

ANNUAL REPORT 2019

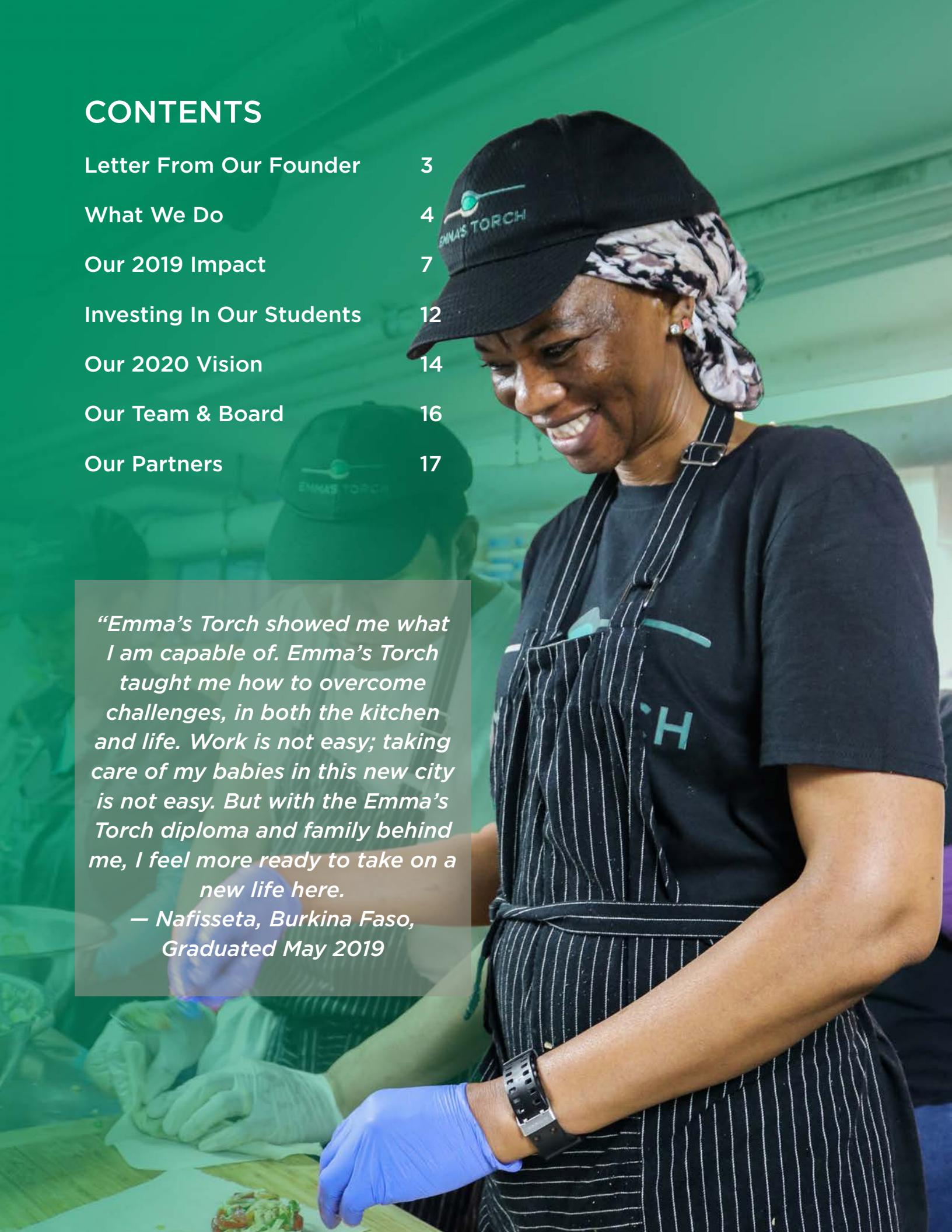


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“Emma’s Torch showed me what I am capable of. Emma’s Torch taught me how to overcome challenges, in both the kitchen and life. Work is not easy; taking care of my babies in this new city is not easy. But with the Emma’s Torch diploma and family behind me, I feel more ready to take on a new life here.

