



## Strategic Plan for FY2010

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## 3.2 Executive Letter:

August 29, 2008

Mr. Todd Saliman, Director  
Governor's Office of State Planning and Budgeting  
200 East Colfax Avenue, Room 111  
Denver, Colorado 80203

Re: Strategic Plan for FY 2010

Dear Todd,

I am pleased to submit this Strategic Plan for FY 2010 on behalf of the Department of Local Affairs (DOLA). This plan outlines DOLA's mission and vision statements and identifies performance objectives for the Department.

The tag line that we use at DOLA to describe our purpose is "Strengthening Colorado Communities." This phrase expresses a simple but powerful commitment to more than 2500 local government partners at work in communities throughout our state. The five divisions within the department have different ways in which we strengthen communities but all elements in the department share the commitment.

In January 2008, I delivered a "State of the Department" message to all DOLA employees. Prior to writing this message, I asked employees to pinpoint some success stories to highlight. DOLA employees identified more than 60 success stories where their actions improved the lives of citizens throughout the state. For instance, the Board of Assessment Appeals increased its hearing schedule for locations outside Denver for the convenience of our out-state taxpayers. The Division of Property Taxation reached 422 appraisers and assessors in 21 workshops at the annual Colorado Association of Tax Appraisers Conference and 23 newly elected or recently appointed county assessors attended the New Assessors Orientation. Each division had its successes and most of the success stories involved knowledgeable employees helping local citizens solve local problems.

In spite of our successes, I was not able to say that we were relentlessly focused on the achievement of important outcomes in our relationships with our partner local governments and community non-profits. Consequently, DOLA has undertaken several initiatives to become more strategic in partnering with local governments to promote greater livability within Colorado communities.

For example, the Division of Local Government has revamped its grant guidelines for the distribution of federal mineral lease and severance tax grants. These changes have resulted in an expedited review process for small grants under \$200,000, with administrative approval. Larger grant applications will be reviewed by the Advisory Committee in public hearings culminating in recommendations on levels of funding. I use the Advisory Committee's recommendations, along with staff advice, to make a final decision about grant requests.

DOLA has partnered with the Governor's Energy Office and has developed the New Energy Communities Initiative. The New Energy Communities Initiative will reward local governments working collaboratively to position their communities at the forefront of the state's New Energy Economy. The Initiative is designed to:

- Maximize energy efficiency and conservation;
- Enhance community livability;
- Promote economic development in downtowns, and
- Address climate change by reducing carbon emissions.

The Division of Property Taxation is also addressing Colorado's emerging energy economy and is implementing legislation that provides *ad valorem* valuation reductions to renewable energy facilities. Since 2007, the Division has valued four (4) new wind energy facilities totaling 775 megawatts in size and one (1) new solar electric facility at eight megawatts. Discussions with industry representatives in 2008 indicated that there will be three more new wind facilities and one or two new solar electric facilities on line in 2008 and 2009. The Division is also drafting new procedures to assist county assessors in valuing new residential and small commercial renewable energy systems that do not meet the criteria as public utilities.

The Division of Housing continues to address safe and decent housing alternatives for people in our state with low and moderate incomes. The recent mortgage crisis that has plagued our nation has had a measurable impact on Coloradans who have lost their homes or who are facing foreclosure. Call numbers to the Colorado Foreclosure Hotline, a public-private partnership championed by the Division of Housing, were very high during March and April of 2008 as compared with March and April 2007. As many as 3,000 to 4,000 calls were received in March and April 2008 as compared with 1,700 and 2,600 during March and April 2007. It is estimated that, as of the May 2008, the Foreclosure Hotline network has helped 7,220 Colorado families avoid foreclosure. HB08-1402, adopted during the past legislative session, provides \$100,000 to the Division to create grants to local housing authorities, public and private nonprofit corporations to provide outreach and notice of foreclosure assistance. The State Housing Board approves these grants.

The Division of Housing is working with representatives from local communities to address the dramatic surge in worker housing on the western slope due to the rapid expansion of energy development. A loophole in state regulations did not require manufactured housing to be inspected if it was leased to tenants so vulnerabilities existed in parts of the state where worker housing is in short supply. The regulatory loophole was fixed during the past legislative session. HB08-1319 requires all leased manufactured housing to be inspected by March 2009.

Governor Ritter issued Executive Order, D003 08 on February 4, 2008, transferring the Homeland Security Program from the Division of Emergency Management and establishing the Governor's Office of Homeland Security. After the departure of the Homeland Security grants program, the division refocused on activities and services that encompass the four core phases of emergency management: Preparedness, Prevention, Response, and Recovery for disasters like flooding, tornadoes, wildfire, hazardous materials incidents, and acts of terrorism. When disasters overwhelm the capabilities of local governments in Colorado, citizens expect the state and federal government to be an effective partner. The Division of Emergency Management reorganized and refocused in 2008

to improve our effectiveness.

