



Colorado Department of Local Affairs FY2012-13 Annual Report

A companion to the department's Strategic Plan submitted for FY2013-14
highlighting accomplishments in support of objectives and goals.



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Message from the Executive Director



Dear Honorable Members of the Local Government Joint Committee,

It is an honor to serve the citizens of Colorado as the Executive Director of the Department of Local Affairs. In support of this privilege, I present to you the Department's report on progress we've made on FY2012-13 goals and objectives shared with you in January 2012. This report provides a highlight of items that support our goals and objectives outlined in our Strategic Plan for FY2013-2014.

Local government is not mentioned in the United States Constitution. The role and scope of local government in Colorado is a function of our state's constitution, state and federal laws, policies and tradition.

Colorado's tradition of local control is an important value but the fact remains that public services delivered at the local level have fundamental links to state government.

DOLA has four program divisions: the Division of Property Taxation, the Board of Assessment Appeals, the Division of Housing and the Division of Local Government. The Executive Director's Office provides overall policy direction and department-wide administrative support.

There are two core competencies within the Department of Local Affairs: financial assistance and technical assistance to specific local partners. Financial assistance is provided through a variety of competitive grant programs and via formulaic distribution to specific local governments, as outlined by law.

The technical assistance provided by staff at DOLA ranges from in-class training for County Assessors to helping local governments with compliance related to budgeting and special district elections. These interactions with local government officials, staff and citizens, provide a valuable opportunity to not only help bolster the capacity of local communities, but also provide our staff with ongoing insight into the unique needs and requirements of the constituents we serve.

Sincerely,

Reeves Brown
Executive Director

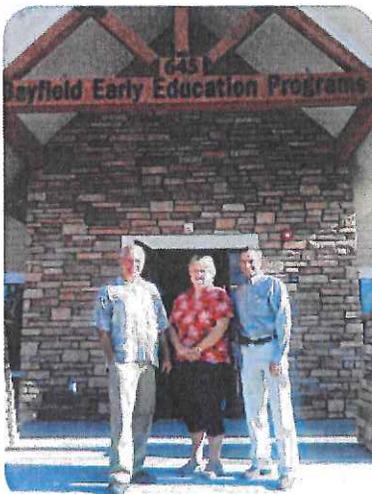


DOLA's Mission: *Strengthening Colorado Communities*

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*

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



DOLA's 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 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.

DOLA Tenets

1. Assist customers in solving problems.
2. Fulfill regulatory responsibilities.
3. Value DOLA employees.
4. Improve internal business systems.



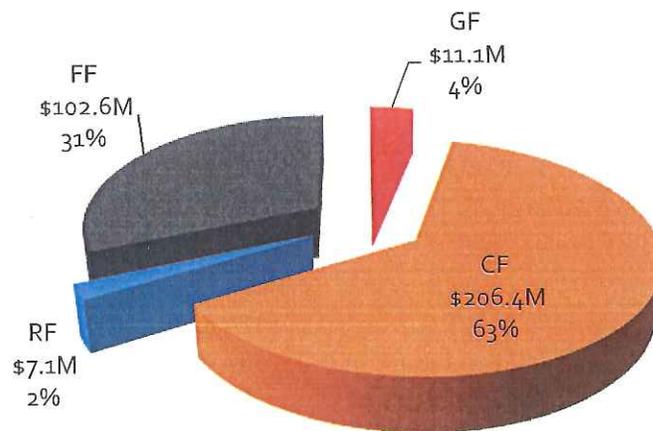


Department Overview

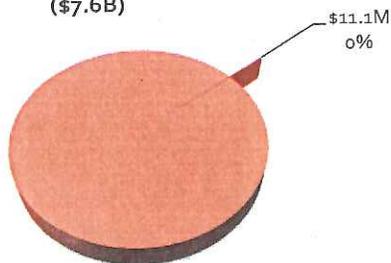
The Department of Local Affairs (DOLA) serves as an important link between state government and local communities through financial and technical assistance with operations that are lean and efficient.

