



EMMA'S TORCH

ANNUAL REPORT 2023



345 Smith Street
Brooklyn, NY 11231

2212 Rhode Island Ave NE
Washington, DC 20018

Emmastorch.org
info@emmastorch.org



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FROM OUR FOUNDER

Dear Emma's Torch Community,

This year, we have grown tremendously—all thanks to you.

We broadened our physical footprint. We opened new locations in Washington, DC; Brooklyn Children's Museum; and Citi Field. From North Carolina to San Francisco, our team traveled the country, learning from other social entrepreneurs and sharing what we have learned over our seven-year history. We deepened our relationships with our community, as our employment partners advocated for our students and our neighbors hosted gatherings, meetings, and celebrations featuring our food.

And we trained and placed more students than in the last three years combined. Not for a single day do any of us lose sight of implementing our core mission effectively and efficiently.

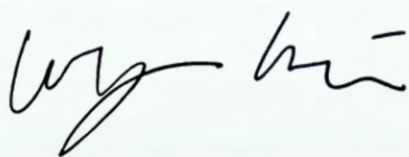
We work to make the world a better place and one need only glance at a newspaper to know that the task is vast. For every student we serve, there are many on our waitlists. For every refugee who builds a new life in our community, we know there are so many more waiting for their opportunity. It would be easy to lose hope and to view our successes as insignificant. But we choose to work every day to improve the lives and potential of as many students as we possibly can.

Helen Keller said, "Although the world is full of suffering, it is full also of the overcoming of it. My optimism, then, does not rest on the absence of evil but on a glad belief in the preponderance of good and a willing effort always to cooperate with the good, that it may prevail."

As we look to the future, we have confidence in the preponderance of the good that exists in our community. It is with this belief that we work towards making a better future together and restoring our hope in each other, one person, one meal, one cup of coffee at a time.

We hope that you will join us.

With gratitude,



Kerry Brodie, Founder and Executive Director



AT A GLANCE



OUR MISSION

To empower refugees, asylees, and survivors of human trafficking through culinary education.



THIS YEAR

We enrolled 171 students into our paid Culinary Training Program. We are proud to have helped place 85% of our graduates in jobs: an important first step in their culinary career.

Our social ventures, which give our students valuable work experience and help further the impact of every donor dollar, made pivotal changes to better serve our community. From transforming our full-service restaurant in Brooklyn into a community cafe to reconfiguring our packaged goods business, these transformations helped each business grow.

Our expansion to the Washington, DC metropolitan area—our first location outside of New York—has made huge strides. Our carefully planned pilots have shown that we can make a tremendous impact in the DC community. As a result, in November, we opened our first permanent cafe location.



LOOKING TO THE FUTURE

This year, we saw an explosion of demand for our culinary apprenticeship program as more and more new arrivals came to New York and Washington, DC. Our pipeline of applicants tripled. We put in place the foundations needed to be able to expand our cohort size and open up more opportunities for refugees in need in 2024.

KEY STATISTICS



171 STUDENTS ENROLLED



85% JOB PLACEMENT RATE



6X PRE-PROGRAM SALARY

Placed graduates' starting salary is 6x their pre-program salary



\$7M IN INCREASED WAGES

for students since our founding



1.3 PHILANTHROPIC RETURN ON INVESTMENT

for our New York Program for the first year: for every dollar donated, we transform that into \$1.30 of increased earned income for our students, which compounds over time



ABOUT EMMA'S TORCH

For refugees coming to America, one of the hardest parts of the transition can be finding a new job, particularly one that is the starting point of a meaningful career. A job is important for more than just a paycheck: it is a chance to meet new people, practice language skills, and find a sense of fulfillment and empowerment.