DOLA looks forward to our continued partnerships with other state agencies, and with local governments as we strive to achieve a more livable Colorado.

Respectfully,

Susan E. Kirkpatrick  
Executive Director

# Department of Local Affairs

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## 3.3 Introduction

The Department of Local Affairs (DOLA) serves as the link between the state and local communities. The department provides training, technical assistance and financial support to local communities and their elected community leaders. Financial resources are made available to communities either through statutory formula distributions or through grants at the discretion of the Executive Director with guidance from citizen boards. Roughly 90 percent of the department's \$258 million annual budget is invested directly in local communities in the form of grants or low interest loans.

DOLA has a staffing structure that encourages collaboration and efficiency. When administrative functions and programmatic tasks are shared across the organization, our customers at the local level, including local elected and appointed officials, receive more integrated services. This sharing of expertise and function, along with workload, provides considerable administrative efficiency. Cross-training and teamwork among our divisions creates the conditions for better service to local communities.

## 3.4 Statutory Authority

The statutory authority is found in Title 24, Article 32, Colorado Revised Statutes (2008). Division of Property Taxation (DPT) authority can be found in Article X, Colorado Constitution; Title 39, Article 2.

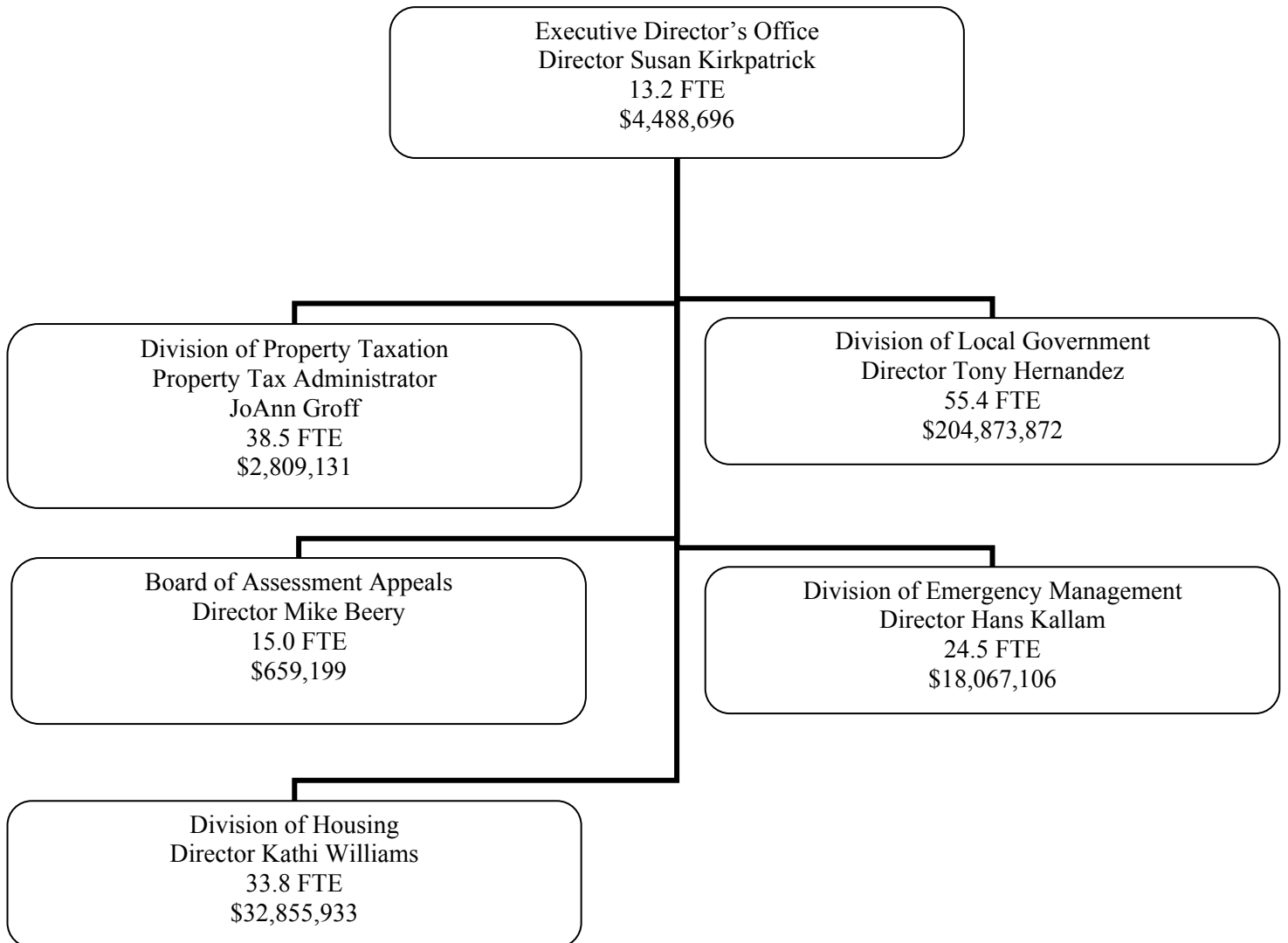
Board of Assessment Appeals (BAA) authority can be found in Article II, Title 39 of the Colorado Constitution.

