



Executive Overview FY 2012 - 2013 Strategic Plan

As presented to:
Joint Local Government Committee - January 19, 2012

Department of Local Affairs

John W. Hickenlooper
Governor of Colorado

Reeves Brown
Executive Director

www.dola.colorado.gov

*1313 Sherman St., Room 521
Denver, CO 80203
(303) 866-2771*

Mission

Strengthening Colorado Communities



Vision

The Colorado Department of Local Affairs strengthens communities and enhances livability in Colorado. Using reliable and objective assessment methods, DOLA bridges the gap between localities and state government, partnering with local leadership to solve a wide range of problems and address a broad spectrum of issues and challenges. Through responsive action, flexibility, and unparalleled customer service, DOLA helps to ensure safety, equity, and vitality throughout the state.

Constitutional and Statutory Authority

The statutory authority for the Department of Local Affairs is found in Title 24, Article 32, Colorado Revised Statutes (2011).

Division of Property Taxation (DPT) authority can be found in Article X, Section 3 of the Colorado Constitution; Title 39, Article 2 of the Colorado Revised Statutes (2011).

Board of Assessment Appeals (BAA) authority can be found in Article XII, Section 2 of the Colorado Constitution, Article X, Section 3 of the Colorado Constitution, and Title 39, Article 2 of the Colorado Revised Statutes (2011).

Division of Housing authority can be found in Title 24, Article 32, Section 702, Colorado Revised Statutes (2011).

Division of Local Government authority can be found in Title 24, Article 32, Section 102, Colorado Revised Statutes (2011).

Division of Emergency Management authority can be found in Title 24, Article 32, Section 2105, Colorado Revised Statutes (2011).

Table of Contents

Executive Director’s Message	3
Division of Property Taxation Highlight	4
Board of Assessment Appeals Highlight	7
Graph: Objective 1 – Appeals Received, Appeals Remaining and BAA Appropriation FY06-11	9
Division of Housing Highlight	10
Division of Local Government Highlight	11
Graph: Objective 2 – Promote Increased Regional Collaboration Through Strategic Grants	14
Division of Emergency Management Highlight	15
Maps: Objective 1 – Local Hazard Mitigation Plans June 2009 Compared to December 2011	17
Exhibit A	
Letters of support from local government partners	

From the Executive Director

The Department of Local Affairs (DOLA) serves as the primary interface between the State and local communities. The department provides financial support to local communities and training and technical assistance to elected community leaders in the areas of governance, housing, property tax administration, and emergency management. While all state governments provide such services through various departmental structures, Colorado's approach is unique in that these local community services are gathered into one department of "Local Affairs" which has a central focus on strengthening those communities and enhancing livability. In this role, DOLA serves as the portal through which most communities access state government services.



Reeves Brown
Executive Director



DOLA has established a culture within the department that encourages collaboration and efficiency. When administrative functions and programmatic tasks are shared across the organization, our customers at the local level, including local elected and appointed officials, receive more integrated services. This sharing of expertise and function, along with workload, provides considerable administrative efficiency. Cross-training and teamwork among our divisions creates the conditions for better service to local communities.

In accordance with C.R.S. HB10-1119, known as the "State Measurement for Accountable, Responsive, and Transparent (SMART) Government Act," DOLA is presenting its FY2012 - 2013 Strategic Plan before the Joint Budget and Senate and House Local Government committees. This Executive Overview serves as a supplement to that document, providing highlights of select department objectives and performance measures from each of our divisions.

The Department of Local Affairs encourages and appreciates your feedback. For questions about the department, its divisions, programs, services or this document, please contact us or visit our [website](#):

Executive Director's Office
Colorado Department of Local Affairs
1313 Sherman St., Room 518
Denver, CO 80203
(303) 866-4904

Sincerely,

A handwritten signature in black ink that reads "Reeves Brown". The signature is stylized and written in cursive.

Reeves Brown
Executive Director



Division of Property Taxation (DPT)

JoAnn Groff, Director

Highlight: Assessment Education Performance Measure (Section 1 – Page 9 of the FY2012-2013 Strategic Plan)

Goal:

Assist county appraisal staff and the public with ad valorem valuation issues. This includes the application of sound appraisal principles, compliance with statutory and constitutional mandates and interpretation of applicable court decisions.

Budget measurement standard: Education – achieve 95% student pass rate. Attain 80% rate of student satisfaction. Attain 80% rate of assessor satisfaction with student skill transfer back to the job.

Administrative Resources and Appraisal Standards Performance Measures	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
Education – Achieve 95% student pass rate. Attain 80% rate of student satisfaction. Attain 80% rate of assessor satisfaction with student skill transfer back to the job.	Benchmark				
	No. of Students in Tested Courses	225	225	225	225
	Pass Rate	95%	95%	95%	95%
	Student Satisfaction				
	Assessor Satisfaction	80%	80%	80%	80%
		80%	80%	80%	80%
	Actual				
	No. of Students in Tested Courses	138*	204		
	Pass Rate	97.90%	97.44		
	Student Satisfaction	90.00%	92.00%		
Assessor Satisfaction	80.00%	87.98%			

Evaluations will be based on a scale of 1 to 5, with “1” reflecting a response of **very poor** (20%), “2” reflecting a response of **poor** (40%), “3” reflecting a response of **fair** (60%), “4” reflecting a response of **good** (80%), and “5” reflecting a response of **very good** (100%).

Many of the activities of the Division of Property Taxation are specifically dictated by both the constitution and Colorado Revised Statutes. Specifically, § 39-2-110, C.R.S. states:

“Annual School for assessors. To further improvement in appraisal and valuation procedures and methods and understanding and knowledge thereof, the division of property taxation shall conduct annual instruction and discussion sessions in the nature of a school for assessors, their employees and employees of the division...”

To comply with this statute the division provides an education program that will help increase the knowledge, competency and effectiveness of Colorado assessors and their staff in the fulfillment of their duty to complete the tasks necessary to appropriately value properties for ad valorem taxation purposes and all activities necessary to produce the tax warrant.

Classes and workshops offered by the division include but are not limited to:



National USPAP Course (Qualifying Education); National USPAP Update Course (Continuing Education); Introduction to Assessment; Advanced Title Conveyance; Manufactured Homes; GIS for Assessment; Vacant Land Present Worth Discounting; Agricultural Land and Rural Structures; Ownership, Legal Descriptions and Mapping; Assessment Appeals Process; Presenting your best Ag Case; Advanced Income; Agricultural Land Classification; Abstract of Assessment and Certification of Values; Severed Minerals;

Mapping Procedures; Environmental Property Valuation; Time Trending Analysis; Hotel & Motel Valuation; Bed & Breakfast Valuation; Vacant Land Valuation; Rural Structure Valuation; Possessory Interest; Sales Confirmation Workshop; Abatement Workshop; Assessment Administration; Basic Title Conveyance; Exemptions Workshop; Statistics; Golf Course Valuation; Oil and Gas Equipment; Oil and Gas Netback Valuation; Oil and Gas Pipeline Valuation; Property Design and Measurement; Basic Appraisal Principles; Advanced Personal Property; Introduction to State Assessed Property Valuation; Processing State Assessed Values; Basic Appraisal Procedures; Abstract Compliance; Rate Development; Assessment Math; Basic Personal Property; Advanced Personal Property; Property Classification; Tax Increment Financing and Property Measurement.

To ensure the success of this program the division queries assessors annually to establish what instruction they feel their staff will need in the upcoming year and their satisfaction with the previous year's offerings. The division offers most classes in the greater metropolitan area along the Front Range and in Grand Junction. Additionally, classes are offered in other parts of the state through special request of an assessor or group of assessors. For much of 2011 the division worked with the Division of Real Estate, Department of Regulatory Agencies to gain approval to offer Continuing Education classes through distance or remote education, an opportunity to further convenience the assessment community and save counties and the state on travel costs.



