



HOT BREAD KITCHEN
10 YEARS OF IMPACT 2008-2018

INVESTING IN BREADWINNERS

FOREWORD FROM OUR FOUNDER

January 2019

When Hurricane Sandy hit New York City in October 2012, Hot Bread Kitchen had been operating out of La Marqueta for only 18 months. In anticipation of the storm, we closed and sent everyone home, virtually unheard of in the 24-hour facility. As predicted, the city was battered: streets were flooded, tunnels and subway lines closed, and millions lost power. The New York Stock Exchange closed for two days (also unheard of) and public schools remained empty for nearly a week. But at Hot Bread Kitchen, because of geographic good fortune and local hiring, the lights and mixers in our kitchens were back on after 10 hours. People needed to work, and New Yorkers definitely needed to eat.

Kitchens are places of alchemy that feed the body, soul, and community. After Sandy, the powerful magic of what we had created in our kitchen became more apparent, and we realized the critical role that Hot Bread Kitchen plays in New York City. Our phone rang off the hook and we made space in our kitchens to accommodate chefs and bakers whose businesses were without power or suffered damage in the storm. Staff who lived within walking distance, including brand new trainees, worked triple shifts to meet demand and cover for colleagues who couldn't make it to work. Because bridges were closed, few of New York City's bakeries could deliver, so we sent whatever bread we could to Manhattan hotels to feed hungry visitors. We gave out food to our neighbors and even organized volunteers to help make hundreds of peanut butter sandwiches to deliver to displaced families and first responders.

The city was shaken and, there under the MetroNorth tracks in East Harlem, we found solace and optimism in each other. When we needed a break from the kitchen, we came together in our teaching classroom to share stories and warm bread. While exhausted, we felt fortunate to be able to help in the aftermath of the storm.

These magic moments of relevance and purpose have propelled our work for a decade. As you will read in *Investing in Breadwinners: 10 Years of Impact*, at Hot Bread Kitchen we witness this kitchen magic every day in large and small ways. ***Perhaps the most powerful evidence of alchemy, which is captured so poignantly in this report, is that our kitchens have spurred \$104 million of new economic impact in East Harlem and have changed the lives of hundreds of women who have gone through the training program by decreasing isolation, unlocking talent, creating a stronger sense of self and increasing stability for children and families.*** Our kitchens have seeded a pipeline of talent for the industry and we have created the space to launch 250 innovative food brands—36 of which have gone on to build their own kitchens.

Of course, magic doesn't happen without magicians, especially in the kitchen. Over ten years, I have had the incredible opportunity to work with the most talented and mission-driven staff in the non-profit and food industries, each leaving their unique fingerprints on Hot Bread Kitchen. In addition to an A-Team staff, the impact of the last decade has been possible thanks to an innovative and committed board of directors, strategic funders, countless volunteers, and thousands of gluten-loving, mission-driven customers. A decade passed in a flash and, with this momentum and kitchen alchemy, I cannot wait to see what we achieve in our kitchens over the next 10 years, and then 40. Please savor this report with the joy and optimism that has gone into the creation of Hot Bread Kitchen.

With gratitude,



Jessamyn Waldman Rodriguez, Founder

ACKNOWLEDGEMENTS

This study would not have been possible without the women and entrepreneurs who are, and always have been, the reason Hot Bread Kitchen exists. Huge thanks to the 60 graduates of our culinary training program and 20 alumni of HBK Incubates who provided invaluable insights and feedback about the qualitative impact of our programs. Without them, there would be no impact to measure. We are grateful for their continued dedication to our work and for being members of the Hot Bread Kitchen community.

RESEARCHERS

Enormous thanks to Dana Archer-Rosenthal, a social impact expert and independant consultant who has spent her career supporting, strengthening, and deepening mission-driven nonprofit work. Dana led this impact study and was responsible for developing our interview protocol, methodology, and analysis. We would also like to thank all of the researchers who helped shape this study and conducted primary and secondary research, specifically: Grayson Caldwell, lead field researcher; Floee Skrzypek and Noah Best, primary research assistants; and the team of The School of International and Public Affairs (SIPA) at Columbia University graduate students and Hot Bread volunteers who conducted primary interviews.

STAFF

In addition to conducting interviews with our program graduates and incubator alumni, several Hot Bread Kitchen staff members provided critical context and background on the history of our organization. Special thanks to Jessamyn Waldman Rodriguez, Shaolee Sen, Jill Kaplan, Karen Bornarth, Kobla Asamoah, Kelsey Minten, and Kelli Kerkman for their support in this process, and to Margo Sivin and Jenny Kutner for designing and writing this final product.

PHILANTHROPIC SUPPORT

We are also grateful to the supporters who made this impact study possible, in particular Fondation Chanel for funding our research and publication of this report. Thank you to each of the advisors and organizations that were willing to share their expertise and feedback as this report coalesced, providing vital critiques along the way. This study is better for your insight.

ADVISORY SUPPORT

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Finally, to the funders who have worked with us to grow our mission over the years, we could not have completed this undertaking—or done any of the life-changing work we have done over the past decade—without your generosity. We thank you for your enduring support of Hot Bread Kitchen and your contributions to the women and entrepreneurs we serve.

Published January 21, 2019

EXECUTIVE SUMMARY

FOR 10 YEARS, HOT BREAD KITCHEN HAS STRIVED TO PROVIDE A PATH TO FINANCIAL STABILITY IN THE FOOD INDUSTRY, WHERE WE SEE OPPORTUNITY FOR WOMEN WHO FACE ECONOMIC INSECURITY TO FIND MEANINGFUL CAREERS AND FOR ENTREPRENEURS TO LAUNCH SUSTAINABLE BUSINESSES.

Where there is continuous economic growth and gentrification—as there has been in New York City and cities across the United States—there is growth in the food industry. The Bureau of Labor Statistics predicts food preparation and serving positions will be among the occupations with the most job growth through 2026.¹ At the same time, commercial kitchens face challenges recruiting and retaining skilled entry-level workers: the culinary industry needs reliable, hardworking staff, but turnover rates are as high as 65 percent.

Sector-based job readiness programs like our culinary training have been found to increase the likelihood that trainees find work in the target sector when compared to control groups; some cases, they also have higher increased earnings and likelihood of receiving employer-sponsored benefits.² Similarly, research has shown business incubation can significantly improve small businesses’ survival rate³; nonetheless, the Hot Bread Kitchen incubator is one of less than a dozen in New York City.

