



**Dorchester Bay**  
Economic Development Corporation

OCS Conference  
Breakout session: **Recruiting and  
Tracking Employees with  
Low-Income**

**Leah Whiteside**, Project Manager



## ORGANIZATIONAL GOALS

- Develop & preserve home ownership and rental housing across income levels
- Create and sustain economic development opportunities for businesses and individuals
- Build community through organizing, civic engagement, and leadership development



# Dorchester Bay EDC

Founded 1979, nonprofit



# Bornstein & Pearl Food Production Center

\$15 million, 36k SF, 30-40 small food businesses



Before Renovation



After Renovation: Shared Kitchen



# Accolades

HUD Secretary Julián Castro, Mayor of Boston Martin J. Walsh



**Tools to Meet our Local Hiring Goals**

# Tools to Meet our Local Hiring Goals

## Project Goals

- Create 150 new jobs in 3 years of operation
- 50% of new jobs created are filled by local residents of Dorchester, Roxbury, and Mattapan
- 37 jobs created are filled by low-income residents

# Tools to Meet our Local Hiring Goals

## Challenges

- applicant qualifications, employer expectations
- data collection + tracking

# Tools to Meet our Local Hiring Goals

## Progress toward reaching Project Goals

- 2014 jobs created: 47
- 2015 jobs created: 122
  
- 2014 jobs to local residents: 40%
- 2015 jobs to local residents: 22%
  
- low-income residents in new FT jobs: 16
- low-income residents in new PT jobs: 28

# Tools to Meet our Local Hiring Goals

## Methods

- lease requirements!
- re-entry program connections
- on-staff jobs counselor
- local culinary training programs
- word of mouth

# Tools to Meet our Local Hiring Goals

## Tools

- lease language:
  - (1) require best faith efforts to hire locally
  - (2) required 2-week local advertising period
  - (3) required quarterly reporting with fine of \$500 for non-compliance
  - (4) added pressure from mission-driven tenants

# Tools to Meet our Local Hiring Goals

## Tools

- online employee reporting form

**Are you the owner or an employee?\***

- owner (employer)
- employee

**Your Name (last initial is fine if you don't wish to put your full name)\***

First Name

Last Name

**Company Name\***

**How many companies do you work with at CWK or at the Pearl facility?\***

- 1
- 2
- 3
- 4
- 5

**Position Title\***

**When did you start this job?\***

- January 1st - March 31st 2016
- October 1st - December 31st 2015
- January 1st - September 30th 2015
- April 1st - December 31st 2014
- Before April 1st 2014

**Did you receive a raise or promotion at this company in the past 3 months?\***

- Yes
- No

**What is your hourly wage/salary?\***

- \$8-10/hour

**What is your hourly wage/salary?\***

- \$8-10/hour
- \$10.01-12/hour
- \$12.01-14/hour
- \$14.01+/hour
- Salaried
- Other:

**How many hours do you work per week for this company, on average?\***

**Employee benefits at this company\***

- Education or Training
- Health Insurance
- Dental Insurance
- Life Insurance
- Insurance for dependents
- Retirement
- Stock/ownership/profit sharing
- Paid Holidays
- Paid Sick Time
- Child Care
- None
- Other:

**ADDITIONAL INFORMATION**

We do not share your individual information with anyone, but compile it with others' information for reporting to our funders.

**Gender\***

- Woman
- Man
- Other:

Select an option below, based on your household income and size. If none apply, select "none apply"\*

- 1 person household, up to \$14,588
- 2 person household, up to \$19,663
- 3 person household, up to \$24,738
- 4 person household, up to \$29,813
- 5 person household, up to \$34,888
- 6 person household, up to \$39,963
- 7 person household, up to \$45,038
- 8 person household, up to \$50,113
- None Apply

What is your hourly wage/salary for company you listed above?\*

Age\*

- Under 18
- 18 - 55
- over 55

Race/Ethnicity (select all that apply)\*

- Asian/Pacific Islander
- African American
- Cape Verdean
- Latino
- Native American/Alaska Native
- European American
- Multi-racial
- Other:

Were you born in the U.S.?\*

- Yes
- No

Was English your first language?\*

- Yes
- No

Are you a veteran?\*

- Yes
- No

Were you previously incarcerated?

- Yes
- No

Do you receive TANF assistance (Temporary Assistance for Needy Families)?\*

- Yes  No

Do you have roots in Dorchester, Roxbury, or Mattapan?\*

- Yes  
 No  
 Other:

Do you live in the 02119, 02121, or 02125 zip code area?\*

- Yes  
 No

How do you get to work (most of the time)?\*

- Walk  
 Public Transportation (T, bus)  
 Drive  
 Bike  
 Other:

**Thank you so much.**

If you have any other feedback/comments for Dorchester Bay EDC or Commonwealth Kitchen, feel free to use the space below.

