



HOT BREAD KITCHEN
10 YEARS OF IMPACT 2008-2018
MISSION MEETS MARKET

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 10 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

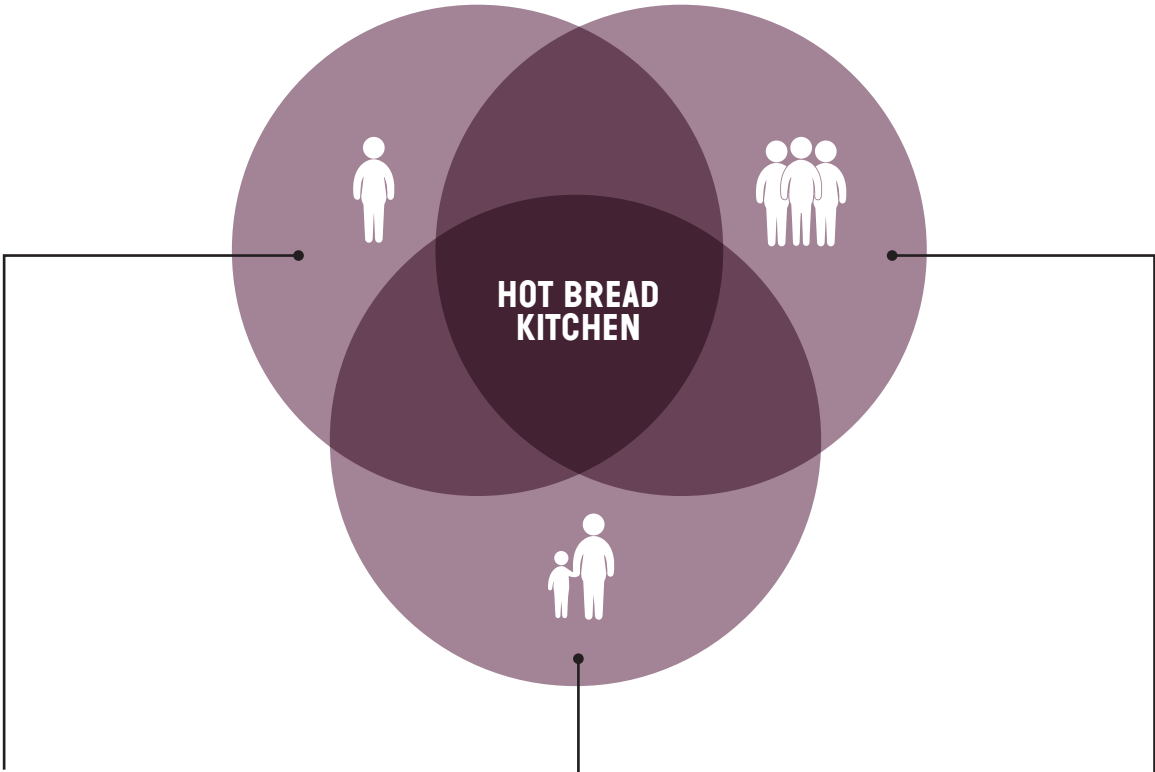
opportunities we have provided. With changes sweeping the workplace, the culinary sector, the labor market, and our own business model, our organization has been reflecting on the past decade of learnings—so we can know what we have accomplished, but also so we can figure out how to do more, better. 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.

TRAINING PROGRAM

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.

CULINARY INCUBATOR

Access to space, markets, and networks of buyers allow small businesses to reach a more stable pace of growth.

- Most entrepreneurs used our incubator to pursue their businesses full-time, and were able to hire employees when they were members.
- Our commercial kitchen offers literal room to grow, as well as expertise related to growth.
- Entrepreneurs have an opportunity to build networks, benefitting from relationships with other businesses.
- Members of our incubator generally secured the capital they sought, however, they continue to face challenges accessing the capital they need.

Small business incubation cannot be one-size-fits all; our approach must be as unique as each business.

- As businesses grew and entrepreneurs required more space or production time, our incubator's pricing structure no longer made our kitchen a feasible workspace.
- Entrepreneurs who qualify as low-income or receive government subsidies come from wildly different backgrounds and have varying success securing capital and varying needs for small business support.
- Age factors significantly in the types of support (e.g. physical and technological) our entrepreneurs need.