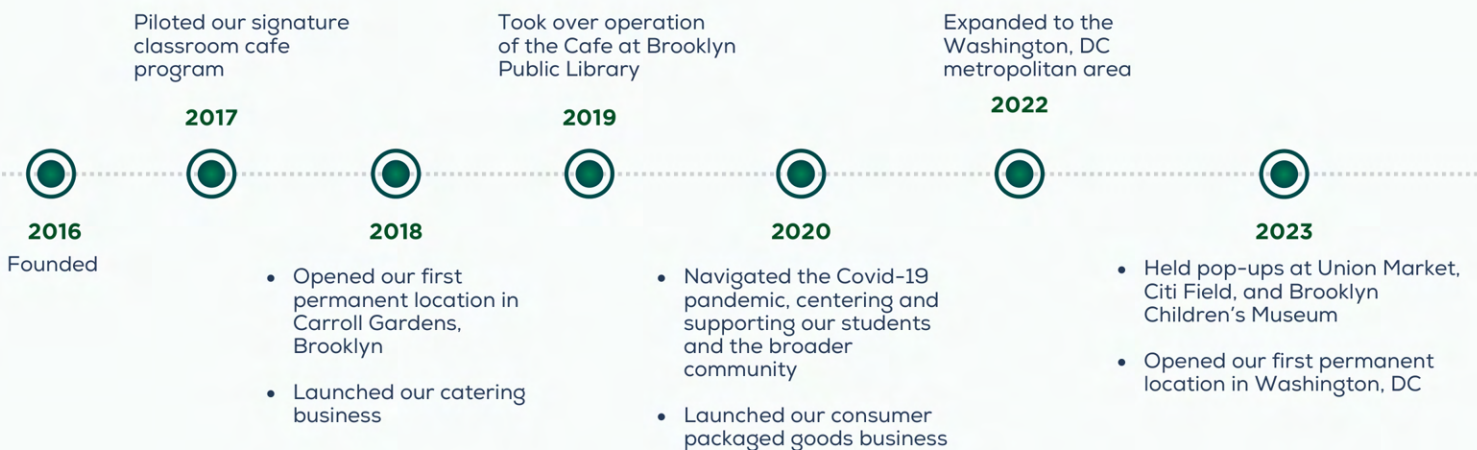
ENTER EMMA'S TORCH

We are a non-profit social enterprise. Our mission is to train refugees, asylees, and survivors of human trafficking in the culinary arts and to empower them to build meaningful careers in the culinary industry. Our vision is a country where refugees are welcomed as drivers of the economy and enhancers of their communities.

Our students participate in a full-time paid culinary training program that prepares them for successful employment in an industry in which their heritage and cuisine can be celebrated. We provide a community in which they can build supportive relationships.

Emma's Torch honors Emma Lazarus, a staunch advocate for refugee rights whose poem, "The New Colossus," adorns the Statue of Liberty.

OUR GROWTH STORY





ABOUT EMMA'S TORCH

OUR CULINARY TRAINING PROGRAM

Our full-time, paid program consists of culinary instruction as well as employability, equity, and empowerment training. During the 11-week program, students participate in more than 400 hours of skills training, mentorship, and first-hand work experience. Not only is the program free to our students, they also get paid full-time wages for the entire course of the training.

The program consists of two types of instruction:



On-the-job culinary instruction with the choice of specialized training either in restaurant or cafe skills



Employability, equity, and empowerment training to ensure long-term success, independence, and adjustment to American workplaces

Upon graduation, we support our students as they earn their first job offers and start new careers. Their Emma's Torch journey does not end there, however. We provide ongoing career development, job placement, and other advancement services for alumni and employers for up to two years post-graduation.

SOCIAL VENTURES AMPLIFY OUR MISSION

We are proud to be a social enterprise. Our businesses generate significant revenue that offsets our costs and helps us maximize the impact of every dollar donated. What's more, our students gain valuable work experience through each business. This experience helps jump-start their culinary careers.



OUR SOCIAL VENTURES



OUR CAFES

Carroll Gardens, Brooklyn Public Library, and Washington, DC

Work Experience for: Prep cook, line cook, garde manger, barista, front-of-house

Our cafes are cozy community hang-outs. There, our students make and serve coffee, breakfast, and lunch on weekdays and our famous brunch on weekends.



CONSUMER PACKAGED GOODS

Work Experience for: Packaged foods

Our packaged goods business allows our cafe customers to take a little bit of Emma's Torch home with them. This year, our popular gift box included all Emma's Torch-made treats, from old favorites (Hawaij Hot Cocoa and Spiced Nuts) to new classics (Zanzibar Curry Pretzel Bits and Hibiscus Mint Tea).



CATERING

Work Experience for: Fine dining, catering

Our catering business allows us to shine the Emma's Torch light at special events. In New York, we catered 95 events this year, including 13 weddings through our partnership with Prospect Park Picnic House. In DC, we won our first 6 catering contracts



POP-UPS

Citi Field, Brooklyn Children's Museum, and Union Market DC

We are proud that the Emma's Torch brand has become recognizable and sought-after. It was an honor to be selected to run months-long pop-ups at Citi Field and Brooklyn Children's Museum in New York City. It was thrilling to pop-up at DC's Union Market, one of the city's biggest food halls.



