



Department of Local Affairs

Performance Management Plan – FY2013-14

Table of Contents

Departmental Introduction	2
Constitutional and Statutory Authority	2
Organizational Chart	3
FY 2013-14 Appropriation and FY 2014-15 Budget Request . . .	3
- <i>Budget Pie Charts</i>	4
DOLA Strategic Framework Summary	5
DOLA Mission Statement.	7
DOLA Vision Statement.	7
Overall DOLA Tenets	7
DOLA Customers by Division	9
DOLA Fund Sources by Division	10
DOLA Locations by Division	11
Division Descriptions with Process Lists	
- <i>Division of Property Taxation</i>	11
- <i>Board of Assessment Appeals</i>	13
- <i>Division of Housing</i>	13
- <i>Division of Local Government</i>	15
Strategic Policy Initiatives	17

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. 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, Section 102, 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 | \$6,151,919

Division of Property Taxation
Property Tax Administrator: JoAnn Groff
36.7 FTE | \$2,986,194

Board of Assessment Appeals
Director: Mike Beery
13.2 FTE | \$555,831

Division of Housing
Director: Pat Coyle
47.8 FTE | \$61,812,032

Division of Local Government
Director: Chantal Unfug
52.4 FTE | \$233,699,041

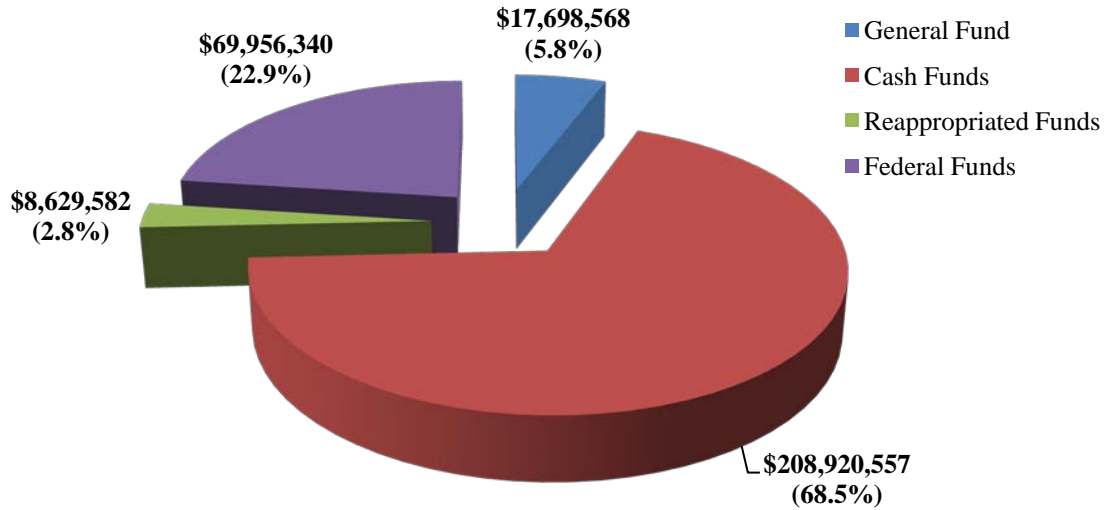
FY 2013-14 Appropriation and FY 2014-15 Request

FY 2013-14 Appropriation	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Executive Director's Office	\$6,151,949	14.2	\$983,247	\$549,826	\$3,670,597	\$948,279
Property Taxation (incl. BAA)	\$3,542,025	49.9	\$1,309,049	\$1,173,291	\$1,059,685	\$0
Division of Housing	\$61,812,032	47.8	\$7,824,284	\$1,078,105	\$211,722	\$52,697,921
Division of Local Government	\$233,699,041	52.4	\$7,581,988	\$206,119,335	\$3,687,578	\$16,310,140
FY 2013-14 Total Appropriation	\$305,205,047	164.3	\$17,698,568	\$208,920,557	\$8,629,582	\$69,956,340

