



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 has developed a program, in cooperation with the appropriate agencies of the City and County of Denver or other governmental agencies chosen by DURA, that is intended to provide preferential opportunities for employment and training of low-income Denver residents and require developers with Redevelopment Agreements approved by DURA to participate in the First Source program.

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

(a) DURA will require developers to participate in the First Source Program as a condition to receiving tax increment financing or similar assistance from DURA for urban renewal projects.

(b) Developers will require their tenants to participate by including a 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 commencing upon execution of the Redevelopment Agreement. This obligation will be set forth in the Redevelopment Agreement between DURA and the developer. Developers are encouraged to participate in the program beyond the 10 year repayment term. If the developer chooses to participate beyond the 10 year term, DURA and the First Source Program will continue to provide hiring services.

(c) DURA's Administrative Services Director will be responsible for coordination of First Source Program activities with the developer and the First Source Program Coordinator. DURA may choose partner agencies, such as Denver Housing Authority (DHA), to act as the First Source Program Coordinator to engage in activities which include job seeker outreach, employment coordination and other services such as training which compliment the First Source Program. The Developer's Job Placement Coordinator, a staff member of the developer, will be responsible for implementing the First Source Program and reporting on the Developer's efforts.

(d) The Developer will agree to include in any land sales contracts requirements that purchasers of the property will need to include a provision requiring participation in the First Source Program by any future commercial owners, tenants and managers that occupy the purchased property. The landowner must utilize the First Source Program on a continuous basis for so long as the First Source Program applies.

- i. The developer must provide evidence of the requirement at DURA's request.

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 period long-term jobs.
 - i. For the construction period jobs, the Developer's Job Placement Coordinator and the First Source Program Coordinator (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.
 - ii. For the post construction long-term jobs, the Developer's Job Placement Coordinator and the 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.
 - iii. Upon execution of newly signed leases, the Developer's Job Placement Coordinator will be responsible for reporting regularly to the First Source Program Coordinator of tenant changes and will educate new tenants on the First Source Program participation requirements.
2. The First Source Program Coordinator shall contact eligible Community Based Organizations (CBOs) 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 may 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 the First Source Program Coordinator or other appropriate existing community training programs 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. Depending upon the employment needs determined by the Developer's Job Placement Coordinator, the First Source Program Coordinator is available to provide job fairs at no cost to the project employer or Developer.

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 interviewing for 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 email, facsimile or community meeting, of 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 First Source 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.

6. To the extent that the Developer determines in good faith, that the First Source Program creates an unworkable burden upon the employers hiring process, DURA will work with the Developer's Job Placement Coordinator to help them meet the objectives of the First Source Program.

C. Reporting and Monitoring

The First Source Program Coordinator will develop monthly reports 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 intended to allow the First Source Program Coordinator to monitor and evaluate First Source Program performance, as well as Developer and tenant performance. The Developer's First Source Program's performance will be measured, after the first year, by the percentage of Denver residents employed, and the percentage of First Source Program job placements made to the respective project.

The Developer's Job Placement Coordinator and the Developer will be responsible for maintaining data and developing a tracking mechanism in order to respond to requests for reporting made by DURA. DURA's staff and board of commissioners will 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 additional input into the review and evaluation process.

D. Non Compliance

Non Compliance with the terms of the First Source Program policy shall be enforced through provisions of the Redevelopment Agreement.