Funding for the department consists of four percent General Fund, 63 percent cash funds, two percent re-appropriated funds and 31 percent federal funds. DOLA's budget represents two percent of the State's operating budget.

**Department of Local Affairs
FY 2012-13 Appropriations
\$327.2M Total Funds**

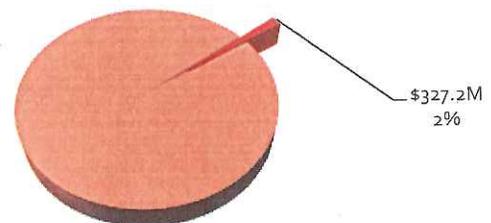


**Department of Local Affairs
Share of Statewide Operating
General Fund Appropriations
(\$7.6B)**



FY13 Department

**Department of Local Affairs
Share of Statewide Operating
Total Appropriations
(\$20.6B)**



FY13 Department



So far, in fiscal year 2012-13, DOLA funded 137 projects with \$16,062,675. That funding leveraged \$82,679,536 in local matching dollars for a total investment of \$98,742,211. The department also administered dollars to communities through formulaic distributions from the Conservation Trust Fund (\$23,865,044) and severance tax and federal mineral lease direct distribution (\$61,940,250).

Because technical assistance is the primary service DOLA provides to local governments and communities, in 2011, DOLA created a tracking system for department-wide use to help us better quantify and qualify the technical assistance we provide. So far in FY2012-13, DOLA has provided an approximate 3,728 technical assistance engagements. Each engagement represents staff interaction with local officials, staff and members of the community and run the gamut from data development and management, to governance and administration, to training and education.



Division of Property Taxation

Pursuant to Article X, Section 15 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.

Under the general laws of Colorado, the Property Tax Administrator heads the Division of Property Taxation (DPT). The Division administers 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. DPT carries out its operations through its Appraisal Standards, Administrative Resources, Exemptions and State-Assessed sections.

The Division grants certain exemptions from property tax, provides valuation of state assessed companies for ad valorem taxation, provides technical assessment assistance, and promotes the equalization of property valuation.

Technical assistance as directed by statute includes providing guidance, training, manuals and forms for county assessors. This assistance assures stability and uniformity to property owners and local jurisdictions dependent on property tax revenue. DPT provides training and education with its Annual Law Seminar and classes and workshops offering in person or via video-conferencing. When needed, DPT sends staff onsite to assessors' offices.



Division of Property Taxation Highlights



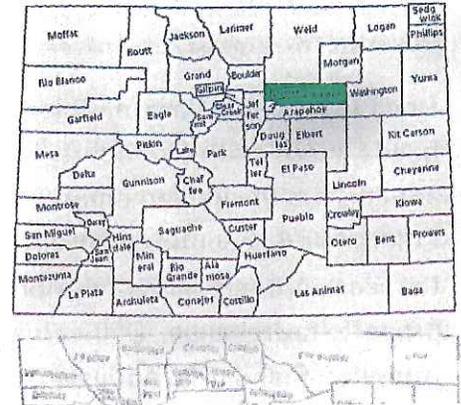
County Assessor Training

One of the methods by which DPT provides technical assistance is through the educational courses it conducts for assessors and their staff. This education is vital to help ensure proper, consistent application of property tax laws throughout the state. In the first six months of FY 2012-13, the Division has conducted 32 classes of 47 courses offered by DPT (an increase of two courses from the previous fiscal year), serving 789 of an anticipated 1500 students. In FY 2011-12, the Division conducted a total of 40 classes serving 1378 students.



Reappraisal of Adams County Commercial Warehouse Properties

In FY2012-13, the Division worked to complete a reappraisal of Commercial Warehouse properties ordered by the State Board of Equalization upon the request of the property tax administrator. This order was based on the results of the investigation of taxpayer complaints against the Assessor. The initial complaint was instigated by the Assessor himself in an effort to ensure values were being set appropriately. DPT staff performed extensive field work and research supplementing activities conducted by the Adams County Assessor's office in an effort to effectively and appropriately reappraise this subclass of property.



