



#### ATTENDEES

David Edinger: *Chief Performance Officer, City and County of Denver*

Sarah Kutz, *Director of Strategic Marketing, City and County of Denver*

Jerry Tinianow, *Chief Sustainability Officer, City and County of Denver*

Beth Machaan: *City Controller, City and County of Denver*

Stephanie Adams: *Manager of Performance Initiatives, Budget & Management Office*

Laurel DeMonico: *Budget Analyst, Budget & Management Office*

#### OED PRESENTERS

Paul Washington: *Executive Director, Office of Economic Development*

John Lucero: *Deputy Director, Office of Economic Development*

Ledy Garcia-Eckstein, *Acting Director, OED Workforce Development Division*

Chiquita McGowin: *Fiscal Manager, Office of Economic Development*



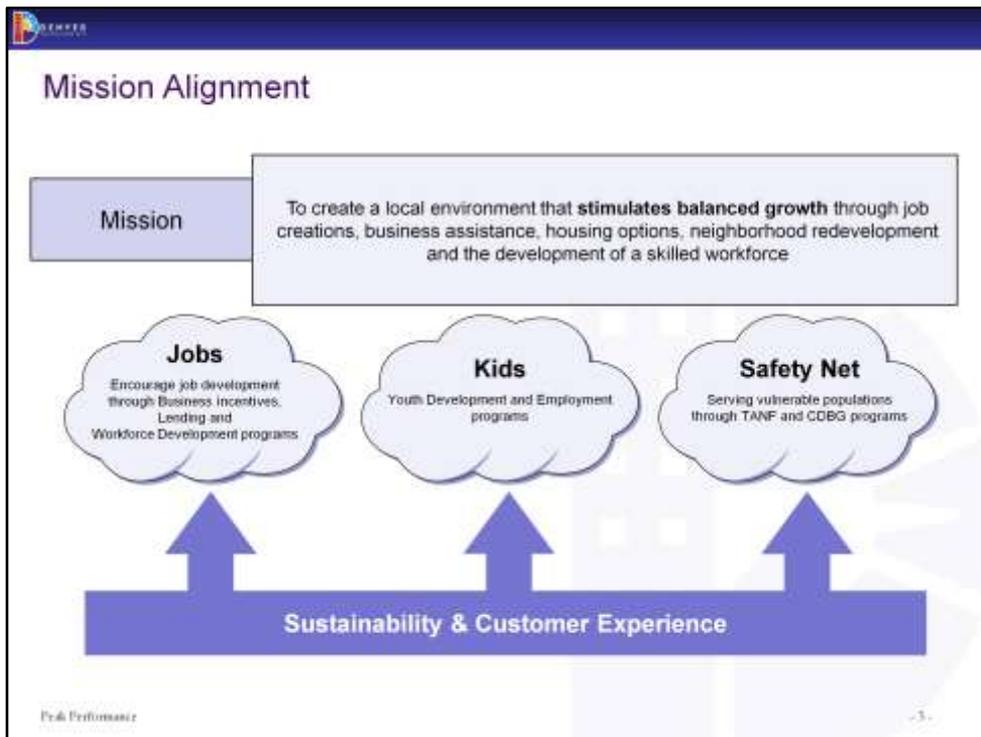
The Office of Economic Development’s vision aligns with the Citywide vision in the following ways:

“Where everyone matters”: the OED’s initiatives address the top, middle, and bottom strata of our city.

- *Top*: OED advances economic prosperity through business retention, outreach, and recruitment efforts. The OED works to both bring new business opportunities to the area and to provide resources and support to existing firms.
- *Middle*: OED works diligently to support and advocate for the small business community. Efforts are focused on increasing access to capital, broadening access to markets, and supporting and fostering a culture of innovation.
- *Bottom*: Through housing, workforce, and neighborhood services, OED provides critical resources for the community. Services include efforts to increase the number of affordable housing units, industry focused training programs, and the investment of CDBG (Community Development Block Grant) and NSP (Neighborhood Sustainability Program) funds towards sustainable neighborhood development.

“World-class city”: OED strives to deliver a world-class city through its global outreach and cutting edge initiatives.