*— Nafisseta, Burkina Faso,
Graduated May 2019*



LETTER FROM OUR FOUNDER

Dear friends,

For the past three years, I have sat in different locations drafting this letter. Two years ago, I was in my apartment, nervously contemplating where the new Emma's Torch home might be. Last year, I sat at the bar of our flagship restaurant in Carroll Gardens, reviewing our new lease at the Brooklyn Public Library for the 10th time. This year, I sit in the lobby of the Brooklyn Public Library at Grand Army Plaza, staring at the line of guests waiting to be wow'ed by our students and their latte art. The view from my seat keeps evolving and expanding, and I cannot wait to see where I sit next year.

As I reflect on this year, I am humbled. It has been a year of tremendous growth, development, and change at Emma's Torch. We opened a second location, and expanded our program from two months to three. We launched mock trails with employment partners, and began taking our students on field trips throughout the city's diverse culinary industry. We hosted guest chefs and residencies, expanding our students and our guests' horizons.

In terms of sheer numbers, this year has been a measurable success. We doubled our number of graduates to 57, launched careers at 47 partner restaurants, served 12,000 meals at our restaurant, and sweetened 8,000 days with our chocolate chip cookies.

But as one of history's most renowned refugees, Albert Einstein, said, "Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted."

This year was filled with those immeasurable moments that make up the human experience. How do we quantify the feeling of our graduate who returns to the shelter where she sought refuge, to be a motivational speaker? How wide is the smile of a student when they finally master a new dish? What is the barometer of pride when an alum's dish is placed on the menu of one of New York's most lauded restaurants? What is the quantity of joy we feel when a graduate names his new daughter Emma?

We have spent the last three years developing an ambitious, efficient model of empowering the newest members of our community through food. Now the onus is on us, not just to graduate a certain number of students per year, but to ensure that year *after* year, we are sustaining this level of impact. We are honored to have so many partners joining us as we work to solidify the future of Emma's Torch.

With Gratitude,

Kerry Brodie
Founder & Executive Director



WHAT WE DO

BACKGROUND

Emma's Torch is a non-profit social enterprise, and our mission is to train refugees, asylees, and survivors of human trafficking in the culinary arts and empower them to build meaningful careers in the culinary industry. Our students participate in a full-time, paid, three-month culinary apprenticeship in preparation for job placement. We celebrate what they have to offer and affirm their innate value and power. Emma's Torch honors Emma Lazarus, a staunch advocate for refugee rights whose poem, "The New Colossus," adorns the Statue of Liberty.

Emma's Torch was founded by Kerry Brodie in late 2016. In the summer of 2017, we launched the Emma's Torch classroom cafe. This pilot initiative allowed Emma's Torch to develop and expand our model. In May 2018, we opened our first full-service restaurant in Brooklyn, receiving recognition from outlets such as *The New Yorker*, *Today Show*, *Bloomberg*, *CNN*, and *The Guardian*, among others. The restaurant houses our Culinary Career Apprenticeship Program and has cemented Emma's Torch as a community institution.

In response to a strong demand for our services, we opened a new program site at the Brooklyn Public Library (BPL) in April 2019, enabling us to increase our impact and engage the community at large in supporting our mission. We ended the year with a new exciting initiative; thanks to the support of the Institute of Culinary Education, two of our graduates began fully-funded scholarships to further their education in the culinary arts.



OUR CULINARY CAREER APPRENTICESHIP PROGRAM

Emma's Torch exists as an organization to serve refugees, asylees, and survivors of human trafficking by offering the Culinary Career Apprenticeship Program to provide this vulnerable population a competitive edge in today's employment market after arriving in the United States. We believe that when our students thrive, it not only positively impacts them and their families, it has the ability to dramatically change the narrative around refugee resettlement. Ultimately, we believe that our community as a whole is strengthened by the success of our students. Welcoming refugees is not just good for "them"; it is — and always has been — what truly makes America great.

Our **Culinary Career Apprenticeship Program** consists of full-time paid training, during which students receive approximately 580 hours of instruction, mentorship, and work experience. Our curriculum is crafted based on feedback from our Culinary Council and employment partners. Upon graduation, we help each student take the first step in their culinary career through job placement and ongoing career advancement services.

