



# COLORADO

## Department of Local Affairs

# Strategic Plan for FY2014-15

*November 1, 2014*

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## *Reader's Guide*

This document is the comprehensive strategic planning document, intended for publication on the DOLA website.

It is the product of a collaborative effort among all members of the Department's leadership team as well as many other members of the DOLA team. It includes all of the elements prescribed by the SMART Government Act and OSPB guidelines. As important, it also includes many ambitious aspirations of the Department and its Divisions extending far beyond those external requirements.

As you review, you will note that there are some color shaded areas. These are metrics which, in addition to their presence in this Strategic Plan, they appear in one or more documents prepared for OSPB and published in the OSPB or Governor's sites. A brief guide to these is as follows:

- In the input tables, the measures shaded in light blue are those which have been submitted to OSPB for inclusion in the statewide tracking system.
- In the output tables, measures shaded in light green identify those measures which are part of the OSPB tracking system as well.

Under outcomes, those in light salmon are featured in this plan as well as the Performance Management Plan as "strategic policy initiatives."

If you find any discrepancies, or have concerns about any of the content, please advise the respective division or unit head.

## *Departmental Introduction*

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 professional and technical services (including training and technical assistance) to community leaders in the areas of governance, housing, and property tax administration. 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.

DOLA makes financial resources available to support community infrastructure (i.e. water, sewer, road and bridge projects) and services (i.e. housing) either through statutory formula distributions of state and federal funds (i.e. energy impact direct distribution, Community Service Block Grants, Conservation Trust Fund) or through state and federal grants (i.e. Energy Impact, Limited Gaming Impact, Community Development Block Grants).

In addition to providing assistance and services to local governments and communities, DOLA provides technical assistance and services for individual citizens. DOLA assists property owners to ensure their property taxes have been determined in a fair, accurate and consistent manner in accordance with property tax laws. DOLA also helps citizens obtain Section 8 rental assistance through local housing authorities and non-profit service organizations. Additionally, DOLA channels federal aid for disaster recovery. In these ways, DOLA is a direct point of contact for many Coloradoans and other Colorado property owners.

Further, all four Divisions of DOLA perform a variety of regulatory functions as assigned by the Constitution and statutes. These range from ensuring proper implementation of state property tax laws, implementing safety and related policies regarding manufactured housing, enforcing requirements on local governments regarding public access to key government documents, and many others.

DOLA has established a culture within the Department that encourages collaboration and efficiency, both internally and in relationships with our customers (communities, community leaders and other partners) in advancing the interests and capabilities of local governments.

## *Constitutional and Statutory Authority*

**Department of Local Affairs (DOLA)** - Title 24, Article 32, C.R.S.

**Division of Property Taxation (DPT)** - Article X, Sections 3 and 15, of the Colorado Constitution and Title 39, Articles 1-14, C.R.S.

**Board of Assessment Appeals (BAA)** - Article X, Section 3 and Article XII, Section 13 of the Colorado Constitution and Title 39, Article 2, C.R.S.

**Division of Housing (DOH)** - Title 24, Article 32, Section 702, C.R.S.

**Division of Local Government (DLG)** - Title 24, Article 32, Part 1, C.R.S.

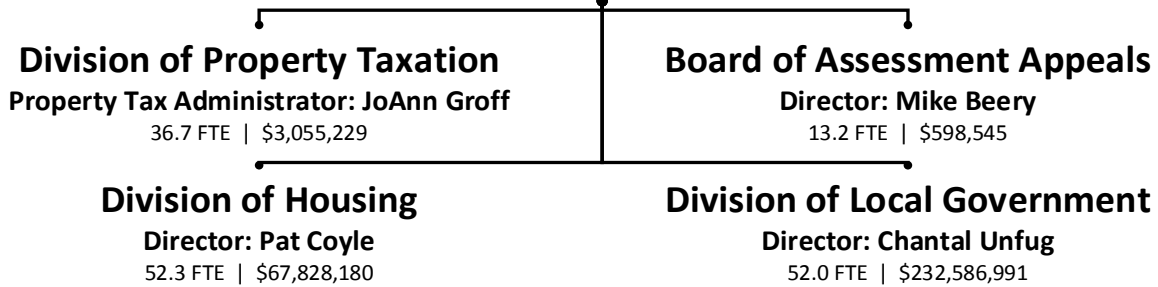
*[C.R.S. refers to Colorado Revised Statutes, 2013]*

# *DOLA Organizational Chart*

## Executive Director's Office

Executive Director: Reeves Brown

14.2 FTE | \$6,188,973 \*

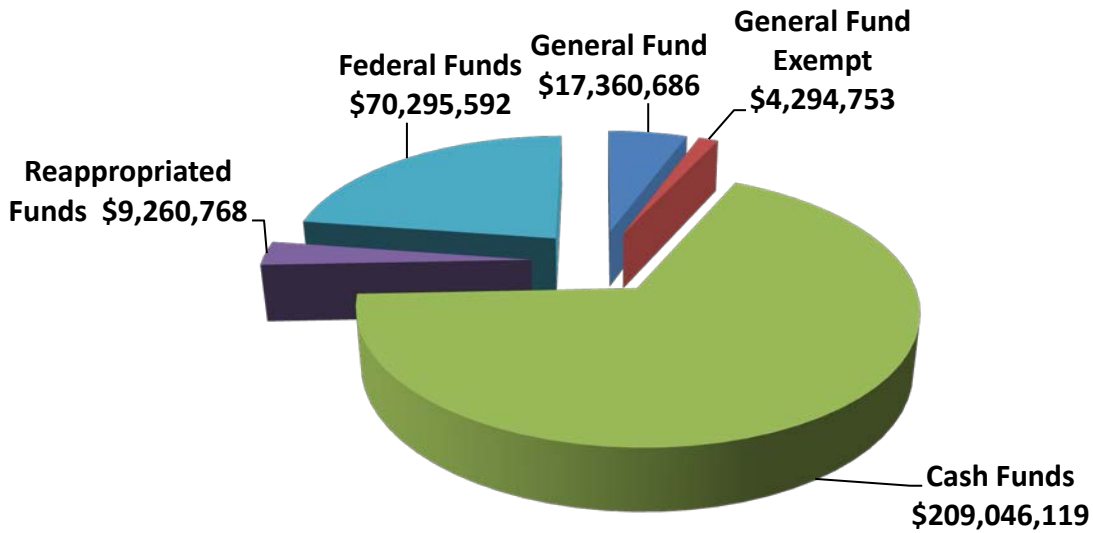


## *FY 2014-15 Appropriation\**

Division	General Fund	General Fund Exempt	Cash Funds	Reappropriated Funds	Federal Funds	Total	FTE
Executive Director's Office	\$ 1,304,962	\$ -	\$ 640,241	\$ 3,277,276	\$ 966,494	\$ 6,188,973	14.2
Board of Assess't Appeals	\$ 446,862	\$ -	\$ 96,064	\$ 55,619	\$ -	\$ 598,545	13.2
Div. Of Property Taxation	\$ 962,348	\$ -	\$ 1,055,354	\$ 1,037,527	\$ -	\$ 3,055,229	36.7
Division of Housing	\$ 13,432,850	\$ -	\$ 1,066,720	\$ 393,083	\$ 52,935,527	\$ 67,828,180	52.3
Div. of Local Government	\$ 1,213,664	\$ 4,294,753	\$ 206,187,740	\$ 4,497,263	\$ 16,393,571	\$ 232,586,991	52.0
Total	\$ 17,360,686	\$ 4,294,753	\$ 209,046,119	\$ 9,260,768	\$ 70,295,592	\$ 310,257,918	168.4

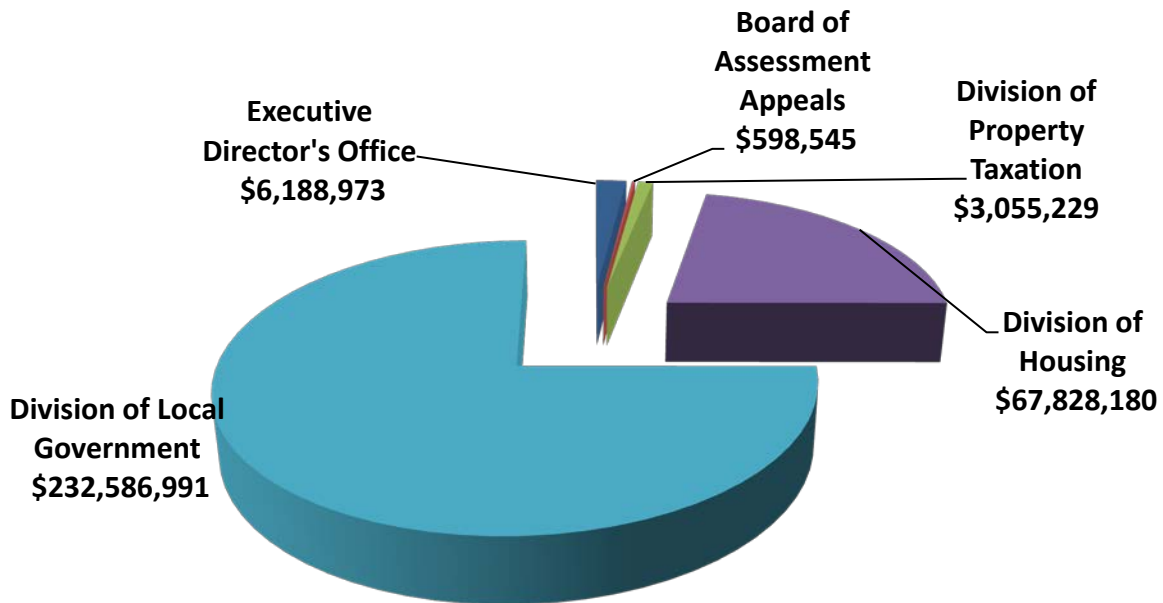
\* Budget values include long bill, special bills and costs of legislation. They do not include CDBG-DR Disaster Relief Funds.

**DOLA FY 2014-15 Funds by Source\***  
**(Total \$310.3 million)**



\* Budget values include long bill, special bills and costs of legislation. They do not include CDBG-DR Disaster Relief Funds.

**DOLA FY 2014-15 Funds by Division\***  
**(Total \$310.3 million)**



\* Budget values include long bill, special bills and costs of legislation. They do not include CDBG-DR Disaster Relief Funds.

# *DOLA Strategic Framework Summary*

## **DOLA Mission**

*DOLA strengthens communities and enhances livability in Colorado by providing accessible assistance in the following areas:*

- 1. Equitable and consistent implementation of property tax laws;*
- 2. Community development that is revitalizing and sustainable;*
- 3. Financial support for community needs; and*
- 4. Safe, affordable housing.*

*DOLA strives to be responsive, attentive, solutions-oriented and respectful, within and beyond our departmental boundaries.*

DOLA distills its mission to be: “*Strengthening Colorado’s Communities*” and is committed to this motto.