FY 2014-15 Request	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Executive Director's Office	\$6,171,223	14.2	\$1,278,194	\$650,858	\$3,307,325	\$934,846
Property Taxation (incl. BAA)	\$3,634,413	49.9	\$1,409,210	\$1,131,556	\$1,093,647	\$0
Division of Housing	\$67,316,614	52.3	\$12,982,475	\$1,093,930	\$491,933	\$52,748,276
Division of Local Government	\$233,886,751	52.4	\$7,606,953	\$206,179,816	\$3,758,555	\$16,341,427
FY 2014-15 Total Request	\$311,009,001	168.8	\$23,276,832	\$209,056,160	\$8,651,460	\$70,024,549

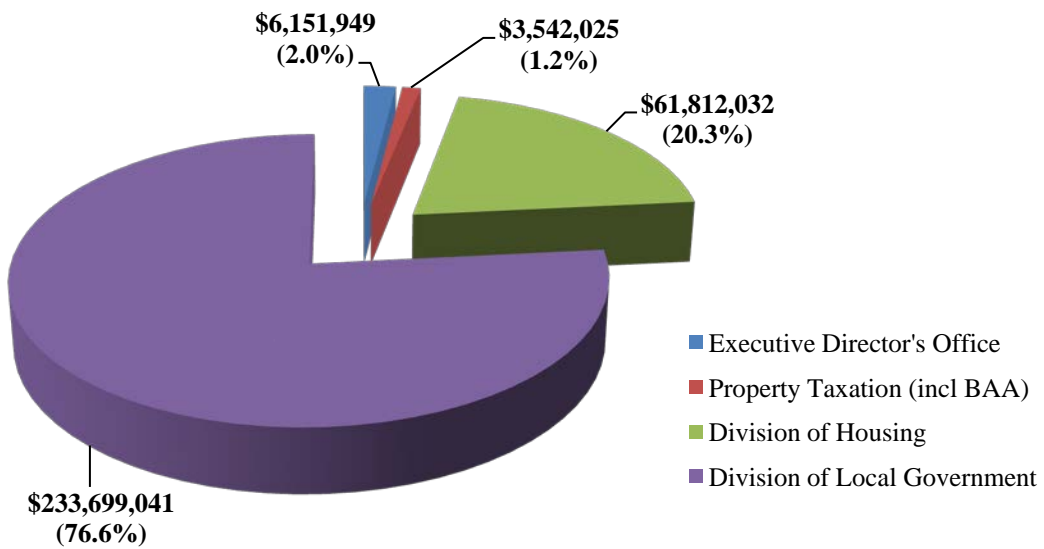
DOLA FY 2013-14 Funds by Source

(Total \$305.2 million)



DOLA FY 2013-14 Funds by Division

(Total \$305.2 million)



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 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:

Assist customers in solving problems

Fulfill regulatory responsibilities

Cultivate DOLA employees

Improve internal business systems

DOLA Strategic Priorities by Category:

Improve	Develop	Grow	Innovate
<p>Assessment Appeals: 86% percent of resolved appeals to be resolved within 1 year of receipt by FY15-16</p> <p>Housing: Improve satisfaction for manufactured housing builders and buyers to 75% by FY15-16</p> <p>Housing: Increase percent of housing vouchers going to disabled and homeless to 75% by FY15-16</p>	<p>Property Tax: 99% of counties in compliance with abatement statutes by FY15-16</p> <p>Property Tax: 85% Assessor satisfaction with remote educational program for FY13-14</p> <p>Local Government: 1,737 estimated new jobs generated by competitive grants (including leveraged funds) for FY15-16</p> <p>Local Government: 95% of governments in compliance with annual budget document filing requirements by FY15-16</p>	<p>Housing: Increase affordable housing supply by 2,150 units in FY-13-14.</p>	<p>Housing: 75% percent of Fort Lyon residents returning to permanent housing by FY15-16</p>

DOLA Goals by Division and Tenet:

Tenets Divisions	Assist customers in solving problems	Fulfill regulatory responsibilities	Cultivate DOLA Employees	Improve internal business systems
Division of Property Taxation	<p>Monitoring the satisfaction of all customer sectors.</p> <p>Reduce number of days to review abatement /refund petitions.*</p> <p>Increase effectiveness of the education program for assessors and staff including training available remotely.</p> <p>Decrease time to approve or deny exemptions.*</p>	<p>Producing accurate, equitable, defensible values for state-assessed properties</p>	<p>Increase core efficiencies and skills of staff</p>	<p>Reduce number of days to review abatement/refund petitions.*</p> <p>Decrease time to approve or deny exemptions.*</p>
Board of Assessment Appeals	<p>Fulfill the Board’s statutory responsibilities with improved timeliness for resolving taxpayer appeals.*</p> <p>Improve customer service and taxpayer education.*</p> <p>Assist customers by facilitating dialogue among parties to encourage collaborative and cooperative solutions.*</p>	<p>Fulfill the Board’s statutory responsibilities with improved timeliness for resolving taxpayer appeals.*</p> <p>Improve customer service and taxpayer education.*</p> <p>Assist customers by facilitating dialogue among parties to encourage collaborative and cooperative solutions.*</p>	<p>Increase core efficiencies and skills of staff</p>	<p>Improve customer service and taxpayer education.*</p>
Division of Housing	<p>Ensure sufficient affordable housing for persons with the lowest incomes.</p> <p>Implement plans for Fort Lyon Supportive Housing Program</p>	<p>Fulfill Division’s regulatory role as a building department.</p> <p>Fulfill Division’s regulatory role as a statewide housing authority</p>		
Division of Local Government	<p>Assess and improve customer service delivery.*</p> <p>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.</p> <p>Enhance local governments’ community and economic development efforts.</p> <p>Improve local governments’ capacity to administer and implement grants.*</p> <p>Improve local governments’ compliance with statutory requirements and transparency through increased online postings of statutory and other public documents for general public viewing.*</p>	<p>Assess and improve customer service delivery.*</p>	<p>Increase core efficiencies and skills of staff</p>	<p>Improve local governments’ capacity to administer and implement grants.*</p> <p>Improve local governments’ compliance with statutory requirements and transparency through increased online postings of statutory and other public documents for general public viewing.*</p>

**Asterisked items address more than one tenet.*

Departmental Mission Statement

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*
- 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.

Departmental Vision Statement

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 structures its budget with this vision statement in mind. DOLA views itself as a partner to local governments to enhance the livability of Colorado communities through strategic investments using various financial tools and with technical support provided by the department’s staff.

Overall 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.

Specific goals and processes are addressed in the respective divisions' chapters in the full Strategic Plan for FY2013-14.

DOLA Customers by Division

DOLA Division	Division Clients
Division of Property Taxation:	County assessors Assessment staff Exempt property owners Property taxpayers County commissioners County treasurers State assessed companies
Board of Assessment Appeals:	Property taxpayers Taxpayer representatives County assessors and attorneys County Boards of Equalization County commissioners State Property Tax Administrator
Division of Housing:	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
Division of Local Government:	Local governments ¹ State agencies Universities Private firms Nonprofit organizations Consultants General public

¹ *Local governments include municipalities, counties, and special districts*

Fund Sources by Division – FY 2013-14

Fund Sources by Division	Executive Director's Office	Division of Property Taxation	Board of Assessment Appeals	Division of Housing	Division of Local Government
<u>State</u>					
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	●				●
<u>Federal</u>					
Community Development Block Grant Funds				●	●
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.

DOLA Locations by Division	Executive Director's Office	Division of Property Taxation	Board of Assessment Appeals	Division of Housing	Division of Local Government
Denver	●	●	●	●	●
Alamosa					●
Durango				●	●
Glenwood Springs				●	
Golden					●
Greeley				●	
Grand Junction		●			●
Las Animas & Bent Counties				●	
Frisco					●
Loveland				●	●
Pueblo				●	●
Sterling					●

Division Descriptions with Process Lists

Division of Property Taxation

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 three tested courses: Basic Appraisal Principles, Basic Appraisal Procedures, and Uniform Standards of Professional Appraisal Practice (USPAP). This 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, 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, 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.