Until now, Hot Bread did not have a complete understanding of the benefits our graduates and alumni have actually been able to reap from the

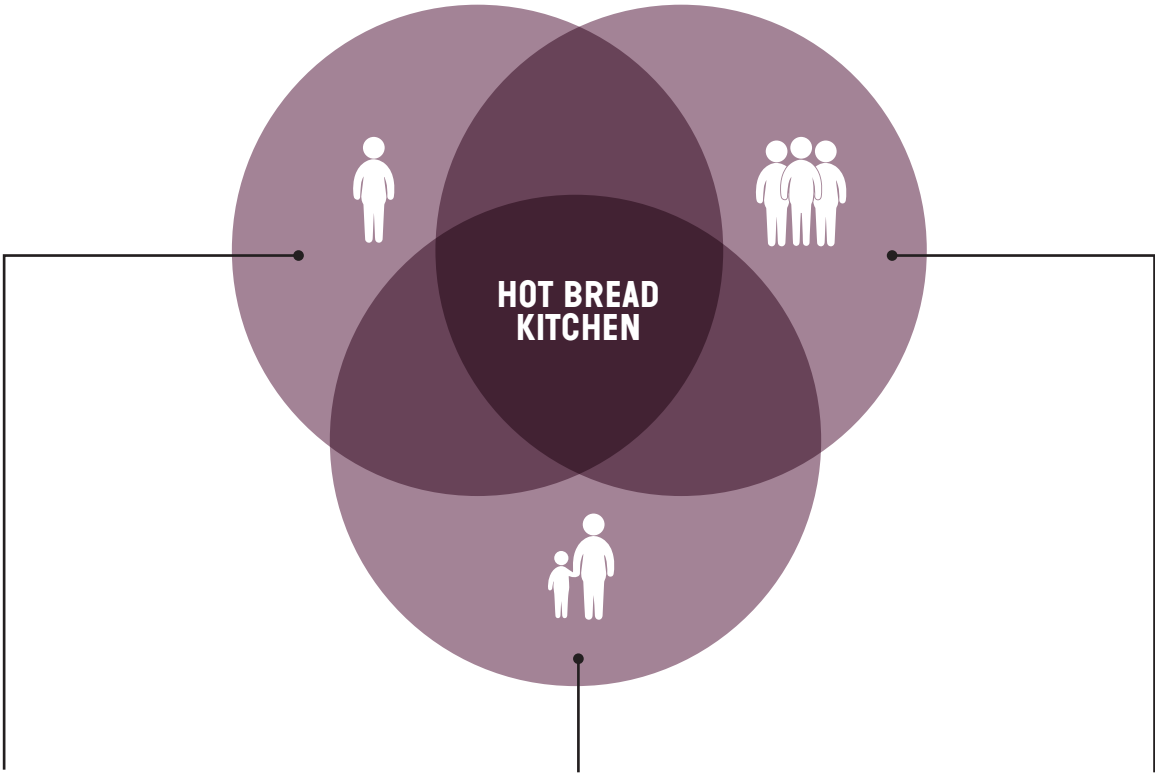
opportunities we have provided. With changes sweeping the workplace, the culinary sector, the labor market, and our own business model, our organization has been reflecting on the past decade of learnings—so we can know what we have accomplished, but also so we can figure out how to do more, better. This study is the culmination of our effort to understand where growth in economic opportunity has been for the women we have trained over the last ten years and the entrepreneurs we have supported since 2011.

We conducted this assessment to test several hypotheses, supported by interviews with 60 graduates of our culinary training program and 20 alumni of our culinary incubator. It was designed to capture the impact Hot Bread Kitchen has had on three levels: individual (culinary trainees and entrepreneurs who received assistance through our signature programs); household (trainees’ and entrepreneurs’ families/dependents); and community (East Harlem and/or the food manufacturing/baking industry). This study also captures the outcomes of the diverse, equitable business we have built, which has created financial, social, and economic benefits for stakeholders including: employees, funders & investors, community members, and New York City taxpayers.

ENDNOTES

¹US Department of Labor. Employment Projections. <https://www.bls.gov/emp/tables/occupations-most-job-growth.htm>
²Social Innovation Fund. WorkAdvance: Meeting the Needs of Workers and Employers. https://www1.nyc.gov/assets/opportunity/pdf/WA_Implementation_Review.pdf
³The Impact Of Business Incubators On Small Business Survivability. <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.598.6767&rep=rep1&type=pdf>

LAYERS OF IMPACT



Individual Trainee/Entrepreneur Level Impact

- We have created a workforce with the skills to thrive in the baking and culinary industries. Though traditionally male-dominated, these industries offer a viable career path with opportunities for advancement for low-income and immigrant women with limited English language skills and education, especially when compared to other female-dominated fields.
- Hot Bread's training, English as a Learned Language (ELL) offerings, and job placements improve women's well-being, sense of agency, confidence, acculturation (for recent arrivals) and ultimately, financial health.
- We build the skills of individual food entrepreneurs so that they can sustain employment for themselves and create jobs in their communities.

Family Level Impact

- The jobs for which we prepare women help families move out of poverty. This reduces their chances of experiencing housing instability, food insecurity, and/or material hardship.
- The jobs for which we prepare women help their families improve long-term financial stability and build wealth and assets.
- The children of the women we serve are more likely to succeed in school, go to college, and/or be employed.

Community/City/State Level Impact

- We have created a powerful, non-traditional model for job creation as well as local economic revitalization and redevelopment at La Marqueta in East Harlem.
- We have seeded an ecosystem of local businesses that generate greater local economic activity than large businesses.
- We are part of the value chain for New York State agricultural products, and are contributing to the resurgence of manufacturing in NYC and the prosperity of its culinary industry.
- We offer value to employers by providing a non-traditional pipeline of talent. We are creating a powerful counter-trend to the status quo in the culinary industry.

KEY FINDINGS

OPERATING A COMMERCIAL BAKERY AND SMALL BUSINESS INCUBATOR OUT OF LA MARQUETA CREATED OVER 200 JOBS IN UNDER TEN YEARS, GENERATING \$104 MILLION DOLLARS IN ECONOMIC IMPACT.

