



DEDO

2023 Budget

Creating an economy that works for everyone.



DEDO at a Glance

Creating an Economy That Works for Everyone

Business Development

Supports business recruitment, retention, and expansion

Division of Small Business Opportunity

Creates and expands contract opportunities for small, minority, and women-owned businesses

Denver Workforce Services

Connects employers to a skilled talent pipeline
Connects jobseekers to employment and training opportunities

Neighborhood Equity & Stabilization

Creates opportunities for residents and businesses in neighborhoods experiencing change

Global Business Development

Builds Denver's capacity to engage with and secure investment from global markets

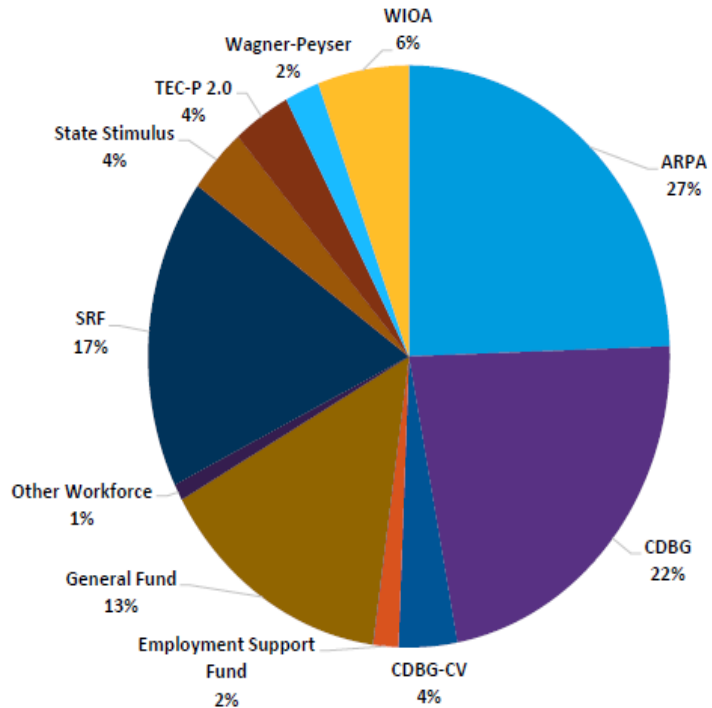
Denver Construction Careers

Identifies, recruits, trains, and supports a strong pipeline of new and existing construction professionals

Executive Office

Drives overall strategic planning, agency operations, communications, and personnel management

2023 Anticipated Funding Sources



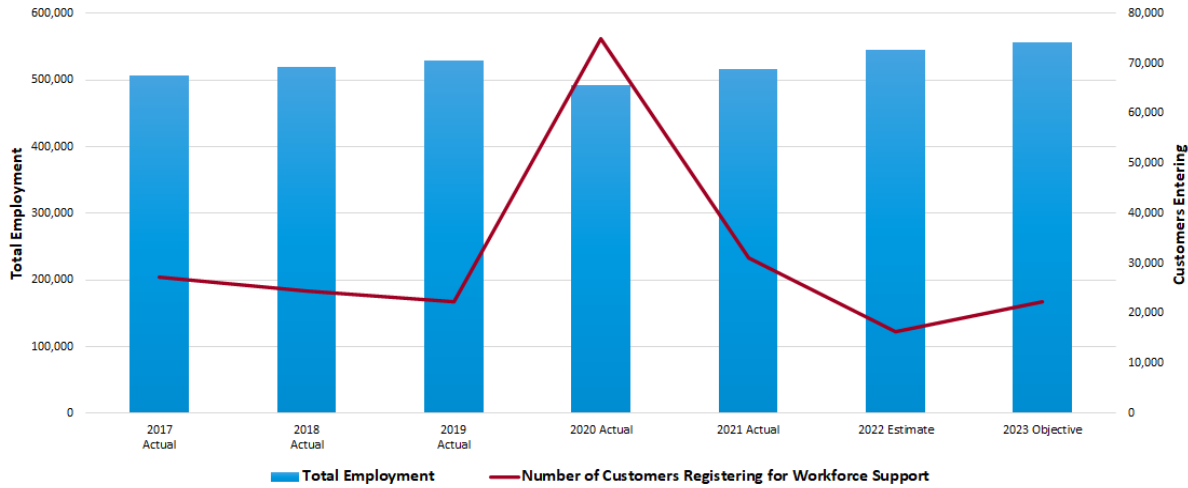
(In \$000s)

