



ANNUAL REPORT 2020



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LETTER FROM OUR FOUNDER

Dear Friends,

This is the fourth time I have had the privilege to write a letter for our annual report. In the past, I have described the sights and sounds around me. Last year, I saw the Brooklyn Public Library café teeming with people. The year before, it was the twinkling of glasses as we prepared our restaurant to be filled to capacity for our graduation dinners.

This year it is different. It is quiet.

The quiet, however, hides the fast-paced work we have done to uphold our organization and to further our mission. In December, we held the first graduation in our new normal. Our students' families were invited to "Zoom in." Our new students were divided between floors to ensure proper social distancing. For better ventilation, we kept the door open, despite the snow flakes beginning to drift in.

For the last four years, Emma's Torch has been a symbol of hope. We have opened our doors to over 100 students, promising them a partnership in building a new career. Since our founding, our partnership has not ended after our students' graduation, and it did not end when we made the difficult decision to temporarily close in-person operations in March due to the COVID-19 pandemic. From our students who were mid-program to those who had graduated two years ago, all had a community waiting for them. When we had to part with 100% of our staff during those difficult early days of the pandemic, our team still rallied together to support our students and alumni. We ensured that our alumni knew how to sign up for unemployment benefits, and we emptied our fridges so that no one went hungry.

Six months later, when we decided to reopen using best practices to protect our staff and students from COVID-19 exposure, it was that same community that showed up, eager to engage. While I think of our work as empowering our students, this was the year I truly learned how much they support and empower me. With every Zoom class, I was inspired by our students' empathy, resilience, and willingness to help.

Our 2021 is shaped by what we were able to do in 2020. Despite all odds, we emerged with two new program tracks, a reinvigorated culinary training program, and the resources to continue to be an impactful and resilient organization. We have found new opportunities to engage our students in meaningful work and to empower them to achieve their dreams. The lessons and pressures of 2020 have strengthened our resolve, and we are more confident than ever in our ability to make a difference in the lives of our past, present, and most importantly future, students in even the most adverse circumstances.

I am forever grateful for the students, staff, and community of Emma's Torch. I hope to be worthy of your trust and friendship.

With gratitude,



Kerry Brodie
Founder and Executive Director

WHO WE ARE

Emma's Torch is 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 students participate in a full-time, paid, culinary training program in preparation for job placement. We celebrate what they have to offer, and we 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.

Founded in 2016, Emma's Torch piloted our signature classroom café program in 2017. In May 2018, we opened our first full-service restaurant in Brooklyn, receiving recognition from outlets such as *the New Yorker*, the *Today Show*, *Bloomberg*, *CNN*, and *the Guardian*, among many others. The restaurant, which houses our Culinary Training Program, has cemented Emma's Torch as a community institution. In response to increased demand for our services, we opened another program site at the main branch of the Brooklyn Public Library in April 2019, enabling us to amplify our impact and to engage the community at large in supporting our mission.

Prior to COVID-19, the earned revenue from our restaurant, café, and catering businesses offset 50%

of our budget, providing a steady and sustainable model for growth. This allowed us to do more with every dollar donated.

Our primary program, the full-time paid **Culinary Training Program**, consists of culinary instruction, mentorship, and first-hand work experience. During the 10-week training, students develop their professional skills including resume writing, tech literacy, and conversational English. Upon graduation, we help students advance in their culinary career through initial job placement. We continuously support our graduates with ongoing career development, retention, and advancement services.

Prior to the pandemic, this program had a cumulative track record of 90% job placement for all job-seeking program graduates and 80% job retention at 6 months. Within their first year of employment, graduates' salaries rose to around \$30,000 annually, a \$20,000 increase from the pre-program metrics, driving a transformational change in their family's standard of living. Historically, the majority of our graduates are recent arrivals to the US representing 40+ countries around the world. The program and services empower them to not only ascertain jobs, but begin careers in the U.S.



A YEAR LIKE NO OTHER

2020 put the Emma's Torch values and approach to the test. It forced us to reckon with the instability of the industry in which we operate. It pushed us to stick to our core mission above all else, even in the face of uncertainty. Perhaps the best way to try to characterize 2020 for Emma's Torch is through the words of Golda Meir: "You'll never find a better sparring partner than adversity."