Women are working, and remain—for the most part—in the job placements facilitated by Hot Bread Kitchen.

- Jobs mostly offer them stable and predictable income and schedules.
- Earnings are in line with entry-level wages for the occupation.
- Women see a future for themselves in the field.
- Graduates are integrated into the formal economy of NYC, and have moved away from the informal and low-wage sectors that are categorized by violations of workers' rights and practices that create income volatility.

The impact of stable employment has immediate and future effects on children, other family members, and women's goals.

- Most Hot Bread Kitchen trainees and graduates are mothers, who are able to provide for their children and families in a way that they couldn't before.
- For some, this is a reversal of previous dynamics of relying on others for support.
- Women who completed Hot Bread Kitchen's training program were able to remit money abroad, save, and/or otherwise build wealth.
- Most graduates described plans for the future that involved continued education, career advancement, or business ownership.

INVESTING IN BREADWINNERS

DREAMING,
PLANNING &
CHOICE

SENSE OF SELF

FAMILY & CHILDREN

SECURITY
& STABILITY

UNLOCKING
CAPABILITY

INSECURITY
& ISOLATION



**OVER 330 WOMEN TRAINED. 136 WOMEN PLACED
IN JOBS. 50+ COUNTRIES REPRESENTED.**

< At Hot Bread Kitchen, we have always stood behind our trainees and worked to support them as they chart their own paths to economic stability. We've learned those paths do not always run in straight lines and don't always shoot directly upward; women inevitably face challenges along the way. Over the years, we have refined our training program to account for those challenges, fulfill our trainees' most basic needs, and help them continue to move forward—to guide women from financial insecurity and social isolation to a concrete future of advancing as professionals, supporting their families, and fulfilling their dreams.

Launched as a social enterprise in the summer of 2008, Hot Bread Kitchen was created to help women who face economic insecurity start culinary careers. Our mission to provide culinary expertise and meaningful work experience has led us to train over 300 immigrant and US-born New Yorkers for professions in the food industry. Using our own bakery as a classroom, our signature workforce development program has given our trainees the space to unlock their existing talents and passion for the culinary arts, while also teaching vital technical skills, workplace norms, English as a learned language, and more. Historically, trainees spent anywhere from 6 to 15 months in the bakery, gaining the knowledge needed to become highly desirable candidates for kitchens and bakeries throughout New York. In addition to offering free culinary training—which can otherwise cost tens of thousands of dollars¹—Hot Bread Kitchen has assisted clients in finding and securing fair wage employment with access to benefits and opportunities for advancement.

To understand the long-term impact of economic empowerment, we interviewed graduates of our program and found the Hot Bread Kitchen experience goes far beyond learning how to make bread. We have worked to uplift each trainee's capabilities, develop her strengths and sense of self, and walk with her on the path to providing for her family and making her own choices. As conversations around the future of work prioritize continuous skill-building and training,² **we have continued to find women with a natural thirst for learning.** It has been our job to provide them with the opportunity to become empowered, successful workers. Hot Bread's goal is to provide a pathway that allows our trainees and graduates to determine their own potential, broaden their networks, and choose a career for themselves from an ever-expanding array of options.

01
INSECURITY &
ISOLATION



East Harlem, New York City

MORE THAN HALF OF NEW YORK'S MINIMUM
WAGE EARNERS ARE WOMEN. ³

Across the United States, women of all races make up the majority of the low-wage workforce, with Black and Latina women significantly overrepresented in low-paying jobs.⁴ Regardless of nationality, women's proportion of the country's low-wage workforce is higher than men's. US-born women make up 50.2% of low-wage workers—a proportion double that of US-born men⁵—and, although they make up a smaller share of the overall US workforce, foreign-born women's share of low-wage jobs (15.7%) is 1.6 times greater than foreign-born men's.⁶ Nearly 80% of women in low-wage jobs have a high school diploma or higher education; among women in the lowest-paying jobs, approximately the same percentage are over 20 years old.⁷

In New York City, a significant number of the women occupying low-wage jobs are from other parts of the world. More than half of the city's workforce is foreign-born,⁸ and immigrants, regardless of gender, dominate the city's informal sector. Work in the informal sector is characterized by unofficial pay arrangements that can be predictive of other labor transgressions: lack of workplace protections, minimum wage violations, and wage theft.⁹

WHEN STARTING WITH HOT BREAD KITCHEN

>60%

WORKED OUTSIDE OF
THE FORMAL ECONOMY OR
WERE UNEMPLOYED

56%

RECEIVED PUBLIC
BENEFITS

35%

WORKED IN LOW-WAGE
SERVICE SECTOR INDUSTRIES

NEW YORK CITY WOMEN WORKFORCE
PARTICIPATION

	Labor Market Participation Rate	Out of Labor Market	% Hot Bread Kitchen Trainees
Participation rates according to the US Census Bureau			
All women, ages 35–44	76%	24%	29%
White	75%	25%	2%
Black	81%	29%	44.3%
Latina	73%	27%	28.67%
Subgroups of foreign-born women in New York City according to Center for an Urban Future			
African	81%	19%	26.8%
Bangladeshi	49%	51%	6.1%
Mexican	58%	42%	5.4%

[^] Despite their overrepresentation in low-wage jobs with unreliable schedules and limited opportunity for advancement, US-born women of color and foreign-born women can and do encounter challenges to participating in the labor market across sectors; they also experience higher rates of unemployment than white women.¹⁰ Mexican and Bangladeshi women, for instance—who account for 15% of Hot Bread graduates—are twice as likely as white women to be outside the labor force.¹¹ The implications of these obstacles are staggering poverty rates. Over a three-year period from 2012–2014, 52% of women and 56% immigrants in New York were likely to experience poverty—rates significantly higher than men (39%) and the broader US-born population (41%).¹²



CLARISSE, BURKINA FASO, 2015

"When I arrived here I was hopeless. I thought as an immigrant I would never find my place here. ...Before Hot Bread Kitchen, I didn't even know where to begin."



SHARABIA, UNITED STATES, 2017

"I wanted to find a job that I actually liked rather than just working for the money. I didn't want to be miserable every morning."

02 UNLOCKING CAPABILITY

“I was surprised at how complete the program was... but trying to balance home activities [was the hardest part of training].”
—Olga, Mexico, 2015

A JOURNEY THAT PROVIDES MORE THAN LESSONS IN MIXING, SHAPING, AND BAKING.

