

IE VIBRANT HEALTH FORUM

Is a Social Enterprise the Right Fit for your Nonprofit?

Welcome



Who is in the room?

- 2020 Vision Youth
- 360 Human Services
- A CORE Solution
- All Persons Housed
- Aquamotion Ability Foundation
- Biashara INC DbA Oak Tree Learning Center
- Blindness Support Services
- BLU Educational Foundation
- Blue Zones Project Palm Springs
- Brilo Collective
- California Multicultural Business Alliance
- Carrillo Group CGX | LaunchPad Collective
- CASA of San Bernardino County
- Catholic Charities San Bernardino & Riverside
- Cedar House Life Change Center
- Center Against Racism and Trauma Inc
- Children's Fund
- Christian Development Center
- CityLink
- Clear Path Wellness & Recovery
- Compass Connections
- CREA
- Desert Rose Trauma Recovery
- Dreams Training Facility
- El Sol Neighborhood Educational Center
- Faith in Action of the San Gorgonio Pass
- Family Promise of Riverside
- Family Service
- Family Services Association
- First Community Capital
- Galan Cultural Center
- Giving 365
- Growing Outreach Growing Opportunities
- H.E.A.L.S. Inc
- Health and Wellness Corp
- HEALTHBRIDGE COMMUNITY
- Hillsides
- Hope through Housing Foundation
- Hyadi Punk
- IE Prism Collective
- IEHP
- IEHP Foundation
- Inland Behavioral Healthcare Center
- Inland Empire Autism Society
- Inland Empire Children's Book Project
- Inland Empire Rebound
- Inland Housing Solutions
- Inland SoCal United Way & 211+
- Kindful Restoration
- Leap for Joy Foundation
- Learn4life
- Little Seeds Matter
- MALO - Motivating Action Leadership Opportunity
- Mentor For Change
- Mountain homeless coalition
- Neighborhood Housing Services of the Inland Empire
- New life fellowship Church
- OPARC
- Operation New Hope
- People's Collective for Environmental Justice
- Project Boon
- Rainbow Pride Youth Alliance
- REDF/Redefine Alliance
- Renewing Hope Strategies
- Restore Unity
- Riverside Recovery Resources
- RMC Charitable Foundation
- RPYA
- RUHS
- RUHS-PH
- SAC Health
- San Bernardino County Medical Society
- SBC DBH
- SBCMS
- SBX Youth and Family Services
- St. Johns Community Health Center
- Suavesitos Non-profit 501(c)(3)
- The GuudSeed Company
- The Happier Life Project
- The People's Collective For Environmental Justice
- The River's Edge Ranch
- The Stephan Center
- The Way Resource Center
- Trin'Naz Helping Hands
- TRIP / ILP
- Uplifting Arts Academy
- Vernon Dental Specialty Group
- Vision y Compromiso
- VoltaMed Community Clinic
- Warehouse Worker Resource Center
- Water of Life Community Church
- Wellness Ranch Therapy
- Women Organizing Women, Inc
- Yaya's Hands Perinatal and Lactation Services

Agenda

Welcome

Greg Bradbard, CEO, IEHP Foundation

Employment Social Enterprise Overview

Jamie Stark, Senior Manager, Redefine Alliance (REDF)

Break

Interactive Workshop

Jamie Stark, Senior Manager, Redefine Alliance (REDF)

Closing

Sara Omari, Grants & Strategy Manager, IEHP Foundation





Welcome to Discovery Day!

California Regional Initiative for Social Enterprise Lunch & Learn



REDF helps tenacious entrepreneurs build **double bottom-line**¹ businesses.

¹ businesses that create jobs and economic mobility for folks overcoming barriers to employment

1 Made by DWC, 2 Rising Sun, 3 Bottom Bunk, 4 GRID Alternatives, 5 Kitchens for Good, 6 Rise Up Industries



We're (the best kind of) policy nerds, so ...

We call these double bottom-line businesses **employment social** **enterprises.**

businesses, for profit or non, which earn
revenue from the goods or services they sell ...

... and use that revenue to create jobs (and
economic mobility) for overlooked talent.

Why is this talent overlooked?

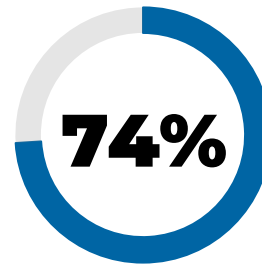
Because sometimes employers confuse what someone has done or what has been done to them with who they are.

Or sometimes people need an onramp to gainful employment.

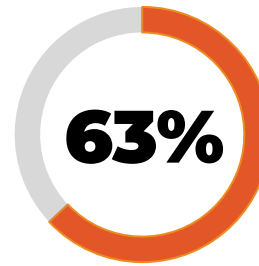
Reader Notes:

These barriers are not discrete but often compounding.