## **DOLA 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.*

## **DOLA Tenets**

### **1. Assist customers in solving problems**

- Respond to customers in a timely, effective and efficient manner.
- Listen respectfully and strive to understand each problem or issue.
- Facilitate dialogue to encourage collaborative and cooperative solutions.
- Provide appropriate financial and technical assistance.
- Connect each customer to the correct person in state government to assist in addressing each issue.

### **2. Fulfill regulatory responsibilities**

- Be knowledgeable of the statutory and regulatory requirements for which we are responsible.
- Provide expertise to customers to help each comply with these requirements.
- Educate customers regarding the intent and application of these requirements.
- Ensure compliance with all requirements.
- Be consistent, fair and timely in the application of these requirements.

### **3. Cultivate DOLA employees**

- Develop DOLA employees professionally so that they can continue to improve service to customers as we encourage retention of effective employees.
- Recognize and reward employee performance.
- Engage employees to continually enhance the department’s ability to deliver effective and efficient service to customers.

### **4. Improve internal business systems**

- Maintain an environment of continuous improvement.
- Collaborate across divisions and departments as well as with other stakeholders to improve business systems.
- Ensure use of appropriate and effective technology.
- Advocate for technological capabilities in alignment with customers' needs.

**DOLA Processes by Division and Tenet:**

<b>Tenets Divisions</b>	<b>Assist customers in solving problems</b>	<b>Fulfill regulatory responsibilities</b>	<b>Cultivate DOLA Employees</b>	<b>Improve internal business systems</b>
<b>Division of Property Taxation</b>	<p>DPT Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction</p> <p>DPT Process #3: Review, approve or deny petitions for refund or abatement approved by county commissioners for amount &gt;\$10,000 *</p> <p>DPT Process #4: Education program for assessor-level staff</p>	<p>DPT Process #5: Determine qualification for initial and continued property tax exemption for religious, charitable and private school properties *</p> <p>DPT Process #6: Perform property valuation for public utilities as defined by statute, apportion to respective counties as well as defend those values when appealed at the Board of Assessment Appeals or district court</p>	<p>DPT Process #2: Employee development</p>	<p>DPT Process #3: Review, approve or deny petitions for refund or abatement approved by county commissioners for amount &gt;\$10,000 *</p> <p>DPT Process #5: Determine qualification for initial and continued property tax exemption for religious, charitable and private school properties *</p>
<b>Board of Assessment Appeals</b>	<p>BAA Process #1: Board of Assessment Appeals hearings process *</p>	<p>BAA Process #1: Board of Assessment Appeals hearings process *</p>	<p>BAA Process #1: Board of Assessment Appeals hearings process *</p>	<p>BAA Process #1: Board of Assessment Appeals hearings process *</p>
<b>Division of Housing</b>	<p>DOH Process #1: Creation of additional affordable housing options for renters and homeowners, especially households in greatest need <sup>1,2</sup></p> <p>DOH Process #4: Perform required oversight of Fort Lyon's operations</p>	<p>DOH Process #2: Perform required building-department functions</p> <p>DOH Process #3: Perform required housing authority functions</p>		
<b>Division of Local Government</b>	<p>DLG Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction *</p> <p>DLG Process #2: Create, organize, analyze and publish population, economic and demographic information for the State of Colorado</p> <p>DLG Process #3: Analyze and respond to local governments' operational needs</p> <p>DLG Process #4: Administer competitive and formula-based grant programs *</p> <p>DLG Process #5.1: Maintain an effective and efficient system for ensuring public access to local government documents required to be submitted to DLG *</p> <p>DLG Process #5.2: Ensure local governments' compliance with filing of annual budget report *</p>	<p>DLG Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction *</p> <p>DLG Process #5.3: Enforce statutory 5.5% property tax limit</p> <p>DLG Process #5.4: Enforce special district elections compliance</p>	<p>DLG Process #6: Employee support and development</p>	<p>DLG Process #4: Administer competitive and formula-based grant programs *</p> <p>DLG Process #5.1: Maintain an effective and efficient system for ensuring public access to local government documents required to be submitted to DLG *</p> <p>DLG Process #5.2: Ensure local governments' compliance with filing of annual budget report *</p>
<b>Executive Director's Office /Disaster Recovery Program (CDBG-DR)</b>	<p>DR Process #1: Provide recovery resources to households, businesses, and local governments to foster the long-term recovery of disaster-impacted communities</p>			

*\*Asterisked items address more than one tenet.*

## *DOLA Customers by Division*

<b>DOLA Division</b>	<b>Division Clients</b>
<b>Division of Property Taxation:</b>	County assessors Assessment staff Exempt property owners Property taxpayers Property taxing authorities State-assessed companies County treasurers Boards of County Commissioners State Board of Equalization Colorado General Assembly
<b>Board of Assessment Appeals:</b>	Property taxpayers Taxpayer representatives County assessors and attorneys County Boards of Equalization Boards of county commissioners State Property Tax Administrator
<b>Division of Housing:</b>	Private for-profit and nonprofit housing organizations Housing authorities Colorado renters and homeowners Housing manufacturers Owners and potential owners of factory-built residential and non-residential structures Nonprofit independent living agencies Mental health agencies Chronically homeless individuals
<b>Division of Local Government:</b>	Local governments <sup>1</sup> State agencies Universities Private firms Nonprofit organizations Consultants General public
<b>EDO Disaster Recovery (CDBG-DR):</b>	Colorado renters and owners Local governments <sup>1</sup> Business owners Public and nonprofit organizations

<sup>1</sup> *Local governments include municipalities, counties, and special districts*



## *Fund Sources by Division*

<b>Fund Sources by Division</b>	<b>Executive Director (incl. Disaster Recovery)</b>	<b>Division of Property Taxation</b>	<b>Board of Assessment Appeals</b>	<b>Division of Housing</b>	<b>Division of Local Government</b>
<b><u>State</u></b>					
General Fund	●	●	●	●	●
General Fund Exempt (associated with Volunteer Firefighter Pension Plans)					●
Moffat Tunnel Cash Funds	●				
Property Tax Exemption Cash Funds	●	●			
Board of Assessment Cash Funds	●		●		
Private Activity Bond Allocation Cash Funds	●			●	
Homeless Prevention Activities Program Cash Funds	●			●	
Building Regulation Cash Funds	●			●	
Local Government Energy & Mineral Impact Funds	●	●		●	●
Local Government Severance Tax Funds	●	●		●	●
Conservation Trust Funds	●				●
Local Government Limited Gaming Impact Funds	●				●
Colorado Search & Rescue Funds	●				●
Colorado Heritage Communities Grants					●
Departmental or State Indirect Cost Recoveries (State and Federal)	●	●	●		●
Water Pollution Control & Drinking Water Revolving Funds	●				●
<b><u>Federal</u></b>					
Community Development Block Grant Funds (CDBG)				●	●
Disaster Recovery / CDBG-DR	●				
Community Service Block Grant Funds					●
Environmental Protection Agency Funds	●				●
Departmental Indirect Cost Recoveries (various Federal)	●			●	●
Dept of Justice Grant Funds				●	
Department of Housing and Urban Development Grant Funds				●	●
HUD-VA Grant Funds				●	●
Various Federal Funds	●				

## *Locations by Divisions*

While all of the Divisions operate state-wide, some of them have field offices both in and out of the Denver metro area. In addition, all Divisions periodically conduct meetings, hearings and trainings statewide.

<b>DOLA Locations by Division</b>	<b>Executive Director (incl. Disaster Recovery)</b>	<b>Division of Property Taxation</b>	<b>Board of Assessment Appeals</b>	<b>Division of Housing</b>	<b>Division of Local Government</b>
Denver	●	●	●	●	●
Alamosa					●
Durango				●	●
Glenwood Springs				●	
Golden					●
Grand Junction		●			●
Las Animas & Bent Counties				●	
Frisco					●
Loveland				●	●
Pueblo				●	●
Sterling					●

## *Strategic Policy Initiatives*

New to the strategic planning process under the SMART Government Act is the identification of “strategic policy initiatives” intended to reflect the individual cultures of Executive Branch Departments. The Department of Local Affairs, through its Divisions, engages in numerous services to the State, spelled out in the State constitution or statutes. Yet there are certain functions which are so fundamental that they warrant specific initiatives to advance the work of the Department in the coming year and three years into the future. These have been selected from a set of outcomes identified by the respective Divisions in the course of annual strategic planning. The last, however, arises from the extensive and historic flooding in numerous locations throughout Colorado in 2013.

## Major Program Area: Division of Property Taxation

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>County abatements in compliance with statutes</b>	<b>99%</b>	<b>99%</b>	<b>DPT Process #3</b> <i>[Tenet #2]</i>
<u>Strategy for improvement:</u> DPT review of abatements over \$10,000 ensures county commissioners are legally granting tax relief to taxpayers who have potentially overpaid taxes on their property, thereby avoiding inappropriate negative effects within the respective taxing authority.			
<b>Assessor satisfaction with educational program</b>	<b>85%</b>	<b>85%</b>	<b>DPT Process #4</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> DPT must actively market and deliver training which meets the needs of each assessment office, especially in light of staff turnover and assumption of new responsibilities, thereby ensuring statewide understanding of property tax laws and procedures.			

## Major Program Area: Board of Assessment Appeals

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>Percent of resolved appeals that were resolved within one year of receipt</b>	<b>84%</b>	<b>88%</b>	<b>BAA Process #1</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Expand use of facilitator services and mediation for appeal resolution in order to improve taxpayer satisfaction while reducing the average time for appeals to be resolved.			

## Major Program Area: Division of Housing

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>Increased affordable housing supply (from previous year)</b>	<b>3,620</b>	<b>4,120</b>	<b>DOH Process #1</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Increase financial resources for housing production.			
<b>Improved satisfaction for manufactured builders and buyers</b>	<b>60%</b>	<b>75%</b>	<b>DOH Process #2</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Reduce timeline for plan reviews and approval of permits and building installations.			

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>Percent of housing vouchers going to disabled and homeless</b>	<b>80%</b>	<b>80%</b>	<b>DOH Process #3</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Link housing assistance to supportive services.			
<b>Percent of Ft. Lyon residents returning to permanent housing</b>	<b>75%</b>	<b>75%</b>	<b>DOH Process #4</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Continue supportive services and secure jobs for Fort Lyon graduates.			

