



DENVER URBAN RENEWAL AUTHORITY 2026 NOTICE OF FUNDING AVAILABILITY CONSTRUCTION EMPLOYMENT OPPORTUNITIES

DATE ISSUED: APRIL 9, 2026
RESPONSES DUE: MAY 15, 2026

INTRODUCTION

The Denver Urban Renewal Authority (the “Authority”) was created by the City and County of Denver in 1958 to assist in the redevelopment of blighted property and help foster the sound growth and development of Denver. Working with residents, businesses, civic leaders, area developers, and financing institutions, the Authority provides financial assistance to support redevelopment activities throughout the City. These have included residential rehabilitation, historic preservation, brownfield redevelopment, infill development, and neighborhood revitalization.

PROGRAM OVERVIEW

The Authority is committed to fostering employment and career advancement within the construction trades. To support this strategic goal, all projects receiving full or partial Tax Increment Financing (“TIF”) are required to fund the Authority’s Construction Employment Opportunities (“CEO”) fund.

The Authority uses a competitive process that will deploy funds to programs that align with the goals of the CEO Policy (see Exhibit A). In this funding cycle, the Authority is specifically soliciting proposals for services that expand construction employment for residents and businesses within the City and County of Denver. The Authority anticipates awarding a maximum of \$450,000 this round with individual awards at a maximum of \$150,000 per proposal. Initial agreements will be for an eighteen-month term.

The Authority encourages applications from employers, trade associations, labor organizations, non-profit entities, training providers, or consortia of these groups. Successful proposals will prioritize preparing individuals to enter the construction industry and/or skill upgrading for the advancement of existing workers. A third priority is expanding the capacity of small construction businesses.

Note: These funds are not intended for required workplace training, such as OSHA certification.

BACKGROUND

Denver’s construction industry is facing a critical workforce shortage and a specialized skills gap for today’s market. As infrastructure, new development and redevelopment projects continue to come online, companies in the City require a pool of individuals with construction skills. The Authority’s funding is designed to address these challenges through three primary objectives: recruiting and training new workers for placement; upskilling existing construction professionals for advancement; and bolstering the capacity of local firms to meet growing industry demands.

2026 NOFA

Schedule

The following schedule is the timeframe for the 2026 NOFA process.

Event	Issue/Deadline Dates
Issue NOFA	Thursday, April 9, 2026
Deadline to Submit Questions	Friday, May 1, 2026
Responses to Questions Provided	Friday, May 8, 2026
2026 NOFA Responses Due	Friday, May 15, 2026 @ 5PM
Notice of Final Selection	Wednesday, July 1, 2026

We reserve the right to interview or ask additional questions prior to final selection.

Selection

Proposals that satisfy all requirements will be reviewed by a committee comprised of the Authority's staff and commissioners. Final selection to be July 2026.

Approval & Implementation

The Authority will work with the awarded recipient(s) to negotiate a contract immediately following the final selection process. Selected proposals and contracts must be approved by the Authority's Board of Commissioners. Implementation of a proposal will occur as early as feasible. The ability to expedite implementation of the proposal will be considered favorably in the selection process.

PROPOSAL GUIDELINES

An organization may submit one independent proposal, where the organization is the only proposer, or partner with other organizations to create a joint program. Applicants are encouraged to partner with other organizations and may submit a maximum of two joint proposals per applicant. For example, an organization may submit one proposal for a program that will be performed entirely by the applicant. That same organization may also submit up to two joint proposals, partnering with other organizations. Electronic proposals must be in .pdf format. Proposals must be delivered to the Authority for review **no later than 5PM MDT on Friday, May 15, 2026** via email at **ceo@renewdenver.org**.