Attendees are surveyed at the end of every class to establish their satisfaction and to receive comments for improvement. These results are shared through the following:

Budget measurement standard: Education – achieve 95% student pass rate. Attain 80% rate of student satisfaction. Attain 80% rate of assessor satisfaction with student skill transfer back to the job.



Board of Assessment Appeals (BAA)

Mike Beery, Director

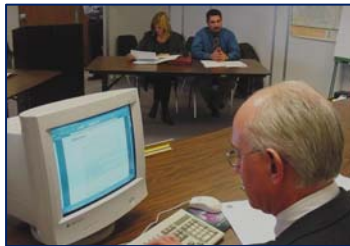
Highlight: Objective 1: Number of Petitions Resolved (Section 1 – Page 13 of the FY2012-2013 Strategic Plan)

Performance Measure	Outcome	FYE 6/30/08	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12
Number of Petitions Resolved	Benchmark	None	1,775	2,100*	2,750**	3,340***
	Actual	1,750	1,993	2,680	3,340	unknown

* The benchmark for FYE 6/30/10 was increased in July 2009 after taking into account the Division’s success in resolving significantly more cases in FYE 6/30/09 than originally planned.

** The benchmark for FYE 6/30/11 was increased in July 2010 after taking into account the Division’s success in resolving significantly more cases in FYE 6/30/10 than originally planned.

*** The benchmark for FYE 6/30/12 was increased in July 2011 after taking into account the Division’s success in resolving significantly more cases in FYE 6/30/11 than originally planned.



During fiscal year 2011, the Board of Assessment Appeals continued to see dramatic results from the implementation of a strategy to ensure that taxpayer appeals are resolved on a timely basis. The strategy involved the continued implementation of a new hearing scheduling process known as a trailing docket. The attached chart shows the results achieved through the implementation of this strategy.

The BAA resolved 6,020 appeals over the two-year property tax cycle ending June 30, 2011. This was a 112% increase over the number of appeals resolved prior to implementing the trailing docket strategy. The implementation of this strategy allowed the number of appeals remaining at the end of the two-year property tax cycle to remain relatively constant even though the number of appeals received during the cycle increased dramatically (the number of appeals received increased 90% versus the number of appeals received in the 2006 and 2007 fiscal years).

The implementation of the trailing docket strategy was accomplished through the efficient use of existing available resources. No additional resources were needed to implement the improvements. In fact, the long bill appropriation for the BAA decreased from \$658,107 in fiscal year 2009 to \$543,416 in fiscal year 2011.

Highlight: Objective 2: Number of Educational and Outreach Activities (Section 1 – Page 13 of the FY2012-2013 Strategic Plan)

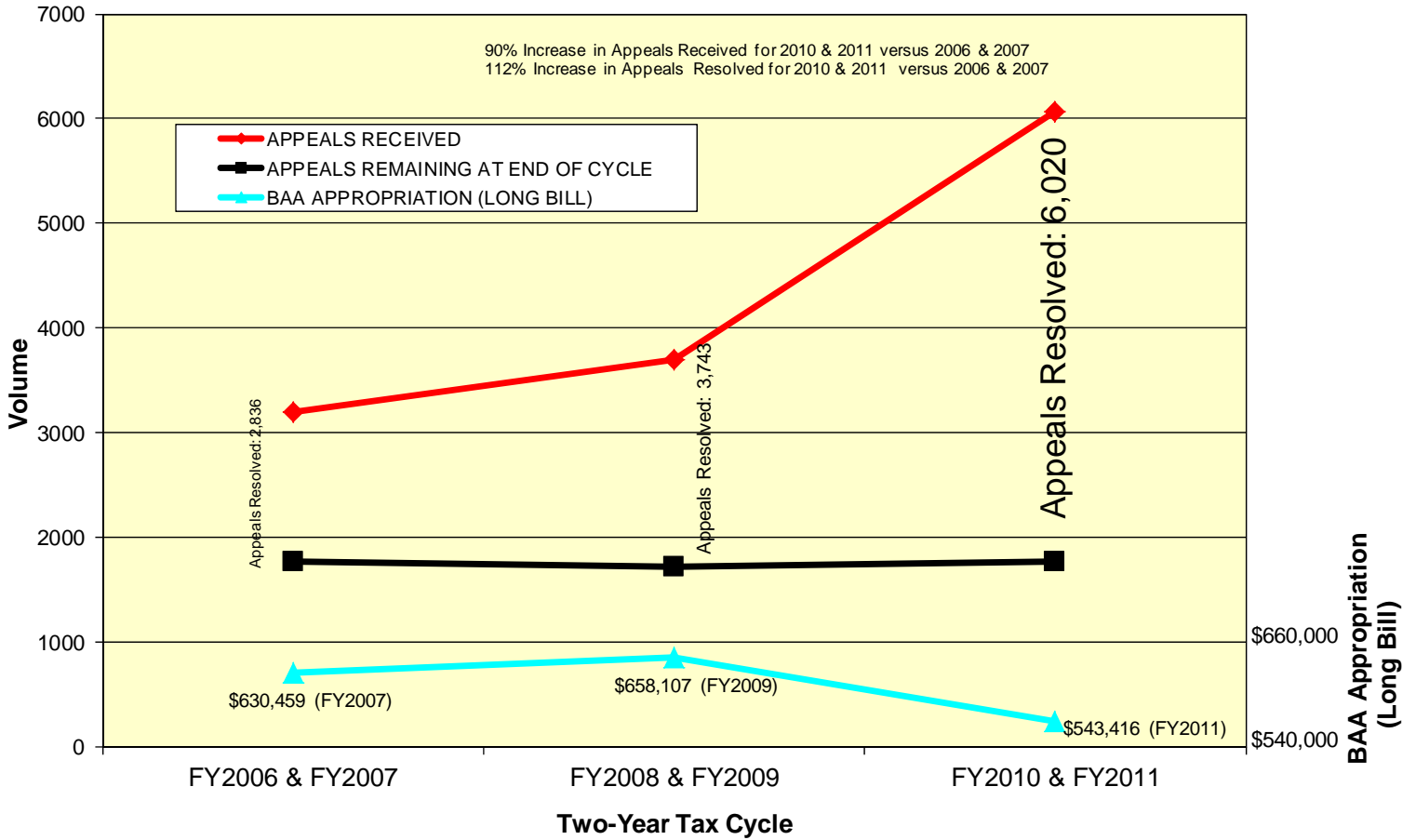
Performance Measure	Outcome	FYE 6/30/08	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12
Number of Educational and Outreach Activities	Benchmark	None	10	11	12	12
	Actual	9	10	11	12	unknown

During fiscal year 2011, the Board of Assessment Appeals continued to conduct outreach activities designed to provide accessibility to the hearing process. The BAA scheduled taxpayer hearings in locations outside of the Denver-metro area for taxpayers in 9 counties: Alamosa, Archuleta, Chaffee, Costilla, Garfield, Huerfano, Las Animas, Pitkin and Rio Grande counties. These hearings were in addition to hearings scheduled outside of the Denver-metro area late in fiscal year 2010 for taxpayers in 7 other counties: Delta, Gunnison, Hinsdale, Mesa, Ouray, Rio Blanco and San Miguel counties.

The BAA also continued to expand its use of video conference technology for hearings, allowing taxpayers and counties to appear by video conference. The ability to appear by video conference saves county government resources while maintaining the ability for Board members to observe the parties during testimony. The BAA also recently held a hearing with one Board member attending by video conference from Steamboat Springs, Colorado. The hearing involved property valued at over \$41 million. The use of video conference technology for this hearing saved state resources and was accomplished through a cooperative effort with Colorado Mountain College.