Division of Housing authority can be found in Title 24, Article 32, Section 702, Colorado Revised Statutes (2008).

Division of Local Government authority can be found in Title 24, Article 32, Section 102, Colorado Revised Statutes (2008).

Division of Emergency Management authority can be found in Title 24, Article 32, Section 2105, Colorado Revised Statutes (2008).

### 3.5 Organizational Chart



180.5 FTE      \$263,753,937

\$8,584,536 GF    \$4,193,651 GFX    \$190,796,121 CF    \$5,288,590 RF    \$54,891,039 FF

November 2008

## 3.6 Mission Statement

DOLA has recently undertaken a strategic planning process, focusing on realigning the department's mission and vision statements and developing performance objectives to strengthen and enhance the delivery of service to our customers. DOLA's mission statement has been reframed to read:

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

- *Equitable and consistent implementation of property tax laws*
- *Community development that is revitalizing and sustainable*
- *Financial support for community needs*
- *Safe, affordable housing*
- *Emergency preparation, prevention, response and recovery*

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

DOLA's tag line to its mission statement has been: **"Strengthening Colorado's Communities."** DOLA remains committed to this tag line.

## 3.7 Vision Statement

Through DOLA's strategic planning process, the vision statement for the department has been reframed to read:

*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.

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## 3.8 Objectives

The activities and resources of Local Affairs are directed at three broad objectives:

Objective 1) Ensure equity for taxpayers and compliance with constitutional and statutory revenue limitations and budgetary practices of local governments in Colorado.

Objective 2) Improve the capacity of local governments to plan for, respond to, and recover from natural and human-caused disasters within the framework of the state's Homeland Security Strategy.

Objective 3) Provide technical assistance services to local communities in the areas of housing, infrastructure planning and elections so that the communities achieve their public-purpose goals. Implement formula-based funding distribution and competitive grant processes to provide revenue to Colorado localities using state and federal government sources of funds.



## 3.9 Program Objectives and Performance Measures

### Board of Assessment Appeals (BAA)

*Provide a fair and impartial forum for taxpayers to appeal real and personal property valuations or exemptions.*

#### Statutory Reference:

C.R.S. 39-2-123 to 127 and C.R.S. 39-8-108(1)

BAA is composed of seven members appointed by the Governor who meet to hear appeals by property taxpayers of: decisions of county boards of equalization, county boards of commissioners, and the property tax administrator on valuation of real and personal property; abatement of taxes; exemption; or state assessed properties. BAA schedules hearings for up to three hearing panels of at least two board members five days a week. The Board receives about 90 percent of its annual caseload during the fall of each year. The Board schedules hearings in Grand Junction to improve appellant accessibility for appeals to Western Slope counties.

The workload for the Board of Assessment Appeals has a biennial cycle due to reappraisal every other year under statutory directives in 39-1-104(10.2), C.R.S. In order to provide complete information regarding workload accomplishments, the data presented relate to valuations derived beginning May 1 of the prior fiscal year: e.g., the 2004 valuation period concludes during state fiscal year 2005, and the workload accomplishments are reported under FY 2005.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 03-04 FY 04-05</b>	<b>FY 05-06 FY 06-07</b>	<b>FY 07-08 Approp. FY 08-09 Request</b>
Reduce backlog of unscheduled dockets at the end of each 2-year cycle to less than 400.	<b>Benchmark</b> Unscheduled Dockets	New	1,000	400
	<b>Actual</b> Unscheduled Dockets	1,400	1,014	Actual not available until 6/30/09

- Assure quality of Board decisions.
  1. Percent of caseload appealed to and reversed by Court of Appeals and Supreme Court is less than one percent (1%).

