

Performance Plan Evaluation – July 1, 2014 Submission

Department of Local Affairs

Strategic Policy Initiatives

Initiative criteria¹:

- Outcome oriented: The initiative reflects the results the Department seeks to achieve, rather than the products of a process or activity.
- Measureable & Time-specific: The initiative includes quantifiable parameters and a timeframe within which the parameters will be met.
- Specific, Directional, & Understandable – The reader should be able to define the problem or solution from the goal statement, i.e. directional verbs such as “increase” or “decrease/reduce”.
- The Department has identified 3-5 strategic policy initiatives that either directly reflect the work of specific divisions or span the overall functions of the Department.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Tied to Division/Major Function	Strategy/action steps identified
County abatements in compliance with statutes	The DPT seeks to ensure legal tax relief to taxpayers who have overpaid taxes on property. The “outcome” of this initiative could be clearer to improve the connection to the “why”.	One- and three-year goal, with specific compliance goal.	Consistent goal of 99% indicates there is little room for improvement; the Division/Department may want to focus on another initiative that requires more proactive management to move the needle.	Division of Property Tax (DPT)	Strategy listed provided more of a description of the outcome/purpose of the measure. This may indicate that the Division is comfortable with the goal’s success.
Assessor satisfaction with educational program	DPT provides training for assessors to ensure statewide understanding of property tax laws and procedures.	One- and three-year assessor satisfaction goal.	Consistent goal of 85% does not provide much information about how the Division seeks to improve its service.	Division of Property Tax (DPT)	Strategy for improvement provides more of a description of the outcome/purpose of the measure.
Percent of resolved appeals that were resolved within one year of receipt	BAA seeks to reduce time for appeals to be resolved in order to improve taxpayer satisfaction.	One- and three-year goal for resolving appeals.	Initiative demonstrates a goal to increase the percent of appeals resolved within one year.	Board of Assessment Appeals	More specific discussion about how expanded services will help Board achieve initiative.

¹ These parameters are from OSPB’s instructions; wording is more specifically from the “Performance Management Toolkit: A Step-by-Step Guide for Leaders & Managers”, p. 19

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Tied to Division/Major Function	Strategy/action steps identified
Increased affordable housing supply (from previous year)	DoH seeks to increase affordable housing supply, but the connection to the specific outcome of that increase could be improved.	One- and three-year goal for increasing supply.	Initiative demonstrates an increase in the housing supply.	Division of Housing	More specific discussion of the strategy for increasing financial resources would clarify how the Division intends to accomplish the goal.
Improved satisfaction for manufactured builders and buyers	DoH seeks to improve customer service, but the broader outcome for the initiative could be clearer.	One-and three-year goal for increasing satisfaction.	Initiative provides for “improved” satisfaction with a specific target.	Division of Housing	More specific terms for reducing the timeline for plan reviews and permit approvals would improve the strategy.
Percent of housing vouchers going to disabled and homeless	DoH seeks to connect housing vouchers with the necessary customer	One- and three-year goal.	Consistent goal of 80% indicates that there is no improvement to be made and therefore this should not be a strategic policy initiative. It is unclear why this initiative is not defined by an increase.	Division of Housing	Expanding on what “linking housing assistance to supportive services” looks like practically would improve the clarity of the strategy.
Percent of Ft. Lyon residents returning to permanent housing	DoH seeks to ensure Ft. Lyon residents return to permanent housing.	One- and three-year goal.	Consistent goal of 75% indicates no room for improvement, and therefore this should not be a strategic policy initiative. It is unclear why this initiative is not defined by an increase.	Division of Housing	Perhaps reviewing the strategy for improvement opportunities will help the division identify how it can improve the percent of residents who return to permanent housing.
Estimated new jobs generated by competitive grants (incl. leveraged funds)	The outcome for this initiative is unclear (especially because the goal for the number of jobs decreases).	One- and three-year goal included.	The amount decreases, but the reason for this requires more explanation. Does the Division intend to intentionally decrease the number or is it a function of another factor?	Division of Local Government	What is the strategy for improving the competitive grant dollars leveraged? And the strategy seems to contradict the cited “increase” in the number of jobs.