The resulting reappraisal helped secure an estimated \$1.9M in additional property tax revenue for the taxing jurisdictions of the County. This additional revenue benefits residents, County operations and upholds the equitable application of property tax law.

What's Ahead for DPT - Governor's New Strategic Operating Plan

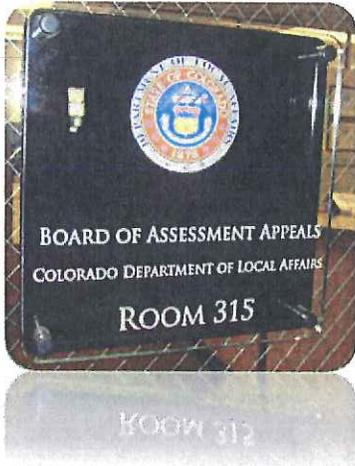
- The Division is on track with its goal to monitor customer satisfaction in all the sectors it serves through the development of a customer satisfaction survey. The survey will be issued February of 2013 and annually each February, thereafter. These surveys, directed to county assessment staff, exempt property owners, state-assessed companies, taxpayers and others, will assist us in gathering customer feedback and identify areas for process improvement that can help create savings for taxpayers and the state.
- To address its goal to increase core efficiencies and skills of staff, employees are working in collaboration with their supervisors to self-identify one core performance area to target for improvement in support of the division's core services.
- The Division has established a target for the average age of abatements-pending-review in order to reduce the number of days to review abatement/refund petitions. In doing so, DPT is reviewing, denying or approving petitions for refund or abatement approved by county commissioners for amounts greater than \$10,000, as required by statute.





Board of Assessment Appeals

The constitutional and statutory authority for the Board of Assessment Appeals (BAA) can be found in Article X of the Colorado Constitution, Article XII of the Colorado Constitution and Title 39, Article 2 of the Colorado Revised Statutes.



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. The BAA appeals process is part of the statutory framework required by the Colorado Constitution to secure just and equalized valuations of property subject to taxation.

County Assessors are responsible for valuing all property in their county except for state assessed properties. Taxpayers may appeal the assigned value 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.

Appeals to the BAA 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 time, there are eight members of the Board.





Board of Assessment Appeals Highlights

Streamlining Processes and Improving Performance

In mid-2009, the BAA began experiencing a dramatic increase in the number of appeals filed with the Board. The number of appeals received during the two-year cycle ending 6/30/2011 increased 65 percent. To address this substantial increase, the BAA implemented extensive improvements to its operations. These improvements allowed the BAA to keep pace with the increased volume without incurring any additional back-log at a time when the BAA's long-bill appropriation was reduced by 17 percent. In short, the BAA has been doing more with less. This point was noted in a recent performance audit of the BAA conducted by the Office of the State Auditor.

The BAA continues to streamline its processes and improve performance. During the current two-year cycle, the volume of appeals received by the BAA has stabilized. As a result of the streamlined processes implemented by the BAA, the average time it takes for a taxpayer's appeal to be resolved decreased over 40 percent from 2006 to 2012.

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...As a result of the streamlined processes implemented by the BAA, the average time it takes a taxpayer's appeal to be resolved decreased over 40 percent from 2006 to 2012.

What's Ahead for the BAA - Governor's New Strategic Operating Plan

The BAA's strategic plan includes performance-based goals that are designed to increase efficiency in the BAA appeals process, realize cost savings and save taxpayers' money.