In interviews with our graduates, we heard women say our program was a safe space to work, learn, and grow. In addition to developing culinary expertise in our program, trainees gained critical workplace skills; opportunities for personal character development; access to a network of alumni and employers; and improved English language proficiency.

Building skills has been a top priority among workforce development leaders, but a mere 8% of annual public investment—or \$49 million—is spent on occupational training.¹³ State-funded English language programs meet the needs of just 1% of the limited English proficiency population.¹⁴ Public funding for workforce development has long been mismatched to the nature and scale of needs within our industry. As a result, less than 3% of Hot Bread Kitchen’s funding has come from public sources.

Whether or not women came to Hot Bread with an existing passion for being in the kitchen, our graduates have tended to feel a connection to their work that makes them driven employees. The environment we have created with our trainees fosters connection that carries on after they leave the program: 85% of program graduates are still in contact with other women from the program. Just as many graduates cited the relationships they formed at Hot Bread Kitchen as one of the greatest benefits of their training.



MOUNIRATOU, BURKINA FASO, 2017

During her first 18 months in the United States, Mouniratou cycled between unemployment and low-skill jobs. Dependent on her husband’s income even when she had her own, Mouniratou was often making below minimum wage. She spent two weeks working as a cashier, but had a hard time communicating with customers in English. Then she got a job at a factory, where she spent four months making spoons and stools. The work was fine—reliable. But in December 2016, when New York’s minimum wage increased to \$11, Mouniratou was laid off.

Before she left the factory, a friend there told her about Hot Bread Kitchen, which interested her right away. By the time she graduated from Hot Bread Kitchen, she had a different outlook about her job prospects.

“I am not as afraid of losing my job. Now, I am more confident because I have some skills. People tell me that the more experience I get, the more I’ll earn.”

NOT EVERY WOMAN WHO ENROLLS IN OUR TRAINING PROGRAM FINDS HER PLACE IN THE CULINARY INDUSTRY.

The rate of women who complete Hot Bread Kitchen training has consistently hovered around 50%, with women leaving the program for a variety of reasons: other work opportunities; moving elsewhere; health issues; misalignment with job requirements; or an inability to meet scheduling demands. We know our training has historically been burdensome for parents, in particular. While the intensive nature of our program is a strength from a hiring perspective, it has also presented serious—and sometimes insurmountable—challenges for mothers who cannot find or afford adequate childcare.

50% OF WOMEN ACCEPTED COMPLETE THE PROGRAM

23% WOMEN WHO RESIGN FROM THE PROGRAM DUE TO CHILDCARE OR FAMILY

27% DO NOT MEET HOT BREAD KITCHEN’S CULINARY READINESS REQUIREMENTS

REASONS FOR WOMEN DROPPING FROM TRAINING PROGRAM (2017-2018)

Reason for Resignation from Program	Number of women
No show	15
Childcare/Family Obligations	14
Misaligned interests	10
Other Job	5
Health/Physical ability	4
Moved	2

Reason for Termination from Program	Number of women
Performance	27
Lack of English Proficiency	8
Attendance	7

03 SECURITY & STABILITY

“What Hot Bread Kitchen offers to immigrants is like a giant door that they open for people. They welcome you with open arms and show you everything... not only that, they find you a good job after.” —Kadiatou, Burkina Faso, 2016

CONTINUED SUPPORT FOR OUR GRADUATES—EVEN AFTER THEY HAVE STARTED STEADY, FULL-TIME JOBS—HAS BEEN INTEGRAL TO HOT BREAD KITCHEN’S TRAINING MODEL.

Perhaps the most critical lesson we have learned in the last ten years is how achieving financial security can impact women's chances of future success. Reaching economic stability is an enormous accomplishment—and not always easy to maintain. For households below 100% of the supplemental poverty measure, **65% rated financial stability as more important than moving up the income ladder.**¹⁵

To improve retention and assist our graduates on the road to economic stability, we have cultivated relationships with high road employers that promise fair, flexible, inclusive job opportunities. With the continued aid of our training team, 84% of Hot Bread Kitchen alumni are currently employed. Many graduates said their salaries provide enough to cover basic living expenses—so they can focus less on how to make ends meet. That has given our graduates the freedom to direct their energy into figuring out what they want their next steps to be.

STUDY PARTICIPANTS (AS OF 2018)

100% WOMEN WHO COMPLETE TRAINING WHO ARE OFFERED FULL-TIME JOBS

84% GRADUATES WHO HAVE JOBS WITH CONSISTENT SCHEDULES AND INCOME

35% AVERAGE WAGE BOOST FOR PREVIOUSLY EMPLOYED

25% MAIN HOUSEHOLD BREADWINNER

37 HOURS PER WEEK AVERAGE SCHEDULE

3+ AVERAGE YEARS IN JOB FOR PRE-2017 GRADUATES



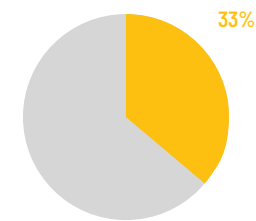
CLAUDETTE, JAMAICA, 2016

“For the first time in a very long time I am working at a structured job and receiving a salary on a biweekly basis, and I find that this type of discipline allows you to save and to address certain situations. The frivolity is gone.”

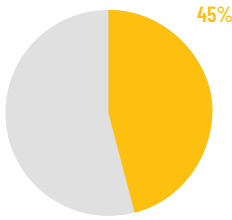
EMPLOYMENT PARTNERS

Over the past decade, Hot Bread Kitchen has opened our talent pipeline to over 60 food businesses across the city. We have partnered with like-minded employers to ensure our trainees were placed in meaningful apprenticeships and, eventually, fair-paying permanent positions. Thanks to past, present, and future employer partnerships, we have been able to offer our clients a well-rounded culinary training experience and connect businesses with their future employees.

