mental health supports , like counseling or therapy, to help participant workers navigate stress, trauma, and barriers to stability	Recognizing the complex connection between mental health and poverty, Cara Collective is committed to taking a trauma-informed approach in how they serve their job seekers. Each participant that enters Cara programming completes a Mental Status Exam. Cara has built out an in-house Mental Health team with the hiring of licensed clinical counselors and expanding partnerships with DePaul University, The Chicago School, and Chicago State University to bring on counseling interns. Additionally, they partner with community organizations like Chicago Center for Family Health, CTS Health, and Southside Healthy Community Organization, among others. Finally, Cara implements routine wellness checks and open-door and closed-door therapy sessions for both participants and staff.
ESE provides support to participants, either directly or through partnerships, to secure stable, quality long-term housing in order to ensure participants can remain in their job and build wealth as they earn a paycheck. This could be supporting participants in renting or owning their housing.	In order to provide affordable, stable housing for their employees to support them in building wealth and retaining their jobs, Neighbor to Neighbor (N2N) has secured master leases with apartment complexes in Raleigh. Neighbor to Neighbor leases harder to rent properties and units from property owners through a fixed monthly rate, and subleases units to its employees. By holding the master lease, Neighbor to Neighbor gains the authority to remove traditional rental barriers (e.g., large upfront payments, rental history, credit requirements, family size restrictions, justice involvement) that often exclude individuals and families from stable housing. This allows N2N to create a more flexible, supportive housing pathway. N2N also does not raise rents nor retain the margin between what residents pay and what is owed to the property owner; instead, any difference is set aside as restricted long-term savings for the individual or family, allowing residents to pay into their own future resilience.

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ESE provides regularly and intentional support to participant workers in **continuing education** and **career advancement** opportunities, including post-secondary education, credentials, and advanced degrees. This includes required discussions with case managers or formal partnerships with training partners.

More Than Words' Career Services team supports their youth participants with career readiness, including resume building, mock interviews, and exposure to many carers as well as post-secondary education opportunities or attaining their GED. Individuals pursuing continued education are eligible for Bridge Funding; cash assistance to cover tuition and living expenses as grads pursue post-secondary education and training that will advance them toward a living-wage career (e.g., assistance in order to participate in an unpaid training or certification program). With that funding, More Than Words works with participants on specific budget plans to understand the return on investment in those trainings, what job placement looks like, and salaries in the field of their choosing. Financial coaches from two partnering organizations provide free, 1:1 support on financial wellness and goals to all More Than Words graduates, and bridge funding participants must meet with their coach as a requirement. In the first year, bridge funding participants saw their hourly wage increase by \$5.22/hour.

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