### Major Program Area: Division of Local Government

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>Estimated new jobs generated by competitive grants (incl. leveraged funds)</b>	<b>3,093</b>	<b>2,968</b>	<b>DLG Process #4</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> With the improvement in competitive grant dollars leveraged and reported on by grantees, new jobs generated by competitive grants will increase for each grant dollar invested.			
<b>Percentage of governments in compliance with annual budget document filing requirements</b>	<b>95%</b>	<b>95%</b>	<b>DLG Process #5.2</b> <i>[Tenet #2]</i>
<u>Strategy for improvement:</u> Continue providing annual training and communication of requirements to ensure new local government officials and staff are aware of and able to meet requirements.			

### Major Program Area: Disaster Recovery - CDBG

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>CDBG Disaster recovery funds successfully invested in impacted communities</b>	<b>\$32,000,000</b>	<b>\$60,000,000</b>	<b>DR Process #1</b> <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Provide recovery resources to households, businesses, and local governments to foster the long-term recovery of disaster-impacted communities through the effective implementation of programs funded under the HUD allocation of CDBG-DR			

# Division of Property Taxation (DPT)

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## *Introduction*

Under the general laws of Colorado, the Property Tax Administrator heads the Division of Property Taxation.

The Division's charge is to coordinate and administer the implementation of property tax law throughout the sixty-four counties of Colorado to ensure that valuations are uniform and that each property class is responsible for only its fair share of the total property tax obligation. This includes the granting of exemptions, valuation of state assessed companies for ad valorem taxation, providing technical assessment assistance, and promoting the equalization of property valuation.

To fulfill these responsibilities, the Division is divided into four sections:

**Appraisal Standards Section:** Appraisal Standards prepares and publishes appraisal manuals, procedures and instructions. It holds schools and seminars regarding all areas of appraisal. It conducts field studies and provides statewide assistance in agricultural land classification, natural resources and personal property valuation, as well as assistance in the valuation of residential, commercial and industrial properties. The section assists in reappraisal efforts, reviews internal appraisal forms used by assessors, and investigates and responds to taxpayer complaints.

The Appraisal Standards section conducts four tested qualifying education courses to enable assessment appraisers to obtain an Ad Valorem Appraisal License. These classes are: Introduction to Ad Valorem Mass Appraisal, Basic Appraisal Principles, Basic Appraisal Procedures, and Uniform Standards of Professional Appraisal Practice (USPAP). This section currently offers five additional tested courses: Valuation of Vacant Land Present Worth, Advanced Income, Agricultural Land and Rural Structural Valuation, Possessory Interest (Distance Education), and Vacant Land (Distance Education). The section also offers several non-tested courses and workshops throughout the year.

**Administrative Resources Section:** Administrative Resources prepares and publishes administrative manuals, procedures and instructions. It conducts a number of classes and seminars regarding the administrative functions of the assessors' offices, including one tested course: Introduction to Assessment. It performs field studies and provides statewide assistance with issues such as tax increment financing, the administration and valuation of manufactured homes, senior and disabled veteran exemptions, classification of property, title conveyance, mapping, production of the Abstract of Assessment, certification of values to taxing entities, and the tax warrant. The section also investigates taxpayer complaints. It is responsible for various studies and reports such as fiscal impacts for Legislative Council, the residential assessment rate study and the Property Tax Administrator's *Annual Report to the General Assembly and State Board of Equalization*. It also coordinates with agencies having an interest in property taxation. In addition, the field staff works closely with assessors in all areas of property taxation. Administrative Resources is also responsible for approving or disapproving all petitions for refund or abatement of taxes in excess of \$10,000.

**Exemptions Section:** The Exemptions section is responsible for determining qualification for exemption from property taxation for properties that are owned and used for religious, charitable and private school purposes. This section also reviews reports filed annually by exempt property owners to determine if the property's exempt status is still warranted. It also provides assistance to counties and

taxpayers with inquiries about exempt properties, helps taxpayers with petitions to the State Board of Equalization, conducts hearings on exemption applications and revocations of exemptions, and defends appeals of its final decisions.

***State Assessed Section:*** The State Assessed section is the only area of the Division which regularly performs original valuation of property on an annual basis. The section values all public utilities doing business in Colorado as defined by statute, including: rail transportation companies, airlines, non-renewable and renewable energy companies, telephone companies, and pipelines. The company valuations are then apportioned to the counties for collection of local property tax. Both county commissioners and public utilities may protest the value assigned to state assessed property, and may appeal to the Board of Assessment Appeals (BAA) or Denver District Court if the protest is not resolved at the Division level.

## *Constitutional and Statutory Authority*

Article X, Sections 3 and 15, of the Colorado Constitution and Title 39, Articles 1-14, C.R.S.

### *Mission Statement*

The Division staff strives for excellence in all it does to ensure the fairness and equalization of property taxation for all Colorado taxpayers.

### *Vision Statement*

The Division is committed to the fair, accurate and consistent application of property tax law for the benefit of all residents and property owners of this state.

### *Goals ~ Processes ~ Results*

#### **DPT Goal #1: Monitoring the satisfaction of all customer sectors.**

#### **DPT Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction**

(DOLA tenet #1)

Includes but is not limited to:

- Obtaining timely objective feedback on the accuracy, timeliness and reliability of services
- Focus on continuous process improvement in customer service

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE <sup>1</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	0.1	0.1 [0.1]	0.1	0.1	0.1
Number of customers to be asked to participate	391	n/ap	1,983	2,000 [1,481]	1,500	1,500	1,500

Notes on inputs:

<sup>1</sup> Developed and conducted a customer satisfaction survey once, in February 2010

<sup>2</sup> New survey designed and administered in 2013. Results will help set baseline for future years.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Percent of positive survey responses <sup>1</sup>	n/ap	n/ap	97%	98% [96%]	98%	98%	98%
Number of survey responses received	76	n/ap	283	400 [207]	250	275	300

Notes on outputs:

<sup>1</sup> New survey designed and administered in 2013. Results will help set baseline for future years.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Customer satisfaction rating	n/a	n/a	97%	98% [96%]	98%	98%	98%

**DPT Goal #2: Increase core efficiencies and skills of staff.**

**DPT Process #2: Employee development**

(DOLA tenet #3)

Includes but is not limited to:

- Creating opportunities for all employees to stay current on an ever changing industry base and valuation methodologies
- Division will provide each employee with a list of core services of the Division, highlighting those pertinent to the respective employee
- Core performance areas to target for improvement are identified by employees, subject to supervisor approval
- Classes and training for staff – includes DPT developed and taught classes and other training and classes to improve staff skills provided from both internal and external sources
- Competencies in the most current appraisal, assessment and administrative functions
- Annual performance reviews will give special attention to the respective core areas

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/ap <sup>1</sup>	n/ap <sup>1</sup>	0.5	0.5 [0.5]	0.5	0.5	0.5
Number of employees eligible to participate in a professional development activity	n/ap <sup>1</sup>	n/ap <sup>1</sup>	31.3	33 [30.2]	34	34	35

Notes on inputs:

<sup>1</sup> Program to be designed and delivered in FY2013.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Number of employees successfully completing a professional development activity	n/ap <sup>1</sup>	n/ap <sup>1</sup>	29	33 [30]	34	34	35

Notes on outputs:

<sup>1</sup> Program to be designed and delivered in FY2013.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Employee satisfaction based on feedback survey concluding professional development activity	n/ap	n/ap	n/ap	80% [92%]	80%	80%	85%

**DPT Goal #3: Reduce number of days to review abatement / refund petitions.**

**DPT Process #3: Review, approve or deny petitions for refund or abatement approved by county commissioners for amount >\$10,000**

(DOLA tenets #1 and #4)

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	1.0	1.0	1.0	1.0 [1.0]	1.0	1.0	1.0
⌘ Number of petitions for refund or abatement received by DPT <sup>1</sup>	2,028	478 <sup>1</sup>	359	389 [371]	400	400	450

⌘ Designates an input for tracking in the statewide system.

Notes on inputs:

<sup>1</sup> The drop in the number of petitions resulted from a change in the relevant legal threshold for abatement from \$1,000 to \$10,000.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Percentage of petitions processed for refund or abatement within ten business days	n/av	50.2%	90%	95% [96%]	100%	100%	100%
Number of petitions processed within 10 days <sup>1</sup>	1,215	342	359	400 [355]	400	400	450
Number of denials (all written)	3	3	3	3 [2]	2	2	2

❖ Designates an output for tracking in the statewide system.

Notes on outputs:



<sup>1</sup> The drop in the number of petitions resulted from a change in the relevant legal threshold for abatement from \$1,000 to \$10,000.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
◆ County abatements in compliance with statutes	n/ap	n/ap	99%	99% [99%]	99%	99%	99%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this strategic plan.

**DPT Goal #4: Increase effectiveness of the education program for assessors and staff including training available remotely.**

**DPT Process #4: Education program for assessor-level staff**

(DOLA tenet #1)

Includes but is not limited to:

- Training staff of the various assessor’s offices to address core competencies, thereby reducing errors and creating more accurate property values throughout the state
- Improve pass rate on tested courses
- Improve satisfaction of trainees and county assessors with the training program
- Improve access to distance learning, reducing travel time and overnight costs for non-metro counties

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	4.0	4.0	4.0	4.0 [5.0]	5.0	5.0	5.0
Catalog of classes maintained	42	45	47	47 [50]	50	50	50
Total of students – all courses <sup>1</sup>	1,434	1,280	1,295	1,300 [1,424]	1,500	1,300	1500
⌘ Number of students in tested courses <sup>1</sup>	204	109	157	210 [244]	325 <sup>2</sup>	210	250

⌘ Designates an input for tracking in the statewide system.

Notes on inputs:

<sup>1</sup> Student levels are higher in even years, due to the reassessment of property in odd years.