The BAA also conducted educational activities to promote a fair and impartial hearing process. The Administrator for the BAA was a regular speaker at meetings held by county attorneys who appear for BAA hearings. The BAA also reviewed and improved educational materials available for taxpayers during fiscal year 2011.

BAA Graph: Objective 1 - Appeals Received, Appeals Remaining and BAA Appropriation Fiscal Years 2006 through 2011





Division of Housing (DOH)

Pat Coyle, Director

Highlight: Social Cost Savings Associated with Affordable Housing in Colorado

Stable housing plays a fundamental role in health, safety, and quality of life for families and individuals. In 2011, the Division of Housing sought out at-risk populations to house and connect to supportive services. These included homeless school children, rural mental health patients who were provided respite care, dual-diagnosed persons discharged from Corrections, homeless veterans, and Medicaid patients in nursing homes.



In 2011, there were 21,487 homeless school children, 4,358 lived in motels, shelters or without shelter. There were 1,295 homeless veterans; half had been without shelter for at least one full year. The recidivism rate for ex-offenders is 52%. The weekly cost savings of providing mental health respite care can be up to \$900 per week or \$46,000 per year.

The Department of Local Affairs believes that permanent housing is the missing ingredient in moving each of these families or individuals to stability.

Instead of only measuring inputs (number of people served), we also seek to measure outcomes. There is a high potential for substantive social benefit and reduced taxpayer burden if we can:

- Increase school attendance and achievement of homeless children
- Reduce the recidivism rate of ex-offenders
- Reduce Medicaid cost by moving able-bodied nursing home residents to independent housing with in-home health care
- Reduce admission rates of mental health patients into the State Hospital
- Increase the job opportunities of homeless veterans

By addressing one destabilizing aspect in the lives of these people – housing – it is possible to combine outcome based performance with permanent change. The approach has the potential to improve results, promote innovation, and encourage investment in cost-saving preventive services. Beyond bricks and mortar, stable housing with integrated services pays a dividend into the future. The Division is partnering with state agencies, local governments, and non-profit service providers by providing affordable housing for their clients.

Based on a current assessment of resources and projects presently in the production pipeline, a conservative estimate of the total number of units that will come online during the 2012-2013 fiscal year is 800 rehabilitated units and 1,000 units of new construction.



Division of Local Government (DLG)

Tony Hernandez, Director

Highlight: Objective 2: Promote increased regional collaboration among local governments through strategic grant investments (Section 1 – Page 22 of the FY2012-2013 Strategic Plan)

Objective 2 Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Promote increased regional collaboration among local governments through strategic grant investments. With local partners, identify multi-jurisdictional projects that improve efficiencies in public services such as health services, water and wastewater treatment and emergency preparedness.	Increase the number of multi-jurisdictional projects funded per year	10%	12%	14%	16%	16%
	Actual	19.4% of projects funded were multi-jurisdictional	18 % projects funded were multi-jurisdictional	16.9% projects funded Less grant dollars were available reallocation of Energy Impact dollars to General Fund	unknown	unknown

Achieving this objective requires three actions: First and foremost, providing technical assistance to local governments to identify regional problems; second, developing a regional solution; and third competitively awarding available financial resources to regional projects that have the best opportunity for success. In 2010, field staff provided 326 intensive technical assistance engagements and in 2011, provided 385 intensive technical assistance engagements to assist local governments. The following highlights four examples of regional solutions to regional problems:



Georgetown and Silver Plume Construction of Wastewater Treatment Facility

This project consisted of sewer infrastructure planning and funding to evaluate and reduce groundwater inflow to sewer lines and manholes which would allow for proper sizing of a new shared wastewater treatment plant. Additional analysis and negotiation support was provided to enable a new

intergovernmental agreement and billing system for joint operations of wastewater conveyance and treatment facilities to provide better water treatment services at a lower cost for the 1,034 residents of Georgetown and the 170 residents of Silver Plume. This effort included the adoption of a common rate structure. This technical and financial assistance effort has benefitted from a long-term partnership with the Water Resource and Power Development Authority, Colorado Department of Public Health and Environment, Department of Local Affairs and the federal government funding through the American Recovery and Reinvestment Act (ARRA).

DOLA Grant: \$619,150

Leverage/match: \$6,090,360

The following three projects that promoted regional collaboration were funded through SB09-232:

Region 9 Southwest Council of Government Development of Broadband Network

Project is to construct the Southwest Colorado Access Network (SCAN) for local governments in Southwest Colorado. The regional project is comprised of individual build-outs in 13 separate communities within the five county region making the sharing of information more reliable. This will increase the economic development potential of the entire region while creating new revenue streams to the communities.

Each local project has different program aspects and, with the help of consultants considerable work has been done to refine the individual community needs, particularly in the smaller communities. In the Pagosa Springs area, this project has helped create a new business and wireless services in the area has taken off. The project should be complete by December, 2013.

The specific communities participating are: the City of Durango; City of Cortez; Towns of Bayfield, Mancos, Dolores, Dove Creek, Rico, Silverton, Pagosa Springs; Counties of Archuleta, Dolores, La Plata, San Juan and Montezuma; Fort Lewis College; Southwest Community College. Upon project completion the result will provide an opportunity for economic growth, job creation and community sustainability through public/private partnerships that maximize broadband coverage, while keeping costs to a minimum.

DOLA grant: \$3,000,000

Leverage/match \$1,000,000



Reeves Brown speaks at the Road 29 grand opening

Mesa County and the City of Grand Junction Construction of Road 29

This project consisted of the construction of a grade-separated crossing of the Union Pacific Railroad in Grand Junction. This structure provides increased connectivity by reducing vehicle miles traveled and providing a pedestrian/bike facility across the railroad and I-70B in the Grand Valley. This overpass will eliminate more than 80,000 vehicle miles traveled daily and relieve congestion on existing corridors reduction of carbon footprint. This

project's grand opening was November 19, 2011. This project is a component of the beltway loop around the core of the Grand Valley serving Grand Junction, and the outlying communities of Whitewater, Clifton and Fruitvale. The result of this project is enhancement of a sense of community, increased public safety and creation of an infrastructure that supports business development and more effective and efficient transportation. It is expected to represent a savings of \$3 million annually just in fuel expense without regards to time.

DOLA Grant: \$3,200,000

Leverage/match \$16,966,378

Garfield County and Town of Parachute Construction of US 6 Bridge Interchange

Originally funded as a single project, this project was executed under two separate contracts with the Town of Parachute being responsible for the building of a truck by-pass around the town and a bridge over parachute Creek. This portion of the project was completed in November, 2011. The by-pass will connect to the interchange which is being built and managed under separate contract with Garfield County. The engineering for this interchange is now complete and the work has been bid out with construction to begin in the spring. This portion of the project is a good example of great cooperation between the county, the Colorado Department of Transportation and the Department of Local Affairs. This project will decrease traffic congestion, pollution, speed up the transportation of oil and gas and improve the quality of life for the Town of Parachute and Garfield County.

DOLA Grant: \$8,000,000

Leverage/match \$9,600,000

DLG Graph: Objective 2 - Promote Increased Regional Collaboration Through Strategic Grants





Division of Emergency Management (DEM)

Dave Hard, Director

Highlight: Objective 1: Increase the number of Colorado counties that have a federally approved hazard mitigation plan (Section 1 – Page 32 of the FY2012-2013 Strategic Plan)

Performance Measure	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
Percent of counties that have a federally approved hazard mitigation plan	Benchmark	75%	75%	75%	75%
	Actual	42%	59%	70%	unknown
Percent of state high risk hazards that have a current risk management and response plan	Benchmark	5%	15%	25%	75%*
	Actual	7%	30%	50%	unknown

Colorado Recovery and Mitigation Task Force

This year saw the second use of the newly created Colorado Recovery and Mitigation Task Force following the Las Animas earthquake swarm in August 2011. This Task Force allowed for federal, state, local, and nonprofit agencies to operate with a shared understanding of the events and impacts, and allowed for the coordination of efforts, including participation in a local multi-agency recovery assistance center. In addition, CDEM partnered with two divisions within the Department of Natural Resources (Colorado Geological Survey and the Division of Water Resources) to study the impacts of the event on public infrastructure and private property. This Task Force is scalable to meet the needs of both large and small events throughout the state and is activated as needed.