- OED works with DIA to bring international flights and carriers to Denver’s airport, expanding business opportunities and avenues and establishing Denver as an international destination.
- OED is exploring the development of a Net Zero Energy (NZE) Community, a sizable mixed-use development producing as much energy as it consumes. If completed, the community would be one of the largest of its kind in the world.
- OED is working in a number of ways to make Denver, one of the top cities in the US for entrepreneurialism and small business support. Most recently, the Biz Plan competition (energy and excitement directed toward creating new businesses and ideas), capital access matrix (showing the various ways for business to access capital), and the “Colorado Alumni Club” (turning other’s vision and thoughts back to CO as a place to create, work and live).



OED's mission aligns with the Mayor's priorities:

- **Jobs:** Given the state of the economy, OED has focused intently on providing job opportunities for Denver residents. These opportunities are created through the business incentive program, the business lending program, and through workforce development. Business incentives attract new firms to Denver, bringing new jobs to the City and stimulating the economy. Additionally, OED's business lending provides existing firms with capital to expand and develop their operations, creating new jobs through growth, expansion, and construction. Finally, Workforce development programs help residents increase their skill sets, qualifications, and workforce potential, and are geared towards connecting job seekers with emerging and growing industry sectors.
- **Kids:** OED supports Denver kids through Youth Development and Employment programs. The OED enhanced its summer Youth Employment programs, and aims to collaborate with "cool" Denver employers with seasonal employment needs and mentorship opportunities.
- **Safety Net:** OED helps provide a safety net for Denver through several initiatives and programs, including affordable housing development, workforce training programs, and neighborhood development through CDBG (Community Development Block Grant) and NSP (Neighborhood Sustainability Program) funding.

**DENVER ECONOMY**  
**JUMPSTART 2012**

**TASKS**  
**ALL SUPPORT STAFF**

- BUSINESS RETENTION
- SMALL BUSINESS ADVOCACY
- BUSINESS RECRUITMENT
- SUSTAINABLE NEIGHBORHOOD DEVELOPMENT
- BUSINESS LENDING
- KEY STRATEGIC PROJECTS
- WORKFORCE DEVELOPMENT

**DENVER**  
The Mile High City

**"Delivering a World Class City Where Everyone Matters"**

The mission of the Office of Economic Development is to create a local environment that stimulates balanced growth through job creation, business assistance, housing options, neighborhood redevelopment and the development of a skilled workforce.

**GROWDENVER**  
The Office of Economic Development

Peak Performance

JumpStart 2012: OED's Strategic Plan



## 7 Pillars of Economic Development

**BUSINESS RETENTION & RECRUITMENT**

1. *Business Retention:* Focused outreach to Denver companies so that we can learn how to be better partners to the business community
2. *Small Business Advocacy:* Increasing access to capital and broadening access to markets, including meaningful participation in City financed projects
3. *Business Recruitment:* Allocating financial and technical incentives to relocate HQs to Denver

**LENDING & INVESTMENT**

4. *Sustainable Neighborhood Development:* Strategic investments to develop and maintain eco friendly affordable housing in key neighborhoods adjacent to high transit corridors that were hardest hit by the economic recession
5. *Business Lending:* Gap financing for companies that provide employment opportunities to the broader community
6. *Strategic Projects:* Partnering with key stakeholders and allocating financial and technical resources to projects that have a significant economic impact to the City

**WORKFORCE DEVELOPMENT**

7. *Workforce Development:* Investments in people and systems to make the Denver workforce the most capable in the country

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JumpStart 2012, OED's strategic plan, consists of seven pillars of economic development that fall into three categories: business retention and recruitment, lending and investment, and workforce development.