Pre-Covid Plans

2020 was supposed to be the year of stability. After three years of back-to-back openings of new locations, we had been looking forward to a year to solidify our operations and ensure the longevity of what we had created. We had been working on formatting our curriculum as a formal and replicable model, and we had wanted to increase our alumni engagement through ongoing community events and activities. We had strong relationships with a wide-range of restaurants and we had a rapidly expanding catering business. We had finalized an agreement with Citifield

to feature an Emma's Torch concessions stand for the upcoming Mets baseball season.

In March, NY was one of the first regions in the United States to be devastated by the pandemic socially and economically. We soon saw sign after sign that indicated it would not be possible to remain open for in-person classes to safeguard our community. On March 18th, we closed the doors of our Carroll Gardens restaurant, separated from our staff, locked up at the Brooklyn Public Library, and went home.

Crisis Response

The pandemic and ensuing shutdown was a crisis for our entire community. The culinary industry faced record-breaking job losses and NY was one of the hardest hit communities for unemployment. As our community joined the millions of Americans who lost their jobs due to the pandemic, our students and alumni turned to us for support. We were able to ensure that our students could access unemployment benefits immediately thanks in large part to our insistence that we pay our students “on the books.” We connected them with over \$75,000 of emergency cash assistance grants, in addition to helping them secure food and other basic necessities.

For the first 6 months of the pandemic, we worked with our students and alumni online. We rapidly shifted our programming to mobilize online curricu-

lum and resource sharing. We hosted Zoom cooking classes, bringing back our graduate community to “pay it forward” by teaching lessons.

Our students taught us about community. They reached out to one another, they actively sought ways to contribute to their neighbors, and they invested in their own education through additional English classes and online programs.

Thanks to the support of our funders and a PPP loan from the U.S. government, we were able to rehire a number of our team members and begin the process of rebuilding. We brainstormed ways to bring our students back to a safe and supportive educational environment and to ensure that the tenets of what it means to be an Emma's Torch graduate remained true.

“I don't have the words to express how deeply grateful I am to all of you for giving us the opportunity to make these days of silence we've been forced into less dark.”

Liliana, Culinary Training Program Graduate of March 2020 cohort



EMMA'S TORCH 2.0

THAT NEXT CHAPTER OF EMMA'S TORCH

Emma's Torch 2.0 is not simply another opening of Emma's Torch: it is the distillation of our focus, values, and priorities, as we craft the next chapter of our work. The next section of this report covers our programmatic activities, our related social ventures, and our approach to ensuring human dignity.

THREE TRACK PLAN

When we decided to reopen in October 2020, our focus was to recast our operations in order to best serve our students and community throughout this crisis and beyond. We launched three program tracks based on an assessment of our strengths: our relationship with our alumni and our focus on career development, not just job placement.

Track I: Culinary Training Program

Our signature fully-paid apprenticeship program has transitioned to a hybrid model of learning. Over the course of the 400 hours of instruction, our students earn approximately \$6,000, which provides immediate income and support during these challenging times. They graduate ready to begin new careers in the culinary industry. We have also expanded our students' barista and front-of-house training to give them a wider aperture into the industry and increase the range of opportunities.

We have partnered with Opus, Talkhiring, TrustPlus, and JobGet to harness the power of technology to better enable continued learning and support for our students.

The culinary job market has been and continues to be challenging. That being said, we know that the skills our students are acquiring while at Emma's Torch will continue to serve them throughout their careers and lives. The education and skillset are highly transferable. When the culinary industry re-emerges, our students and graduates will be equipped to succeed in this growing sector.

Track II: Alumni Advocacy and Community Building Program



Our past, present, and future students always inform our work. Throughout the initial phase of the crisis, we spent a lot of time with alumni--listening to them, learning from them, and guiding them.

We now have twice-a-week online programming for alumni to give them a platform for continuing education and support. This new program has four tracks: Workplace Behaviors, Conflict Resolution, Career Growth, and Community Organizing--all with attention paid to how COVID-19 affects each theme. In addition, we provide space for open-ended discussion on current events, issues of concern, and peer-to-peer advice and advocacy.