As part of the Emma's Torch Culinary Apprenticeship, students:

- Receive technical culinary training;
- Gain work experience at our restaurant, our in-house catering company, and at our cafe at Brooklyn Public Library;
- Prepare for jobs through career mentorship, interview prep courses, and English-language training tailored to the culinary industry;
- Apply to and land jobs in the culinary industry; and
- Connect with a supportive community as they adjust to life in the U.S.



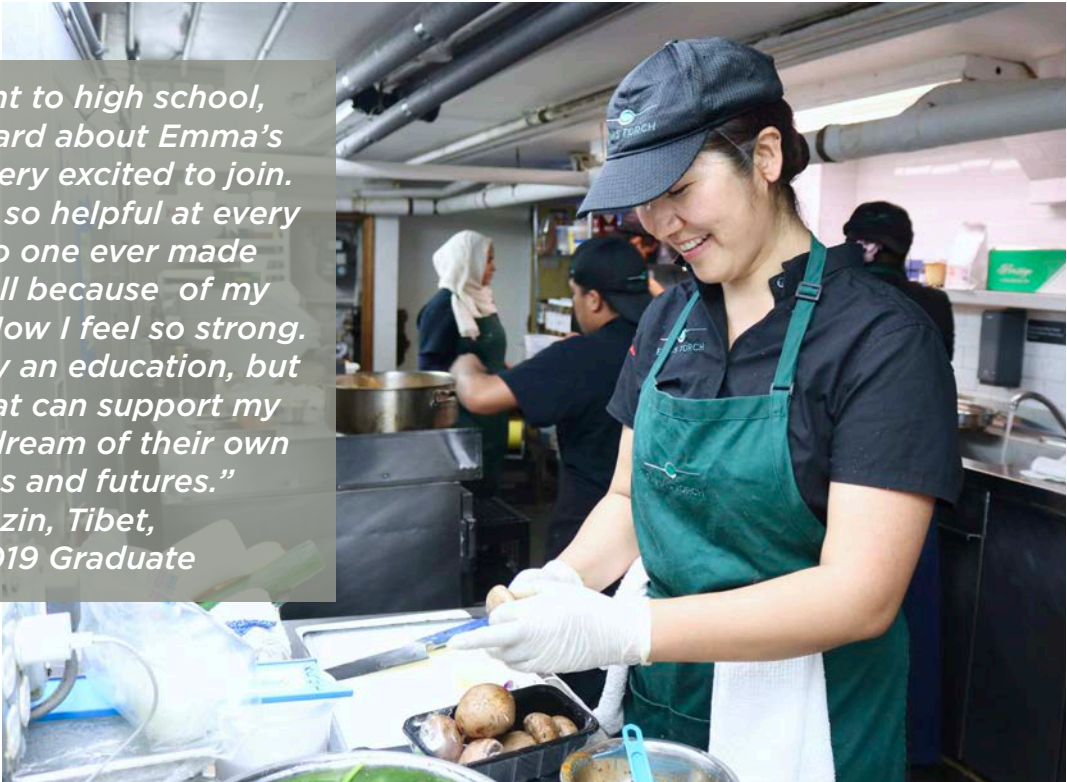
OUR MODEL

Our students develop the essential professional skills to work in a professional environment (such as understanding how to follow recipes, measure ingredients, use equipment, etc.) as an entry-level prep or line cook, and they gain familiarity with American workplace standards and the cultural norms of teamwork. Students refine their ability to communicate with coworkers and management about their tasks, responsibilities, teamwork, and rights as employees. These skills transcend the culinary industry and set up program graduates for long-term success.

Our students train full-time and are paid \$15/hour. This payment is received as a paycheck, with the appropriate federal, state, and local taxes applied. Receiving payment in this manner helps to acclimate the student to employment and begins a social security and tax record for them. Each student earns up to \$9,000 (pre-tax) during the course of the program. We also cover the payroll taxes, and other fees associated with each of our students.

A key part of our job-readiness strategy is to engage our students with partners in the culinary world through a series of guest lectures, demonstrations, shadowing opportunities, and field trips to other commercial kitchens. We provide all our students with a suite of culinary tools, including chef knives and shoes, so they are equipped to begin their culinary careers.