Submit Form

**Thank you!**

**Questions?**

# EASTERN MARKET

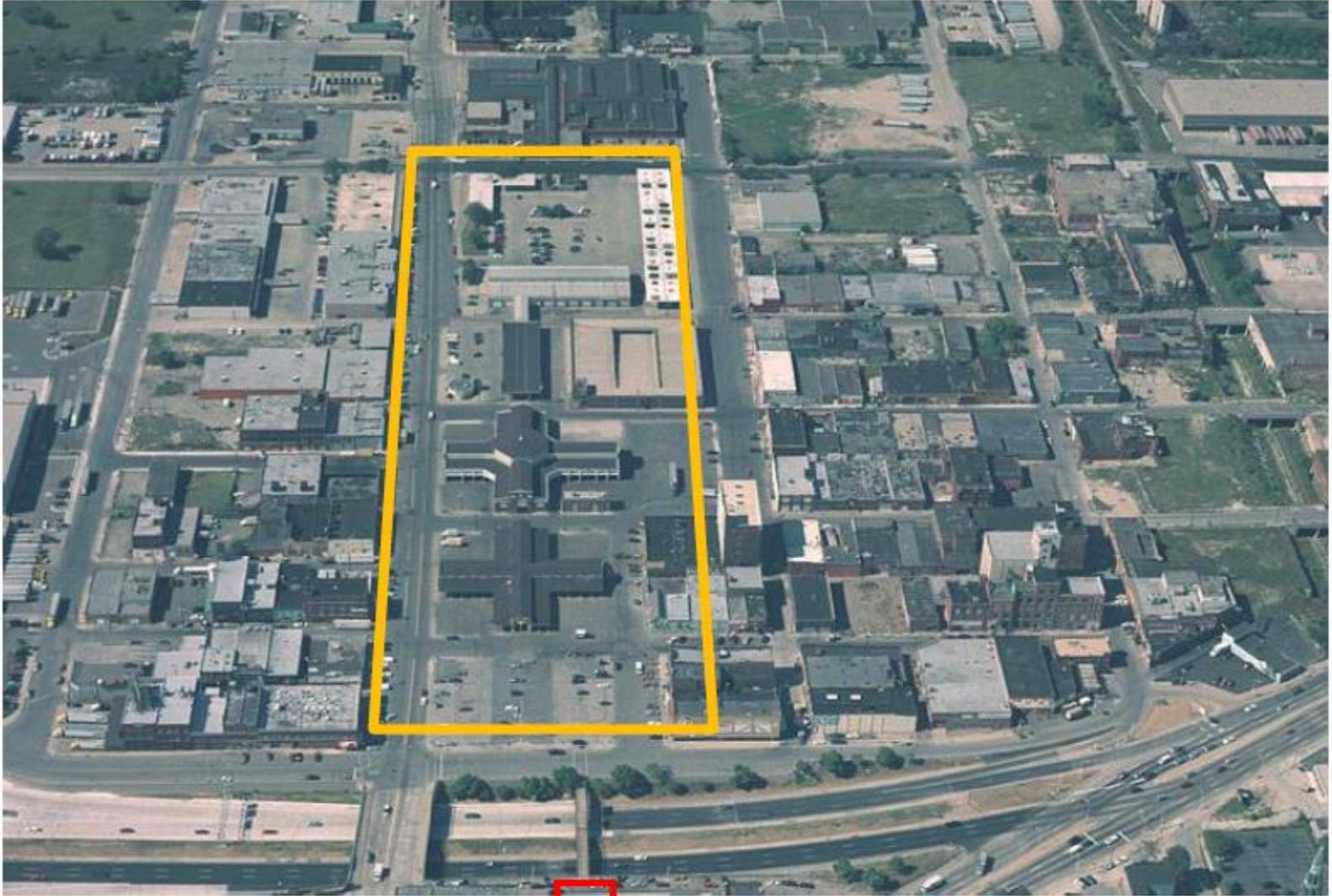
PLACE OF ECONOMIC DEMOCRACY



# GOOD FOOD AND CONVIVIALITY SINCE 1891



# Regional Food Hub



# GROWING ECONOMIC IMPACT OF THE EXPLODING LOCAL FOOD SECTOR

**2 MILLION** SHOP AND BUY FOOD AT EASTERN MARKET EACH YEAR

**22%** OF MICHIGAN JOBS ARE FOOD/AG BASED

**\$360 MILLION** OF WHOLESALE FOOD SOLD IN EASTERN MARKET

**\$418 MILLION** OF MEAT SOLD IN EASTERN MARKET EACH YEAR

**1,300** PERMANENTLY EMPLOYED IN EASTERN MARKET FOOD BUSINESSES

**\$631 MILLION** IN MICHIGAN FOOD EXPORT TO CANADA

**2:1** FOOD INDUSTRY WHOLESALE BUSINESSES NEED TO DOUBLE THE  
OPERATING FOOTPRINT IN EASTERN MARKET

Source: ReferenceUSA

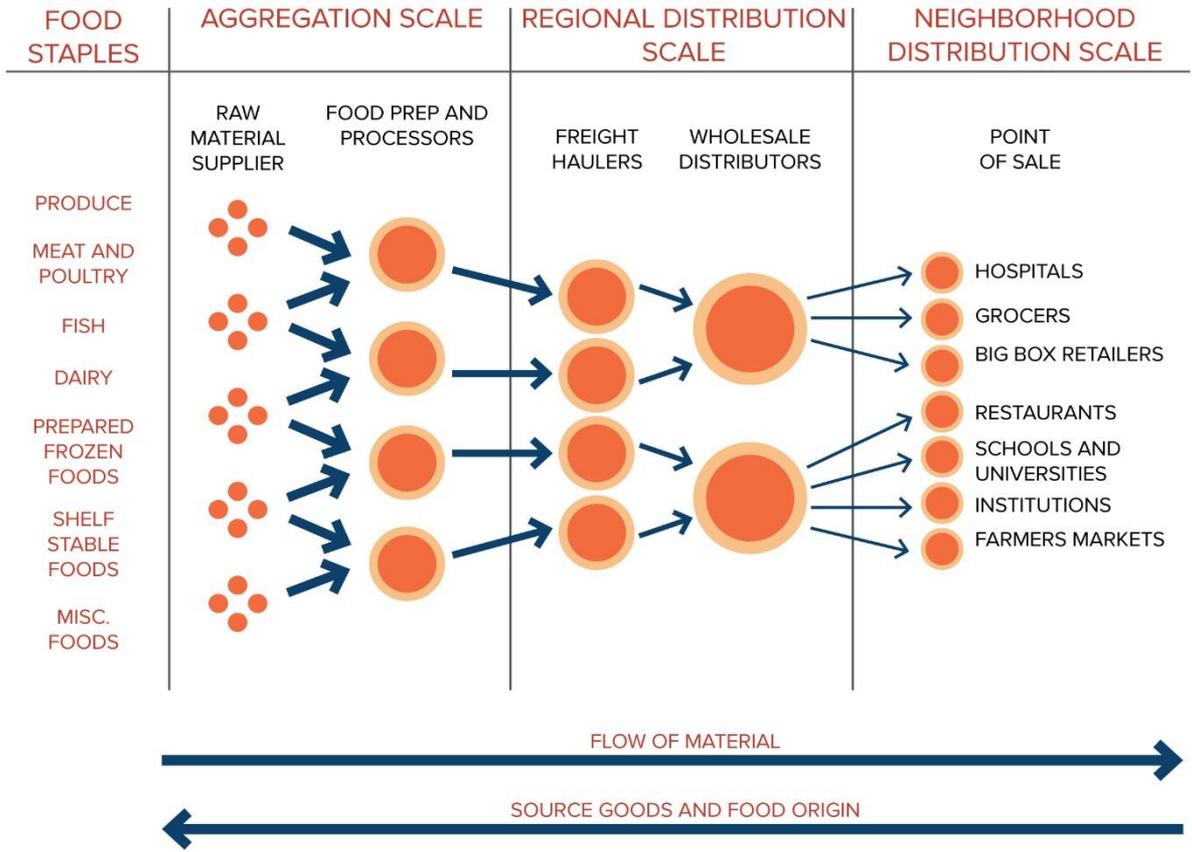


# CUTTING EDGE FOOD INNOVATION ZONE

## GROWN & MADE IN DETROIT

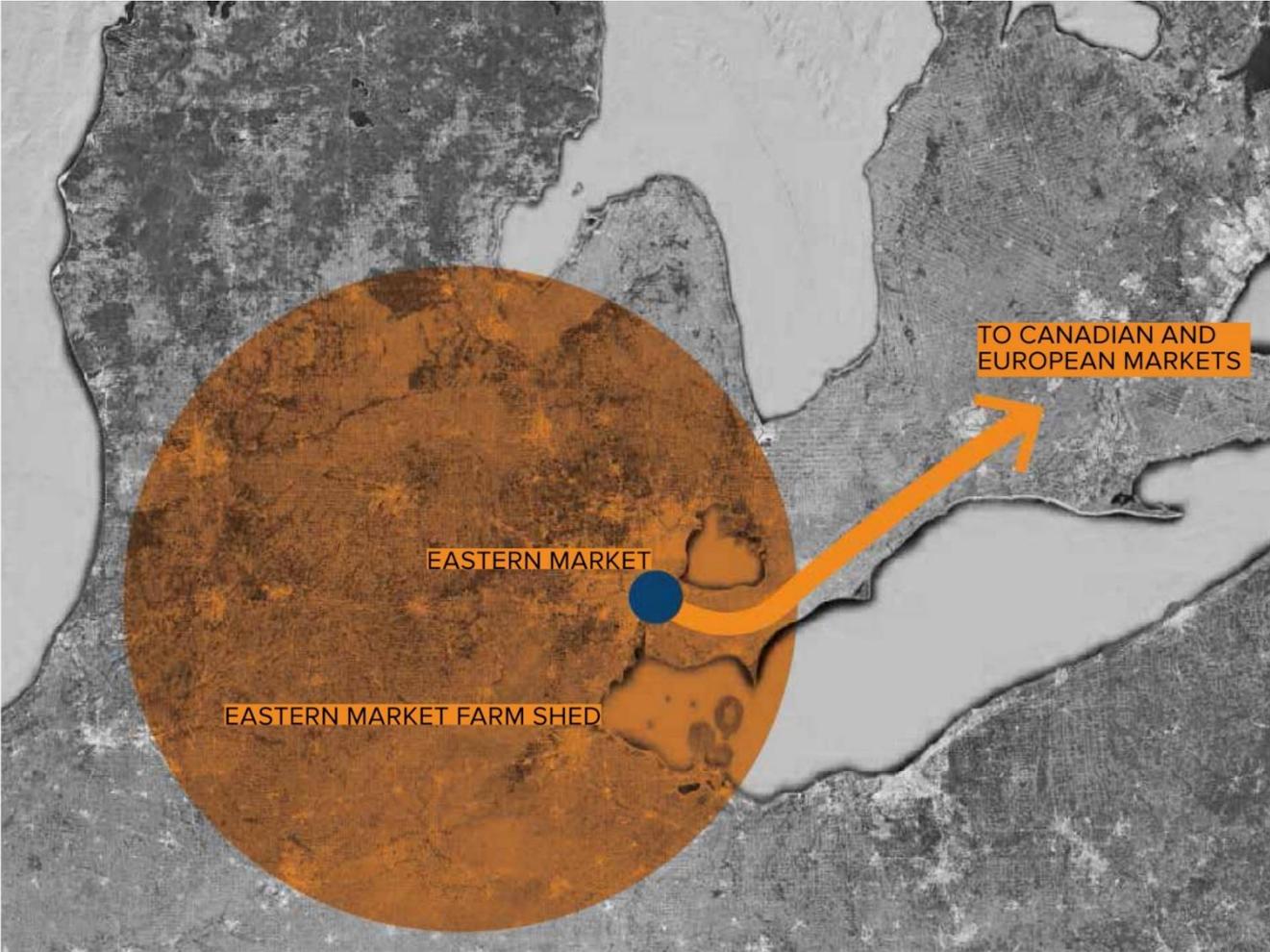