Strategic Policy Initiative (SPI)	Outcome oriented	Measureable & Time-specific	Specific, Directional, & Understandable	Tied to Division/Major Function	Strategy/action steps identified
Percentage of governments in compliance with annual budget document filing requirements	The outcome – the bigger ‘why’ for this initiative – is not clear. The initiative could be improved with some discussion of why the annual budget document filing requirement is important.	One- and three-year goal included.	A consistent goal of 95% indicates that this operation does not need to be a strategic policy initiative - that there is no goal to be achieved. Recommend re-examining the goal itself for possible improvements or removing this initiative from the next plan.	Division of Local Government	See comment under “Specific, Directional, and Understandable”
CDBG Disaster recovery funds successfully invested in impacted communities	The outcome for this initiative could be clearer with a more specific outcome – e.g. increase funding to impacted communities?	One- and three-year goal included.	The increase in the goals is not clear – what is DOLA’s role in investing the funds in the impacted communities? Or securing the funding for communities? The measure could be clearer.	Disaster Recovery - CDBG	The strategy does not explicitly discuss how DOLA can increase the amount of funds funneled to communities.

Additional Feedback: DOLA has provided a wide range of initiatives for its many operations – many of which are measureable, time-specific and are directional. For the next performance plan, OSPB recommends the Department review those initiatives for which the one and three year goals are the same, in order to assess whether the Department has room to improve on the initiative or whether there is another area of the Department’s responsibilities that could require the managerial commitment to improving a good or service.

Major Program Areas

Major Program Area criteria:

- Major Program Areas identified; may be actual Department divisions or functions.
- The Major Program Area description outlines at least one customer.

Major Program Area	Defined	Customer identified
Division of Property Taxation	Division provided thorough introduction to Division mission, vision and programs within Division.	Department provided a helpful table in the introduction that identified clients for each division.
Board of Assessment Appeals	Division provided thorough introduction to Division mission, vision and programs within Division.	<i>Same comment as first row.</i>
Division of Housing	Division provided thorough introduction to Division mission, vision and programs within Division	<i>Same comment as first row.</i>

Major Program Area	Defined	Customer identified
Division of Local Government	Division provided thorough introduction to Division mission, vision and programs within Division	<i>Same comment as first row.</i>
Disaster Recovery – CDBG	Division provided thorough introduction to Division mission, vision and programs within Division	<i>Same comment as first row.</i>

Additional Feedback: The Department did an excellent job of identifying customers for each major program area; the Department also defined the key activities under each major program area and the mission and vision for each Division. The additional detail of mission and vision per division is also effective in providing a connection to the broader mission and vision for the Department.

Critical Processes

Critical Process criteria:

- The Department has identified at least one critical process per Major Program Area.
- Each process is defined by at least one input, output, and one informational output.
 - Input: workload demand, FTE, operating budget, etc.
 - Output: number of goods provided (inspections made, technical assistance visits, licenses/permits processed, etc.)
 - Informational output: quality with which the output was generated (timeliness, accuracy, customer satisfaction, etc.)

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Division of Property Taxation	Monitor customer satisfaction by developing and conducting a survey of customer satisfaction	FTE, Workload demand	Number responses received	Percentage of positive responses and overall customer satisfaction rating
	Employee development	FTE, Workload demand	Employees completing employee development activity	Employee satisfaction of development activity
	Review, approve or deny petitions for refund or abatement approved by county commissioners for amounts >\$10,000	FTE, Workload demand	Percentage and number of petitions processed within time period; number of denials	County abatements in compliance with statutes