“I never went to high school, so when I heard about Emma’s Torch, I was very excited to join. Everyone was so helpful at every moment; no one ever made me feel small because of my background. Now I feel so strong. I have not only an education, but also a job that can support my kids as they dream of their own educations and futures.”
—Tenzin, Tibet,
Sept 2019 Graduate



OUR 2019 IMPACT



57 Graduates



43
countries
of origin



112
graduation
dishes created



of
high-fives?
countless.



OUR SUCCESS



97% Job Placement Rate
(For all 2019 Graduates)



88% Job Retention Rate
(For 2019 Graduates Who Have Worked
At Least 6 Months)

OUR PARTNERS



57 Culinary Partners
(See Page 20)

41 NPO / NGO Partners
(who refer students and
provide social services!)



LISSETTE, EL SALVADOR

Lissette barely spoke a word of English when she started at Emma's Torch, having arrived in the U.S. just three months prior. However, she was diligent in her studies and resilient against the communication barriers, quickly becoming a favorite among our staff with her jubilant smile and Despacito dance moves. Upon graduating from our program in October 2019, she became a line cook at Untitled under Chef Evan Tessler, quickly rising as a leader in the kitchen who translates directions from management to her Spanish-speaking co-workers.



OUR IMPACT IN THEIR OWN WORDS

OUR EMPLOYMENT PARTNERS SAY...

“**Digna** has excellent culinary skills, is a fast learner, and has such an easy-going demeanor. She is quickly becoming an integral team member who brings both humor and seriousness to her work. It’s refreshing to have this kind of reliability and growth in a kitchen.”

— Nasim Alikhani, Chef-Owner of Sofreh

Digna, from Honduras, graduated in January 2019

“Since starting with us as a prep cook [September 2018], Naseema has risen to become the head of our kitchen, and handles our full deli & catering business daily. She’s just a wonderful person to work with, and has already been doing a great job mentoring the less experienced staff members ... Naseema exemplifies what’s possible when people from disadvantaged backgrounds are given a chance to succeed.”

— Michael Orlando, General Manager of Sahadi’s

Naseema, from Afghanistan, graduated from our pilot program in 2017.

“**Maddy** and Juliana are very special to us. It is such a relief to have invested in such dedicated women. The entire team knows them for their infectious smiles!”

— Caroline Conrad, General Manager of Misi

Madeleine, from Haiti, graduated in April 2019.

Juliana, from D.R.C., graduated in February 2019.

“**Malado** is amazing and she has been a wonderful addition to the team. Honestly she is one of my favorites that have ever worked for me. Punctual, follows direction to the T. She has an infectious smile that warms my heart, and she can surely make me laugh. Everything is easier when she is around.”

— Bruce Dillon, Executive Chef of Buttermilk Channel

Malado, from Mali, graduated in January 2019.

OUR IMPACT IN THE PRESS

“The common thread for a lot of our students is the dream — the goal of what they can do with food in this country. They’ve got the will and ultimately now the tools to work in any kitchen and environment that’ll give them the chance.”

— From [Today Show, January 2019](#)



Inspired by her family’s story, Brodie says she always felt a sense of responsibility to help people build new lives and access the American Dream. ... “Ultimately, we’re not just about workforce development, we’re about empowerment—making sure our students understand that what they do has inherent value.”

— From [CNN Heroes, March 2019](#)



“Now, as a prep cook at Lafayette, [Naw Da] knows the vocabulary of the kitchen and has the confidence to do her job, which can involve prepping the food for events serving hundreds of people. “I don’t need to ask people [for help],” she says.”

— From [Eater, May 2019](#)



“We do this because, as Americans, we believe that when we are at our best, this is how we behave, simply because it’s the right thing to do [...] There is no ‘us’ and ‘them’, but if there was, I would argue that ‘they’ make ‘us’ stronger and better.”

— From [UN News, October 2019](#)





OUR IMPACT IN EVENTS & CATERING

GRADUATION DINNERS

Our students' three-month educational experience culminates in a Graduation Dinner. These ticketed dinners of up to 30 guests are conceived and prepared by our students in collaboration with a guest chef, cookbook author, or other food-world thought-leader. These dinners are an opportunity for our students to highlight their own culinary traditions, put newly acquired skills to use, and work with a new chef. This year, we were honored to host a wide range of guest chefs whose work deeply touched us, our students, and our guests. From James Beard Award-winning chefs, to leaders who bring urban farming education to underserved populations, some of the best memories of 2019 were made at the graduation dinner table!