Mission-Level Metrics				
	2011 Actual	YTD	2012 Annual Goal	% Goal **
<b>Business Incentive Fund (BIF)</b>				
Additional Jobs brought to Denver because of BIF	155	868	300	
Leverage Ratio (private investment / BIF allocated)	68.5	185.0	40.0	
BIF Funds per Jobs (BIF allocated / jobs brought to Denver)	\$3,300	\$960	\$2,500	
<b>OED Revolving Loan Fund (RLF)</b>				
Jobs Created through RLF Allocation	183	37	75	78%
Leverage Ratio (private investment / RLF allocated)	8.2	6.3	5.0	
Lending Funds per Job Created (RLF allocated / jobs created)	\$16,900	\$24,460	\$35,000	
<b>Denver Firms</b>				
Firms Employing > 100 Persons	412	415	416	
Small Business (5 – 100 people), avg. employment size	18.1	18.3	18.5	
<b>Affordable Housing</b>				
Leverage Ratio (private investment / housing fund allocated)	4.4	1.6	10.0	39%
80% AMI Housing Units to be Developed	425	140	150	
40% AMI Housing Units Built	79	13	60	22%
<b>Workforce Development</b>				
Job Placement Rate	39.9%	49%	52%	
<b>Youth Services</b>				
Number of Youth Served	949	2,600	2,500	
Youth Placements	61	34	100	

OED's Mission-Level Metrics address the efficacy of its business, housing, and workforce efforts.

- Business Incentive Fund (BIF): Projects creating a significant number of new jobs operating in key, targeted industries are considered on a case-by-case basis for OED business development incentives. In exchange for relocating to Denver and creating jobs or expanding existing business in Denver, firms receive incentive payments from OED to compensate for their contribution to Denver's economy. BIF metrics address recruitment efforts.
  - Leverage Ratio: the leverage ratio compares the amount of private investment resulting from BIF contracts to the amount of BIF funding allocated. As a result of BIF contracts, businesses invest substantial capital into constructing, developing, and supplying their business. A higher leverage ratio indicates greater private capital investment per OED BIF \$ awarded; OED's goal is for this value to meet or exceed 40. (Leverage Ratio = private investment / BIF \$ allocated)
  - BIF Funds per Job: this metric looks at the number of jobs created from business incentive contracts per dollar of OED incentive awarded. A lower BIF Fund per Job value indicates that a greater number of jobs were created per OED dollar expended; OED's goal is for this value to meet or fall below \$2,500. (BIF Funds per Job = BIF \$ allocated / # jobs brought to Denver)
- OED Revolving Loan Fund (RLF): The Revolving Loan Fund program provides gap financing to new and expanding Denver businesses, lending up to 25% of project costs and inducing banks to provide the bulk of the financing. The RLF helps to stimulate job creation and grow existing firms. RLF metrics address business retention efforts.
  - Leverage Ratio: the leverage ratio compares the amount of private investment resulting from the RLF to the value of RLF loans allocated. Firms receiving RLF \$ use the money loaned to invest in establishing or expanding their business. A higher leverage ratio indicates greater private capital investment per OED RLF dollar awarded; OED's goal is for this value to meet or exceed 5.0. (Leverage Ratio = private investment / RLF allocated)
  - Lending Funds per Job Created: this metric indicates the number of jobs created from the RLF per dollar of OED RLF allocated. A lower Lending per Job Created value means that a greater number of jobs were created per OED dollar loaned; \$35,000 is HUD standard but OED's goal is for this value to fall well below that (closer to \$17K from 2011)
- Denver Firms: indicators of business environment and climate
  - Firms >100 employees: it is important to look at the number of firms with over 100 employees because this metric represents the number of Denver's large employers; OED is looking for the # of large firms to increase to indicate a strong and supportive business environment
  - Small business: (5-100): the OED tracks the average size of small businesses over time; as the average size increases, this is an indicator that small businesses are hiring, growing, and becoming more vibrant.
- Affordable Housing (federally funded): OED is committed to the preservation, rehabilitation and development of affordable housing
  - Leverage Ratio: similar to BIF & RLF, this metric looks at the amount of private investment compared to OED's financial contributions; a higher leverage ratio indicates greater private investment per OED dollar allocated.
  - 80% AMI (Area Median Income—measures need level): this metric indicates OED's progress in providing housing at the 80% AMI level
  - 40% AMI: 40% AMI is an underserved housing population; OED tracks this metric to address and track this need
- Workforce Development: OED offers a **full-service employment and training agency** that meets the recruiting and training needs of businesses, job seekers and youth throughout the metro area
  - Job Placement Rate: this metric measures the efficacy of workforce development programs in placing trainees in jobs; a higher percentage indicates that a greater portion of trainees are placed in positions as a result of their training
- Youth Services: mission is to activate and facilitate youth services and programs to engage, prepare, and empower youth to meet the growing demands of a global economy
  - Number of Youth Served: this metric is important as it indicates the number of youth participating. "Served" includes attending a job fair, 3-4 hour training on job readiness skills, and interview(s) with employers.
  - Number of Youth Placements: this metric highlights the number of youths successfully placed in employment positions