Amy's Bread	Fancy Pies LLC	MeyersUSA
Aramark - Fordham	Freehand Hotel	Milk Bar
Lincoln Center	FreshDirect	Mottley Kitchen
Arcade Bakery	Fuku Battery Park	Nuchas
Basbaas	Google	Ovenly
Bien Cuit	(Restaurant Associates)	Princi
BO's Bagels	Grandaisy Bakery	Print Restaurant
Brooklyn Faire	Haven's Kitchen	(Marin In NYC)
Casey's Krunch LLC	Hot Bread Kitchen	Restaurant Daniel
Chip NYC	Husk Bakeshop	Runner & Stone
Choc O Pain	Il Buco Alimentari &	Russ & Daughters
Corner Slice	Vineria	Sadelle's Bakery
Damascus Bakeries	Lafayette	Sadie Rose Bakery
Dig Inn	Le District	Samesa
Dough	Le Pain Quotidien	Sweetgreen
Eataly	Little Green Gourmets	Tarry Market
Ess-a-Bagel	Maialino	The Rounds
Facebook (Flagship	Maison Kayser	Union Square Cafe
Facility Services)	Manhattan Country	Whole Foods Market
Fairway Markets	School, Inc.	Zaro's Family Bakery



GRADUATES WHO HAVE AN EMPLOYER-SPONSORED RETIREMENT PLAN



GRADUATES RECEIVING EMPLOYER-SPONSORED HEALTH BENEFITS



BUILDING A SECURE FOUNDATION BUILDS FAMILIES.

The professional skills our graduates said they built in our program have been the seeds of stable home lives as much as they have been precursors to steady, fruitful careers. They have been the foundations of achievement for these striving women and for their children, who have seen the immediate and long-term benefits of growing up with working mothers or in dual-income households.

Our graduates have secured jobs that provide economic security as well as opportunities for advancement—a chance for mobility that gives women more options for how they spend their time and money. Nearly 90% of Hot Bread alumni said they provide regular or occasional financial support to family members, with two-thirds of women remitting money to loved ones abroad. Beyond the direct advantages of being able to provide for their families financially, the mothers who graduated from our program have also seen positive changes in their family dynamics, including reduced stress and more positive role modeling for their kids. As bakers and breadwinners, our graduates have long demonstrated the value of work and lifelong learning, both on the job and in their own homes.

2/3

GRADUATES WHO
REMIT MONEY ABROAD

80%

MOTHERS TALKED ABOUT
PROVIDING FOR THEIR
CHILDREN'S FUTURES
AND EDUCATION AS A
MOTIVATION (10% ALREADY
HAVE KIDS IN COLLEGE)

90%

GRADUATES WHO PROVIDE
REGULAR OR OCCASIONAL
FINANCIAL ASSISTANCE TO
FAMILY MEMBERS



LUTFUNNESSA,
BANGLADESH, 2012

Before she immigrated to the United States in 1996, Lutfunnessa was a political science teacher in Bangladesh. After she and her husband moved to Queens and had two children, she stayed at home to care for her son and daughter. She thought she might go back to work when her kids got older, but she wasn't sure what she would do—until she saw a flyer for Hot Bread Kitchen. After completing her culinary training, Lutfunnessa joined Hot Bread's bakery full-time, eventually becoming a supervisor.

Since her husband went on disability a few years ago, Lutfunnessa has become her family's primary breadwinner. She helps pay tuition for her kids, both of whom are in college, and has been saving money to move her family of four into a bigger apartment. What she wants—besides another bedroom—is for her kids to “get a good education... then they will get [a] good job.”

“[My family] feels this work is great. Because I love this work, I love this job.”

05 SENSE OF SELF

**"It's not simple to be [a] woman in Africa. ...Hot Bread Kitchen rendered me independent. It made me proud of myself as a woman."
—Djeneba, Burkina Faso, 2016**

"I have much more confidence in myself. Before Hot Bread Kitchen, I didn't have confidence. I always asked questions, but now I have confidence in what I do." —Yolande, Burkina Faso, 2017

**"I hope to learn more, and one day, to become a boss. I am courageous and want to become more like my supervisors."
—Alimata, Ivory Coast, 2018**

**"Because we as humans in this society define ourselves by what is on paper, what it says about us. Now that I have the training I know my potential shines through."
—Sofia, Ethiopia, 2016**



40% REPORTED SOME POSITIVE CHANGE IN THEIR SELF-RATED PHYSICAL HEALTH



56% REPORTED THEY WERE HAPPIER, LESS DEPRESSED, OR HAD IMPROVED MENTAL HEALTH



70% REPORTED INCREASED AUTONOMY & INDEPENDENCE



80% REPORTED INCREASED CONFIDENCE

HOW DO YOU MEASURE THE IMPACT OF WORKFORCE DEVELOPMENT?

The impact of our workforce development program cannot be measured by job placement rates or number of graduates alone. In our interviews, women reported a host of positive changes to their lives and families beyond the impact of their paychecks: the confidence they demonstrate when they walk into a job interview or take on a new position; the security they feel in paying their bills and providing for their children; the clarity with which they see their own bright futures. We have found that as Hot Bread graduates enter the workforce, the stronger sense of self they develop during training indelibly alters the way they move through the world. We see this bear out in the number of Hot Bread Kitchen alumni who say they've experienced a positive change in their physical health, greater autonomy and independence navigating New York City, and newfound happiness about having a profession they love.

< Social connectedness, freedom from discrimination and violence, and economic participation are considered to be social determinants of health for immigrant women,¹⁶ who make up nearly three-quarters of our graduates. Additionally, more employed female New Yorkers report their health as excellent, very good, or good than women who are unemployed or

not in the labor force.¹⁷ Our graduates have been living out these findings: we heard from them about the many benefits of employment, including improved health outcomes. Many of our trainees are demographically more likely to struggle with health issues; graduates told us, however, that their work and training have helped change that.



JESSICA, UNITED STATES, 2017

"The program strengthened my abilities, and [taught me] to never doubt myself. I get to be myself finally, I get to be more open. I feel stronger, more capable of handling any challenges that are thrown at me. Mentally, I've been so focused."

06 DREAMING, PLANNING & CHOICE

OUR GRADUATES WANT TO PROVIDE FOR THEIR FAMILIES, MAINTAIN STABLE HOUSEHOLDS, AND RUN THEIR OWN BUSINESSES.

Women's ability to acquire assets and build wealth is critical to escaping poverty and hardship long-term. Black and Latino households—of which a majority of our clients are a part—are two to three times more likely than white households to experience asset poverty, or the lack of a financial cushion to withstand financial crises.¹⁸ With the higher, more reliable wages our graduates have received after Hot Bread Kitchen, they are now saving at higher rates to stabilize their households.