Graduation dishes often reflect celebration and joyful nostalgia. From left to right: Bake & Shark (by Susan, from Trinidad & Tobago); Mahi Shakem Por (by Zohreh, from Iran); and Kushkeh Khadra (by Doha, from Syria).



Guest Chefs work closely with and prep beside the students on graduation day. From left to right: Chef Jeffrey Yoskowitz (of The Gefilteria) assisting a graduate in December 2019; Chef Suzanne Cupps (of 232 Bleecker) showing off her produce to a graduate in July 2019; Chef Floyd Cardoz poses with our May 2019 graduates.





CHEF RESIDENCIES

We invited chefs to come into our restaurant and take over our menu for three days. This allowed our students to work even more closely with new chefs, exposing them to new flavors and techniques. In 2019, we were honored to be joined by [Chef Vishwesh Bhatt](#) and [cookbook author Anna Gass](#). These residencies were sold out within moments, and we look forward to hosting more of them in 2020.



Anna Francese Gass's residency featured global recipes passed down by generations of mothers and grandmothers, including this steamed Cantonese-style striped bass. Our students were able to see parts of their traditions codified and presented to a sold-out room of eager guests.

CATERING

Catering allows us to expand our students' horizons. It exposes them to new locations and the managerial elements required to execute large-scale formal events. We grew our catering footprint exponentially. From a 300-person gala featuring [Stacey Abrams](#), to an intimate lunch for the [Secretary General of the United Nations](#), we are proud to bring our life-changing food to some of the world's most influential individuals. We were named one of the [Prospect Park Picnic House's preferred caterers](#), and are already contracting events for 2020. We are proud to partner with [Sam Pogue, of Paper to Table](#), to ensure the growth and scalability of this work.

Through our catering arm, our students learn how to prepare food for large scale events (such as the Golden Beet Salad plated on the left) and for intimate parties, such as for our esteemed guests from the UN on the right.





INVESTING IN OUR STUDENTS

As a new non-profit that has a strong revenue arm, the calculation of our cost per student requires more explanation. The relevant questions we consider are two-fold:

1. What amount of money do we need to raise for each participant in our program?
2. How can we invest in infrastructure today that will allow us to bring on additional students in the future?

Emma's Torch is a social enterprise, and as such has a slightly different budget structure than conventional non-profit organizations. Our cost per student is not simply the overall cost of the organization divided by the number of students served. This equation fails to take into account the nature of our businesses, and the types of services we provide. Emma's Torch encompasses three thriving businesses that help to offset the cost of our program. Our restaurant, cafe, and catering businesses not only provide world-class on-the-job training opportunities for our students, but they also underwrite nearly 60% of our budget. In 2020, we anticipate that the business operations will contribute over \$1,300,000 to our overall budget. While it requires us to spend money to earn this revenue, the ability of these businesses to offset the organization's overall costs, greatly diminishes the cost per student in our program.

We calculate the costs per student based on the amount of funds we need to raise beyond our revenue streams in order to bring on an additional student. In FY20 we are planning on enrolling 60 students. The funding gap between earned revenue and our overall budget is projected to be \$754,000. That is equal to approximately \$12,500 per student. A large proportion of this cost is due to the fact that we pay our students throughout the duration of the program. Each student earns up to \$9,000 pre-tax, and the cost per student covers this as well as the associated payroll taxes and fees, which amount to approximately 10% per student. Each student is graduating with both the physical and educational tools to begin new careers. ***Prior to joining our program, the population we serve earns an average of \$10,000 per year. Upon graduating our students' starting salaries average \$31,720 per year. Based on industry standards, we project that five years after graduating, our students' earning potential is \$60,000. Our program has the potential to be a final intervention for our students.*** Upon graduating, they are equipped to be self-sufficient and able to support themselves and their families. In that manner, our program is truly transformational.