A document titled "Business Retention" with the subtitle "Retain & Strengthen Denver-based companies". It is organized into three main sections: "OUTREACH CAMPAIGN", "ENHANCE STRATEGIC RELATIONSHIPS", and "SUPPORTIVE BUSINESS ENVIRONMENT". Each section contains a list of bullet points detailing specific initiatives. The document also features a Denver logo in the top left corner and the text "Peak Performance" in the bottom left corner.

**Business Retention**  
*Retain & Strengthen Denver-based companies*

**OUTREACH CAMPAIGN**

- Outreach campaign to top 30 largest employers and top 15 largest business owners
- Special assistance to High Growth Companies ("Denver Gazelles")
- Lease Expiration Database

**ENHANCE STRATEGIC RELATIONSHIPS**

- OED to identify and partner with key industry trade groups (CCIA, CAMT, CTA, CBA, etc)
- Establish relationships w/Denver's largest landlords & commercial brokers; establish a primary contact w/in OED
- Active leadership participation by OED personnel in all major chambers of commerce (i.e. Hispanic, Denver Metro EDC, Black, Asian and LGBT)

**SUPPORTIVE BUSINESS ENVIRONMENT**

- Better collaboration with City Planning Dept. on the following redevelopment opportunities so Denver does not lose its manufacturing base: Elyria-Swansea, Globeville, Sun Valley, ASARCO
- Analysis of why Denver was not chosen over its regional neighbors for recent call center locations and software company relocations
- Reorganize the BAC and repurpose BDRs to become industry specialist in key industry sectors

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To create and foster a supportive business environment, the OED plans to focus on maintaining and advancing a strong manufacturing base, and to conduct an analysis of why Denver was not chosen over regional neighbors for recent IT relocations. OED is also working to reorganize the Business Assistance Center (BAC) and repurpose the BDRs (Business Development Representatives) to better suit the needs of Denver businesses.

 **Business Retention**  
*Retain & Strengthen Denver-based companies*

- **Lease Expiration Database created**
  - Helps us to proactively engage firms that are facing decisions on whether to expand, remain or move their business operations due to their expiring leases
- **Mayor/OED management are calling on our top 30 employers**
  - Met with 22 of the key firms' leaders thus far, plus other high-growth, rising companies, to help ensure they're happy & successful in Denver
- **Success story: Colorado Premium Meats**
  - Food manufacturer in Elyria/Swansea neighborhood
  - Retention of 185 jobs, and potential to double in size in the coming years



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**Denver has roughly 25,000 companies, each one of them vital to job creation and employment opportunities.**

- We're doing everything we can to assist firms to grow and succeed in our community.

## Small Business Advocacy

*Create an environment to help small business thrive through collaboration between public, private and non-profit sectors*

### ACCESS TO CAPITAL

- Increase capital & capacity of community development financial institutions with a \$20M Master CDFI Initiative
- Identify sources of capital for Denver small businesses; publish a capital matrix to distribute to small businesses
- Host a VC Roundtable at the JP Morgan Commodities Training Center at CU Denver

### ACCESS TO CUSTOMERS

- Develop a basics of business lending seminar in collaboration with CBA, large commercial banks and the SBA
- Organize and host quarterly roundtables with supply chain companies and their corporate customers
- Host an inbound trade mission with sovereign funds, the foreign trade affairs office and business executives from Chongqing China to increase market and investment opportunities for Denver based cleantech companies

