

Catalysts for Economic Power: *Capital & Capacity-Building* *Resources for Supportive Employers*

NCAP Webinar
June 30, 2026





Agenda

- Welcome!
- Intro to Redefine Alliance & RIIF
- Capital & Capacity Building Offerings (including Appalachian Growth Fund and ESE Launch Cohort)
- Quality Jobs Offerings Assessment + Technical Assistance
- Partnership Opportunities with Community Action Agencies
- Wrap Up + Questions

FEATURED: Evanston Rebuilding

Nearly 100 million U.S. workers are shut out of quality jobs.

Among them, 10 million face the steepest barriers – navigating challenges like incarceration and homelessness, while confronting systems that limit access to work long after.

These barriers don't just hold individuals back. They weaken families, stifle local economies, and stall community progress – keeping people with extraordinary skills and potential from contributing.



**IT'S TIME WE BUILD A NEW FUTURE —
ONE THAT REDEFINES OPPORTUNITY.**

BUSINESSES BREAKING BARRIERS



01 THE OPPORTUNITY

Nearly 10M Americans remain locked out of the labor market due to barriers like incarceration and homelessness. Meanwhile, employers face persistent talent shortages.

This isn't a supply problem—it's a market failure where talent remains invisible because employers conflate what people have experienced with who they are.

02 THE SOLUTION

Employment social enterprises are solving this market failure by creating immediate, quality jobs paired with wraparound support.

These aren't training programs or transitional jobs—they're real businesses generating real revenue while building economic power for employees through the accumulation of wealth, work, and well-being.

Traditional employers must be part of the solution, too – providing quality jobs for all employees, including those with barriers.

We back employment social enterprises because they work

Especially for people facing the toughest barriers to employment, like homelessness or incarceration. Compared to traditional job-training programs, ESEs are uniquely effective at helping people get real jobs and move forward.



33%

higher earnings for people employed in ESEs

A Model That Works to Build Economic Self-Sufficiency and Life Stability

7 YRS

of increased employment and income post-ESE

CA Employment Social Enterprise Long-term Earnings Analysis

20+

point jump in income percentile post-ESE

CA Employment Social Enterprise Long-term Earnings Analysis



WHY IS THIS TALENT OVERLOOKED?

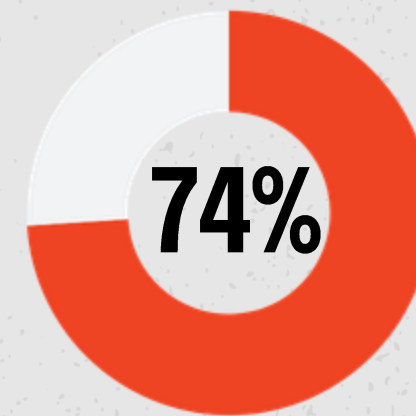
Because sometimes employers confuse what someone has done or what has been done to them with who they are.

Or sometimes people need an on-ramp to gainful employment.

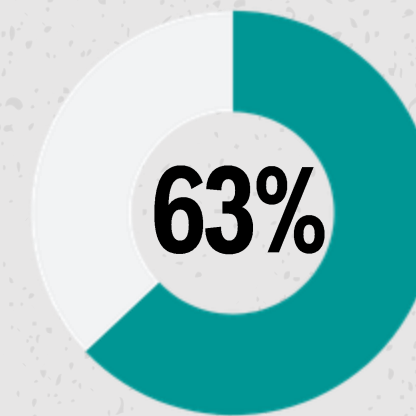
Reader Notes:

These barriers are not discrete but often compounding.

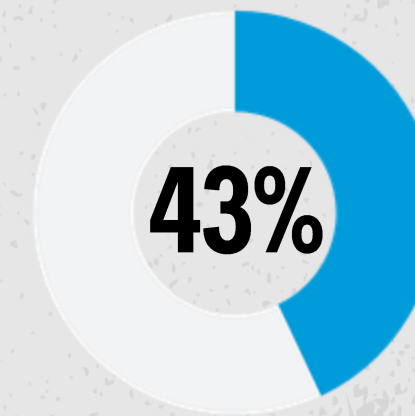
Our portfolio broken down by focus population:



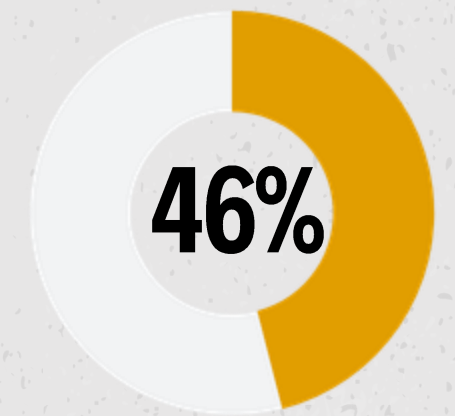
Justice System Involvement



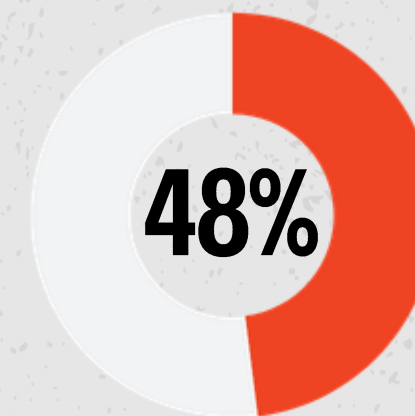
Homeless or Unstably Housed



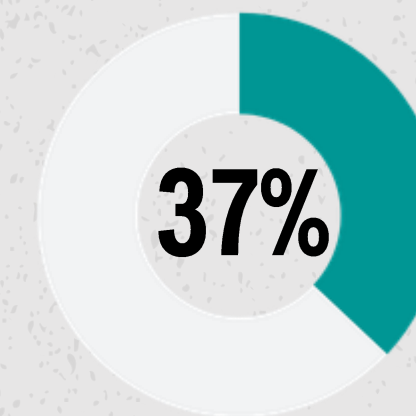
Opportunity Youth/Emerging Adult



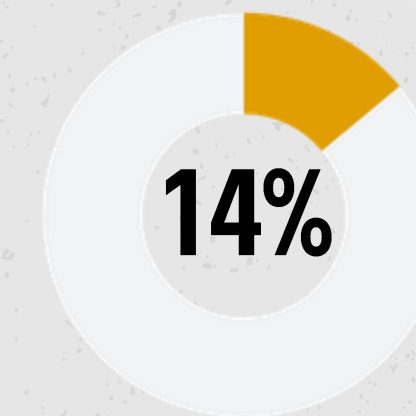
Mental Health Challenges



Substance Use Challenge

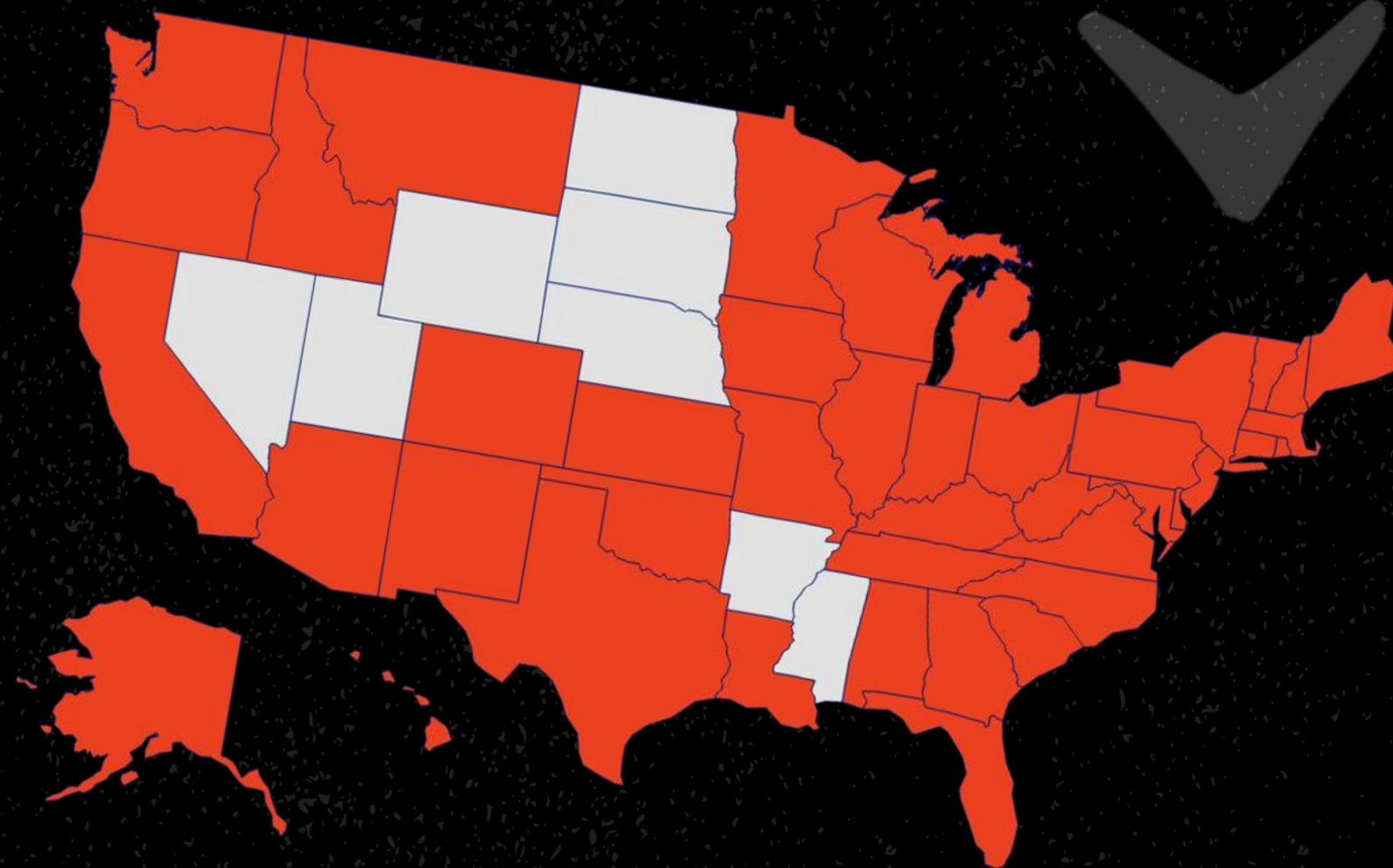


Survivors of Domestic Violence or Trafficking



Refugees/Asylees

Imagine the halo effect from these businesses all across the country.



Redefine backed enterprises in 42 states + DC

HERE'S HOW

01 | TARGETED INVESTMENT

leveraging grants, repayable capital, and public capital to scale businesses

02 | BUILDING CAPACITY

supporting leaders with targeted technical assistance and multi-modal learning

03 | MOBILIZING CAPITAL

attracting more funding to the field through a track record of success

04 | CULTIVATING PEER COMMUNITIES

fostering collaboration and best practice sharing

05 | SHAPING POLICY

activating coalitions to influence policy and unlock resources at scale

FEATURED: **Homeward Bound of Marin**



ESE LAUNCH COHORT: APPALACHIA

FEATURED: [Coalfield Development](#)



FEATURED: [Conservation Corps of North Bay](#)

Overview

Participants will learn how to launch an Employment Social Enterprise (ESE), with the possibility test and pilot a new ESE in their community.

Who

Organizations seeking to launch a business line to earn revenue and provide supportive employment and training opportunities for individuals with employment barriers.

What

A four-part learning experience leveraging **cohort instruction**, individualized **coaching**, and **asynchronous** learning. Attendees can choose to advance through each phase based on milestones toward their pilot

When

- Phase 1 - Identify: July 2026
- Phase 2: Plan – August 2026
- Phase 3: Test - September 2026
- Phase 4: Launch – Early 2027



FEATURED: [Spir Candle Co](#)

Curriculum

01 | IDENTIFY YOUR BUSINESS IDEA

Learn the nuts and bolts and the ESE model and the steps to identify a viable business line.

Participants will leave the session with a **draft business concept** and the opportunity to further refine it through individualized coaching and feedback.

03 | TEST THE MODEL

Organizations will work directly with coaches to design and conduct **experiments** to test their business idea.

02 | PLAN FOR BUSINESS AND EMPLOYEE SUCCESS

Organizations who wish to further invest in building out their business idea will receive training and coaching to develop a **prototype business plan** and an **employee success model**.

