



Department of Local Affairs

Strategic Plan for FY2012-13

Introduction

The Department of Local Affairs (DOLA) serves as the primary interface between the State and local communities. The department provides financial support to local communities and training and technical assistance to elected community leaders in the areas of governance, housing, property tax administration, and emergency management. While all state governments provide such services through various departmental structures, Colorado's approach is unique in that these local community services are gathered into one department of "Local Affairs" which has a central focus on strengthening those communities and enhancing livability. In this role, DOLA serves as the portal through which most communities access state government services.

DOLA makes financial resources available to support community infrastructure (i.e. water, sewer, road and bridge projects) and services (i.e. housing and emergency management) either through statutory formula distributions of state and federal funds (i.e. energy impact, gaming impact, Community Service Block Grants) or through state and federal grants at the discretion of the Executive Director with guidance from citizen boards. Roughly 95 percent of the monies for which the department is responsible returns to the citizens to improve communities and individual lives. These investments in local communities not only improve the quality of life for citizens, but they also put people to work; every \$1 million invested in these communities creates 17 jobs (direct, indirect and induced).

DOLA is perhaps most known for distributing the state's energy impact funds (severance taxes and federal mineral lease revenues) to local governments throughout the state to mitigate the adverse impacts of the development of the state's abundant energy reserves. While the approximately 40% of formulaic funds which goes directly back to energy impacted communities remains in place, the remaining 60% of these funds which are typically made available through competitive grants has been swept into the state's General Fund for the last two years to help balance the state's budget. This diversion of energy impact funds has caused serious hardship on local governments which are already struggling with significantly reduced local property tax revenues, and has resulted in a huge backlog of much-needed community infrastructure projects. Consequently, local governments are increasingly utilizing DOLA's technical assistance services to improve efficiencies in performance, plan for the future, and leverage the limited resources which they have available.

DOLA has established a culture within the department 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.

Statutory Authority

The statutory authority is found in Title 24, Article 32, Colorado Revised Statutes (2011).
Division of Property Taxation (DPT) authority can be found in Article X, Colorado Constitution;
Title 39, Article 2.

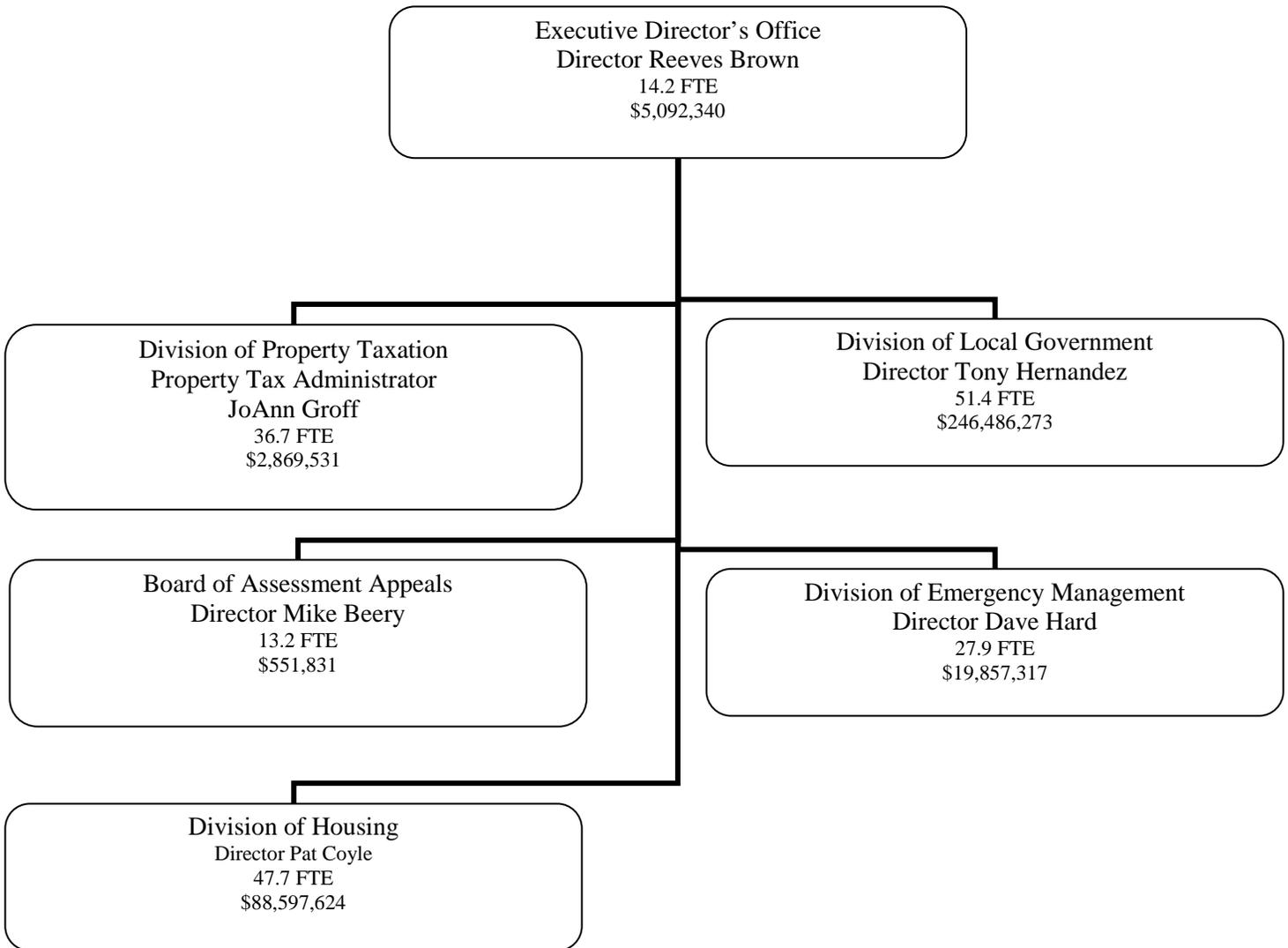
Board of Assessment Appeals (BAA) authority can be found in Article II, Title 39 of the Colorado
Constitution.