Pre-Program Average Annual Earnings	Investment Per Student	Post-Grad Salary Year 1	ROI ** Year 1	Projected Salary Year 5	Projected ROI Year 5
\$10,000	\$12,500	\$31,720	1.7x	\$60,000	4.0x

** We calculate ROI as (Post-Grad Annual Salary - Pre-Program Annual Salary) / Initial Investment.

The other factor to consider when looking at our cost per student is the fact that we are a new entity. While we have been able to prove our ability to deliver real impact, we are still investing heavily in systems and operations to ensure our longevity and sustainability. At our current staffing and site-occupancy levels, we have the ability to serve 96 students per year. The reason we are capping our enrollment at 60 students per year in 2020 is to ensure that we have the proper funding in place to pay every student we enroll and to invest in standardizing our curriculum and our alumni tracking systems. Investing in our work today, will allow us to increase our student body size in 2021 and to further improve our efficiency to be able to continue to deliver on our promise — to change lives one dish at a time.

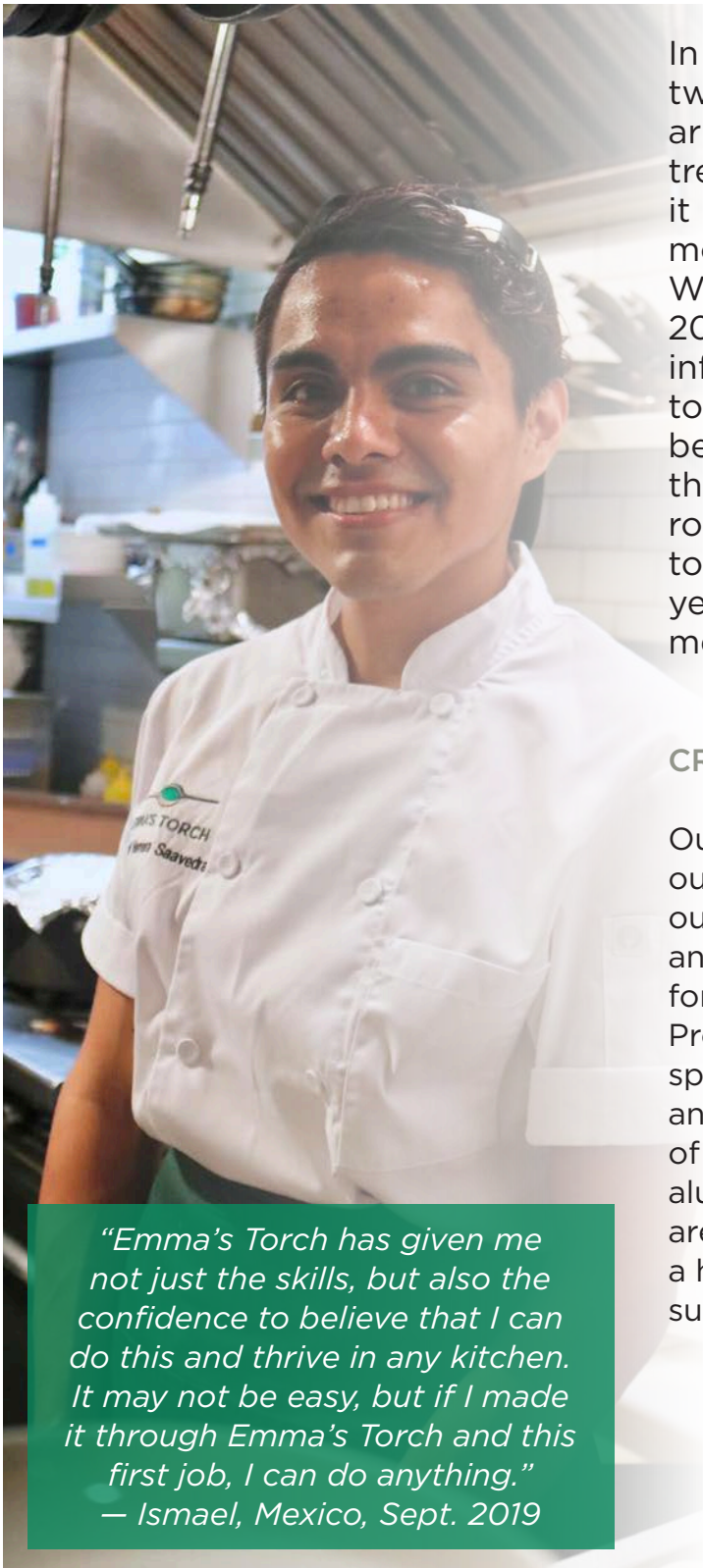


“I came to the U.S. alone, and for the past year I became used to doing everything by myself. But with Emma’s Torch, now I know that I have a family in America. Thank you for the knowledge and resources and tools, but most of all thank you for the love. I am not lonely anymore, and that means the world to me.”