Track III: Leadership Development Fellowship Program

We can't wait to see our graduates lead the restaurant industry in a new and brighter direction. To that end, we launched a management-level Leadership Development Fellowship for select program graduates. Accelerating our graduates' path to leadership positions will change the restaurant industry and the larger community's perception of who they are, their worth, and their humanity.

Participants in this program learn leadership and culinary management skills. The curriculum is shaped by the specific career goals of the fellow, allowing them to explore where they would like to make an impact in the culinary industry. Through this program, our Leadership Development Fellows earn a stipend of \$27,000 for the duration of their full-time, 6-month course.

Upon graduation, our Fellows will have the skills and work experience to qualify for management-level employment, which can earn them an average of \$60,000 annually to start and comes with a work title that can open up new doors for graduates and their families.

SOCIAL VENTURES

Carroll Gardens



In November, we transformed our restaurant in Carroll Gardens into the take-out café of Chef Alex's dreams! Four days a week, our neighbors come by for globally inspired menu items and for delicious coffee from our partners at Equator. The menu is a reflection of our students' culinary skill, our wonderful chef's musings, and the occasional request from guests. It has been exciting to see our "regulars" who used to come visit us in strollers, now toddling in to request their favorite black-eyed-pea hummus.

Our team's commitment to hospitality hasn't changed. While we can't invite you to sit down after you get your order, we are all smiling under our masks and that we hope you enjoy every bite!

As before, our menu is New American cuisine, cooked by New Americans. Perhaps now we can add that it is in preparation for a new America: one where our students are welcomed and valued; one where they can pursue bigger and better dreams; and one where, even separated by plexiglass, a mask, and a language barrier, we can share a meal made with love.

Offsite Experiences



If you happen to pass by our café in the evening, you'll see lights, cameras, and a lot of action. Since this fall, we have been holding virtual cooking classes for individuals, office teams, and community groups.

Chef Alex has been sharing his wealth of knowledge, and we love the opportunity to answer you questions about everything from the impact of our programs to the ratio of butter to flour for the flakiest pie crust. From Shabbos (shabbat-in-a-box) to holiday cooking classes, it has been fun to cook with you!

We already have exciting events lined up for 2021 featuring guest chefs and our students. We welcome the opportunity to plan an event with you, your family, your team, or your community.

Packaged Goods



The unboxing experience: the joy one feels when opening a box, knowing that there is something delightful inside.

Our "Collab Box" sought to capture that joy. Our first foray into packaged goods was a box of products from social enterprises designed to delight our community across the country. We introduced it for sale through our newly launched e-commerce site and were astonished by the response: we sold out immediately within two weeks! Our team was moved by the precious gift notes which purchasers dedicated in each box.

Our students led our packaging efforts, learning a crucial skill for a different part of the food industry. We are already working on new box concepts for 2021 to continue reaching a broader audience and to further build our students' skills.

“Freedom is in danger of degenerating into mere arbitrariness unless it is lived in terms of responsibility. That is why I recommend that the Statue of Liberty on the East Coast be supplemented by a Statue of Responsibility on the West Coast.”

Victor Frankl



Responsibility and Human Dignity

This summer we were all shaken by the brutal murder of George Floyd. As an organization that serves a predominantly non-white community, we recognize the challenges and biases that exist within the culinary industry. As a community member reflected, “I have always loved this industry, but it has not always loved me back.”

Our mission is centered on workforce development, which rests on our belief in dignity for all. We, therefore, cannot look away from the larger structural challenges in our country. Our commitment to social justice requires that we do all that we can to fight the pernicious realities that threaten the foundation of human dignity. We have to think and act in ways that combat systemic racism within the culinary industry.

We must act in a way that reflects anti-racism at every level. This is an ongoing process, and we look forward to continuing this effort throughout the lifespan of our

work. We are grateful for the opportunity to magnify our students' voices and to ensure that they feel empowered to speak out when they face injustice.

We are grateful to operate in an industry that unites: food brings people together and can dramatically change lives. A core value of Emma's Torch 2.0 is to combat food insecurity. When we reopened, we launched a partnership with Rethink, a nonprofit dedicated to reducing food insecurity. With their support, we have produced over 7,000 meals for a local community-based organization, and we will continue to produce meals for this program throughout 2021.