Division of Housing authority can be found in Title 24, Article 32, Section 702, Colorado Revised
Statutes (2011).

Division of Local Government authority can be found in Title 24, Article 32, Section 102, Colorado
Revised Statutes (2011).

Division of Emergency Management authority can be found in Title 24, Article 32, Section 2105,
Colorado Revised Statutes (2011).

Organizational Chart



191.1 FTE		\$363,437,279		
\$6,089,213 GF	\$4,294,753 GFX	\$228,629,982 CF	\$7,104,146 RF	\$117,319,185 FF
November 2011				

Mission Statement

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.

Vision Statement

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.

Objectives

1. Improve the efficiency of programmatic systems across the department to support the pursuit of division-specific goals. Automate systems where most appropriate and cost-effective.

The Department of Local Affairs (DOLA) is pursuing programmatic systems efficiencies throughout the department as a way to help enhance service levels to customers. One of the programmatic systems areas DOLA is targeting is in the Division of Housing. Legislative action last year, HB 11-1230, transferred the Supportive Housing and Homeless Program (SHHP) program for the Department of Human Services to DOLA’s Division of Housing (DOH). DOH already processes approximately 2,543 housing choice vouchers monthly as part of its Section 8 program and SHHP processes an additional approximately 3,200 housing choice vouchers monthly. With the assimilation of the two programs into one department, DOH now processes approximately 5,743 housing choice vouchers monthly using two distinctly different computerized programs and processes. DOLA feels it would be more effective and efficient to integrate these two systems into one process and achieve some greater economies of scale, reduction in errors processing payments and increasing customer satisfaction.

Performance Measure	Outcome	FY 12-13	FY 13-14	FY 14-15
Reduce processing errors to under 2%	Benchmark	New - TBD		
	Actual			
Increase customer satisfaction	Benchmark	New - TBD		
	Actual			

2. Coordinate financial and programmatic approaches across divisions within the Department to improve the quality of life in communities throughout the state

The Department of Local Affairs (DOLA) administers the State’s Community Development Block Grant (CDBG) Program to non-entitlement communities. The State’s CDBG allocation is divided equally in thirds between the Division of Housing, Division of Local Government and the Office of International Trade and Economic Development for consideration of projects that meet the Federal and State objectives. The Federal allocation for this program has been declining over the past few years and this trend will likely continue. With fewer of these program funds available to the State, DOLA will begin to look at more strategic ways to invest the respective CDBG funds in local community projects. DOLA will begin to evaluate the leverage of these grant funds with other funds and local match in order to maximize the impact of these funds. CDBG funds can be used as a way to augment other investments or to help mitigate and offset other social and economic costs.