SOCIAL ENTERPRISE

Collaboration between community-based organizations and local government can foster economic growth and opportunity.

- Our partnership with city agencies and City Hall provided Hot Bread Kitchen the chance to help rejuvenate an underutilized real estate asset in East Harlem.
- Focus on earned revenue and diversified economic base has allowed us to stay true to our mission while adapting our model.

MISSION MEETS MARKET

HOT BREAD KITCHEN’S BUSINESS HAS BEEN SELLING BREAD, BUT OUR WORK WILL ALWAYS BE CREATING ECONOMIC OPPORTUNITY.

We have provided pathways to prosperity for women facing economic insecurity, for culinary entrepreneurs, and for the East Harlem community we’ve called home since 2011. Since Hot Bread’s inception, our social enterprise bakery has served as the epicenter of our culinary training program and neighbor to our prospering culinary incubator. What began as a vision—to promote economic security through fair wage jobs, create career opportunities for immigrants, and change the face of a male-dominated industry—has become the reality our community fuels every day.

Ten years into building this multifaceted social enterprise, Hot Bread Kitchen has become a thriving workforce development program, entrepreneurial hub, and job creator, *generating \$104 million in economic impact in the New York City metro area.*

This direct and indirect economic impact of our first decade of operation can be measured in part by our sales, wages paid, jobs created, and earned revenue from bread sales and kitchen rentals. Since we moved to East Harlem in 2011, Hot Bread Kitchen has paid our employees and trainees over \$12 million in wages. We have employed uptown residents as well as our own graduates: in addition to paying over \$1 million in wages directly to low-income and foreign-born women who trained at our bakery, we have also hired 29 graduates of our workforce development program in permanent positions. We have brought vendors and 130 jobs to East Harlem; our incubator tenants have created over 370 part-time and full-time positions. Additionally, our bakery has generated nearly \$11 million in sales. Hot Bread Kitchen’s social enterprise is an example of the positive economic impact cities can have when they work with nonprofits to restore and revitalize underutilized real estate assets. Since moving our operations to East Harlem, we have transformed two nearly vacant, city-owned buildings below the railroad into a thriving corridor of food manufacturing, workforce development, and entrepreneurship.

\$104M

NEW YORK CITY
ECONOMIC IMPACT

\$15.5M

EARNED REVENUE

\$12.5M

WAGES PAID TO
EMPLOYEES AND
TRAINEES



REVITALIZING COMMUNITY AND ECONOMIC OUTCOMES IN EAST HARLEM

OUR EAST HARLEM COMMUNITY



FINDING A HOME UPTOWN

By 2010, Hot Bread needed new space to house its growing commercial bakery and culinary training program. At the same time, the New York City Economic Development Corporation (NYCEDC) and New York City Council were looking to revitalize La Marqueta, a once-flourishing neighborhood market in East Harlem. The market, located on Park Avenue beneath the MetroNorth railroad tracks, *sits in the center of a densely populated neighborhood with the highest concentration of public housing developments in Manhattan.*¹ East Harlem has a long history as a home to immigrant communities: more than a quarter of its residents are foreign-born and 46% are Hispanic or Latino.² In the last decade, the neighborhood has begun to see strong economic growth; the unemployment rate, however, remains high compared with the rest of New York City.³

TRAINING WOMEN, CREATING JOBS

Hot Bread Kitchen's commercial bakery makes and sells a line of global breads inspired by the community of women we serve. For a decade, the bakery in La Marqueta served as the epicenter of our enterprise and our only training ground. We provided 330 women the culinary skills they needed to start successful careers in the culinary industry and placed more than 130 of them in fair-wage food jobs with opportunities for advancement. As our social enterprise grew, we created more jobs at the organization, expanding our staff from 14 to over 40 in six years. Bread sales have supported the annual operation of our training program. A portion of those sales have been from Hot Bread Kitchen Almacén, our storefront inside La Marqueta, where we make our bread accessible to the neighborhood.