# CUTTING EDGE FOOD INNOVATION ZONE OPERATES AT ALL SCALES OF THE FOOD ECONOMY



# CUTTING EDGE FOOD INNOVATION ZONE

## EXPORT LOGISTICS COMPETITIVE ADVANTAGES



# EM 2025 GOALS

## AUTHENTICITY

KEEP IT A REAL, FOOD-FOCUSED ECONOMY

## DEVELOPMENT EQUITY

ENHANCE THE MARKET AS A PLACE OF GENUINE ECONOMIC DEMOCRACY

## CONNECTIVITY

BRIDGE NEIGHBORHOODS AND BREAK DOWN BARRIERS

## DENSITY

ENCOURAGE DIVERSE GROWTH; REBUILD THE URBAN FABRIC

## DIVERSITY

INCREASE THE MIX: PEOPLE, FOOD, AND OPPORTUNITIES





# ASK CHEF

## Cooking Demonstrations + Tastings

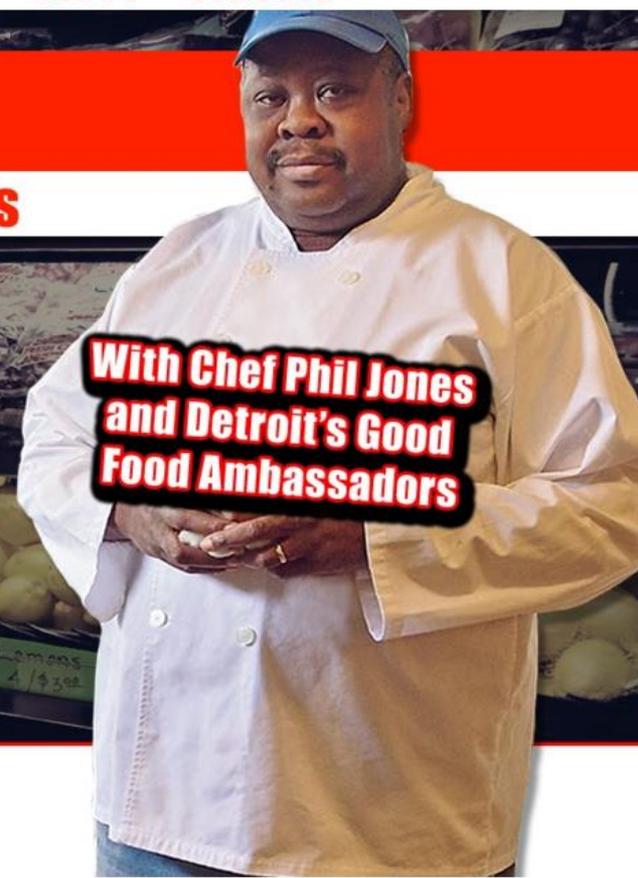
### Every Saturday 10 AM - 4 PM

**Gratiot Central Market  
1429 Gratiot Ave.**



[Click for details](#)

**With Chef Phil Jones  
and Detroit's Good  
Food Ambassadors**



# RED TRUCK FRESH PRODUCE

- Conversion of an underutilized space within the Eastern Market District into a green grocer
