



# HOT BREAD KITCHEN 2019 IMPACT REPORT

# INTRODUCTION



March 1, 2020

## DEAR FRIEND,

In 2018, we undertook an ambitious retrospective look at Hot Bread Kitchen's impact in our first 10 years. Our goal was to understand how our work has changed the trajectories of the individuals in whom we invest as workers and business owners, as well as those of their families. We wanted to understand what contribution our work has made to the New York City economy and the communities in which we work.

We started 2019 with the goal of using the insights we gained from our impact study to inform enhancements to our existing programs, designed to deepen the impact of our work. With this report, we are happy to share the progress that we have made this year in providing supportive social services to address critical issues like housing instability; implementing financial coaching to help women plan beyond their next paycheck; connecting entrepreneurs to markets, networks and capital; and shaping a larger dialogue about diversity, equity, and inclusion in the culinary field.

In 2020, we are looking forward to continuing to build on our 2019 work and successes, and exploring new ways to advance women and entrepreneurs along the path of upward economic mobility. We will also be making a new home in Brooklyn at 630 Flushing Avenue, a hub of food manufacturing and workforce development, and in a space that allows our programs to continue to grow and collaborate.

Since Hot Bread Kitchen's founding in 2008, we have built a community that shares our vision of New York City's thriving food and culinary sectors as a platform for economic advancement and inclusion, and a reflection of the diversity of our city. Our community includes workers and entrepreneurs; micro-businesses and multinational companies; community-based organizations; public agencies and elected officials; customers; and generous donors. Each community member contributes an essential ingredient to our recipe for success: investing in people with passion to succeed in the food industry, developing their skills, and building networks that can support their advancement.

Thank you for being part of our community to support breadwinners!

Shaolee Sen  
CEO, Hot Bread Kitchen

## 2019 BY THE NUMBERS

~\$10M

ECONOMIC IMPACT  
IN 2019<sup>1</sup>

108

WOMEN PLACED IN JOBS  
(INCLUDING 2018 + 2019 ENROLLEES)

96

BUSINESSES SERVED BY HOT  
BREAD KITCHEN'S INCUBATOR

\$3.2M

ANNUAL EARNING POWER OF  
WOMEN PLACED IN JOBS<sup>2</sup>

## 2019 BOARD OF DIRECTORS

CHAIRPERSON: DIANA TAYLOR

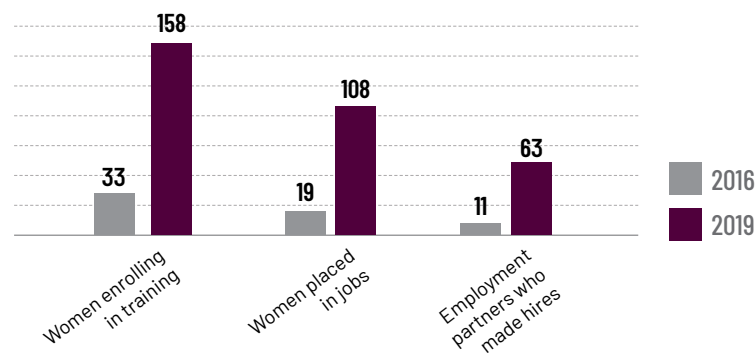
GEOFFREY ALLEN, ANTONIA BOWRING, BECKY BOWLER, DANA COWIN,  
AMIR KIRKWOOD, BEN LEVENTHAL, MARY MCCAFFREY, SANDRA NUDELMAN,  
CHAERI KIM TORNAY, INGRID RASMUSSEN, STACEY RAUCH, MATTHEW REICH,  
GAIL SIMMONS, EMILY SUSSKIND, JAFFER ZAIDI



# WORKFORCE PROGRAM

## GROWING AND EXPANDING OUR REACH

In 2016, we plotted a course for growth, with the goal of quadrupling the number of women we placed in jobs by 2019. By the end of 2019, we met and exceeded this goal, placing 108 women in jobs. In order to achieve this growth and expand our pool of employer partners, we transformed our training program by moving it out of our social enterprise bakery, where our capacity was limited by bread sales. Our new model consists of an intensive culinary fundamentals training followed by paid on-the-job training with one of our employment partners. Both of these phases also include ongoing professional readiness programming.



## WORKFORCE 4-WEEK CURRICULUM



### WEEK 1: PREP

Basic knife cuts, food safety, mise en place, career path and goal setting, introduction to personal banking



### WEEK 2: SPEED

Building speed and accuracy, dry and wet cooking techniques, kitchen culture, interview process, positive attitude



### WEEK 3: SPECIALTY

Measurements + kitchen math, quickbreads, researching employers, allyship, savings and budgeting



### WEEK 4: SIMULATION

Timed food preparation and simulated service, kitchen trail, mental health, setting financial goals



Beatriz at Starbucks Roastery



Yolanda at Eataly



Zuly at RA @ Google



LaTasha at Runner & Stone



Kandy at RA @ Google



Fall 2019 Graduation

# DEEPENING OUR SUPPORT: HOUSING STABILITY

**114,000** School-aged children in New York are homeless or “doubling up” with other families <sup>3</sup>

**60,000** New Yorkers sleep in homeless shelters every night <sup>4</sup>

**44%** of New York City households are rent-burdened <sup>5</sup>

Employment is an essential building block for economic stability, but it is not the only thing that our participants need in order to succeed. In 2018, we hired a full-time workforce retention manager who holds a Master of Social Work degree to provide case management and connection to supportive services that can help women overcome challenges outside of work.