Technical Assistance

All requests for clarification or for additional information must be submitted in writing via email **no later than 3:00 p.m. MDT on May 1, 2026**. Inquiries regarding the 2026 NOFA should be directed to the contact above. DURA may elect to respond to questions in its sole discretion. Questions received regarding this 2026 NOFA, along with answers if provided by the Authority, will be shared with all responding parties via post on the DURA website at:

<http://renewdenver.org/ceo>

PROPOSAL REQUIREMENTS

Applicants are required to submit a proposal depicting how they intend to operate a program that either recruits unemployed and underemployed workers to careers in the construction industry, provides upward mobility opportunities to workers in the construction industry, and/or increases small businesses' capacity to compete for additional or larger scale construction projects.

A complete proposal will include the following sections:

- Program Description
- Schedule of Program Implementation
- Target Audience
- Proposal Budget & Term
- Experience & Qualifications
- Letters of Recommendation
- Existing Clientele
- Existing Locations
- Key Personnel & Administrative Capacity
- Reporting
- IRS W-9 Form
- Insurance Certificate or Statement of Affirmation to Obtain Insurance

Program Description

In this section the applicant should describe their proposed program and explain how this program will impact Denver residents, construction workers, and construction related businesses. Describe the issue the proposed program will address along with projected results. The program description should reference the CEO Policy and specifically state which of the goals and outcomes the program will meet. The proposal should include a statement describing why the proposed program should be selected for implementation. A statement about the longevity of the proposed program should be included, describing how the program is expected to continue with or without additional funding from the Authority. Describe any outside influences that may impact the proposed program. List any challenges that may arise during the term of the program. Proposed programs should fit into one or more of the following three categories, as stated in the CEO Policy.

- Building Individuals New to Construction
- Building Individuals Employed in Construction and/or
- Building Construction Related Businesses

Schedule of Program Implementation

Applicants must provide a schedule for the proposed program, including events and milestones from program implementation through final reporting. If the program is expected to continue into future years, the schedule should indicate future anticipated program milestones.

Target Audience

In this section the applicant should identify the targeted audience that will be assisted by the program. The Authority embraces diversity and is looking for programs that will assist underrepresented populations. Strong preference will be given to programs that directly benefit City and County of Denver residents and businesses, but the Authority understands that workforce development spans

beyond municipal boundaries. Include a description of the efforts to be undertaken to ensure maximum participation by the potential program participants.

Proposal Budget & Term Applicants must provide a detailed budget and narrative justifying the funding requested for the contract term. Please detail any supplemental funding or resources that will be integrated with this award to support the program. Describe how your program would adapt to maintain viability, should the Authority award less than the full funding request. Note that a **maximum** of 15% of funds may be used for administrative purposes. In the budget narrative the applicant should break out anticipated administrative costs.

Experience & Qualifications

Applicants must have documented experience relevant to their proposal. Preference will be given to organizations currently operating similar, successful initiatives.

Please provide an organizational summary that includes the following components:

- History and mission
- Years of experience
- Summary of program accomplishments
- Direct experience in the proposed program
- Documentation demonstrating the organization's fiscal capacity to maintain uninterrupted services for the duration of the contract

Letters of Recommendation

Please provide two letters of recommendation or client referrals from sources qualified to attest to your organization's success in managing similar programs.

Existing Clientele

Describe your current client demographics and service categories. If your organization operates city-wide but targets specific neighborhoods, please detail those communities. Additionally, specify the methods you will use to identify and engage Denver residents for this proposed program

Existing Locations

List all addresses, including zip codes where you currently provide services or assistance to existing clients. Where applicable, please specify the number of clients served by programs at each location.

Key Personnel & Administrative Capacity

Identify all staff that would be assigned to the program, including the identification of the main point of contact. Briefly describe the role/contribution of each person. The applicant should also include an organizational chart, if relevant.

Reporting

Applicants must collaborate with the Authority to establish reporting metrics that demonstrate progress toward CEO Policy outcomes. Quarterly Reports: Due 30 days after the end of each quarter. Annual Report: Due 45 days after the program term ends.

