

HOT BREAD KITCHEN'S

2020 ACTIVITIES: SUPPORTING

NEW YORK CITY IN A CRISIS

Hot Bread Kitchen's work builds on our 10-year history of providing social services, skills coaching, job placement, and entrepreneurship programming as well as our vast connections and employer relationships that put workers and entrepreneurs on a path to economic security and mobility.



2020 IN CONTEXT

Hot Bread Kitchen began 2020 by reaching an important milestone: we launched the first cohort of the year—and the largest to date—at our new kitchen space in Brooklyn, NY. We were on track to reach the goal of training and placing 110 women in food jobs. Just days before the COVID-19 pandemic forced New York City into lockdown, that first cohort finished culinary fundamentals training and was preparing to begin the job placement process.

As COVID-19 took hold in March, Hot Bread Kitchen suspended all programming and moved quickly to provide resources to our community. Almost immediately, we learned of the enormous economic challenges facing our community and adapted all programming to focus on emergency response and recovery efforts for the remainder of 2020.



80%

of active small business members saw a decline in revenue, with 35% experiencing a revenue decrease of 35% or more.



**HOUSEHOLD
INCOME LOSS**

68%

of the alumnae surveyed did not have any source of household income.



**JOB
LOSS**

>40%

of our workforce alumnae lost their jobs immediately.

DUAL PANDEMICS:

COVID-19 AND SYSTEMIC RACISM

The workforce alumnae and entrepreneurs Hot Bread Kitchen supports have been impacted disproportionately by two dual (and intersecting) pandemics: COVID-19 and ongoing systemic racism. The COVID-19 crisis has reinforced what we have known and seen first-hand in the food industry: entry-level workers and small business owners—predominantly women, immigrants, and people of color—face enormous inequities at work, on the streets, and in their homes.

Before the COVID-19 pandemic sent unprecedented shockwaves through the food and hospitality sectors in New York City, Hot Bread Kitchen was reevaluating our programmatic approach with a renewed focus on the ultimate impact we want to achieve: economic mobility. Our transformative programming will build upon and continue of our ongoing work to promote economic opportunity and mobility for women, immigrants, and people of color in the food industry and beyond. It has always been our vision that workers use their first jobs in the industry as platforms to continue making progress toward their goals.



OUR EMERGENCY RESPONSE EFFORTS:

- **DIRECT CASH ASSISTANCE:** Disbursed \$338,000 to 235 alumnae, small business owners, and their employees, helping them manage household expenses and bridge income gaps due to job loss, reduced hours, or canceled orders.
- **SOCIAL SERVICE SUPPORTS AND FINANCIAL COACHING:** Conducted 1,439 crisis support interventions related to food security, housing, childcare, legal issues, and mental and physical health. We offered webinars and one-on-one support to 65 alumnae in learning how to make the most of their monetary resources through budgeting, saving where possible, and managing debt.
- **TECHNICAL ASSISTANCE WITH RELIEF AID:** Supported 28 small business members in navigating the complicated and overloaded application systems for unemployment insurance, pandemic EBT, the Payroll Protection Program (PPP), Economic Injury Disaster Loans (EIDL), and Small Business Administration emergency loans.



OUR EMERGENCY RESPONSE EFFORTS:

- ▶ **IMMEDIATE WORK AND SALES OPPORTUNITIES:** Made 43 job placements and launched a virtual training platform with a series of workshops and modules helping women prepare to re-enter the workforce in the COVID-19 environment. We connected our small business members to our network of buyers in grocery, retail, and institutional settings, allowing them to capitalize on increased interest in products made by entrepreneurs of color and demand for packaged goods as a result of changing consumer behavior.
- ▶ **SUPPORT FOR VIRTUAL LEARNING:** In collaboration with CUNY LaGuardia Community College, we are offering virtual tutoring services that engage children and parents through CUNY's K-12 Online Learning Hub. The initiative launched in fall 2020 by connecting 15 families (33 individuals including children) with trained tutors to determine their academic needs and design collaborative solutions. We see supporting parents as a critical piece of our mission because their children's education is a building block to economic mobility.
- ▶ **EMERGENCY MEALS:** Through a partnership with NYC Health + Hospitals, Start Small Think Big, and a generous donor, we contracted with three small business members to provide more than 25,000 meals to food insecure Harlem residents and frontline healthcare workers. In an effort to continue providing hunger relief to the community, we launched our Chefs Collective with four members of our small business program. These MWBE chefs prepare 600 donated meals for food insecure Harlem residents each week. We are proud to be a part of launching Food For Soul's Refettorio Harlem (founded by internationally known chef Massimo Bottura) alongside our meal distribution partner Youth Action Youth Build.



