

## Glossary of Terms

Below are explanations of key terms used on this webpage, the Growth Portfolio pre-application survey, and the Growth Portfolio Application.

- **Accelerator Program:** The [REDF Accelerator](#) is a six-month cohort-based learning experience for leaders of early-stage enterprises to springboard growth. Accelerator provides training and connection, helping ESE leaders strengthen and grow their businesses.
- **Apprenticeship:** Structured training program that includes on-the-job training in a specific occupation combined with related classroom training, has an employer sponsor, and is registered with the US Department of Labor or a state apprenticeship agency to operate.
- **Baseline Assessment:** A self-assessment to generate a deeper understanding of the ESE and how it scores across factors REDF believes are critical for long-term success. The ESE and REDF will unpack the self-assessment together - what we learn will complement our understanding of the ESE and help us refine the support provided by REDF to reach an ESE's goals.
- **BIPOC:** Acronym that stands for Black, Indigenous, and People of Color, and it is a term used to acknowledge and center the unique experiences and challenges faced by these communities in the context of systemic racism and social justice.
- **BIPOC-led ESE:** Employment social enterprise with a CEO or Executive Director who self-identifies as Black, Indigenous, or a Person of Color, or whose leadership team (including CEO or Executive Director) is 50% or more POC.
- **Business Line:** A product/service or set of related products/services that serve a particular customer transaction or business need. Some ESEs have multiple business lines; for example, they may run a café as well as a catering business.
- **Capacity Building Support:** REDF's [capacity building](#) and advisory services that support an ESE's mission and growth. This includes customized technical assistance projects, leadership support, and access to REDF trainings, toolkits, and other resources to help an ESE scale its impact.
- **CA RISE:** The [California Regional Initiative for Social Enterprise](#) (CA RISE), launched in 2023, marks the nation's first statewide investment in employment social enterprises. CA RISE provides capital and capacity building to ESEs (and deepens their connection with the local ecosystem) to fuel economic mobility of their employees.
- **Earned Revenue:** Funds generated by an ESE for providing goods or services through the business. This is distinct from other sources of revenue an organization may have, such as donations or grants.
- **Employee Success Program:** The structured set of activities and services that employment social enterprises provide to their ESE workers in order to remove barriers to employment, provide meaningful skills-building and work experience,

and to ensure that workers are set up for long-term success in the labor force and lasting economic mobility.

- **Employee Outcomes:** The results of the ESE’s programming; resources and activities are structured to drive toward outcomes. Outcomes are described as changes in relationships, knowledge, awareness, capabilities, attitudes, and/or behaviors and can be short- and long-term. As one example, a short-term outcome could be the percentage of ESE workers who successfully graduate the ESE; a long-term outcome could be the percentage of graduated ESE workers who maintain gainful employment in quality jobs 3 years post-graduation.
- **Employment Social Enterprise (ESE):** Mission driven, revenue-generating businesses that employ, empower, and invest in the potential of people. These businesses provide paying jobs and offer comprehensive support services, including on-the-job training or structured training programs, certifications, or credentials, to help employees stabilize their lives and break through barriers to work.
- **ESE worker:** Individuals overcoming barriers to workplace success with one or more lived experiences. For information on how REDF defines lived experiences, please click [here](#).
- **Farber Fellow:** Graduate students with business and management experience who spend the summer with REDF supporting and learning about the employment social enterprise field. The focus of their summer is 10 weeks of full-time work with a REDF ESE working on critical strategic projects.
- **Focus Population:** The people an ESE actively recruits and is focused on providing work experience and supports to. For more detailed definitions of the focus populations REDF works with experiencing barriers to employment, please click [here](#).
- **Green jobs:** A broad and diverse label for employment opportunities that contribute to preserving or restoring the environment<sup>1</sup>. Green jobs can be found in sectors including renewable energy, waste reduction and recycling, environmental conservation, sustainable agriculture, green building, thrift and reuse, and environmental education.
- **Growth Portfolio:** The [REDF Growth Portfolio](#) is an investment in growth-stage employment social enterprises to help them scale sustainably. The program pairs a strategic grant investment with customized capacity building support for growth-minded ESEs to build capacity and fuel sustainable growth.
- **Job pathways:** Intentionally designed opportunities for participant workers to gain progressively greater skills and work experience that enable them to advance to new roles in the social enterprise or to secure employment at other organizations.
- **Lived Experience (LE):** In this context, lived experience, also discussed to as lived expertise, refers to a member of an ESE’s leadership or staff who have one or more

---

<sup>1</sup> [www.bls.gov/green/home.htm](http://www.bls.gov/green/home.htm)

of the following lived experiences: justice system involvement, experienced homelessness or housing instability, a mental health challenge, a substance use issue, opportunity youth/emerging adult, refugee/asylee, experienced domestic violence or experienced trafficking. For information on how REDF defines each lived experience, please click [here](#).

