

# Sometimes Bigger IS Better

Dear Donors, Supporters and Friends,

Can *Frozen 2* compete with the mass hysteria induced by the original? Can the 2019 AB portfolio possibly outshine the awesomeness of prior incarnations? Questions for the ages.

What's indisputable is that we have launched our largest portfolio ever, expanding from 9 to 11 grantees and dialing-up the size of our grants by 15%. Grantees can each now put \$300,000 to work serving our region's most vulnerable.

We are also proud to share that Sammy was recently recognized as a co-winner of [The Peter Jennings Award for Civic Leadership](#) for Teach for America alumni. AB grantee All Our Kin deserves the lion's share of credit, but we are thrilled to be their partner.

As always, we'll endeavor to be **substantive, candid and brief**. We look forward to hearing your feedback!

Warmly, The AB Team

Arbor Brothers finds, funds and supports the most promising early-stage education and workforce development nonprofits in the New York tri-state area.

## 2019 Selection Process

We ran an "invitation-only" application process this year, researched 114 organizations and invited the **most promising 25%** to submit full applications.

Beyond our high-dosage capacity-building support, grantees receive unrestricted funding which increases from **\$75k to \$125k** over our three-year investment, scaling alongside our confidence in their impact.

27 Applicants

*Application Scoring*

15 Semi-finalists

*Mgmt. Interviews*

10 Finalists

*Site Visits*

4 New Grantees

Our portfolio now includes **seven** returning stalwarts...

... **three** fresh entrants...

... and **one** new alumni grantee!



[click logos for details]

# Holiday Reading Suggestions from the AB Book Club

To promote **continuous learning**, specifically around our approach to supporting grantees, our team reads and discusses 5-10 books every year.

Digested individually or collectively, these texts on **leadership, management and social impact** have challenged our biases and provoked key insights.

As you compose your holiday reading (or gift!) list, here are a few gems from our team...



## Staff Picks

**Scott and Sammy:** We thought Bo Burlingham's [Small Giants](#) elegantly articulated the choices made by orgs like AB who aim to be great rather than big. (So much so that we're buying it for everyone on our board. Surprise!)

**Erica:** I binged on [Coaching for Performance](#), an oldie but a goodie that provides timeless and insightful guidance on practices to enable leaders to invest in their most important asset—their team.

**Karina:** If you're looking for a gift for your favorite Executive Director, I recommend [Managing to Change the World](#), a highly actionable guide for performance management issues. Not beach reading per se, but I guarantee some major thanks!

# Grantee Spotlight: Emma's Torch



## EMMA'S TORCH

- Founded in 2016; Year 1 in the AB portfolio
- FY19 Budget: \$1.8M (with ~50% covered by earned income)
- 7 FTE and participants from 42 different countries!

Want help making your next holiday party or gala extra special? From large events to bite-size corporate gifts, Emma's Torch would love to work with you! [Email](#) or [click](#) for more info.

Emma's Torch empowers refugees, asylees and survivors of human trafficking through culinary education.



### Apprenticeship Model

ET's program is a three-month, full-time, immersive experience. Participants earn \$15/hour during training, which enables ET to serve the most vulnerable applicants and allows participants to cover living expenses while investing in their future. The apprenticeships take place in ET's restaurant, café, and catering businesses, and include:

- **500 hours** of “over-the-stove” hard skills training on cooking techniques, cleaning standards, prep work, station management and line cook responsibilities (the target role for program grads)
- **70 hours** of soft skills training, including workplace English classes and customer-service orientation
- **30 hours** of job readiness support: career planning, computer literacy, mock interviews and “trails” (following another chef in the kitchen)

### Outcomes

- **Placement and Retention:** 91% of grads land culinary jobs and, to-date, 78% remain employed after 6 months (ET's long-term, two-year target is 85% retention)
- **Significant Wage Gains:** Pre/post income triples from \$10k to \$32k; year two salary target is \$45k (+50% YoY)
- **Strong Employer Network:** 40+ restaurant partners mean average grad-to-hire time is <1 month

# Reflecting Back, Looking Ahead

*Editor's Note: We've been told that given AB's maturity, our recurring "We Blew It" feature might be seen as unbecoming. We considered not making—or at least not publishing—more mistakes...but instead decided to just class-up the title. The discipline of transparency remains too dear to abandon.*

## HINDSIGHTS

*(retrospect is 20/20)*



As ever, by acknowledging and reflecting upon our shortcomings, we hope to avoid similar oversights in the future. Here is one excerpt from a long list:

**When you can only pick one.** When we decided to pursue re-engagement with our alumni grantees, we knew we had to thread a communications needle: *We love you all but only have the bandwidth to support a single organization whose current needs best align with our capabilities.* While mutual trust and compelling outcomes were pre-conditions for partnering up again, we needed to weigh many factors in our decision.

Unfortunately, we did not effectively convey this complexity to alumni, and further, our messaging around “fit” and “timing” may have unintentionally sent negative signals. With this feedback in hand, we believe we’ll be better equipped to explain the process and set clearer expectations next time.

## Grantees Up Close



AB grantees and supporters gathered together a few weeks back for our 9<sup>th</sup> annual **Meet the Grantees** evening. Here is [Hopeworks](#) participant Zora Davis reflecting on the transformative impact this group has had on her life.

What comes after the 9<sup>th</sup> *Meet the Grantees* event you might ask? Stay tuned for big news on our 10<sup>th</sup> Anniversary celebrations!

## News from Our Network

- Dominique Lee, from AB alum BRICK, was named [Charter School Leader of the Year](#). Congrats, Dom!
- Why do some high school kids wake up at 4:30am to go exercise in the rain? Check out [this New York Times feature](#) on the amazing participants of AB alumni grantee Row New York.
- Hudson Link's Deputy Director, Lila McDowell, published a wonderful [journal article](#) about the importance of formerly incarcerated individuals leading college-in-prison programs.

