Report to the Community
December 2020

“Today we will win.
We’ll study our mistakes and become stronger. We will win, each day, we will win.”

EDWINS
LEADERSHIP & RESTAURANT INSTITUTE

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216.921.3333
www.edwinsrestaurant.org
Dear Supporters:

Wow! What a year! 2020 was a year that saw our team come together in ways we didn’t even think were possible. What I’ll always remember is the fighting spirit of EDWINS students, alumni and staff through unprecedented challenges. Over the course of a Sunday afternoon in March, we reinvented our business focusing on family-style meals that could be enjoyed in the comfort of home. Our Butcher Shop and Bakery remain anchors in the Buckeye neighborhood and are providing more than just bread and meat but household essentials and pantry items. We came back at the Restaurant in May knowing that we had to keep moving forward to provide opportunity for our students. We recently opened edwins too ensuring that our students receive the hands-on experience that our program requires even with the current dining restrictions in place. Everything we do at EDWINS is centered on providing career pathways for returning citizens, empowering families and supporting our community. I’m proud of the work we’ve done at EDWINS but there is always more we can do.

EDWINS has proven it can successfully provide returning citizens with a path to family-sustaining careers. We are a national model for reentry and have shown that combining elite training with wraparound support prevents people from returning to prison. We are still determined to do more.

Our fight continues with our Management Fellowship. After a successful pilot earlier this year, we have expanded the program as six EDWINS graduates have returned to help us manage all our ventures. The Fellowship is EDWINS’ direct response to the lack of trade diversity that, according to 2018 Bureau of Labor Statistics data, notes that a mere 10.7% of food service managers are black.

The program consists of a year-long education in restaurant operations and all Fellows are salaried with health benefits. The curriculum was developed by consulting with restaurant owners and hiring managers from around the country. Fellows will receive the skills necessary to manage restaurants, their staff, and the business’s finances while also developing a leadership style that works for them. Continuing education opportunities are incorporated into the program with executives, professional athletes and industry leaders providing instruction and guidance. We plan on ensuring that restaurant management across the nation reflects the diversity of the communities they serve.

It’s never been easy for returning citizens this country. They must rebuild their lives while facing barriers at every turn. It’s been the same at EDWINS but we continue to push forward.

Merci!

Brandon E. Chrostowski
Founder, President & CEO
EDWINS Timeline

EDWINS – How it all began and where we are today

A Break from a Judge
A Mentor in George – The First Lessons
The Culinary Institute of America
Charlie Trotter – Make It Happen with What You Have
France
Chanterelle – David and Karen Waltuck
EDWINS in Cleveland – The Search for a Place Begins
Approved by IRS as a 501(c)(3)
Teaching Begins at Grafton and Women’s Reentry
EDWINS in Cleveland – The Business Plan for EDWINS

EDWINS – How it all began and where we are today

Opens at Shaker Square

Students Begin Training at Butcher Shop
Three Students Travel to Paris
300 Graduates
Featured on CBS This Morning
Featured on CNN
Featured on MLB Network
Featured on NFL Network
Bakery & Training Center Opens
3rd Annual Run for Re-entry 5K
La Bastille Day Celebration
3rd Annual Run for Re-entry 5K
Announced TEDxCLE Plans for EDWINS

EDWINS – How it all began and where we are today

JAN 98 Jan 99 Jan 00 Jan 01 Jan 02 Jan 03 Jan 04 Jan 05 Jan 06 Jan 07 Jan 08 Jan 09 Jan 10 Jan 11 Jan 12 Jan 13
Jan 00 Jan 01 Jan 02 Jan 03 Jan 04 Jan 05 Jan 06 Jan 07 Jan 08 Jan 09 Jan 10 Jan 11 Jan 12 Jan 13
Jan 14 JAN 15 JAN 16 JAN 17 JAN 18 DEC
JAN 19 JUN 19 JUL 19 AUG 19 DEC 19 JAN 20 JUL 20 DEC 20
“The people here keep me going through the difficult times. I look forward to coming here. I love the chefs and they are great teachers. I’m comfortable here. It’s a home for me.”

Once you come to EDWINS as a customer, you’ll appreciate everything that’s coming to the table. We show people what we have learned. You can’t go wrong with what they teach you here.”

“I keep fighting because I have a goal. I want to open my own restaurant and you have to learn every little step to get there. I know that mistakes are going to be made but you have to learn from them and move on.”