CHEF COLLECTIVE MEMBER MARYAM BODDIE IN THE KITCHEN MAKING MEALS FOR HARLEM RESIDENTS.

2020 AND BEYOND: OUR HUMAN-CENTERED APPROACH

As New York City works towards recovery of COVID-19, Hot Bread Kitchen will continue and adapt our ongoing work with custom solutions to promote economic opportunity and mobility for the communities we serve. Career pathways are unique to each individual's goals and needs; we offer support, opportunities, and connections that meet them where they are. We are continuing to develop and refine a coaching model that helps women define and make progress toward their personal and professional goals. Our coaching interventions address the critical building blocks of economic mobility, including living wage employment, financial assets, educational attainment, social capital, civic engagement, and stable housing and health.



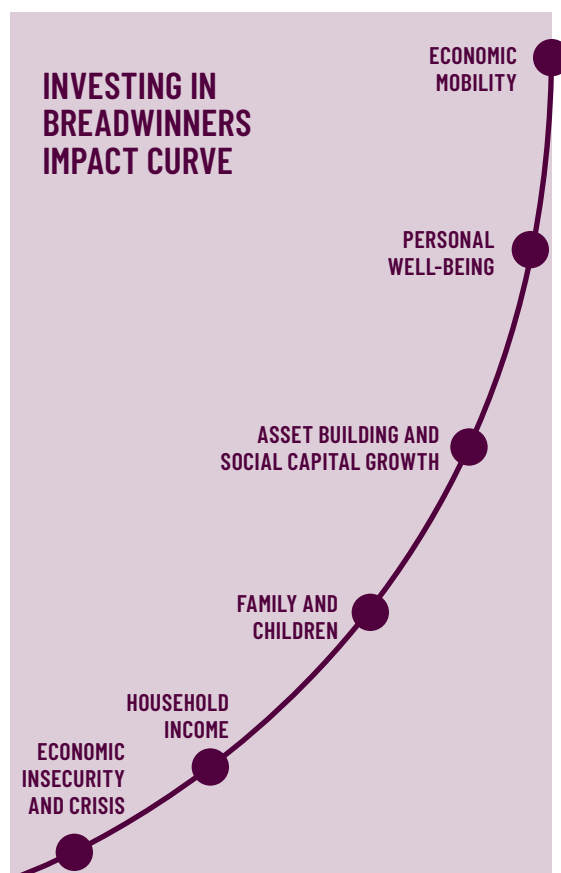
WORKFORCE: INVESTING IN BREADWINNERS

ENSURING STABILITY AND SECURITY: We provide income supports and immediate earning opportunities in the form of emergency grants, job training, job placement, and wraparound social work supports.

MOVING TOWARD LIVING WAGE EMPLOYMENT: Our goal is to help women secure living-wage jobs, in or out of the food industry, that allow them to meet their basic needs, cushion themselves from financial hardship, and create a stable environment for their families. Support will include job placement assistance for those needing immediate income while also moving them toward living wage employment.

**"I have my dream inside me but
no opportunity."**

- Kadiatou, Workforce Alumnae



RIISING TOGETHER: In fall 2020, we launched "Rising Together," a peer-coaching group to support alumnae in identifying and progressing toward their professional and personal goals and building social capital. Women are organized in groups around common goals they have identified. This initiative emerged from Hot Bread Kitchen's work advancing our alumnae network as a space to support career growth through networking and skills development.