04 | LAUNCH

Training, coaching, and 1:1 match-making to raise seed funding for your pilot employment social enterprise.

Share this link if organizations are interested!





RIIF & APPALACHIAN GROWTH FUND

FEATURED: [Coalfield Development](#)



RIIF – Impact Lending Overview

Certified Nonprofit Community Development Finance Institution (CDFI)

Industries

- RIIF invests across industries, ex. staffing, maintenance, recycling, consumer goods and retail, food services, manufacturing, etc.

Geography

- National scope

Loan purposes

- Working capital (equipment, leasehold improvements, new hires, etc.). bridge funding, lines of credit, revenue-based financing.

Impact requirements

- Employment outcomes measured including new jobs, job quality metrics, people employed, and retention.

Appalachian Growth Fund (AGF)

\$9.5M investment fund dedicated to building access to capital to **inclusive & supportive employers** in sustainable industries.

- Financing tailored to the region's needs – structured debt, revenue-based financing, equity, etc.
- Targeting fast-growing and transitioning sectors to create economic resilience
- Investments in partnership with local stakeholders create long-term value
- Creating and retaining quality jobs



Source capital-ready businesses hiring overlooked talent through local partners



Deploy revenue-based capital, structured term debt, acquisition loans, and mission-aligned equity to investees creating quality jobs



Improve businesses through targeted technical assistance and active portfolio management



Grow opportunities for quality jobs with inclusive employers



Cultivate sustainable industries across Appalachia



Appalachian Growth Fund builds a portfolio of growing companies...



...which attracts new capital to Appalachia



AGF Borrower Connected through Tap Into Hope

NEW BORROWER

12 LIVE STAFFING

Salem, Virginia

12 Live Staffing is opening pathways to remote insurance careers across Appalachia – helping people build stable, professional futures from home.

With \$350,000 in revenue-based financing from the Appalachian Growth Fund, in partnership with Invest Appalachia, they're expanding training, covering licensing costs, and creating opportunities for people overcoming barriers to employment.

Example of Supportive Employer (12 Live Staffing) receiving funding through connection from local Community Action Agency:

- Tap Into Hope – microlending CDFI based in Roanoke, VA
- Reached out to RIF & Appalachian Growth Fund (AGF) for support
- AGF partnered with Invest Appalachia to provide flexible revenue-based financing (\$350k)
- 12 Live specifically hires individuals with barriers in the Appalachian region and Tap Into Hope remains a workforce partner