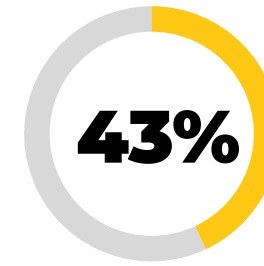
Our portfolio broken down by focus population:



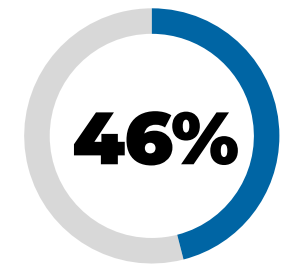
Justice System Involvement



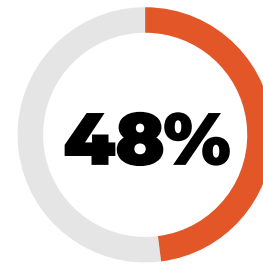
Homeless or Unstably Housed



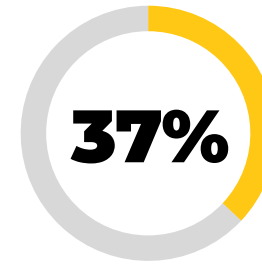
Opportunity Youth/Emerging Adult



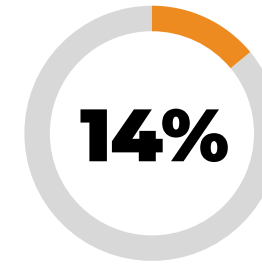
Mental Health Challenges



Substance Use Challenge



Survivors of Domestic Violence or Trafficking



Refugees/Asylees

WHAT IS AN ESE?

ESEs are **revenue-generating businesses** that reinvest earned income into **jobs, training, and supportive services** for individuals facing **barriers to employment** such as homelessness, incarceration, or substance use.



Generate revenue by selling a **product or service** to a paying customer; some may **fundraise** to subsidize costs.



Operate in a **diverse set of industries** including high tech, green jobs, cleaning & maintenance, food service, construction, manufacturing & more.



Can be structured as **non-profit** organizations or **for-profit** enterprises.

WHAT IS AN EMPLOYMENT SOCIAL ENTERPRISE?





**It's not just
about the jobs,
it's about ...**



the family
the crew
the generations
the love
the joy
the sense of possibility
too.



**Join us in creating an
economy that works.
For everyone.**



CA RISE 2023-2025

ABOUT CA RISE

The California Regional Initiative for Social Enterprise (CA RISE) is the **first-ever** statewide investment in Employment Social Enterprises (ESEs)

- ▶ **\$25 million** was invested in
- ▶ **61 ESEs** across CA to provide capital and capacity-building support
- ▶ Established via Senate Bill 193 (2021)



Key Partners



CalOSBA
(CA Office of the Small Business Advocate)
Administered the program



REDF
led the program



Lendistry
served as the fiscal agent

CA RISE 1.0 Program Model Overview





Capital

 Grant	Grants were distributed over two payments, first at program launch and the second following the mid point data collection process
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Community

 In Person Capacity & Network Building	<ul style="list-style-type: none">• In person kickoff in Sacramento• Regional Meetings In Oakland and LA• Closing Summit in San Francisco
 Relationship Manager Advisory Meetings	<ul style="list-style-type: none">• 3x 1:1 meetings to help navigate program opportunities• Additional meetings to offer continued support and resources

Capacity

 Cohort Track Sessions	Four Tracks with ~15 ESEs each focused on Sustainable Growth of ESE businesses or Economic Mobility of ESE participants (48 total)
 Responsive TA	Optional 1:1 projects and advisory services from external consultants or ESE leaders focused on a specific topic or challenge
 Workshops	Optional working sessions and pilots focused on ESE specific challenges & opportunities (e.g., talent, operations, & government)
 Self-Service Tools	<ul style="list-style-type: none">• Monthly newsletters, program handbook, financial health toolkit• Asynchronous courses to sustain capacity building post program





ESE BUSINESS SUCCESS

How did CA RISE contribute to the strengthening and growth of ESEs?

CA RISE directly supported business growth and financial resilience — **enabling ESEs to expand their revenue, operations, and workforce.**



\$155.9M

Increase in Earned Revenue



42 ESEs (69%)

Expanded Their Businesses



72% of ESEs

Used CA RISE Funds to conduct strategic planning.



14,301 Employees

with Barriers Employed by CA RISE ESEs

CASE STUDY: Rise Up Industries



...a place to belong.



**Bought Larger
Facility**

8 CNC Machines

**Doubled #
Hired & Trained
through
Apprenticeship**

**Address the
Regional
Demand for CNC
Operators**

**Reduce
Recidivism!**
5% Recidivism
rate

CA RISE 2026-2027 PROGRAM DESIGN



Three Program Tracks

CA RISE Core

Target Audience: Employment Social Enterprises (ESEs) based in CA who were not in the first CA RISE cohort

Program Elements: Cohort learning track sessions, relationship management and coaching, 1:1 technical assistance fund, self service tools

Estimated Group Count: ~30

Growth

Target Audience: Returning Employment Social Enterprises (ESEs) who participated in CA RISE 1.0 who are looking to launch a new business line or expand operations

Program Elements: Cohort learning tracks, relationship management and coaching, 1:1 technical assistance fund, self service tools to stand up expansion

Estimated Group Count: ~30

Incubator

Target Audience: Nonprofit organizations who are interested in launching an Employment Social Enterprise (ESE) business to further their mission

Program Elements: Cohort track sessions, in-person capacity & network building, 1:1 coaching, relationship management