<u>Caseload:</u>	FYs 2004 & 2005 (Tax Yrs 2003 & 2004)	FYs 2006 & 2007 (Tax Yrs 2005 & 2006)	FY 2008 (TY 2007)
Appeals filed	3,417	3,193	2,361
Cases in Abeyance	81	294	236

<u>Measures:</u>			
Cases unscheduled	1,400 (as of 6/30/05)	1,014 (as of 6/30/07)	not available yet for 2 yr cycle
Percent reversed by Court	0.15%	0.06%	n/a
(Total cases not yet decided by Court =	3	7	3 )

## **Division of Property Taxation (DPT)**

*Administer the implementation of property tax law throughout Colorado's 64 counties to ensure that valuations are uniform and that each property class contributes only its fair share of the total property tax revenue.*

### **Constitutional Reference:**

Article X, Section 15

Pursuant to Article X of the Colorado Constitution, it is the duty of the Property Tax Administrator to administer the property tax laws set forth in Title 39, Articles 1 – 14, C.R.S. To that end, the Division of Property Taxation conducts annual law seminars to keep county assessors and their high-level assessment staff apprised of new legislation, case law and current issues affecting ad valorem taxation.

Under the general laws of Colorado, the Property Tax Administrator heads the Division of Property Taxation. The administrator is appointed by the State Board of Equalization to serve a five-year term, and until a successor is appointed and qualified.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>Achieve 100% attendance of all Colorado counties at the Annual Law Seminar. Attain 80% participant satisfaction rating.</b>	<b>Benchmark</b>				
	Attendance	100%	100%	100%	100%
	Average Rating <sup>i</sup>	New	New	80%	80%
	<b>Actual</b>				
	Attendance	72%	89%		
	Average Rating <sup>i</sup>	New	New		

<sup>i</sup> Evaluations will be based on a scale of 1 to 5, with "1" reflecting a response of **very poor** (20%), "2" reflecting a response of **poor** (40%), "3" reflecting a response of **fair** (60%), "4" reflecting a response of **good** (80%), and "5" reflecting a response of **very good** (100%).

DPT is comprised of four sections: Administrative Resources, Appraisal Standards, Exempt Properties, and State Assessed Properties.

### **Administrative Resources**

Administrative Resources prepares and publishes administrative manuals, procedures and instructions. This section has the following specific responsibilities:

- To conduct classes and seminars to explain the administrative functions of the assessors' offices.
- To conduct field studies and provides statewide assistance in title conveyance, mapping, abstracting valuations, certification of values to taxing entities, and feasibility studies.
- To investigate taxpayer complaints.
- To generate various studies and reports such as the residential assessment rate study and the Property Tax Administrator's Annual Report to the General Assembly and State Board of Equalization.
- To coordinate with agencies having an interest in property taxation.
- To approve or disapprove all petitions for refund or abatement of taxes in excess of \$1,000.

If taxes have been levied erroneously or illegally, county treasurers are to abate such taxes and interest accrued thereon. The Property Tax Administrator shall approve or disapprove any abatement or refund in excess of \$1,000, § 39-2-116, C.R.S.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>Reduce refund interest accruals at the county level by maintaining average age of abatements pending review to 30 days or less.</b>	<b>Benchmark</b>				
	Days to Process	30.0	30.0	30.0	30.0
	<b>Actual</b>				
	Days to Process	36.2	29.6		

### **Appraisal Standards**

Appraisal Standards has the following responsibilities:

- To prepare and publish appraisal manuals, procedures and instructions.
- To conduct courses and seminars regarding all areas of appraisal.
- To conduct field studies and provide statewide assistance in agricultural land classification, natural resources and personal property valuation.
- Appraisal Standards assists county assessors in reappraisal efforts and in the valuation of natural resources, personal, residential, commercial and industrial properties. Appraisal Standards also reviews internal appraisal forms used by county assessors.
- Administrative Resources investigates and responds to taxpayer complaints related to administrative issues, i.e. title conveyance, abatement petitions,

legal descriptions, property classification, etc. Appraisal Standards also investigates and responds to taxpayer complaints related to property valuation, i.e. appraisal methodology.

The Administrative Resources section conducts three courses that are tested: Introduction to Assessment, Assessor's Role in Listing Property, and Assessor's Role in Local Government. The Appraisal Standards section also conducts three tested courses: Basic Appraisal Principles, Basic Appraisal Procedures, and Uniform Standards of Professional Appraisal Practice (USPAP).