Working with Rethink to reduce food insecurity underscores the importance of the food that our students create. We are honored to receive support to expand this initiative in 2021 through Marcus Lemois's Plating Change and thanks to Amy Schumer.

LOOKING TO THE FUTURE WITH HOPE

We are a workforce development organization at a time with historically high unemployment, especially for communities of color. We are a refugee-centered organization at a time during which the U.S. has closed its borders to its lowest levels. We run a food business at a time where one of the most dangerous things we can do is share a meal. And yet, we have hope.

In this new chapter of Emma's Torch 2.0, we are pivoting and reinventing ourselves using the experience and intellectual property we have developed over the past four years. We are taking the best of what we have accomplished in the past to create a constructive future. We do not know what this future holds, but we

know that our work prepares our students and graduates to embrace this uncertainty with open arms and with our community at their side.

While we await the wide-spread distribution of the COVID-19 vaccine, we have so many reasons to be hopeful. We have been able to stay afloat during this difficult time. We are in a financially stable enough position to continue operating, despite the sudden downturn in our earned revenue. We also see the light at the end of the tunnel. We look forward to catering the weddings postponed from 2020, the celebratory family meals, and yes, even a few more Zoom happy hours!

"Everything we are learning at Emma's Torch, we are putting it in our luggage to carry for our future working selves."

Fanta, December 2020
Culinary Training Program graduate



OUR IMPACT



*We hosted
James Beard
Award Winner
Lisa Donovan
for a residency*

*Welcoming our
new Leadership
Development
Fellow Ruslan*

*3,200...
and counting
meals for
those facing
food insecurity,
in partnership
with Rethink*

*Over \$75,000
emergency relief
distributed to
alumni*

*We inked an
agreement for
an Emma's Torch
concession stand
at Citifield!
The American
pastime, with food
prepared by NEW
Americans!*



*Shipped 533
Collab Box as
close as Brooklyn
and far as
Hawaii*

*Amy Schumer x
Marcus Lemonis
dropped in for a
quick zoom, and
pledged \$30,000 to
help us fight food
insecurity!*

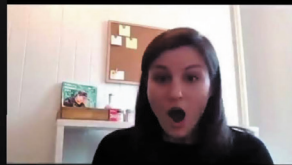
*Sold Out of our
first co-branded
product with
Burlap & Barrel*

*Enrolled 10
students in
Emma's Torch
2.0*

*Agi's
Pop-up*

*Zoom
classes
with
Alumni*

SNEAK PEEK PLATING CHANGE



EMMA'S TORCH | BROOKLYN, NY
WITH AMY SCHUMER

*Supported
77 graduates in
navigating the
crisis*

*Celebrated
our first
Emma's Torch
2.0 Graduation*



FINANCIALS

We welcome the opportunity to share our financial outlook and our plans for the FY21 recovery period.

Prior to this year, we had been on a growth trajectory, looking to 2020 as our first full year of operations at a steady state. We planned on focusing not only on growth, but on scale. We invested in our expansion to a new location in 2019, which led to a philanthropic cost per participant of \$16,576. Of that amount, \$7,401 was paid to each student as wages. With our systems fully built out, we anticipated being able to graduate over 60 students, with a philanthropic cost per student of \$12,500 in 2020. We anticipated our graduates being placed in jobs with a starting salary of \$32,000 per year, compared to their average pre-Emma's Torch earnings of \$10,000 per year. We calculated a goal of 1.7x one-year Return On Investment (ROI.)

As mentioned throughout this report, 2020 was not the year we expected. For our health and safety, we had to decrease the number of students in our program, and even temporarily close our doors. As the financial contribution of our social ventures dwindled dramatically, we were fortunate to be able to make up for this with the support of donors and foundations.