All reporting must include any publications or media generated during the period. Data submitted to the Board of Commissioners may enter the public record, and the Authority maintains the right to distribute program results.

Examples of Past Eligible Costs

- Paid Training Stipends
- Training Materials
- Trainers
- Training Support with food, transportation (RTD Passes), child care and housing
- Skills Bootcamp
- Hiring Fairs
- Workshops
- Recruitment

Evaluation Priorities Achieves quantifiable benchmarks that track short-term success and result in lasting impacts on Denver’s construction workforce.

- Provides detailed performance updates to support the Authority’s reporting obligations to the Board of Commissioners.
- Proposes eighteen-month funding model to successfully execute the program.
- Serves to enhance outcomes under the Authority’s SBE and First Source Hiring Program Policies (Exhibit B and Exhibit C as well as on the Authority’s website).
- Increases construction industry capacity.
- Collaborates with strategic partners to integrate services that maximize the collective impact of available resources.
- Leverages other funding sources to secure the most cost-effective pricing on goods and services.
- Effectively utilizes program funding to serve the greatest number of construction-industry workers, while maintaining low overhead and administrative efficiency.

GOVERNING PROVISIONS & LIMITATIONS

The 2026 NOFA process is subject to the following:

A. The Authority assumes no liability for disclosure or use of data submitted in response to this NOFA for any purpose. All information which an applicant wishes to remain exempt from disclosure should be provided separately, bound and clearly marked as follows: “Confidential Commercial and Proprietary Information -- Exempt from Public Disclosure in Accordance with the Colorado Public Records Act.”

B. This NOFA is not to be construed as a contract or as a commitment of any kind; nor does it obligate the Authority to award any contract or to pay for costs incurred prior to the execution of a formal contract, unless the Authority specifically authorizes such costs in writing.

C. The Authority values diversity and encourages responses from qualified SBE, MBE and WBE firms.

D. The Authority reserves the right to accept or reject any or all proposals received, or to cancel or reissue this NOFA in part or its entirety.

E. The Authority reserves the right to award a contract for any services or groups of services solicited via the NOFA in any quantity the Authority determines is in its best interest. It further reserves the right to make no award as a result of this solicitation for any services or group of services if in the Authority's best interest.

F. The Authority reserves the right to correct any error(s) and/or make any changes to this solicitation as deemed necessary. The Authority will provide notifications of such changes to all applicants recorded in the Authority's office record (Distribution Log & Receipts Record) as having received or requested a NOFA.

G. The Authority reserves the right to negotiate the final terms of any contract awarded as a result of this solicitation with the proposer selected and any such terms negotiated as a result of this NOFA may be renegotiated and/or amended to successfully meet the needs of the Authority.

H. The Authority reserves the right to contact any individual or entity listed in the proposal that may have knowledge of the proposer's experience, performance and qualifications.

I. Applicants shall not offer or provide any gratuities, favors or anything of monetary value to any officer, member, employee or agent of the Authority for the purpose of having an influencing effect toward their own proposal or any other proposal submitted hereunder. In addition, no employee, commissioner, officer, or agency of the Authority shall participate in the selection, award or administration of contract supported by the Authority funds if a conflict of interest, real or apparent, would be involved.

J. Applicants shall not engage in any activity that is intended to restrict or eliminate competition.

Violation of this provision may cause a proposal to be rejected. This does not preclude joint ventures.

K. The Authority reserves the right to request clarification, explanation for, or verification of any aspect of a response to this NOFA, and to require the submission of any price costs, technical, or other revision to the NOFA that results from negotiations conducted.

L. The Authority reserves the right to award to other than the lowest cost program.

M. The Authority reserves the right to award without discussion.

N. The Authority reserves the right to reject any proposal that fails to conform to the requirements of this NOFA.

O. The Authority reserves the right to extend, shorten, increase or decrease any contract awarded as a result of this NOFA.