The top case management needs identified in the past year are related to housing: **one-third of our participants have experienced homelessness** prior to or during our program, and **23% report housing instability**. The stress and disruption of housing instability and homelessness threaten a woman’s ability to get her children to school, get to work, and perform well on the job. **In a city experiencing an unprecedented homelessness crisis and affordable housing shortage, preventing the vicious cycle of homelessness is increasingly imperative to our mission to help women achieve economic stability and mobility.**

Partnerships with other organizations are critical to our ability to connect, and we are lucky to count organizations like **CAMBA, Catholic Charities, City Bar Justice Center, Community Service Society, New Destiny Housing, and New York Legal Assistance Group** amongst our partners.

## TOP AREAS OF NEED



HOUSING



CHILDCARE



MEDICAL HEALTH

## AISHA: OVERCOMING HOUSING INSTABILITY

“When I came here 10 years ago, I did not think about a job, but now it is time to do it for my kids and my family.”

In 2008, Aisha emigrated from Pakistan to join her husband who came to New York City a decade before. For many years, Aisha’s husband worked as a taxi driver to support the family, which includes seven school-aged children. **Aisha eventually decided it was her turn to start working, especially when her husband became unemployed.**

Given Aisha’s limited English skills and lack of prior work experience, a friend recommended Hot Bread Kitchen. Aisha joined the program in February 2019, while her family was simultaneously facing eviction because they owed more than \$10,000 in rental arrears. **Hot Bread Kitchen was more than just a training program for Aisha.** Our social worker advocated for her family to receive a childcare voucher and supplemental rent assistance. We connected Aisha to lawyers from New York Legal Assistance Group who were successful in helping her family avoid eviction. Additionally, we referred Aisha’s husband to Brooklyn Workforce Innovations, where he completed training for a commercial driver’s license and secured a new job.

After training, our employer engagement team connected Aisha to Sahadi’s, a thriving Brooklyn-based Middle Eastern food business and one of our newest hiring partners. Aisha’s position at Sahadi’s is dynamic. She has honed baking and prep cook skills and interfaces with customers, helping her build English language confidence. **While only working for a short period of time, Aisha can already feel the difference of earning her own income:** she’s providing for her family and thinking about saving for her children’s education. And despite everything going on in her life, Aisha has not missed a day at Sahadi’s. Critical support from a team, including Hot Bread Kitchen, has allowed her to focus on and succeed at her job.

# EXPANDING OUR SUPPORT: FINANCIAL HEALTH

**33%** of households in New York City are unbanked or underbanked <sup>6</sup>

**45%** of New Yorkers would not be able to cover an unanticipated \$400 expense with cash <sup>7</sup>

Our 2018 impact report showed us that as a result of their improved employment, our graduates speak about the future with greater optimism. **For the first time they can think beyond their next paycheck and set longer-term goals for continuing education for themselves and their children, additional professional training, major purchases, retirement, and business ownership.**

To help our graduates achieve their goals, we partnered with The Financial Clinic, a leader in the financial empowerment field, to train our staff in key concepts in financial literacy and coaching. We have been piloting the integration of group workshops as well as one-on-one sessions into our training program and job retention services.

Our work this year has provided us with more insight about our trainees' attitudes toward and experiences with managing money. Many have limited experience managing their own finances or receiving a regular paycheck, and have had negative or no experience with financial institutions. **For this reason, we address the basic building blocks of financial management before they receive their first paycheck.** Topics covered include: completing the required paperwork at the start of employment; setting up direct deposit; understanding the relationship between income and expenses; and feeling empowered to ask questions at a bank.