<b>Administrative Resources and Appraisal Standards Performance Measures</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>Education</b> – Achieve 95% student pass rate. Attain 80% rate of student satisfaction. Attain 80% rate of assessor satisfaction with student skill transfer back to the job.	<b>Benchmark</b>				
	No. of Students in Tested Courses	New	225	225	225
	Pass Rate	New	95%	95%	95%
	Student Satisfaction <sup>i</sup>	New	New	80%	80%
	Assessor Satisfaction <sup>ii</sup>	New	New	80%	80%
	<b>Actual</b>				
	No. of Students in Tested Courses	210	287		
	Pass Rate	95.71%	96.51%		
	Student Satisfaction <sup>ii</sup>	New	New		
	Assessor Satisfaction <sup>ii</sup>	New	New		

### **Exempt Properties**

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. Exempt property owners are required to file annual reports with DPT to continue with the exemption status. This section provides assistance to counties and taxpayers with inquiries about exempt properties, conducts hearings on denied exemption applications and revocations of exemptions, and defends appeals of such denials and revocations.

<sup>i</sup> Evaluations will be based on a scale of 1 to 5, with “1” reflecting a response of **very poor** (20%), “2” reflecting a response of **poor** (40%), “3” reflecting a response of **fair** (60%), “4” reflecting a response of **good** (80%), and “5” reflecting a response of **very good** (100%).

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>Exemptions</b> – Process 100% of applications for exemption within 12 months of receipt.	<b>Benchmark</b>	100%	100%	100%	100%
	<b>Actual</b>	85%	88%		

### **State Assessed Properties**

State Assessed values all public utilities, rail transportation companies, airlines and renewable energy facilities doing business in Colorado. The company valuations are then apportioned to the counties for collection of local property tax. Both the county commissioners and the public utilities may protest the value assigned to state assessed property, and both may appeal to the Board of Assessment Appeals (BAA) if the protest is not resolved at the Division level. Accurate, timely valuations assist county assessors, taxpayers and local governments that depend upon property tax revenues to provide public services.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>State Assessed</b> – Provide accurate, uniform, and defensible valuation of state assessed companies.	<b>Benchmark</b>				
	Companies Valued	570	570	580	590
	Protests Filed	85	85	85	85
	BAA Appeals	3	2	2	2
	Value Upheld <sup>ii</sup>	3	2	2	2
	Value Adjusted <sup>iii</sup>	0	0	0	0
	<b>Actual</b>				
	Companies Valued	565	557		
	Protests Filed	95	79		
	BAA Appeals	3	2		
	Value Upheld <sup>iii</sup>	2	1		
	Value Adjusted <sup>iii</sup>	1	1		

<sup>iii</sup> Due to the BAA's workload, appeals may not be heard for up to 18 months after the protest to the Division of Property Taxation. For this reason, the BAA outcomes pertain to appeals filed in prior tax years.

## **Division of Housing (DOH)**

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

### **Statutory Reference:**

State: Title 24, Article 32, Part 7, Part 9 and Part 19 as amended C.R.S. 1991. C.R.S. 1973, Title 24, Article 32-106(1)(d), Title 24, Article 32-304 (2)(j) and Title 24, Article 32-705 (1)(I). Title 6 - 1 - 600. Title 24, Article 32, Part 31. Title 24, Article 32, Part 33.

Federal: ESG Program: 24 CFR Part 575.1; CDBG Program: 24 CFR Part 570.480; HOME Program 24 CFR Part 92.50; Section 8 Program 24 CFR Part 883; HOPWA Program 24 CFR part 58. Manufactured Home Construction and Safety Standards CFR Part 3280; Manufactured Home Procedural and Enforcement Regulations CFR Part 3282; and Manufactured Home Consumer Manual Requirements CFR Part 3283.

Using financial tools and technical assistance, DOH encourages the production and preservation of adequate, safe and sanitary housing for lower income households that cannot afford housing supplied by traditional private market approaches. DOH also stimulates the existing for-profit and non-profit housing development community to provide more housing for those residents of modest means who pay a higher than established standards portion of their income for their housing. *These efforts cover four major aspects of the housing development community:*

- Disseminating information and training on the development process and local market conditions;
- Matching public revenue sources with private investment for housing development and redevelopment;
- Promoting greater use of less costly factory built housing; and
- Educating local governments on the opportunities for lowering housing production costs through reform of local development and building regulations.
- Assisting individuals and communities with strategies to avoid, delay or recover from home foreclosure

