• Team Introductions
• Strategic Plan and Performance
• Opportunities and Challenges
• Customer Experiences
• Employee/Resources
• City-Initiative Updates
• Accomplishments & Next Steps
• Discussion
Mission: The Denver Office of Economic Development (OED) will be a driving force that advances economic prosperity for the City of Denver, its businesses, neighborhoods and residents through purposeful and intentional economic development that: (1) broadens the tax base; (2) stimulates balanced economic growth through business assistance, neighborhood revitalization and the development of a skilled workforce; and (3) focuses on innovation, sustainability and education.
Telling the Story

It is no longer good enough to do good work. It must align with the vision and goals, succeed through partnership, and be reported to the stakeholders and community.
## Mission-Level Metrics

<table>
<thead>
<tr>
<th>Category</th>
<th>2013</th>
<th>YTD</th>
<th>2014 Annual Goal</th>
<th>% Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business Incentive Fund (BIF)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs created/retained in Denver</td>
<td>828</td>
<td>832</td>
<td>850</td>
<td></td>
</tr>
<tr>
<td>Leverage Ratio (private investment / BIF allocated)</td>
<td>37.8</td>
<td>32.4</td>
<td>45.0</td>
<td></td>
</tr>
<tr>
<td>BIF Funds per Jobs (BIF allocated / jobs brought to Denver)</td>
<td>$478</td>
<td>$499</td>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td><strong>OED Revolving Loan Fund (RLF)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs Created</td>
<td>158</td>
<td>57</td>
<td>105</td>
<td></td>
</tr>
<tr>
<td>Leverage Ratio (private investment / RLF allocated)</td>
<td>9.4</td>
<td>8.3</td>
<td>6.3</td>
<td></td>
</tr>
<tr>
<td>Lending Funds per Job Created (RLF allocated / jobs created)</td>
<td>$19,600</td>
<td>$33,900</td>
<td>$32,000</td>
<td></td>
</tr>
<tr>
<td><strong>Denver Firms</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Firms Employing &gt; 100 Persons</td>
<td>477</td>
<td>483</td>
<td>485</td>
<td></td>
</tr>
<tr>
<td>Small Business (5 – 100 people), avg. employment size</td>
<td>15.0</td>
<td>13.8</td>
<td>15.0</td>
<td></td>
</tr>
<tr>
<td><strong>Affordable Housing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leverage Ratio (private investment / housing fund allocated)</td>
<td>---</td>
<td>25.0</td>
<td>12.0</td>
<td></td>
</tr>
<tr>
<td>80% AMI Housing Units to be Developed</td>
<td>378</td>
<td>243</td>
<td>450</td>
<td></td>
</tr>
<tr>
<td>40% AMI Housing Units to be Developed</td>
<td>92</td>
<td>159</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td><strong>Workforce Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Placement Rate</td>
<td>55.9%</td>
<td>59.5%</td>
<td>55.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Youth Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Youth Served</td>
<td>2,190</td>
<td>1,939</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>Youth Summer Employment</td>
<td>420</td>
<td>14</td>
<td>300</td>
<td></td>
</tr>
</tbody>
</table>
Opportunity Analysis

Close to or Exceeding Goal

- Improve contracting and compliance process
- Complete neighborhood needs analysis to improve program decisions
- Grow core economy and job oppty through business investment
- B2G and B2B business oppty
- Support additional housing development

Lower Priority

- Increase market info & intel (e.g. website, business targeting)
- Retail store attraction and development

Mission Critical

- Support TOD area development (business, retail and housing)
- Workforce program innovation

Strong ROI Potential
**Innovate!**

- JDIs – Just Do Its
- RIEs – Rapid Improvement Events
- Projects – Larger scope, usu. Multi-agency
- New/Updated Technology
- Strategic Resource Alignments (SRA’s)

**Innovation Fund $**

---

**Current Year**
- Lean Innovates: 9 Just do Its, 2 RIEs, and 2 VSAs all completed. The VSAs resulted in 41 additional JDIs
- Savings: Total identified savings $87K, and actualized savings is $17,400 thus far.

**Peak Integration**
- Total of 216 OED staff involved in process improvements, or 82% of OED
  - 33 Black Belts
  - 101 Green Belts
  - 82 trained in Green Belt.