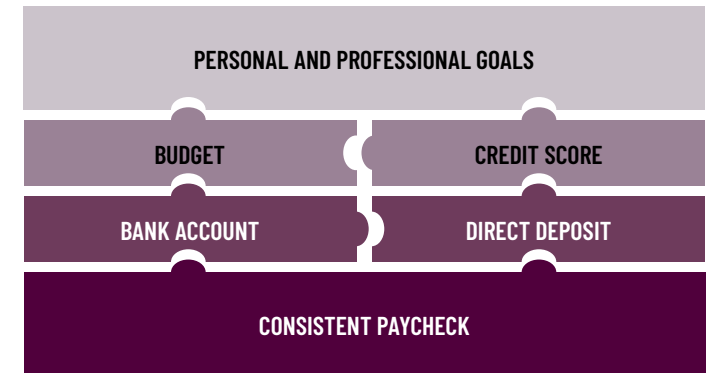
## METLIFE SUPPORTS FINANCIAL HEALTH PROGRAMMING

We are thrilled to partner with MetLife Foundation, a leader in financial health, to implement a financial coaching program for our Workforce program members. MetLife Foundation's generous support provides Hot Bread Kitchen participants with personalized coaching as they work toward their financial goals. MetLife Foundation believes that financial health belongs to everyone, and by investing in Hot Bread Kitchen, they support economic mobility for women who may be earning a paycheck for the first time. MetLife's employees also played a role in volunteering their time to offer mock interviews and provide critical feedback for women who are entering their new careers in the food industry. These mock interviews build women's confidence before interviews with our employer partners, which is often their first experience interviewing for a job. Hot Bread Kitchen also partnered with MetLife and Taproot Foundation to develop an assessment tool to evaluate participants' knowledge retention throughout the training through to job placement.

**"With its best-in-class workforce program, Hot Bread Kitchen not only sets women up for success but also provides a stable foundation from which to build financial health. With this integrated approach, the graduates receive "just-in-time" financial coaching to make the most of their paychecks—through savings strategies, debt reduction, and long-term planning."**

SARAH WILLIS, DIRECTOR OF FINANCIAL HEALTH, METLIFE FOUNDATION

## BUILDING BLOCKS OF FINANCIAL HEALTH



## TENIN: FOCUSED ON FINANCIAL GOALS

Hot Bread Kitchen's financial literacy work is still nascent, but some powerful shifts have already taken place. Tenin first met with our financial coach in April 2019 while enrolled in training. Initially, she was eager to open a bank account, as her previous account was closed due to lack of funds. Her other financial goals included saving to pursue additional education, visit her home in Mali, and get her own apartment. Our coach talked to her about setting up direct deposit and how this could help her avoid bank fees.

Tenin started working in June 2019, and set up direct deposit soon thereafter. By August, she had independently opened a savings account and initiated automatic savings deposits. Tenin also became more focused in her financial goals. She prioritized getting an apartment and structured her savings around that, budgeting to estimate how much she could spend on housing while also saving and covering her other expenses. By October, she was ready to investigate getting a secured credit card so she could build her credit history. **Tenin is like many women in our program who are beginning to make progress toward their goals by understanding the value of budgeting and safe financial products.**





# SHIFTING THE CONVERSATION: ADDRESSING JOB QUALITY

**75%** annual employee turnover rate in restaurants and hospitality sector in 2018<sup>8</sup>

**41%** Hot Bread Kitchen placement 1-year turnover rate

## INCI: IMPROVING QUALITY OF LIFE

“As a Turkish German woman, I appreciate Restaurant Associates’ diversity. And the benefits are very good. This is a wonderful environment you can do new things, and try new recipes, and move up the ladder.”

Inci joined Hot Bread Kitchen’s training program in 2014, commuting three hours a day from her Staten Island home to our bakery training site, then in East Harlem. After Inci graduated, Restaurant Associates (RA) @ Google hired her as a baker at one of the company’s on-site cafes. Inci has since been promoted to the role of bakery lead. Now she is both a supervisor to some of Hot Bread Kitchen’s more recent graduates and a role model for many of the early-career women she meets. This steady job and the raise accompanying her promotion made it possible for Inci to move from Staten Island to Manhattan. The shorter commute means she can pick her children up from school and have more time with her family. And in the future, she plans to save money to pursue her hobbies and visit family more often in Germany.

## PARTNER SPOTLIGHT: RESTAURANT ASSOCIATES

RA @ Google has hired more than 50 Hot Bread Kitchen graduates since our partnership began in 2015. RA makes a point of diversifying hiring at all levels of the company, particularly from a gender perspective. In addition to providing set weekday work schedules—a rarity in this industry—they also offer employees a comprehensive and generous benefits package. Further, their leadership works hard to support employees in accessing career growth opportunities.

The food industry is a key driver of economic growth in New York City and across the country, but it is characterized by poor working conditions and a high turnover rate. Turnover comes at a cost to employers, who struggle to find and retain talent in a tight labor market. **For Hot Bread Kitchen trainees placed in jobs with one of our employer partners, turnover is 45% lower than the industry-wide rate.** This is a testament to the quality of preparation our trainees receive, our employer partners’ commitment to making food jobs good jobs, and the careful matching that our staff does between trainee and employer.

As minimum wage has increased in New York City and New York State, we have been watching to see how the food industry responds; to date, most employers who previously would have offered wages above minimum wage are now paying at or close to the minimum wage of \$15. Because wages are outside our control, we continue to focus not just on the initial wage and benefits that our employer partners offer, but also on the opportunities that exist for career and wage advancement within the workplace.