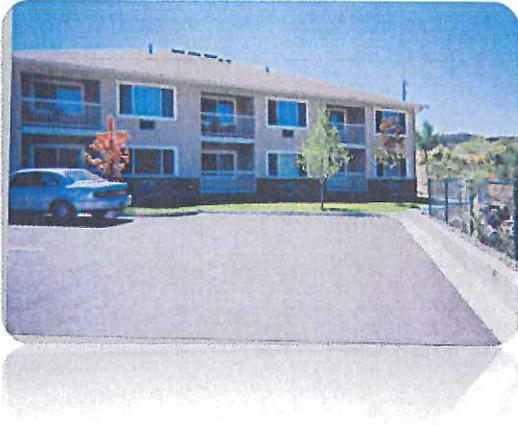
- To meet its goal to fulfill the BAA's statutory responsibilities with improved timeliness for resolving taxpayer appeals, the BAA is measuring the average number of days required to resolve County Board of Equalization appeals and setting specific performance levels based on appeals received.
- To improve customer service and taxpayer education, the BAA is improving its materials available to taxpayers about the appeals process and BAA rules.

To assist taxpayers and county governments, the BAA is facilitating dialogue to encourage collaborative and cooperative solutions by using mediation and other means to encourage resolution of appeals in a manner that avoids the cost and time associated with formal hearings.



Division of Housing

The statutory authority for the Colorado Division of Housing can be found within the Colorado Housing Act of 1970, Colorado Revised Statutes Title 24, Article 32, 701 - 718.



The Division of Housing (DOH) works with a variety of partners to increase the availability of affordable housing to residents of Colorado. DOH 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. DOH 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, DOH 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



Division of Housing Highlights

Colorado Housing Investment Fund (CHIF)

In February 2012, the state of Colorado together with 48 other states reached a settlement with the five largest mortgage servicing companies. Through this settlement, Attorney General John Suthers announced over \$50 million, all custodial funds through the Attorney General's office, would be used for homeowner relief, foreclosure prevention and affordable housing. The Colorado Housing Investment Fund (CHIF) was created from the Attorney General's custodial funds with \$13.2 million to address Colorado's need for affordable rental housing.



To kick off the new CHIF fund, a Special Request for Applications was announced in August 2012 with a deadline for applications November 1. DOH received applications for nearly \$17 million of the newly funded CHIF fund. Applications were reviewed through March 2013 for the soundness of each project's financial plan and the need of the proposed projects.

The CHIF funds can be used two ways: 1) short term, low interest loans to bridge the long-term permanent financing sources (a portion of loan may remain in the project as permanent debt) and 2) short term loan guarantees for new construction and rehabilitation. The CHIF funds will revolve back into the CHIF fund allowing DOH to make more loans, as the short term loans are repaid or loan guarantees are released.

At this time, applications are accepted only with a Special Request for Applications.

Eligible Borrowers:

- Non-profit
- For-profit
- Housing Authorities

Eligible Activities:

- Acquisition
- Bridge Loans
- New Construction
- Rehabilitation



Creating Affordable Housing through Housing Development Grants

Created by the Colorado state treasury, the Housing Development Grant Fund (HDG) is administered by DOH. This fund consists of monies appropriated to the Colorado Affordable Housing Construction Grants Fund by the General Assembly. HDG provides funds for acquisition, rehabilitation, and new construction through a competitive application process to improve, preserve or expand the supply of affordable housing; to finance foreclosure prevention activities in Colorado, and to fund the acquisition of housing and economic data necessary to advise the State Housing Board on local housing conditions.