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Division of Property Taxation	Education program for assessor-level staff	FTE, Catalog of classes, number of students	Number of classes, pass rate	Student satisfaction; assessor satisfaction
	Determine qualification for initial and continued property tax exemption for religious, charitable and private school participants	FTE, Workload demand	Percentage of applications processed within time period; number approved or denied	Percentage of applications processed within time period. This is more of an informational output than just an output.
	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 Appeals or district court	FTE, Workload demand	Companies valued, appeals resolved prior to hearing, appealed valuations upheld, valuations changed by hearing. For the last measure, the Division may want to clarify why this is an important output to track.	Not entirely clear from the process what the informational output is.
Board of Assessment Appeals	Board of Assessment Appeals hearings process	Yes – going forward, however, the Department may want to break this process into different processes to provide more focus.	Yes-going forward, however, the Department may want to break this process into different processes to provide more focus.	Yes - going forward, however, the Department may want to break this process into different processes to provide more focus.
Division of Housing	Creation of additional affordable housing options for renters and homeowners, especially households in greatest need	FTE, many measures for workload demand	Many output measures, but the process discussion did not make the connection between the Division's activities and the outputs clear. For next iteration, suggest reviewing the process discussion to clarify the relationship.	Many outcomes outlined through this process- the Department may want to refine this process to more clearly define the aspects of the process that DOLA controls.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Division of Housing	Perform required building-department functions	FTE, Workload demand	Percentage of residential and commercial plan reviews completed in 10 days and 20 days respectively; consumer complaints resolved w/in 30 days; percentage of manufacturer plant inspections that meet request dates	Improved satisfaction for manufactured builders and buyers. May seek to increase the three-year goal to maintain improvement momentum. Same with improved energy efficiency
	Perform required housing authority functions	FTE, Workload demand	Percentage of housing vouchers funding obligate (suggest explaining in the next round how more than 100% is committed); percentage leased annually (may want to adjust the one- and three-year goal to show an increase or choose a new measure that needs improvement)	Percent of housing vouchers going to disabled homeless; cost savings. (May want to provide more explanation about why the goal remains 80% for vouchers.)
	Perform required oversight of Fort Lyon's operations	Workload demand	Number of graduates relocating to permanent housing; percentage of residents obtaining employment (may want to revise one- and three-year goals to show increase improvement)	Yes – connected to an outcome (for next plan, may want to work through this process again to determine more of the possible areas for improvement)
Division of Local Government	Monitor customer satisfaction by developing and conducting a survey of customer satisfaction	FTE, Workload demand, operating cost	Customer service approval rating (revise one- and three-year goal to show improvement?); number of individuals to be surveyed (need more explanation for the change in number)	Achieve percent customer satisfaction level – for next iteration, Department may want to clarify the difference between this outcome and the output of customer service approval rating.
	Create, organize, and analyze public population, economic and demographic information for the State of Colorado	FTE, Workload demand	Number products delivered, Main Street profiles, webinars and web-based trainings provided	Additional web tools to improve local govt effectiveness in using demographic and econ data. May seek to collaborate with CDHS on technical assistant outreach.

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Division of Local Government	Analyze and respond to local governments' operational needs	FTE, Workload demand	Detailed Main Street work plans generated, webinars and training on community development provided – in the next plan, the Department may consider breaking this process into a few other processes to help focus on quality of service as well.	Increased performance in 10 program evaluation criteria out of 12 Main Street communities
	Administer competitive and formula-based grant programs	FTE, Competitive dollars available; formula grant dollars available	Grant dollars awarded in compliance with Federal and State standards	Grants awarded to local govts; competitive grant dollars leveraged; estimated new jobs generated (possibly collaborate with OEDIT on this measure for next iteration?), successful contract closeout without violations.
	Maintain an effective and efficient system for ensuring public access to local government documents required to be submitted to DLG	FTE, Workload demand	Cumulative number of docs received from local govts that are digitized and available for viewing	Increased transparency and accountability of local govts (page view counts – may want to refine this measurement for next plan – a decline in the number of requests for information that is not accessible on the website, perhaps?)
	Ensure local government's compliance with filing of annual budget report	FTE, Workload demand	Number of localities receiving TA from Division in filing an annual budget report (may want to refine this measurement for the next iteration to focus on quality of TA)	Percentage of govts in compliance with filing requirements
	Enforce statutory 5.5% property tax limit	FTE, Workload demand	Number of localities receiving TA to ensure compliance	Percentage of non-compliant tax entities receiving order to reduce mill levy

Major Program Area	Process	Inputs identified	Outputs identified	Informational Output identified
Division of Local Government	Enforce special district elections compliance	FTE, Workload demand	Localities receiving TA to achieve compliance	Percent in compliance/number not in compliance
	Employee support and development	FTE, Workload demand	Number employees completing professional development activity; number of opps created to improve program integration and utilization (may want to define more how this is being measured for next plan); number of opps to improve communication within DLG (same comment as above)	Number of employees reaching certification level for area of expertise; employee satisfaction
Executive Director's Office	Provide recovery resources to households, businesses, and local governments to foster the long-term recovery of disaster-impacted communities	Workload demand	Dollars invested in housing and business recovery; Number of households, businesses and infrastructure projects funded	CDBG-DR funds successfully invested in impacted communities

Additional Feedback: The Department has identified a number of key processes within each major program area, and it is apparent that the Department is committed to tracking progress. A few consistent issues for the Department to address in the next plan include breaking some larger processes into more focused processes in order to address the quality of the service provided, as well as a clearer explanation for why many one- and three-year goals do not indicate signs of process improvement and instead reflect performance maintenance.