We are living through a crisis, and we plan to remain a lifeline for our students so long as these challenges persist. But, we have also kept our operations and pro-

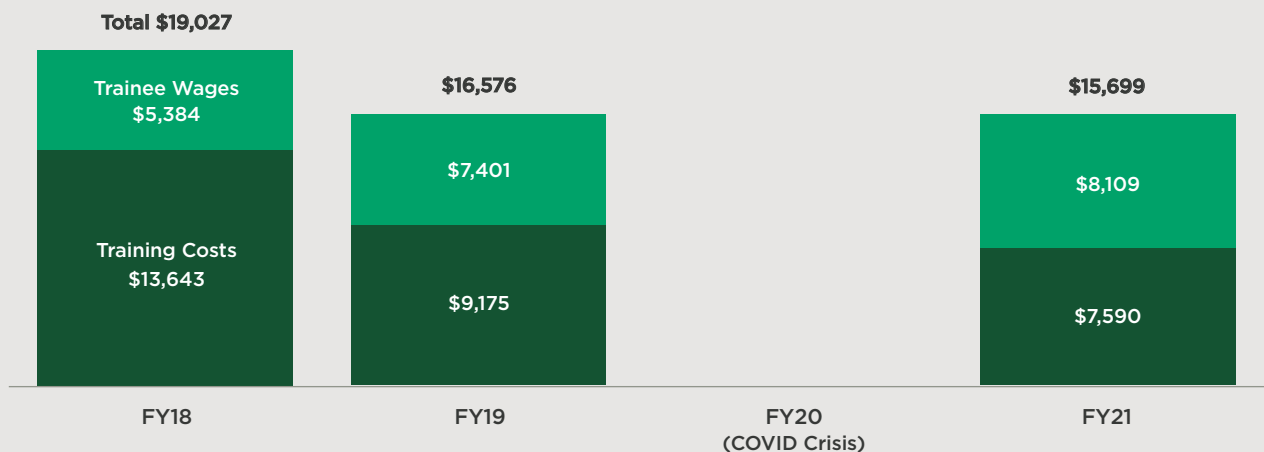
cesses moving so that when this crisis ends, we will be ready to meet and exceed our goals, and the needs of the moment. As we recover from the hardships of 2020, we expect that our effectiveness of impact will be reflected in our financial performance once more.

While we know 2021 will be far from a stable full year, we are confident in our abilities to work towards greater efficiency and impact, despite all of the challenges. FY20 has not been a step backwards, but a moment of intense learning and growth to propel us forward.

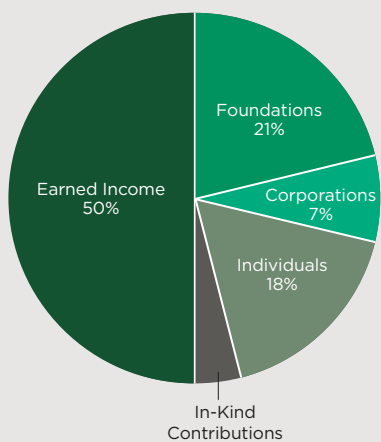
We have included our 2019 and 2020 financials, and our 2021 projections. They tell the story of what we anticipated, what we did, and what we plan to do. Our chart of expenses demonstrates the cost of our work. While we look at cost in terms of absolute numbers, we also try to understand the way that our social enterprise offsets this cost, and what that means in terms of the philanthropic cost per program graduate. Finally, we look at where our funding is coming from. In particular, the charts we have included, show the way that our earned income was impacted by Covid, and how we have further diversified our funding to ensure our longevity over time. If you have additional questions about our financial projections and methodology we would love to continue this conversation with you.

EXPENSES		FY19	FY20 (Unaudited)	FY21 (Projected)
Training Programs				
	<i>Staff</i>	\$210,031	\$233,549	\$379,668
	<i>Student Salaries</i>	\$429,272	\$130,605	\$381,114
	<i>Facilities & Equipment</i>	\$316,046	\$185,372	\$213,645
Social Ventures				
	<i>Staff</i>	\$501,760	\$220,610	\$147,814
	<i>Non-Personnel (inventory, etc)</i>	\$342,142	\$181,874	\$375,338
G & A		\$121,063	\$112,939	\$121,213
Fundraising		\$54,846	\$68,294	\$64,489
Total Expenses		\$1,975,160	\$1,133,243	\$1,683,280

