

**DENVER URBAN RENEWAL AUTHORITY**  
**CONSTRUCTION EMPLOYMENT OPPORTUNITIES POLICY**  
**December 2016**

**Policy Statement**

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The Denver Urban Renewal Authority (the “Authority”) believes that promoting employment and advancement within the construction trades is consistent with the strategic goals of the Authority. As such, the funding of construction employment opportunities (“CEO”) is required of all projects funded in whole or in part by tax increment financing. The funding amount is the greater of one percent of a project’s maximum reimbursable project cost, as defined in an approved redevelopment agreement, or one percent of the gross bond proceeds issued by the Authority in connection with the project. Funding for CEO will be made by the developer of a project, proceeds from an Authority-issued bond, or a combination thereof. This CEO Policy supersedes the Enhanced Training Opportunities Policy that was previously adopted by the Authority and shall govern the use of funds generated under the Enhanced Training Opportunities Policy.

CEO funds are intended to increase the availability of, access to, or quality of construction training opportunities in Denver. CEO funds are not intended to fund training that employers are required to provide. The required CEO funding is an eligible tax increment expenditure. Deployment of the CEO funds will be directed by the Authority to training providers through a competitive process.

**Goals & Outcomes**

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The goal of the Authority’s CEO Policy is to improve access to training within the construction trades and increase individuals’ opportunity for advancement within Denver’s construction industry.

The CEO Policy is intended to primarily benefit the Denver construction industry. However, recognizing that construction firms and workers are not restricted to the Denver geographic area, individuals and construction firms benefitting from CEO programs may operate outside of the City and County of Denver. Where possible, CEO funds will serve to enhance outcomes under the Authority’s Small Business Enterprise (“SBE”) and First Source Hiring Program Policies.

The goals and outcomes of the CEO Policy have been focused into three categories: (1) building individuals new to construction, (2) building individuals employed in construction, and (3) building construction-related businesses. Goals for building individuals new to construction focus on recruiting and employing construction workers entering the industry. Building individuals employed in construction focuses on building the skills and knowledge of employees working in construction to increase earning potential and/or mobility within the construction industry. Building construction-related businesses goals focus on growing smaller firms in size and/or skill set through business and technical training.

Desired program outcomes may include, but are not limited to:

**Building Individuals New to Construction**

- Train unemployed or underemployed individuals in the construction trades.
- Identify and understand career paths for employees within the construction industry, allowing for greater worker retention.
- Improve access to and recruitment of workers, including underrepresented populations interested in entering the construction industry.

### **Building Individuals Employed in Construction**

- Improve access to training for existing construction workers.
- Continue to identify career opportunities for individual success in desired career paths.
- Improve the skills and knowledge of existing workers within the construction industry with a focus on training that enhances a worker's earning potential and mobility

### **Building Construction-Related Businesses**

- Improve the ability for small businesses to participate in a competitive bidding process with governmental or quasi-governmental entities.
- Improve the ability for small businesses to compete for projects that require specialized skills.
- Improve the professional capacity of Denver-based small or emerging business enterprises as defined in the Authority's Guidelines for Utilization of Small Business Enterprises in Urban Redevelopment Projects (the "SBE Policy").

### **CEO Funds Deployment Process**

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The Authority intends to issue periodic notices of funding availability ("NOFA") to attract proposals to address policy goals and outcomes. Stakeholder meetings may be held in advance of any NOFA to help direct the Authority's funding where it will be most impactful. Additionally, at the Authority's discretion, the Authority may develop internal programs to meet construction industry needs.

### **Funding Award Guidelines**

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Funding for training programs may be awarded to providers with programs that have the greatest impact on the Denver construction industry and meet some or all of the following outcomes:

1. Attracts and trains people new to the Denver construction industry.
2. Provides training opportunities to improve the skills and career path of existing construction workers for the benefit of the Denver construction industry.
3. Assists small construction businesses working in Denver to grow in size and/or skill set.
4. Has meaningful and measurable outcomes for both short and long term impacts.
5. Provides detailed, timely, and comprehensive reporting for the Authority to report progress to the Board of Commissioners.
6. Proposes multi-year funding awards contingent on defined deliverables or performance based funding triggers.
7. Further leverages CEO funding from federal, state, local or other funding sources.
8. Serves to enhance outcomes under the Authority's SBE and First Source Hiring Program Policies.
9. Increases construction industry capacity.
10. Partners with other agencies to combine services and resources.
11. Leverages other programs to receive special pricing for goods or services to be provided in connection with funded program.
12. Effectively and efficiently utilizes program funding to serve the greatest number of construction-industry workers, while minimizing the administrative costs of the program.