State of Colorado Natural Hazards Mitigation Plan

The State of Colorado is also required to have a natural hazards mitigation plan, with a reevaluation and update every three years, to maintain eligibility for pre- and post-disaster FEMA funds. The State Hazard Mitigation Team, facilitated by CDEM and comprised of many stakeholders, completed an update and the 2011 plan was adopted by the Governor and approved by FEMA Region VIII.

Mitigation Planning

One of CDEM's success stories is our coordinated effort to increase the number of counties with FEMA approved, locally adopted Hazard Mitigation Plans.

The Disaster Mitigation Act of 2000 stipulates that local jurisdictions must have a FEMA approved, locally adopted mitigation plan in place to qualify for FEMA's pre- and post-disaster hazard mitigation funds. Plans must be updated at a minimum of every five years. As predicted, the increase in mitigation staff from 2 to 5.5 full-time in November 2009 resulted in a dramatic increase in the number of approved local hazard mitigation plans.

Mitigation Projects

The 2011 national competition for the FEMA Pre-Disaster Mitigation and Flood Mitigation Assistance Programs funds was fierce, but ultimately six projects were selected from Colorado communities and state agencies totaling \$6.6 million in new federal funds.

Projects selected for the \$6.6 million in federal funding from PDM include:

- Boulder County Wildfire Mitigation Project
- Platte Canyon Deer Creek Wildfire Mitigation Project
- City of Colorado Springs Cottonwood Creek Stabilization at Vincent Drive Bridge
- Colorado State Forest Service – State Forest Fuels Mitigation Project
- Windsor, Colorado – John Law Floodplain – Residential Flood Risk Reduction Project
- Projects selected for funding from the Flood Mitigation Assistance Program include:
- City of Aurora PDM/FMA Flood Mitigation Project (\$2.2 million in federal funds)

In addition, this project was selected for funding from the FEMA Repetitive Flood Claims Program:

- Canon City Residential Acquisition and Demolition Project (\$179,000)



This project was selected for funding through the FEMA Pre-Disaster Mitigation Program in FFY 2011. Work will be completed in the Colorado State Forest and will protect park structures, surrounding structures, and the water supply for the Town of Walden in northern Colorado.



This project was selected for funding through the FEMA Flood Mitigation Assistance Program in FFY 2011. It is designed to improve channel capacity, protect critical transportation infrastructure, and remove residences from the floodplain.

DEM Maps: Objective 1 - Local Hazard Mitigation Plans June 2009 Compared to December 2011

Below is a map of the plan coverage on June 17, 2009. At that time, 13 counties (20 percent and 11 percent of the population) had plans approved by the Colorado Division of Emergency Management (CDEM), the Federal Emergency Management Agency (FEMA) and adopted by the counties and local government entities.



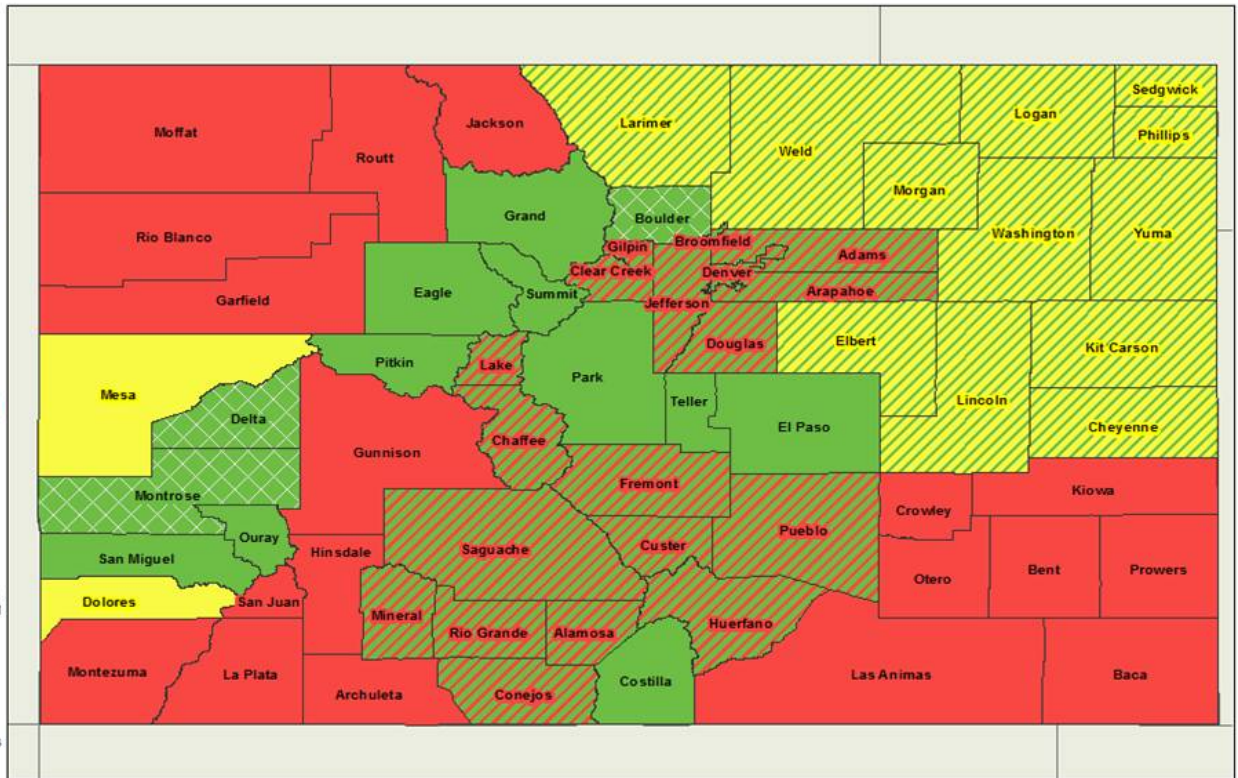
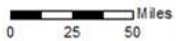
Local Hazard Mitigation Plans June 2009

11%
of Colorado's
Population
Covered

20%
of Counties
with Approved
Plans



Map Date: June 17, 2009
 Recreated on: 12/29/2011
 Produced by: CDEM
 Data Source: Population
 Estimate 2009 by
 Colorado Department of
 Local Affairs, State
 Demography Office



Plan Status	Counties	2009 Population (% total)
Approved Plan	13 (20%)	553,176 (11%)
Up for Revision	14 (22%)	1,389,577 (28%)
No Approved Plan	37 (58%)	3,034,100 (61%)
Total	64	4,976,853 (100%)

June 2009 DOLA Plan Status

- No Approved Plan
- Plan- Up for Revision
- Approved
- No Approved Plan- Planning in Progress
- Approved- Pending Adoption
- Plan- Revision in Progress

As of December 2011, through extensive provision of facilitation and technical assistance, 61% of the counties now have approved plans, covering 92% of the State's population.