- **Living wage:** A wage level that allows employees to meet their basic needs, including housing, food, healthcare, and transportation, without financial hardship. There are several methodologies and tools used to estimate a living wage, including the [MIT Living Wage Calculator](#).
- **Logic Model:** A visual representation that outlines the organization's mission, activities, and anticipated outcomes. It provides a clear roadmap for achieving social impact by defining the logical connections between inputs, activities, outputs, and outcomes. Logic models also assign metrics to the components to track progress along this continuum.
- **Los Angeles Regional Initiative for Social Enterprise (LA:RISE):** The [Los Angeles Regional Initiative for Social Enterprise](#) (LA:RISE) unites the City and County of Los Angeles workforce agencies with employment social enterprises to help people striving for a better future get the jobs, training, and support they need to build it. REDF serves as lead program manager.
- **Operating Support:** Unrestricted funding that invests in a grantee's mission rather than a specific project or program. Grantees can use operating support funds as they see fit to achieve their goals.
- **Permanent Employment:** An employment model where there is no defined employment end date for employees. Success is typically defined by the employee staying and/or being promoted at the ESE.
- **People Employed:** The number of individuals facing barriers who are transitionally or permanently employed by the ESE for a given span of time.
- **Placement Rate:** The percentage of participant workers receiving wraparound support who graduate and are successfully placed into permanent employment positions (as defined by the program's mission).
- **Pre-apprenticeship:** Structured curriculum that prepares clients to enroll and successfully complete RAPs. These programs are always developed and/or validated by local Registered Apprenticeship Programs (RAPs) and are sometimes registered with state or federal apprenticeship agencies.
- **Quality jobs:** Stable employment opportunities that, at a minimum, provide a pathway to living wages and ideally also offer strong benefits, job security, paid time off, skill development and career advancement opportunities, and workplace voice and agency.
- **REDF Community:** After completing a REDF program, REDF [Community](#) is a curated space and resources to help REDF's social enterprise partners connect, grow, and lead. It is a 200+ member strong program that gathers for community convenings, affinity groups, and advisory services.

- **REDF Community Member:** REDF Community is comprised of Employment Social Enterprises that are current participants in and alumni of the following programs since 2016:
  - Accelerator
  - Growth Portfolio
  - REDF Impact Investing Fund (RIIF)
  - LA:RISE
  - CA RISE
  - Government Partnership & Policy initiatives, including: SNAP E&T, WIOA & BCOE
  - Venture Philanthropy Portfolio
  - Strategic and other grants
- **REDF Impact Investing Fund (RIIF):** REDF's [Impact Investing Fund](#), a 501(c)(3) debt fund and [certified CDFI](#) that provides flexible loan capital and technical assistance to nonprofit and for-profit employment social enterprises.
- **Relationship Manager:** A member of REDF staff who serves as the key point of contact for an organization within REDF's network.
- **Retention Rates:** How long someone stays employed, both within the social enterprise as well as the job they get after they graduate from the social enterprise.
- **Santa Clara County Regional Initiative for Social Enterprise (SCC:RISE):** The [Santa Clara County Regional Initiative for Social Enterprise](#) (SCC:RISE) is a partnership with the Office of Diversion and Reentry Services and REDF, aiming to widen access to jobs through the startup and growth of new enterprises.
- **Strategic plan:** Document used to communicate an organization's overall intended direction and goals over a specific time period (e.g., over a 5-year timeframe).
- **Supportive Services:** (also referred to as employee supports) Assistance provided to employees who are overcoming barriers to employment. Examples include: case management, resume preparation, job search support, assistance dealing with barriers like getting driver's licenses, etc.
- **Technical Assistance (TA):** REDF's specialized business and capacity-building advisory services to ESEs that help amplify impact. TA projects can span across functions, including: growth strategy, market analysis, employee support strategy, program design, recruitment and placement strategy, data capture and analysis, talent management, and systems implementation support.
- **Theory of Change:** A methodology that defines long-term goals for an organization and maps backward to identify necessary pre-conditions (inputs, activities, outputs, outcomes) to achieve the goals.
- **Total Revenue:** Total revenue includes revenue earned from social enterprise business sales as well as contributed or philanthropic revenue.
- **Transitional Employment:** A program or service that temporarily hires employees into positions with duties to help them train for and adjust to longer-term mainstream work opportunities. It often includes a maximum amount of time that the employee can stay in the transitional job. Success is typically defined by the

employee transitioning to another employer, transition into a permanent role at the ESE, or an educational opportunity.

- **Upskilling:** Learning and training opportunities that enable ESE workers to build advanced skills and secure quality jobs that result in promotion, advancement, and higher wages. This can be accomplished through on-the-job training in a specific sector or industry, or can be a structured training, certification, or credential that happens outside of work hours.
- **Vocational training:** Training that teaches skills, which could prepare the recipient for a work environment.