P. Applicant shall be responsible for complying with all federal, state and local laws, statutes, ordinances, rules and regulations applicable to its program and for complying with all reporting requirements associated with the program. The Authority shall not be responsible for determining compliance or reporting requirements as dictated in this paragraph but may terminate any award or contract based upon applicant's failure to comply with any such requirements.

EXHIBIT A
DENVER URBAN RENEWAL AUTHORITY
CONSTRUCTION EMPLOYMENT OPPORTUNITIES POLICY
December 2016 Reviewed March 2026
Policy Statement

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

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) recruitment and professional placement of a diverse workforce, ensuring new talent is successfully integrated into the construction sector, (2) Professional development initiatives that focus on enhancing the skills and expertise of current workers to drive career mobility and increase earning potential. (3) 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.
- Provide career path guidance for employees within the industry, allowing for greater worker retention.
- Improve recruitment and access for a diverse workforce, with a focus on connecting underrepresented groups to careers in construction.

Building Individuals Employed in Construction

- Improve access to training for existing construction workers.
- Empower employees to achieve career success by mapping actionable steps within their chosen field.
- Advance current employees' skill sets through specialized training that drives long-term career success.

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

The Authority intends to issue periodic notices of funding availability ("NOFA") to attract proposals that 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

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.

Exhibit B

DENVER URBAN RENEWAL AUTHORITY GUIDELINES FOR UTILIZATION OF SMALL BUSINESS ENTERPRISES IN URBAN REDEVELOPMENT PROJECTS

November 2014

Policy Statement

The Denver Urban Renewal Authority ("DURA") has determined that an ongoing race and gender-neutral program to enhance and maintain opportunity for small business participation in construction, reconstruction and remodeling, and professional design and construction services for DURA projects would benefit DURA and the citizens of Denver by promoting competition in bidding and by enhancing the economic growth of such businesses.

The establishment of a Small Business Enterprise Outreach and Assistance Plan ("SBE Plan") as described below is required for proponents ("Redeveloper") of projects funded in whole or in part by tax increment revenues provided by DURA. SBE Plans will:

Be provided to DURA as part of the application process for Tax Increment Finance (TIF) assistance.

Describe the methods and practices to be followed by the Redeveloper in order to achieve the Plan objectives

Be incorporated into any Redevelopment Agreement between the Redeveloper and DURA and thus a potential default of that agreement if not adhered to.

* Failure to develop and implement an SBE plan may disqualify an applicant from receiving DURA TIF assistance.

General

An SBE plan will be required for construction related contracts and professional services contracts.

1. Construction Related Contracts include general contractors, construction management, subcontractors and suppliers for construction, reconstruction and remodeling.
2. Professional Services includes architects, engineers, interior design, surveyors, appraisers, and environmental consultants.

Goals

DURA has established goals relating to utilization of small business enterprises ("SBE's") for projects supported by DURA TIF funding. In order to be counted towards these goals, SBE's must be certified through; (i) the City of Denver's Division of Small Business Opportunity department, or (ii) another public entity approved by DURA. Any certification that is unable to be verified will **not** be accepted (i.e. Self-Certifications).

The SBE goal for all projects awarded TIF is **23%**.

DURA may modify the SBE goal in this policy on an annual basis and may take into consideration any adjustments made to the SBE goals currently in place for the City and County of Denver. Until modified, the goals set forth herein shall continue in effect.

The percent of participation is calculated against the total project budget (excluding the actual acquisition cost of real property), not the amount of TIF received. (i.e. If a project has a 23% SBE goal, 23% of the total project budget must be contracted with SBE's.)

DURA reserves the right to establish different goals than those listed above or to waive participation of Developer in this program on a project by project basis, only in extenuating circumstances. An SBE Plan is not required for projects with DURA tax increment financing of \$100,000 or less.