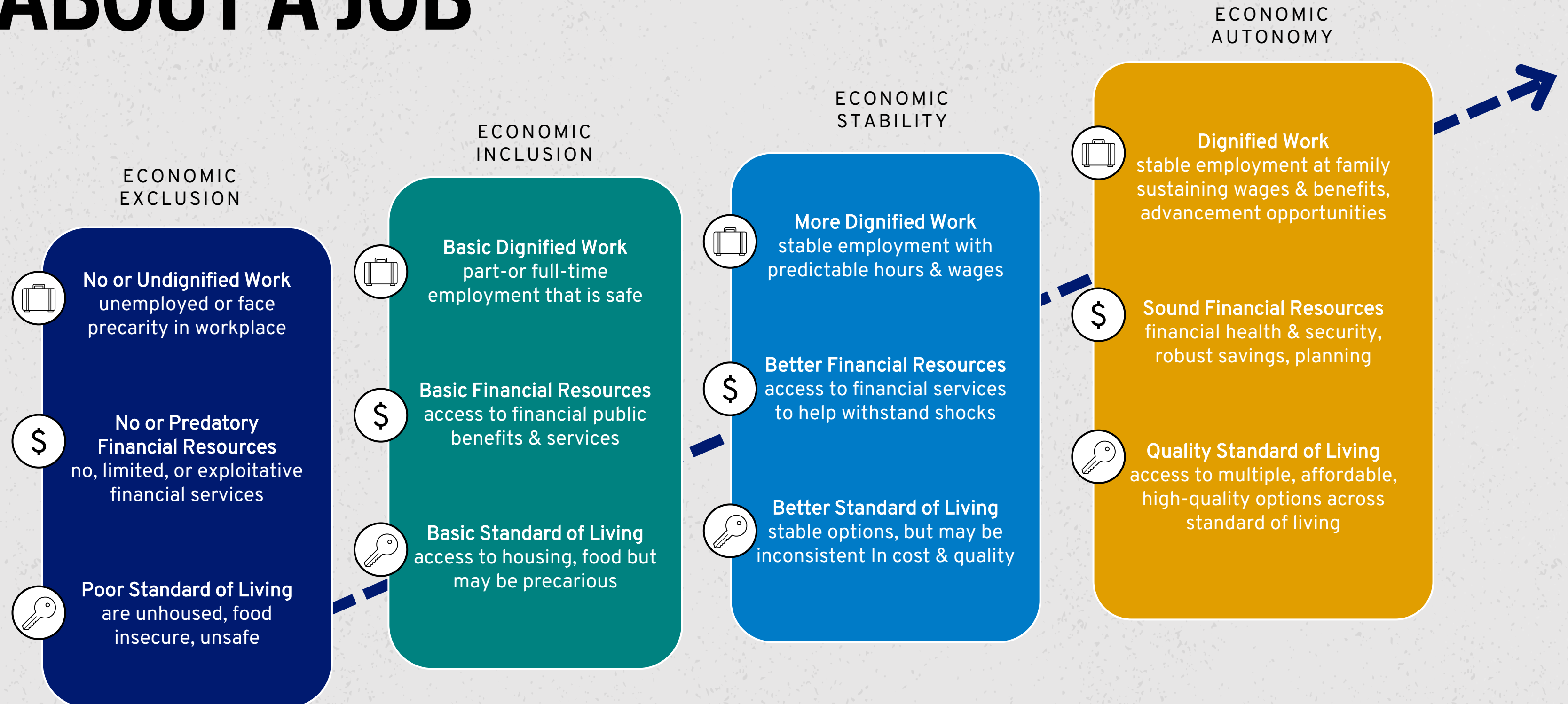
WHAT DOES IT MEAN TO CREATE QUALITY JOBS?

- What does a quality job mean to the businesses in your area?
- What are job quality measures that are most widely adopted or most challenging to adopt for employers?
- What kinds of technical assistance are most needed for employers in your area?

FEATURED: [Coalfield Development](#)

IT'S NOT JUST ABOUT A JOB

It's about putting people on a pathway of economic power - where they have the access, knowledge, resources, and freedom to build wealth and exercise control over their life and well-being





QUALITY JOBS OFFERINGS ASSESSMENT

This is a tool employers can use to determine their current job quality and improve it over time.

FEATURED: [Coalfield Development](#)

WHAT MAKES A JOB A QUALITY JOB?



01 Living Wage

Pay that meets local living standards without requiring public assistance



02 Health & Retirement Benefits

Access to employer-supported health and retirement plans



03 Skill Development

Opportunities for training, upskilling, and career advancement



04 Voice

Meaningful worker input in decision-making and leadership



05 Safety

Policies that ensure physical and psychological well-being



06 Inclusivity, Equity & Respect

A fair, respectful, and inclusive workplace culture



07 Stability & Predictability

Reliable hours, clear expectations, and job consistency

QUALITY JOBS OFFERINGS

Seven key categories backed by research

- Learned from our own research – both quantitative (randomized-controlled trials and other studies) + qualitative (focus groups with business leaders) – to build economic power definition and create quality jobs framework
- Referenced existing frameworks on economic mobility from our friends at Aspen Institute, Jobs for the Future, Urban Institute, Camber Collective, & more

QUALITY JOBS OFFERINGS

INCREASED EARNINGS & FINANCIAL SUSTAINABILITY

- Living wage
- Benefits

+

SKILL DEVELOPMENT

- Upskilling & advancement

+

WORKPLACE WELL-BEING

- Voice
- Safety
- Inclusivity, equity, & respect
- Stability & predictability

=

QUALITY JOBS SCORE

An employer's score is just a starting point!