Local Hazard Mitigation Plans December 2011

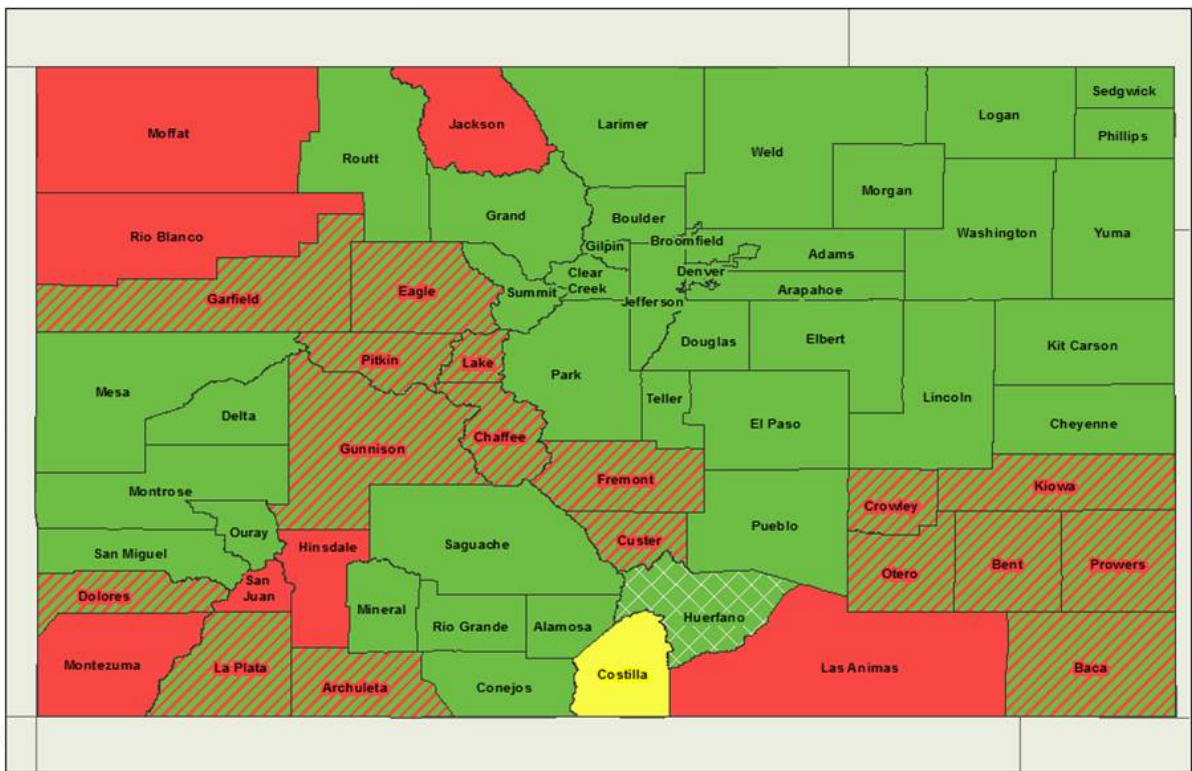
92%
of Colorado's
Population
Covered

61%
of Counties
with Approved
Plans



Map Date: 12/29/2011
Data Date: 12/10/2011
Produced by: CDEM
Data Source: Cens us
2010 by Colorado
Department of Local
Affairs, State
Demography Office
published June 2010

0 25 50 Miles



Plan Status	Counties	2010 Population (% total)
Approved Plan	39 (61%)	4,629,605 (92%)
Up for Revision	1 (2%)	3,524 (0%)
No Approved Plan	24 (37%)	369,067 (8%)
Total	64	5,029,196 (100%)

December 2011 Plan Status

 No Approved Plan	 Plan- Revision in Progress
 No Approved Plan- Planning in Progress	 Approved- Pending Adoption
 Plan-Up for Revision	 Approved

The mitigation team strategy for the upcoming state fiscal year is to:

- Work with the counties highlighted in red to develop strategies for successful mitigation planning.
- Work with the counties highlighted in yellow and green and get them into a regular five-year planning cycle.
- Encourage the counties that have current plans to develop mitigation project applications and seek funding.

The team believes this strategy will achieve the performance benchmark of 75% of Colorado counties with an approved and adopted plan. The team is also participating in the development of a risk management process to identify site specific locations with a higher probability of hazard occurrence with more severe impacts/consequences. Following this process, the CDEM risk manager, with support of the mitigation team will provide technical assistance on developing potential risk reduction solutions.

Exhibit A
Letters of Support from Local Government Partners



January 4, 2012

Mayor
Christina Rinderle

Mayor Pro-Tem
Douglas Lyon

City Council Members
Paul Broderick
Dick White
Sweetie Marbury

City Manager
Ron LeBlanc

Reeves Brown, Executive Director
Colorado Department of Local Affairs
Office of the Executive Director
1313 Sherman Street, Suite 518
Denver, CO 80203


Dear Mr. Brown:

The purpose of this letter is to explain the importance of having a DOLA regional manager integrated within the Durango community. Our regional manager, Ken Charle's, has been integral to the success of many important local projects. As a regional manager who lives in our community, Ken has a deep understanding of the community's values. He attends meetings for proposed projects, monitors policy decisions by local elected officials, and participates in the regional Council of Governments. His understanding of local issues and familiarity with the community allows him to offer DOLA resources where they would be most effective.

Past projects funded by DOLA include: an early childhood learning center, housing downpayment assistance program, improvements and exhibits for the Durango Discovery Museum, replacement of sidewalks in historic downtown, a new public library, a new police substation, mobile wireless for police vehicles, electronic records management system, improvement safety on Florida Road, and expansion of the Recycling Center. In each of these projects, Ken collaborated with staff, providing guidance with the application and technical assistance to administer the grants. His insight and assistance has been invaluable to City staff and has resulted in successful projects that are a tremendous benefit to the community.

We believe our relationship with the State of Colorado, through the Department of Local Affairs has been critical to our success. Thank you for the opportunity to provide our feedback. Please do not hesitate to contact me if you need additional information.

Sincerely,



Ron LeBlanc
City Manager

December 29, 2011

Tony Hernandez,
Director, Division of Local Government
Department of Local Affairs
1313 Sherman Street, Room 521
Denver, CO 80203

Re: Appreciation for our Regional Manager

Dear Tony,

This letter is to communicate our appreciation of the Department of Local Affairs and especially our Regional Manager, Ken Charles, for the funding and technical assistance regarding the SB 232 project, the Southwest Colorado Access Network (SCAN). From the very beginning, Ken was instrumental in helping the local government's vision how they could come together as a region to help solve a common problem, lack of high speed bandwidth. He was also of invaluable assistance to me in providing strategic consultation to understand and draft the application for the SB 232 grant opportunity.

The Southwest Colorado Council of Governments and I have continued to rely on Ken's technical assistance and counsel as the project is implemented. One huge asset for Ken is the partnership and trust between the local governments and DOLA. This enables him to act as an impartial intermediary who has great credibility. He is vitally interested in the progress of the project and is there at every step to make sure things stay on track as much as possible and point out potential pit falls.

We know that this is viewed by some as a sort of pilot project. With Ken's encouragement, we do our best to share our challenges and success with a number of communities throughout the state that have contacted us. On behalf of the COG, please accept our appreciation for DOLA's insight to allow us to solve a regional problem with a regional solution.

Thanks again and if there is any further information that you need, please do not hesitate to let me know.

Respectfully,

Ed Morlan
SCAN Responsible Administrator

January 3, 2012

Joint Budget Committee
State of Colorado
Legislative Services Building, 3rd Floor
200 East 14th Ave
Denver, Colorado 80203

Regarding: Energy Impact Grant Funding

Dear Honorable Members of the Joint Budget Committee:

In 2010, the City of Grand Junction and Mesa County were jointly awarded a \$3.2 million grant from Energy Impact Funds. Specifically, this grant was made in accordance with Senate Bill 09-232 which made immediately available \$17 million in funding for multi-jurisdictional capital projects.

The City of Grand Junction and Mesa County have a long history of successfully working together on planning and implementing transportation projects that meet local and regional goals. Because of this grant, the City and County were able to jump start the completion of the 29 Road Viaduct. This project has great regional significance is one of the final steps in completing the overall transportation beltway. The transportation beltway has been in the planning stages since the 1980's, and to-date the City and County have already dedicated \$164.7 million to this project.