- Increasing access to fresh and nutritious dense foods year-round
- Building upon a strong history of partnerships and lessons learned from existing food access programs
- Leveraging philanthropic, corporate, and federal grant funds



# EXISTING FOOD ACCESS PROGRAMS



## FARM STAND MISSION

The Eastern Market Farm Stand Program is a community-based pop-up mobile market that improves access to fresh, healthy food and provides nutritional education. Serving as ambassadors of the Eastern Market Corporation, the Farm Stand strengthens the connection between local residents and Eastern Market by delivering a bounty of fresh produce directly to our partners. Relationships with neighborhoods, the health care community, and corporate organizations allow the Farm Stand to increase awareness regarding healthy eating choices and fosters a culture of wellness in the city of Detroit and beyond.



## BENEFITS OF A FARM STAND



Hosting a Farm Stand at your corporate site is a clear statement that your organization is committed to employee wellness, supports the local economy, and fosters a more just and inclusive food system. The Farm Stand is a dynamic and vibrant way to increase your organization's engagement while providing access and education regarding healthy food and local buying, which otherwise may not be available.

At our community partner sites, the Farm Stand serves the dual function of produce sales and provides nutrition education with the ultimate goal of increasing access to healthy food. This one-on-one wellness engagement is targeted at our most vulnerable population - individuals lacking the knowledge and access to stay healthy.