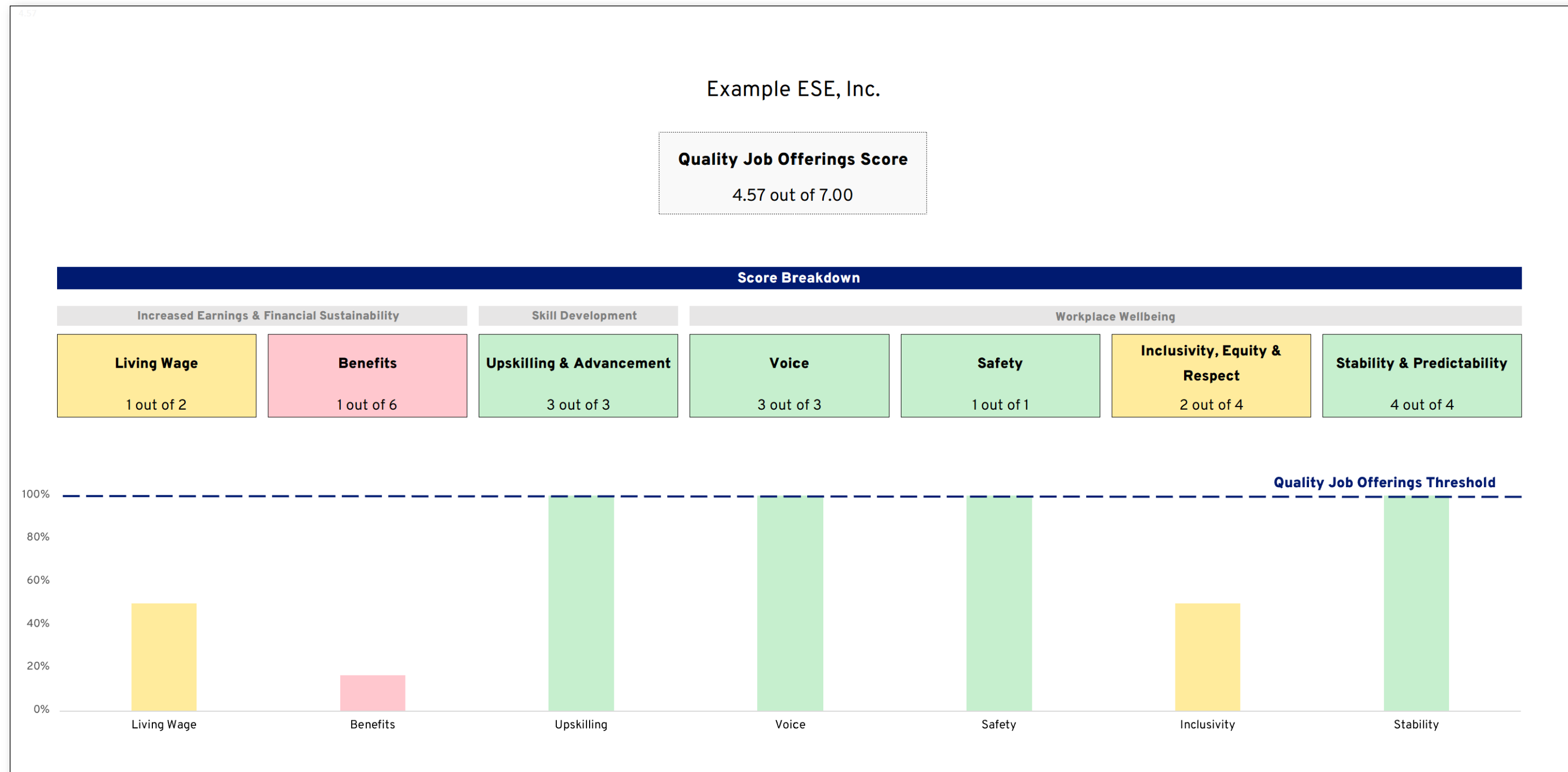
We aren't ever expecting businesses to score 100%.

These are simply potential *offerings to consider* and hopefully work to improve over time.



Quality Job Offerings Scorecard

Generated from assessment results, the scorecard highlights job quality baseline across these seven key categories.



Technical Assistance Framework

Each box comes with a ready-made TA package to help close the gap. Use the scorecard to spot areas for improvement, select packages for your unchecked boxes, and improve your score over time. You can find the TA library [here](#).