Performance Measure	Outcome	FY 12-13	FY 13-14	FY 14-15
Increase the leverage of other funds and local match to the investment of CDBG funds in projects.	Benchmark	New - TBD		
	Actual			
Increase the mitigation or offset of other social costs.	Benchmark	New - TBD		
	Actual			

3. Identify and pursue strategic community engagements which promote community stability and sustainability, and encourage local economic development opportunities.

Performance Measure	Outcome	FY 12-13	FY 13-14	FY 14-15
Identify and map (by county) the number of community engagement actions	Benchmark	New - TBD		
	Actual			

Community engagements are intentional processes that mobilize financial and/or intellectual resources to solve a common challenge.

4. Identify strategic employee engagement and demand for DOLA services beyond funding grant requests in order to serve our customers more effectively.

Performance Measure	Outcome	FY 12-13	FY 13-14	FY 14-15
Identify the number of employee engagements with local government officials regarding compliance and local government general governance technical assistance	Benchmark	New - TBD		
	Actual			

The Department of Local Affairs is the state’s conduit for providing coordination of state services and information to assist local governments in effectively meeting the needs of Colorado citizens.

Program Objectives and Performance Measures

Division of Property Taxation (DPT)

Constitutional and Statutory Reference:

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. Their charge is to 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.

Vision Statement

The Division is committed to the fair, accurate and consistent application of property tax law for the benefit of all residents and property owners of this state.

Mission Statement

The Division staff strives for excellence in all it does to ensure the fairness and equalization of property taxation for all Colorado taxpayers.

Division-wide Goal

Coordinate and administer the implementation of property tax law throughout the 64 counties of this state to ensure that valuations are uniform. This includes the granting of exemptions, valuation of state assessed companies for ad valorem taxation, providing technical assessment assistance, and promoting the equalization of property valuation.

Appraisal Standards Section

Description:

Appraisal Standards prepares and publishes appraisal manuals, procedures and instructions. It holds schools and seminars regarding all areas of appraisal. It conducts field studies and provides statewide assistance in agricultural land classification, natural resources and personal property valuation, as well as assistance in the valuation of residential, commercial and industrial properties. The section assists in reappraisal efforts, reviews internal appraisal forms used by assessors, and investigates and responds to taxpayer complaints.

The Division offers a wide variety of courses and workshops throughout the year. The Appraisal Standards section conducts three tested courses: Basic Appraisal Principles, Basic Appraisal Procedures, and Uniform Standards of Professional Appraisal Practice (USPAP).

Goal:

Assist county appraisal staff and the public with ad valorem valuation issues. This includes the application of sound appraisal principles, compliance with statutory and constitutional mandates and interpretation of applicable court decisions.

Budget measurement standard: Education – 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.

Administrative Resources and Appraisal Standards Performance Measures	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
Education – 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.	Benchmark				
	No. of Students in Tested Courses	225	225	225	225
	Pass Rate	95%	95%	95%	95%
	Student Satisfaction	80%	80%	80%	80%
	Assessor Satisfaction	80%	80%	80%	80%
	Actual				
	No. of Students in Tested Courses	138*	204		
	Pass Rate	97.90%	97.44		
	Student Satisfaction	90.00%	92.00%		
	Assessor Satisfaction	80.00%	87.98%		

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%).

Administrative Resources Section

Description:

Administrative Resources prepares and publishes administrative manuals, procedures and instructions. It conducts classes and seminars regarding the administrative functions of the assessors’ offices. It performs field studies and provides statewide assistance with issues such as, tax increment financing, the administration and valuation of manufactured homes, feasibility studies, senior and disabled veteran exemptions, classification of property, title conveyance, mapping,

production of the Abstract of Assessment, certification of values to taxing entities, and the tax warrant. . The section also investigates taxpayer complaints. It is responsible for various studies and reports such as fiscal impacts for Legislative Council, the residential assessment rate study and the Property Tax Administrator’s Annual Report to the General Assembly and State Board of Equalization. It also coordinates with agencies having an interest in property taxation. In addition, the field staff works closely with assessors in all areas of property taxation. Administrative Resources is also responsible for approving or disapproving all petitions for refund or abatement of taxes in excess of \$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.

Goal:

Increase the knowledge, competency and effectiveness of Colorado assessors and their staff in the fulfillment of their duty to complete the tasks necessary to produce the tax warrant. Spearhead and execute numerous statutory undertakings assigned to the Property Tax Administrator, such as special requests from Legislative Council or legislators. Improve the efficiency of internal processes for the benefit of the counties, the taxpayers and all other affected parties.

Budget measurement standard 1: Same as above for Appraisal Standards

Budget measurement standard 2: Reduce refund interest accruals at the county level by maintaining average age of abatements pending review to 30 days or less.

