EXECUTIVE ORDER NO. 28

TO: All Agencies Under the Mayor

FROM: John W. Hickenlooper, Mayor

DATE: August 20, 2004

SUBJECT: Mission and Functions of the Office of Economic Development

Purpose: This Executive Order shall establish the Office of Economic Development ("OED") and shall define its missions and functions. Executive Order 28, dated September 24, 2002, and all memoranda attachments thereto are hereby cancelled and superseded by this Executive Order 28.

1.0 Applicable Authority: The applicable authority relevant to the provisions and requirements of this Executive Order 28 is found in Sections 2.2.1, 2.2.6, 2.2.8, and 2.2.10 of the Revised Charter.

2.0 General: OED shall consist of a director and appropriate staff who shall report to the Mayor. OED shall be comprised of the following divisions:

2.1 The Mayor's Office of Economic Development and International Trade, which is hereby renamed the "Division of Business Development" ("DBD");

2.2 The Mayor's Office of Workforce Development, which is hereby renamed the "Division of Workforce Development" ("DWD");

2.3 The Mayor's Office of Contract Compliance, which is hereby renamed the "Division of Small Business Opportunity" ("DSBO");

2.4 Housing and Neighborhood Development Services, currently a division of the Community Planning and Development Department, which is hereby renamed the Division of Housing and Neighborhood Development ("DHND");

3.0 Mission: Denver’s development process, including economic development, workforce development, housing and neighborhood development, small business development, and minority business development, must be revamped, coordinated and revitalized. OED shall focus aggressively on working with the Mayor, the business community, and the neighborhoods to retain jobs in Denver, to bring jobs to Denver, to create jobs in Denver, and to facilitate the development of housing and other projects needed to support job growth. OED also shall work closely with the Community Planning and Development Department and the Department of Public Works to revitalize and ensure that economic growth benefits all citizens of Denver.
4.0 **Functions:** The director and appropriate staff shall supervise and administer the various divisions of the OED which shall perform the following functions. The director may, at his or her discretion, reassign a function(s) to different divisions as needed to provide better efficiencies and/or better customer service.

4.1 **Functions of the DBD:**

a. Develop strategies and programs to attract and retain businesses and investment in Denver, including private investment in underutilized commercial and industrial areas.

b. Develop business start-up services and other programs and activities to foster small business growth in Denver.

c. Assist in developing an entrepreneurial climate that facilitates and encourages entrepreneurs to start businesses and sole proprietorships.

d. Support and promote the growth of Denver’s major redevelopment areas.

e. Market Denver as a great place to live, work and play to businesses and visitors, nationally and internationally.

f. Provide support and guidance to affiliated organizations responsible for business and economic development in Denver.

g. Provide businesses and individuals with information regarding Denver and its economic development programs.

h. Support and promote key industry clusters in Denver to grow and compete nationally and internationally.

i. Develop and administer targeted incentive programs for Denver, including without limitation the Denver Urban Enterprise Zone and Business Incentives Fund.

j. Manage Denver’s international trade program to assist companies in expanding their business activities and/or recruiting international companies to Denver.

k. Serve as Denver’s liaison with the international diplomatic community and act as the protocol advisor to the Mayor’s Office and other City agencies.

l. Manage Denver’s Foreign Trade Zone Program and assist metro area manufacturers with reducing costs for importing and exporting.
m. Manage Denver’s Private Activity Bond program to aid Denver manufacturers in expanding or establishing new operations in Denver.

n. Perform other duties as assigned by the Mayor.

4.2. **Functions of the DWD**

a. Serve as the federally designated entity that operates the Denver workforce region’s workforce centers. The policies of the Denver workforce region are reviewed and approved by the Denver Workforce Investment Board, whose members are appointed by the Mayor of the City and County of Denver.

b. Function as a full-service employment and training agency for job seekers and employers. Provide information to job seeker about available job openings. Provide evaluation of employment and education skills, tuition assistance for high-demand education and skills training, and assistance in preparing resumes and job interview techniques.

c. Develop strategies and programs that attract and retain businesses and promote economic development in Denver; provide employers with a variety of customized recruitment services for obtaining and retaining qualified workers; and provide employers with labor market information and training assistance for incumbent workers.

d. Coordinate local workforce development services and develop partnerships with private employers, other Denver city agencies, workforce regions in the Denver metropolitan area, the State of Colorado, local educational institutions, and community-based organizations.

e. Assist job seekers with Unemployment Insurance work registration activities.