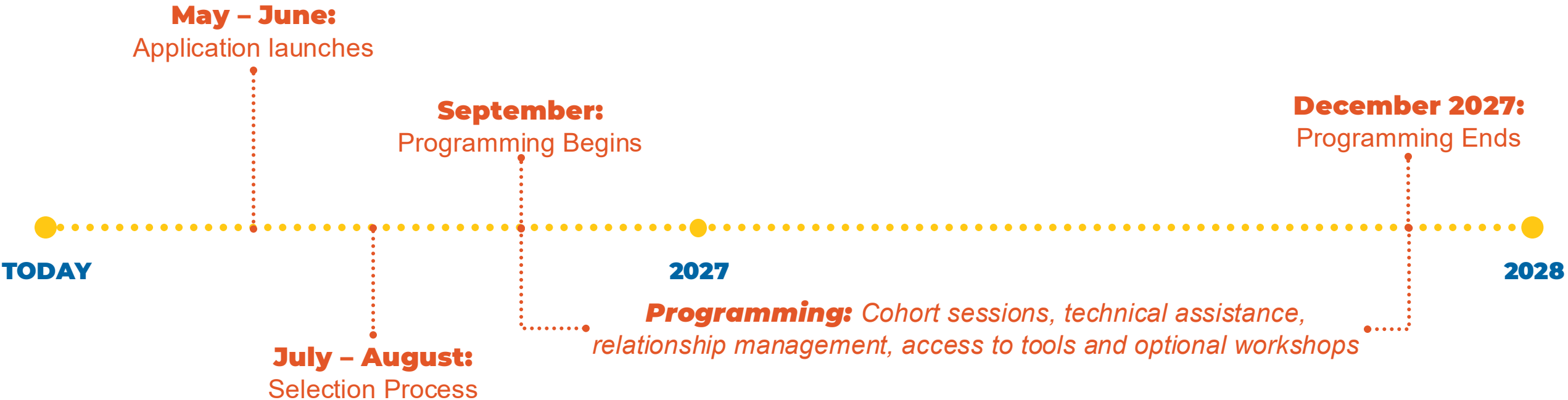
Estimated Group Count: ~10-15

..... Program Duration: 15 months for all tracks



Application and Program Timing

The CA RISE Application for all 3 tracks to launch soon!



Be on the lookout for communication from REDF about the upcoming application!



Incubator Program and Workshop

Is your organization...

- ✓ A 501c3 nonprofit operating in California?
- ✓ **Not currently operating a social enterprise**, e.g., revenue is not from the sale of a good or service?
- ✓ Able to send **2 decision-making individuals** to program sessions?
- ✓ Providing services to **populations with barriers to work** as defined by Title 29?

AND

Interested in launching an employment social enterprise to employ the people you serve?

**Stick around after lunch if your nonprofit wants to start an ESE!
Together, we'll learn about:**

- **Employment Social Enterprise (ESE) deep dive**
- **Setting dealbreaker priorities for launching an ESE**
- **Doing our own industry research**
- **The Incubator program and application**

With the folks at your table...

Your Name

Organization

What was your first job? What lesson or experience from that job has stuck with you?



Session Agenda & Objectives

AGENDA:

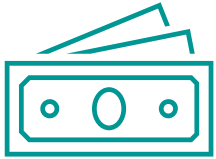
- What is an ESE?
- CA RISE Incubator Application
- Introducing Venture Criteria
- Industry Research 101

SESSION OBJECTIVES:

- I know what an Employment Social Enterprise is and can distinguish it from a training program or another earned revenue source.
- I'm clear about the timeline and structure of the CA RISE Incubator application, and I feel confident about applying for the program.
- I can produce a preliminary list of Venture Criteria for my organization to assess potential Employment Social Enterprise concepts.
- I feel empowered to research industries on my own and will use the tools from this workshop to determine a business concept to apply to the CA RISE Incubator Program with.

What is an Employment Social Enterprise?

So, what really defines an Employment Social Enterprise?



Earned Revenue:

These are **competitive businesses**, just like any other – they **sell a product or service** to a **customer** to earn \$\$\$.

They are *not* sheltered workshops, paid training programs, or fully grant-funded programs. The **business itself must work first** to fuel the mission.



People Employed:

The businesses **train and employ people with high barriers to work**, like unstable housing or coming home from incarceration.

Some ESEs hire folks with and without barriers, and **jobs can be transitional or permanent**.



Employee Success:

ESEs deliver an employee success program where they offer **skill-building opportunities** and **supportive services** to their employees.

This includes training for the job, but also may include help accessing **housing, transportation, childcare**, etc. or additional skill development.

Meet my organization...



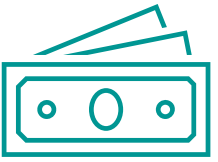
- SuperCoolKids is a (pretend) 501c3 nonprofit based in LA.
- For 10 years, we've provided supportive services to 16–24-year-olds who are disconnected from work or school; most of whom are in/aged out of foster care.
- We help connect them to housing, offer counseling and group sessions, and help them find work opportunities – we work on resumes together, offer mock interviews, and even provide professional clothing.
- Even with these services, our young people often struggle to get hired, being told that they need work experience, or they struggle on the job because they are still building soft skills/working through barriers to work that makes it hard for them to show up (physically and/or mentally).
- We've been thinking about launching an Employment Social Enterprise to create a supportive work environment, but we aren't sure what kind of business would make sense or be the most beneficial for our clients/participants.

- ✓ A 501c3 **nonprofit** operating in California?
- ✓ **Not currently operating a social enterprise**, e.g., revenue is not from the sale of a good or service?
- ✓ Able to send **2 decision-making individuals** to program sessions?
- ✓ Providing services to **populations with barriers to work** as defined by Title 29?

AND

Interested in launching an employment social enterprise to employ the people you serve?

Earned Revenue



Products or Services Sold Create Earned Revenue

Earned Revenue...