“At the end of the day, we are delivering a product and service to the customer that keeps them coming back. Every meal is different so it’s not the same every day, but you have to still make it to the end of the road.”
The Issue:

Total correctional population: 6,613,500 (as of 2016, Bureau of Justice Statistics)

The Total Cost of Incarceration: $1,200,000,000,000

Average cost to incarcerate: $31,978 (2016, Federal Register)

% of those returning to prison within 3 years (recidivism): 43.3%

Average cost to re-incarcerate: $31,000 (2016, Vera Institute of Justice)

A Solution:

The cost to educate a student at EDWINS in fiscal year 2019: $4,775
EDWINS Results

Number of graduates: 400
Number of restaurants who have hired our students: 145

Number of graduates of our programming at Grafton Correctional Institution: 104
Number of restaurants eager to hire our graduates: 50

Percentage of program costs covered by restaurant profits and restaurant contributions: 30%

Number of new classes that begin each year: 6

Recidivism rate for EDWINS graduates: .8%
**Financials**

**EDWINS**  
**FY19**  
**Aug ’18 – Jul ’19**  
**Operating Budget**  
**Actual**

### Income

**Program Support**

- **Unrestricted**
  - **Individuals**
    - Percentage: 28.9%
    - Amount: $637,915
  - **Corporate Support**
    - Percentage: 22.4%
    - Amount: $494,589
  - **Foundation Support**
    - Percentage: 25.4%
    - Amount: $559,242
  - **Restaurant Contributions (Tips)**
    - Percentage: 12.2%
    - Amount: $263,303
  - **Other Income**
    - Percentage: 11.1%
    - Amount: $245,643

**Total Program Support**

- Percentage: 100%
- Amount: $2,200,692

### Expenses

**Program Expenses**

- **Employee Costs**
  - Percentage: 57%
  - Amount: $682,041
- **Student Stipends**
  - Percentage: 15.7%
  - Amount: $187,870
- **Programming**
  - Percentage: 14.9%
  - Amount: $177,830
- **Overhead & Development Expenses**
  - Percentage: 12.4%
  - Amount: $148,395

**Total Program Expenses**

- Percentage: 100%
- Amount: $1,196,136

### FY19 Program Support: $2,200,692  
### FY19 Program Expenses: $1,196,136

The Institute would not exist without the Restaurant, as the Restaurant provides a training ground for students at the Institute. While the Restaurant costs approximately $1.3 million to run each year, the Restaurant’s expenses are entirely offset by its profits, a portion of which the Restaurant is able to then give to the Institute to help cover the educational programming expenses each year.

For complete financial information visit [GuideStar](https://www.guidestar.org).
EDWINS in the News

Recent Press

NFL Network, January 23, 2020: Indivisible Season 2: Cleveland

Cleveland.com, March 3, 2020: Brandon Chrostowski named Silver Plate recipient

Cleveland Scene, March 16, 2020: Cleveland Restaurant Owners React to Order that Shutter restaurants

CNN, March 25, 2020: Restaurant responds to the pandemic by feeding their Cleveland community

Cleveland.com, March 26, 2020: Edwins offers free job-guidance program for restaurant-industry workers affected by coronavirus

Cleveland Magazine, March 29, 2020: How Cleveland Restaurants Stepped Up To Take Care Of Their Own

WKYC Studios, March 30, 2020: Local restaurant revamps business to succeed during COVID-19 pandemic

Cleveland.com, May 1, 2020: Despite the terrible coronavirus price paid by marginalized communities of color, nothing will change if we do not make it change: Brandon E. Chrostowski

Ideastream, May 6, 2020: What Will Ohio Restaurants Look Like When Dining Rooms Reopen?

Cleveland Magazine, May 28, 2020: These Restaurants Are Finding New Ways To Elevate The Cleveland Community

International Foodservice Manufacturers Association, June 13, 2020: 2020 Silver Plate Award Winner: Brandon Chrostowski Q&A

ESPN.com, June 25, 2020: Browns GM Andrew Berry challenges team, fans on social justice after George Floyd killing

Cleveland.com, July 10, 2020: Edwins’ second-chance mission expands to housing in Cleveland

WKYC Studios, July 13, 2020: EDWINS acquires two multi-family homes to provide housing for their students, graduates

Freshwater Cleveland, July 16, 2020: Buckeye becomes a neighborhood of second chances as EDWINS expands its life skills campus

Manhattan Institute, August 20, 2020: Manhattan Institute Announces Second Cohort of Civil Society Fellows

Cleveland.com, September 30, 2020: Edwins Too to take over Fire Food and Drink space in Shaker Square

Cleveland Scene, September 30, 2020: Brandon Chrostowski to Extend Edwins’ Reach with New Fine-Dining Venture in Former Home of Fire at Shaker Square

Cleveland Magazine, October 28, 2020: Do Good Cleveland: 69 Organizations Doing Good For Cleveland

Cleveland Scene, November 17, 2020: First Look: Edwins Too, Opening at Shaker Square this Friday November 20

Cleveland.com, November 18, 2020: Edwins Tooset to open this week - sneak peek (photos)

Richland Source, November 24, 2020: Hope amid addiction: returning citizens get second chance at EDWINS Institute

Spectrum News 1, November 29, 2020: Giving Second Chances: Cleveland Restaurant Helps Citizens with Life After Prison

WKYC Studios, November 30, 2020: Edwins Too now open: Doug Trattner sits down with owner Brandon Chrostowski

New York Post, December 9, 2020: Another restaurant shutdown will kill a lot of dreams — including for ‘second chancers’