Row Labels	2021 Actual	2022 Budget	2023 Anticipated
ARPA	-	13,100	20,800
CDBG	15,339	13,452	17,505
CDBG-CV	1,430	2,000	2,800
COVID Relief Fund (CRF)	3,793	-	-
Employment Support Fund	1,320	1,200	1,179
General Fund	6,842	9,435	9,933
Other Workforce	1,177	676	744
SRF	5,797	15,014	13,216
State Stimulus	5,822	2,447	2,836
TEC-P 2.0	1,847	3,694	2,735
Wagner-Peyser	1,214	1,271	1,723
WIOA	3,827	3,898	4,431
Grand Total	48,408	66,187	77,923

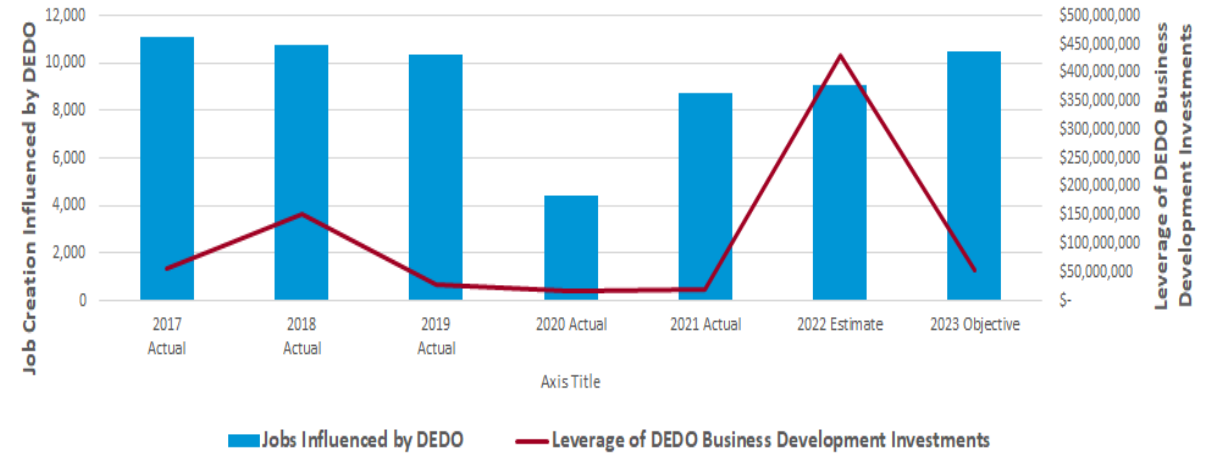
- Majority of additional 2023 Grant Funding came from ARPA, CDBG, State Stimulus and WIOA Grants

Key Strategic Metrics

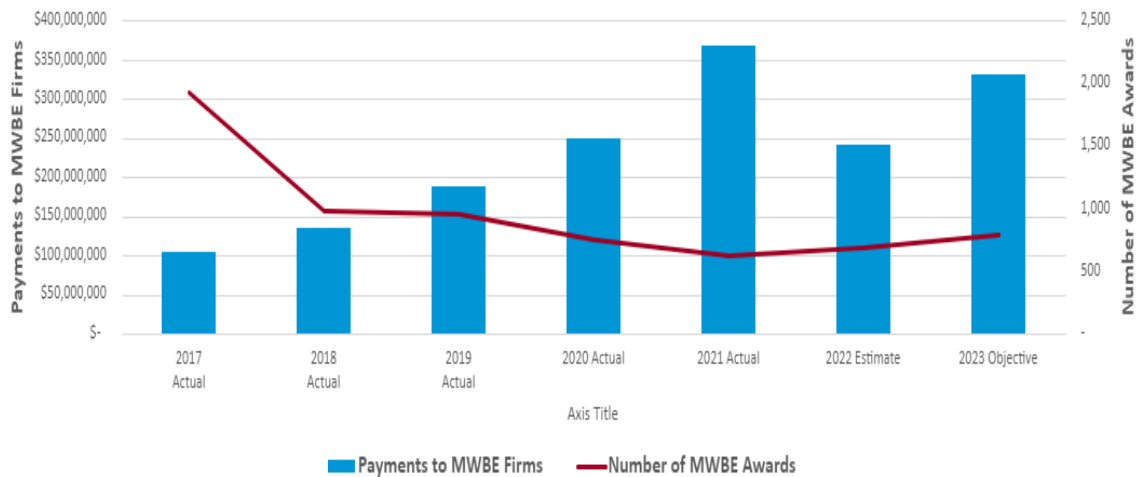
Total Employment and Customers Entering Employment



