

**DURA FIRST SOURCE HIRING AND OUTREACH
PROGRAM FOR LOW INCOME DENVER RESIDENTS FOR
URBAN RENEWAL PROJECTS**

BACKGROUND

I. Purpose of the First Source Program In connection with DURA's primary goal of undertaking urban renewal projects to revitalize the City and foster sound growth and development, DURA will develop a program, in cooperation with the appropriate agencies of the City and County of Denver or other governmental agencies chosen by DURA, which is intended to provide preferential opportunities for employment and training of low-income Denver residents and will require developers with Redevelopment Agreements approved by DURA after May, 1995 to participate in such programs.

II. Development and Implementation of the First Source Program; Division of Responsibility.

(a) DURA will require developers to participate in the program as a condition to receiving tax increment financing or similar assistance from DURA for urban renewal projects. Developers will require their tenants to participate by including this requirement in their tenant's leases or other documents. The term of the developer commitment will be the lesser of the (10) years or the term of repayment of DURA's financial assistance for the project. This obligation will be set forth in the Redevelopment Agreement between DURA and the developer.

(b) The Colorado Department of Labor & Employment, Denver Job Service Center will provide a staff member to act as the employment coordinator (First Source Program Coordinator). The Mayor's Office of Employment and Training (MOET), the Mayor's Office of Economic Development (MOED) or other appropriate agency chosen by DURA are cooperating agencies for providing training in the First Source Program.

The specific steps of the First Source Program are discussed below.

**FIRST SOURCE PROGRAM
FOR LOW INCOME DENVER RESIDENTS**

A. Pre-Hiring Training Outreach

1. The First Source Program applies to both the construction period and post construction long-term jobs. For the construction period jobs, the Developer's Job Placement Coordinator and First Source Program Coordinator (a staff member of the Colorado Department of Labor & Employment, Denver Job Service Center) will meet as early as feasible, but prior to the pre-bidding process for construction contracts, to determine employee skill needs and number of employees needed by the Developer and its construction contractors for the Project. For the post construction long-term jobs, the Developer's Job Placement Coordinator and First Source Program Coordinator will meet, in concert with employers in the Project, as early as possible but no later than the middle

of the construction period, to determine employee skill needs and number of employees needed by the employers in the Project.

2. The First Source Program Coordinator contacts eligible Community Based Organizations (CBOs), MOET and MOED to notify them of job opportunities. Eligible CBOs are understood to be organizations interested in participating in the First Source Program and organizations with the capacity to perform employment outreach notification, as determined by the First Source Program Coordinator. The First Source Program Coordinator will co-sponsor with CBOs workshop(s) to explain the types of development projects, the list of employers, and the anticipated job position requirements. At future meeting(s), information will be supplied about the nature of employment (full or part-time), the employee benefits offered, the employer's promotion policy, the possibility of advancement, the employee's expected hours, and other employer policies.
3. The Developer's Job Placement Coordinator and First Source Program Coordinator work together to determine general training needs for specific project employers. Interested job applicants are directed to MOET or other appropriate existing community training opportunities relevant to employment training for the Project. The First Source Program Coordinator, in consultation with the Developer's Job Placement Coordinator, will determine the need for additional pre-hiring training, such as job application preparation, interview preparation, general work or construction readiness, and arrange referrals for interested applicants.

B. Interview Outreach and Preferential Hiring Period

1. Developer's Job Placement Coordinator provides employer job listings to First Source Program Coordinator within a time frame which allows for an interview at least five (5) calendar days in advance of filling an applicable position for low-income Denver residents. The First Source Program Coordinator will notify CBO's, by a method mutually agreeable to the CBO's and the First Source Program Coordinator, such as by facsimile or community meeting, or job listings and the proposed interview schedule.
2. Within the original five days, as referenced above, applications are provided by the First Source Program Coordinator to the employers or the Developer for interview when the employer is ready to hire.
3. The employer interviews only people referred by the First Source Program Coordinator who meet the employment qualifications as proposed by the employer for positions covered by the First Source Program first, for a period of five (5) calendar days preceding the employer's opening general interview date. The First Source Program Coordinator consults with the Developer and employer(s) to determine which staff positions or staffing situations, by their nature to the daily operation of the employer's business, will be considered exempt from inclusion in the First Source Program.

4. Employers may exempt management employees, licensed professionals, and those hired on a temporary or emergency basis. The First Source Program will consider management hires filled by an employer's current employee, on a transfer basis or as a promotion in manager development process, as positions which may be excluded from the Program, at the sole discretion of the Employer.
5. At the expiration of the five (5) day period the employer will be free to follow its standard recruitment and selection procedures to fill vacant positions, so long as the same full and fair consideration is given to applicants referred by the First Source Program Coordinator. As employment vacancies continue to occur, the employer will continue to contact the First Source Program Coordinator as a first step in filling the vacancy. The First Source Program Coordinator will allow the employer some flexibility in the five-day preference period when the number of vacancies is small, after start-up, so long as the same full and fair consideration is given to applicant(s) referred by the First Source Program Coordinator first. The employer retains, at all time, full choice of whom to hire and, except as otherwise applicable, such employees will be employed at the will of the employers.

C. Reporting and Monitoring

The First Source Program Coordinator will develop quarterly reports for the first year and annual reports thereafter relating to the First Source Program. The Developer's Job Placement Coordinator and the Developer will cooperate with the First Source Program Coordinator to accumulate performance data. These reports are to accumulate performance data. These reports are intended to allow the First Source Program Coordinator to monitor and evaluate First Source Program performance, and the Developer and tenant performance. The First Source Program's performance will be measured, after the first year, by the percentage of Denver residents employed (referenced by zip codes), the percentage of First Source Program job placements made to and hired at the respective project during the review period, and by race, sex, age, national origin, handicap or veteran status.

The First Source Program Coordinator will provide the quarterly and annual reports to DURA. DURA will arrange for an advisory group which would include representatives from interested parties such as the Denver City Council, the Denver Job Service Center, MOET, MOED, CBO's (such as ACORN, Servicios de La Raza, Urban League, SWIC, and Mi Casa) and other representatives of governmental agencies appointed by DURA, to periodically evaluate the performance of the First Source Program and recommend appropriate future modifications. DURA will also solicit suggestions from the Developer and employers for suggestions from the Developer and employers for additional advisory group representatives which could provide valuable input into the review and evaluation process.