<sup>2</sup> BOREA Rules effective 8/2014 added educational requirements.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Number of classes delivered	59	66	58	60 [69]	75	70	75
Pass rate for students in tested courses	98.1%	95% est.	97%	98% [98.8%]	98%	98%	98%
◆ Number of students in tested courses achieving passing scores	101	104	153	206 [241]	325	220	245

◆ Designates an output for tracking in the statewide system.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Student satisfaction	92%	92%	92%	95% [91.4%]	95%	95%	95%
◆ Assessor satisfaction with education program	88%	89%	88%	85% [89%]	85%	85%	85%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

### **DPT Goal #5: Decreasing time to approve or deny exemptions.**

#### **DPT Process #5: Determine qualification for initial and continued property tax exemption for religious, charitable and private school properties**

(DOLA tenets #2 and #4)

Includes but is not limited to:

- Staff engaged in application of all laws regarding exemption for charitable, religious and private school properties
- On receipt of an initial application for exemption, staff inspects properties to verify that they are owned and used for religious, charitable or private school purposes that qualify for exemption
- Annual review of all currently exempted properties to confirm ownership and ensure use of property is unchanged or take appropriate action to revoke or amend exemption if status has changed
- Approval or denial of exemption of property from the property tax rolls

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	7.86 <sup>1</sup>	7.63 <sup>1</sup>	9.5	10.2 [8.8]	10.2	10.2	10.2
Number of applications received	510	573	799	640 [541]	650	650	650

Notes on inputs:

<sup>1</sup> During these two years we had staff deployed due to military service and out on extended leave due to illness

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Percent of applications processed within 12 months of receipt (target is 100%)	95.2%	89.5	93%	98% [84.4%]	95%	95%	96%
Number of applications approved or denied	562	550	604	625 [594]	635	645	650

**DPT Goal #6: Producing accurate, equitable, defensible values for state-assessed properties.**

**DPT Process #6: Perform property valuation for public utilities as defined by statute, apportion to respective counties as well as defend those values when appealed at the Board of Assessment Appeals or district court**

(DOLA tenet #2)

Includes but is not limited to:

- Maintain a staff knowledgeable in all laws & valuation methodology
- Maintain current records, clean up files after valuation season, update and create new files, destroy old files
- Perform valuations according to statute and required deadlines
- Issue values annually for state assessed properties and communicate those values to both the companies and the counties
- Track protests through the Division as well as those appealed to the BAA or the Denver District Court
- Defend any appeals

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	4.5	5.1	4.1	5.1 [4.7]	4.95	4.95	4.95
Companies to be valued	526	495	479	480 [483]	465	465	460
Company protests	19	29	30	38 [38]	35	35	20
Company appeals	16	12	6	10 [7]	10	10	8

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Companies valued	526	495	479	480 [483]	470	470	460
Company appeals resolved prior to hearing <sup>1</sup>	16	13	11	8 [7]	8	8	6
Company appealed valuations upheld	0	0	0	1 [0]	1	1	1
Company appealed valuations changed by hearing	0	0	0	1 [0]	1	1	1

Notes on outputs:

<sup>1</sup> Formal protests and appeals happen in the fiscal year following when the values are set, due to the valuation year being a calendar year and the fiscal year ending June 30. Additionally, not all appeals are resolved within one year, so number of appeals and resolutions may not be mathematically consistent.

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# Board of Assessment Appeals

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## *Introduction*

The Board of Assessment Appeals (BAA) hears appeals filed by real and personal property owners regarding the valuation placed on their property for property tax purposes.

County Assessors are responsible for valuing all property in their county except for exempt property and state assessed properties. Taxpayers may appeal the assigned values to the Assessor and the County Board of Equalization (valuation appeal) or to the Board of County Commissioners (abatement). These cases may then be appealed to the BAA.

State assessed properties and exemptions are appealed to the property tax administrator. These cases may then be appealed to the BAA.

Appeals may also be filed with the BAA when a County Board of Commissioners or a County Board of Equalization has failed to make a timely decision on a matter properly presented.

Such appeals must be made in writing to the Board within 30 days from the date of the decision that is being appealed. After the appeal is docketed, a receipt of appeal is sent to the Petitioner. A notice of hearing is mailed to all parties at least 30 days prior to the scheduled hearing. The Board's decision is transmitted in a written order and mailed to all parties. Board decisions are also posted on the Board's website. Board decisions may be appealed to the Colorado Court of Appeals.

Members of the Board are appointed by the Governor and confirmed by the State Senate. By statute, the Governor may appoint from three to nine appraisers to the Board. At this writing, there are eight (8) members of the Board to allow cases to be heard on a timely basis.

## *Constitutional and Statutory Authority*

Article X, Section 3 and Article XII, Section 13 of the Colorado Constitution  
and Title 39, Article 2, C.R.S.

## *Mission Statement*

The Board of Assessment Appeals exists to strengthen Colorado communities by providing a fair and impartial forum for taxpayers to appeal real and personal property valuations or exemptions.

The Board of Assessment Appeals strives to be:

- Responsive to the needs of taxpayers and counties.
- Careful with resources.
- Solutions-oriented in our approach to problems.
- Respectful of the people with whom we work both inside and outside the Division.

## *Vision Statement*

The Board of Assessment Appeals is recognized for providing an accessible forum for resolving taxpayer valuation and exemption appeals in a fair, impartial and timely manner. In order to achieve this vision, the Board of Assessment Appeals will focus on: (1) reducing the time it takes for a

taxpayer’s appeal to be resolved; and (2) improving accessibility to a fair and impartial hearing process for taxpayers.

## *Goals ~ Processes ~ Results*

**BAA Goal #1: Fulfill the Board’s statutory responsibilities with improved timeliness for resolving taxpayer appeals.**

**BAA Goal #2: Improve customer service and taxpayer education.**

**BAA Goal #3: Assist customers by facilitating dialogue among parties to encourage collaborative and cooperative solutions.**

**BAA Goal #4: Increase core efficiencies and skills of staff.**

**BAA Process #1: Board of Assessment Appeals hearings process**

(DOLA tenets #1, #2, #3 and #4)

Includes but is not limited to:

- Employ, train and professionally develop excellent staff and Board members to fulfill the BAA's statutory responsibilities.
- Answer taxpayer questions regarding appeals.
- Develop and provide forms and educational materials to taxpayers concerning how to file an appeal and what to expect at a hearing.
- Receive and docket appeal petitions filed with the BAA.
- Process fees.
- Issue appeal receipts and notices of hearing.
- Receive and process motions and documents for hearings.
- Hold prehearing conferences and conduct facilitator services and mediations with parties.
- Hold hearings.
- Use video conference system for hearings and facilitator services when requested.
- Issue orders and written decisions.

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE Staff	6.0	6.0	6.0	6.0 [6.0]	6.0	6.0	6.0
Operating Appropriation <sup>1</sup>	\$543,416	\$543,416	\$555,039	\$555,831 [\$555,831]	\$579,545	\$594,034 <sup>2</sup>	\$608,885 <sup>2</sup>
FTE Board Members	7.2 <sup>3</sup>	7.2 <sup>3</sup>	7.2 <sup>3</sup>	7.2 <sup>3</sup> [7.2]	7.2 <sup>3</sup>	7.2 <sup>3</sup>	7.2 <sup>3</sup>
Number of FTE staff eligible to participate in a professional development activity	n/ap	n/ap	n/ap	6 [6]	6	6	6

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Number of Board members eligible to participate in a professional development activity	n/ap	n/ap	n/ap	8 [8]	8	8	8

**Footnotes to Inputs:**

- <sup>1</sup> The BAA's operating appropriation for FY 2009-2010 was \$683,148. The operating appropriation was cut in FY 2010-11 by over 20%.  
<sup>2</sup> Assumes a 2.5% increase per year.  
<sup>3</sup> While there are 7.2 FTEs budgeted, there may be as many as 9 Board members appointed at any time per statute.

<b>Additional Input Measures:</b>	<b>FY 2005-06 Actual (Tax Year 2005)</b>	<b>FY 2006-07 Actual (Tax Year 2006)</b>	<b>FY 2007-08 Actual (Tax Year 2007)</b>	<b>FY 2008-09 Actual (Tax Year 2008)</b>	<b>FY 2009-10 Actual (Tax Year 2009)</b>	<b>FY 2010-11 Actual (Tax Year 2010)</b>	<b>FY 2011-12 Actual (Tax Year 2011)</b>	<b>FY 2012-13 Actual (Tax Year 2012)</b>	<b>FY 2013-14 Projected (Tax Year 2013) [Actual]</b>	<b>FY 2014-15 Projected (Tax Year 2014)</b>	<b>FY 2015-16 Projected (Tax Year 2015)</b>	<b>FY 2016-17 Projected (Tax Year 2016)</b>
⌘ Number of Appeals Filed	1,834	1,357	2,386	1,308	3,959	2,111	3,047	1,325	2,200 [2,652]	1,200	2,200	1,100
Two Year Tax Cycle – Number of Appeals Filed	3,191	3,694 <sup>1</sup>	6,070 <sup>1</sup>	4,372 <sup>1</sup>	3,400 <sup>1</sup>	3,400 <sup>1</sup>						

⌘ Designates an input for tracking in the statewide system.

**Footnotes to Additional Input Measure:**

- <sup>1</sup> The dramatic increase in appeals filed in FY 2010-2012 can be attributed to the economic downturn and the great recession. The improved economy and rebounding real estate market in FY2013 resulted in a more normal level of appeals. The projected number of appeals for future years assumes a stable and more normal real estate market.

<b>Output Measures:</b>	<b>FY 2005-06 Actual</b>	<b>FY 2006-07 Actual</b>	<b>FY 2007-08 Actual</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Projected [Actual]</b>	<b>FY 2014-15 Projected</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Projected</b>
Number of Appeals Resolved	1,456	1,225	1,749	2,004	2,684	3,347	3,360	2,387 <sup>1</sup>	1,700 <sup>1</sup> [1,874]	1,200 <sup>1</sup>	1,700	1,200
Two Year Tax Cycle -- Number of Appeals Resolved	2,681	3,753	6,031	5,747 <sup>1</sup>	2,900 <sup>1</sup>	2,900						
❖ Number of resolved appeals that were resolved within one year of receipt	341	519	579	742	1,340	1,704	2,055	1,874	1,394 [1,798]	1,617	1,462	1,633
Number of pre-hearing conferences, mediations and pro-se facilitator services held	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	49	55 [74]	60	60	60
Number of new or modified educational materials or processes implemented	n/av <sup>3</sup>	n/av <sup>3</sup>	n/av <sup>3</sup>	n/av <sup>3</sup>	n/av <sup>3</sup>	n/av <sup>3</sup>	n/av <sup>3</sup>	6	9 [9]	10	10	10
Number of employees successfully completing a professional development activity	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	4 [6]	5	6	6

<b>Output Measures:</b>	<b>FY 2005-06 Actual</b>	<b>FY 2006-07 Actual</b>	<b>FY 2007-08 Actual</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Projected [Actual]</b>	<b>FY 2014-15 Projected</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Projected</b>
Number of Board members successfully completing a professional development activity	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	7 [8]	7	8	8

❖ Designates an output for tracking in the statewide system.

Footnotes to Output Measures:

- <sup>1</sup> The decrease in the number of resolved appeals reflects the successful elimination of a backlog of appeals from previous years. As of 6/30/2013, only 366 appeals remained to be resolved. Only 30 of the 366 appeals had been outstanding longer than 1 year. Most of the 30 appeals were being held in abeyance pending the outcome of decisions by the Court of Appeals.
- <sup>2</sup> The BAA did not offer pre-hearing conferences and mediations before FYE 2013.
- <sup>3</sup> The BAA did not track this output before FYE 2013.

