



# COLORADO

## Department of Local Affairs

# Performance Management Plan

## FY2014-15

June 30, 2014  
Rev: November 1, 2014

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## *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.

## *Major Program Areas*

DOLA's major program areas consist of four divisions as well as the Executive Director's disaster recovery program:

- Division of Property Taxation
- Board of Assessment Appeals
- Division of Housing
- Division of Local Government
- Executive Director's Office of Disaster Recovery Program (CDBG-DR)

## *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.

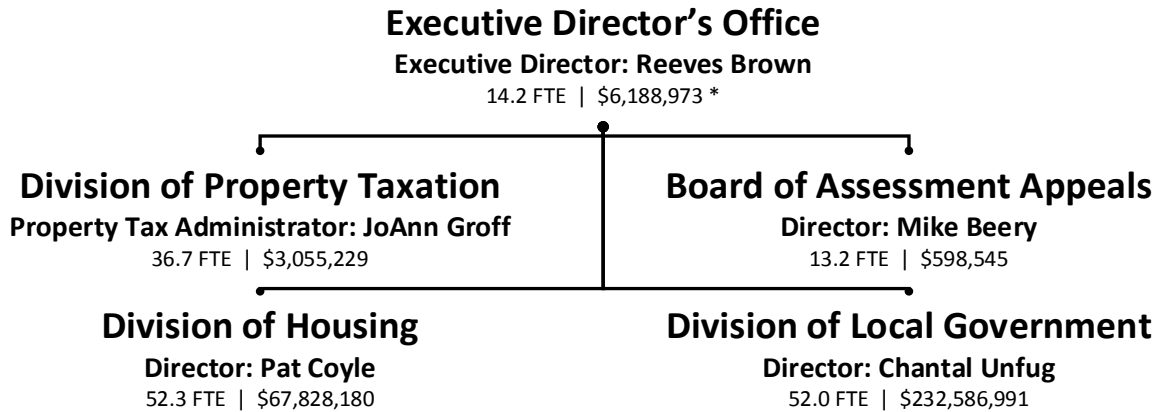
**Board of Assessment Appeals (BAA)** - Article X, Section 3 and Article XII, Section 13 of the Colorado Constitution and Title 39, Article 2, C.R.S.

**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\**

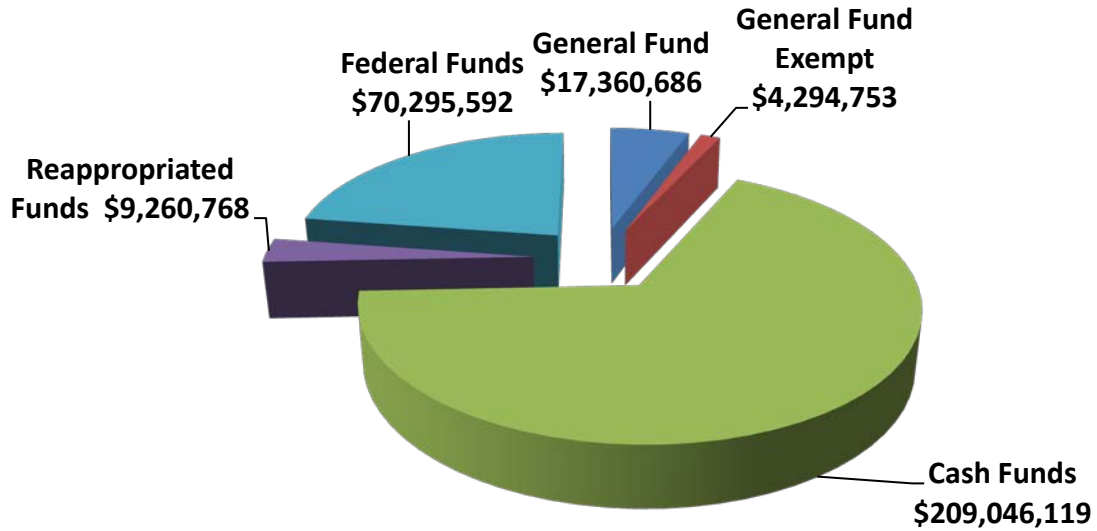


### *FY 2014-15 Appropriation\**

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 Assessment 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
<b>Total</b>	<b>\$ 17,360,686</b>	<b>\$ 4,294,753</b>	<b>\$ 209,046,119</b>	<b>\$ 9,260,768</b>	<b>\$ 70,295,592</b>	<b>\$ 310,257,918</b>	<b>168.4</b>

