



COLORADO

**Office of Economic Development
& International Trade**

**Location Neutral Employment Program
(LONE)**

Code of Ethics & Principles of Engagement



COLORADO

**Office of Economic Development
& International Trade**

Colorado Location Neutral Employment Program (LONE)
Code of Ethics & Principles of Engagement

Introduction:

The Colorado Office of Economic Development & International Trade (OEDIT) represents the collective interest of Colorado and is committed to facilitating economic development and growth that benefits all Coloradans. OEDIT developed the Location Neutral Employment Program (LONE) in response to feedback from the business community and local economic developers that employers and employees alike now expect more choice and flexibility in where they live and how they perform their work. LONE is an effort to meet these needs and foster a more dynamic, collaborative business environment throughout Colorado. LONE provides opportunities for companies to take advantage of urban and rural talent across the state's sixty four counties. Working in partnership with local economic development partners, LONE provides new business prospects the opportunity to benefit from Colorado's performance-based incentive portfolio by creating new jobs in urban and rural communities simultaneously. By fostering collaboration between Colorado's urban and rural communities on job creation projects, Colorado and its economy as a whole can become more dynamic and resilient. To ensure that the Location Neutral Employment Program grows the entire economic "pie" for all Coloradans, a Code of Ethics & Principles of Engagement has been developed and must be affirmed by and adhered to by all communities, economic development organizations, and professionals that seek to leverage the program's benefits. This Code of Ethics and Principles of Engagement encapsulates the values, standards, and intent that OEDIT and each Colorado community will support and practice when participating in the Location Neutral Employment Program.

Preamble:

We, Colorado's participant communities, set forth the following code of ethics and principles of engagement to facilitate communication and action among the communities and businesses seeking to pursue the Location Neutral Employment Program. These ethics and principles collectively represent the assumption of good-will, trust, and integrity in all parties' professional conduct surrounding LONE interactions. Without collective commitment to these ethics and principles, we cannot ensure that LONE will benefit the whole of Colorado, as opposed to one region or community over another. In the spirit of mutual prosperity, we set forth this Code of Ethics:

1. We are committed to the promotion of Colorado as a whole as a desirable location for new and existing companies to locate and expand. When interacting with companies and/or other communities on a Location Neutral Employment Program Project, we will promote Colorado as a whole first and our individual communities second.
2. We will honor the confidentiality requested by both our fellow Colorado communities and LONE incentive recipients (companies). Information shared with our fellow communities in confidence shall remain in confidence. Transactions and site selection criteria are to be driven by the client. The decision regarding where to locate shall rest with the client/company, and OEDIT shall not actively endorse the location of a company to a community or region of Colorado. In the event a company chooses to relocate from one community to another, every effort will be made to contact the affected community to let them know of the potential relocation.
3. At no time shall any urban or rural community or economic development organization, solicit a community's LONE prospect by disparaging another Colorado community, region, or location or through any other method.
4. No single rural community shall claim exclusive domain over the rural worker portion of a LONE recipient. Remote workers on any given project are not required to be located in one area. Rural communities shall not solicit remote workers that currently work in another rural community or disparage another community, region, or location seeking to market its community to either companies that have received an LONE incentive or urban communities looking for rural community partners.
5. We are committed to sharing among our communities as much information as is necessary and prudent on any activity undertaken for the purposes of securing a client that has received an LONE incentive.
6. At no time shall any economic development organization advertise or promote its respective area to companies within another community's geographic area in a manner that is derogatory or insulting to the other geographic area. "Selling against" another Colorado community, or direct solicitation of intrastate relocations, is strongly discouraged.
7. We are committed to locating LONE prospect companies in Colorado. In the event that our local jurisdiction cannot meet the needs of a particular prospect we shall communicate with other Colorado communities, urban and rural alike, in an effort to meet the company's needs elsewhere in Colorado.
8. Economic development organizations and communities shall hold all site and building information provided to a client or partner organization by real estate brokerage firms in the strictest confidence. Said information shall not be printed, copied, and shown in any manner to any entity other than prospects or their direct representatives.
9. Urban, Front-Range communities that could be the "host" location for the majority of LONE jobs shall not unduly favor one rural community or area over another, and visa-versa. While collaboration is encouraged, we commit to avoiding exclusive intra-community alliances. The client's site selection criteria will ultimately drive all urban and rural location decisions.