- > Differentiates social enterprises from traditional nonprofits
- > Might be a more reliable source of income than grants or gifts
- > Creates a built-in feedback loop about products and services



"...man, it would be so great to rely a little less on grant funding and have some truly unrestricted income"





People Employed – final pages in your packet

Some Examples of Barriers to Work

Mission-driven, revenue-generating businesses that serve individuals striving to build a better life and overcome employment barriers, including:



**Justice System
Involvement**



**Homelessness/
Unstable Housing**



**Mental Health/
Substance Use
Challenge**



**Refugee or
Asylee Status**



**Domestic
Violence /Trafficking**



**Opportunity Youth/
Emerging Adult**



**Now that I hear you say
all this, I'm pretty sure
we're *already* an
employment social
enterprise...**



**Wow, now that I know
more, I realize that an
ESE isn't what I thought,
and I don't think it's the
right fit for us at all..**

How are we feeling? Why are we here?



Call me Captain Social Enterprise. My org has been planning this for a while – we already have a business idea!



I think this model could be a good fit for us – we work with people who have a hard time getting jobs and the social enterprises I'm familiar with inspire me.



I heard there would be sandwiches and my boss told me to be here (no shame in the free food game, y'all).



With your table:



Is your organization ready to start an employment social enterprise?

Name one challenge for your org to start an ESE, as well as one reason to start an ESE.



Break



CA RISE Incubator Application – page 13

Incubator Program Eligibility Criteria

Is your organization...

- ✓ A 501c3 nonprofit operating in California?
- ✓ **Not currently operating a social enterprise** (no revenue from the sale of a good or service)
- ✓ Able to send **2 decision-making individuals** to program sessions?
- ✓ **Providing services to populations with barriers to work** as defined by Title 29?

AND

Interested in launching an employment social enterprise to employ the people you serve?

Incubator Program Overview

The Incubator is designed to support Nonprofit organizations interested in launching a business and employing communities with barriers to employment.

Program Goals

Support nonprofits serving Title 29 populations to launch a revenue-generating business and so they can provide current participants they serve with work-based learning opportunities and long-term employment.

Build the employment social enterprise ecosystem pipeline in CA.

Connect participating nonprofits with the broader CA RISE ESE community to **foster collaboration and idea exchange**.

Learning Outcomes

Launch an ESE: Within 15 months, launch a pilot of one business idea within their nonprofit with the support of dedicated coaching and resources from REDF & consultants.

Experimentation: Design & execute experiments within their organizations to test the feasibility of business ideas and gather stakeholder feedback.

Change Management: Apply a change management process to manage the journey of designing and incorporating an ESE in a nonprofit organization.

Organization Necessities

Accountability & support to **hold teams and organizations to their goals** & personal success metrics.

Provide dedicated resources to support in adopting the ESE model – curriculum, mentorship, funding, coaching etc.

Create a dedicated working space to test out prototypes to grow the amount of data available to organizations so they can build a more feasible ESE business.

Incubator Program Overview

PROGRAM & TIME COMMITMENT

- 15-month cohort program
- **2 leaders represented from each participating enterprise**
- Full organization support & commitment to launch an Employment Social Enterprise.
- Time to participate in all mandatory workshops & in-person convenings
- **Time to do business research and participate in coaching in-between program convenings.**

FINANCIAL OFFERINGS

- Selected grantees will receive up to \$50,000 in grant funding across the 15-month program.
- Travel support is available for leadership teams to attend in-person convenings.

NETWORK

- **A cohort of leaders from 10-15 nonprofits from across California**
- REDF staff, industry experts, coaches, and consultants working in employment social enterprise
- REDF's network of over 200+ social enterprises



The Incubator Curriculum



Phase 1

Research & Ideation



Phase 2

Business Building
and Testing



Phase 3

Employee Success
Building and Testing



Phase 4

Venture Launch

Program Deliverables



Business Experiment



Employee Success Program Experiment



Stakeholder Presentation



Change Management Plan



Business Plan & Launch



Empathize



Define



Ideate



Prototype



Test

Experiments

Experiments allow us to

- **uncover new information** about our organization.
- address a challenge (why isn't this selling?)
- test a new idea (We want to launch a new business)

Leaders will be conducting experiments in their business and employee success program throughout the Incubator.

Selection Timeline Dates



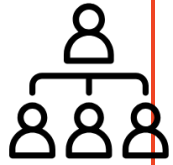
Application Support Offerings

The CA RISE team will be offering the following to support applicants and their teams as they prepare to submit their application.

- Webinar Recordings
- REDF Academy Learning Courses
- Application Toolkit
- Application Office Hours

Incubator Selection Criteria Overview

In order to evaluate applicants for the Incubator program the team has identified five core selection criteria to evaluate eligibility and readiness.



(1) Organization Capacity

The organization possess the capacity to fully participate in program workshops, convenings, and implement recommendations that are offered by consultants in order to launch their business idea.



(2) Financial Stability & Capacity

The organization indicates a stable financial position in order to launch its business idea with reasonable risk and still serve its organizational mission.



(3) Leadership & Team

Strong leadership that presents a vision for the employment social enterprise that encompasses realistic growth, deepening impact, and demonstrates commitment to racial equality in the organizational vision.



(4) Program Model

A comprehensive, data-driven program model that could support quality employment in social enterprise jobs and demonstrates strong results for its participants.



(5) Business Model Idea

A clear and strong business idea that demonstrates the team has been thoughtful and has completed some due diligence. The idea has potential for iteration & further growth.

Application Steps

1

Discovery Day

Learn about the Incubator program & what an ESE is. This will be provided in-person and virtually.

2

Pre-Application Checklist

List to help you prepare & submit your application for the Incubator Program.

3

Application Submission

Includes uploads: Financials + Org Chart + Business Idea + Discovery Day Activities

4

Potential Follow Up

Clarifying Questions

5

Evaluation & Offer Notification

The CA RISE team reviews the application to make a final decision & offer.

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Discovery Day!