This focus on dimensions of job quality beyond pay is timely, as the national conversation about the definition of job quality is also evolving. The 2019 Great Jobs Study by Gallup asked 6,660 U.S. workers about what factors matter to them for overall job quality. This groundbreaking work found that job quality, regardless of income, means much more than income and benefits. **Workers ranked stable and predictable pay, enjoyment of their day-to-day work and a sense of purpose higher than the amount of their paycheck.**<sup>9</sup>

We are proud that **95% of our job placements offer employer-sponsored benefits, and 84% offer set schedules.** As we move into 2020 with an increasing focus on job quality, we are exploring ways to deepen our impact by finding opportunities for additional skills trainings that can help women advance in their careers and help employers find talent for hard-to-fill managerial and specialized jobs.

## DIMENSIONS OF JOB QUALITY



SET SCHEDULE



BENEFITS



GROWTH OPPORTUNITIES



The Kitchen Conference opening keynote conversation



The Kitchen Conference "Becoming a Better Ally" Panelists



# THE KITCHEN CONFERENCE

Although the food service industry has moved toward more equitable and inclusive practices, turnover rates for entry-level food jobs continue to reflect a lack of job quality and a need for change. After years of dialogue with our clients and hiring partners on this subject, we were inspired to launch our first industry convening, the Kitchen Conference, on November 4, 2019.

**The Kitchen Conference brought together more than 200 participants** from all levels of the industry to collaborate with thought leaders and advocates, city officials, chefs and human resources professionals, and Hot Bread Kitchen workforce program graduates. A mix of plenary sessions, panels and interactive workshops covered topics including job quality, leadership, allyship, hazing and harassment, and communication and cultural competency in the kitchen. Participants walked away with actionable ideas and strategies for moving the work forward.

Response to the event was overwhelmingly positive:

“I have a list of strategies for inclusive hiring and employment practices, which I’ve already been able to discuss with my colleagues and others.”

“I took notes throughout the day and as I reviewed the notes, I saw the deep richness of what panelists said. I appreciated hearing perspectives that were different than my own.”

“The thoughtfulness that clearly went into shaping of the entire conference experience was truly commendable.”

## SCHEDULE HIGHLIGHTS

NOVEMBER 4, 2019 • THE WYTHE HOTEL, BROOKLYN, NY

### WELCOME + OPENING REMARKS

Nicole Taylor, Executive Editor of Thrillist

### KEYNOTE CONVERSATION

#### The Changing World of Work and Workers in Food Service

Gail Simmons, Hot Bread Kitchen Board Member; Chef Cheetie Kumar of Garland; Chef JJ Johnson of FieldTrip

### SESSION HIGHLIGHTS

#### WORKSHOP

#### Training Strategies through the Lens of Cultural Competency

Kerry Brodie of Emma’s Torch; Kutina Ruhumbika of Major Food Group; MJ Sanders of the Brownsville Community Culinary Center; DEI Facilitator and Consultant S. Leigh Thompson

#### PANEL

#### Becoming a Better Ally to Women and People of Color

Carol Crocker Lewis of Food+ by Compass; Perla Veras of Union Square Hospitality; Nicole A. Taylor of Thrillist; DEI Facilitator and Consultant S. Leigh Thompson; Karen Bornarth of Hot Bread Kitchen

#### FISHBOWL

**On Becoming a Leader** Emily Peterson of Flik; Jordyn Lexton of Drive Change; Hannah Wong of Van Da and Real Food Catering; Inci Mayo of Food+ by Compass and Hot Bread Kitchen Graduate

### SHARED PRINCIPLES WRAPUP + CLOSING CONVERSATION

#### Closing Conversation: Where Do We (Want to) Go From Here

Dana Cowin, Host of Speaking Broadly and Hot Bread Kitchen Board Member; Jacqueline Ebanks, NYC Commission on Gender Equity; Luzerne McAllister II, Rolodex Global and Diversity & Engagement Strategy at PepsiCo; Ana Oliveira, The New York Women’s Foundation

### THANK YOU TO OUR SPONSORS

**Workforce Development Institute, Tripleseat, Baldor**

In kind support: C2 Printing, Vinny, Brooklyn Brewery, Good Food Jobs, Wini Lao Photography, Dig



# SMALL BUSINESS INCUBATOR

Ocka Treats



Craig and Claude of Cornbread26



Mother and Daughter Fauzia of Fauzia's Jerk Seasoning



Ruby of The Better Pop



Pie & Chai event with The Museum of the City of New York



Davie of Kumuni Creek





# SUPPORTING ENTREPRENEURS TO GROW AND THRIVE

96

BUSINESSES SERVED BY  
HOT BREAD KITCHEN'S  
INCUBATOR

104

JOB'S CREATED FROM INCUBATOR  
BUSINESSES IN 2019  
(Q4 2018–Q3 2019)