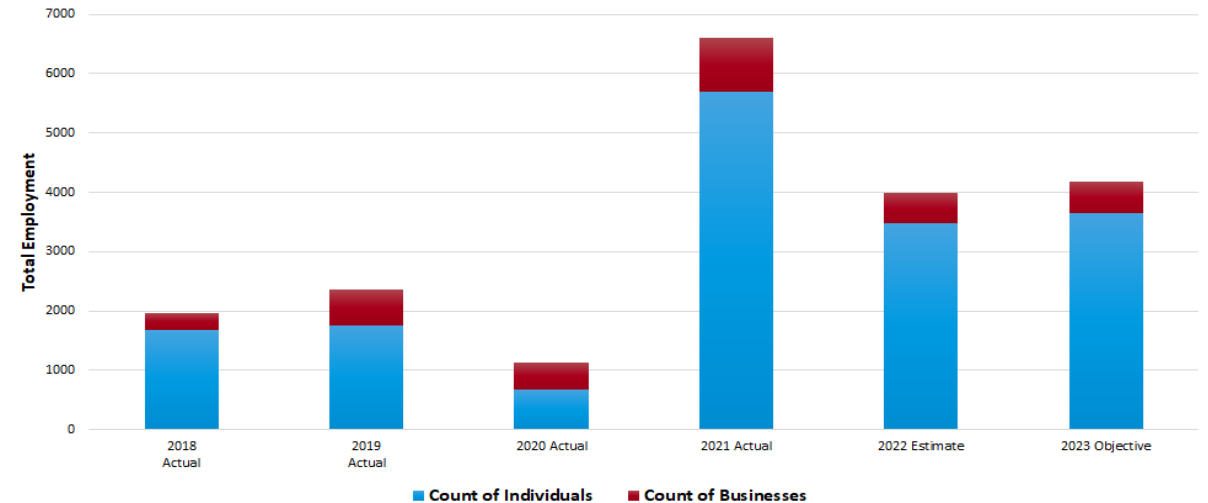
Business Development Impacts



DSBO Payments and Awards to Certified Firms



NEST: Individuals and Businesses receiving Support



2023 Budget Philosophy

2023 Budget Considerations

With equity as a guiding lens, DEDO supports all of RISE Denver's key strategies, which include:

- Bringing back and enhancing lost jobs. Creating new jobs.
- Strengthening the growth and resiliency of small business and nonprofits
- Supporting the revitalization of Denver's neighborhoods through targeted community support and placemaking
- Supporting the acceleration of public investment

2023 Council Priorities

Prioritize and support the recovery, resilience, and innovation of our workforce, local businesses, and community organizations:

- Funding for small business assistance, including additional pop-up business funds
- Fund young adult employment
- Funds for nonprofit assistance, including a nonprofit shared space initiative
- Fund stipends for construction training, support services, and pre-apprenticeships (not a budget expansion; in existing budget)

Equity Strategy

The disruptions to the economy have not affected everyone equally and our commitment to equity is that we will provide relief for those businesses, workers, and communities that have been hit the hardest and create an economy that works for everyone.