1

Discovery Day

Learn about the Incubator program & what an ESE is. This will be offered in-person and virtual.

Complete the following exercises...

- ✓ What is the ESE Model?
- ✓ Venture Criteria Brainstorm Activity – p. 3
- ✓ Organizational Asset Map – p. 4
- ✓ Industry Research – p. 6-8

The information & learnings from these exercises will be requested in your application submission.

Questions?



Introducing Venture Criteria

How do you determine what kind of ESE to launch?



Well, what are your dealbreakers?

In order for this new venture (ESE) to be worth launching, you have to figure out what your **criteria** for success will be. At REDF, we call these **Venture Criteria**.

Venture Criteria can be **operational**, tied to the business itself; **social**, or related to the mission; or **financial**, about the money:



Let's walk through an example.



We know we wouldn't want to launch an ESE if it doesn't employ young people. We also know that we want to create a career pathway for them beyond just entry-level.

It would be nice if we could leverage that screen printing press we got donated and use to make merchandise...



Oh, and our board says the initial costs need to be below \$50,000 and we need to become profitable in 18-24 months.



Venture Criteria Example - SuperCoolKids

	Criteria	Criteria Specifics
Social Criteria	Focus population	Provide transitional employment to opportunity youth
	Min. # of employees (at maturity)	40-50 per year
	Opportunities for advancement	Vocational path with stackable credentials
	Training Opportunity	Partnership with local provider for vocational trainings
	Skills to emphasize	Attendance, punctuality, workplace etiquette, time management

In this example, the startup cost cannot exceed \$50K, the amount that the agency is willing to provide/ fundraise to launch the ESE.

This is their biggest dealbreaker.



Why is it important to set criteria for the social enterprise?

- **Ensure agreement between stakeholders:** Get alignment from staff, the board, funders, and other stakeholders on the objectives of the enterprise
- **Evaluate your business idea and guide experimentation:** Business ideas can be evaluated objectively using the Venture Criteria
- **Guide business planning and operations:** Clear social and financial objectives help the enterprise manager make operational decisions
- **Determine whether the enterprise is successful:** Tracking financial, operational, and social metrics against initial goals shows whether the enterprise is achieving its desired impact



With your table:

What do you think would be dealbreaker criteria for an ESE from the perspective of...

Your board of directors?

Your CFO?

Your program staff?

Your participants?

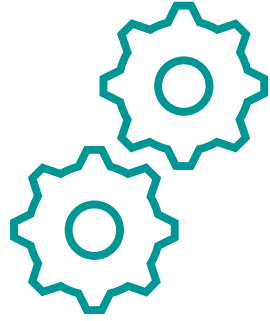
Write it out in **page 3 of your packet**



Industry Research 101

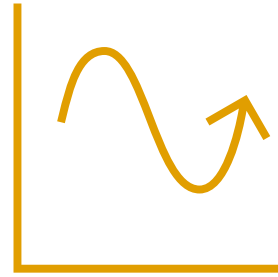
What does REDF consider when helping a nonprofit start an ESE?

How do we come up with a business idea? What research can we do on our own before we decide on an idea to test out?



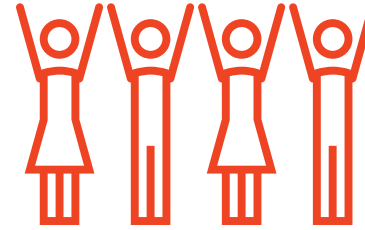
Operational & Organizational Factors

Does your organization have assets it can leverage already?
How will you resource the ESE?



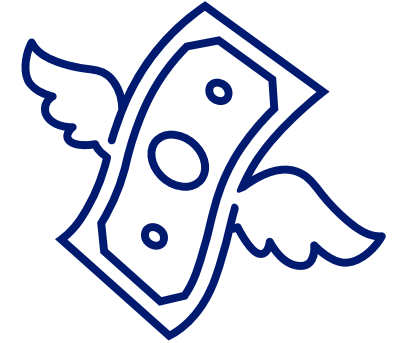
Market Outlook

Is the industry poised for growth and accessible for new entrants?



Job Quality

Does it work for your participants and set them up for success?



Financial Analysis

How much do you think it will cost?
Does break-even seem possible?

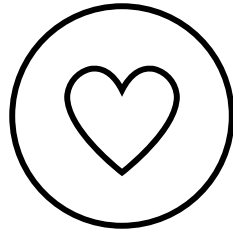
Operational and Organizational Factors



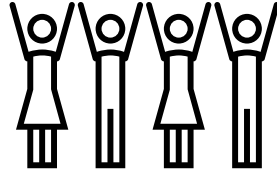
What does your organization *already* do or have that could be used for a social enterprise? Where do you shine?



Staff Capacity



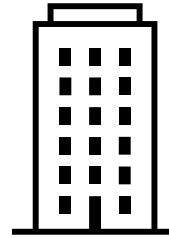
Wrap-Around Services



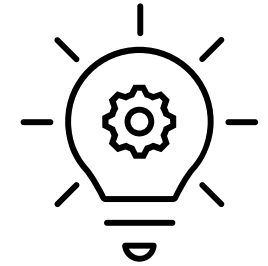
Participant Workers



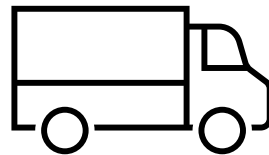
Partnerships



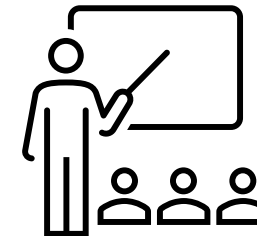
Real Estate



Know-How



Equipment/
Vehicles



Training Programs

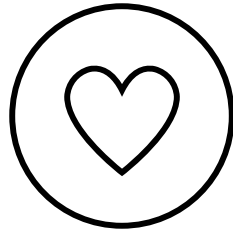
Operational and Organizational Factors



What does your organization *already* do or have that could be used for a social enterprise? Where do you shine?