<b>Outcomes:</b>	<b>FY 2005-06 Actual</b>	<b>FY 2006-07 Actual</b>	<b>FY 2007-08 Actual</b>	<b>FY 2008-09 Actual</b>	<b>FY 2009-10 Actual</b>	<b>FY 2010-11 Actual</b>	<b>FY 2011-12 Actual</b>	<b>FY 2012-13 Actual</b>	<b>FY 2013-14 Projected [Actual]</b>	<b>FY 2014-15 Projected</b>	<b>FY 2015-16 Projected</b>	<b>FY 2016-17 Projected</b>
◆ Percent of resolved appeals that were resolved within one (1) year of receipt	23%	42%	33%	37%	50%	51%	61%	79%	82% [96%]	84%	86%	88%
<b>Employee satisfaction</b>	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	n/ap	60% [67%]	70%	80%	85%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.



# Division of Housing

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## *Introduction*

The Department of Local Affairs, Division of Housing (DOLA Housing Division) works with a variety of partners to increase the availability of affordable housing to residents of Colorado. DOLA Housing Division provides grants, loans, rental subsidies and bond authority to local governments, housing authorities, non-profit organizations, for-profit and non-profit developers, private landlords and other organizations to create, preserve and rehabilitate housing for Colorado's workers, families, seniors and those with special needs. DOLA Housing Division also certifies all factory/ manufactured structures built in or shipped to Colorado and approves multifamily construction in counties with no construction codes.

To assist in meeting the affordable housing needs within the State of Colorado, DOLA Housing Division administers the following grant, loan, and bond authority as well as manufactured housing programs:

- HOME Investment Partnership Grant/Loan Program
- Community Development Block Grant Program
- Emergency Solutions Grant Program
- Housing Opportunities for People with AIDS Grant Program
- Housing Development Grant (HDG) Program
- Housing Development Loan Fund (HDLF)
- Shelter Plus Care Housing Program
- Private Activity Bonds (balance of State) Program
- Housing Choice Voucher, Homeownership and Family Self-Sufficiency Program
- Manufactured Housing Dealer Registration Program
- Inspection and certification programs for all factory-built (modular) housing, commercial structures, and manufactured homes
- Consumer complaint service program for factory/manufactured structures
- Manufactured Home Installation Program
- Homeless Prevention Tax Check Off Program
- Fort Lyon Supportive Housing Program

**Colorado State Housing Board:** The Colorado State Housing Board (the Board) was created in 1970 to advise the General Assembly, the Governor, and the DOLA Housing Division on Colorado housing needs. The seven member Board reviews financing requests and adopts policies to assist in the development of affordable housing. The Board also adopts regulations governing factory built structures and multifamily housing in counties with no codes.

**Preparation of the DOLA Housing Division Strategic Plan:** DOLA Housing Division develops two housing plans annually that assist in setting the strategic plan for the Division. The State Consolidated Plan and the Housing Choice Voucher Agency Plan identify DOLA Housing Division strategies and goals to address affordable housing needs in Colorado communities. DOLA Housing Division relies on a number of resources and publications to identify the greatest needs for affordable housing in

Colorado. These sources include a quarterly vacancy survey report, foreclosure report, household income report, housing needs assessments, US census building permits, unemployment reports, economic growth report, public housing waiting lists and the homeless vulnerability index. Information from these reports is supplemented by data from the DOLA demography section and outside sources. All the information referenced above is utilized in preparing the DOLA Housing Division Strategic Plan.

DOLA Housing Division also has a Community Housing Assistance Team, or "CHATS" staff that works one-on-one with local communities throughout Colorado to identify housing needs, prepare housing strategies, identify potential housing projects and create financing packages for new housing and to preserve existing housing. The team has staff in Denver and in three field offices in Colorado. The CHATS work with other affordable housing funders (Colorado Housing Finance Authority, Department of Housing and Urban Development, Rural Development, Mercy Housing, Enterprise Foundation, etc.) to identify and maintain a pipeline of potential affordable housing projects.

***Livability Focus:*** DOLA, in partnership with local governments and the public and private sector, is strategically linking each of its programs to improve people's lives in five areas: jobs, housing, transportation, education and environment. This is accomplished by leveraging program dollars and staff consultation within DOLA for our partners and stakeholders as well as strengthening coordination of services and funding resources from other state agencies. DOLA Housing Division's leadership and participation in this effort is essential.

Because safe and affordable housing is fundamental to the ultimate success of all Colorado communities, DOLA Housing Division will target a number of key objectives with the greatest emphasis on providing housing to those earning less than 50% of the Area Median Income.

## ***Constitutional and Statutory Authority***

Title 24, Article 32, Section 702, C.R.S.

### ***Mission Statement***

The mission of the DOLA Housing Division is to ensure that Coloradans live in safe, decent, and affordable housing. We do this by helping communities meet their housing goals.

### ***Vision Statement***

With stakeholders, create a strategic direction for the DOLA Housing Division to improve the state's impact on affordable housing.

## ***Goals ~ Processes ~ Results***

**Housing Goal #1: Ensure sufficient affordable housing for persons with the lowest incomes**

**DOH Process #1: Creation of additional affordable housing options for renters and homeowners, especially households in greatest need**<sup>1,2</sup>

(DOLA tenet #1)

Includes but is not limited to:

- Additional homeless beds and resources for service agencies
- Establishing and applying funding priorities for developing housing for households with the lowest incomes
- Resources for additional special needs housing

- Resources for rental housing assistance
- Educational activities (e.g. Section 8 training, Developer's Tool Kit, Advanced Financing, etc.)

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	15.9	15.9	15.9	15.9 [15.9]	15.9	15.9	15.9
Personal Services Appropriation	\$46,672,018	\$47,877,814	\$12,000,000 <sup>1,2</sup>	\$12,000,000 [\$12,000,000]	\$14,700,000	\$14,700,000	\$14,700,000
Operating Appropriation	\$298,237	\$298,237	\$298,237	\$298,237 [\$298,237]	\$298,237	\$298,237	\$298,237
⌘ Number of renter households earning less than \$20,000/yr. and paying more than 35% of income for shelter	142,965	142,940	144,369	145,812 [122,860]	122,860	125,000	125,000
Number of homeless individuals	18,999	18,999	14,665	18,999 [9,358]	10,000	12,000	12,000
Number of special needs individuals needing housing assistance	160,124	168,815	190,110	190,110 [190,110]	190,110	190,110	190,110
Number of households on Section 8 housing waiting list (statewide)	58,667	53,297	51,308	52,000 [54,200]	54,000	58,000	58,000
Number of Mortgage Default Clients	8,310	10,094	7,210	8,283 [8,283]	6,300	6,000	5,500

⌘ Designates an input for tracking in the statewide system.

Footnotes on inputs:

<sup>1</sup> This process also includes establishing funding priorities.

<sup>2</sup> Additional inputs include \$ 3.2 million of CDBG, \$ 4.7 million of HOME, \$2\_ million of HDG, \$1.9million of HDLF and \$ 37 million in Neighborhood Stimulus Grant program, which was last funded in March 2013.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Rental production	1,121	1,104	1,125	1,750 [2,654]	3,120	3,520	3,520
Homeownership production	315	285	366	400 [475]	500	600	600
❖ Total number of affordable housing units developed	1,132	1,052	1,003	1,500 [3,129]	3,620	4,120	4,120

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Foreclosure Prevention thru deferment and/or counseling	90%	90%	90%	90% [90%]	90%	90%	90%
Number of shelter beds available	1,962	1,962	2,009	2,000 [2,009]	2,000	1,900	1,900
Percent of Section 8 units leased	99.8%	97.7%	96.5%	97% [94%]	95%	95%	96%

❖ Designates an output for tracking in the statewide system.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
◆ Increased affordable housing supply	1,414	1,408	1,613	2,150 [3,129]	3,620	4,120	4,120
Additional construction employment <sup>1</sup>	1,698	1,578	1,505	2,250 [3,996]	5,430	6,180	6,180
Additional management employment <sup>2</sup>	359	353	360	560 [807]	1,158	1,978	1,978
Additional tax revenue	\$22,491,708	\$20,902,188	\$19,928,607	\$29,803,500 [\$50,047,492]	\$55,000,000	\$60,000,000	\$60,000,000
Resulting recidivism for ex-offenders <sup>3</sup>	n/av	n/av	27% <sup>3</sup>	27% <sup>3</sup> [27%]	27% <sup>3</sup>	27% <sup>3</sup>	27% <sup>3</sup>
Reduced housing costs for nursing home residents with resulting Medicaid savings <sup>4</sup>	n/av	n/av	\$25,154	\$25,154 [\$25,154]	\$25,154	\$25,154	\$25,154

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

**Footnotes on outcomes:**

<sup>1</sup> National Homebuilders' study uses a multiplier of 1.5 construction jobs for each unit of new construction.

<sup>2</sup> National Homebuilders' study uses a multiplier of .32 management jobs for each unit of new construction.

<sup>3</sup> Pilot program funded by US Dept of Justice. Current recidivism rate 59% . DOJ grant has been renewed consistent with projected results.

<sup>4</sup> Savings reported by the Colorado C Transition Program, Colorado Department of Health Care Policy and Finance

In addition to the above, the Division of Housing will seek data from school districts regarding attendance, reading and math scores, etc.

**Housing Goal #2: Fulfill Division's regulatory role as a building department**

**DOH Process #2: Perform required building-department functions**

(DOLA tenet #2)

Includes but is not limited to:

- Utilizing regulatory authority and other resources to maintain safe and decent housing in counties served
- Ensuring that manufactured buildings (residential and nonresidential) are safe and decent
- Promotion of energy efficiency for manufactured and site-built housing
- Conducting residential and commercial plan reviews

- Inspections of manufactured housing unit plants
- Field inspection of manufactured housing unit installation
- Inspect site-build housing
- Improve the Division's internal standards for success

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	11.7	7.3	7.3	7.3 [7.3]	7.3	7.3	7.3
Personal Services Appropriation	\$1,230,870	\$749,025	\$818,024	\$858,925 [\$858,925]	\$901,871	\$946,000	\$946,000
⌘ Number of plan reviews requested	517	558	550	550 [570]	575	590	590
Number of inspections requested	732	722	781	730 [732]	730	740	755
Number of consumer complaints	6	4	4	4 [1]	4	4	4

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Percent of residential plan reviews completed in 10 days <sup>1</sup>	52%	38%	58%	60% [75%]	80%	80%	80%
❖ Percent of commercial plan reviews completed in 20 days <sup>1</sup>	50%	44%	45%	60% [46%]	80%	80%	80%
Percent of manufacturer plant inspections that meet request dates	100%	100%	100%	100% [100%]	100%	100%	100%
Percent of consumer complaints resolved within 30 days	100%	100%	100%	100% [100%]	100%	100%	100%

❖ Designates an output for tracking in the statewide system.