— Fatoumata, Guinea, Dec 2019 Graduate



OUR 2020 VISION



In the last 18 months, we have opened two locations and launched a catering arm to support our work. While this tremendous growth has been exciting, it has also made us realize how much more demand there is for our program. With that in mind, we are spending 2020 investing heavily in our own infrastructure such that we can begin to try and meet this demand. 2020 will be our defining year. We mean that in the most literal sense. From creating a robust and replicable curriculum guide, to formalizing our alumni network, this year we are focusing on what success means to us.

CREATING A CURRICULUM & METRIC TRACKING GUIDE

Our secret sauce is our curriculum — and our ability to cultivate a connection with our graduates. That doesn't come easy, and it's something we never want to take for granted. Under the leadership of our Program Director, Edric Huang, we will spend 2020 codifying this curriculum and establishing a more robust system of staying in touch with our alumni. From alumni gatherings, to new rubrics, we are already well on our way to ensuring a healthy and connected program that sustains future growth.

“Emma’s Torch has given me not just the skills, but also the confidence to believe that I can do this and thrive in any kitchen. It may not be easy, but if I made it through Emma’s Torch and this first job, I can do anything.”
— Ismael, Mexico, Sept. 2019

SUPPORTING OUR STUDENTS WITH TRAUMA-INFORMED CARE

As an organization, we firmly believe in partnering with our students. We do not drive attrition based on skills development, and seek to support all of our students who are willing to show up, put in effort, and be a part of our community. We want to ensure that they can benefit from this experience, and that they will be able to begin careers, not just jobs.

While we are overjoyed with our successes to-date, we are also acutely aware of the times in which the lived experiences of our students have made it impossible for them to thrive. In 2020, we will be working with other nonprofit partners to better provide trauma-informed care, support, and pedagogy to these students. By learning from our peers, and rethinking the way we deploy our services, we are confident we can do more for the students who experience the greatest challenges.

EMPOWERING OUR ALUMNI NETWORK

At every graduation ceremony, we explain to our students that although they are graduating from the program, they will always be members of the Emma's Torch family. We take those words to heart, and this year we hope to create structures that will support our alumni community. From quarterly alumni gatherings, to strengthening our mentorship capabilities, our goal is to help our students become leaders in their new careers and new communities.

DEVELOPING OUR THREE BUSINESS ARMS

Our hope has always been that guests come to Emma's Torch for the mission, but stay and come back time and time again for the food itself. They enjoy our new American cuisine, prepared by new Americans. To ensure a continued excellent guest experience, we are investing in our business infrastructure for 2020. The function of our businesses is to provide the best training ground possible to our students. By taking the time to ensure that our businesses are functioning correctly, we demonstrate to our students what a successful business looks like. Beyond this, the more efficiently and effectively we can run our cafe, restaurant, and catering businesses, the more students we can fund through our program. It is truly a delicious win-win that we are prioritizing in 2020.



OUR TEAM

Our team has expanded, adding more industry experience and energy to our work.

Kerry Brodie, Executive Director
Alexander Harris, Culinary Director
Robert Mallin, Operations Director
Kimberly Yu, General Manager
Morgan Aye, Sous Chef
Edric Huang, Program Director
Alexandra Kersley, Program Associate
John Connolly, Development Coordinator (PT)

OUR BOARD

Our Board of Directors works closely with our staff to provide strategic governance that ensures we pursue our mission in a thoughtful way.