SHARING OUR CURRICULUM & TRAINING MODEL

This year, we were approached by two organizations to develop curricula for culinary training workforce development programs. This was a credit to our track record in the space as well as our reputation of collaboration. We are proud to help others learn and grow, and to see our impact ripple beyond what we are able to do "in-house." We look forward to continuing to support other organizations in this way, sharing best practices and tailoring our work to spread our impact.



OUR IMPACT IN 2023

PROGRAM IMPACT



171 STUDENTS ENROLLED



85% JOB PLACEMENT RATE



\$34,252 AVERAGE STARTING SALARY

which represents a 6x increase from students' pre-program salary



91% JOB RETENTION

at 6 months, compared to 16% job retention in accommodation & food service in the US overall



1.3 PHILANTHROPIC RETURN ON INVESTMENT

for our New York Program for the first year: for every dollar donated, we transform that into \$1.30 of increased earned income for our students, which compounds over time



I really like the opportunities that Emma's Torch provides. It helps me grow and improve my skills, which is so important for my future career. I also really like meeting and learning from new people.

Natalia, 2023 graduate

WE WERE FEATURED IN

The New York Times

NEW YORK POST

THE NEW YORKER

TimeOut

VOA
VOICE OF AMERICA

EATER
NEW YORK



OUR IMPACT IN 2023

SOME OF OUR GRADS' SUCCESSES!



Susan started Sue's Pops to Cakes, a custom dessert business, in 2017. Since then, Susan has trained at Emma's Torch and at the Institute of Culinary Education. Today, Sue infuses her favorite Trinidadian flavors into her technically perfect desserts—and business is booming.

Maryam, her husband Baktash, and her two young children came to the US from Afghanistan in 2021. The next year, she completed her culinary training with Emma's Torch in DC. Since then, Maryam has launched her own food truck with Let's Chow called M&B Halal Afghan Cuisine.



Emma's Torch was **Manizha's** first time working outside her home. While she significantly improved her culinary skills, she got the most out of the empowerment, equity, and employability curriculum. At graduation, Manizha shared the most important thing she learned was confidence. Now, Manizha is a standout employee at one of our DC employment partners, Compass Coffee.

“
The food is fresh, original, and delicious
Carroll Gardens Diner

“
Girl this box 100% slaps
Gift Box Recipient

“
So many people told us they loved the food and I told them all they can enjoy even more at your restaurant :)
2023 Newlyweds

SOCIAL VENTURES IMPACT



3 PERMANENT CAFE LOCATIONS



101 EVENTS CATERED



3 POP-UPS



468 GIFT BOXES SOLD



HOW WE MEASURE OUR IMPACT



Not everything that counts can be counted, and not everything that can be counted counts

Albert Einstein

Two questions guide how we measure our impact:

- 1 We know qualitatively that our program helps students get great jobs and promotions, access better housing, and launch new businesses. How do we quantify that?
- 2 How do we measure (and improve!) how far philanthropic gifts go?

Our key focus is on **Philanthropic Return On Investment**. The return we seek is increased wages because it indicates success across many facets of graduates' lives. In other words, for every dollar donated, our goal is to turn it into \$1.50 of increased wages for our graduates in their first year after completing our program. This compounds over time as they increase their earning throughout their careers. We believe in empowering our students to achieve greater financial freedom through increased wages not just right after they graduate, but in the years to come.

So how do we calculate Philanthropic R.O.I.?

$$\text{Philanthropic Return on Investment} = \frac{\text{Wage Delta}}{\text{Philanthropic Cost Per Outcome}}$$

Wage Delta
 Post-Program Earnings of Placed Students
 - Pre-Program Earnings of All Students

Philanthropic Cost Per Student
 (Total Organization Budget
 - The Amount of Money Earned by our Social Ventures)

 Number of Individuals Who Begin Jobs within
 Three Months of Graduation

This past year was one of growth and strategic investment in both of our locations. This is reflected in our 2023 R.O.I. of 1.3 for our New York Program, which is slightly lower than our 2022 R.O.I. of 1.4. We anticipate making further investments in 2024 but we are tracking towards a 1.5x R.O.I. by 2026.