Footnotes on outputs:

<sup>1</sup> FY 12-13 longer turn-around times because cash funding was withdrawn requiring reduced staffing.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
◆ Improved satisfaction for manufactured builders and buyers <sup>1</sup>	n/ap <sup>1</sup>	34%	n/ap <sup>1</sup>	50% [n/av] <sup>3</sup>	60%	75%	75%

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Improved energy efficiency <sup>2</sup>	30	36	26	20 [26]	26	26	26

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

Footnotes on outcomes:

<sup>1</sup> Data obtained from biannual DOH's Office of Housing Technology and Standards Survey; Percent of Customers reporting "Excellent" or "Good" relationship with DOH.

<sup>2</sup> Annual Survey of Colorado Building Code jurisdictions. Number of local governments adopting latest energy codes. New codes every three years.

<sup>3</sup> Survey results not available until 2015 Q1.

**Housing Goal #3: Fulfill Division's regulatory role as a statewide housing authority.**

**DOH Process #3: Perform required housing authority functions**

(DOLA tenet #2)

Includes but is not limited to:

- Manage housing under its jurisdiction
- Manage lease rates to be most cost-effective based on HUD Section 8 performance measures
- Maximize the Division's voucher rate while serving households with the lowest incomes as well as those with disabled household members

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	9	17.29	17.29	16.0 [16.0]	16.0	14	14
Personal Services Appropriation	\$18,000,000	\$37,000,000	\$36,884,430	\$36,884,430 [\$36,884,430]	\$35,832,771	\$35,832,771	\$35,832,771
Number of renter households earning less than \$20,000/yr. and paying more than 35% of income for shelter	142,965	142,940	144,369	145,812 [150,610]	150,000	150,000	150,000
⌘ Number of households requiring rental assistance	58,667	53,297	52,000	52,000 [54,200]	54,000	56,000	58,000
Number of housing vouchers available	5,852	5,918	6,023	6,023 [6,532]	6,650	6,750	6,750

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Percent of Housing vouchers funding	101.5%	103%	100.1%	100% [101%]	101%	100%	100%

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
obligated							
❖ Percent of housing vouchers leased annually	99.8%	97.7%	97%	96% [92%]	95%	95%	95%
Percent of correct rental calculations	100%	100%	100%	100% [100%]	100%	100%	100%

❖ Designates an output for tracking in the statewide system.

Footnotes on outputs:

<sup>1</sup> In addition to the above, the Division is consolidating 15% of local operations and decentralizing others.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Savings from administrative efficiencies <sup>1</sup>	n/av	\$1,741,343	\$2,237,679	n/av	n/av	n/av	n/av
◆ Percent of housing vouchers going to disabled and homeless <sup>2</sup>	n/av	n/av	76% <sup>2</sup>	78% [76%]	80%	80%	80%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

Footnotes on outcomes:

<sup>1</sup> HB11-1230 merges two housing authorities. The cost savings are granted to local contractors.

<sup>2</sup> In contrast, national experience is 29%.

**Housing Goal #4: Implement plans for Fort Lyon Supportive Housing Program**

**DOH Process #4: Perform required oversight of Fort Lyon’s operations**

(DOLA tenet #1)

Includes but is not limited to:

- Repurpose Fort Lyon to be a supportive residential community for the chronically homeless
- Create a statewide referral system to identify vulnerable homeless individuals, provide permanent housing and treatment, and “measure the daylights out of the program”.<sup>1</sup>
- Ensure the successful management of the entire Fort Lyon campus
- Initiate the Start Up of the Fort Lyon supportive residential community and statewide referral system
- Lease up to 200 units of housing at Fort Lyon to chronically homeless by June 30, 2013 and offer mental health and substance abuse treatment, medical care, and job training

1. Denver Post editorial May 12, 2013, Governor John Hickenlooper.

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Number of persons housed at Fort Lyon	n/ap	n/ap	n/ap	200 [206]	300	300	300
Percent receiving mental health treatment	n/ap	n/ap	n/ap	90% [40%]	50%	50%	50%

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Percent receiving educational & vocational training	n/ap	n/ap	n/ap	60% [35%]	60%	60%	60%
Percent receiving job training	n/ap	n/ap	n/ap	75% [47%]	75%	75%	75%

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Number of graduates relocating to permanent housing	n/ap	n/ap	n/ap	0 [0]	75	100	125
Percent of residents obtaining employment	n/ap	n/ap	n/ap	n/ap	65%	65%	65%

❖ Designates an output for tracking in the statewide system.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Amount of public cost savings	n/ap	n/ap	n/ap	n/av <sup>1</sup>	\$3,127,218	\$4,690,827	\$6,238,800
◆ Percent of Ft. Lyon residents returning to permanent housing	n/ap	n/ap	n/ap	n/ap	75%	75%	75%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

Footnotes on outcomes:

<sup>1</sup> Data on this always lags by as much as a year.



# Division of Local Government (DLG)

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## *Introduction*

The Division of Local Government (DLG) provides long-term, high quality professional strategic services along with well administered financial assistance to over 3,000 local governments. By providing this unique blend of services, DLG strives to strengthen Colorado's communities by supporting Colorado's local governments and the continuum of good government from the ground up.

Division staff members partner with local, state, and federal financial resources to support communities at all times and have provided essential guidance during the recent financial downturn. Recent reductions in severance tax and federal mineral lease cash funds have had a significant negative impact on local governments' abilities to fund key capital improvement projects such as water and waste water projects. Restoration of grant funds has permitted some communities to meet the backlog of deferred capital improvements at the local level.

In order to integrate the delivery of technical, financial, and information services to local governments, the Division of Local Government (DLG) includes several organizational or functional areas:

**Financial Assistance:** Local governments can obtain grants and loans for capital improvements and for operations. Supported projects include, but are not limited to, local water and wastewater improvements, local road improvements, municipal and county facilities and public libraries. DLG also administers several formula-based distributions.

**Professional Strategic Services:**

- **Technical Assistance:** Local government officials receive training, individual support and professional assistance. Topics include, but are not limited to, conduct of local elections, land use planning, downtown revitalization, budgeting, community visioning, financial management, property tax revenue limits, hands-on project development from conception to completion, and compliance with state statutes pertaining to local governments.
- **Regional Services:** Experts on statewide issues, who live and work in the respective regions, provide on-the-ground professional services and assistance. This staff is able to provide more timely and relevant assistance to the local communities from their offices located outside the Denver metro area. They also broker services and act as ombudsmen on behalf of DOLA and other agencies.
- **Disaster Recovery:** (In partnership with the Office of Emergency Management within the Department of Public Safety). In the event of a disaster, DLG's role, in partnership with OEM, is to assist local governments impacted by disaster. DLG's role in such recovery efforts includes working with the local government(s) to establish, open and staff the Disaster Assistance Center (DAC). Additional roles include consultation with the community and economic and community development assistance in rebuilding.

**State Demography Office:** This office creates, organizes and analyzes population and demographic information for the state. Its data are used by State agencies to forecast demand for facilities and

services. Demographic data are also used by local governments and non-profit organizations in the state to anticipate growth or decline and to plan and develop programs and community resources. The office makes the data publicly available on DOLA’s website, answers requests for economic and demographic data, and provides training workshops on accessing and using the data.

## *Constitutional and Statutory Authority*

Title 24, Article 32, Part 1, C.R.S.

### *Mission Statement*

The Division of Local Government provides high quality professional strategic technical and financial assistance services to local governments and communities throughout Colorado to enable them to achieve sustainable community development.

### *Vision Statement*

The Division of Local Government strengthens Colorado communities by assuring that local governments and their citizens receive the resources they need to achieve their goals.

### *Goals ~ Processes ~ Results*

#### **DLG Goal #1: Assess and improve customer service delivery.**

#### **DLG Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction**

(DOLA tenets #1 and #2)

Includes but is not limited to:

- Engage professional firm to develop, administer and assist in interpretation of a customer survey
- Use the 2012 survey results to establish a baseline for future improvements to customer service
- Revise and repeat survey periodically to identify opportunities for service improvements
- Assess viability of survey tool and develop more timely feedback tools to be used more frequently throughout the year

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/ap <sup>1</sup>	n/ap <sup>1</sup>	1	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>
Number of local government customers	n/ap <sup>1</sup>	n/ap <sup>1</sup>	3,417	3,482 [3,482]	3,482	3,482	3,482
Number of individual customers to be surveyed	n/ap <sup>1</sup>	n/ap <sup>1</sup>	2,485	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Estimated cost of consulting contract for customer satisfaction survey	n/ap <sup>1</sup>	n/ap <sup>1</sup>	\$20,000	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>	n/ap <sup>2</sup>

Notes on inputs:

<sup>1</sup> Survey designed and administered in FY 2012-13. Results will help set baseline for future years.

<sup>2</sup> Customer surveys will be administered after services are delivered, rather than one, large periodic survey of all customers.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Customer service approval rating <sup>2</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	94%	95% [93.3%]	95%	95%	95%
Number of individual customers to be surveyed	n/ap <sup>1</sup>	n/ap <sup>1</sup>	2,485	300 [631]	300	300	300

Notes on outputs:

<sup>1</sup> Survey to be designed and administered in FY 2012. Results will help set baseline for future years.

<sup>2</sup> Percentage reflects respondents rating “good” or “excellent.”

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
From survey feedback, achieve percent customer satisfaction level <sup>1</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	94%	95% [95.7%]	95%	95%	95%

Notes on outcomes:

<sup>1</sup> Survey to be completed periodically. DLG will utilize that feedback to improve its strategies for service delivery.

**DLG Goal #2: Increase awareness and knowledge of demographic, economic and financial data among state agencies, local governments and others with the intention of maximizing their use of data in decision-making and service improvement.**

**DLG Process #2: Create, organize, analyze and publish population, economic and demographic information for the State of Colorado**

(DOLA tenet #1)

Includes but is not limited to:

- Development and release of demographic and economic data
- Presentations to state agencies and local governments how data can be used to improve decision-making
- Production of demographic and economic profiles for communities in the Main Street program
- Development of income survey guidelines for communities to qualify for funding
- Development of tools for customers which integrate demographic, financial and other data
- Creation of a series of webinars to train customer in using demographic and financial data

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	6.25	6.25 [6.25]	6.25	6.25	6.25
⌘ Number of requests for economic and demographic information in accordance with DLG protocols	31,350	31,500	31,350	31,400 [27,410]	28,000	28,500	29,000

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Number of economic and demographic products and in-depth technical assistance delivered by Demography staff	270	300	310	310 [429]	350	350	350
Main Street profiles completed by Main Street Team of CD Office	n/ap	n/ap	8	4 [6]	5	5	5
Webinars and web-based trainings on financial and demographic tools delivered by Technical Assistance Team and Demographer	n/ap	n/ap	8	8 [12]	10	12	12

❖ Designates an output for tracking in the statewide system.