Performance Measure	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
Reduce refund interest accruals at the county level by maintaining average age of abatements pending review to 30 days or less.	Benchmark Days to Process	30.0	30.0	30.0	30.0
	Actual Days to Process	18.5	14.9	15	

Exemptions Section

Description:

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.

Goal:

Thoroughly, accurately and promptly evaluate all new requests for exemptions from charitable, religious, and private school organizations, review all annual reports from granted exempt organizations in a similar manner, and enhance property owner convenience.

Budget measurement standard: Process 100% of applications for exemption within 12 months of receipt.

Performance Measure	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
Exemptions – Process 100% of applications for exemption within 12 months of receipt.	Benchmark	100%	100%	100%	100%
	Actual	93.65%	93.40%		

State Assessed Section

Description:

The State Assessed section is the only area of the DPT which regularly performs original valuation of property on an annual basis. The section 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 county commissioners and 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. The statutorily set deadlines and nature of this work concentrates much of the specific activity of the section into a seven month time frame from approximately February 1 through the end of August, the deadline by which any appeal of value must be filed at the BAA.

The remaining five months are dedicated to preparation and presentation of information as necessary for any values that have been appealed to the BAA by either the public utility or the county commissioners. Additionally, there is extensive “clean up” after the valuation season: documenting information to files; destroying old files; ensuring all references to companies are appropriately updated and information for all companies are current in preparation for the next appraisal season; et al. This time is also used for state assessed staff to research information and attend specifically targeted classes or conferences to stay current with general industry trends, and become familiar with any new industry assignments. Additionally, the state assessed staff assist in projects of other DPT sections as appropriate.

Goal:

Produce accurate, equitable and defensible values for property tax purposes of public utility companies operating in Colorado in compliance with statutorily set deadlines. This requires staff to stay current with industry trends and provide timely response to any appeal of the values they establish.

- **Budget measurement standard:** Provide accurate, uniform and defensible valuation of state assessed companies measured by the number of appealed values upheld by the BAA.

Performance Measure	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
State Assessed – Provide accurate, uniform, and defensible valuation of state assessed companies.	Benchmark				
	Companies Valued	570	570	580	590
	Protests Filed	85	85	85	85
	BAA Appeals	2	2	2	2
	Value Upheld*	2	2	2	2
	Value Adjusted*	0	0	0	0
	Actual				
	Companies Valued	565	526		
	Protests Filed	69	73		
	BAA Appeals	19	na		
Value Upheld*	na	na			
Value Adjusted*	na	na			

*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.

Board of Assessment Appeals

Introduction

The Board of Assessment Appeals (BAA) hears appeals filed by real and personal property owners regarding the valuation placed on their property for property tax purposes.

County Assessors are responsible for valuing all property in their county except for exempt property and state assessed properties. Taxpayers may appeal the assigned 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 nine members of the Board to allow cases to be heard on a timely basis.

Statutory Authority

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

BAA Mission Statement

The Board of Assessment Appeals exists to strengthen Colorado communities by providing a fair and impartial forum for taxpayers to appeal real and personal property valuations or exemptions.

The Board of Assessment Appeals strives to be:

- Responsive to the needs of taxpayers and counties.
- Careful with resources.
- Solutions-oriented in our approach to problems.
- Respectful of the people with whom we work both inside and outside the Division.

BAA Vision Statement

The Board of Assessment Appeals is recognized for providing an accessible forum for resolving taxpayer valuation and exemption appeals in a fair, impartial and timely manner. In order to achieve this vision, the Board of Assessment Appeals will focus on: (1) reducing the time it takes for a taxpayer's appeal to be resolved; and (2) improving accessibility to a fair and impartial hearing process for taxpayers.

BAA Objectives

Objective 1: Ensure taxpayer appeals are resolved on timely basis through the efficient use of available resources.

Objective 2: Improve accessibility to a fair and impartial hearing process for taxpayers.

BAA Performance Measures and Benchmarks

Performance Measure	Outcome	FYE 6/30/08	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12
Number of Petitions Resolved	Benchmark	None	1,775	2,100*	2,750**	3,340***
	Actual	1,750	1,993	2,680	3,340	unknown

Performance Measure	Outcome	FYE 6/30/08	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12
Number of Educational and Outreach Activities	Benchmark	None	10	11	12	12
	Actual	9	10	11	12	unknown

* The benchmark for FYE 6/30/10 was increased in July 2009 after taking into account the Division's success in resolving significantly more cases in FYE 6/30/09 than originally planned.