Because the public sources of funding are very limited, it is important to leverage every dollar of state funding. Regional planning to achieve affordable housing outcomes create conditions for more strategic investment of scarce resources.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
Average a Leverage ratio of General Fund at a ratio of \$1 GF: \$10 non-state funds.	<b>Benchmark</b> Leverage Ratio	10:1	10:1	10:1	10:1
	<b>Actual</b> % of State	11:1	15:1		
Support the development of housing needs assessments for 90% of the state to further the development of regional affordable housing strategies.	<b>Benchmark</b> % of State	New	90%	90%	90%
	<b>Actual</b> % of State	New	66%		
Utilizing the state foreclosure hotline and housing counseling services to increase the percentage of families avoiding foreclosure who have had a “face to face” counseling session:	<b>Benchmark</b> % of State	New	18%	18%	20%
	<b>Actual</b> % of State	New	80%		
Develop State Housing Board policy recommendations and revisions by November 30 of each year to guide decision making process on affordable housing in the state:	<b>Benchmark</b> 100% complete	New	100%	100%	100%
	<b>Actual</b> % complete	New	100%		

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
Support the community development of strategic plans to address homelessness in 60% of the state:	<b>Benchmark</b> % of State	New	60%	60%	60%
	<b>Actual</b> % of State	New	31%		
Annually reduce the number of Rent Burdened households in the state by 1% or 480.	<b>Benchmark</b> % of State	New	47,964	46,620	46,140
	<b>Actual</b> % of State	New	47,100		

### **Division of Local Government (DLG)**

*With stakeholders, create a strategic direction for the Division of Local Government to support livable communities throughout Colorado.*

#### **Statutory Reference:**

C.R.S. 32-8-102 – Moffat Tunnel Improvement District  
C.R.S.24-32-104 – Division of Local Government technical assistance and state agency activities  
C.R.S. 29-1-113 – budgeting  
C.R.S. 24-32-204 – demography  
C.R.S. 21-101(2)(b) and (6), – Conservation Trust Fund  
C.R.S. 29-1-301 et seq, 39-1-111(5) – property tax mill levy limit  
C.R.S. 1-1-108(2) 11-58-101, 32-1-104, 32-1-306, 32-1-710 – special districts  
C.R.S. 24-110-205(3) – local government purchasing  
C.R.S. 25-1-107(1)(x)(IX)(D),  
C.R.S. 25-8-703(4) and 25-1.5-208 (3) – water & wastewater  
C.R.S. 37-95-107.6(3)(a) – water & wastewater  
C.R.S. 37-95-107.8(3)(a) – water & wastewater  
C.R.S. 37-95-107.8(5) – water & wastewater  
C.R.S. 37-95-107.8(5)(a) – water & wastewater  
C.R.S. 25-17-202(3.2), 32-1-114 – waste tires  
C.R.S. 34-63-101 and 39-29-101 – Local Government Energy and Mineral Impact Grant/Loan Program.  
C.R.S. 12-47.1-1601 – Local Government Limited Gaming Impact Fund.  
C.R.S. 33-1-112.5 – Search and Rescue Fund.  
C.R.S. 11-58-101 – Public Securities Information Reporting Act.  
C.R.S. 31-30-1112 – Volunteer Firefighters Pension State Contribution.



Housing and Community Development Act of 1974, as amended (42 U.S.C. 5301) Community Development Block Grant (CDBG) program

Federal PL 103-252 Human Services Amendments of 1994, Title II Community Services Block Grant Amendments of 1994, U.S.C. 9901-9912 (The Act), Community Services Block Grants (CSBG)

DLG assists local communities in identifying and responding to their financing, problem solving, administrative and leadership development needs. Through eight field offices, DLG administers a number of local financial assistance programs, provides technical assistance and training on a broad range of local government statutory mandates and administrative issues, assists in the identification of alternative state, federal and private foundation financial resources, and coordinates the delivery of other state, federal and private resources and programs. The division provides a broad range of technical assistance and training to municipal, county and special district officials and staffs to enhance their problem-solving and administrative capabilities. Services include:

- Assistance in complying with statutory mandates for budgets, property tax revenue limitations and special district elections, and other areas of administration, such as local finance (including a local-state "TABOR Clearinghouse" for information and implementation issues)
- Planning and growth management, water and sewer financing and operations, purchasing and contracting, and financial capacity research and analysis. Over 2,100 local government files are maintained by this section which contains information such as budgets, election results, audited financial statements, service plans, etc., to determine compliance with statutory requirements.