Staff Capacity



Wrap-Around Services



Participant Workers

our young people say they want to work with their hands and learn business skills.



Partnerships

we refer youth to a local job training organization who has a lot of great programs.

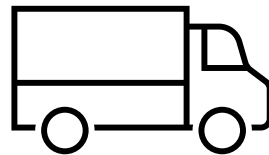


we offer counseling, group sessions, and resume support/job coaching.

state

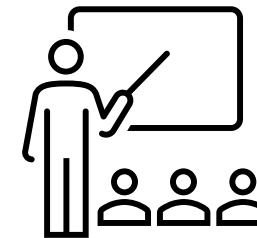


Know-How



Equipment/Vehicles

we have a screen-printing press that can print designs on cloth goods.



Training Programs



Your Turn! – page 4


In your Take Home Packet, turn to the **Organization Asset Mapping Exercise** and see where your organization already has a head start that could be leveraged to launch an ESE

CA RISE Discovery Day Incubator Workshop

Organization Asset Mapping Exercise

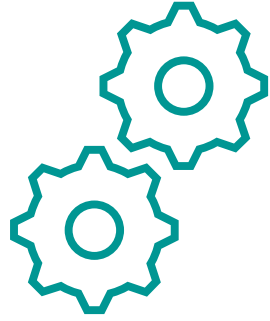
This tool is designed to help you identify what your organization already has that could be leveraged in launching an ESE.

Category	My Organization's Assets
Real Estate	
Equipment/ Vehicles	
Training Programs	
Wrap-Around Services Offered to Participants	
Staff Capacity	
Participant Worker Pipeline	
Partnerships	
Know-How	
Other	

REDF 

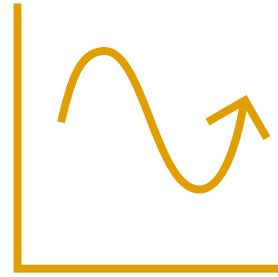
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How do we come up with a business idea? What research can we do on our own before we decide on an idea to test out?



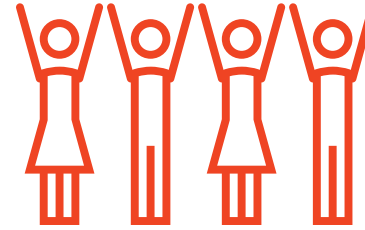
Operational & Organizational Factors

Does your organization have assets it can leverage already?
How will you resource the ESE?



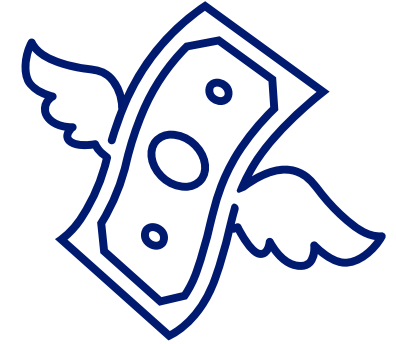
Market Outlook

Is the industry poised for growth and accessible for new entrants?



Job Quality

Does it work for your participants and set them up for success?



Financial Analysis

How much do you think it will cost?
Does break-even seem possible?

Market Outlook

What challenges might be facing this industry? Is it possible to get a foothold in as a new entrant?

Some things to look at...

- **Industry Trends:** What is changing in this industry? Think about regulations, consumer behavior, trends in products/services, etc.
- **Growth:** How fast is the industry growing? What drives growth? Are these changing?
- **Competition:** Who are the main competitors? Nationally? Locally?
- **Barriers to Entry:** What prevents others from entering easily? Think about regulations/licenses, start-up costs, labor intensity, etc.

Sources we use at REDF

- **Trade Association Reports**
- **Local Sleuthing/Conversations**
- **IBISWorld Reports:** Industry reports with deep looks at performance, products, geographic breakdowns, competitive forces, largest companies, external environment, etc.



Have an industry in mind? Ask REDF to pull the IBISWorld Report for you!

Key Takeaways

Performance

The hydroponic farming sector is struggling with import competition, which puts downward pressure on prices. High domestic input costs have limited the ability of US farmers to undercut foreign crop prices, especially since the US dollar has appreciated since 2020.

Amid growing climate change concerns, the hydroponic farming industry could see increased interest due to its sustainable practices and resilience to extreme weather. By using significantly less water and enabling year-round growing, hydroponics offers a viable solution as traditional agriculture faces challenges from droughts and resource scarcity.

[Go to chapter](#)

Products and Markets

Fresh markets continue to be key for hydroponic crops due to rising urbanization and health consciousness. Sustainably and locally grown produce from hydroponic farms can command a significant premium for many consumers.

Tomatoes are the largest segment in hydroponic farming, driven by robust demand and their ideal fit with controlled environments. Companies like NatureSweet leverage hydroponic systems to boost yields and meet consumer preferences for high-quality, year-round produce.