### CULTURE OF INNOVATION

- Citywide business plan competition
- Innovation Centers: Identify real estate adjacent to a TOD that is near an institution of higher education and retrofit for virtual offices, cubicles and conference rooms to create an Innovation Center for entrepreneurs
- Mentor Program: Identify and create a database of successful entrepreneurs to develop mentorship programs
- Develop key strategic relationships : Venture capitalists; Local businesspeople; Denver alumni clubs

**Small Business Advocacy**  
 Create an environment to help small business thrive through collaboration between public, private and non-profit sectors

- **Make Denver the start-up and small business capital of the country**
  - Small Business Advocacy section of JumpStart identifies several initiatives geared around boosting access to capital and access to customers for our small business community
- **JumpStart Biz Plan Awards**
  - Citywide business plan competition designed to celebrate entrepreneurs and to honor the best and brightest small business ideas in Denver (more than 160 potential and new firms applied)
  - Grand prize: including \$50,000 cash prize investment, one year of office space in the Galvanize 1.0 co-working space and free professional services from some of Denver's leading firms
- **StartUp Denver Week, coming up in two weeks!**
  - In partnership with other business partners
  - Announce Biz Plan Award
- **Small Business Capital Matrix**
- **Colorado Alumni Club**
  - First one in Silicon Valley

Fine-tune your business plan and reap the rewards.



**JumpStart Biz Plan Awards**  
 Grand Prize of \$50,000 plus office space, mentoring resources and more.

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**Denver has a high concentration of small businesses compared to other cities of its size.**

- Firms with 5 to 100 employees make up 40% of all businesses in the City and over 1/4<sup>th</sup> of the jobs...in fact, firms with < 25 employees make up 80% of businesses in the City and over 1/3<sup>rd</sup> of the jobs

**We want to make Denver the start-up and small business capital of the country.**

- Small Business Advocacy section of JumpStart identifies several initiatives geared around boosting access to capital and access to customers for our small business community.

## Business Recruitment

*Increase the number & quality of companies that relocate to Denver.*

### PROGRAM EVALUATION

- Comparative program evaluation of recruitment strategies from peer communities, with best practices incorporated into Denver's business recruitment programs
- Commission and publish a professional analysis of Denver's retail market demand, sales trends and future growth potential. Implement marketing campaign to key potential retailers
- Identify high-caliber incentive policies and develop a more sophisticated incentive policy for Denver around key industry clusters

### MARKETING CAMPAIGN

- Develop marketing strategies to support business recruitment, including website improvements, focused outreach to site selectors and key industry conferences, and development of a powerful slideshow presentation geared toward business recruitment

### FOCUSED RECRUITING

- Develop and execute a marketing and incentive strategy to the supply chain of the region's largest manufacturing sectors
- Target industry clusters located in markets served by DIA international flights
- Focus on top precision manufacturing and aerospace companies

 **Business Recruitment**  
*Increase the number & quality of companies that relocate to Denver.*

- **Increasing the number & quality of companies that relocate to Denver**
  - Provides over 2/3rds of all jobs in Denver, and some of the highest wages
  - Large companies help small business because over 30% of large company expenditures are with small businesses
  - Contribute to the fabric of our City – philanthropy, civic engagement of business leaders
- **OED has recruited and retained 6 firms this year**
  - Over 1,100 jobs impacting the Denver economy
  - 11 firms in the business attraction and development pipeline, representing another 1,500 jobs
- **JumpStart Business Recruitment success: SCL Health Care**
  - Successful in recruiting the relocation of SCL Health Systems (Exempla Hospitals) to Denver
  - 170 high-paying positions (over \$100K salaries)



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**Large firms are business anchors for our City.**

- Provides over 2/3rds of all jobs in Denver, and some of the highest wages
- Large companies help small business because over 30% of large company expenditures are with small businesses
- Contribute to the fabric of our City – philanthropy, civic engagement of business leaders.