- *Programming that prioritizes BIPOC-owned and historically under-resourced small businesses*
- *Partnering with trusted community leaders to facilitate activities to ensure residents and businesses can remain in place as their neighborhood changes*
- *Employment targets in Workforce Services that include persons identifying as experiencing homelessness, women, veterans, youth, BIPOC, and the justice-involved*
- *Denver Small Business Opportunity (DSBO) ensures minority- or woman-owned, or otherwise disadvantaged business can compete for a broader range of government contracts*

Business Development

Fund	Expenditures	FTE	Description	Duration
General Fund	\$1,000,000	0	16th Street Mall Reconstruction Business Support <i>Supports small businesses located on the 16th Street Mall impacted by reconstruction project</i>	One time
ARPA - Recovery	\$5,000,000	0	Business Impact Opportunity Fund <i>Continuation of direct small business support for recovery</i>	One time
ARPA - Recovery	\$1,800,000	0	Entrepreneurship – Tech Up <i>Continued support for BIPOC-focused entrepreneurship efforts</i>	One Time
ARPA - Recovery	\$1,000,000	0	Downtown Recovery <i>Efforts to attract residents, office workers and tourists to Denver through support to partner organizations including Visit Denver and DDP</i>	One Time

Small Businesses and Entrepreneurs continue to be the focus of the Business Development team and its programming. These programs will compliment much of the work being completed through RISE and will allow DEDO to support all businesses and entrepreneurs through creative programming and other supportive elements.

Budget Equity Framework Summary

Business Support: Small businesses are disproportionately impacted by economic shocks, such as a major construction projects. These programs specifically focus on Denver’s small businesses at the 16th St Mall and in other construction areas with less than \$5M in revenue in customer-facing industries most severely impacted by accessibility issues created by adjacent construction. These programs will be directed to serve and assist historically marginalized and under resourced neighborhoods that are at great risk of displacement. In addition, the entrepreneurship programming will focus on BIPOC and otherwise under-resourced business owners with generational wealth building as the objective.

Business Development: Pillars of Legacy Business Program

Identification and Recognition

- ✓ Establish a process to identify Legacy Businesses
- ✓ Promote and celebrate Legacy Businesses

Direct Funding Assistance

- ✓ Support Legacy Businesses with grants to address operating challenges

Technical Assistance

- ✓ Support Legacy Businesses with wrap around services to address operating challenges.

Real Estate Assistance

- ✓ Assist Legacy Businesses to purchase their real estate – leveraging existing programs
- ✓ Purchase real estate for Legacy Businesses to rent and place with a Commercial Land Trust

Business Development: Legacy Business Program

Fund	Expenditures	FTE	Description	Duration
General Fund	\$88,847	1	Legacy Business Program <i>Position to support the creation and launch of a Legacy Business Program</i>	Permanent
ARPA – Recovery	\$10,000,000	0	Legacy Business Program – Commercial Land Trust <i>Develop partnerships that will establish a trust and acquire real estate parcels to be utilized by legacy businesses to preserve commercial affordability</i>	One Time

Over the past decade, small legacy/ neighborhood serving businesses have faced growing pressures and the global pandemic has brought even more strain to the already tight budgets of these essential small businesses. Properties in areas identified as vulnerable to displacement will be purchased and legacy businesses will be selected to operate in the spaces at discounted lease rates, thus allowing a long-term neighborhood serving business to remain operational.

Budget Equity Framework Summary

This expansion will impact local historically and or traditionally marginalized and ethnic owned businesses. Female and minority owned businesses in Denver are more likely to be longer-standing, smaller, and in neighborhood-serving industries as compared to the Denver businesses overall.

Workforce Services

Fund	Expenditures	FTE	Description	Duration
ARPA - Recovery	\$1,400,000	0	Denver Youth Employment Program <i>Through personalized coaching and services to address individual needs and challenges, we prepare youth for post-secondary education and employment opportunities</i>	One Time

This increase allows DEDO to increase the number of youth we serve while also expanding our program offerings to provide year-round supports anchored around a summer internship opportunity.

Budget Equity Framework Summary

The program serves low-income Denver youth ages 14-21, while focusing on Denver's most vulnerable neighborhoods and populations including youth experiencing homelessness, involved in the foster care system, pregnant or parenting, justice-involved, youth with disabilities, LGBTQ community, and youth with other unique barriers to employment.