## SPONSORSHIP IMPACT

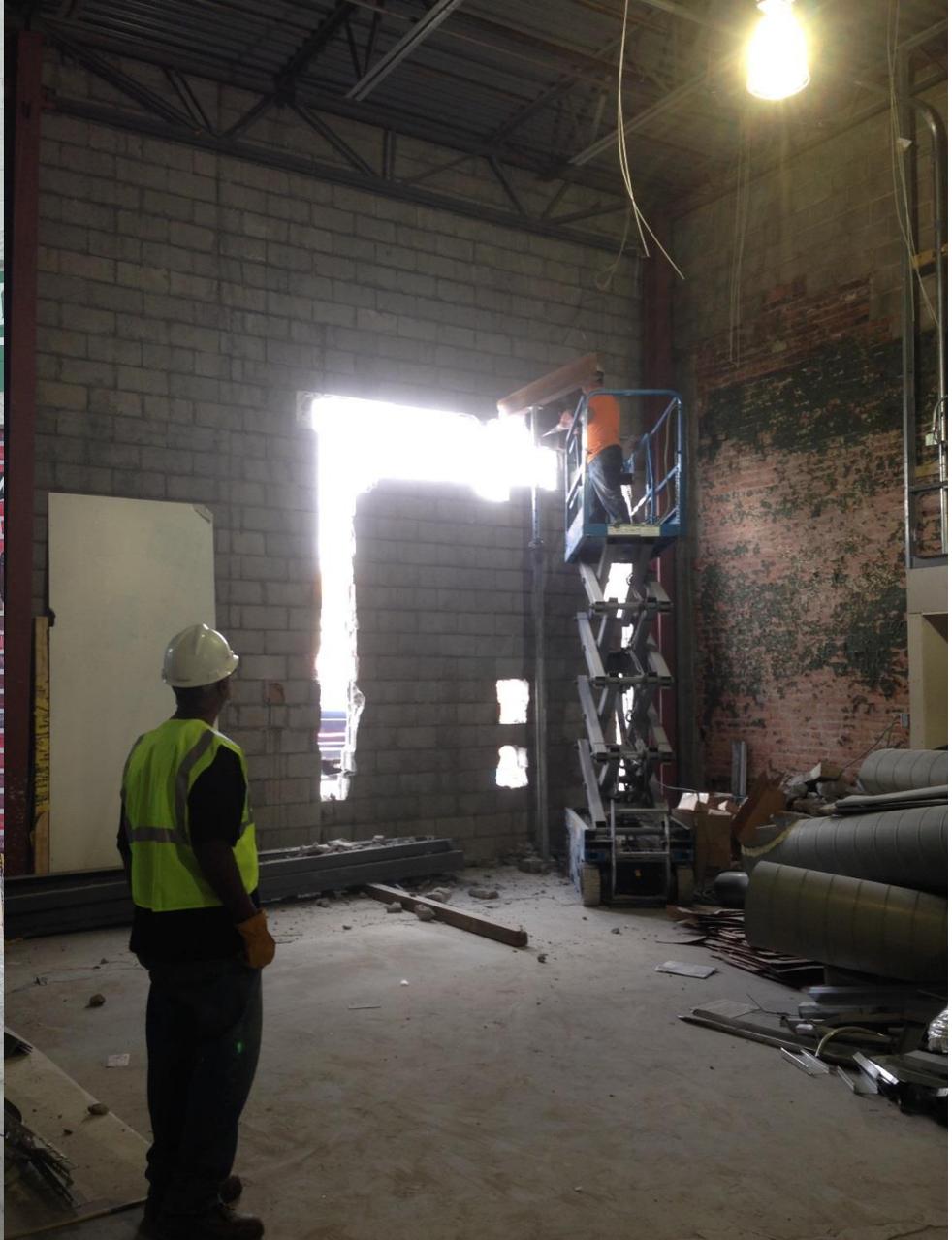
The sponsorship provided by your organization will help us off-set the cost of running Farm Stands in neighborhoods where access to fresh produce is limited. Your support will make a significant impact in communities, at most need, where access to fresh produce is limited.



**SIGNATURE ASSOCIATES**  
UNCOR INTERNATIONAL  
**SPACE FOR LEASE**  
MANAGEMENT AND LEASING BY:  
DAN JACOB / SHAWN STUBEN  
**248-948-9000**  
www.signatureassociates.com

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Since 1971  
Detroit's Finest:  
**BACON SAUSAGE**  
**DEAD OLD CUTS**  
BORN AND BRED  
www.randy's.com





# PARTNERSHIPS

We're on a mission to help Detroiters live healthier lives. Thank you for supporting us as we strive to make fresh, healthy food more accessible to our

[NEWS](#) [FAQ](#) [STAFF](#) [FRESH 101](#) [ASK CHEF](#) [ABOUT](#) [CONTACT](#)



## PARTNERS



## SUPPORTERS



# DHS CED HFFI Grant Objectives

1. **Provide the infrastructure** needed to support Detroit area farmers and food entrepreneurs in taking a pivotal step toward building a **comprehensive food-based economic revitalization strategy** for Detroit.
2. Hire and train **15** low-income community residents for retail jobs.
3. Launch **18** new low-income food entrepreneurs.
4. Make healthy food available and affordable to thousands of food insecure residents, including those who live in food Detroit's **19 food deserts**.
5. **Replicable and sustainable model**, catalyzing revitalization in Detroit and transforming the city - and the state - by increasing food security, empowering people to choose healthier diets, growing a shared sense of community and building a strong connection between Detroit consumers and producers across the Great Lakes State.





# THANK YOU

Jela Ellefson

Grants/Community Development Director

[jellefson@easternmarket.com](mailto:jellefson@easternmarket.com)



Since it's inception in 2004, **ECDI** has:

**DEPLOYED \$29,000,000**



ASSISTED OVER **6,900** INDIVIDUALS

CREATED AND RETAINED OVER **5,100** JOBS



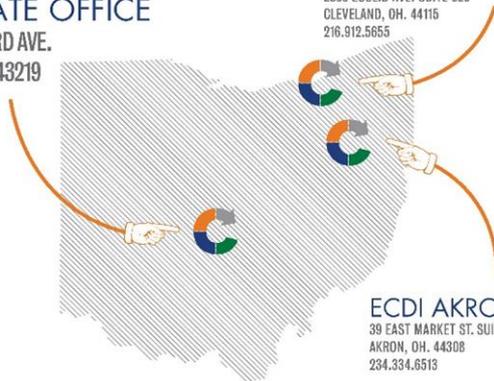
PROVIDED OVER **30,000** HOURS OF TRAINING