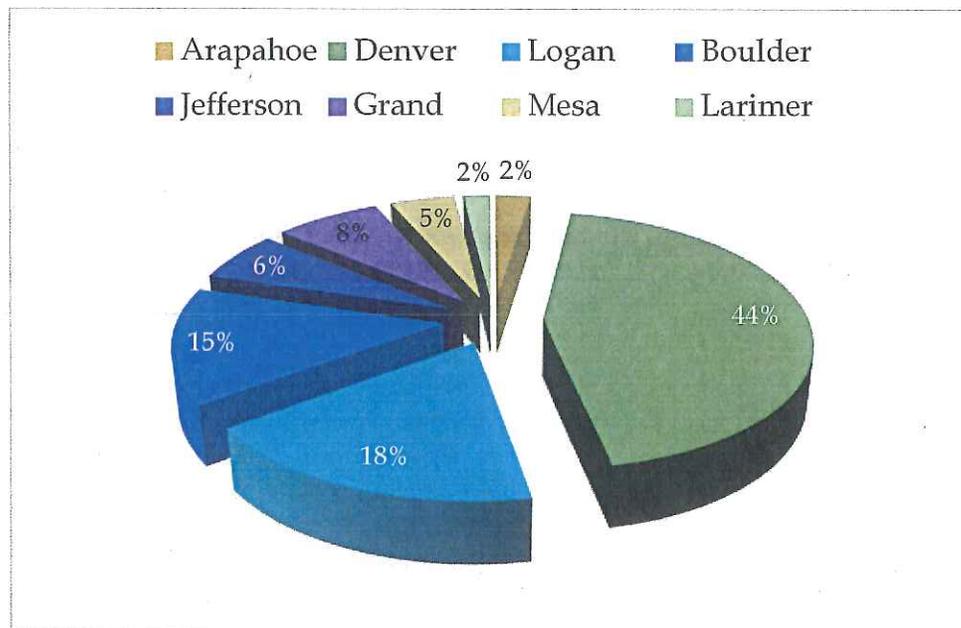
Eligible Grantees

- Non-Profit Developers
- Housing Authorities
- Local Governments

Eligible activities

- New construction
- Property acquisition
- Rehabilitation of existing units
- Housing Services

In FY2012-13, DOLA invested \$2.2M in projects that provided affordable housing for citizens with special needs, seniors, homeless veterans and the homeless. The financial assistance programs administered by DOH fund affordable housing projects throughout the state. The breakout of the HDG projects, by county, is as follows:

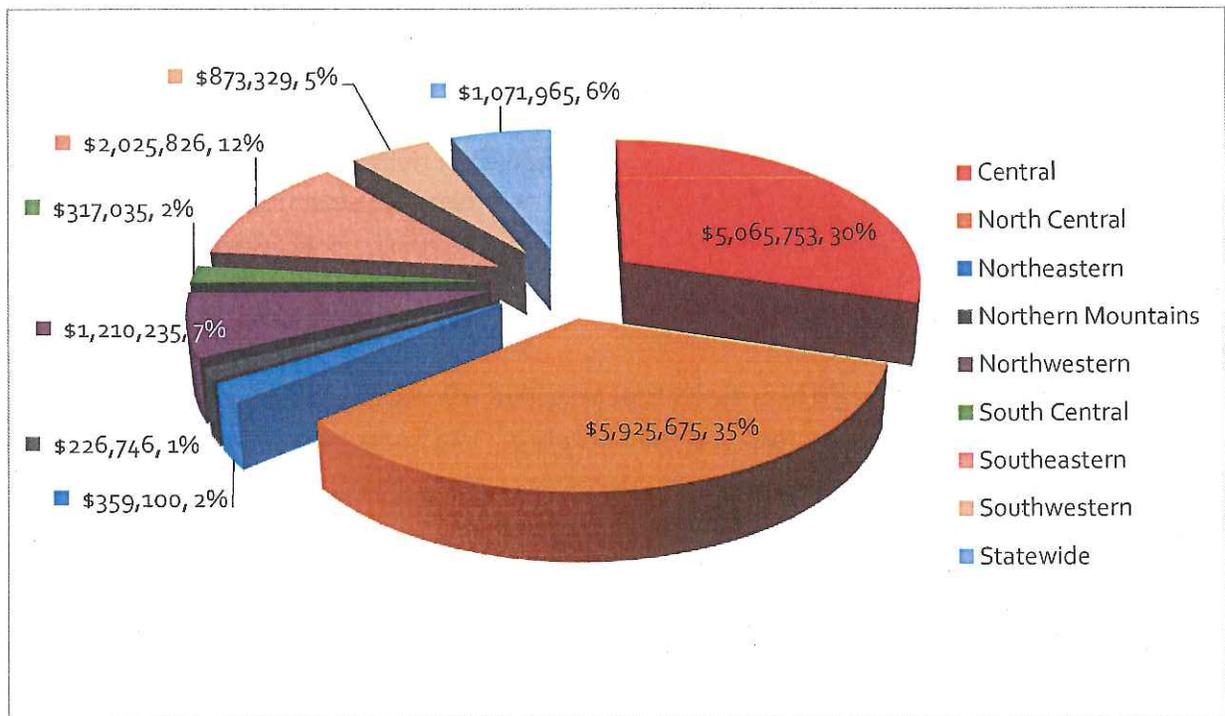




Housing Investments by Region FY 2011-12

The Division of Housing invested \$17.3 million last fiscal year and leverage over \$159 million in private investment in affordable housing. This chart identifies the amount invested by region.