26%

AVERAGE YEAR-OVER-YEAR  
REVENUE GROWTH FOR  
BUSINESSES WHILE IN HOT  
BREAD KITCHEN INCUBATOR

**WOMEN AND MINORITIES FACE GREATER CHALLENGES IN ACCESSING THE MARKET OPPORTUNITIES, CAPITAL AND NETWORKS THAT ALL BUSINESSES NEED TO GROW.**

**21%** growth in number of women-owned businesses nationally over the past five years <sup>10</sup>

**4x** revenue generated by male-owned businesses compared to women-owned businesses <sup>11</sup>

**1/6<sup>TH</sup>** average revenue of a black woman-owned business compared to all women-owned businesses <sup>12</sup>

Our 2018 impact study showed us that our entrepreneurs value our incubator for the space it provides them to experiment; its supportive community of businesses; and the expertise and networks that our staff offer. We also learned that businesses—particularly those owned by women and people of color, who face greater challenges than male-owned businesses—need additional support in making connections to buyers, scaling their products, and hiring their first employees. For this reason, we have doubled down our efforts to connect our incubator members to sales opportunities and our network of buyers, investors and lenders, and individuals with specialized expertise.



**71% WOMAN-OWNED BUSINESSES**

**64% MINORITY-OWNED BUSINESSES**

**27% IMMIGRANT-OWNED BUSINESSES**

Melanie and Diana of Mini Melanie at Chelsea Market



## ACCESS TO MARKET

### SHAQUANDA WILL FEED YOU



After the abrupt closing of Pilotworks, **ANDRE SPRINGER** joined Hot Bread Kitchen's Incubator in Spring of 2019. Springer's "drag queen hot sauce" is an expression of his identity as a queer Barbadian New Yorker. He is a very active member of the community and has made great strides in his business, including developing three new products and being featured in numerous food publications. In just one year, his company has experienced ten-fold growth in revenue.

Springer has participated in several Access to Market opportunities, such as **ARTISTS & FLEAS** (a weekend pop up market in Brooklyn) and Hot Bread Kitchen's spring and fall Buyer's Showcases. At the showcases he connected with buyers from several grocery store chains, including **WHOLE FOODS MARKET**; his hot sauces will be available in Whole Foods across New York City later this year. In June, he was featured at Hot Bread Kitchen's booth at the Summer **FANCY FOOD SHOW**. This allowed Springer to showcase his brand to buyers from across the nation and solidify relationships, including one with a cookbook publisher.



## ACCESS TO NETWORKS

### JANIE'S LIFE CHANGING BAKED GOODS



After a dark period of addiction and homelessness, **JANIE DEEGAN** found solace and healing through baking. Despite not having any formal culinary nor baking training, baking became part of Janie's rehabilitation and recovery trajectory. She took Hot Bread Kitchen's Business Planning Bootcamp before being accepted as a member of the Incubator in January 2018. Deegan saw steady growth in sales in her first year, mostly from direct to consumer channels such as busy weekly markets. Hot Bread Kitchen then facilitated direct introductions for Deegan to multiple retailers as well as introductions through our partner the Harlem Local Vendor Program which resulted in a connection to **COLUMBIA UNIVERSITY DINING**; these connections are helping her build out her wholesale program. The Incubator team has also introduced Deegan to a food scientist and more recently, through the mentoring program, a **FOOD PACKAGING SPECIALIST**. Her year of research and development paid off and she has developed a line of products with a longer shelf life that can be packaged for retail stores. In 2020 Deegan will have a shelf-ready product that can be purchased at numerous Kings & Balducci's stores across New York City.



## ACCESS TO CAPITAL

### LITTLE GREEN GOURMET



**ISABEL GUNTHER** owns Little Green Gourmet, a meal delivery business that provides healthy children's meals to families and schools in and around New York City. Her business has grown from its two-person operation while at Hot Bread Kitchen to what it is today: nearly 20 people, primarily women, producing more than 1,000 meals daily.

In 2017 Hot Bread Kitchen connected Gunther with **GROW AMERICA**, from whom she has since received two six-figure loans, including one for working capital and equipment. She has used the funds to significantly grow her business, with revenue growth of 30% year over year. Hot Bread Kitchen continues to work with Gunther on her growth strategy for scaling her business over the next several years. As part of these conversations, we are working to connect Gunther with **ANGEL AND VENTURE CAPITAL INVESTORS** for both mentorship and potential capital investment.