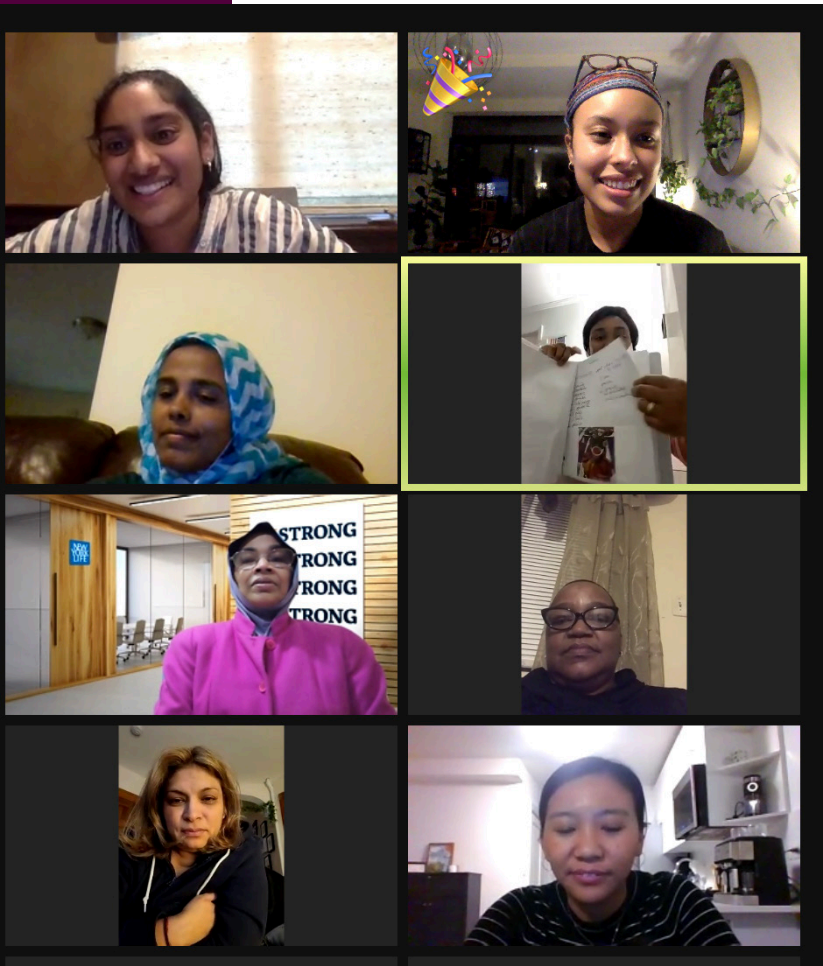
EXPANDING OUR WORKFORCE PROGRAM: Facility management represents an opportunity for women to begin careers with living wages and growth potential in a sector of increasing significance as New York City recovers from the pandemic. The profession covers multiple disciplines to ensure functionality, comfort, safety, and efficiency of the environments where people live and work. As the field faces an impending talent shortage, with many facility managers aging into retirement, there is a growing interest in seeing a more diverse workforce fill these roles. The industry's average salary for entry-level roles is \$45,000–\$70,000.

CLOSING EDUCATION GAPS: Through a partnership with CUNY LaGuardia, we have been able to offer a virtual tutoring service to our members and their school-age children with the goal of combating learning loss and supporting parents through the challenges of another disrupted school year. Since launching the service in November of 2020, 17 members have enrolled, with a total of 21 children ranging from kindergarten to 9th grade. Since their children have been working one-on-one with tutors, our members have reported that they "agreed" or "strongly agreed" that their "children are doing better in school because of the service."

In collaboration with the International Facility Management Association (IFMA), **WE ARE PILOTING AN "ESSENTIALS OF FACILITY MANAGEMENT" CERTIFICATE PROGRAM IN 2021** with workforce alumnae who are unemployed or underemployed, seeking career growth opportunities, and have demonstrated coachability and flexibility while training with us.

Preparing women for this traditionally male-dominated field in a natural crossover from our work preparing women for jobs in commercial kitchens and bakeries that are also predominantly male workplaces. Many of our existing employment partners for culinary jobs also have opportunities for facilities roles.

Shyritta, a workforce alumna, experienced job loss at a bakery due to COVID-19. Now she is part of the Facilities Management certificate program. **"I looked up potential income in this field [and this training] is still on my path to get my own business back up and running bigger and better with all this experience."**



RIISING TOGETHER VIRTUAL MEETING

SMALL BUSINESS: EQUITY FOR ENTREPRENEURS OF COLOR IN FOOD

What the most recent racial equity movement has made ever more clear is the need to invest in and amplify entrepreneurs of color and women entrepreneurs. This has led to a renewed focus on the importance of supplier diversity and leveling the playing field for entrepreneurs who face barriers due to systemic racism. Business survival will hinge on the ability to salvage sales, which will require new ways of reaching customers whose preferences are shifting. Also, there is a heightened interest to support prepared food and packaged goods made by Black, Indigenous, and People of Color (BIPOC) and women-owned businesses.

DOUBLING DOWN ON SUPPLIER DIVERSITY

OPPORTUNITIES TO SUPPORT MINORITY AND WOMEN

BUSINESS ENTERPRISES (MWBE): We are developing relationships with mission-minded corporate, institutional, and grocery buyers to help them source from more MWBE owners and other underrepresented brands. This will not only diversify their program offerings, but also expand the customer base for the emerging food entrepreneurs we support. Our aim in

2021 is to be a trusted partner for food buyers dedicated to driving more equity in the marketplace by sourcing packaged and fresh food from MWBEs.