** The benchmark for FYE 6/30/11 was increased in July 2010 after taking into account the Division's success in resolving significantly more cases in FYE 6/30/10 than originally planned.

*** The benchmark for FYE 6/30/12 was increased in July 2011 after taking into account the Division's success in resolving significantly more cases in FYE 6/30/11 than originally planned.

BAA Strategies

Strategy 1: Background

The Board of Assessment Appeals receives and processes a large number of appeal petitions each year. In FYE 6/30/10, the Board received 3,945 appeal petitions. This represented a 65% increase in the number of appeal petitions filed with the Board over the comparable filing period for FYE 6/30/08. In FYE 6/30/11, the Board received 2,111 appeal petitions. This represented a 61% increase in the number of appeal petitions filed with the Board over the comparable filing period for FYE 6/30/09. Most appeal petitions are filed during the months of August through December. BAA staff does an excellent job receiving and processing the high volume of petitions received.

After a petition has been received and processed, it is set for hearing. Prior to FYE 6/30/09 and the implementation of this strategic plan, BAA staff sent out about 150 notices of hearing per month (about 1,800 per year). This was thought to be the maximum number of hearing notices that could be issued given existing resource limitations. BAA only has two hearing rooms to hear petitions.

Strategy 1 was implemented to reduce the amount of time it takes for a petition to be resolved with existing resources.

Strategy 1: Implementation

During the fiscal year ending June 30, 2009, the Board of Assessment Appeals implemented a new process for setting cases for hearing. This new process is known as a trailing docket. Under the trailing docket, BAA staff issues notices of hearing approximately 90 days in advance of hearing dates. All hearings scheduled for a particular day are set at 8:30 am in the BAA's offices. Multiple

hearings are scheduled at the same time. Approximately ten (10) days prior to the hearing date and after many cases have been resolved through settlement or petition withdrawal, the parties in the remaining cases are informed of the exact time for their hearing. This process allows significantly more cases to be set for hearing and results in the resolution of more cases each month. This new process has been very successful. In FYE 6/30/09, 14% more cases were resolved at the BAA than in FYE 6/30/08. In FYE 6/30/10, 54% more cases were resolved at the BAA than in FYE 6/30/08. In FYE 6/30/11, 91% more cases were resolved at the BAA than in FYE 6/30/08.

Strategy 2: Background

The Board of Assessment Appeals provides a cost-effective forum for taxpayers to appeal real and personal property valuation and exemption decisions rendered by counties. In many of these cases, taxpayers appear pro-se (without representation). Hearings before the Board are similar to trials held in non-jury civil courts. The process can be intimidating for unrepresented taxpayers who are not familiar with the court process.

In order to make the process more accessible to taxpayers from counties outside of the Denver-metro area, the Board has held hearings in recent years in Alamosa and Grand Junction. These remote hearings have been well-received by taxpayers, who might not otherwise be able to exercise their right to challenge the county's valuation and exemption decisions. The remote hearings are also well-received by counties, who are able to allow more of their staff to attend the hearings and learn about the appeal process.

The Board of Assessment Appeals is committed to improving accessibility to a fair and impartial hearing process for taxpayers through the increased use of educational and outreach activities. Strategy 2 is being implemented to better inform taxpayers of the appeals process and to improve accessibility to the process.

Strategy 2: Implementation

In order to assist taxpayers and counties in better understanding the appeal process, the Board provides educational opportunities about the process. This includes web-based and DVD-based educational materials, which are accessible by visiting the Board's web page or by mail for taxpayers who do not have internet access. The educational materials help taxpayers and counties be better prepared for their hearing and result in more efficient hearings. The Board and its staff also engage in other outreach activities, such as speaking engagements which offer opportunities to learn about the appeal process.

The Board will continue to engage in outreach activities designed to provide accessibility to the hearing process. These activities may include remote hearing locations, telephone hearings, video conference hearings and other outreach designed to improve accessibility to the appeal process. The opportunity for partnering with State colleges and other governmental agencies for video conference hearings will be explored.

Division of Housing

Introduction

The Department of Local Affairs, Division of Housing (DOLA Housing Division) works with a variety of partners to increase the availability of affordable housing to residents of Colorado. DOLA Housing Division provides grants, loans, rental subsidies and bond authority to local governments, housing authorities, non-profit organizations, for-profit and non-profit developers, private landlords and other organizations to create, preserve and rehabilitate housing for Colorado's workers, families, seniors and those with special needs. DOLA Housing Division also certifies all factory/manufactured structures built in or shipped to Colorado and approves multifamily construction in counties with no construction codes.