What comes next for our graduates? Above culinary knowledge, job skills, work experience, and financial independence, our graduates demonstrated that they have acquired the asset of choice. Some women want to run their own bakeries. Some want to graduate from college or become pastry chefs. Others want to own homes; become naturalized citizens; visit their families abroad; or live closer to work so they can spend more time with their kids. When they first came through our doors, almost all of our trainees described lives with few options. *Years of hard work later, they have crafted for themselves new futures full of choice.*



BABANA, DOMINICAN
REPUBLIC, 2017

When her kids were young, Babana spent her days volunteering at their school and cleaning homes when she could. Without a reliable income, she was often strapped for cash. "I prayed to God to help me to support my kids and myself," Babana said. "And that if any opportunity was given to me that I would make the most of it."

That opportunity presented itself when she saw a newspaper article about Hot Bread Kitchen. Babana took full advantage of the program, driven by the desire to support her children's education.

"My kids have seen that I have worked hard and grown as a person. I serve as an example of the importance of education and doing what you love for a better life."

38%

GRADUATES WHO WANT
TO CONTINUE FORMAL
EDUCATION

15%

GRADUATES WHO WANT
TO PURSUE ADDITIONAL
BAKING/CULINARY TRAINING

WHAT'S COOKING: APPLYING WHAT WE'VE LEARNED



Graduation, Fall 2018

BY AUGUST 2018, HOT BREAD KITCHEN HAD TRAINED AND SUPPORTED OVER 330 WOMEN PURSUING THEIR CULINARY AMBITIONS.

As Hot Bread Kitchen graduates have blossomed in their careers, so too has our culinary training model. From feedback sessions and focus groups with our graduates and employer partners, we have learned that Hot Bread's holistic approach to job skills training is unique in both the workforce development ecosystem and culinary industry. As a result, we have iterated on our program model to teach a broader range of culinary and interview skills.

We have also seen the demand for good workforce entry jobs grow alongside employers' need for qualified

and skilled employees. To meet both needs, in 2018, we moved our training program from our bakery in East Harlem to the International Culinary Center (ICC) in Soho. Partnering with ICC has given Hot Bread the capacity to train larger cohorts of women in a fraction of the original time and cost. Moving forward, we project that working with the school—and deepening relationships with employment, community and philanthropic partners—will allow us to quadruple the number of skilled workers who graduate our workforce program and enter New York City's culinary talent pipeline each year.



WHAT'S NEXT

OPENING ADMISSIONS LOWERS BARRIERS

Since 2015, as we have worked to develop our admissions process and selection criteria, applications to our training program have increased by 419%. However, we find that culture, language, and other barriers prevent us from truly assessing candidates in our current admissions process. We plan to lower our own barriers to entry to see how many women we can get in the kitchen, so they can just start working—and so we can better assess what each applicant might need from our training. Opening our admissions process will give more women a chance. And if now isn't the time for them, they can come back and try again.

TRANSPORTATION SUPPORT IS A MUST

When we ask women if they would start and complete the program even if we didn't provide wages or stipends, the answer is yes. But one subsidy is non-negotiable for women who come to Hot Bread Kitchen: transportation. Our trainees need MetroCards to get to work, and we are dedicated to providing them. We offer trainees up to two months of unlimited public transportation access, as we have found this significantly increases their chances of completing training and getting through the first month of a new job.

BALANCE REQUIRES WORK

For many of the women who come to Hot Bread Kitchen, there is an opportunity cost to entering training. Who will look after their kids while they are in the kitchen? Who will care for their parents while they are acclimating to a new job? Our trainees'

many, many unpaid family responsibilities weigh heavily against commuting and spending hours at work. We know many women risk losing housing benefits or subsidies for their children when they start working—and we don't want them to have to make a tradeoff. Our new social work wraparound services have reshaped our intake process to consider trainees' life goals, socioeconomic challenges, and other barriers that get in the way of working.

WORKING IS LEARNING

Overwhelmingly, women who are successful in our program share two common traits: they have a hunger to learn and take pride in their work. As Hot Bread prepares women for the future—and as the texture of work changes across all sectors—we know lifelong learners like our trainees will prevail no matter what they do. By tying together craft, conscientiousness, responsibility, and skill in the kitchen, we have learned how to nurture an environment where women can gain knowledge, feed their passions, and feel proud of their labor.

FINANCIAL PLANNING REALIZES DREAMS

Securing a sustainable job with a reliable paycheck is the first phase of economic security. As we continue to increase the number of women we train, we are also increasing our capacity to support their financial wellness and give them the tools to actualize their goals. This year, we'll integrate a rigorous, hands-on financial health curriculum that ties paycheck-related spending and savings opportunities to individualized life goals.

INVESTING IN BREADWINNERS

METHODOLOGY & ENDNOTES

OVERVIEW AND GOAL OF STUDY

Over the past 10 years, Hot Bread Kitchen staff has worked continually to refine our culinary training program by incorporating feedback from employers in the food and culinary industry. These inputs have allowed us to tailor our training program based on two hypotheses:

- 1) A combination of on-the-job skills training, contextualized education in English and math, and job placement support can help women find and keep jobs in the food and culinary sectors; and
- 2) There are multiple benefits that women experience as a result of gaining stable employment in the food and culinary industries and these benefits extend to their families as well.

To date, our staff has spent significant time and effort understanding the needs of employers, as well as examining what makes a successful candidate for Hot Bread Kitchen's culinary training program and, ultimately, a successful employee. Because of our frequent touchpoints with trainees (while they are in the program) and employers, we are able to regularly gather data that help us to refine our first assumption about training, and accordingly, make changes to the way in which we recruit, train and place women.

Before embarking on this study, we had never had the opportunity to ask our graduates about the longer-term impact that employment has had on them and their families. From anecdotes shared with us by our graduates, we have been able to gather some amazing stories about the ways our program has changed women's lives and about their subsequent employment experience. However, we had never captured these data systematically or in such a way that it could be analyzed. The culinary training program study was conducted to gather data that would help us verify or reformulate our second hypothesis, about the longer-term impacts of our program on women and their families. The survey also provided us with an opportunity to gather an additional set of critical

insight from our beneficiaries themselves to further inform program changes.