We welcome the opportunity to further engage in conversations about this metric, why we chose it, and other ways to quantify impact in a transparent and honest manner. Since publicly announcing our impact measurements, we have been delighted to work with fellow nonprofit leaders to help them develop and conceptualize their own R.O.I. evaluation tools.



THE EMMA'S TORCH COMMUNITY



If you want to go fast, go alone. If you want to go far, go together
 - Proverb originating from the African continent

Our success is thanks to an extensive and growing network of friends, neighbors, champions, partners, organizations, leaders, and—best of all—program alumni. We are grateful to each and every one of them (and you!) for helping us achieve our mission.



LETTUCE GROW

Our students cook with produce straight from our Lettuce Grow Farmstand.



PS 58

Students at Brooklyn's PS 58 donated crops from their hydroponic garden to our Carroll Gardens cafe.



ALL IN FUNDRAISER

Union Square Cafe hosted a fundraiser for us and two other culinary nonprofits. It was powerful to experience the restaurant industry's support in this way. Plus, we saw our graduate Jahck, who works at Union Square Cafe!



BOARDS + ADVISORS



STUDENTS + ALUMNI



OUR TEAM



RIVERSIDE LANGUAGE PROGRAM

This multi-faceted collaborator is a leader in ESL training for our existing students and a referral source for new students.



EMPLOYMENT PARTNERS



NON PROFIT PARTNERS



ART ENABLES

The art in our DC cafe is furnished by Art Enables, a nonprofit that creates opportunities for artists with disabilities. We're honored to showcase their work to the broader community.



CENTRAL SYNAGOGUE

Our longstanding partnership has led to Shabbat and Yom Kippur gift boxes for congregants as well as last-minute housing support for our students.



THE EMMA'S TORCH COMMUNITY

A COMMUNITY OF SUPPORT

NONPROFIT PARTNERS

Our students often need more support than what our culinary and empowerment training program offers. We want to get each student the right help for their particular needs, which is why we partner with 90+ organizations who specialize in legal services, housing, language programs, and more. We empower refugees, together.



Our client is so happy – it is a beautiful thing to witness how enthusiastic our client is about starting a new life thanks to your program. We at Sanctuary consider that learning new skills, expanding social horizons and being part of a team is absolutely crucial to the safety, recovery and health of our clients. Thank you again for all that you and your team do – your work is quite literally feeding bodies and souls and as such, is invaluable.

Karine Jeannet, Family Reunification Coordinator at Sanctuary for Families



HOUSES OF WORSHIP PARTNERS

Our synagogues, mosques, churches, and other faith-based partners serve a unique role in furthering our mission. From volunteering to placing group orders of gift boxes, to finding last-minute housing for students, we are grateful to these organizations for lifting up our entire community.



THE EMMA'S TORCH COMMUNITY

A COMMUNITY OF LEADERS

EMPLOYMENT PARTNERS

Our 100+ employment partners are leaders in the industry and in our training program. These partners are not only active employers of our graduates, but they also participate in conversations about our culinary curriculum and volunteer their time to help train our students. Thanks to our employment partners, we have field trips, mock interviews, and mock trails (kitchen auditions) built into our curriculum. This gives our students more experience, more perspective, and more opportunity.

See the complete list of our employment partners at www.emmastorch.org/hireourgrads



“

We have hired four graduates from the Emma's Torch program. They are fantastic members of our team because they are passionate learners. I watch with pride as they take on increasing responsibility. I savor with delight every dish they make for family meal. With their diverse food traditions and excellent culinary skills, Emma's Torch graduates are exactly what New York's restaurants need.

Chef Lena Ciardullo,
Executive Chef, Union Square Cafe

SOCIAL ENTERPRISE AND REFUGEE NONPROFIT LEADERSHIP

We're proud that with seven years under our belts, we have been able to share more with our broader communities. Our team crisscrossed the country to learn from organizations such as REDF and Catalyst Kitchens about social enterprise, workforce development, and refugee empowerment. It has been an honor to meet and learn from other leaders in the field.

BUILDING COMMUNITY IN WASHINGTON, DC

Our expansion to the Washington, DC metropolitan area has introduced us to new communities throughout the area. After our pilot in the fall of 2022, we continued our purposeful steps to determine if the DC metropolitan area is a good fit for our organization. We're delighted to give it a resounding YES.