**2019 INCUBATOR MEMBERS** A Cake Baked In Brooklyn • Amuse Bouche NYC • August Catering & Events • Breathe Cafe • Brittle & Beyond • Brodofication • Building Block Organics • Casey's Krunch • CBK Cookies • Cenkali • Cereally Baked • Chef El-Amin Caterers • Chef Marshall Chef • RoyalTee Catering & Events • Clean Plate Co. • Cornbread26 Food Co. • Cornel's Catering Co. Inc. • Cuis'in • Danny D's Delicacies • Dessert Proof • Divine's Harlem Home Cooked Cuisine • edenopolis events • Egunsfod • Eight Vegan • Elyown • Shab's Sauces • Fancy Pies LLC • Fauzia's Heavenly Delights • FM Products • Fresh Taste Bakery • Ginjan Bros. • Gorsha • Grace Kelli Cupcakes • HCFvegan • Jackie's Snack Pastries • Janie Bakes • Jessie's Nutty Cups • JPO Concepts, Inc. • Jukebox juice & salad • Kamuni Creek • Kanpekies • Karen's Goodness • Kickshaw Cookery • Lady Lexis Sweets • Las Delicias de Fanny • Las Recetas de Lucy • MaahWaahs Catering • MAHA Chocolate • Mama Margarita's Food • Mille Nonne • Mr Bing • Mr. Cory's Cookies • Nafi's Hot Pepper Condiments • NYC's Best Dressed Cupcakes • Ocka Treats • Oswald Co. • Pabade Bakery • Penny's Pastries • Pierre Thiam Catering • Pure Confections • RAPT • Rocs Chocs • Roots Chai • RubyLu Confections • Salad Pangea • Sambuxa • Shadeesha's Sweets • Shaquanda Will Feed You • Soma Nutrition • Spoonable Spirits • Spread-mmm • Stylish Spoon • Sweet Milk & Sugar Desserts • Sweet Suga Mama's • Sweet Vegan • Sweets of Adversity • Tanya Tracy • Taste of Taylor Catering • Team Work on 3 Juices • Teranga • The Better Pop • The Blac Kitchen • The Chaat Company • The Dancing Elephant • The Egg Roll Queen • The Harlem Pie Man • The Little Hot Dog Wagon • Tiny Organics • Twisted Truffles • Umikah • West Indian Foods • Woke Foods • Y Juice • Yulonda's Edible Sensations • Yum Yum Bake Shop • Zooba





Hiyaw of Gorsha at Chelsea Market

## ACCESS TO MARKET

**IN 2019, WE DOUBLED DOWN ON OUR EFFORTS TO PREPARE OUR ENTREPRENEURS FOR MARKET SUCCESS AND FACILITATE CONNECTIONS TO BUYERS.**

Roughly two-thirds of the businesses in our program received targeted one-on-one technical assistance, advising, referrals, and/or participated in workshops, receiving support in areas like packaging and pitching. This primed them to take advantage of our expanded Access to Market program, which leverages our network of buyers from retail, wholesale, online and catering outlets. A sampling of our Access to Market activities is below.

At Manhattan's popular **CHELSEA MARKET**, a new Hot Bread Kitchen kiosk offered an "entrepreneur in residence" opportunity to two of our incubator graduates, Gorsha and Mini Melanie. Being at Chelsea Market gave these businesses the chance to experiment with having a brick-and-mortar in Manhattan, a valuable retail presence, and provided exposure to a huge audience of potential customers: Chelsea Market receives an estimated 28,000 visitors a day.<sup>13</sup>



Andre of Shaquanda Will Feed You at Artists & Fleas



Ysanet of Woke Foods at The Kitchen Conference

**TWO BUYER'S SHOWCASES**, organized by Hot Bread Kitchen, introduced 24 entrepreneurs to buyers from more than 20 local, regional, national and online specialty food retailers, including Whole Foods Market, Greene Grape Provisions, Columbia University Dining Services and Kings & Balducci's stores.

In June, several Incubator member businesses exhibited at the **SPECIALTY FOOD ASSOCIATION'S FANCY FOOD SHOW**, the largest specialty food industry event in North America held each year at the Javits Center. Two businesses, The Chaat Company and Spread-Mmms, were featured in Entrepreneur.com's roundup of the event.

Hot Bread Kitchen's **10TH ANNIVERSARY DINNER** in April and **KITCHEN CONFERENCE** in November featured products from members of our incubator community: The Chaat Company, Egunsifoods, Teranga, Ginjan, and Woke Foods.

Twenty of our entrepreneurs were represented at Hot Bread Kitchen booths at several popular pop-up markets throughout the year: **ARTISTS & FLEAS** in Williamsburg, **URBAN SPACES** Bryant Park, **YELP**, and **DEUTSCHE BANK** events. These booths also gave us the opportunity to strengthen the connection between our entrepreneurs and our brand, using the tagline "Incubated by Hot Bread Kitchen".