## Sustainable Neighborhood Development

*Strategic investment in neighborhoods hardest hit by the recession to develop eco-friendly affordable housing and sustainable economic development.*

### **AFFORDABLE, ECO-FRIENDLY HOUSING**

- Determine strategic direction for a citywide Housing Plan; complete five-year HUD Consolidated Plan; reevaluate IHO
- Partner with a master developer for the creation of a net zero energy neighborhood
- Evaluate best practices on alternative approaches to funding affordable housing (land banking, PAB)

### **SUSTAINABLE ECONOMIC DEVELOPMENT**

- Eliminate one food desert through collaboration with private sector, development of a Fresh Food Financing Fund, and tax incentive policy development
- Support education through new policy development that requires OED borrowers to allocate resources to DPS
- Support/broker agreements on integration of school support (DPS) in development projects

### **KEY PROJECTS**

- Develop/distribute GIS map of Denver that details significant public and private investments throughout the City
- Advance future of Elyria-Swansae by building consensus on redevelopment of proposed I-70 expansion
- Collaborate with CPD on redevelopment of Brighton Blvd. corridor that doesn't jeopardize manufacturing base

## Sustainable Neighborhood Development

*Strategic investment in neighborhoods hardest hit by the recession to develop eco-friendly affordable housing and sustainable economic development.*

- **Coordinated the completion of the Denver Housing Plan, recently adopted by Mayor Hancock**
  - Comprehensive look at the demands and resources for meeting affordable and workforce housing in Denver
- **Aria/Marycrest - DURA, Perry Rose and Urban Ventures**
  - OED provided \$4.6M in funds toward the \$80M Aria/Marycrest project, which is located in Chaffee Park (NW Denver)
  - Redevelopment of a 26-acre former convent into 430 mixed income, rental & for-sale properties (151 affordable units)
- **Renaissance West End Flats - CO Coalition for the Homeless**
  - OED committed \$5.2M in federal funds toward the \$19M project on W. Colfax
  - Project involved the development of 101 rental units for low-income residents
- **Lowry Neighborhood (Net Zero Energy)- combination of partners**
  - OED is leading the discussion to create Denver's (Colorado's) first 'net zero' energy community
  - Over 804 market rate housing units and 200,000 sq. ft. of commercial space
  - Partners in the discussion include Renewable Energy Laboratory, Lowry Redevelopment Authority, Excel Energy, and SolarCity



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Sustainable Neighborhood Development is where the Office of Economic Development makes strategic investments in neighborhoods hardest hit by the recession to develop eco-friendly affordable housing and sustainable economic development.

## Business Lending

*Make the Business Lending Program a key tool for advancing economic development strategy.*

### INCREASE PROGRAM INCOME

- Establish a business loan pool utilizing Denver General Fund Revenue
- Refocus OED's Business Revolving Loan Program to support primary employment and key targeted business sectors opportunities
- Market OED foreclosed assets to businesses and developers in accordance with furthering OED's economic development strategy

### IMPROVE UNDERWRITING PROCESS

- Analyze existing loan portfolio to identify key industries, borrowers, locations and other key common factors for top and bottom performing loans
- Catalogue a list of lessons (and "don't do's") learned from the Loan Portfolio Analysis and loan workouts of defaulted loans
- Establish processes and work assignments to ensure a streamlined, systematic loan underwriting and approval process

### STRENGTHEN LOAN PORTFOLIO

- Workout the top five underperforming or defaulted loans
- Communicate findings and changes to the OED lending and underwriting approach to the community and potential borrowers

## Business Lending

*Make the Business Lending Program a key tool for advancing economic development strategy.*



- **Denver has a strong history of small business lending**
  - The OED lends approximately \$3.5-4M annually to help spur job creation in targeted industries, commercial business areas, and neighborhood retail districts
  - Thus far, nearly \$1M in lending creating 37 new jobs in Denver
  - This is a "Gap" financing program that provides up to 50% of the financing needed for a project
  - Example: Marczyk Fine Foods – OED business loan helped fund their expansion into a second location on East Colfax
  
- **Strengthening our business lending portfolio**
  - To produce more program income, through the repayment of loans, which recycles into the program providing additional capital
  - This year we have lowered the lending delinquent and default rate for the OED programs by 42%, which further strengthens our fund for additional business lending activities



## Key Strategic Projects

*Execute strategic projects and small business opportunity initiatives to maximize the positive economic impact on the City of Denver.*