Notes on outputs:

<sup>1</sup> Main Street Profiles consist of economic and demographic information, including physical and cultural asset inventories.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Additional web tools available to improve local government effectiveness in using demographic and economic data <sup>1</sup>	3	7	3	3 [30]	5	7	7

Notes on outcomes:

<sup>1</sup> These additional tools permit localities to better link data to planning and decision-making

<sup>2</sup> Increase due to one-time development of web maps

**DLG Goal #3: Enhance local governments' community and economic development efforts.**

**DLG Process #3: Analyze and respond to local governments' operational needs**

(DOLA tenet #1)

Includes but is not limited to:

- Development of tools and outreach strategy for those communities willing to address deficiencies and opportunities
- Provide training, consultation and information in eight subject areas; budget/financial management, land use / environmental planning, general administration, personnel, capital improvements / infrastructure planning, strategic planning, economic development, and elections
- Technical assistance regarding access to appropriate grants
- Online, direct and webinar presentations to meet local needs
- Implement the Rural Economic Development Initiative

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	16.15	16.15 [16.15]	16.25	16.25	16.25
⌘ Number of constituent local governments	3,417	3,417	3,417	3,482 [3,482]	3,482	3,482	3,482

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Main Street communities' detailed work plans	n/ap	4	10	12 [13]	12	12	12
Webinars/trainings on community development	n/ap	n/ap	50	50 [35]	40 <sup>1</sup>	40 <sup>1</sup>	40 <sup>1</sup>
❖ Number of communities receiving intensive technical assistance in accordance with DLG protocols	326	384	401	225 <sup>1</sup> [275]	275 <sup>1</sup>	275 <sup>1</sup>	275 <sup>1</sup>

❖ Designates an output for tracking in the statewide system.

Notes on outputs:

<sup>1</sup> The Impact Assistance grant program has been reinstated. Consequently, staff will be splitting time between assistance in grant preparation and operational technical assistance.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
For 12 Main Street communities, increased performance in 10 program evaluation criteria	n/av	n/av	1	1 [3]	2	2	2

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Communities receiving competitive funding resulting from technical assistance	260	113	120	120 [218]	300	300	300

Notes on outcomes:

<sup>1</sup> As Main Street communities' performance improves, there will be additional spinoff benefits to the state as well as improved local planning.

## **DLG Goal #4: Improve local governments' capacity to administer and implement grants awarded.**

### **DLG Process #4: Administer competitive and formula-based grant programs**

(DOLA tenets #1 and #4)

Includes but is not limited to:

- Development and implementation of competitive grant guidelines, timeframes, evaluation criteria, appropriate advisory committee participation, application processes, and contract execution to award program dollars.
- Successful application and award of grants
- Reinstatement of Energy Impact grant program
- Utilization of baseline data to track 85% of grantees achieving quarterly submissions and reducing grant violations.
- Establishment and maintenance of formula-based grant processes
- Reconciliation with state statutes
- Develop and implement IT processes to improve accountability of customers as well as program management for distribution of funds

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	18.5	18.5 [18.5]	18.5	18.5	18.5
⌘ Competitive grant dollars available	\$29.5 mil	\$10.5 mil	\$35.3 mil	\$89.2 mil [\$95.0 mil]	\$90 mil	\$90 mil	\$90 mil
⌘ Formula grant dollars available	\$106.1 mil	\$123.1 mil	\$119.4 mil	\$123.0 mil [\$128.4 mil]	\$100 mil	\$100 mil	\$100 mil
Aggregate demand for grant funds	\$135.6 mil	\$133.6 mil	\$154.7 mil	\$209.2 mil [\$207.6 mil]	\$190 mil	\$190 mil	\$190 mil

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Competitive grant dollars awarded in compliance with Federal and State standards	\$29.5 mil	\$10.5 mil	\$34.8 mil	\$89.2 mil [\$70 mil]	90 mil	90 mil	90 mil

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Formula grant dollars awarded in compliance with Federal and State standards	\$106.1 mil	\$123.1 mil	\$119.4 mil	\$123.0 mil [128.4 mil]	\$100 mil	\$100 mil	\$100 mil
Successful contract closeout without violations <sup>1</sup>	n/av	n/av	99.5%	95% [95%]	95%	95%	95%

❖ Designates an output for tracking in the statewide system.

Notes on outputs:

<sup>1</sup> This standard is a Federal requirement.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Grants awarded to assist local governments to achieve community and economic development objectives <sup>1</sup>	132	94	414	475 [347]	475	475	475
Competitive grant dollars leveraged by DLG grants	\$98.3 mil	\$24.1 mil	\$98.5 mil	\$100.0 mil [\$256.5 mil]	\$200.0 mil	\$200.0 mil	\$200.0 mil
◆ Estimated new jobs generated by competitive grants including leveraged funds <sup>2</sup>	1,150	311	1,203	1,703 [2,941]	3,093	2,516	2,968
Successful contract closeout without violations	n/av	n/av	99.1%	95% [95%]	95%	95%	95%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

Notes on outcomes:

<sup>1</sup> Reduction in leaks in funded water systems increases collections and fees. Also, water quality standards more likely to be achieved.

<sup>2</sup> Standard forecasting tool shows 9 jobs created for every \$ million spent on economic development from competitive grants awarded – Source: RIMS multiplier.

**DLG Goal #5: Improve local governments' compliance with statutory requirements and transparency through increased online postings of statutory and other public documents for general public viewing.**

**DLG Process #5.1: Maintain an effective and efficient system for ensuring public access to local government documents required to be submitted to DLG**

(DOLA tenets #1 and #4)

Includes but is not limited to:

- Digitization of public documents required to be filed with DLG
- Posting statutory and other public documents for public viewing

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	2.25	2.25 [2.25]	2.25	2.25	2.25
Local governments subject to transparency requirements	2,946	3,000	3,040	3,228 [3,574]	3,672	3,774	3,878
⌘ Number of documents received from local governments	10,000 est	10,000 est	10,555	11,000 [15,152]	12,000	12,000	12,000

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Cumulative number of documents received from local governments that are digitized and available for viewing by officials and the public	n/av	n/av	28,000	39,000 [45,870]	52,000	58,000	69,000

❖ Designates an output for tracking in the statewide system.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Online retrieval requests for public documents, enhancing transparency and accountability of local governments <sup>1</sup>	n/av	n/av	20,915 est.	21,000 [26,980]	27,000	27,000	27,000

Notes on outcomes:

<sup>1</sup> Page view count of file retrieval requests used as estimate of FY12-13 actual; source: Google Analytics

### **DLG Process #5.2: Ensure local governments' compliance with filing of annual budget report** (DOLA tenet #2)

Includes but is not limited to:

- Staff training, webinars and consultation
- Electronic filing portal
- Technical assistance with budgets
- Web-based repository for budget information
- Enhancement of electronic portal for citizen access

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	2.25	2.25 [2.25]	2.25	2.25	2.25



<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
⌘ Number of local governments subject to requirement of filing an annual budget report <sup>1</sup>	3,000	3,034	3,064	3,089 [3,121]	3,207	3,296	3,387

⌘ Designates an input for tracking in the statewide system.

Notes on inputs:

<sup>1</sup> While there is no data regarding volume of requests, all such requests are satisfied.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Number of localities receiving technical assistance from Division in filing an annual budget report in accordance with DLG protocols <sup>1</sup>	507	523	498	509 [712]	914	914	914

❖ Designates an output for tracking in the statewide system.

Notes on outputs:

<sup>1</sup> While there are limited data regarding volume of requests, all such requests are satisfied.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
◆ Percentage of governments in compliance with annual budget document filing requirements <sup>1</sup>	95.6%	93.3%	93.5%	95% [91.9%]	95%	95%	95%

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.

Notes on outcomes:

<sup>1</sup> Previously appeared in outputs. This is a continuous process because of the turnover in government officials. For example, in an average year 5% of special districts are in the process of dissolution. Increased compliance results in enhanced transparency of local government activity.

<sup>2</sup> Transparency rises due to ready access by citizens to their communities' budgets.

### **DLG Process #5.3: Enforce statutory 5.5% property tax limit**

(DOLA tenet #2)

Includes but is not limited to:

- Comparison property tax limit to local government levies.
- Identification of taxing entities which have exceeded the limit
- If jurisdiction is out of compliance, DLG orders temporary reduction in following year
- Assistance to local governments to develop complying strategies
- Evaluation of ballot language and the results of the election to determine if compliant
- Maintenance of the information repository for public use

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	2.25	2.25 [2.25]	2.25	2.25	2.25

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
⌘ Number of taxing entities subject to 5.5% property tax revenue limit	3,129	3,161	3,174	3,199 [3,031]	3,115	3,201	3,289

⌘ Designates an input for tracking in the statewide system.

Notes on inputs:

<sup>1</sup> Includes tax entities levying zero mills for operations that year.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Number of localities receiving technical assistance to ensure compliance within the fiscal year in accordance with DLG protocols	1,824	1,835	1,859	1,884 [2,635]	2,719	2,805	2,893

❖ Designates an output for tracking in the statewide system.

Notes on outputs:

<sup>1</sup> Technical assistance delivered to achieve compliance includes providing draft and final limit calculation or confirmation of election, conducting individual and group training, providing notification for apparent violation, and ordering reduced mill levies for violation

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Percentage/number of non-compliant tax entities receiving order to reduce mill levy <sup>1</sup>	100% / 33	100% / 23	100% / 21	100% / 26 [100%/30]	100% / 30	100% / 30	100% / 30

Notes on outcomes:

<sup>1</sup> Increased compliance is expected to lead to greater accountability and improved governance.

### **DLG Process #5.4: Enforce special district elections compliance**

(DOLA tenet #2)

Includes but is not limited to:

- Identify the election needs, develop tools to assist in educating and training, and review results to confirm compliance
- Maintain special districts' elected board and officer contact information accessible for the public
- Verification that appropriate elections held and reported in accordance with statute

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/av	n/av	2.25	2.25 [2.25]	2.25	2.25	2.25
Number of special districts subject to requirement <sup>1</sup>	1,915	1,938	1,950	1,975 [2,010]	2,040	2,148	2,207

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Localities receiving technical assistance to achieve compliance <sup>1</sup>	1,835	2,305	2,422	2,500 [2,969]	3,000	3,000	3,000

Notes on outputs:

<sup>1</sup> Technical assistance delivered to achieve compliance includes providing copies of election law and forms, conduction individual and group training, and providing notification for failure to file.