	Increased Earnings & Financial Sustainability		Skill Development	Workplace Wellbeing			
	Living Wage	Benefits	Upskilling & Advancement	Voice	Safety	Inclusivity, Equity & Respect	Stability & Predictability
	1 out of 2	1 out of 6	3 out of 3	3 out of 3	1 out of 1	2 out of 4	4 out of 4
OFFERINGS THRESHOLDS	<input type="checkbox"/> Offers a living wage (meets or exceeds the local living wage standard for 1 Adult, 0 Children per MIT Living Wage Calculator). Pro-rated for transitional programs. <input checked="" type="checkbox"/> Has a formal system for reviewing and adjusting wages based on local cost-of-living changes.	<input type="checkbox"/> Offers 30 or more days of paid sick leave and family leave combined (offered as standalone benefits or as part of a general PTO bank). Pro-rated for transitional programs. <input type="checkbox"/> Offers 15 or more days paid vacation leave (as a standalone benefit or as part of a general PTO bank). Pro-rated for transitional programs. <input type="checkbox"/> Offers (i.e. funds and administers) health, vision and dental insurance OR connects employees with external health, vision, and dental insurance programs. <input type="checkbox"/> Offers a retirement savings (e.g., 401(k), 403(b), or IRA) OR savings plan. <input type="checkbox"/> Offers an employer match for savings plan(s). <input checked="" type="checkbox"/> Offers direct deposit payment to employees.	<input checked="" type="checkbox"/> Provides well-defined career pathways outlining the skills, experiences and competencies necessary for internal promotion. <input checked="" type="checkbox"/> Provides or facilitates access to pathways that equip employees with skills, experience, and competencies required to advance in the industry. <input checked="" type="checkbox"/> Provides regular and transparent communication on internal and external career pathway opportunities.	<input checked="" type="checkbox"/> Has a formal policy affirming employees' right to organize without retaliation. <input checked="" type="checkbox"/> Has standardized processes to support employees in expressing workplace concerns. <input checked="" type="checkbox"/> Has standardized processes to incorporate employee input on organizational decisions.	<input checked="" type="checkbox"/> Has formal practices to proactively assess and address workplace health and safety risks beyond legal requirements.	<input checked="" type="checkbox"/> Has a structured practice to recognize employee contributions in some way (e.g., awards, peer recognition systems, performance-based incentives). <input type="checkbox"/> Provides training or resources to employees and managers on fostering an inclusive, equitable, and respectful work environment. <input type="checkbox"/> Has equitable workplace policies (e.g., pay transparency, structured promotion criteria, accommodations for diverse needs). <input checked="" type="checkbox"/> Offers structured programs designed to help participant employees build connections and support networks.	<input checked="" type="checkbox"/> Provides employees with their schedules and work locations at least three weeks in advance. <input checked="" type="checkbox"/> Has formal policies to minimize last-minute schedule changes and ensure employees have input into their schedules. <input checked="" type="checkbox"/> Ensures employees do not exceed an average of 50 hours per week annually. Pro-rated for transitional programs. <input checked="" type="checkbox"/> Provides employees with the expected work hours outlined in their roles or programs on a consistent basis.

GENERAL CAPACITY BUILDING SUPPORTS



Financial Management

Improve financial management processes, practices, and tools. Project types include:

- Financial planning and tracking (budgets, forecasts, actuals)
- Cash flow projections & cash management
- Accounts Receivable collection strategy
- Balance sheet management
- Identifying both social and business costs



Business Planning

Improve day-to-day operations to increase revenue, manage expenses, and achieve profitability. Project types include:

- Pricing analysis
- Market analysis
- Sales strategy
- Existing customer outreach