Confidentiality of Prospects

Location Neutral Employment Program participant communities shall honor the confidentiality of individual prospects. Whenever possible, specific information on particular transactions shall be shared with the appropriate rural and/or urban economic development organization, and OEDIT.

In instances where a prospect wishes to remain completely confidential with an individual community, other Colorado communities shall honor that confidentiality and shall in no way attempt to intervene in the relationship. The prospect will remain confidential until the prospect chooses to announce or completes and contracts with the State.

Principles of Engagement

LONE sets forth a new model of collaboration and interaction, one that is intended to make Colorado and its communities more collaborative and dynamic.

Any community seeking to host remote workers through the Location Neutral Employment Program should ground its professional conduct and engagement actions in the following structure and process. While the following Principles of Engagement may not fit precisely with the workflow of every single LONE prospect, we highly encourage all communities to abide by these Principles when possible.

1. LONE will only apply to Net New Projects/jobs to the state.
2. Once a company prospect has provided a qualified project scope to a lead community or OEDIT, OEDIT and/or the lead community will determine if the prospect qualifies for and is interested in pursuing an LONE incentive.
3. If the company is interested in and is determined to be a candidate for the LONE by OEDIT, OEDIT (in conjunction with the lead community when applicable) shall provide the company with official information regarding the Location Neutral Employment Program. This information will include a list of eligible rural communities under the LONE. This list of eligible counties is subject to change and can be found on OEDIT's website.
4. Counties that are eligible may provide a maximum two-page informational marketing flyer to be provided to the prospect company if requested. This two-page marketing flyer shall be created by the rural communities and provided to OEDIT.
5. Once OEDIT has determined the prospect company's interest in and eligibility for LONE, OEDIT will work with the prospect to secure an LONE incentive approval from the Colorado Economic Development Commission (EDC). This follows the standard Job Growth Incentive Tax Credit (JGITC) and Strategic Fund application/approval process. At this point in the process, the only stakeholders involved will be OEDIT, the prospective company, and potentially the lead community.
6. Once approved by the Colorado EDC, OEDIT will take direction from the LONE approved company on how they would like to engage with rural communities

7. If requested from the company, each community's two-page marketing materials will be provided to the company.
8. To the extent possible, this process of engagement with rural communities should be as open and inclusive of rural communities as possible. With the help of lead community economic developers, this process of engagement should be led primarily by the client, and should include all rural communities who meet the client's requirements.
9. If any community is reported by another community or client as being in violation of any of these principles or ethics, that community risks being removed from OEDIT's list of eligible communities participating in LONE. All engagements surrounding LONE should be made in the spirit of mutual prosperity, and clear breaches of this spirit, these ethics, and these principles will be taken seriously by all communities and participants.
10. Additionally, violation of these principles of engagement and actions made outside the scope of LONE will likewise put a community at risk of being removed from OEDIT's list of LONE eligible communities.

I, _____, represent the collective efforts of _____ to recruit and retain remote rural workers through the LONE program. By signing my name below, I, on behalf of all key stakeholders and economic development professionals in my community, agree to establish, practice, and adhere to the above ethics and principles in all economic development activities. "We", in practicing these principles, shall ground all activity first and foremost in a good-faith spirit of mutual prosperity.

Signed,

_____, _____
(Printed Name and Title)

(Signature)

On behalf of

County/Counties/Region

(Date)

LONE is an initiative of the State of Colorado and the Colorado Economic Development Commission. OEDIT is the administrator of this program and responsible for the deployment and management of LONE.