<sup>2</sup> Corrected and revised to include personal technical assistance, webinar attendance, and election reminder activities occurring in a fiscal year.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Percent in compliance / # not in compliance. Verification that all required elections are reported to DOLA <sup>1</sup>	93% / 134	n/ap <sup>1</sup>	92.3% / 151	n/ap <sup>1</sup>	86% / 285	n/ap <sup>1</sup>	95% / 110

Notes on outcomes:

<sup>1</sup> Because elections occur in May of even years, compliance work occurs in the succeeding period so that by the next cycle is generally resolved. Notification ensures that citizens know the identity of their elected officials, which assists them in ensuring that services are provided.

**DLG Goal #6: Increase core efficiencies and skills of staff.**

**DLG Process #6: Employee support and development**

(DOLA tenet #3)

*(Results from the first DLG employee survey clearly showed DLG employees have 3 key areas for Division-wide focus: improved shared communication between sections; support employees, and program integration and utilization.)*

Includes but is not limited to:

- Creating opportunities for all employees to stay current on knowledge and best practices in their areas of professional expertise and to acquire skills to enable professional development. (Both externally and internally provided courses, trainings, workshops are acceptable. Core performance areas to target for improvement are identified by employees in the annual IPO, subject to supervisor approval)
- Creating opportunities for program integration and utilization
- Creating opportunities for information sharing and general education within DLG

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
FTE	n/ap <sup>1</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	0.5 [0.5]	0.5	0.5	0.5
⌘ Number of employees eligible to participate in a professional development activity	n/ap <sup>1</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	43 [43]	50	50	50

⌘ Designates an input for tracking in the statewide system.

Notes on inputs:

<sup>1</sup> Program to be designed and delivered in FY2014.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Number of employees successfully completing a professional development activity	n/ap <sup>1</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	23 [48]	50	50	50
Number of opportunities created to improve program integration and utilization	n/ap <sup>1</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	5 [44]	45	46	47
Number of opportunities created to improve communication within DLG	n/ap <sup>1</sup>	n/ap <sup>1</sup>	n/ap <sup>1</sup>	5 [6]	8	12	14

❖ Designates an output for tracking in the statewide system.

Notes on inputs:

<sup>1</sup> Program to be designed and delivered in FY2014.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
Number of employees reaching a designated certification level for their area of expertise	n/ap	n/ap	n/ap	1 [18]	5	10	10
Employee satisfaction	n/ap	n/ap	n/ap	n/ap	80%	85%	85%

# Executive Director's Office (EDO)

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## *Introduction*

In general, the Executive Director's Office provides support to all Divisions to enable them to accomplish their strategic goals. This support includes but is not limited to:

- *Assisting in developing program budgets and securing funding for program implementation*
- *Ensuring appropriate financial controls*
- *Advancing DOLA's legislative agenda*
- *Providing personnel management and opportunity for individual growth*
- *Coordinating external messaging*
- *Integrating Administration priorities*
- *Coordinating support from the Administration and other agencies.*

The primary role of the Executive Director's Office (EDO) is to support and coordinate the Divisions within the Department. EDO also provides several key "back office" roles, thereby avoiding unnecessary duplication of effort within the Divisions. Among the activities provided by staff of the Executive Director's Office are:

### *External Relations:*

- **Cabinet Representation:** The executive director is a member of the Governor's Cabinet and supports the work of the Divisions by facilitating necessary partnerships with other departments of State government.
- **Legislative Relations:** The Department is an executive branch agency and provides legislative services both internally and externally. Internally, the Department reviews draft legislation for potential fiscal impacts to the Department or local governments. The Department also reviews introduced legislation in terms of the public policy that is addressed in the bill. The Department needs to closely coordinate this review with representatives of the Governor's policy staff. The Department may also propose that legislation be introduced to change the public policy or procedural issues contained in law. Externally, the Department may help to coordinate stakeholder meetings to evaluate the impact of draft legislation. The Department, in conjunction with the Governor's Office, may testify on State legislative bills as well as lobby state legislators on various bills.
- **Public Information:** the Department's Public Information Officer coordinates communications activities on behalf of the entire Department. Internally, the position helps develop guidelines for disseminating information and outlining procedures to follow. Externally, this function guides strategy for responding to media inquiries, implementing use of social media, managing website content, coordinating outreach activities to stakeholder groups such as citizens, local, state and federal officials and their staffs, government associations and fellow state agencies.

### *Financial Services:*

- **Budget:** The primary role of the Department's Budgeting Office is to provide timely and complete financial information and recommendations to support and to enable the Divisions

and programs to make sound public policy and budget decisions. This role is carried out through eight core functions:

- Collaborate with Divisions and programs to develop reliable revenue estimates for the Cash Funds of the Department;
  - Team with programs to develop an accurate and defensible budget request;
  - Collaborate with programs to develop fiscal notes that accompany new legislation;
  - Liaise with OSPB and JBC to facilitate and monitor the legislative budget process;
  - Advocate for the Department's budget priorities and addressing issues of concern in that regard;
  - Monitor the execution of Department budget priorities, anticipate funding issues, and assist Divisions and programs with developing solutions; and
  - Provide accurate and concise budget information.
- **Accounting:** The Accounting Office accounts for, reports on, and safeguards the financial resources of the Department in a manner consistent with professional standards and federal and state statutory requirements. Specifically, the Office:
    - Issues accurate and timely financial information;
    - Issues timely and accurate payments to employees, vendors and other grant recipient reimbursements and service providers;
    - Ensures efficient procurement of goods and services in compliance with applicable laws, rules and regulations; and
    - Seeks to improve Department fiscal operations by the adoption and implementation of best practices, policies and procedures.

### **Human Resources:**

The Human Resources Office (HR) of the Department provides services to build a qualified and engaged workforce. HR provides a full-range of professional human resources services to the 150 employees, supervisors and managers. These services include, for example:

- recruitment and selection,
- salary administration,
- job evaluation,
- organizational and staff development,
- personnel rule and statute interpretation,
- performance management,
- workers' compensation and short-term disability claim management, and
- maintaining personnel records.
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The services provided by the Human Resources Office help to ensure that the Department complies with requisite law while also retaining a qualified and motivated workforce. The HR Office works closely with the Department of Personnel & Administration, representing the Department's interests, to build a personnel system that provides an appropriate personnel system structure.

### **Disaster Recovery:**

While disaster recovery is always a focus area for the Department, especially through the Housing and Local Government Divisions, this has taken on new meaning with the recovery resources granted through the Federal Community Development Block Grant. This is addressed in greater detail in the subsequent chapter.

# Disaster Recovery Program (CDBG-DR)

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## *Introduction*

The Disaster Recovery Unit under the Executive Director’s Office is charged with coordinating the effective investment of Community Development Block Grant – Disaster Recovery (CDBG-DR) funds in response to the devastating floods of September 2013 and any subsequent disasters as identified through the appropriation of recovery funding through the U.S. Department of Housing and Urban Development (HUD). This unit will assist in the prioritization and eligible uses of funds, establish appropriate protocols to ensure compliance with federal regulations, coordinate with other agency partners in the implementation process, and provide progress reports to local, state and federal partners in the recovery. The three primary recovery areas include both temporary and permanent housing, economic revitalization and the repair of damaged infrastructure with a focus on mitigating damages from future disasters. Additional emphasis is placed on smart growth and resiliency planning for a long-term, sustainable recovery.

## *Mission Statement*

The Disaster Recovery Program designs and implements effective recovery programs for disaster-impacted individuals, businesses and local governments, with a focus on long-term sustainability and mitigation from future disasters.

## *Vision Statement*

Colorado is recognized as a national leader for utilizing recovery resources by rebuilding, transforming and revitalizing disaster-impacted areas into communities that are economically viable, resistant to future disasters, and providing a high quality of life while maintaining Colorado’s rich natural heritage.

## *Goals ~ Processes ~ Results*

**DR Goal #1: Assist households, businesses, and local governments to recover from disasters**

**DR Process #1: Provide recovery resources to households, businesses, and local governments to foster the long-term recovery of disaster-impacted communities**

(DOLA tenet #1)

Input Measures:	FY 10-11 Actual	FY 11-12 Actual	FY 12-13 Actual	FY 13-14 Projected [Actual]	FY 14-15 Projected	FY 15-16 Projected	FY 16-17 Projected
⌘ Cumulative number of FEMA individual assistance applicants identified with major or severe housing damage	n/ap	n/ap	n/ap	1,743 [1,743]	1,743	1,743	1,743

<b>Input Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
⌘ Number of businesses applications received	n/ap	n/ap	n/ap	150 [198]	60	55	55
⌘ Cumulative cost share burden of local governments of FEMA public assistance projects	n/ap	n/ap	n/ap	\$97.0 mil [\$43.1 mil]	\$97.0 mil	\$97.0 mil	\$97.0 mil
⌘ Number of local governments requesting planning resources	n/ap	n/ap	n/ap	12 [9]	6	6	6

⌘ Designates an input for tracking in the statewide system.

<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Dollars invested in housing recovery projects	n/ap	n/ap	n/ap	\$0 [\$0]	\$10 mil	\$10 mil	\$10 mil
❖ Number of households receiving down-payment assistance	n/ap	n/ap	n/ap	0 [0]	50	35	20
❖ Number of households receiving rental assistance	n/ap	n/ap	n/ap	0 [0]	175	100	25
❖ Number of housing units created or rehabilitated	n/ap	n/ap	n/ap	0 [0]	500	400	300
Number of households receiving down-payment or rental assistance plus number of housing units created or rehabilitated	n/ap	n/ap	n/ap	0 [0]	725	535	345
❖ Dollars invested in business recovery	n/ap	n/ap	n/ap	\$0 [\$0]	\$9.0 mil	\$6.5 mil	\$5.0 mil
❖ Number of businesses served	n/ap	n/ap	n/ap	0 [0]	210	160	115
❖ Number of infrastructure projects funded	n/ap	n/ap	n/ap	0 [0]	40	40	40
❖ Dollars invested in infrastructure projects	n/ap	n/ap	n/ap	\$0 [\$0]	\$15.0 mil	\$15 mil	\$15.0 mil



<b>Output Measures:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
❖ Number of local plans completed	n/ap	n/ap	n/ap	0 [0]	6	6	6

❖ Designates an output for tracking in the statewide system.

<b>Outcomes:</b>	<b>FY 10-11 Actual</b>	<b>FY 11-12 Actual</b>	<b>FY 12-13 Actual</b>	<b>FY 13-14 Projected [Actual]</b>	<b>FY 14-15 Projected</b>	<b>FY 15-16 Projected</b>	<b>FY 16-17 Projected</b>
◆ CDBG-DR disaster recovery funds successfully invested in impacted communities	n/ap	n/ap	n/ap	n/ap	\$32.0 mil	\$545.0 mil	\$60.0 mil

◆ Designates an outcome for which there is a strategic policy initiative identified in Chapter 1 of this plan.