Total Projects Funded: 55
Total Grants Awarded: \$17,255,664
Total Leverage: \$159,258,123
Total Invested: \$176,513,787



Project Type	# Grants	Total Grants	Total Leverage	Total Projects
Central	19	\$5,065,753	\$55,995,329	\$61,061,082
North Central	14	\$5,925,675	\$64,514,266	\$70,439,941
Northeastern	1	\$359,100	\$340,987	\$700,087
Northern Mountains	2	\$226,746	\$4,459,773	\$4,686,519
Northwestern	4	\$1,210,235	\$14,254,823	\$15,465,058
South Central	3	\$317,035	\$2,544,370	\$2,861,405
Southeastern	6	\$2,025,826	\$8,571,315	\$10,777,141
Southwestern	4	\$873,329	\$590,979	\$1,464,308
Statewide	2	\$1,071,965	\$7,986,281	\$9,058,246
Grant Total	55	\$17,255,664	\$159,258,123	\$176,513,787



Foreclosure reduction



The foreclosure hotline was founded in 2006 as part of an effort including DOH. The Division has, over the years, provided financial and technical assistance to the Hotline.

Foreclosure filings in Colorado were down again in 2012, dropping by about six percent from 2011 to 2012. Foreclosure auction sales, the final stage of foreclosure, were down 20 percent from 2011 to 2012.

Foreclosure filings peaked in 2009 at more than 45,000 filings, with current estimates showing further than 30,000 for 2012. Foreclosure filings have dropped by almost 40 percent in Colorado since 2009.

Foreclosures have been falling due to the efforts of the foreclosure hotline, and also due to a decline in the number of mortgage loans that are being originated in the state. Few interest-only or adjustable rate mortgages have been originated in recent years, and the absence of these risky loans has helped the foreclosure rate fall.

Slowly improving employment has also helped foreclosure totals fall, but not all parts of the state are equally affected. The parts of the state with the best job markets, such as metro Denver and northern Colorado, are seeing the biggest improvements in foreclosures.

What's ahead for DOH - Governor's New Strategic Operating Plan

- To ensure sufficient affordable housing for persons with the lowest incomes, DOH has established funding priorities for developing housing for households in greatest need; increasing leverage of public resources and production of affordable housing for renters and homeowners.
- To fulfill DOH's regulatory role as a building department, the Division is utilizing regulatory authority and other resources to maintain safe and decent housing in counties served; ensuring that manufactured buildings (residential and non-residential) are safe, and promoting energy efficiency by applying existing statutory powers to address standards in communities.
- To fulfill DOH's regulatory role as a statewide housing authority, the Division's strategy is to manage lease rates and decentralize program administration based on HUD Section 8 performance measure of no less than 98 percent use of vouchers and funding.



Division of Local Government

The Statutory Authority for the Division of Local Government (DLG) can be found in Title 24, Article 32, Section 103, of the Colorado Revised Statutes.

The Division of Local Government was created in 1966 as a recommendation of the Governor's Local Affairs Study Commission to: 1) Provide technical assistance and information to local governments on available federal and state programs and act as a liaison with other state agencies concerned with local governments; 2) Be a source of information to the Governor and General Assembly on local government needs and problems, and 3) Perform research on local government issues.