INCUBATING A FOOD CORRIDOR

Over the last seven years, Hot Bread Kitchen's small business incubator, HBK Incubates, has expanded into 3,000 square feet and brought over 230 businesses to La Marqueta. The incubator's growth has spurred local development while celebrating the neighborhood's rich cultural history. Alumni of the incubator have gone on to establish their matured food businesses in Harlem and other parts of New York City, driving additional economic growth throughout the city. HBK Incubates alumni have also moved into production spaces within La Marqueta, *once again bringing an array of global cuisines to an historic food corridor along Park Avenue.*



La Marqueta in its heyday, circa 1950s

RECIPE FOR SUCCESS: A MODEL FOR ECONOMIC VITALITY THROUGH COMMUNITY PARTNERSHIP

THE POWER OF (RE)INVESTMENT.

Opened by Fiorello LaGuardia in 1936, La Marqueta was once the bustling commercial heart of the community, home to over 300 predominantly immigrant vendors of food and dry goods. From the 1970s on, the market suffered from disinvestment and decline, and by the early 2000s had a fraction of the vendors it hosted in its prime. In an unprecedented effort to revive and rehabilitate the space, Hot Bread Kitchen collaborated with NYCEDC, City Council, and the Bloomberg Administration to bring our growing social enterprise and small business incubator to La Marqueta.

In collaboration with an array of partners, Hot Bread Kitchen has been able to create jobs, generate economic activity, contribute to community vibrancy, and sustain social impact in East Harlem. Our successes in boosting talent in New York City's labor market and cultivating small food businesses would not have been possible without philanthropic donors, who have collectively supported our work with private funding; corporate partners, grocers, and restaurateurs large and small that have purchased our bread; employers across the city who have hired our graduates; media that has uplifted our brand and mission; and cross-sector partnerships that have fueled our growth, including our work with the City.



Hot Bread Kitchen Almacén, 2018. Every afternoon at 2pm, Almacén has offered Pay-What-You-Can (PWYC) pricing, allowing community members of all backgrounds to enjoy fresh bread until the daily supply runs out. With nearly 6,000 PWYC transactions annually—and a line formed at Almacén around 1:45pm each day—Hot Bread has offered an average of \$42,000 in discounts each year since 2016.

PATRICIA E. HARRIS
CEO, BLOOMBERG PHILANTHROPIES

"Hot Bread Kitchen has unique expertise in workforce development and food production that's helped create jobs and launch businesses in East Harlem, showing the incredible power of public-private partnerships. We're proud to support this truly transformational work."

WES MOORE
CEO, ROBIN HOOD FOUNDATION

"Hot Bread Kitchen has been on the cutting edge of creating industry-driven, need-based workforce initiatives that are proven to lift low-income and immigrant New Yorkers out of poverty. As a social enterprise, they have attracted the revenue and stakeholder mix needed to sustain impact, and continue to produce the outcomes that serve as a model for philanthropy at work."

JAMES PATCHETT
PRESIDENT & CEO, NYCEDC

"Small businesses are the backbone of the city's economy. From West African stew to Indian street snacks, global cuisines are once again on display in this historic food corridor. With their thriving small business incubator and commercial bakery, Hot Bread's social enterprise at La Marqueta has spurred a rebirth of an East Harlem landmark."

CHRISTINE QUINN
NEW YORK CITY COUNCIL SPEAKER, 2006-2013

"Hot Bread Kitchen has grown so much. It has helped so many New Yorkers, predominantly women, get jobs that work around their schedules and their families. [Hot Bread Kitchen] is a critical example of creative economic development that is consistent and authentic. We just have to find more places to do it."