f. Administer the Denver Earned Income Tax Credit Program and the Savings Plus Individual Development Account Program and provide customized, streamlined access to other products and services that promote economic self-sufficiency.

g. Advise the Mayor and the City Council, and other City agencies, about workforce development issues.
4.3 **Functions of the DSBO:**

a. Provide opportunities for Small Business Enterprises (SBEs) in City contracts for construction, reconstruction and remodeling, and professional design and construction services, and subject to further study and approval of the Director, for City contracts for goods and services procurement and non-design professional services.

b. Provide opportunities for Disadvantaged Business Enterprises (DBEs) on federally funded capital projects, including DIA.

c. Assist with developing a one-stop small business center for regulatory forms, licenses, permits, contractor's license and provide resources for loans, enterprise zone tax credits and other business assistance for start-up and emerging businesses.

d. Develop and implement programs and activities to provide outreach and assistance to developing small business enterprises.

e. Provide outreach to SBEs and DBEs and community organizations to advise them of opportunities and develop and maintain SBE and DBE directories for use on City and federally funded projects.

f. Pursuant to Executive Order 8, review City RFP and bid documents to insure DSBO requirements are included.

g. Monitor and track all City contracting and purchasing to report on the existence or absence of racial or gender discrimination by the City, or participation by the City in its contracting or purchasing activities in a market that discriminates based on race or gender, and suggest steps to be taken to address such discrimination if it is found to exist.

h. Provide certification to eligible SBEs.

i. Provide technical assistance by leveraging other resources in the community to assist with bonding, financing, marketing, business planning, proposal writing and other construction and non-construction related training or counseling.

j. Set individual project goals to ensure SBE and/or DBE participation, in conformance with applicable law and policy.

k. Develop and implement a mentor-protégé for emerging businesses.

l. Enforce and administer policies, standards, definitions and applications of the SBE and DBE programs as may be necessary to achieve their purposes.
m. Gather and report statistical data and other information as required by the City, CDOT and/or FAA.

n. Review City procured and construction contracts for compliance with the SBE/DBE programs.

o. Ensure that notices and requests for bids/proposals are available to SBE’s and DBE’s.

p. Participate in pre-bid/proposal meetings for City procurements.

q. Review the employment practices of contractors and subcontractors during the performance of every covered contract.

4.4 Functions of the DHND:

a. Serve as the federally designated entity that administers the Community Development Block Grant, HOME Investment Partnership Program and other federal, state and local entitlement and categorical grants related to housing and community development.

b. Create and update the City’s Housing Plan.

c. Develop and implement programs to address the City’s housing needs that range from homelessness to workforce housing.

d. Manage Denver’s Private Activity Bond program to develop affordable housing.

e. Develop and implement programs to preserve and to improve the safety and livability of the City’s lower-income neighborhoods.

f. Participate in the management of Denver’s Brownfields Program to assist Denver businesses and property owners in the remediation and revitalization of contaminated properties.

g. Develop and implement strategies to stimulate the revitalization of older neighborhood commercial districts.

h. Provide economic opportunities for new and expanding neighborhood-serving businesses.

i. Assist in the creation of permanent jobs by providing “gap financing” to qualified businesses to start or expand within the city.
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j. Seek out alternative funding sources for housing and community development and administer grants received.

4.5 **Centralized Functions of the OED:**

a. Develop and coordinate policy and strategies to carry out the mission of the OED.

b. Serve as the entity that analyzes all complex financial transactions that may require City funding, directly or indirectly, or through tax-increment financing.

c. Serve all City departments, agencies and divisions that require independent financial study and analysis.

d. Research and analyze markets, industries, projects, and neighborhoods to assess opportunities for economic development.

e. Provide administrative support including human resources, accounting, budget, and information technology to the OED.

5.0. **Memorandum Attachments:** The procedure(s) for implementing this Executive Order, may be defined by Memorandum Attachments to the Executive Order, which shall become a part of the Executive Order. Further, the OED, which is responsible for the content of this Executive Order, shall have the authority to issue procedural Memorandum attachments relative to this Executive Order.
Approved for Legality:

Cole Freeman
City Attorney for the City and County of Denver

Kathy Turley
Department of Revenue

Paul Scolaro
Department of Environmental Health

Terry Schreiber
Department of Aviation

Department of Safety

Department of Planning & Community Development

Approved:

John Hickenlooper
MAYOR

Department of Parks & Recreation

Department of General Services

Department of Human Services

Department of Public Works