MEALS WITH IMPACT: We have adapted our small business programming to meet not only our members' needs, but also serve our local community as New York City faces exacerbated food insecurity. In late 2020, we launched a new initiative, Chefs Collective, with a group of MWBE caterers who had lost all their work with the disappearance of events. As an interim strategy to support a gap in sales, we are supporting Chefs Collective members to create up to 600 meals per week by purchasing and donating meals to the Harlem community to meet the spike in need. Hot Bread Kitchen also launched partnerships with online meal delivery companies to facilitate immediate sales and promote our small businesses' brands. As the economy recovers and the pandemic subsides, the Chefs Collective will expand its client base beyond community organizations to include a broader set of institutions and events with a need for packaged meals.



FOOD ENTREPRENEURSHIP FORUM: In October 2020, we hosted our first national, virtual event, The Food Entrepreneurship Forum, where we collaborated with incubator partners across the country to produce an adapted and expanded version of our semiannual Buyers' Showcase. 205 entrepreneurs participated in panels and workshops related to supplier diversity, brand identity, and equity in the small business ecosystem; within this group of 205 entrepreneurs, 25 participated in pitch sessions where they engaged directly with buyers from national grocery chains and corporate dining.



COMMUNITY SPOTLIGHT

ALUMNI SPOTLIGHT: AISHA

"Every person has a dream. I think my dream is for my kids to get education, better jobs, and have a good life. I am a very hard working woman, and I want to do everything for my family."

—Aisha, Workforce Alumni

When Aisha joined our workforce program in 2019, her husband had just lost his job as a taxi driver. We placed Aisha in a job at an award-winning local grocery—her first time working in the U.S. Then COVID-19 hit. Like so many women of color around the country, Aisha had to sacrifice employment so she could care for their children. When their landlord illegally raised their rent, the family was in dire need of immediate financial aid and a feasible path back towards economic stability.

In 2020, we offered Aisha an emergency stipend and supported her husband in getting new taxi- and bus-driving licenses so the family could get back on their feet. Through housing court and rental assistance, we were able to alleviate the family's acute financial stress. However, as a second wave of the pandemic looms over New York City, many of our breadwinners like Aisha have remained in crisis. We are currently helping Aisha find the right fit for a new job, but there is so much work to be done to ensure that she and the rest of our breadwinners have the tools they need for recovery.



SMALL BUSINESS SPOTLIGHT: FAUZIA'S HEAVENLY DELIGHTS

"Optimistic is definitely the word that comes to mind when thinking about the future of Fauzia's Heavenly Delights. The sense of helplessness we felt during the first couple months of the pandemic has transformed into optimism about the growth of our business with Hot Bread Kitchen's continued support." —Fauzia Abdur-Rahman, Small Business Owner

Fauzia Abdur-Rahman, immigrated to the U.S. at age 19 and opened Fauzia's Heavenly Delights, a Jamaican fusion food cart that's been beloved by New Yorkers for more than 25 years. In March, when the pandemic brought customer traffic to a screeching halt, Fauzia's entire family was out of work—a fate shared by so many other small, immigrant-owned businesses.

With the support of Hot Bread Kitchen, Fauzia was able to develop new income streams to save her business, including selling her coveted jerk seasoning online. Her aspiration is to build on the legacy of Fauzia's Heavenly Delights and pass her values to her daughter.



CHEF COLLECTIVE SPOTLIGHT: MARYAM BODDIE

"My business was at a standstill for a few months and I didn't know what I was going to do next. My bank account was completely empty. I am facing eviction currently and I was down in more ways than one. Because of this new collaboration "Chefs Collective" once again you have come to the rescue. I not only feel amazing being back in the kitchen doing what I love but I am now able to continue to put food on the table. I look forward to continuing to be a part of something amazing and beneficial for the community." —Maryam Boddie, Small Business Owner, Maryam's Yum Yum

REFLECTION

2020 has proven Hot Bread Kitchen's ability to act swiftly and remain adaptable in response to a public health and economic crisis. At a time when nonprofit models are threatened, we are dramatically reimagining our programs, relaunching our workforce training program to prepare women for careers in facility management, and adapting our small business program to support hard-hit culinary entrepreneurs and alleviate food insecurity in Harlem.

Our communities' responsiveness to Hot Bread Kitchen is a testament to the strength of our connections with them, as well as a sobering reminder of how thin the social and economic safety net is for so many New Yorkers—even those who work. This knowledge, combined with our assessment of what the food industry and the broader labor market will look like in the post-COVID world, has forced us to think critically about our programming as we enter a period of recession and recovery.

An investment in Hot Bread Kitchen's work is an investment in the possibility of a truly equitable recovery. We remain determined to partner with our community in moving from economic insecurity to financial independence and beyond. It is an investment in a broader economic recovery that acknowledges worker's skills and priorities their needs, levels the playing field for entrepreneurs of color, and supports women breadwinners.