INTERVIEW PROTOCOL

Data collection was done using an interview protocol developed with several guiding principles and goals. First, it was designed to allow participants to speak for themselves, in their own voices, language, and vocabulary, so as not to bias responses towards the researchers' ideas of likely or desirable responses. Second, the goal was to generate a rich set of data that could be used qualitatively and could be coded for qualitative analysis; accordingly, the interview protocol was designed with primary, open-ended questions to let the interviewee tell her own story, and a set of follow-up questions designed to ensure that a consistent set of data was collected from all interview subjects. Finally, it was designed to allow ample opportunities for interviewees to provide feedback on the program and their experiences.

Our research team conducted data collection using an interview protocol developed with three guiding principles and goals. First, it was designed to allow participants to speak for themselves, in their own voices, language, and vocabulary, so as not to bias interviewees' responses. A second goal was to generate a rich set of data that could be used anecdotally and could be coded for qualitative analysis. To facilitate such responses, the interview protocol was designed primarily with open-ended questions to let the interviewees tell their own stories; we also designed a set of follow-up questions to ensure that a consistent set of data was collected from all interview subjects. Last, the interview protocol was designed to allow ample opportunities for interviewees to provide feedback on the program and their experience.

Our interview protocol was influenced by several existing methodologies that have been used in the social impact sector; the two most relevant and influential are summarized on the following pages.

FIGURE 1: TRAINING INTERVIEW PROTOCOL

Generative Question	Supplemental Questions	
What were you doing in the year before you came to Hot Bread Kitchen?	-How long had you been living in the US? -What did you do in your home country? -Who were you living with? -Were you working outside your home? -What was your annual income? -How many hours a week did you work? -How much did you earn per hour?	-If unemployed: how many weeks were you unemployed for? -Why were you interested in the training that HBK offers? -How did you hear about the program? -What experience did you have with baking? -What community did you live in? -Did you feel comfortable navigating NYC?
How would you describe your experience as a baker in training at Hot Bread Kitchen?	-What did you learn while you were in training? -What, if anything, surprised you about the training you received? -What was hardest for you during training? -What was the most important or useful part of the program?	-Was there anything that made it hard for you to complete the program (e.g. schedule, childcare)? -What impact do you think Hot Bread Kitchen had on your ability to advance in your career?
Can you describe what you have been doing since you graduated from Hot Bread Kitchen?	-What was your first job after Hot Bread Kitchen? -What was your title? -How much did you earn? -Did this job include health benefits? -How many hours a week did you work there? -How long did you work there? -Did you get a promotion? -Did you get another job after that?	-Is that your current job? -If not current job, ask same questions about title, company, How long have you been working in your current job? -Have you been promoted? -What is your current wage? -What is your work schedule? -How many weeks in the past year did you work? -What skills are most important in your job? -What is the environment at your job?
What changes has your family/ household experienced since you graduated?	-Where are you living? -Who are you living with? -Is your husband/partner working? How much do they earn? -Who looks after your children when you are working? Is this different than while you were in training? -How have you changed how you spend or save your money? -Do you receive public benefits?	-Do you have any debt? Has this increased or decreased since you started working? -Do you give money to family members? -Do you save money? -Are you involved in your children's school? Is this different than before? -What plans or goals do you have for your family in the future?
What personal changes have you experienced, if any?	-Do you feel different or changed? How? -How do you feel about your home and community in NYC?	-What would you like to do next? -What are your aspirations for yourself? For your career?
What is the biggest change you've experienced?	(no follow up questions)	
What feedback or recommendations do you have for Hot Bread Kitchen?	-What do you wish you had learned that you didn't? -What is the best part of the program?	-What part of the program do you think needs improvement? -What type of support would be most helpful to you from Hot Bread Kitchen to advance your career?
Is there anything else you want to share about yourself or your experience before, during or after the program?		

1) LEAN DATA

This methodology was developed by Acumen Fund, with support from Rockefeller Foundation, to help social enterprises understand the impact that their products and services have on their customers. The key principles of Lean Data are: 1) human-centered, taking into account needs and feelings of participants; 2) focused on listening to respondents, and letting those responses guide further iterations of programs or products; and 3) low-cost, using technology where possible. Lean Data surveys are limited to between 5 and 7 key questions that are most central to what a social enterprise wants to learn about its clients and its product. Questions are written to be non-leading and non-biased, and can capture either qualitative or quantitative data.¹⁹

2) QUALITATIVE IN-DEPTH INDIVIDUAL IMPACT ASSESSMENT PROTOCOL (QUIP)

The QuIP methodology was designed to capture self-reported changes and establish probable causality linking those changes to a specific program or intervention without the use of a control group. Data collected through QuIP is intended to complement qualitative data collected through more routine monitoring and evaluation efforts. Key features of QuIP interviews and studies are: 1) interviews are conducted by non-biased interviewer with limited knowledge of the program or intervention; 2) questions are generic and touch on the major topics or areas of inquiry without leading respondent to a specific answer; 3) broad, open-ended generative questions are asked first, and can be followed up with supplementary questions to probe further on topics raised by the interviewee and/or areas of particular interest to interviewer. Narrative data captured during a QuIP interview are coded into quantitative responses that can be analyzed as part of a data set.^{20 21}

DESCRIPTION OF STUDY SAMPLE

Primary data was collected from graduates of the culinary training program through interviews conducted between May and July 2018. Interviews were conducted by graduate-level research assistants and Hot Bread Kitchen staff. For the most part, interviews were conducted by people who were proficient in the native language of the interviewee. The interviewee was given the option to speak in her native language, English, or both. Interviews generally lasted between 30 minutes and 1 hour, and were transcribed and recorded.

Any woman who graduated from the culinary training program, between its inception in 2009 and early 2018, was considered eligible for the study. We began with a potential full sample size of 101 subjects. Research assistants and Hot Bread Kitchen staff made multiple attempts to gain participation in the study. Outreach attempts were made via phone, email, text message, social media, and by contacting graduates at their job locations. All graduates were offered a \$25 gift card in exchange for their participation.