To assist in meeting the affordable housing needs within the DOLA Housing Division administers the following grant, loan, bond authority and manufactured housing programs:

- HOME Investment Partnership Grant/Loan Program
- Community Development Block Grant Program
- Emergency Shelter Grant Program
- Housing Opportunities for People with AIDS Grant Program
- HOME Investment Trust Fund Loan 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

Colorado State Housing Board

The Colorado State Housing Board (the Board) was created in 1970 to advise the General Assembly, the Governor, and the DOLA Housing Division on Colorado housing needs. The seven member Board reviews financing requests and adopts policies to assist in the development of affordable housing. The Board also adopts regulations governing factory built structures and multifamily housing in counties with no codes.

Statutory Authority

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.

DOLA Housing Division Mission Statement

The mission of the DOLA Housing Division is to ensure that Coloradans live in safe, decent, and affordable housing. We do this by helping communities meet their housing goals.

DOLA Housing Division Vision Statement

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

Preparation of the DOLA Housing Division Strategic Plan

DOLA Housing Division develops two housing plans annually that assist in setting the strategic plan for the Division. The State Consolidated Plan and the Housing Choice Voucher Annual Plan identify DOLA Housing Division strategies and goals to address affordable housing needs in Colorado communities. DOLA Housing Division relies on a number of resources and publications to identify the greatest needs for affordable housing in Colorado. These sources include a quarterly vacancy survey report, foreclosure report, household income report, housing needs assessments, US census building permits, unemployment reports, economic growth report and public housing waiting lists. Information from these reports is supplemented by data from the DOLA demography section and outside sources. All the information referenced above is utilized in preparing the DOLA Housing Division Strategic Plan.

DOLA Housing Division also has a Community Housing Assistance Team, or "CHATS" staff that works one-on-one with local communities throughout Colorado to identify housing needs, prepare housing strategies, identify potential housing projects and create financing packages for new housing and to preserve existing housing. The team has staff in Denver and in two field offices in Colorado. The CHATS work with other affordable housing funders (Colorado Housing Finance Authority, Department of Housing and Urban Development, Rural Development, Mercy Housing, Enterprise Foundation, etc.) to identify and maintain a pipeline of potential affordable housing projects.

Livability Focus

DOLA, in partnership with local governments, the public and private sector, is strategically linking each of its programs to improve peoples' lives in five areas: jobs, housing, transportation, education and environment. This is accomplished by leveraging program dollars and staff consultation within DOLA for our partners and stakeholders as well as strengthening coordination of services and funding resources from other state agencies. DOLA Housing Division's leadership and participation in this effort is essential.

Because safe and affordable housing is fundamental to the ultimate success of all Colorado communities, DOLA Housing Division will target the following objectives with the greatest emphasis of providing housing to those earning less than 50% of the Area Median Income.

DOLA Housing Objectives

- Objective 1: Preserve the existing statewide supply of affordable rental or home-ownership housing.
- Objective 2: Increase the statewide supply of affordable "workforce" rental housing and home-ownership opportunities.
- Objective 3: Increase the capacity and stability of local housing and housing service providers statewide.

Objective 4: Increase statewide pre-purchase homeownership counseling for low/moderate income and minority households.

Objective 5: Meet community needs for the homeless statewide by providing supportive services and increasing the number of shelter beds available.

Objective 6: Increase statewide supply of housing for persons with special needs coupled with services that increase or maintain independence.

Objective 7: Provide rental subsidies statewide for low-income households who would otherwise have to pay more than 30% of their household income for housing.

Objective 8: Ensure the statewide safety and habitability of factory/manufactured structures through program services that are efficient and effective.

DOLA Housing Performance Measures and Benchmarks

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Preservation of affordable rental and homeownership housing	Benchmark	910	910	910	910	910
	Actual	509	774	257	unknown	unknown

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Increase supply of workforce rental and homeownership housing.	Benchmark	550	550	550	550	550
	Actual	887	519	559	unknown	unknown

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Provide Community Housing Development Organization operating funding equal to 5% of HOME allocation	Benchmark	100%	100%	100%	100%	100%
	Actual	90%	100%	84%	unknown	unknown

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Fund pre-purchase housing training programs for a minimum of 1,000 potential homebuyers	Benchmark	1,000	1,000*	1,000	1,000	1,000
	Actual	110	5,000	4,800	unknown	unknown