**THROUGH OVER 1,400 LOANS**

**THIRD LARGEST SBA INTERMEDIARY  
MICRO LENDER IN THE COUNTRY**

ECDI COLUMBUS  
CORPORATE OFFICE  
1655 OLD LEONARD AVE.  
COLUMBUS, OH. 43219  
614.559.0115

ECDI CLEVELAND OFFICE  
2800 EUCLID AVE. SUITE 620  
CLEVELAND, OH. 44115  
216.912.5655



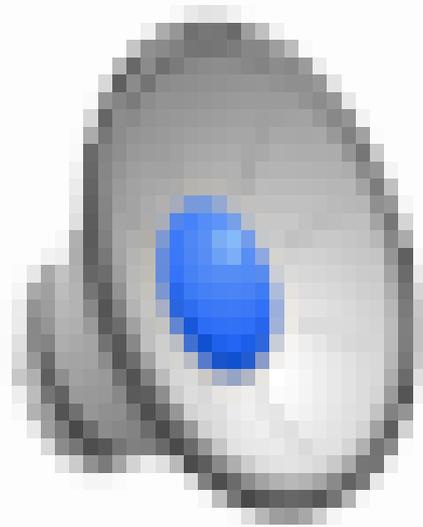
ECDI AKRON OFFICE  
39 EAST MARKET ST. SUITE 504  
AKRON, OH. 44308  
234.334.6513



Inna kinney  
Founder and CEO, **ECDI**

Steve Fireman  
President and  
General Counsel, **ECDI**

# Who We Are



# OCS 5: Cleveland



- In October of 2014, ECDI received \$741,000.00 from the OCS CED program to provide capital, training and technical assistance for the CCLK & ECDI
- The Cleveland Culinary Launch & Kitchen (CCLK) is a commercial kitchen for rent by food entrepreneurs located within Cleveland's Central Choice Neighborhood. The Kitchen opened in May 2013 and has already attracted more than 159 clients. These small business owners seek professional, value-added services to grow their businesses – and create new jobs.



## The Cleveland Culinary Launch & Kitchen

- Shared kitchen experience that allows culinary entrepreneurs to bring their culinary dreams into a reality
- Fully licensed kitchen facility that adheres to high standards of the Ohio Department of Agriculture
- Allows entrepreneur's the opportunity to rent kitchen time hourly
  - Baking
  - Catering
  - Canning
  - Thermal processing
  - Dry packing



## CCLK project consists of four components:

- Term Loan to CCLK in the amount of \$375,000 – of this amount, \$241,000 will come from the OCS5 grant funds, with \$59,000 coming from prior revolved OCS funds that ECIDI is currently managing.
  - Provide TA and training to CCLK clients
- Work to create a distribution operation within CCLK to allow for marketing and distributing food orientated products
- Create 120 full time jobs over the 3 years – at least 90 jobs will be LMI, with particular focus on creating jobs for those within or near the 44115 ZIP code

# OCS 6: Columbus 2016



ECEDI's sixth OCS project is an innovative food-based initiative, focused on creating jobs for low-income individuals in Columbus, Ohio. The project involves a \$300,000 equity investment in Peach LLC, a groundbreaking and inventive local restaurant situated in the heart of one of Columbus's most distressed neighborhoods, Weinland Park. Additional funds are being used to expand ECEDI's Food Fort, a licensed food-truck commissary and commercial kitchen, strategically located in a USDA-designated food desert. This effort will provide additional parking space for food-trucks and access to additional resources for entrepreneurs using the facility, allowing them to expand their businesses and create jobs in the community. It is estimated that by the project's third year, over 122 jobs will have been created, with 92 of these jobs being for low-income individuals.

Innovate



## The Food Fort is a licensed food cart commissary and incubator that provides:

- Access to capital
- Food-specific business development programming
- Clean and secure cart and truck storage
- Cart rental and leasing
- Targeted cart location assistance
- Commercial kitchen and bakery
- Food safety training
- Access to markets (Kroger, Celebrate Local)
- Shared office space

Powered by **ECDI**



# Job Reporting Form



DATE HIRED: \_\_\_\_\_

## Economic and Community Development Institute

### INCOME SELF-CERTIFICATION FOR ECONOMIC DEVELOPMENT NEW HIRE EMPLOYEES OR RETAINED JOBS

IDIS Activity Number: \_\_\_\_\_ CDBG Loan Amount: \_\_\_\_\_

Name of Business: \_\_\_\_\_

Circle one:  New or  Existing Business?