**Long-term**
- Continually refine and track Peak Innovate! processes to demonstrate actualized savings through improvement efforts
- Form stronger partnerships with other agencies to broaden OED’S process improvement efforts
- Increase follow-up with staff throughout OED to support and encourage process improvement efforts
Innovation Tracking

Financial

- $7,000 saved in reductions of contract process time
- $28,000 saved in reductions of training subsidy reimbursement
- $21,000 saved by streamlining and eliminating unnecessary or duplicative information in TANF programs

Service Level Improvements

- Reduction of 186 days in Public Facilities and Infrastructure processing time (246 to 60 calendar days)
- Estimated 761 hours saved per year in training reimbursement process time (1/3 FTE)
- Denver’s TANF file process revised to emphasize customer benefit instead of county procedures

Human Development

- Creation of a TANF Innovation Team to create sustainable foundation for Colorado Works continuous improvements
- Feature and celebrate Peak Performance and Lean accomplishments at each quarterly, all-staff meeting to bring PEAK ethos into OED staff thinking
- 13% of workforce achieved Lean Black Belt award level; 38% as Green Belts – and another 31% trained in Green Belt
<table>
<thead>
<tr>
<th>Resource</th>
<th>Action for Meeting Goals</th>
<th>Investment</th>
<th>Benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOUSING: Develop 1,000 units of 80% AMI (or below) housing, with 75% near high access transit</td>
<td>Work with developers to encourage TOD related affordable/workforce housing</td>
<td>Prioritize these projects for OED, and partner, housing support (financial and technical).</td>
<td>Counting new units as support is committed and support project. Correlates to Mayor Hancock’s 3x5 Housing Initiative and commitment to TOD development</td>
</tr>
<tr>
<td>HOUSING: Ensure that 80% of Denver neighborhoods are affordable using the H&amp;T Index</td>
<td>Strive to match housing development to anticipated employment growth and neighborhood needs. Emphasize mixed use, mixed income development</td>
<td>Undertaking a needs analysis for high opportunity NE neighborhoods</td>
<td>Completing the analysis to monitor this metric, for selected Denver neighborhoods, then all neighborhoods, and the City</td>
</tr>
<tr>
<td>LAND USE: Promote siting 50% of all new housing and 75% of new jobs in MV Urban Centers (with CPD)</td>
<td>Promote location priorities, and provide technical assistance and info to new and relocating businesses on transit benefits</td>
<td>Targeted lending program and encourage innovative commercial development on TOD/UC areas.</td>
<td>Completed analysis on current housing and jobs metrics, monitor development conditions, and update metrics</td>
</tr>
<tr>
<td>LAND USE: Direct population (households) and employment growth in Areas of Change (with CPD)</td>
<td>Identify key opportunities areas for development in Areas of Change, and target resources to new opportunities areas to “lead” private interest and investment</td>
<td>Undertaking a needs analysis for high opportunity NE neighborhoods</td>
<td>Completed analysis of current levels, and identify new areas of OED focus, Aligns with Mayor Hancock’s Smart Jobs, Development Vision</td>
</tr>
<tr>
<td>Resource</td>
<td>Action for Meeting Goals</td>
<td>Investment</td>
<td>Benchmarks</td>
</tr>
<tr>
<td>----------</td>
<td>--------------------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td>WORKFORCE: Provide training and mobility improvements to allow City government to fill at least 95% of job openings with workers within a 90-minute public transit commute shed (with DHR)</td>
<td>Identify occupation and labor gaps for Denver jobs, including anticipated work changes and succession needs.</td>
<td>Develop core competency and skills training for current employee career growth.</td>
<td>Measure job hires by local metrics (Denver and 90-minute commute shed) over the past year and 3 years.</td>
</tr>
<tr>
<td>WORKFORCE: Provide training and mobility improvements to allow Denver employers to fill at least 90% of job openings with workers within a 90-minute public transit commute shed</td>
<td>Increase Industry-Focused Training Programs; matching skills training, life-long learning/training (“stackable certificates”), and job matching programs targeted all job replacement and growth opportunities for local and area residents</td>
<td>Link and leverage job training and workforce programs to local industry needs.</td>
<td>Complete current program performance analysis. Continue program refinements and focus on business opportunities and growth (such as 70% of ITAs and OJT in targeted sectors).</td>
</tr>
</tbody>
</table>
Customer Experience