Greg Winkler was the Department of Local Affairs Regional Manager who assisted the City and County during the application process. Mr. Winkler was a great asset to the City and County during the extensive application process, and we are very grateful and appreciative for assistance. Mr. Winkler spent numerous hours with staff offering advice on the application and presentation process, and without his assistance our application may not been selected for funding.

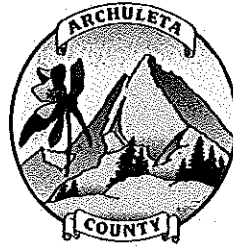
By allowing Severance and Federal Mineral Leasing revenues to be distributed to local governments, the Joint Budget Committee is creating both short-term and long-terms jobs and playing an integral role in important capital investments that have regional and state-wide significance. We would like to thank you for allowing these important investments in the community.

Sincerely,



Rich Englehart
Acting City Manager

cc: Department of Local Affairs



December 28, 2011

Mr. Tony Hernandez, Director
Division of Local Government
Department of Local Affairs (DoLA)
State of Colorado
1313 Sherman Street, Room 521
Denver, CO 80203

Re: **DoLA Assistance for Regional Collaboration**

Dear Tony:

It's our understanding that DoLA, and the Division of Local Government in particular, is appearing before the Joint Budget Committee (JBC) to provide testimony highlighting successes regarding Objective #2 of DoLA's Strategic Plan of "promoting increased regional collaboration. From Archuleta County's viewpoint, DoLA's participation and expertise is critical in the exploration and execution of many regional efforts.

Two recent circumstances exemplify the necessity of having DoLA, in the form of Ken Charles as our DoLA Regional Manager, to participate and provide assistance and guidance for our efforts.

The first example is the recent formation of the Southwest Colorado Council of Governments (SWCCOG). Until that time, any regional issue or opportunity was sort of dumped on Region 9 Economic Development District as it as the closest thing to a functioning regional organization, even though in many circumstances it didn't really fall within an "economic development" description. It was through the diligent efforts of 4 counties and 8 incorporated cities, with the guidance and expertise of Ken Charles, that the SWCCOG was formed in 2009.

Through DoLA's assistance the SWCCOG identified a critical need in our region: expansion of broadband. The SWCCOG, with Ken's assistance, was successful in being awarded a SB232 grant for broadband expansion. Ken has also been our "counselor" throughout the process and has also helped to "parent" us so that we stayed on track to achieve the stated objectives.

The COG is in the middle of the execution of the grant and it has been the main focus of the SWCCOG to date. Yet, we'll begin the New Year in 2012 with a presentation and focused discussion on future regional collaborations for the SWCCOG and I feel quite certain that we'll need the guidance and support from DoLA in our efforts.

The second example was the facilitation of the Governor's "Bottom Up" Economic Development effort. Although it was an initiative from the Office of Economic Development and International Trade (OEDIT), because of our geography in the Four Corners area, the "Bottom Up" effort was helped by the DoLA staff and also helped to confirm the regional need for broadband.

Furthermore, it pointed the spotlight for our region that we need to work together on many of the identified items from a regional basis and as individual jurisdictions.

Last, Archuleta County has special fondness for DoLA and its staff because they were instrumental in helping our county to climb out of a very deep hole. The JBC may not be aware of our dire financial problems in 2006 and 2007. It would be accurate to say we were on the verge of bankruptcy and, simply, we needed help. It was the DoLA staff, again notably Ken Charles, that stepped in to help when we truly needed it most.

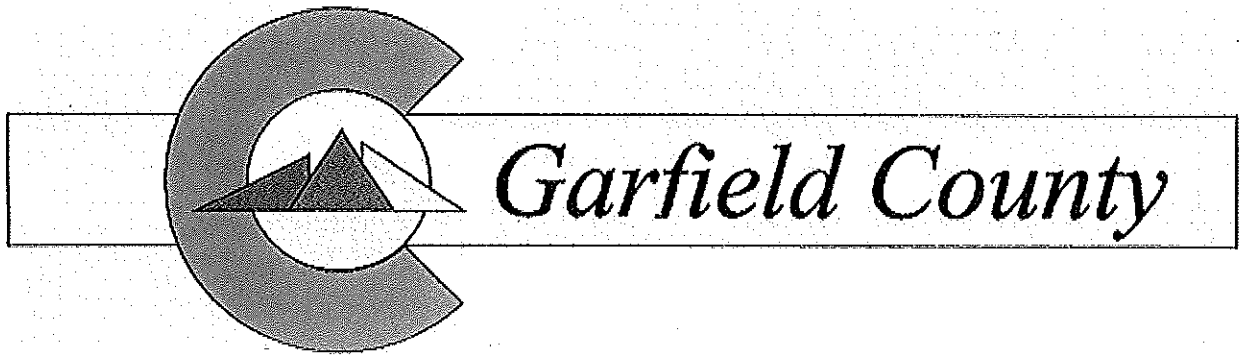
They came with technical assistance and temporary financial resources and it worked. A quick example of the difference: In 2008, we had a General Fund balance of a negative (\$460,000). In 2012, we are projected to end with a fund balance of \$4.1 million. That's in a General Fund expenditure budget of \$11.5 million. Obviously many things had to happen to have that recovery occur in the face of such a difficult economy, but it truly was DoLA that were the "first responders" to help stabilize the situation until other corrective action took place.

We completely understand there are many competing program for available resources. We face that too locally. However, we do feel the funding and support for DoLA's Local Government programs are particularly important. They are investments in our local governments, which we believe are investments in the health of our state.

We hope the JBC will consider favorably continued support for DoLA programs.

Sincerely,


Gregory J. Schulte
County Administrator



January 3, 2012

Mr. Greg Winkler
Regional Manager
Colorado Department of Local Affairs
P.O. Box 687
Lake George, Co. 80827-0687

Dear Mr. Winkler:

It is my pleasure to extend a thank you to you and your team for making the financing and construction of the West Parachute Interchange possible in 2012. Through your leadership as the DOLA Regional Manager, a multi-agency partnership was formulated to define a regional problem and to work together to identify a solution. The EIAF grant awarded to this project then provided the catalyst to formalize the partnership between Garfield County, DOLA, CDOT, the Town of Parachute and several private industry representatives to make the project a reality. An undertaking of this magnitude speaks to the success of DOLA's regional cooperative efforts for EIAF grants.

Sincerely,


John Martin, Chair
Board of County Commissioners



DEPARTMENT OF PUBLIC WORKS
Administration - Building - Engineering - Transportation
Planning - Solid Waste Management - Traffic

750 Main Street • P.O. Box 20,000 • Grand Junction, Colorado 81502-5022
Ph (970) 244-1765 Fax (970) 255-7171

December 27, 2011

Elyse Ackerman-Casselberry
Regional Manager
Department of Local Affairs
222 S. 6th Street, #409
Grand Junction, CO 81501

Regarding Regional Cooperative Efforts for EIAF Grants from the Department of Local Affairs (DOLA)

Dear Elyse,

Mesa County would like to thank DOLA for their support of our many projects that have been supported by the Energy Impact Assistance Fund (EIAF) Grant Funding. Many critical transportation projects would have been delayed until an emergency situation occurred without these funds. The relationship with the Regional Manager's and DOLA staff is critical in our success of these projects. Working with DOLA staff we can identify needed improvements that best fulfill the goals and outcomes of the EIAF Grant as well as the County's needs. After award DOLA staff continues to support the recipients in their funding request to be certain that we as the recipient are transparent and making proper requests. Additionally they work with County Staff on addendums that may come during the life of the grant.