RISING EXPECTATIONS- AND MAKING IMPRESSIONS



"HOT BREAD KITCHEN TURNS WOMEN IN NEED INTO WORLD-CLASS BAKERS" –THE TODAY SHOW

"EMPOWERING NEW YORK CITY'S WOMEN ENTREPRENEURS" –HUFFINGTON POST

"FIGHTING INEQUALITY WITH BREAD" –CNN

"INCUBATOR LOOKS TO HELP WOMEN IMMIGRANTS START THEIR OWN FOOD BUSINESS" –ENTREPRENEUR MAGAZINE

YAHOO FOOD'S 2015 COOKBOOK OF THE YEAR "A BREAD COMPANY THAT'S HELPING TO EMPOWER WOMEN IN THE WORKFORCE" –RACHAEL RAY

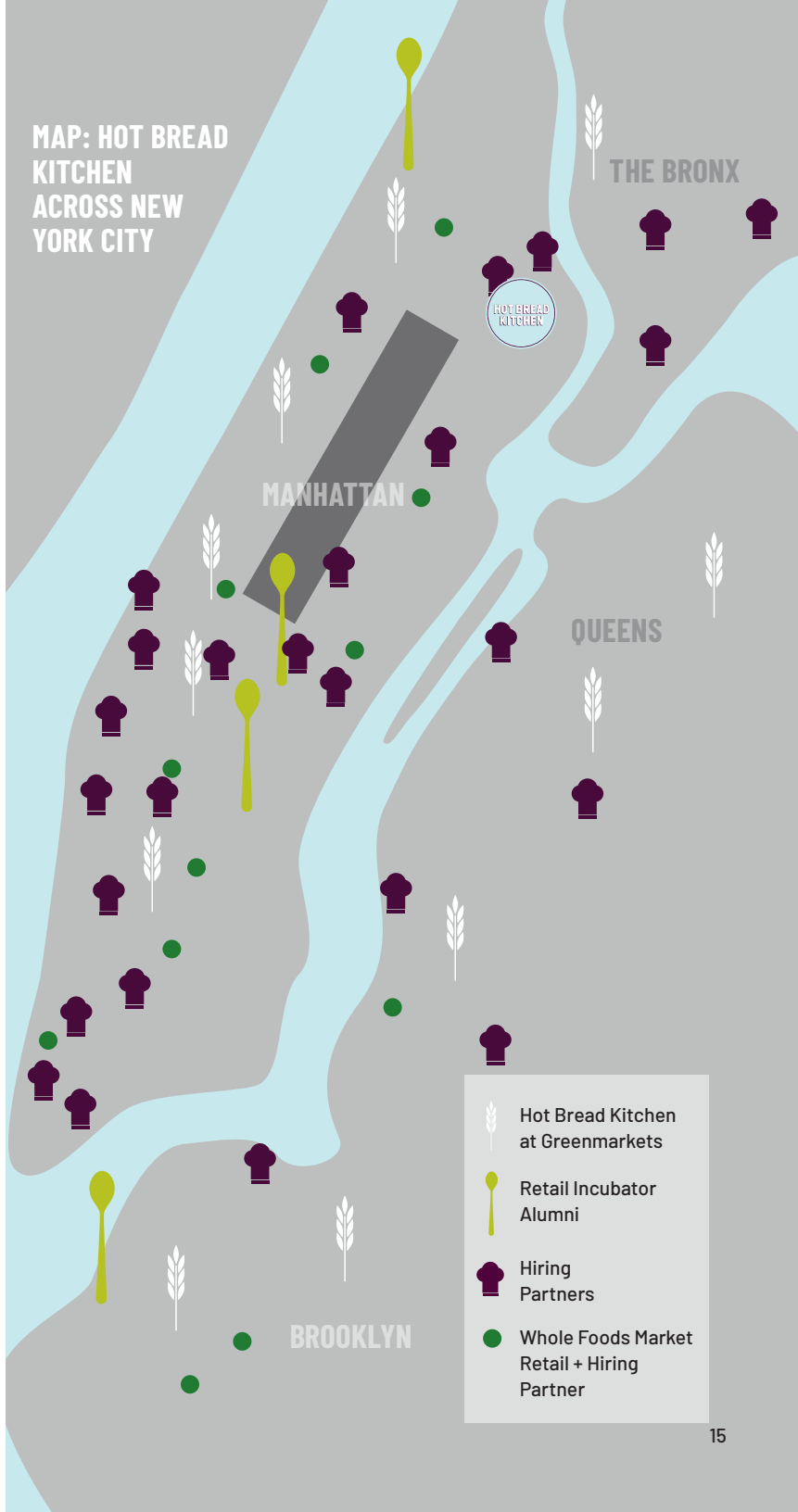
"ESSENTIAL NEW YORK BAKERIES" –EATER

"When I was volunteering at my kids' school I grabbed a newspaper and saw an article about Hot Bread Kitchen. I told my friend that I really liked the program and the next day I applied." – Babana, Dominican Republic, 2017

From our earliest days, Hot Bread Kitchen has had a presence in all corners of the New York City food scene:

- GrowNYC Greenmarkets, where we have had over one million transactions at markets across New York City
- Grocers, from neighborhood grocers such as the Park Slope Food Coop, to Whole Foods Market, where our breads are featured across East and West Coast, to online retailers such as FoodKick
- Restaurants and food service providers such as Union Square Hospitality Group, Chop't Salad, Red Rabbit, and Restaurant Associates at Google, which have accounted for over 50% of our bread sales

< As customers began to discover our organization organically, we were given opportunities to share our mission with the broader public. Media attention has helped us attract trainees, garnered support for our programs, and opened up opportunities for the Hot Bread Kitchen brand. Through sales, events, media coverage, and the publication of The Hot Bread Kitchen Cookbook, in 2015, **Hot Bread Kitchen has achieved an estimated 1.3 billion media impressions over 10 years.**



MISSION MEETS MARKET

METHODOLOGY & ENDNOTES

OVERVIEW AND GOAL OF STUDY

Our team performed analysis of Hot Bread Kitchen’s economic impact in order to capture the broader meaning of the jobs created at La Marqueta to the economy of the New York City region. We conducted our analysis using the US Department of Commerce Bureau of Economic Analysis (BEA) Regional Input-Output Modeling System (RIMS) II Direct Effect Type I multipliers. We chose this methodology because it is widely used by government officials and policy makers, researchers, students, and planners to estimate the potential impacts of economic activities on regional economies. RIMS II relies on the same foundational concepts and Department of Commerce Input-Output tables as the other prevalent input-output models (e.g. IMPLAN, REMI) but is simpler to use, as it relies on a limited number of inputs, in combination with the multipliers, in order to produce a static estimate of impact. In contrast, other systems produce more dynamic models that require more user inputs and assumptions. Also, RIMS II is lower-cost and publicly-owned, compared to privately-owned models.⁵ The Bureau of Economic Analysis does not endorse the resulting estimates of our analysis.

Type I multipliers are calculated 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. We chose to use Type I multipliers to provide a more conservative estimate of Hot Bread Kitchen’s impact and avoid a common mistake of using Type II multipliers: not excluding changes in wages experienced by households already living and working in the region.

We applied multipliers retroactively to understand the annual and cumulative impact of the increase in employment at La Marqueta on the New York City micropolitan statistical area. We express this impact in terms of total earnings and total employment.

DATA COLLECTION PROTOCOL

The two inputs for our estimate were number of jobs and total wages paid. For the purposes of the analysis, we classified jobs created on the site in one of three ways, and aligned these categories with the most relevant detailed industry classification available in the RIMS II data set (in parentheses):

- 1) Bakery and production jobs in Hot Bread Kitchen’s own bakery, including Bakers in Training and permanent bakers, as well as supporting staff including packers, porters and managers (311810: Bread and bakery product manufacturing);
- 2) Food manufacturing jobs in incubator businesses during their time of membership in the HBK Incubates program, and by permanent tenants of the commercial kitchen space (311990: All other food manufacturing); and
- 3) Administrative and management jobs in Hot Bread Kitchen’s headquarters (550000: Management of companies and enterprises).

The sources of data for jobs and wages are: Hot Bread Kitchen payroll records for years 2011-2017; quarterly reports submitted by HBK Incubates member businesses during their membership in the program; estimates of average annual wages paid by food manufacturing businesses (NAICS code 311), based on the Quarterly Census of Employment and Wages for the New York City region.⁶

Wages for Hot Bread Kitchen employees include employer-sponsored health insurance, per the definition of the BEA RIMS II methodology; this information was not available for food manufacturing businesses. The RIMS II methodology’s estimates of job impacts includes both full- and part-time jobs, with no distinction between the two; thus our inputs were a count of the number of people employed during a given year, regardless of full-time or part-time equivalency.⁷

DATA ANALYSIS PARAMETERS AND PROTOCOL

The geographic unit for the analysis is the New York City region, which includes the five boroughs of New York City; Bergen, Hudson, Middlesex, Monmouth and Passaic Counties, in New Jersey; and Rockland and Westchester Counties, in New York. This was selected as the most appropriate unit of impact given that the majority of workers employed by Hot Bread Kitchen and La Marqueta businesses live and work, and the assumption that the majority of sales occur within this same region.