Each of the key divisional processes below is addressed in greater detail in the DOLA Strategic Plan, along with associated goals, inputs, outputs and outcomes:

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

DPT Process #2: Employee development

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

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

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

DPT Process #6: Perform property valuation for public utilities, rail transportation companies,

airlines and renewable energy facilities; and apportion to respective counties as well as defend those values when appealed at the Board of Assessment Appeals or district court

Board of Assessment Appeals

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.

The key divisional process below is addressed in greater detail in the DOLA Strategic Plan, along with associated goals, inputs, outputs and outcomes:

BAA Process #1: BAA Hearings process

Division of Housing

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.

Each of the key divisional processes below is addressed in greater detail in the DOLA Strategic Plan, along with associated goals, inputs, outputs and outcomes:

DOH Process #1: Creation of additional affordable housing options for renters and homeowners, especially households in greatest need

DOH Process #2: Perform required building-department functions

DOH Process #3: Perform required housing authority functions

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

Division of Local Government

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 and strengthening Colorado's local governments and the continuum of good government from the ground up.

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 and 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 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.

- 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 will permit some communities to meet the backlog of deferred capital improvements at the local level.

Each of the key divisional processes below is addressed in greater detail in the DOLA Strategic Plan, along with associated goals, inputs, outputs and outcomes:

- DLG Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction*
- DLG Process #2: Create, organize, analyze and publish population, economic and demographic information for the State of Colorado*
- DLG Process #3: Analyze and respond to local governments' operational needs*
- DLG Process #4: Administer competitive and formula-based grant programs*
- DLG Process #5.1: Maintain an effective and efficient system for ensuring public access to local government documents required to be submitted to DLG*
- DLG Process #5.2: Ensure local governments' compliance with filing of annual budget report*
- DLG Process #5.3: Enforce statutory 5.5% property tax limit*
- DLG Process #5.4: Enforce special district elections compliance*
- DLG Process #6: Employee support and development*

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. Most of these have been selected from a set of outcomes identified by the respective divisions in the course of annual strategic planning. The first, however, arises from the recent, extensive, and historic flooding in numerous locations throughout Colorado.

Division of Property Taxation

Strategic Policy Initiatives	FY2013-14	FY2015-16	Cross Reference
Counties in compliance with abatement statutes	99%	99%	DPT Process #3 <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.			
Assessor satisfaction with educational program	85%	85%	DPT Process #4 <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.			

Board of Assessment Appeals

Strategic Policy Initiatives	FY2013-14	FY2015-16	Cross Reference
Percent of resolved appeals that were resolved within one year of receipt	82%	86%	BAA Process #1 <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.			

Division of Housing

Strategic Policy Initiatives	FY2013-14	FY2015-16	Cross Reference
Increased affordable housing supply (from previous year)	2,150	2,800	DOH Process #1 <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Increase financial resources for housing production.			
Improved satisfaction for manufactured builders and buyers	50%	75%	DOH Process #2 <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Reduce timeline for plan reviews and approval of permits and building installations.			
Percent of housing vouchers going to disabled and homeless	78%	80%	DOH Process #3 <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Link housing assistance to supportive services.			
Percent of Ft. Lyon residents returning to permanent housing	n/ap	75%	DOH Process #4 <i>[Tenet #1]</i>
<u>Strategy for improvement:</u> Continue supportive services and secure jobs for Fort Lyon graduates.			

Division of Local Government

Strategic Policy Initiatives	FY2013-14	FY2015-16	Cross Reference
Estimated new jobs generated by competitive grants (incl. leveraged funds)	1,703	1,737	DLG Process #4 <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.			
Percentage of governments in compliance with annual budget document filing requirements	95%	95%	DLG Process #5.2 <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.			