A Redeveloper should make every effort to award contracting opportunities to businesses with a City and County of Denver Emerging Business Enterprise (EBE) designation. An EBE is an emerging business enterprise with annual receipts less than \$3,000,000 over the past three years for construction services and annual receipts over \$1,000,000 over the past three years for professional services. All EBE's must meet applicable size standards as established by the Small Business Administration.

SBE Plan Components

The Redeveloper must incorporate these goals into an SBE Plan which becomes a part of a Redevelopment or similar agreement between the Redeveloper and DURA.

The following factors shall count toward project goals: portions of work undertaken by SBE's as contractors, consultants, subcontractors, subconsultants, suppliers, manufacturers, brokers or joint ventures. The participation of a SBE shall not count toward project goals to the extent it acts as a conduit or fails to perform a commercially useful function. All expenditures for materials, supplies and equipment obtained from a SBE manufacturer or supplier shall count toward the SBE project goals.

The Developer's SBE Plan for professional and construction-related services must include:

1. An outreach plan which details the process for disseminating information regarding the project, bid and selection process to SBE organizations. The outreach plan must have objectives geared toward the broadest awareness and timing, maximized opportunities and procedures for outreach.

- a. If electronic notification is forwarded to the SBE organizations of the project scope and schedule, a copy must also be forwarded to the City of Denver's Division of Small Business Opportunity department and to DURA.

2. A bid advertising plan which provides outreach to SBE construction and professional services organizations.

3. A process for structuring the construction project into bid package sizes which will facilitate bid opportunities for SBE construction firms.

- a. Break out and analyze second-tier packages and subsystems based on the potential to offer opportunities to SBE firms. Require that all potential major subcontractors indicate those areas of

work that are normally subcontracted out. All tiers of bidders shall be required to complete the attached Form 2, Letter of Intent, and submit it with the bid. Any bid not containing this form will be considered non-responsive.

b. Establish bid packages by size and complexity that are within the project budget and schedule, which also facilitate maximum feasible SBE participation. Provide all bidders with lists of SBE subcontractors and suppliers.

c. Where feasible, separate purchase of materials from labor and performance aspects by: (1) allowing bidders to bid both or either; (2) allowing two separate contracts for subcontractor and material supplier.

d. Examine joint venture opportunities between large and SBE firms.

4. A procedure for outreach and reviewing the qualifications and capabilities of all relevant SBE firms.

a. SBE firms should be contacted with a schedule of activities, prequalification requirements and project description as soon as such is available. This contact should provide the name of a Redeveloper contact person designated to offer technical assistance and a log of all these contacts and communications should be kept. Contact should be made at least ten (10) days prior to bid opening.

b. A brief prequalification form should be prepared by the Redeveloper for the project. It should request from SBE firms basic business information, a general statement of interest and any request for specific assistance. A copy of the prequalification form should be provided to DURA.

5. A statement of any selection criteria to be used for professional or consulting services.

6. A commitment to either hire a consultant or assign Redeveloper staff or general contractor staff to carry out the goals and objectives of the SBE Plan.

7. A commitment to maintain the information outlined in Appendix A, Good Faith Efforts, and to provide this information to DURA upon request.

A project-specific proposal process designed by the Redeveloper and acceptable to DURA may be substituted for any aspect of the project if such process is structured to afford SBE organizations substantially equivalent participation in the project as would occur in a competitive bid process.

Additional actions which can be taken to assist in the compliance with the SBE Plan goals are outlined in Appendix B attached. The Developer may select any of these actions to include in the SBE Plan or may include actions developed specifically for the project to assist in accomplishing the goals.

The DURA board will not take action or approval of a Redevelopment Agreement or like agreement until the SBE Plan has been submitted and approved by DURA.