Melissa Glass (Chair)	Retired Investment Banker and Philanthropist
Amy Schilit Benarroch (Secretary)	Teacher and Community Organizer, Marketing Committee
Michelle Jewitt (Treasurer)	Partner, Stroock & Stroock & Lavan LLP, Finance and Operations Committee
Dino Lavorini	Senior Director of Restaurant Ops, USHG, Finance and Operations Committee
Richard Fields	Managing Director, Allen & Co., Finance and Operations Committee
Hilary Brandenburg	Consultant, Apco Global Finance and Fundraising Committees
Julie Chang	Vice President, Blackstone, Finance and Fundraising Committees
Irene Hamburger	Vice President, Blue Hill Farms
Aaron Kaplowitz	Political Consultant
Sarah Rosen	Associate General Counsel, Away, Fundraising Committee

OUR CULINARY COUNCIL

Emma's Torch has an advisory Culinary Council of industry professionals, whose focus is as follows:

- Help shape the Apprenticeship curricular goals and offer experience-based guidance for our culinary program, including our restaurant locations and catering arm;
- Participate as guest chefs in our Graduation Dinners;
- Connect us with employers who are excited to offer interviews and trails to our students, and offer our students employment opportunities;
- Provide insights into the culinary world; and
- Serve as active advocates of Emma's Torch.

CULINARY COUNCIL MEMBERS:

Ned Baldwin, Houseman Restaurant

Greg Baxtrom, Olmsted & Maison Yaki

Vishwesh Bhatt, Snackbar

Emily Brekke, formerly of North End Grill

Jennifer Clair, Home Cooking New York

Mary Cleaver, Cleaver Co.

Caroline Conrad, Misi

The Chef Agency

Doug Crowell, Buttermilk Channel & French Louie

Suzanne Cupps, 232 Bleecker

Harold Dieterle, HD Hospitality

Jenny Dorsey, Culinary Experiences & Consulting

Eataly

Andrew Friedman, Author, Podcaster, Chef Expert & Historian

Ethan Frisch, Burlap & Barrel Single Origin Spices

Anna Gass, Cookbook Author

Ryan Hardy, Delicious Hospitality Group

Max Katzenberg, Olmsted & Maison Yaki

Andy Knudson, Marc Forgione

Kim Lerner, 232 Bleecker

Lien Lin, Bricolage NYC

Chris McDade, Popina

Joan Nathan, Cookbook Author & Food Historian

NOHO Hospitality Group

Stephen Ritz, Green Bronx Machine

Rick Smilow, Institute for Culinary Education

Jeff Steelman, HMSHost

Julia Turshen

Jeffrey Yoskowitz, The Gefilteria



OUR EMPLOYMENT PARTNERS

We currently have **47 employment partners** and **10 curricular culinary partners**.

Employment partners not only provide our graduates with employment, but understand that this is only the beginning of our graduates' journey. They work closely with our Program staff to offer feedback, mentor, and orient our graduates. They are leaders in diversity and equity as it applies to the hospitality industry.

Our culinary partners may not have hired our students, but they participate directly in our curriculum in the form of mock trails, mock interviews, field trips, etc.

Below are some of our partners:



OUR FOUNDATION & CORPORATE SUPPORTERS

10 x 10

A Chance Fund

ALLINBKLYN

Arbor Brothers

Blackstone

Brooklyn Branches

Brooklyn Community Foundation

Dorothy Dickman Trust

Good People Fund

Gray Foundation

Grow @ Annenberg Foundation

HMSHost Foundation

Mizuho USA Foundation

Mother Cabrini Health Foundation

New York Community Trust

Roland Foods

Sir Kensington's

The Future Generation Fund

The Giving Network of

Rutgers Presbyterian Church

The Harry & Jeanette Weinberg Foundation

The Hyde & Watson Foundation

The Lilah Hilliard Fisher Foundation/

Hillman Family Foundation

The Rachael Ray Foundation

The Shapiro Foundation

Tingari-Silverton Foundation

Toast

Tungare Manohar Family Foundation

OUR IN-KIND SUPPORTERS

Burlap & Barrel

ChefWorks

Eden Works

Emeril Lagasse Shoes

Farrow & Ball

Fermob

Just Water

Malin + Goetz

Mercer Culinary

Misen

Ramona

Roland Foods

Runamok

Sir Kensington

Soom Foods

& SPECIAL THANKS...

to our educators and advisors from Goldman Sachs 10,000 Small Businesses and Robin Hood's Grant Readiness Insights and Training (GRIT) Program.



EMMA'S TORCH

Flagship Restaurant
345 Smith St.,
Brooklyn, NY 11231

Cafe at Brooklyn Public Library
10 Grand Army Plaza
Brooklyn, NY 11238

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EmmasTorch.org