In order to integrate the delivery of technical, financial, and information services to local governments, DLG includes several organizational or functional areas:

- **Financial Assistance:** Local governments can obtain grants and loans for capital improvements and for operations.
- **Technical Assistance:** Local government personnel receive training and individual assistance. Topics include, but are not limited to, conduct of local elections, land use planning, downtown revitalization, budgeting, community visioning and compliance with state statutes pertaining to local governments.
- **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.
- **Field Services:** Eight regional managers provide on-the-ground technical assistance to local communities from offices located outside the Denver metro area.
- **In partnership with the Office of Emergency Management, Department of Public Safety:** In the event of a disaster, DLG's role in partnership with OEM is to assist local governments impacted by the disaster. DLG's role in recovery efforts include working with the local government to establish, open and staff the Disaster Assistance Center (DAC) and coordinate services provided by other DOLA divisions. Additional roles include consultation in community and economic development in rebuilding the community.





Division staff members partner with local, state, and federal financial resources to help communities through this 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 capital improvement projects such as water and waste water projects.

With restoration of funding to the Energy and Mineral Impact Assistance Program, DLG anticipates awarding \$60 million annually to support local government community development efforts.

Division of Local Government Highlights

Status of Energy and Mineral Impact Funded Projects (SB09-232)

Through the passage of SB09-232, four projects received \$17M in grant funding. This Colorado legislation set aside the funding for a one-time, competitive grant allocation for projects in communities substantially impacted by energy and mineral production. Two of these large-scale, regional-focused capital development projects have already reached successful completion, with the third scheduled for 2013, and the fourth within the next few years. These projects are paving the way for significant improvements that are enhancing the lives of Colorado citizens.

Parachute I-70 Interchange (completed 2012)

The Town of Parachute received an \$8 million grant for construction of I-70 interchange improvements to impact traffic flow and overall public safety. The project involved completing a truck by-pass of Parachute from State Highway 6 to County Road 215. Construction also included acceleration and deceleration lanes at State Highway 6, a bridge over Parachute Creek and an additional 1,500 feet of road surface.



29 Road Overpass, Mesa County (completed 2011)

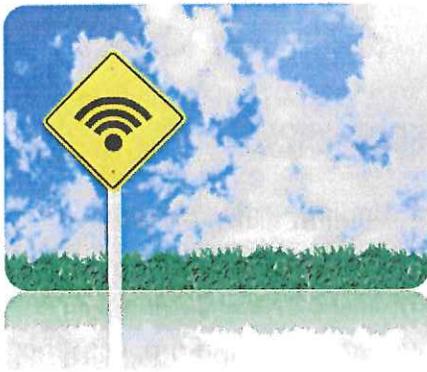
This road overpass project, a joint effort by Mesa County and the City of Grand Junction, received a \$3.2 million grant, making way for construction of a grade-separated crossing of the Union Pacific Railroad in Grand Junction. This project is a component of the beltway loop around the core of the Grand Valley serving Grand Junction, and the outlying communities of Whitewater, Clifton and Fruitvale.





Delta County Highway 50 Bypass (to be completed in next few years)

This \$2.8 million highway bypass project in Delta County consisted of the construction of an alternate road for the purpose of routing truck traffic away from the City of Delta's Historic Main Street. The alternate truck route will relieve traffic congestion and improve safety for the city's downtown business corridor located along State Highway 50.



Southwest Colorado Access Network (SCAN) Broadband (scheduled completion December 2013)

The Southwest Colorado Councils of Government SWCCOG was awarded \$3M from DOLA to construct a regional telecommunications network for the five-county area of southwest Colorado. Utilizing these funds, the SWCCOG has developed the Southwest Colorado Access Network (SCAN). SCAN, when complete will be a state-of-the-art

telecommunications network supported by publicly owned or leased infrastructure to provide secure connections to the governmental partners facilities, and will include other governmental entities. The project will be completed by December 31, 2013.