Information Resource

A list of certified SBE's and EBE's are available at:

<https://denver.mwdbe.com/FrontEnd/VendorSearchPublic.asp?XID=7939&TN=Denver>

Reporting

1. The Redeveloper must submit quarterly reports no later than 30 days after conclusion of the calendar quarter. The report must contain, at a minimum, the information set forth on Form 1 attached. If a different reporting form is to be utilized, it must be pre-approved by DURA along with the SBE Plan.
2. The Redeveloper must show that the goals are being reached through the quarterly reports. If the goals are not being reached, the Redeveloper must show evidence that the process outlined in the SBE Plan and in Appendix A, Good Faith Efforts, was followed.
3. The Redeveloper must provide a copy of the SBE's bonding letter indicating that the SBE is qualified to perform construction related work on the project.

Potential Violations

A Redeveloper of the project shall not, at any time before completion of the project:

1. fail to utilize a SBE which was originally listed at bid opening in order to satisfy project goals, and which submitted a letter of intent, without substituting another SBE performing the same commercially useful function and dollar amount, or demonstrating each element of the Good Faith Efforts to substitute another SBE; or
2. fail to allow a SBE functioning as a subcontractor, subconsultant, joint venturer, supplier, manufacturer, or broker to perform the commercially useful function, the value of which was originally counted for that SBE in awarding the contract; or
3. modify or eliminate all or a portion of the scope of work attributable to a SBE upon which the contract was awarded that may cause a material change which may impact achieving the SBE goal, unless approved by DURA; or
4. terminate a SBE originally utilized without replacing such SBE with another SBE performing the same commercially useful function and dollar amount, or demonstrating Good Faith Efforts to substitute another SBE; or

Remedies for Failure to Comply

Failure of a Redeveloper to comply with the SBE Plan, or to demonstrate Good Faith Efforts to comply with the SBE Plan, shall be cause for DURA to exercise any remedies, to the extent provided in the Redevelopment Agreement, including withholding payment of the funding of the project from tax increment revenues or tax increment bond proceeds.

APPENDIX A Good Faith Efforts

If the Developer has not fully met the SBE Plan goals as agreed to in the redevelopment agreement, then the Developer shall demonstrate that it has made good faith efforts to meet the goals. The Developer shall furnish to the Authority within three (3) working days after a project is bought out, a detailed statement of its Good Faith Efforts to meet the SBE Plan goals. This statement shall address each of the items listed below and any additional criteria that the Redeveloper has established in the adopted SBE Plan to ensure maximum outreach and utilization efforts.

The different kinds of efforts as well as the quantity and intensity of the efforts will be considered in determining whether the Redeveloper has used Good Faith Effort.

The statement of Good Faith Efforts shall include a specific response to each of the following. The Redeveloper may include any additional information believed relevant. Failure of the Redeveloper to show Good Faith Efforts as to any one of the following criteria may render its overall good faith showing insufficient. The Redeveloper may require this information to be provided by the project general contractor, construction manager and subcontractors, however, the Redeveloper is ultimately responsible for compliance, or Good Faith Efforts to comply, with the SBE Plan goals.

Actions Reviewed to Determine Good Faith Effort

1. Verification of the communication that notified SBE's of subcontracting opportunities under a given project solicitation. The Redeveloper is responsible for the information provided to the SBE's.
2. Verification of communication soliciting bids from SBE's in general or construction-related publications. All such advertisements must expressly advertise the project and expressly state that SBE participation on the project is being sought. All such advertisements for bids shall begin at least fifteen (15) days prior to bid buy out.
3. Verification of efforts to contact, by timely notice, appropriate SBE's within identified subcontracting categories listed in the most current certification list of the Division of Small Business Opportunities, or other approved listings. The notice shall expressly describe the potential subcontracting categories for the project. Written notice to SBE firms that could not provide subcontracting or supplies consistent with the project's scope of work and reasonably consistent with industry practice will not be considered as satisfying the purposes of this category. If potential bidders have purchased project plans seven (7) calendar days or less before bids are due, documented phone calls to such potential bidders in lieu of written notice shall be permitted.
4. Verification of efforts to subcontract, consistent with industry practice, with the SBEs who the Redeveloper has contacted, or who have contacted the Redeveloper, including the names, addresses and telephone numbers of all SBE's contacted; a description of efforts made to subcontract: a description of the information provided to the SBE's regarding the plans and specifications for portions of the work to be performed by subcontractors; and, if attempts to subcontract actually occurred, the dates and places of such process and a description of the outcome.
5. Verification that the Redeveloper attempted to recruit SBE's from at least the same geographic area from which it attempted to recruit other subcontractors.