- Denver is the top growing community in Colorado, and 2nd fastest growing large city in the US
- Denver’s rating as a top business and employment location continues to rise
  - 2nd best city for doing business, 5th city for employment growth
  - 3rd best American city for startups, 6th nationwide for high tech startup density
  - Top city for small business employees, 4th best city for job seekers
  - Top ten for private equity investments, 13th for growth of women-owned firms
  - 14th ranked city for favorable cost of doing business
  - And the list goes on...
Customer Experience

National Citizen Survey

• Place to Work rating up to a 75% rating (from 61% in 2006)

• Employment Opportunity rating up to 54%, from 38%

• Department rankings (Econ Dev Services) is rising up 7 points (to 48%) over the most recent two-year period
  – Above the national city comparison
  – “much above” peer city comparison

• Citizens expressed a predominate concern that the rate of Job Growth was to slow (2012)
  – But only 19% felt the rate of retail growth was too slow in the same year
1. Overall, I rarely think about looking for a new job outside the City.
2. Overall, differences in gender, race and other backgrounds are leveraged to do the best possible work.
3. At work, I feel like I make a difference.
4. Overall, my agency has prepared me to do my job well.
5. [Appointee] Ensures that the agency goals and priorities are clearly communicated.
6. [Immediate Supervisor] Encourages me to further develop my knowledge, skills, and abilities.
7. Overall, my agency does a good job of communicating information that affects me.
9. Overall, I understand how the work I do relates to the Mayor’s priorities.
10. [Appointee*] Promotes a culture that continuously improves the quality of services and products delivered.
11. [Immediate Supervisor] Is accessible when needed.
12. In the last 12 months, I have developed and grown at work.
13. My agency strives to provide its employees with the latest technology required to do our job.
14. My agency promotes a culture/environment of appreciation.
15. Overall, I am familiar with Mayor Hancock’s Priorities of “Kids, Jobs, Safety/Safety Net, Sustainability, Customer Experience.”
Opportunities for Innovation and Change

Office of Economic Development
Staff Eligible for Retirement by Division (by 12/31/2015)

- Supportive Services: 13
- Housing and Neighborhood Development: 14
- Small Business Opportunity: 7
- Workforce Development: 1

Office of Economic Development
Staff Eligible for Retirement by Classification (by 12/31/2015)

- Fiscal: 3%
- Clerical: 11%
- Professional: 86%
Progress on Minority and Women Owned Business

- **Passed** the new MWBE ordinance, and working directly with various agencies to increase program awareness and understanding
- Leading efforts to ensure diversity in all new procurement efforts
- Continue to certify MWBE businesses (and increase awareness and connections) to grow the services and goods pool
- Working direct with current and new Denver businesses to increase B2G capacity and opportunities (e.g. technical assistance, financing access)
- Working to diversify Denver business customer base, with B2G and B2B opportunities to grow these businesses
Accomplishments & Challenges

Accomplishment

- 12 of 14 mission-level metrics positive and trending up
- 2 of 14 have work to be accomplished or reflect changes in data source
- Significant Lean training and innovation process accomplished, Peak part of OED culture
- Major improvements in both contracting and reimbursement processing; will create awareness for other process
- Employee engagement increased through participation in RIEs and JDI activities
- Established an Autonomy Team (intra-cross program team) for a major project initiative (and to increase intra-agency work efforts and awareness); resulted in a new JumpStart initiative (AUTOSTART)
- Supporting a growing and nationally recognized business environment; leading to significant “top list and rankings” and strong business growth (number of firms and employment levels - and therefore, new employment career opportunities for residents
- Published the 2013 (2nd) OED Annual Report (as well as the 3rd JUMPSTART plan.) documenting agency and program outcomes (web site, media coverage, and printing copies)
- Ratings on Citizen Surveys (on OED and economic metrics) continue to improve

Challenges

- New Directors (Workforce and Housing and Neighborhood Development) and Managers in Small Business Opportunity and OED Contracting creating innovation program and process opportunities, but also organization change challenges
- Constraints in key programs due to funding uncertainty, impacting staffing levels and program innovation (OED is over 90% federally funded)
- Costs (land, construction) and tight markets are impacting OED’s business, development and housing programs
• Realign resources to address anticipated resource constraints to increase effectiveness and efficiency for program delivery.
• Continue to build intra- and inter-organizational teams to increase wholistic program solutions for Denver’s citizen.
• Encourage consolidation of each city agency’s procurement procedures to improve small business opportunities and obtain city returns.