

Strategic Policy Initiatives

The Department of Local Affairs, through its divisions, engages in numerous services to the State, many of which are 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 strategic policy initiatives have changed for the FY2016 plan. The new Executive Director reviewed the former initiatives and directed a reprioritization. This revised list includes two new initiatives and some restructuring of the three which are carrying forward. The Department believes that this new set is more reflective of the priorities for the coming years.

For this performance evaluation, DOLA has updated progress on the initiatives identified in the FY2016 Performance Plan that capture these strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of October 1, 2015. Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

Increase supply of affordable housing

The Department works to increase financial resources for housing production. One of the primary roles of the Division of Housing (DOH) is collaboration with a variety of partners to increase the availability of affordable housing to residents of Colorado. This includes creating, preserving and rehabilitating housing for Colorado's workers, families, seniors and those with special needs. The one-year goal for this initiative is to increase affordable housing units by 3,700 in FY 2015-16, and by 4,200 in FY 2016-17.

Improve quality of life for Fort Lyon residents

The Fort Lyon Supportive Residential Community provides recovery-oriented transitional housing to homeless individuals. The program combines housing navigation with educational, vocational, and employment services for approximately 200 homeless persons per month from across the state of Colorado, with an emphasis on serving homeless veterans. Fort Lyon targets chronically homeless individuals statewide by accepting referrals from agencies that span across both urban and rural areas of Colorado. Individuals who have failed using "traditional" programs have seen success at Fort Lyon because of its unique location and client centered services model. In FY 2014-15, the Department saved the State of Colorado \$3.1 million by diverting these individuals from more costly programs that serve the chronically homeless. The Department believes this savings will increase to \$6.2 million in FY 2015-16.

Expand broadband service in rural communities



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In partnership with the Governor's Office of Economic Development and International Trade and the Office of Information Technology, the Department will promote expanded broadband coverage in rural communities statewide that are especially disconnected from the State's technology infrastructure. This will be accomplished by leading essential technical support and strategically investing \$30 million in essential regional planning efforts and critical "middle-mile" infrastructure.

Estimated new jobs created and communities added to Main Street Program

The Main Street Program focuses on asset-based economic development and historic preservation in historic commercial downtowns and has a nationally proven methodology to achieve results which support the Department's mission of "strengthening Colorado communities." It is important to focus on downtowns in this work because downtowns are the most visible indicator and driver of the overall economic and social health of a community. Communities have requested DOLA provide technical and financial assistance in their work to revitalize their downtowns.

Community Development Block Grant - Disaster Recovery (CDBG-DR) funds successfully invested in impacted communities

The Executive Director's Office Disaster Recovery unit provides recovery resources to households, businesses, and local governments to foster the long-term recovery for disaster-impacted communities through the effective implementation of programs funded under the HUD allocation of CDBG-DR. The principal customers of this initiative are those whose homes, businesses and infrastructure were damaged or destroyed in the 2013 flooding. Were it not for these grants, some owners would be unable to rebuild or would have to undertake large-scale private borrowing. The one-year goal for funding provision is \$32.0 million; the three-year goal is \$60.0 million.

Operational Measures

Major Program Area – Division of Housing

Process – Increase supply of affordable

Measure	FY13 Actual	FY14 Actual	FY15 Actual	09/30/2015	1-Year Goal	3-Year Goal
Number of new units of affordable housing created	1,003	3,129	3,168	589	3,700	4,200

Process – Improve quality of life for Fort Lyon residents in a cost-effective manner

Measure	FY13 Actual	FY14 Actual	FY15 Actual	09/30/2015	1-Year Goal	3-Year Goal
Percent of Fort Lyon residents obtaining employment	n/a	n/a	65%	n/a	65%	TBA
Percent of Fort Lyon residents returning to permanent housing	n/a	n/a	75%	75%	75%	TBA
Amount of savings to taxpayers of Colorado	n/a	n/a	\$3,127,218	\$365,028	\$6,238,800	TBA



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Major Program Area – Division of Local Government Process – Expand broadband service in rural communities

Measure	FY13 Actual	FY14 Actual	FY15 Actual	09/30/2015	1-Year Goal	3-Year Goal
Complete 14 regional broadband plans including infrastructure needs and projects	n/a	n/a	3	1	TBA	TBA
Complete 14 critical broadband infrastructure 'middle-mile' projects to increase connectivity in at least 28 communities	n/a	n/a	2	3	TBA	TBA

Process – Additional Main Street Projects

Measure	FY13 Actual	FY14 Actual	FY15 Actual	09/30/2015	1-Year Goal	3-Year Goal
Add 20 new communities to Main Street Program by 2020	n/a	n/a	2	4	4	6
Create 2,155 net new direct, indirect, and induced jobs by 2020	n/a	n/a	215	48	603	866
Net 450 new businesses by 2020	n/a	n/a	45	17	57	81

Major Program Area – CDBG-Disaster Recovery Process – Provide recovery resources through strategic partnerships

Measure	FY13 Actual	FY14 Actual	FY15 Actual	09/30/2015	1-Year Goal	3-Year Goal
Disaster recovery funds successfully invested in impacted communities	n/a	n/a	\$9.1 million	\$3.3 million	\$54.0 million	\$90.0 million