The Office of Demographic and Economic Information provides regional and local demographic and economic statistics, analyses, technical assistance, and coordination to a broad range of public and private organizations. Services include:

- Population estimates for all counties and municipalities, and for special districts that participate in the Conservation Trust Fund
- Population projections by age, sex and ethnicity with emphases on the needs of state agencies, regional economic information and impact assessments related to population change
- U.S. Census information; income estimates and surveys for Community Development Block Grants and Comprehensive Housing Assistance Strategy programs administered by the Department
- Information service that handles requests for state and local demographic and economic information.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
Increase local government statutory compliance for timely filing of the budgets by running the “no-budget” list initially no later than January 20, 2009 and making reminder calls or emails to the local jurisdiction.	<b>Benchmark</b> Reduce DLG compliance enforcement activity relative to the number of local governments subject to the compliance requirements by 20%.	New	20%	20%	20%
	<b>Actual</b> % Reduction	New	22.3%		
Meet with regions/ local governments annually to “ground truth” their demographic and economic data to support increased use of the data in local decision making.	<b>Benchmark</b> Meet with 14 regions/ 16 local governments	New	14 regions 16 local govt’s	14 regions 16 local govt’s	14 regions 16 local govt’s
	<b>Actual</b> # of meetings	New	14 regions & 22 local govt’s		
Develop a survey format to establish baseline for customer satisfaction in financial assistance delivery. Survey local government grantees at end of project regarding service provided	<b>Benchmark</b> 100% complete	New	90% satisfaction rating	90% satisfaction rating	92% satisfaction rating
	<b>Actual</b> Survey customer satisfaction	New	In process		

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
Provide in-depth assistance to communities in the areas of capital planning, project development, asset management, leadership development and best management practices	<b>Benchmark</b> Average of six communities assisted per regional manager for a total of 48 communities assisted annually.	New	48	48	48
	<b>Actual</b> # of communities assisted	New	48		

## **Division of Emergency Management (DEM)**

### **Statutory References:**

C.R.S. 24-32-2101-2607, as amended entitled the Colorado Disaster Emergency Act of 1992

C.R.S. 24-32-113, as amended entitled Transfer of Functions and Property – Contracts – Continuation of Regulations

C.R.S. 25-3.5-104, as amended, entitled State Advisory EMS Council-Duties

C.R.S. 25-32-101, et seq., as amended entitled Radiation Control Act

C.R.S. 34-33-103, as amended, entitled Mine Rescue Teams

C.R.S. 43-4-201, as amended, entitled Highway Users Tax Fund

DEM helps strengthen Colorado communities by assisting local governments with emergency preparation, prevention, response and recovery. Essential tasks include: preparing for the next emergency through planning, training and exercising; preventing or mitigating pre and post disaster threats; leading state level response and recovery actions; coordinating and facilitating federal assistance and; managing federal emergency management programs.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>Customer Satisfaction</b> Provide emergency management assistance to local governments	<b>Benchmark</b> Semi-annual Customer Satisfaction Survey – At least 90% positive responses	New	New	90%	90%
	<b>Actual</b> % of positive responses	New	New		
<b>Partner Satisfaction -</b> Build and Maintain State and Federal partnerships for emergency management	<b>Benchmark</b> Semi-annual Partner Satisfaction Survey – At least 90% positive rating	New	New	90%	90%
	<b>Actual</b> % of positive ratings	New	New		

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Approp.</b>	<b>FY 09-10 Request</b>
<b>Hazard Mitigation –</b> Assist counties with developing and maintaining federally approved pre-disaster mitigation plans	<b>Benchmark</b> At least 75% of the state's population lives in areas covered by a FEMA approved mitigation plan	New	New	75%	75%
	<b>Actual</b> % of the state's population covered by a FEMA approved mitigation plan	New	New		
<b>Response Readiness –</b> Ensure state government readiness to respond to emergencies in accordance with the State Emergency Operations Plan	<b>Benchmark</b> Conduct six state exercises annually	New	6 Exercises conducted annually	6 Exercises conducted annually	6 Exercises conducted annually
	<b>Actual</b> # of exercises conducted	New	3		
<b>Situational Awareness –</b> Provide incident situation reports to state level staff	<b>Benchmark</b> 100% of reports completed in accordance with established policy	New	New	100%	100%
	<b>Actual</b> % of reports completed in accordance with established policy	New	New		

## 3.10 Strategies

One of the primary objectives of the Division of Property Taxation (DPT) education and assistance program is to ensure that county assessors do their job correctly. DPT will conduct schools and seminars for county assessors and their employees to further their knowledge and understanding and provide suggestions for improvement in appraisal and valuation procedures.. Property taxation is not a static academic exercise. The tools county assessors use and the theory and techniques they apply are continually being refined and changed. The Colorado Constitution in Article X, Section 3 (2)(a), et.seq. provides for an annual audit of the work of each county assessor. Failure to successfully comply with the requirements of this audit will result in a reappraisal order from the State Board of Equalization. These orders are typically completed at significant cost to both the state and to the county. DPT is attempting to achieve a 100% attendance of all Colorado counties at the Annual Law Seminar. The FY06-07 and FY07-08 actual attendance was 72% and 89%. Fundamentally, this strategy relies on DPT staff having the resources available to provide training to remote areas of the state.