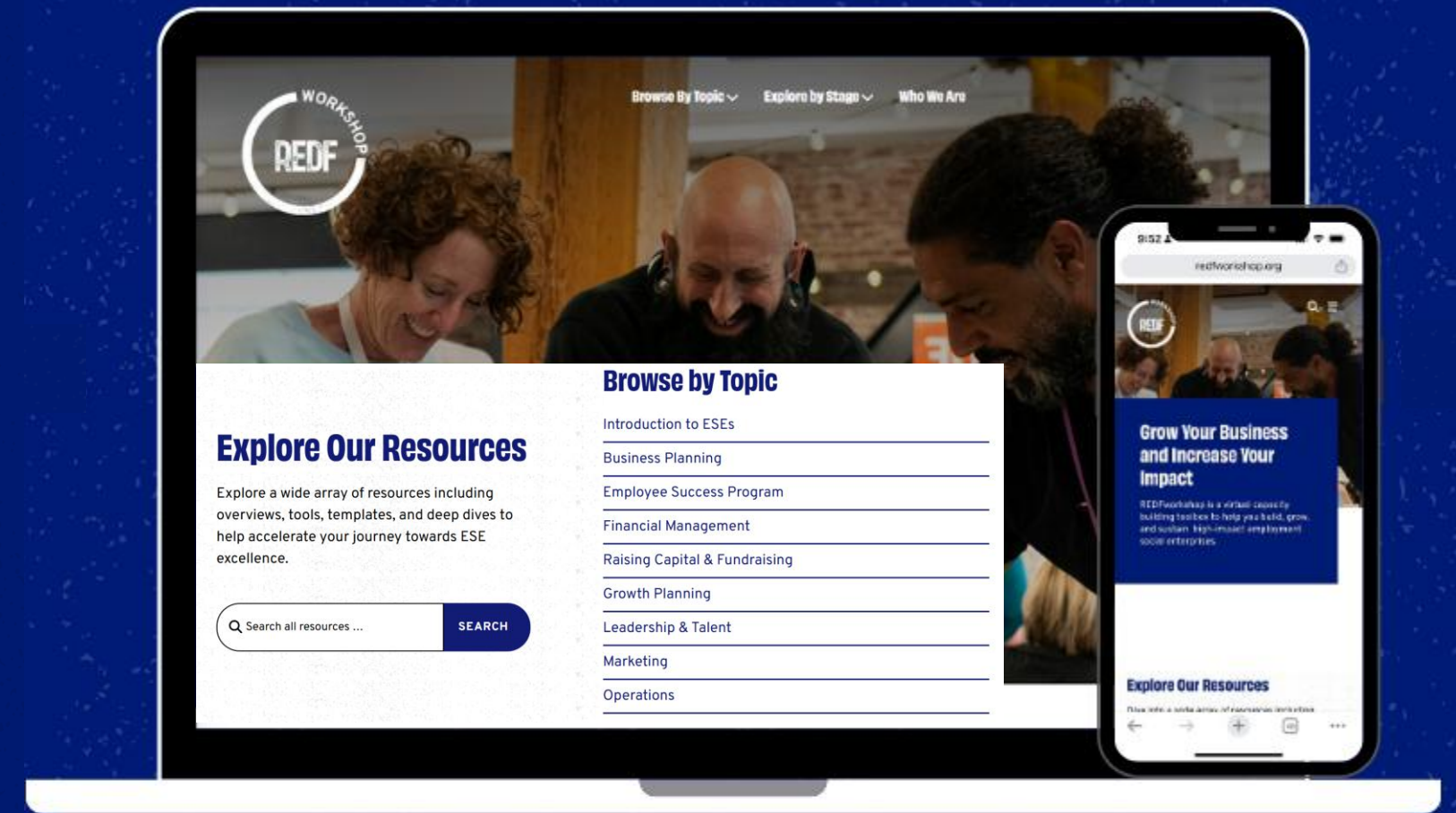


Job Quality

Create and/or strengthen measures to support employees, especially those experiencing employment barriers, in building economic power. Project types include:

- Employee recruitment/retention
- Design and implementation of employee support measures
- Partnership development
- Assistance navigating funding opportunities to subsidize employee support

**Redefine Alliance Workshop
is a virtual capacity building
toolbox to help you build,
grow, and sustain high-
impact employment social
enterprises.**





Grow Your Business and Increase Your Impact

Browse by topic!



PARTNERSHIP OPPORTUNITIES

FEATURED: [Coalfield Development](#)

Partnership Opportunities

There are a multitude of ways to partner nationally or specifically to continue building the Appalachian ecosystem.

We welcome the opportunity to meet with you and explore how we can work together!



Share ESE Launch Cohort or Join Redefine Alliance Community

Host a Quality Jobs Offerings Training with Employer Partners

Explore SNAP E&T or Govt Partnerships Trainings

RIIF or AGF Investment for Supportive Employers

Advocate for ESE Definition or Other Bills at State Level



THANK YOU!
QUESTIONS?



**Together let's build an economy
that works.**

For everyone.

Annie Forrest

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