6. Verification that, consistent with industry practice, the Redeveloper gave SBE's necessary access to and adequate time to review all necessary project plans, drawings, specifications and other documents, as well as adequate time to prepare subcontract bids and/or negotiate joint venture arrangements.
7. Verification that the Redeveloper selected portions of the work to be performed by SBE's in order to achieve the SBE Plan goals. Such portions of work should be reasonably consistent with industry practice and past practice on similar projects. Verification that the Redeveloper made a reasonable attempt to structure contracts into economically feasible units to facilitate meaningful SBE participation.
8. For each SBE which contacted the Redeveloper or which the Redeveloper contacted or attempted to contract, consistent with industry practice, a statement giving the reasons why the Redeveloper and the SBE did not succeed in reaching a general contracting, subcontracting or joint venture agreement.
9. Verification that the Redeveloper rejected SBE's because they did not submit the lowest bid or they were not qualified. If a SBE is rejected because it did not submit the lowest bid, such verification shall include a statement of the amounts of all bids received from potential contractors on the project and that the Redeveloper rejected the SBE because it did not submit the lowest bid from among such bids. If a potential SBE contractor is rejected because it was not qualified, the Redeveloper shall be guided by the definition of "qualified" in Division 1 of Article III of Chapter 28 of the Revised Municipal Code of the City and County of Denver but evidence of lack of qualifications must be based on factors other than the amount of the SBE's bid. For each SBE found to be not qualified, the verification shall include a statement giving the Redeveloper's reasons for its conclusions.

APPENDIX B Technical Assistance

Any, or all, of these options may be incorporated into the Developer's SBE Plan for a project in addition to the required SBE Plan components.

1. Assist SBE firms in establishing necessary industry relationships with financial institutions and surety bonding companies.
2. Advise and instruct major general and subcontractors on methods to utilize SBE subcontractors and suppliers to the maximum feasible levels. Counsel these businesses on teaming agreements and joint venture opportunities, and offer simplified contracting methods to facilitate such opportunities.
3. Make available to the SBE's background information and technical personnel to facilitate the ability of SBE's to professionally analyze bid documents and prepare adequate responses thereto, including detailed briefing meetings by the general contractor, the architects and engineers.
4. Anticipate potential obstacles and challenges to smaller SBE contractors and provide necessary administrative and technical support to overcome such; including scheduling support, manpower estimates, and regular progress meetings to ensure that SBEs are able to meet performance milestones. Offer special financial assistance and/or payment procedures, such as joint check agreements, and credit support for selected SBE companies.
5. Set up meetings with appropriate SBE consultants, bonding/surety agencies, specialized technical information or service providers to SBE's, and relevant SBE trade associations in advance of project bids to ensure maximum available technical support.
6. Prequalify bidders including as a criteria for selection their prior commitment and willingness to meet SBE Plan goals.
7. Where possible, prequalify major manufacturers. Encourage these manufacturers to establish distribution lines with SBE suppliers.
8. Encourage major wholesale supply houses to establish joint venture or joint supply relationships with SBE suppliers.

**Exhibit C-
DURA FIRST SOURCE HIRING AND OUTREACH PROGRAM FOR LOW INCOME DENVER
RESIDENTS FOR URBAN RENEWAL PROJECTS
Revised 06/2021**

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.

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 the 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.