Neighborhood Equity & Stabilization

Fund	Expenditures	FTE	Description	Duration
General Fund	\$0	1	Convert Director of Economic Mobility to Unlimited <i>Position is essential to NEST's overall anti-displacement work and oversees a majority of NEST's community investments</i>	Permanent
General Fund	\$100,000	0	Community Mini Grants <i>Funding for community-based groups to implement small, community-driven projects that strengthen their neighborhoods</i>	Permanent
ARPA – Recovery	\$1,000,000	0	Neighborhood Activation Program <i>Funding for neighborhood activation efforts - an initiative to help maintain the character and vitality of our neighborhoods</i>	One Time
ARPA - Recovery	\$600,000	0	Business Navigation <i>Program offering small business owners personalized support to identify and connect with city and community resources</i>	One Time

These programs will support the meaningful and necessary work of nonprofit organizations, community groups, and/or micro businesses in some of Denver's most under-resourced neighborhoods through placemaking, events, meetings, forums, etc. to engage and drive potential clients to neighborhood businesses.

Budget Equity Framework Summary

These programs, by definition, are intended to directly empower traditionally marginalized communities to enable them to design and implement projects and initiatives that uplift the communities in which they live without having to work through a third-party intermediary and would be directed to serve and assist historically marginalized and under resourced neighborhoods who are at great risk of displacement.

Division of Small Business Opportunity

Fund	Expenditures	FTE	Description	Duration
General Fund	\$95,007	1	Compliance Officer- DBE <i>Position dedicated to the US Department Of Transportation DBE program requirements supporting public investment of the City becoming direct federal recipients of the Infrastructure Investment and Jobs Act (IIJA) grants, Airport Improvement Program grants and others</i>	Permanent

With the number of projects moving forward including Elevate Denver, new CIP, GO Bond, ARPA, and IIJA, this position is more necessary than ever as we make sure that Denver comes out of the crisis stronger and more equitably than before.

Budget Equity Framework Summary

This division is 100% dedicated to small, minority and woman owned businesses and the above expansion will help DSBO ensure that MWBE firms are paid in a timely manner, and able to successfully work with the city/prime contractors, comply with DSBO program requirements and take advantage certified small business development services.

Executive Office

Fund	Expenditures	FTE	Description	Duration
General Fund	\$39,840	0.50	Office Assistant <i>Position will serve all of DEDO through economic development, workforce development, NEST, and DSBO is uniquely driven by equity issues in Denver</i>	Permanent
General Fund	\$250,000	0	2023 Aerotropolis Project Support <i>Joint marketing initiative with neighboring jurisdictions within the Aerotropolis Regional Council and DEN to attract business prospects to locate near, and around the airport</i>	Onetime

The Aerotropolis Project is a proposed development including thousands of acres near the airport slated to become a commercial community that will be centralized to the airport for easy international access. Manufacturing centers, shipping warehouses and corporate offices would form a “global business district” and the concept also includes restaurants, shops and hotels that would serve travelers and airport workers.

Budget Equity Framework Summary

This position will serve all of DEDO, through economic development, workforce development, NEST, and DSBO is uniquely driven by equity issues in Denver. The Aerotropolis expansion directly supports the development and diversification of businesses in Denver, especially as it relates to attracting Global business to the area, which grows our diversity and provides quality jobs for residents.

American Rescue Plan Act Recovery

Round One: Update

Program Name	Status	Amount Spent	Amount Remaining	Program Timeline
Business Impact Opportunity (BIO) Fund	Implementation	\$952,500	\$4,072,500	4/1/22 - 12/31/23
Downtown Activation	Implementation	\$200,000	\$2,300,000	7/1/22-12/31/2023
Entrepreneurship Center	RFP/Contracting	\$0	\$2,000,000	10/1/22-12/31/26
Neighborhood Activation Program	Implementation	\$0	\$2,150,000	5/01/22-12/31/23
NEST Business Navigators	Implementation	\$0	\$600,000	6/01/22 -12/31/23

Vacancy Rate

12.2%

Time to Fill

51 Days

Turnover

8.11%

- CCD Same Time Period: Vacancy rate 21.7%, Time to fill 42.9 days, and Turnover 13.08%
- DEDO 2021: Vacancy rate 18.3%, Time to fill 44.4 days, and Turnover 11.71%