[Go to chapter](#)

Revenue	\$499.0m	'20-'25 +1.2%	'25-'30 +0.4%
Employees	20,685	'20-'25 +0.8%	'25-'30 +1.0%
Businesses	2,120	'20-'25 +3.5%	'25-'30 +2.5%
Profit	\$50.9m	'20-'25 +14.2%	
Profit Margin	10.2%	'20-'25 +10.4 pp	
Wages	\$161.0m	'20-'25 +0.8%	'25-'30 +0.9%

Five-year growth rates display historic and forecast CAGRs

Products and Services

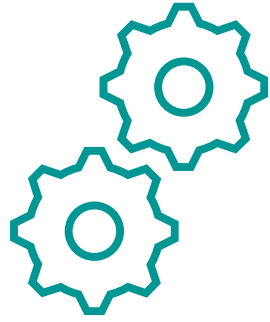


Industry Structure

Characteristic	Level	Trend
Concentration	Moderate	
Barriers To Entry	Moderate	Steady
Regulation and Policy	Moderate	Steady
Life Cycle	Mature	

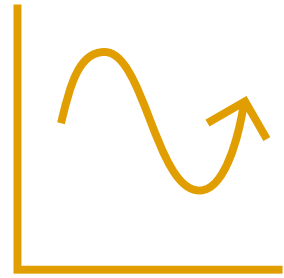
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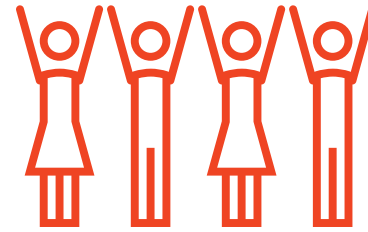
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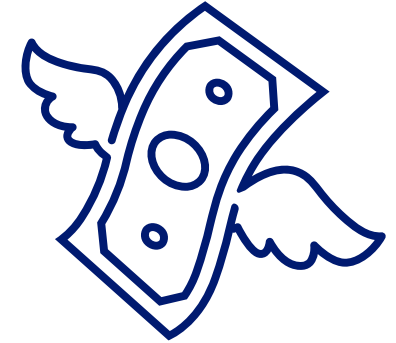
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How much do you think it will cost?
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Job Quality

Picking an industry that sets your focus population up for success and economic mobility

Some things to look at...

- **Labor Market Size & Growth:** in your target geography, how many jobs are there in this industry? Is that expected to grow?
- **Wages & Wage Progression:** can participants achieve a living wage within a reasonable timeframe with a reasonable amount of training? Where do wages level off? Is there a career path?
- **Skills & Certifications Required:** is the amount of training required realistic for our population? Is a degree required?

Sources we use at REDF

- **ONET/mynextmove.org:** DoL's database for occupations that includes skills, education requirements, certifications, average salaries, etc.
- **BLS.gov:** DoL's database that shows number of jobs for specific industries/roles, broken out by geography, along with projected growth
- **Industry specific sources:** Trade associations sometimes offer more insight into wage progression, career paths, etc.

Electricians

Print Share

Also called: Electrician, Industrial Electrician, Inside Wireman, Maintenance Electrician

What they do:

Install, maintain, and repair electrical wiring, equipment, and fixtures. Ensure that work is in accordance with relevant codes. May install or service street lights, intercom systems, or electrical control systems.

On the job, you would:

- Prepare sketches or follow blueprints to determine the location of wiring or equipment and to ensure conformance to building and safety codes.
- Place conduit, pipes, or tubing, inside designated partitions, walls, or other concealed areas, and pull insulated wires or cables through the conduit to complete circuits between boxes.
- Work from ladders, scaffolds, or roofs to install, maintain, or repair electrical wiring, equipment, or fixtures.

KNOWLEDGE

Engineering and Technology

- building and construction
- mechanical

Business

- management
- customer service

Math and Science

- arithmetic, algebra, geometry, calculus, or statistics

SKILLS

Basic Skills

- listening to others, not interrupting, and asking good questions
- talking to others

Problem Solving

- noticing a problem and figuring out the best way to solve it

People and Technology Systems

- thinking about the pros and cons of different options and picking the best one
- figuring out how a system should work and how changes in the future will affect it

ABILITIES

Hand and Finger Use

- put together small parts with your fingers
- keep your arm or hand steady

Ideas and Logic

- notice when problems happen
- make general rules or come up with answers from lots of detailed information

Verbal

- listen and understand what people say
- communicate by speaking

Attention

- pay attention to something without being distracted

EDUCATION



certificate after high school or high school diploma/GED usually needed

Get started on your career:

- Find Training
- Find Certifications
- Find Licenses

JOB OUTLOOK



Bright

New job opportunities are **very likely** in the future.

SALARY: **\$62,350**



Check out my state

EXPLORE MORE

- [Electric Motor, Power Tool, & Related Repairers](#)
- [Electrical Power-Line Installers & Repairers](#)
- [Helpers—Electricians](#)
- [Lighting Technicians](#)
- [Plumbers, Pipefitters, & Steamfitters](#)

You might like a career in one of these industries:

- [Construction](#)

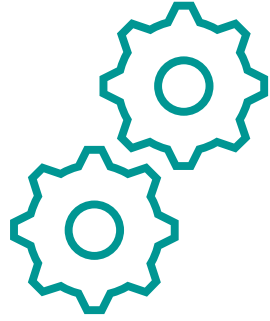


Job Quality

With the people next to you – what kinds of jobs are often a “no-go” for the people that you serve? For example: what roles might exclude people with a criminal record, or young people under 18?