### PART I: TO BE COMPLETED BY EMPLOYEE (NEW HIRE)

Your Employer has been the recipient of financial assistance through Community Development Block Grant Programs (CDBG). As part of the program requirements, your Employer must report both the number of jobs created and the number of persons hired from households within a targeted salary range. The information is for the purpose of satisfying the U.S. Department of Housing and Urban Development's requirement for documentation of the beneficiaries of financial assistance.

Name: \_\_\_\_\_ Number of Persons in Household: \_\_\_\_\_

Address: \_\_\_\_\_

Job Position: \_\_\_\_\_ Date hired: \_\_\_\_\_

Enter below all household member name(s), date(s) of birth, and member's estimated gross annual income prior to being hired. Income includes wages, interest and dividend income, Social Security, alimony and child support. Do not include public assistance (welfare) payments, disability payments or unemployment benefits.

Household Member Name	Date of Birth	Gross Annual Income
Head		\$
2		\$
3		\$
4		\$
5		\$
TOTAL INCOME:		\$

*I certify that the information given on this form is true and accurate to the best of my knowledge. I certify that the amount of Gross Income listed above includes the income of all adults within the household. I understand that the information on this form may be subject to verification.*

Employee's Signature

Date

DATE HIRED: \_\_\_\_\_

### PART II: HUD DEMOGRAPHIC AND PERFORMANCE DATA (To be completed by Business of New Hire)

#### COMPLETE WITH EMPLOYEE/ RETAINED STAFF

Race	Ethnicity	
	Not Hisp	Hisp
White:		
Black/African American:		
Asian:		
American Indian/Alaskan Native:		
Nat. Hawaiian/Other Pacific Isl.:		
Am. Indian/Alaskan Nat. & White:		
Asian & White:		
Black/African American & White:		
Am. Indian/Alaskan & Black/Afrcn:		
Other Multi-Racial:		

Head of Household is Female  Yes  No

Job created? Or	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Job retained?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Part-time job?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
-If yes, number of hours weekly:		
Full-time job?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Employer Sponsored Health benefits?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
New hire unemployed prior to this job?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

#### INDICATE TYPE OF POSITION BEING FILLED OR RETAINED

Official & Managers	<input type="checkbox"/>	Craft Workers (skilled)	<input type="checkbox"/>
Professionals	<input type="checkbox"/>	Operative (semi-skilled)	<input type="checkbox"/>
Technicians	<input type="checkbox"/>	Laborers (unskilled)	<input type="checkbox"/>
Sales	<input type="checkbox"/>	Service Workers	<input type="checkbox"/>
Office and Clerical	<input type="checkbox"/>		

### PART III: ELIGIBILITY CERTIFICATION (To be completed and signed by CDBG-funded Staff)

Current (2014) Income Limits* (Effective 12/18/13)	Number of Persons in Household							
	1	2	3	4	5	6	7	8
Extremely Low (30%)	\$14,700	\$16,800	\$18,900	\$21,000	\$22,700	\$24,400	\$26,050	\$27,750
Very Low (50%)	\$24,500	\$28,000	\$31,500	\$35,000	\$37,800	\$40,600	\$43,400	\$46,200
Low (80%)	\$39,200	\$44,800	\$50,400	\$56,000	\$60,500	\$65,000	\$69,450	\$73,900
Non-LM (above 80%)								

**CDBG-funded staff must circle the income level of the Person's family based on family size and income certified on page one. \*Current income levels can be obtained at <http://www.huduser.org/portal/datasets/il.html>.**

CDBG-funded Staff Name: \_\_\_\_\_

Position Title: \_\_\_\_\_

Participant Meets HUD definition of low income based on being below current income limits adjusted for family size.: Yes\_\_\_ No\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Job applicant was hired by the business on \_\_\_\_\_ 20\_\_\_\_.  
Job applicant weekly hours are \_\_\_\_\_.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Above job applicant meets the CDBG Income limits under the program's Low/Mod Income Limits (80% Median Income) as of the date noted above. The job applicant was documented as employed by the business working average weekly hours as of the date above.**

Note: The completed certification must be maintained in the grant file for review at time of monitoring.

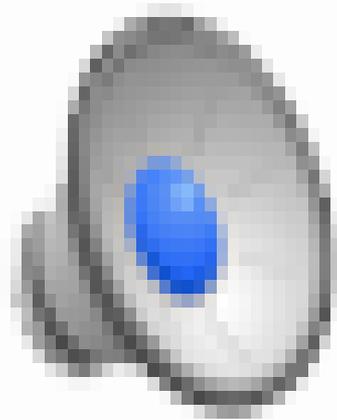
City Staff:

Date entered into IDIS: \_\_\_\_\_ By (print name): \_\_\_\_\_ Initials: \_\_\_\_\_

Invest



# The Food Fort as featured on ABC's Nightline





Investing in people to create measurable  
and enduring social and economic change