### **SMALL BUSINESS OPPORTUNITY**

- Increase Defined Selection Pool (DSP) by breaking large projects into smaller scale opportunities creating new "prime contractors", as opposed to sub-prime contract opportunities
- Mayoral policy statement to all department heads about importance of SBE and M/WBE participation in City contracting
- Encourage B2B and monitoring relationships for new and emerging SBE and M/WBE with large primes

### **LARGE DEVELOPMENT**

- Assist Mayor and DIA leadership in evaluating and structuring partnerships leading the development of Aerotropolis, including potential FDI, business development, and leadership
- Continue partnership with Mayor's Office, Finance, CPD, and other departments, as well as other stakeholders, on creating redevelopment opportunities in Arapahoe Square, Sun Valley and other key development areas

### **DESIGNATED AREAS**

- Support and coordinate with stakeholders for the development of viable development in the Platte Riverway Corridor
- Encourage the redevelopment of the Welton Corridor through exploring various financing methods and tools, as well as continued priority focus on this area through 2014
- Continue to support and fund the redevelopment of the 10<sup>th</sup> and Osage community, for mixed-income housing and supportive commercial

## Key Strategic Projects

*Execute strategic projects and small business opportunity initiatives to maximize the positive economic impact on the City of Denver*

### Aerotropolis

- Mayor's vision to maximize economic development potential of DIA through a regional collaboration of planning those types of commercial, mixed use and transit oriented developments that will most benefit from being in close proximity to our world-class airport
- This is because there are over 8,700 developable acres at DIA, representing over 37 million square feet of commercial development potential
- OED to analyze Foreign Direct Investment opportunities for commercial development and assist with advancing commercial development opportunities at DIA



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## Workforce Development

*Establish Denver as the city with the most highly skilled and productive workforce.*

### **SUPPORT BUSINESS CUSTOMERS**

- Identify 10 of the most promising startup company ideas, and provide one-on-one business plan consulting services
- Target largest manufacturing sectors for BDR outreach, featuring workforce and business resources
- Develop Executive and Management Training programs offering evening applied business training seminars

### **HELP JOB SEEKERS**

- Expand Summer Youth program to include “cool” businesses and seasonal employment needs
- Develop a strategy to integrate workforce development resources with DPS and the Denver Education Compact
- With the leaders of the highest growth industries, design specific training and certification programs for jobs expected to be created by 2014

### **INCREASE EFFICIENCIES & RESOURCES**

- Evaluate programs and processes for implementation of best practices and new outsource partners (e.g. DPL)
- Seek new and additional governmental/foundation funding opportunities to expand the resource pool
- Convene a roundtable with key public, quasi-public and private partners (e.g. DHA, DHS, and DPL)

 **Workforce Development**  
*Establish Denver as the city with the most highly skilled and productive workforce.*

- **Mayor Hancock's administration is highly focused on Denver's next generation workforce**
  - OED has partnered with the business community to reinvigorate and expand our Youth workforce development program
  - Summer youth employment program providing training and experience to 2,500 youth
- **We're working with community partners to streamline workforce development services for businesses and job seekers**
  - Over 38,000 persons come through workforce centers annually, over one-half of which will find employment through such centers
  - With unemployment > 8%, we must continue to improve wait times and placement rates of our workforce centers
- **Working to expand access to Workforce Development services through the Denver Public Libraries.**
  - Training classes are currently being offered at two DPL locations, and we're looking to expand further
  - We are undergoing a top-to-bottom analysis of our processes at workforce centers to improve their efficiency and effectiveness


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**Denver has the second most highly educated workforce in the country.**

- With over 325,000 persons in Denver's Labor Force today, it is important to our residents, their households, and the community to continually train and develop our residents as one of the most talented and productive workforces in the nation.

## Next Review

*End of fourth quarter*

### **OED JumpStart (Strategic Plan) Status**

- Update on completion of initiative and actions
- Core initiatives switched to on-going projects
- Identify key opportunities for 2013

### **Focus on improving internal efficiencies**

- Discuss specific "LEAN in OED"
  - Green Belts and Black Belts
  - Training LEAN process for management and supervisors
- Identify 2 LEAN projects for next quarter