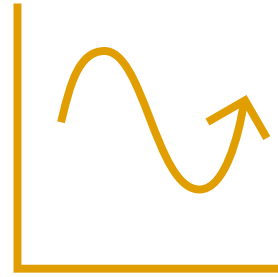
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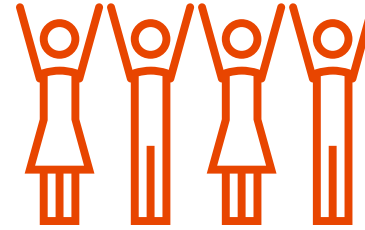
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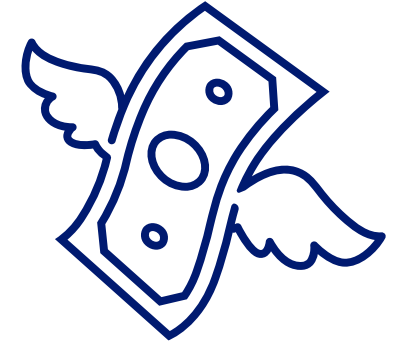
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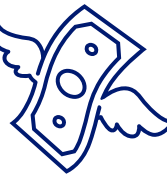
Does it work for your participants and set them up for success?



Financial Analysis

How much do you think it will cost?
Does break-even seem possible?

Financial Analysis



Even with a lot of unknowns, we can estimate startup costs, revenue projections, and even how much time it will take to break even financially

Startup Costs

Through desk research and asking similar small businesses, you can get a sense of what you might need to start a business. **Start small** – what equipment, staff, and raw materials would you need just to get started?

Revenue Projections

Look around at other competitors. How are they pricing their services? You can use that, and an estimate of units sold, to project out your revenue from your ESE.

Breakeven Point

Once you have your costs outlined and your price point, you can calculate how many units you'd need to sell in order to break even (no longer losing money).

REDF has some resources on cost analysis and breakeven calculations on REDFWorkshop.org.

Check out [page 5 in your packet!](#)

AI can also be a very helpful tool here – just make sure you prompt to include sources used.



Closing & Next Steps

What's Next? Additional resources for you

Venture Criteria Asynchronous Course

The Venture Criteria course is designed to take you through the process of building your own custom scorecard for deciding between growth opportunities.

ESE Business Plan Asynchronous Course

This course takes you step by step through the process of building an ESE Business Plan: a one-page document designed to help you outline all the parts of your business, how they connect back to your mission, and tell a convincing story for the new ESE you're exploring.

REDFWorkshop.org

Access a wealth of content to help you make decisions and learn about the ESE model: from business planning, to employee success programs, to financial management, and everything in between!

Keep an eye out for an email from REDF with links to the Async Courses and today's presentation!

Self Assessment: Organizational Readiness – p. 8

In your take-home packet, check out the self-assessment pages and review with your team

Organization Readiness Self-Assessment

Long Term Vision: How does starting an employment social enterprise fit with your organization's long-term vision and strategic plan?

- We see employment social enterprise as a long-term strategy for mission achievement and envision running this social enterprise as a permanent part of our programming.
- We see employment social enterprise as a strategy for addressing the immediate employment needs of our clients and will continue running it as long as it is needed.
- We see employment social enterprise as a viable way to augment our organization's funding and will continue to operate it as long as it earns income.
- We're experiencing a short-term gap in funding and so plan to operate a social enterprise until our historic funding streams are recovered.

Focus Population: Does your organization clearly understand the needs, capabilities, and barriers of your focus population?

- Yes, we do. We have been working with this specific population for years and understand the associated needs, risks, strengths, and capabilities of our clients.
- We're close. We've done a lot of work assessing the strengths and needs of this target population but are still surprised at times by what we learn.
- We're working on it.
- We're not sure what it would take to fully understand our focus population.

Workforce Development: Which answer best describes your organization's experience with workforce development?

- Our organization has delivered workforce development programming for years. We have funding for these programs and understand the ways in which they have succeeded or failed for participants.
- We have experimented with several workforce development strategies in the past.
- We have not used workforce development in our past work, but we are interested in trying it out.
- We don't currently offer any workforce development programs.

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Organization Readiness Self-Assessment Scorecard

Use the Organizational Self Assessment (questions on the next few pages) to help you determine your organization's readiness to apply to the CA RISE Incubator program. This assessment will be most helpful if completed by the key strategic decisionmaker(s) for your organization.

Criteria	Score (1 - 4)
Long Term Vision	
Focus Population	
Workforce Development	
Organization Wide Support	
Needed Skill Sets	
Funding for Launch	
Organization Financial Health	
Strategic Planning	
Market Demand	
Worker Pipeline	

Scoring

Mostly 4s – Not Yet!


- Based on your answers, addressing those critical issues before you will unlock your org's potential for starting an employment social enterprise.

Mostly 2s and 3s – Maybe Ready for the Incubator

- Your organization has a lot going for it, and the Incubator will help you hammer out the details before piloting an ESE. See if you can address any 3s or 4s with your organization's leadership before applying.

Mostly 1s – Ready for the Incubator!

- Your organization is in a great position to launch an ESE, and the Incubator program will help you test your assumptions and take steps to launch.

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Mostly 4s – Not Yet!

Based on your answers, addressing those critical issues before you will unlock your org's potential for starting an employment social enterprise.

Mostly 2s and 3s – Maybe Ready for the Incubator

Your organization has a lot going for it, and the Incubator will help you hammer out the details before piloting an ESE. See if you can address any 3s or 4s with your organization's leadership before applying.

Mostly 1s – Ready for the Incubator!

Your organization is in a great position to launch an ESE, and the Incubator program will help you test your assumptions and take steps to launch.



REDF

An investment that works.

Questions?

How did we do?



Thank you!

carise@redf.org



IE VIBRANT HEALTH FORUM

Is a Social Enterprise the Right Fit for your Nonprofit?

Thank you!



SCAN HERE