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Increase the number of shelter beds or the number of homeless service agencies funded	Benchmark	115	115	115	115	115
	Actual	56	264	66	unknown	unknown

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Sustain and increase the number of educational activities (Sec. 8 training, Developer's Tool Kit, Advanced Financing etc.)	Benchmark	5	6	7	7	7
	Actual	6	10	13	unknown	unknown
Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Fund 50 units of special needs housing.	Benchmark	50	50	50	50	50
	Actual	292	307	372	unknown	unknown
Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Increase and sustain the number of households receiving rental assistance	Benchmark	2,600	2,600	2,600	2,600	2,600
	Actual	2,552	2,445	2,693	unknown	unknown
Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Reduce residential plan review turn-around time (days)	Benchmark	15	10	5	5	5
	Actual	9	4	14	unknown	unknown
Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Reduce commercial plan review turn-around time (days)	Benchmark	20	15	10	5	5
	Actual	15	12	22	unknown	unknown

Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Meet manufacturer plant inspection request dates	Benchmark	100%	100%	100%	100%	100%
	Actual	100%	100%	98%	unknown	unknown
Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Reduce average field inspection turn-around time (days)	Benchmark	20	18	18	18	18
	Actual	10	22	15	unknown	unknown

DOLA Housing Division Strategies to obtain Objectives

Objective 1,

Strategy #1

To preserve existing statewide affordable housing, DOLA Housing Division will fund projects that involve acquisition and/or rehabilitation of affordable rental properties or rehabilitation of owner-occupied housing.

Objective 2,

Strategy #1

To increase the supply of statewide workforce housing, DOLA Housing Division will fund new rental and single-family construction projects aimed at households whose income is at or below 80% of Area Median Income.

Objective 3,

Strategy #1

To increase the stability and capacity of local housing and housing service providers statewide, DOLA Housing Division will fund as many CHDO Operating applications as possible with the 5% of HOME funds available for that purpose.

Strategy #2

To increase the stability and capacity of local housing and housing service providers statewide, DOLA Housing Division will sustain and increase the number of educational activities it sponsors.

Objective 4

Strategy # 1

To increase and maintain responsible home ownership for low/moderate-income minority households statewide, DOLA Housing Division will fund pre-purchase homeownership counseling efforts through the NSP and CDBG programs as opportunities arise.

Strategy #2

To increase and maintain responsible home ownership for low/moderate-income minority households statewide, DOLA Housing Division will support Down Payment and Closing Cost assistance efforts with HOME and CDBG funds.

Objective 5,

Strategy #1

To meet community needs for homeless shelters and services statewide, DOLA Housing Division will use ESG and CDBG funds to support homeless shelter operations and services, and CDBG funds to increase shelter capacity in non-entitlement areas of the state.

Objective #6,

Strategy #1

To increase the statewide supply of housing for persons with special needs coupled with services that increase or maintain independence, DOLA Housing Division will fund permanent supportive housing for seniors, the disabled, the chronically homeless and victims of domestic violence using HOME, CDBG, HDG and RLF funds.

Objective #7,

Strategy #1

DOLA Housing Division will apply for at least 50 additional rental vouchers annually (when incremental vouchers are available through HUD) to give additional families in the State the opportunity to receive rental assistance.

Objective #8,

Strategy #1

To increase efficient and effective service statewide by reducing plan review and inspection response times DOLA Housing Division will utilize third party plan review and inspection agencies.

Division of Local Government

Introduction

The Division of Local Government (DLG) achieves the mission and vision of the Colorado Department of Local Affairs by partnering with local units of government to foster sustainable community development and improve quality of life for citizens across the state. Utilizing a comprehensive approach, DLG bolsters the resources and capabilities of local communities. With a complement of technical and financial assistance programs and services, DLG's toolbox serves Colorado in vital ways. Communities with engaged leadership and accessible high quality public services are vital and sustainable.

Statutory Authority

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

The Division of Local Government Mission Statement

The Division of Local Government provides high quality technical and financial assistance services to local governments and communities throughout Colorado to enable them to achieve sustainable community development.

The Division of Local Government Vision Statement

The Division of Local Government strengthens Colorado communities by assuring that local governments and their citizens receive the resources they need to achieve their goals.

Financial Assistance

DLG administers an array of federal and state financial assistance programs specifically designed to address public facility and service needs. Through coordination and outreach with the department's field offices, grant and loan resources are distributed on both a formula and discretionary basis depending upon applicable state statutory provisions, federal requirements and/or program guidelines. The Financial Services section coordinates applications and contract and payment distribution processes, develops and maintains partnerships with federal funding agencies and conducts training sessions for local government grantees in project administration activities.