## 2019 Funders

...a chance ...fund, inc.	M&T Charitable Foundation
Acumen Capital Partners	MAV Foundation
Altman Foundation	Maverick Capital Foundation
Anna-Maria and Stephen Kellen Foundation	MetLife Foundation
Barclays Capital	NBCUniversal
Bloomberg Philanthropies	New York City Council
BNY Mellon Foundation	New York City Economic Development Corporation
Bryan Cave Leighton Paisner	New York Community Trust
Capital One Foundation	New York State Department of Labor
Citi Foundation	New York Women's Foundation
Consolidated Edison Company	Orin Smith Family Foundation
David I. and Laurie Pauker Fund	PIMCO Foundation
Davis Polk & Wardwell LLP	Ponce De Leon Foundation
Deutsche Bank Americas Foundation	PricewaterhouseCoopers
Durst Family Foundation	RESY Network
Ellen & Ronald Block Family Foundation	Robin Hood Foundation
Empire State Development	Santander Bank
Facebook	Sir Kensingtons
Fondation CHANEL	Stand Together
Goldman Sachs Philanthropy Fund	Starry Night Foundation
Google	State Bank of India
GRoW @ Annenberg	TD Bank
Guggenheim Capital LLC	Terrace Fund
Harlem Community Development Corporation	The Barker Welfare Foundation
Henry E. Niles Foundation	The Boston Beer Company
Hyde and Watson Foundation	The Culinary Trust
International Culinary Center	The David Nathan Meyerson Foundation
Ira W. De Camp Foundation	The Durst Organization
Jacques Pepin Foundation	The MUFG Foundation
Jaideep and Rachel Khanna Foundation	The Penobscot Fund
Jean and Louis Dreyfus Foundation	The Scully Peretsman Foundation
JP Morgan Chase Foundation	The Solomon Wilson Family Foundation
Kickstarter	TriNet
L+M Development Partners	Wells Fargo Foundation
Laura J. Niles Foundation	Whole Foods Market
Llewellyn Family Foundation	Workforce Development Institute
Lynne Waxman Foundation	Yelp Foundation
	Zegar Family Foundation

## Cause Marketing Partners

Black Seed Bagel x Miznon	The Farm on Adderly
Dig Restaurant Group	Roux Portland
Huertas	
Sugar Hill Creamery	

## 2019 Community Partners

Academy of Medical & Public Health Services	Freedom House	Northern Manhattan Improvement Corporation (NMIC)
Adhikaar	Goodwill Industries, NY/NJ	Parent Job Net
African Communities Together	Grace Outreach	Part of the Solution
Ali Forney Center	Grant Associates	Project New Yorker
America Works	Green Hope Services for Women	Project Renewal
Arab American Association of New York	Henry Street Settlement	Providence House
Association to Benefit Children	Here to Here	ResCare
Belt Park Family Center	HIAS	Restore NYC
Borough of Manhattan Community College (BMCC)	Hunter College	Safe Horizon
BronxWorks	International High School of Union Square	Sakhi for South Asian Women
CAMBA	International Rescue Committee	Samaritan Daytop Village
Catholic Charities Community Services	Korean Community Services	SAPNA NYC
Center for Court Innovation	LaGuardia Community College	Services for the Underserved
Center for Family Life	Lehman College	Susan's Place
Center for Family Representation	LIFT Communities	Turning Point for Women and Families
CHiPS	Lutheran Social Services NY	University Settlement
Coalition for Hispanic Family Services	Make the Road New York	Urban Upbound
Comprehensive Development, Inc	Maximus	West Side Campaign Against Hunger
DREAM	New Women New Yorkers	Womankind
Educational Data Systems, Inc. (EDSI)	New York City Housing Authority	Women in Need
Elmhurst Hospital	New York City Human Resources Administration	Workforce1
FACES NY, Inc	New York City Relief	YMCA Flatbush, Flushing, Harlem
FEDCAP	New York Public Library	
	New York State Department of Labor	

## 2019 Employer Partners

Amy's Bread	Del Posto	Otto's Tacos
Arcade Bakery	Dig Food Group	Paul Weiss (FLIK Hospitality Group)
Archdiocese of New York (FLIK Hospitality Group)	Eataly	Roberta's
Avenues School (FLIK Hospitality Group)	FLIK Hospitality Group	Russ & Daughters
Black Seed Bagels	Fordham Lincoln Center (Aramark)	Sahadi's
Breads Bakery	Fuku	Squarespace (FLIK Hospitality Group)
Cedric's at the Shed (Union Square Hospitality Group)	Grandaisy Bakery	Starbucks Roastery
Chartwells (Compass Group)	Il Buco Alimentari & Vineria	Stylish Spoon
Chip NYC	Japan Village	The Smile
Colson Patisserie	La Boulangerie	Union Square Hospitality Group
Compass Group	Laurie + Sons	Untitled at the Whitney (Union Square Hospitality Group)
Cultivated NYC (Javits Center Food Service)	Made Nice	Van Leeuwen Ice Cream
CxRA (Compass Group)	Maison Kayser	Webster Apartments (Aramark)
Daily Provisions (Union Square Hospitality Group)	Maman	west-bourne
	Marta (Union Square Hospitality Group)	Whole Foods Market
	MeyersUSA	WilmerHale (FLIK Hospitality Group)
	Milk Bar	Zaro's Family Bakery
	NYU Harvest Table (Aramark)	

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# ENDNOTES

**1** Our estimate of \$10 million of economic impact is calculated using the Regional Input (RIMS II) methodology, developed and used by the United States Bureau of Economic Analysis to capture the inter-industry effect of increased purchases and spending in a target industry that is projected to experience an increase in production of goods and services.