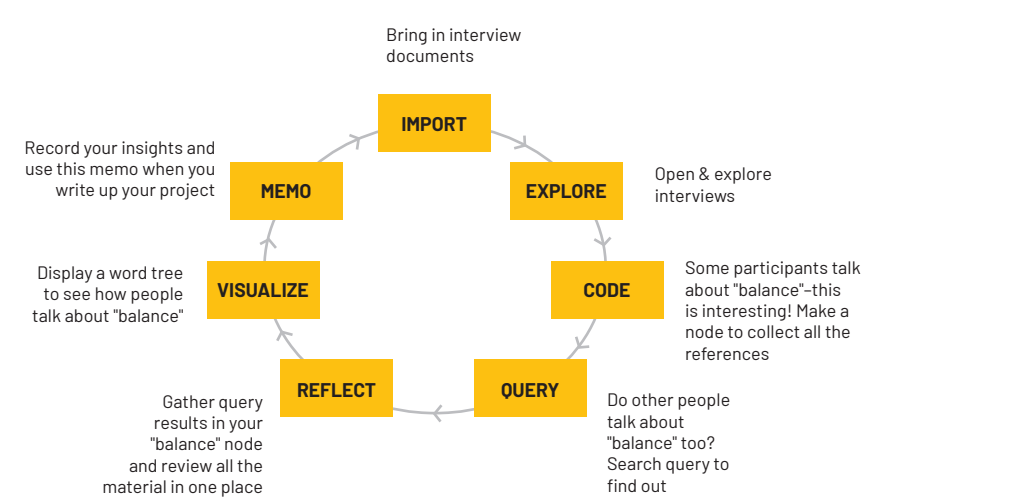
Of the 101 graduates, 59 agreed and 4 declined to participate. Research assistants and staff were unable to make contact with the remaining 38, despite multiple attempts. A sample size of 59 out of 101 provides a confidence level of 95% with between a 7 and 8% margin of error.²²

Foreign-born women are slightly overrepresented in the study sample, when compared to the total population of program graduates. Otherwise, the study sample is representative of the total population of program graduates to date.

FIGURE 2: DEMOGRAPHICS

	Total sample (n=101)	Study Participants (n=59)	Study Non-participants (n=42)
% US-born	25%	19%	26%
% foreign-born	75%	81%	64%
Average age	38.5	39	38
Marital status at program start	33% Single/Never Married 52% Married 15% Divorced/Separated	34% Single/Never Married 56% Married 10% Divorced/Separated	33% Single/Never Married 44% Married 24% Divorced/Separated
Year of graduation	2017 (mode) 2015 (average)	2017 (mode) 2016 (average)	2017 (mode) 2015 (average)
# of countries represented (foreign-born only)	24	19	15
Top 5 countries of origin	Burkina Faso Morocco Bangladesh Mexico Dominican Republic/Ivory Coast (tied)	Burkina Faso Ivory Coast Bangladesh Mexico Morocco	Morocco Dominican Republic Togo Pakistan Mexico

FIGURE 3



DATA ANALYSIS PROCESS

Every interview was transcribed by the research assistant who conducted it. The transcripts were then uploaded to NVivo, a qualitative data analysis software, where they were coded for a variety of key quantitative and qualitative themes the research team selected. NVivo was a useful tool for this study, as it facilitated analysis of unstructured data sets and easily allowed for numerous references in narrative text to be coded according to theme. The Hot Bread Kitchen staff could then observe the variability of responses within each theme (e.g. all references to household composition) or by respondent. NVivo also has tools to help summarize coded data, such as charts and word clouds. Figure 3 illustrates the iterative process used for this study detailing NVivo's multiple functions for classifying and analyzing data.

Once an initial round of coding had been conducted on all interview transcripts, a team of Hot Bread Kitchen employees went back to review all transcripts to select excerpts related to major themes and topics of interest. Some such themes include: pre- and post-training employment status and wages; personal goals; and training program experience. Based on the team's initial review, we developed additional coding to capture key statistics that supported the major themes that emerged. After several rounds of iterative coding and review had been conducted, the full data set in NVivo was screened to determine response rates to each question or data point. Only questions or data points with a response rate of 50% or higher were included in this report; thus, the sample size for each question's response rate varies, but always includes more than 29 respondents. Accion and the Opportunity Fund employed a similar iterative methodology and standard for response rates in their longitudinal survey of small business borrowers in the United States, conducted by Harder+Company.²³

INVESTING IN BREADWINNERS: ENDNOTES

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⁴ National Women's Law Center. Low-Wage Workers are Women: Three Truths and a Few Misconceptions <https://nwlc.org/blog/low-wage-workers-are-women-three-truths-and-a-few-misconceptions/>

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⁶ National Women's Law Center. Underpaid and Overloaded: Women in Low Wage Jobs. https://nwlc.org/wp-content/uploads/2015/08/final_nwlc_lowwagereport2014.pdf

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⁸CUF: Center for an Urban Future (2016). A City of Immigrant Workers: Building a Workforce Strategy to Support All New Yorkers. <https://nycfuture.org/pdf/A-City-of-Immigrants.pdf>

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INVESTING IN BREADWINNERS: ENDNOTES

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¹¹CUF: Center for an Urban Future (2016). A City of Immigrant Workers: Building a Workforce Strategy to Support All New Yorkers. <https://nycfuture.org/pdf/A-City-of-Immigrants.pdf>

¹²Robin Hood Poverty Tracker. <http://povertytracker.robinhood.org/>

¹³The City of New York. Career Pathways Progress Update. <https://www1.nyc.gov/assets/careerpathways/downloads/pdf/Career-Pathways-Progress-Update.pdf>

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¹⁸ Prosperity Now Scorecard: <http://scorecard.prosperitynow.org/2016/measure/asset-poverty-rate>

¹⁹ For more info, see Acumen Fund: <https://acumen.org/lean-data/>

²⁰ For more info, see Centre for Development Studies: <http://www.bath.ac.uk/cds/documents/quip-briefing-paper-march-2015.pdf>.

²¹ For more info, see Social Performance Task Force: https://sptf.info/images/pn2_quip.pdf

²² See Qualtrics Sample Size Calculator: <https://www.qualtrics.com/blog/calculating-sample-size/>

²³ For more information, see <https://us.accion.org/wp-content/uploads/2018/04/Methods-Section.pdf>



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Hannah, Little Boo Boo Bakery	Ulrika, Unna Bakery
Isabel, Little Green's Gourmet	Eugene, Wooly's
Susan, Little Red Kitchen Bake Shop	



Hot Bread Kitchen creates economic opportunity through careers in food.

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