Data on employment and wages for each year from 2011 to 2017 were multiplied by the direct effect multipliers for employment and earnings, respectively (see table below).⁸ The interpretation of the earnings multiplier of 1.7014 for the bread and baking manufacturing industry is that for every \$1 of additional wages paid by Hot Bread Kitchen.

FIGURE 1: ECONOMIC IMPACT

Detailed Industry	Direct Impact, Cumulative Wages (2011-2017)	Direct Impact, Jobs (2017)	Direct Effect Earnings Multiplier (\$)	Direct Effect Employment Multiplier (Jobs)	Total Impact, Earnings (2011-2017)	Impact (Jobs) 2017
Bread and Bakery Product Manufacturing	\$8,164,000	109	1.701	1.348	\$13,890,000	147
All other food manufacturing (average wage, prorated for FT and PT)	\$53,075,000	409	1.761	1.583	\$88,390,000	647
Management of companies and organizations	\$1,467,000	15	1.373	1.709	\$2,014,000	26
Totals	\$62,705,000	533			\$104,293,000	820

MISSION MEETS MARKET: ENDNOTES

¹NYC Small Business Services. East Harlem, Manhattan Commercial District Needs Assessment. <https://www1.nyc.gov/assets/sbs/downloads/pdf/neighborhoods/n360-cdna-east-harlem.pdf>

²NYC Small Business Services. East Harlem, Manhattan Commercial District Needs Assessment. <https://www1.nyc.gov/assets/sbs/downloads/pdf/neighborhoods/n360-cdna-east-harlem.pdf>

³ NYC Small Business Services. East Harlem, Manhattan Commercial District Needs Assessment. <https://www1.nyc.gov/assets/sbs/downloads/pdf/neighborhoods/n360-cdna-east-harlem.pdf>

⁴ Office of the New York State Comptroller. Economic Snapshot of the East Harlem Neighborhood. <https://www.osc.state.ny.us/osdc/rpt9-2018.pdf>

⁵ Bureau of Economic Analysis, US Department of Commerce. RIMS II: An essential tool for regional developers and planners. Available at: https://apps.bea.gov/regional/pdf/rims/rimsii_user_guide.pdf

⁶ New York State Department of Labor. NAICS Based Industry Employment and Wages. Available for download at: <https://labor.ny.gov/stats/lsqcew.shtm>

⁷Bureau of Economic Analysis, US Department of Commerce. RIMS II: An essential tool for regional developers and planners. Available at: https://apps.bea.gov/regional/pdf/rims/rimsii_user_guide.pdf

⁸For examples of how this and similar methodologies are applied, see: Bureau of Economic Analysis (<https://apps.bea.gov/regional/rims/rimsii/Basic%20Example.pdf>); New York State-New York City Regional Food Hubs Task Force (https://www.agriculture.ny.gov/FHTF_report_FINAL.pdf)



THANK YOU TO OUR TRAINING PROGRAM GRADUATES

Adela	Dolly	Latifa	Noorjahan
Adjaratou	Ela	Lutfunnessa	Olga
Adjovi	Fabiola	Lynette	Oumou
Aida	Fanny	Manu	Parvin
Alimata	Francis	Maria	Patricia
Babana	Hawa	Marie	Saba
Barbara	INCI	Meledje	Sanata
Chanayra	Imane	Misbah	Saoudata
Clarisse	Irene	Monirum	Seynabou
Claudette	Irlanda	Mouniratou	Shadaya
Dania	Jessica B.	Naffissatou	Shameem
Diahara	Jessica S.	Naima	Sharabia
Diarraba	Kadiatou	Namizata	Sharmin
Dinara	Kaoutar	Nancy M.	Sofia
Djeneba	Kouyo	Nancy R.	Yolanda

THANK YOU TO OUR INCUBATOR ALUMNI

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Katie, Haven's Kitchen Sauces	Jeff, Pipcorn
Jomaree, Hella Cocktails	Keisha, Sanaia Applesauce
Jessica, Jessie's Nutty Cups	Hiyaw, Taste Of Ethiopia
Pilar, Kickshaw Cookery	Melissa, Topsy Scoop
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.

Hot Bread Kitchen | hotbreadkitchen.org