

# Theory of Change

## Opportunity

Fleeing from trauma, and seeking to build new lives, refugees, asylees, and survivors of human trafficking are among our most vulnerable neighbors.

As new arrivals, our students face systemic barriers to employment, and often struggle to find opportunities for careers with upward mobility.

Emma's Torch helps these New Americans through workforce development training and job placement services, alongside social service support, so that they can begin new independent lives.

## Population Served

### Our students:

- Are recent arrivals from 42+ countries
- Face precarious circumstances, earning less than \$8k per year on average before enrolling
- Often face language and other barriers to entering the workforce
- Are ready to begin new careers that will help them achieve their goals.

## Program

### Workforce Training

- Full-time paid culinary apprenticeship
- On-the-job skills training in Emma's Torch social enterprises
- Tailored career readiness and placement support

### Employability, Equity, and Empowerment Support

- Referrals to social services and wraparound support
- ENL classes
- Professional development
- Individualized mentorship

## Short-Term Indicators

### Training Supports Placement

90% of students graduate after two months

89% of grads launch careers, w/ *starting* wages averaging 5x pre-program earnings

### Graduates feel Empowered

Students report optimism and hope as they embark on careers that are aligned with their goals

### Demand from Employers

Graduation-to-hire time is 1 month

## Long-Term Outcome Targets

### Upward Career Trajectory

- 85% six-month job retention rates
- Year two projected salary of \$45k

### Return on Investment

1.4 x ROI in year one post-graduation  
5x Projected five year ROI

We define Philanthropic ROI as:  
Philanthropic Return on Investment = Wage Delta / Philanthropic Cost Per Outcome