Supporting Local Government Capacity through Technical Assistance

So far, in FY2012-13, the Division has logged 499 instances of technical assistance to local governments. Of those, 63 were ranked "high" (requiring eight or more hours of staff time), 118 were "medium" (one hour or more), and 318 were "low" (under one hour). These technical assistance engagements addressed:

- Compliance (budgeting, 5.5% limit, elections, special district elections)
- Data development and management (economic information, population estimates and forecasts, financial data)
- Funding/grant process management (across all DLG grant programs)





- Governance and administration (GIS/maps, budget/financial management, economic development, capital improvement/infrastructure planning, elections, general administration, investment, land use, personnel and strategic planning)
- Public information (demography presentations/outreach, data center, requests for files)
- Training and education (demography training and education)

Supporting Local Government Capacity through Financial Assistance

The Division administers four competitive grant programs and five formulaic financial assistance programs. So far, in FY2012-13, the Division has invested \$98M in local communities. Supported projects include, but are not limited to, local water and wastewater improvements, local road improvements, municipal and county facilities and public libraries.



What's ahead for DLG - Governor's New Strategic Operating Plan

- To address its goal to assess and improve customer service delivery, DLG, through the National Research Center, conducted a successful survey in 2012, creating a baseline for future measurement. Nearly 1,000 respondents participated, with ratings of services judged to be "excellent" or "good" by more than 90 percent of respondents. The Division will use these responses moving forward to evaluate and improve delivery of services.
- The reinstatement of the Energy and Mineral Impact Assistance Fund will greatly support the Division's goal to improve local governments' capacity to administer and implement grants awarded. A new grant cycle will be held in April 2013, with demand far outpacing the \$20M available (there have been 111 applications submitted totaling \$42.8M).
- To assist local governments' compliance with statutory requirements and transparency through increased online posting of statutory and other public documents for general public viewing, in 2012, the Division launched an e-Filing portal, allowing local governments to conveniently and efficiently post required documents online.



Looking Forward: Budget Requests, Proposed Legislation & Initiatives

As we transition into our new plan for 2013, here a few measures we anticipate going forward.

Fort Lyon Transitional Residential Therapeutic Community

The Department has submitted a request to the Joint Budget Committee for \$2.7M to facilitate the transition of the former Ft. Lyon prison.

In partnership with Bent County, HCPF, CDPHE, DHS, DOC, and DOLA are working with the VA and HUD to repurpose the Fort Lyon facility to provide transitional housing, support services, and job training for 200 individuals who are chronically homeless.

Additional Affordable Housing Units

Funding in the amount of \$2M has been requested for the Housing Development Grants Program (HDG) to meet the demand for affordable housing units in the state.

The additional \$2 million in housing grants will increase the production of affordable housing by 800 units annually. These funds will be invested in workforce housing by leveraging private activity bonds and increase housing for the disabled and homeless.

Economic Development Assistance to Rural Communities

To support the Department's mission in "Strengthening Colorado Communities," DOLA has requested \$3M toward rural economic development.

These funds will go toward a proactive, three-phase effort to be implemented over a two-year period to mitigate the adverse economic impacts on rural communities. Phases include community asset analysis, stakeholder convening for solution development and competitive grant funding to provide community infrastructure and job training to mitigate the economic impact and job loss.



Legislation to Assist BAA in Implementing Improved Processes

Members of the Legislative Audit Committee are sponsoring legislation in 2013 to change some statutory provisions to allow the BAA to implement recommendations from a recently completed performance audit.

LEAN Implementation

DOLA strives to make improvements in its processes and has embraced LEAN in helping create efficiency in our operations.

To date, DOLA has undertaken three projects under the LEAN approach to government:

- Housing Choice Voucher (HCV) Program Form Reduction - DOLA identified the Division of Housing's Section 8 program for its initial LEAN project, which resulted in paring down a process that was burdened with 103 forms (many of which were duplicative) down to 47, creating more efficiency for staff and customers.
- Department Grant Process Improvement – This project brought employees from across department divisions and functions together to simplify and standardize grant contracting, including a target of a 10 business day turnaround 90 percent of the time.
- The Department has initiated a new LEAN project to streamline the process for documents and files located on its network to eliminate duplication of files, decrease storage and create more efficient sharing and use of documents.