The Division of Housing (DOH) continues to address safe and decent housing alternatives for the persons within the State with low and moderate incomes. Beginning on July 1, 2007, DOH supported the development of housing needs assessments for 90% of the state to further the development of regional affordable housing strategies. To be able to meet this goal, the division utilizes affordable housing research reports on housing affordability and demand in Colorado. This research must be made available to the public each quarter through the Department's web site and through public release of information to the media in Colorado. Developing and maintaining these reports supports the Department's Objective #3 in the 2009-2010 Strategic Plan. This is accomplished by assisting local communities in achieving their public purpose of affordable housing by providing reliable information to; (1) determine their rental housing needs, (2) assist in making informed land use decisions, (3) reduce the financial risk of developing a project, and (4) reduces the cost of the housing needs assessment research studies needed in order to develop needed affordable housing.

On July 1, 2008, DOLA has undertaken several initiatives to become more strategic in partnering with local governments in promoting greater livability within Colorado communities. To this end, the Division of Local Government (DLG) has revamped its grant guidelines for the application of federal mineral lease and severance tax grants. These changes have resulted in an expedited review process for small grants under \$200,000, with administrative approval. Larger grant applications will be reviewed by the Advisory Committee on a competitive basis. The Advisory Committee will apply newly developed criteria when evaluating the applications and will forward recommendations on these applications to the Executive Director for a final determination.

The Division of Emergency Management (DEM) is responsible for the state's comprehensive emergency management program which supports local and state agencies. DEM will focus on activities and services that cover the four core phases of emergency management: Preparedness, Prevention, Response, and Recovery for disasters like flooding, tornadoes, wildfire, hazardous materials incidents, and acts of terrorism. DEM will track its activities and quantify the results with benchmarked performance measures.

## 3.11 Evaluation of Success in Meeting Benchmarks

The Division of Property Taxation (DPT) was not able to fully meet its education benchmark by 21 percent and 11 percent over the past two state fiscal years. Because of cost saving considerations, the DPT instituted a policy in mid-2006 of offering classes at remote locations only by special request (we continue to offer classes in Grand Junction as part of our normal scheduling). The special request includes the counties making arrangements for the facility and paying for instructor lodging and per diem. The result of this policy change has been a significant decrease in the days taught at remote locations. DPT is requesting a change request to increase its training and county assistance funding to meet its statutory obligations.

DPT is maintaining consistency with State Assessed property and attempting to keep current on new and emerging technological advancements. Since 2007, DPT has valued four (4) new wind energy facilities totaling 775 megawatts in size and one (1) new solar electric facility at eight (8) megawatts. Discussions with industry representatives in 2008 indicated that there will be three more new wind facilities and one or two new solar electric facilities on line in 2008 and 2009. DPT is also addressing Colorado's emerging energy economy and is implementing legislation in 2009 that provides *ad valorem* valuation reductions to renewable energy facilities.

The Division of Housing (DOH) was unable to meet its intended benchmark for the development of housing needs assessments for 90 percent of the state to further the development of regional affordable housing strategies. The actual figure was 66 percent. The building industry continuously goes through cycles impacting the completion of needs assessments. Currently the single family building cycle is down, creating an opportunity for the construction industry to build multi-family and or senior housing projects in areas of published need. There is a very high demand for housing research reports and information from county and municipalities to help in developing in needs assessments. These housing reports include household incomes, vacancies and rents in northern Colorado, Pueblo, Alamosa, Grand Junction, the central mountains and northeastern Colorado it will be impossible to gain a statewide perspective on the housing economy. These reports are especially important to non-metropolitan areas of the State because these areas often lack the financial resources and capacity to identify the housing trends and the affordable housing needs within their local community. DOH support for the housing reports are also constrained because the Federal funding provided to the DOH has declined on an average of five percent annually for the last five years. The need for these housing reports in combination of decreasing available federal funding has necessitated a request for additional funding through a change request.

The Division of Local Government (DLG) provides on-site, technical assistance to communities in such areas as capital planning, project development, leadership development and best management practices to improve the local government capacity in meeting its needs. DLG will utilize its staff members to provide this assistance to local units of government and will track its contacts relative to the new benchmarks for the division.

The Division of Emergency Management focuses its efforts on working with local governments to improve their capacity to plan for, respond to, and recover from natural and human-caused disasters. DEM is intensifying its efforts on pre-disaster mitigation, a

cornerstone benchmark for the division and a Governor's Initiative. DEM will utilize its staff members in providing this technical assistance to local governments and quantifying the results with its benchmark activities.