Pop-Up at Union Market



In March, we had a pop-up at Union Market, one of DC's biggest food halls. This was both a graduation challenge and real-world work experience for our second cohort of DC students, whose program was run in partnership with STEP Training. We met many new friends, both customers and colleagues in the culinary industry.



New Cafe Location

In November, we opened a permanent cafe location in DC. With this cafe, we hope to turn into a community gathering place the way that our New York locations have become. We also now have an ongoing way of providing our students with work experience, which will help them secure their first culinary job after graduation.

Brunch Club



In May, we launched Brunch Club. Through this ticketed, multi-weekend series, we met more neighbors in our DC community. We introduced them to our food, our mission, and our students. (Said students were gaining valuable work experience by cooking for and serving each brunch!) Our Brunch Club was such a success that we held it again later in the summer.

OUR IMPACT IN DC



38 STUDENTS ENROLLED FROM 9 COUNTRIES



97% GRADUATION RATE



93% JOB PLACEMENT RATE



403 TICKETS SOLD TO BRUNCH CLUB



OUR VISION FOR 2024

MEET THE MOMENT

In 2023, the United States welcomed a record number of refugees and asylees to begin new lives. As a result, we faced unprecedented demand for our culinary apprenticeship program. Our waitlist tripled.

It is hard for individuals to join our program from the waitlist because they need paying jobs now to buy groceries, pay rent, and clothe their children. They end up in survival jobs with little room for upward mobility. Refugees want to develop a career built on technical skills rather than working a dead-end, paycheck-to-paycheck job.

We know that for every student we are able to serve, there are so many more who would benefit from our life-changing work. We have focused on building up our capacity to open our doors to more students to meet this moment of unprecedented need. We are positioned to make more of an impact, meet this critical need, and change more lives in 2024.



Every person on our waitlist represents huge missed opportunities and delayed dreams

Sierra Murray, Program Director



ALUMNI COUNCIL: COMMUNITY GIVING BACK

We have long served as a guiding resource to alumni seeking continued professional growth. In 2024, it will be our turn to ask for their guidance and support. Our new initiative, the Alumni Council, will bring together recent graduates to serve as an advisory board for Emma's Torch. Alumni will be able to share their perspectives on our program and on the industry as a whole while engaging in leadership development training. This will not only provide us with valuable feedback but it will also create community for our alumni and equip them with tools to engage in advocacy.

FINANCIALS

As an organization, we are committed to sharing our financial and impact data and methodology. A budget is an expression of values. We welcome the opportunity to answer questions about our financials and budget decisions.

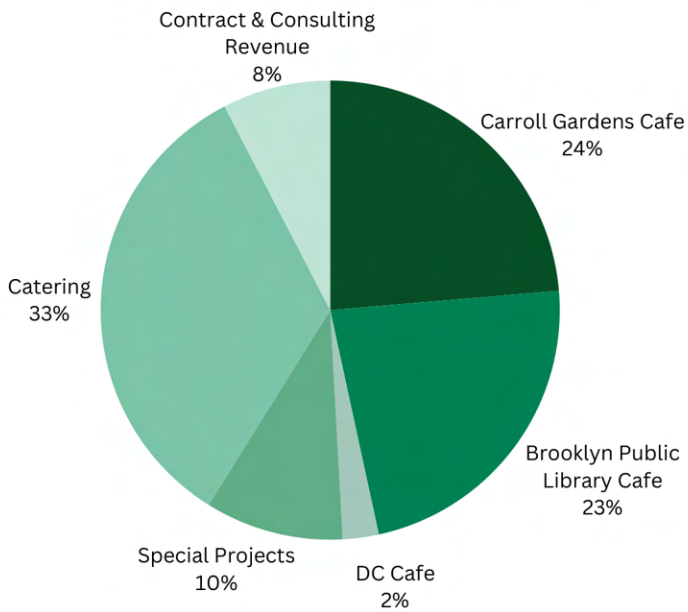
FY23 was a year of tremendous growth. We built out a team and opened our first location in the Washington, DC metropolitan area. We simultaneously made significant changes to each of our social ventures in New York City, and even brought on an entire new vertical of curriculum development work for other organizations. This growth required significant investment, and we anticipate the same for 2024. We know that investing these resources allows us to have lasting sustainable impact over time. It allows us to support our staff while they do life-changing work of the highest caliber every day.