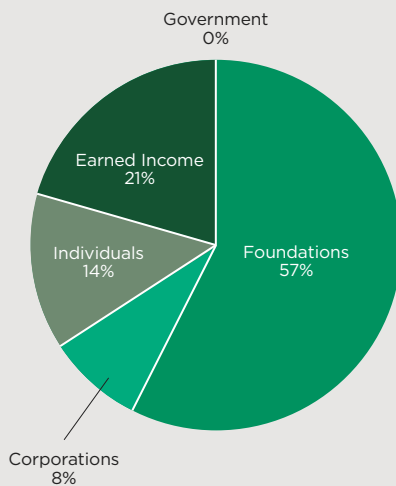
Philanthropic Costs per Graduate (excluding offsetting revenue)



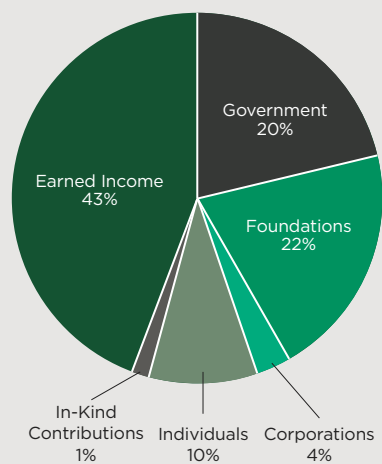
Revenue Breakdown FY19



Revenue Breakdown FY20



Revenue Breakdown FY21



OUR TEAM



Kerry Brodie
Founder and
Executive Director



**Chef
Alexander Harris**
Culinary Director



Kimberly Yu
General Manager



Sierra Murray
Program Manager



Daniel Lee
Program Associate



Ruslan Abdaimov
Leadership
Development Fellow



John Connolly
Development Director

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Sarah Rosen, Member
Associate General Counsel, Away

Saara Hafeez, Member
Social Entrepreneur

CULINARY COUNCIL

Ned Baldwin, Houseman Restaurant

Greg Baxtrom, Olmsted & Maison Yaki

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Emily Brekke, formerly of North End Grill

Anne Byrn, Cookbook Author

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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

Lisa Donovan, Pastry Chef/Writer

Jenny Dorsey, Culinary Experiences & Consulting

Eataly

Andrew Friedman, Author, Podcaster & Historian

Ethan Frisch, Burlap & Barrel Single Origin Spices

Anna Gass, Cookbook Author

Ryan Hardy, Delicious Hospitality Group

Tien Ho, Company

Max Katzenberg, Olmsted & Maison Yaki

Andy Knudson, formerly of Marc Forgione

Kim Lerner, 232 Bleecker

Lien Lin, Bricolage NYC

Chris McDade, Popina

Jonah Miller, Huertas

Joan Nathan, Cookbook Author & Food Historian

NOHO Hospitality Group

Andrew Peskoe, Golenbock, Eiseman, Assor, Bell
& Peskoe LLP

Stephen Ritz, Green Bronx Machine

Rick Smilow, Institute for Culinary Education

Jeff Steelman, HMSHost

Julia Turshen

Robert Valencia & Justin Schwartz, Great Performances

Jeffrey Yoskowitz, The Gefilteria

Elizabeth Murray, Marlow Collective & Women in
Hospitality United

SUPPORTERS

Foundations

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Arbor Brothers
A Chance Fund
Blackstone Charitable Foundation
Buchanan Charitable Fund
David Alexander Scott Memorial Fund
The Good People Fund
Grow @ Annenberg Foundation
The Harry and Jeanette Weinberg Foundation
HMSHost Foundation
Horace W. Goldsmith Foundation
Ira W. DeCamp Foundation
The Lawrence Foundation
MDRT
Mizuho USA Foundation
Mother Cabrini Health Foundation
Rachael Ray Foundation
Restaurant Workers Community Foundation
Robert and Toni Bader Charitable Foundation
Sir Kensington's

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NYC City Council,
Councilmember Brad Lander, and NYC DYCD

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Zakat Fund of New York
Lynne Lowen
Julia Metzger
Jackson Block
Maura and Mark Whelan
Ezra Spiro
Julia Langer
Will Howard
Rochelle Ser
Kenneth Clinton
Niteesha Gupte
Coralie Kwok
Francesca Furchtgott
Future Generation Fund
... and so many more!



EMMA'S TORCH

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