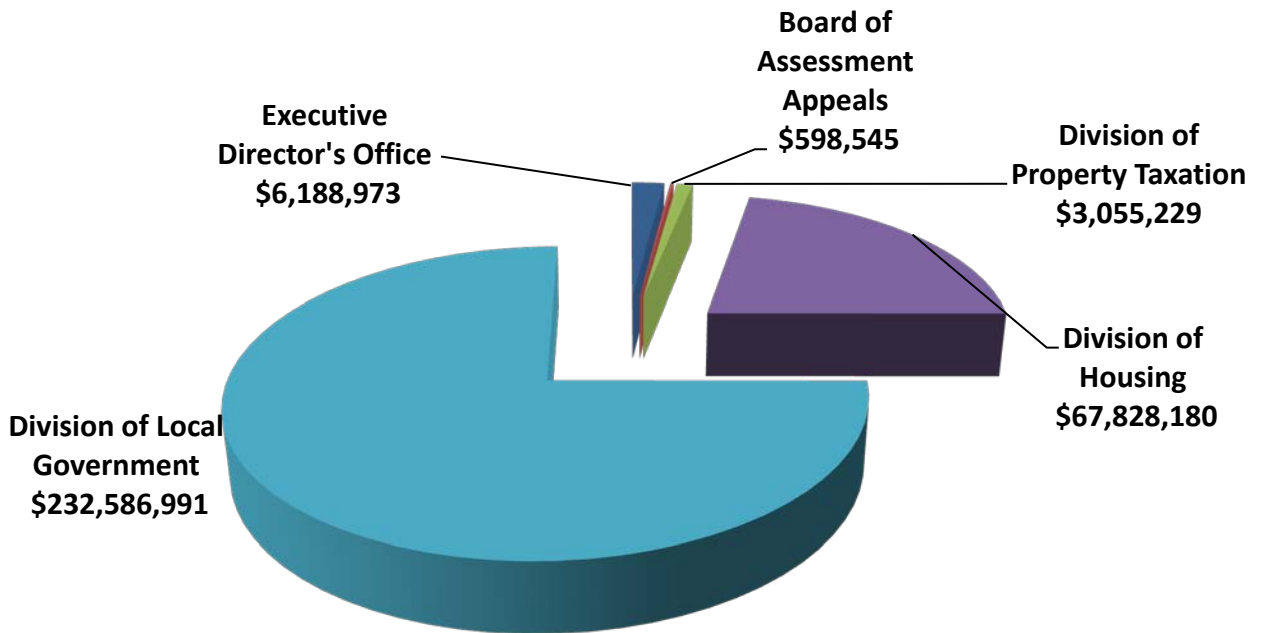
\* Budget values include long bill, special bills and costs of legislation. They do not include CDBG-DR Disaster Relief Funds.

**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.

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

## *Major Program Area Descriptions with Process Lists*

### **Major Program Area: 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 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.

*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 [Tenet #1]*

**DPT Process #2:** *Employee development [Tenet #3]*

**DPT Process #3:** *Review, approve or deny petitions for refund or abatement approved by county commissioners for amount >\$10,000 [Tenets #1 and #4]*

**DPT Process #4:** *Education program for assessor-level staff [Tenet #1]*

**DPT Process #5:** *Determine qualification for initial and continued property tax exemption for religious, charitable and private school properties [Tenets #2 and #4]*

*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 [Tenet #2]*

## **Major Program Area: 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: Board of Assessment Appeals hearings process [Tenets #1, #2, #3 and #4]*

## **Major Program Area: 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 [Tenet #1]*

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

*DOH Process #3: Perform required housing authority functions [Tenet #2]*

*DOH Process #4: Perform required oversight of Fort Lyon's operations [Tenet #1]*

## **Major Program Area: 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 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.

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

### **Major Program Area: Executive Director's Office Disaster Recovery Program**

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.

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



## *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.			
<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>4,005</b>	<b>3,607</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-DR <sup>1</sup>**

Strategic Policy Initiatives	FY2014-15	FY2016-17	Cross Reference
<b>CDBG-DR disaster recovery funds successfully invested in impacted communities</b>	<b>\$32,000,000</b>	<b>\$60,000,000</b>	<b>EDO Process #1</b> <i>[Tenet #1]</i>
<p><u>Strategy for improvement:</u> This is a new program involving a number of state departments. The full strategy will be available later in 2014.</p>			

<sup>1</sup> This is a new section addressing the resources provided by the Federal Government to Colorado, through the Executive Director’s Office, to assist in recovery from the extensive 2013 flooding.