Here are our unaudited financials from FY23.

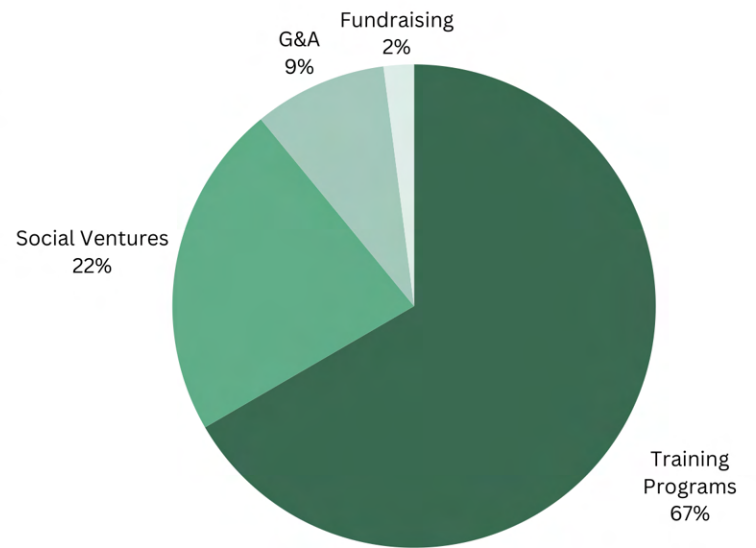
Expenses		FY23 (unaudited)	FY23 (unaudited)
Training Programs			
	Staff	\$1,135,000	27%
	Student Salaries	\$935,000	22%
	Facilities & Equipment	\$728,000	17%
Social Ventures			
	Staff	\$380,000	9%
	Non-Personnel	\$562,000	13%
G&A and Fundraising		\$459,000	11%
Total		\$4,198,000	100%