Key inputs are: 1) total gross revenues to Hot Bread Kitchen of bread sold; 2) an estimate of wages paid by member businesses in the Hot Bread Kitchen small business incubator for the employment opportunities (including entrepreneur employment) created by member businesses in 2019; 3) and Hot Bread Kitchen's payroll. These inputs are multiplied by, respectively: 1) Type 1 Final Demand Output multiplier for bread and bakery product manufacturing ; 2) Type 1 Direct Effect Earnings multiplier for all other food manufacturing; and 3) Type 1 Direct Effect Earnings multiplier for administrative and management jobs.

For the purposes of this calculation, we include entrepreneurs' self-employment in our jobs number because regardless of whether they take a salary from the business, entrepreneurs' activity and investment in their business results in economic activity in the form of purchasing of goods, raw materials and services.

For a full explanation of methodology please consult our 2018 Impact Study.

**2** \$3.2 million annual earning power is calculated as follows: 108 women placed in jobs x estimated annual earnings of \$30,000 based on minimum hourly wage of \$15, and full-time schedules of 2,000 hours a year.

**3** Shapiro, Eliza. "114,000 students in N.Y. C. are homeless; these two let us into their lives." New York Times. Accessed on February 17, 2020 from <https://www.nytimes.com/interactive/2019/11/19/nyregion/student-homelessness-nyc.html?searchResultPosition=1>

**4** Number fluctuates nightly. Approximation based on DHS Homeless Shelter Census data for February 15, 2020, accessed at: <https://data.cityofnewyork.us/Social-Services/DHS-Homeless-Shelter-Census/3pjg-ncn9>

**5** Fiscal Policy Institute. 2019. Nearly Half of New York Renting Families are Rent-Burdened. Accessed on February 17, 2020 from : [http://fiscalfpolicy.org/wp-content/uploads/2019/04/NYS-RentBurdens\\_Apr2019\\_MAIN-3.pdf](http://fiscalfpolicy.org/wp-content/uploads/2019/04/NYS-RentBurdens_Apr2019_MAIN-3.pdf)

**6** New York City Department of Consumer and Worker Protections. Where Are the Unbanked and Underbanked in NYC? (2017 data). Accessed on February 17, 2020 from: <https://www1.nyc.gov/assets/dca/downloads/pdf/partners/Research-UnAndUnderbankedNewYorkers.pdf>

**7** Cargill, C, Maury, M. and Wimer, C. 2019. On the Precipice: An Analysis of the Vulnerability of New Yorkers to Economic Shocks. Accessed on February 18, 2020 from [https://robinhoodorg-production.s3.amazonaws.com/uploads/2019/06/EMERGENCY-EXPENSE-REPORT\\_6\\_19\\_FINAL.pdf](https://robinhoodorg-production.s3.amazonaws.com/uploads/2019/06/EMERGENCY-EXPENSE-REPORT_6_19_FINAL.pdf)

**8** National Restaurant Association. 2019. "Hospitality industry turnover rate ticked higher in 2018." Accessed on February 17, 2020 from <https://restaurant.org/Articles/News/Hospitality-industry-turnover-rate-ticked-higher>

**9** Rothwell, J. and Crabtree, S. 2019. Not Just a Job: New Evidence on the Quality of Work in the United States. Accessed on February 17, 2020 from <https://www.gallup.com/education/267590/great-jobs-lumina-gates-omidyar-gallup-quality-report-2019.aspx>

**10** State of Women-Owned Businesses. 2019. Commissioned by American Express. Accessed on February 17, 2020 from [https://about.americanexpress.com/files/doc\\_library/file/2019-state-of-women-owned-businesses-report.pdf](https://about.americanexpress.com/files/doc_library/file/2019-state-of-women-owned-businesses-report.pdf)

**11** City of New York. 2015. Unlocking the Power of Women Entrepreneurs in New York City. Accessed on February 17, 2020 from [https://we.nyc/media/filer\\_public/97/a1/97a19bc2-261c-4168-b70d-4873f7bec894/wenyc\\_report\\_2015-11\\_2.pdf?ieNocache=101](https://we.nyc/media/filer_public/97/a1/97a19bc2-261c-4168-b70d-4873f7bec894/wenyc_report_2015-11_2.pdf?ieNocache=101)

**12** State of Women-Owned Businesses. 2019. Commissioned by American Express. Accessed on February 17, 2020 from [https://about.americanexpress.com/files/doc\\_library/file/2019-state-of-women-owned-businesses-report.pdf](https://about.americanexpress.com/files/doc_library/file/2019-state-of-women-owned-businesses-report.pdf)

**13** Urban Land Institute. Accessed on February 18, 2020 from <http://uli.org/wp-content/uploads/ULI-Documents/Chelsea-Market.pdf>