The 29 Road Viaduct is a prime example of this partnership with DOLA as well as the City of Grand Junction. As you know the Viaduct was just recently completed with a ribbon cutting in November. The leadership of the City of Grand Junction and Mesa County were acutely aware of the role they play in regional transportation. Numerous traffic studies and regional transportation plans were completed to determine the most effective means of meeting the transportation requirements of regional activity. The findings and recommendations of these studies have been unanimous in two conclusions: the most effective regional transportation plan depended on a beltway around the City and the most effective and feasible eastern corridor for this beltway is the 29 Road Corridor. The City and County already dedicated in excess of \$155 million in local funds to the overall beltway; including more than \$26 million on the 29 Road Corridor. One of the final components was the Viaduct over I70B and the Union Pacific Railroad. With support from an EIAF Grant from DOLA for \$3.2 million dollars the City and County completed this very critical component. This project established efficiencies in transportation that not only significantly reduce transit miles and travel times, but are crucial for reducing response times for all of the public safety entities in the Valley. Less than a month since completion 24 hour traffic counts revealed 12,500 trips north of Teller Ave. and 13,300 trips north of D ½ Road.

Mesa County supports the continuation of these grants and the collaboration with DOLA Staff and communities on making a difference where energy and mineral resources are affecting the lives of the residents in the area.

Sincerely,

A handwritten signature in black ink that reads "Peter M. Baier".

Peter M. Baier
Public Works Director



Town of Parachute

222 Grand Valley Way Parachute, Colorado 81635

January 3, 2012

Mr. Greg Winkler, Regional Manager
Colorado Department of Local Affairs
P. O. Box 687
Lake George, Colorado 80827-0687

Subject: DOLA COOPERATIVE EFFORTS FOR PARACHUTE BYPASS GRANT

To Whom It May Concern:

The purpose of this letter is to document the Town of Parachute's positive experience we had in working with Mr. Greg Winkler on the Parachute Bypass and Interchange project.

Greg was instrumental in coordinating with Garfield County, the Colorado Department of Transportation (CDOT) and the Town of Parachute in arriving at a solution that met everyone's regional needs.

This project in particular had several unique challenges because of the fact that the Town of Parachute submitted and received the DOLA grant request but the majority of the work associated with the grant was located in Garfield County. Greg's involvement was key in separating the original grant request into two projects that better met the needs of Garfield County / CDOT and the Town of Parachute.

Greg's involvement as the Regional DOLA representative was also key in increasing CDOT's financial commitment to the I-70 interchange portion of the project. This additional funding commitment from CDOT was critical in making this project feasible.

Sincerely,

Mark R. Austin, P.E.
Town Engineer

cc: Robert Knight, Town Administrator

STATE OF COLORADO

DEPARTMENT OF TRANSPORTATION

Region 3 – East
Program Engineer – Glenwood Springs
202 Centennial Street
Glenwood Springs, CO 81601-2845
(970) 384 -3332 / Fax (970) 947-5133



January 2, 2012

Greg Winkler
Regional Manager
Colorado Department of Local Affairs
P.O. Box 687
Lake George, Co. 80827-0687

Re: Commendation for Department of Local Affairs Efforts – West Parachute Interchange

Dear Greg:

Congratulations to you and your staff on two very important milestones that have been reached related to transportation improvements near Parachute, Colorado: the Parachute Parkway project is complete and CDOT opened bids that are quite favorable on the West Parachute Interchange.

In my estimation, these projects would never have come to fruition without the unique and powerful teaming arrangement that included: the Colorado Department of Local Affairs, Garfield County, the Town of Parachute, the energy industry, as well as our CDOT funding. The coordination effort that you and your staff provided was vital to reaching a technically sound solution that met the needs of all interested parties in the region.

The challenge that you and I and other team members started discussing in February of 2010 focused on improving connectivity between Interstate 70, US 6 & 24, and County Road 215 for both local and regional traffic. The high level of energy development in this area was contributing to congestion and safety issues at the existing Parachute Interchange (Exit 75).

The soon to be started West Parachute Interchange (Exit 72) will add a much needed access point and provide reliable redundancy for emergency services operations in the area. The Parachute Parkway allows heavy industrial traffic to bypass the Town of Parachute and improve livability for that vibrant community.

The seemed quite daunting a couple of years ago, with many disparate “hoops” to jump through, but thanks to your hard work we should be eyeing a final ribbon cutting within the year!

Great job!

Sincerely,

Joseph T. Elsen, P.E.
Program Engineer - East

A PROCLAMATION OF THE POLICE JUDGE OF THE TOWN OF GEORGETOWN, COLORADO EXPRESSING APPRECIATION TO THE COLORADO DEPARTMENT OF LOCAL AFFAIRS, DIVISION OF LOCAL GOVERNMENT, AND ESPECIALLY TO CLAY BROWN, FOR THE SERVICES THEY HAVE PROVIDED TO THE TOWN OF GEORGETOWN

WHEREAS, the vision statement of the Colorado Department of Local Affairs proclaims, "The Colorado Department of Local Affairs strengthens communities and enhances livability in Colorado. Using reliable and objective assessment methods, DOLA bridges the gap between localities and state government, partnering with local leadership to solve a wide range of problems and a broad spectrum of issues and challenges. Through responsive action, flexibility, and unparalleled customer service, DOLA helps to ensure safety, equality, and vitality throughout the state;" and

WHEREAS, in 1966 the Division of Local Government was created within the Department of Local Affairs to (among other things) provide technical assistance and information to local governments and to perform research on local government issues; and

WHEREAS, within the Division of Local Government there were created eight regional offices, with Regional Managers and field staff assigned to help local governments and community agencies define issues, evaluate options, identify solutions and achieve results; and

WHEREAS, for many years Clay Brown has served as Manager for the Central Region, which includes Georgetown, and has epitomized DOLA's vision of unparalleled customer service; and

WHEREAS, for at least 20 years DOLA has provided services to the Town of Georgetown, including funding, that has benefited the Town's water and wastewater treatment and collection systems; and

WHEREAS, since 1986 the Georgetown-Silver Plume Joint Wastewater Commission has struggled to devise a system for sharing the costs of wastewater treatment that would be acceptable to both municipalities; and

WHEREAS, since 2002 Clay Brown, with patience, insight and sensitivity, has played a major role in steering the Commission toward just such a solution by offering new and fresh ideas to approach issues that had hindered the project in the past; and

WHEREAS, Clay also authorized other employees in his office to lend their significant expertise to this effort, namely DOLA Research Analyst Jarrod Biggs and Utilities Specialist Barry Cross, and we're grateful to them as well; and

WHEREAS, in 2010 this synergistic effort produced a Memorandum of Understanding between the two municipalities wherein the parties agreed upon the broad goals and objectives to guide the partnership into the future; and

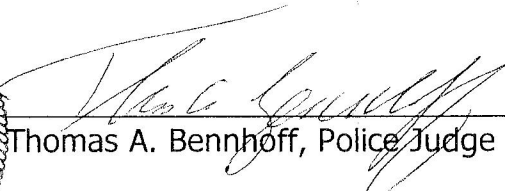
WHEREAS, Clay Brown authored the major portion of the Intergovernmental Agreement, adopted in January of 2011, that provides a detailed plan for the joint funding of wastewater treatment services; and

WHEREAS, it is fitting that the Town of Georgetown recognize publicly the many benefits that have been bestowed upon it by the Department of Local Affairs.

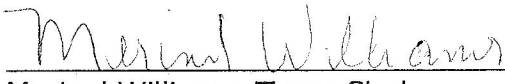
NOW, THEREFORE, IT IS HEREBY PROCLAIMED, that the Town of Georgetown is exceedingly grateful to the Division of Local Government of the Colorado Department of Local Affairs, and especially and personally to Clay Brown, for providing support and assistance, in ways that exemplify the Department's vision, to the Town's efforts to provide effective and efficient governmental services for its' citizens.