FINANCIALS

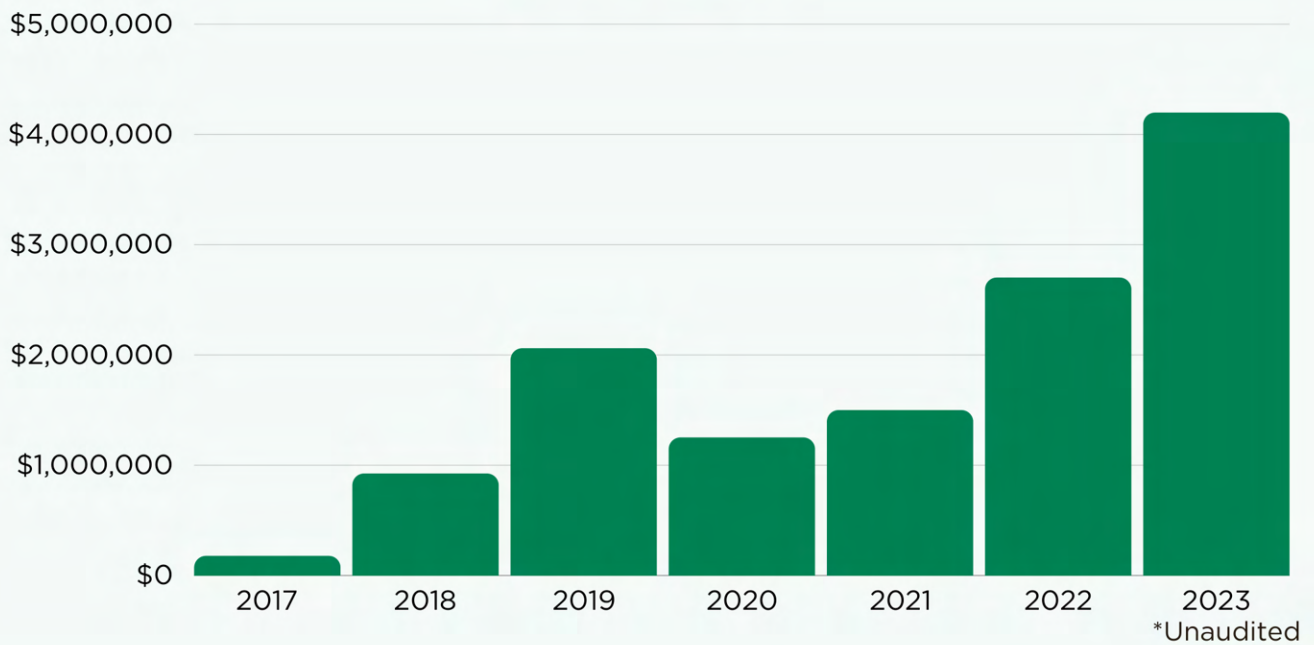
SOCIAL VENTURES REVENUE



EXPENSES BY CATEGORY



GROWTH OVER TIME



OUR TEAM

Executive Team

Kerry Brodie

Founder and Executive Director

Alix Haber

Chief Operating Officer and DC Area Director

Dr. Kira O'Brien, LSW

Chief Human Resource Officer and New York Director

Washington, DC Team

Linda Berry

Culinary Instructor

April Hayes

Front of House Manager

Bridgit Nicholson

Program Director

Vialana Vazquez

Program Associate

New York City Team

Chef Alexander Harris

Culinary Director

Celina Rella

Operations Director

Sierra Murray

Program Director

Morgan Aye

Carroll Gardens Teaching Chef

Ashley Fils-Aime

Brooklyn Public Library Cafe Teaching Chef

Amanda Garcia-Harris

Carroll Gardens Cafe & Catering Manager

Jayven Gutierrez

Brooklyn Public Library Cafe Manager

Sydney Kornegay

Alumni & Community Engagement Manager

Ellie Pfeiffer

Program Associate

Sebastian Vasquez

Carroll Gardens Teaching Chef

OUR BOARD

Melissa Glass, Chair

Retired Investment Banker & Philanthropist

Michelle Jewett, Treasurer

Partner, Mayer Brown LLP

Sarah Rosen, Secretary

Associate General Counsel, Away

Julie Chang

Finance Chair, Vice President, Blackstone

Akshay Belani

Partner, Troutman Pepper

Becca Parrish

Founder + CEO, X Becca

Richard Fields

Managing Director, Allen & Co.

Saara Hafeez

Senior Operations Specialist, Shopify

Irene Hamburger

Hospitality and Food Systems Consultant

Dino Lavorini

Regional VP of Operations, Jose Andres Group

Abe Monzon

Head of Talent, Union Square Hospitality Group

Michael Stillman

CEO & Founder, Quality Branded

CULINARY COUNCIL

We are grateful to our Culinary Council, an advisory board of industry professionals that supports Emma's Torch by shaping our culinary curriculum, providing guidance on our consumer operations, and connecting us to employers to offer interviews and kitchen trails to our students.

The members of our culinary council can be accessed at
www.emmastorch.org/culinary-council

COMMUNITY CHAMPIONS

Foundation Supporters

...a chance...fund, inc.
A and J Serenity Fund, Inc.
Allan & Gill Gray Philanthropies
Altmeyer Charitable Trust
Arbor Rising
Breukelein Institute
CD&R Foundation
Edward & Ellen Roche Relief Fund
Elluminate (Jewish Women's Foundation of New York)
Friends of Rhode Island NE
Geen Family Foundation
Hannah S. and Samuel A. Cohn Memorial Foundation
HMSHost Foundation
Imagine Awards, Inc.
Invested Faith
Jacques Pepin Foundation
Lemonade Insurance
Liangli Foundation

New York State Department of Labor
Olo for Good
Quality Branded
Rachael Ray Foundation
REDF
Saval
Stand Together Foundation
Stavros S. Niarchos Foundation for Charity
The Compass Group Foundation
The Horace W. Goldsmith Foundation
The Hyde & Watson Foundation
The KCF Fund
The Lang St. Marie Family Charitable Foundation
The Lawrence Foundation
The Mother Cabrini Health Foundation
Toast.org
Union Square Hospitality Group
Workforce Development Institute (WDI)

In-Kind Supporters

Emeril Lagasse
Soom Foods
Burlap & Barrel
Chocolate Noise
Lettuce Grow
Danica Brands
Community Forklift
Brooklyn Public Library
Meta
Daisy Gebbia-Richards

Pro Bono Advisors

Jackson Lewis P.C.
Stroock & Stroock & Lavan
Lawyers Alliance for New York
JRSK, Inc. d/b/a Away
Bret Halverson
Ovative Group-Champions of Change
D.C. Pro Bono Bar Association
Alan Vazquez
Mallios O'Brien & Sandground PLLC
Troutman Pepper
SAINT - Studio for Architecture and Interior