* Data as of Sept 1, 2022

Retention

- Strong attention to culture: DEDO Ambassadors
- Promote internally
- Intentionality around job classification and pay equity
- Nominating/selecting people for development programs/L&D training High potentials to lead projects, and facilitate presentations
- Whole employee wellbeing

Recruitment

- Promotion of DEDO's diversity and culture
- Community outreach, who better than our communities we serve
- Work with OHR recruiting team on innovative practices
- AIMS focus (Age Inclusive Management Strategy)
- Internal equity focus on internal talent for promotions

EDI

- RSJ Academy Participation (Goal is 100%)
 - 73 employees trained (62.39%)
 - 23 employees partially trained (19.66%)
 - 18 employees not yet trained (17.95%)
- Hiring and Recruitment
- Inclusive Procurement
- Diverse and Equitable Leadership
- Mobility and Professional Development
- Program Delivery



Appendix

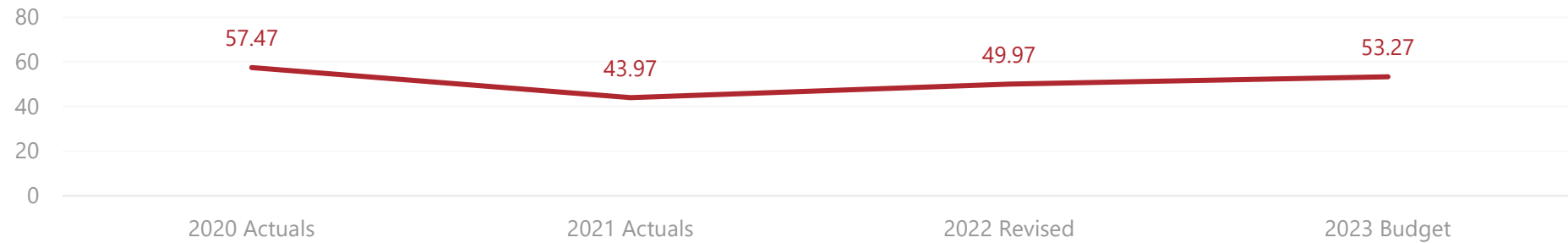
General Fund Expansions Summary

Account Category	Permanent	One-Time	Total 2023
Personnel	\$219,358	\$0	\$219,358
Services and Supplies	\$100,000	\$1,250,600	\$1,350,600
Capital Equipment	\$0	\$2,440	\$2,440
Internal Services	\$1,296	\$0	\$1,296
Grand Total	\$323,615	\$1,253,040	\$1,573,694

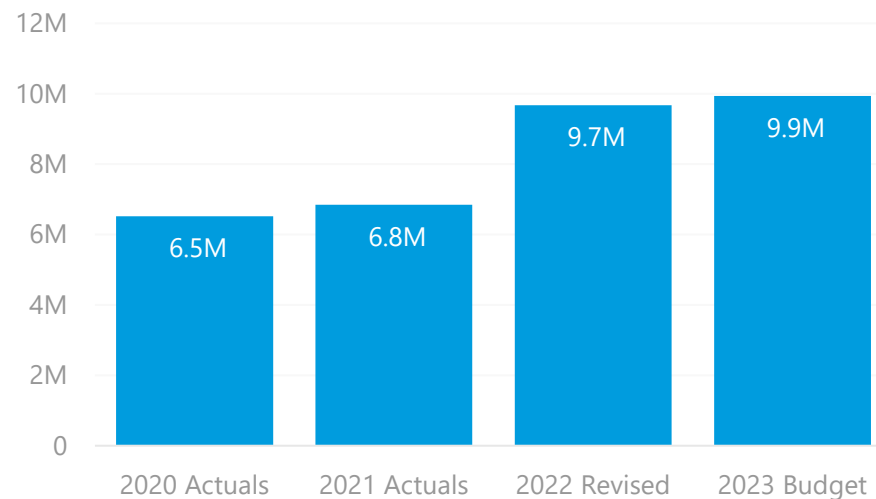
Permanent FTE	On-Call/Limited FTE	Total Expansion in 2023 FTE
2.50	0.00	2.50

DEDO General Fund Expenses, Revenues, and FTEs

Total FTE



Total Expenses



Total Revenues