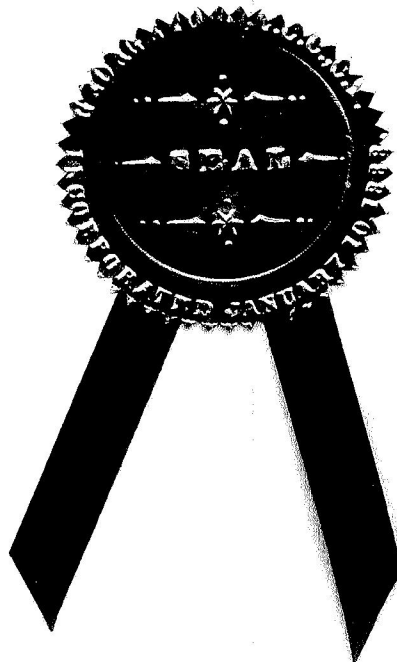
Proclaimed this 22nd day of March 2011 by Georgetown Police Judge and *ex officio* Mayor Thomas A. Bennhoff.




Thomas A. Bennhoff, Police Judge

Attest:


Merinel Williams, Town Clerk



January 4, 2012

Mr. David Hard, Director
Colorado Division of Emergency Management
9195 E. Mineral Street, Suite 200
Centennial, CO 80112

RE: Elected Officials Policy Guide

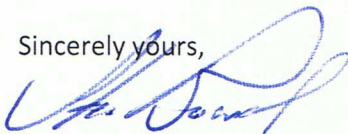
Dear Director Hard:

I want to express my appreciation for the Division's work in preparing "An Elected Official's Policy Guide for Disasters and Emergencies". As you are aware, local elected officials have an important role in supporting the front-line efforts of our responders and emergency management professionals during disaster-emergencies.

Elected officials are the ultimately responsible parties during an emergency. The Policy Guide will help those serving the more than three thousand local governments in our State be more effective. Colorado's citizens and businesses expect their governments to work together during a crisis. The Policy Guide provides the background, focus, and checklist tools elected and appointed officials need to better meet our responsibilities during a disaster-emergency.

Please also know that I very much appreciate the focus of the Division on local government as a customer. We all succeed when we work better together: The Policy Guide helps us get that job accomplished.

Sincerely yours,



Steven A. Boand
Commissioner

cc. The Honorable John Hickenlooper, Governor
Mr. Reeves Brown, Executive Director, Department of Local Affairs



January 3, 2012

Dave Hard
Director of CO Division of Emergency Management
Colorado Department of Local Affairs
Division of Emergency Management
9195 East Mineral Avenue, Suite 200
Centennial, CO 80112

**RE: FEMA FY 2007 Pre-Disaster Mitigation Grant – Cottonwood Creek Stabilization
Letter of Appreciation**

Mr. Hard:

On behalf of the residents of Colorado Springs, we thank you for your leadership of the Pre-Disaster Mitigation Grant Program. This program is instrumental to protecting critical infrastructure. The City of Colorado Springs works closely with Office of Emergency Management to identify and mitigate possible threats. We are pleased that the Colorado Office of Emergency Management is taking the lead to look for funding opportunities to address the many safety needs, like the FY 2007 Cottonwood Creek Stabilization project, that are prevalent throughout our community.

The FY 2007 Cottonwood Creek Stabilization project has allowed the City of Colorado Springs to protect a major communication facility as well as the Current, Inc. property. Stormwater runoff in Cottonwood Creek had eroded its banks and threatened the existing \$60-million dollar communications hub at the Centurylink property as well as the Current, Inc. property, the City of Colorado Springs 4th largest employer. With the help of your Mitigation staff at the Colorado Office of Emergency Management, the City successfully obtained a \$3 million FEMA Pre-Disaster Mitigation grant for the project - one of only three nationwide selected for the maximum award through the FEMA program. The remaining funding (\$1.32M) was provided through a public-private partnership using funding from the City of Colorado Springs, Centurylink Communications and Current USA, Inc.

The City of Colorado Springs recently received the Honor Award for Outstanding Achievement for the Cottonwood Creek Pre-Disaster Mitigation (PDM) Restoration and Stabilization project from the Colorado Association of Stormwater and Floodplain Managers. The project was recognized for enhancing the public health, safety, welfare, and surrounding environment. This project would not have been possible without the support and assistance from your mitigation staff.

As such, the City of Colorado Springs would like to thank you for your leadership and continued support from the Mitigation staff. Investments to protect the City's critical infrastructure creates pride in our community, minimizes possible threats and increases the City's ability to meet the needs of the residents of Colorado Springs. Thank you again for your investment in our community's safety.

Sincerely,

Handwritten signature of Mike Chaves in blue ink.

Mike Chaves, PE
Acting City Engineer

Handwritten signature of Lisa Ross in blue ink.

Lisa Ross, PE
Interim Stormwater Engineering Leader



EMERGENCY MANAGEMENT

970-423-8911
fax 970-453-7329
Post Office Box 210
501 N. Park Street
Breckenridge, Colorado 80424

January 2, 2012

Dave Hard, Director
Colorado Division of Emergency Management
9195 East Mineral Avenue, Suite 200
Centennial, CO 80112

Dear Dave,

I wanted to take a moment and acknowledge a valuable Section within your Division. I am writing to express my appreciation for the dedication and technical expertise of Ms. Gally, Ms. Butterbaugh and the entire staff of the Mitigation Section.

As background, Summit County began consulting with the Mitigation Section in the summer of 2009 in preparation for application for the FEMA Pre-Disaster Mitigation Grant process. The thorough and technical aspects of the application process and benefit cost analysis were new criteria to my office. The Mitigation Section staff provided expert technical assistance, training opportunities, and application review.

The application was well supported in Summit County as the project proposed a Defensible Space Project in the Keystone Resort area. Then Senator Dan Gibbs, and now Summit County Commissioner, continues to be a strong advocate of this project and the partnership between Federal, State, Local Government, Private Industry, and Property owners.

Summit County was awarded the FEMA grant in 2010 and the real work began with organization of the private property owners, Keystone Resort, and the selection of a contractor to do the work on the ground. Again the Mitigation Section has always been available and provided the necessary guidance and knowledge from experience which was so beneficial. The Mitigation Section coordinated site visits with FEMA Project Managers so that these visits were productive and accomplished without delay.

The support and assistance from the Mitigation Section will one significant factor when Summit County again considers becoming an applicant for this FEMA program grant. We have the utmost confidence that the Mitigation Section would be available for technical assistance and guidance for this program grant and assisting Summit County in the successful administration of a future grant.

Sincerely,

Joel Cochran, CEM
Emergency Manager



LARIMER COUNTY SHERIFF'S OFFICE

Justin E. Smith, Sheriff

Sub Auctoritate Publicus

Marilyn Gally
Colorado Department of Local Affairs
Division of Emergency Management
9195 East Mineral Avenue, Suite 200
Centennial, CO 80112

To Marilyn,

Larimer County Sheriff's Office would like to express our gratitude to CDEM for funding the Hermit Park Fuels Reduction Project. The project was an extremely successful in accomplishing 60 acres of critical fuels treatment within Hermit Park Open Space. This accomplishment could not have occurred without the financial and administrative support provided by CDEM. Critical areas of Hermit Park have had the impacts of a wildfire reduced, and citizens of Larimer County are now more protected. Thank You.

Sincerely,

A handwritten signature in black ink that reads "Tony Simons". The signature is fluid and cursive.

Tony Simons
Larimer County Sheriff Office
Emergency Services Section

Administration
2501 Midpoint Dr.
Fort Collins, CO 80525
970 498-5100

County Jail
2405 Midpoint Dr.
Fort Collins, CO 80525
970 498-5200

Emergency Services
1303 N. Shields
Fort Collins, CO 80524
970 498-5300

www.larimer.org/sheriff