Technical Assistance

DLG's Local Government Services (LGS) section provides technical assistance to local officials and staff in the day-to-day operation of government and with understanding and complying with statutory requirements. LGS delivers assistance through workshops, publications, individual consultations and on-line resources. Technical assistance topics include: budgeting and financial management, land use planning, elections, general government administration, procurement, personnel and water and wastewater management.

The State Demography Office is the primary state agency for population and demographic information. Its data are used by state agencies, local governments, private citizens and businesses to forecast demand for facilities and services. The Demography Office makes the data publicly available on the department's website, answers requests for economic and demographic data and

provides training workshops on accessing and using the data. The State Demography Office also serves as the state liaison to the federal government for Census 2010. The Census results direct allocation of billions of dollars of federal funds, determines political districting and other boundary districting, creates temporary jobs and provides actionable information about Colorado communities.

Field Services

In order to provide the best possible service throughout the state, DLG has eight regional offices throughout Colorado, including Denver. Regional managers and field staff help local elected and appointed officials and community agencies define concerns and opportunities, evaluate options, identify solutions and achieve results. These skilled staff members, most with local government administration backgrounds, also offer management, planning, community development and technical assistance.

Sustainability Initiative

DOLA, in partnership with local governments, and public and private sector organizations, is strategically linking each of its programs to improve peoples' lives by utilizing seven sustainability principles: increase economic competitiveness; promote equitable, affordable housing; support existing communities; provide more transportation choices; conserve, responsibly utilize and protect valuable natural resources; value healthy communities and neighborhoods; and enhance integrated planning and investment. This is accomplished by leveraging program dollars and staff consultation within DOLA for our partners and stakeholders as well as strengthening coordination of services and funding resources from other state agencies. DLG's leadership and participation in this effort is essential.

Boards, Commissions and Advisory Groups

DLG utilizes the guidance and recommendations of several advisory committees. Among them:

- State Energy and Mineral Impact Assistance Advisory Committee
- Local Government Limited Gaming Impact Advisory Committee
- County Elected Officials Salary Commission
- Volunteer Firefighter Pension Advisory Committee
- Severance and Federal Mineral Lease Direct Distribution Advisory Committee

Division of Local Government Objectives

Objective 1: Increase the effectiveness and accountability of municipalities, counties and special districts by ensuring compliance with statutory requirements in the following areas:

- Budget preparation assistance of local governments
- Property Tax Revenue limitations (CRS 29-1-301)

Objective 2: Promote increased regional collaboration among local governments through strategic grant investments. With local partners, identify multi-jurisdictional projects that improve efficiencies in public services such as health services, water and wastewater treatment and emergency preparedness.

Objective 3: Enhance accessibility of and satisfaction with technical services statewide through webinars, teleconferences and other outreach services. Providing cost-effective

alternatives to “must-have” information will touch outlying areas and engage our customers.

Objective 4: Report the number of jobs created or retained through DLG programs. This can be achieved, in part, by marketing financial assistance services through every available channel to key stakeholders to improve systems and accessibility in times of limited funds, and publishing the results to convey division effectiveness.

Objective 5: Improve internal and statewide external customer relations. Doing so will support DOLA’s vision of responsive action, flexibility and unparalleled customer service.

Division of Local Government Performance Measures and Benchmarks

Objective 1 Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Assist to ensure local government compliance with Annual Levy Law (CRS 29-1-301) Monitor local governments and Order mill levy reduction for those found in violation.	Benchmark	100%	100%	100%		
	Total Orders/ Total Violations	39/39	39/39	33/33		
	Actual	100%	100%	100%		
Assist to ensure local government compliance with completing and filing Annual Budget (CRS 29-1-113) Monitor local governments, provide late notification, and direct county Treasurer to withhold funds.	Benchmark	95%	95%	95%		
	Total to be filed/ Total Withheld	2,868/128	2,946/120	3,000/149		
	Actual	95.5%	95.9%	95.1%		

Objective 2 Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Promote increased regional collaboration among local governments through strategic grant investments. With local partners, identify multi-jurisdictional projects that improve efficiencies in public services such as health services, water and wastewater treatment and emergency preparedness.	Increase the number of multi-jurisdictional projects funded per year	10%	12%	14%	16%	16%
	Actual	19.4% of projects funded were multi-jurisdictional	18 % projects funded were multi-jurisdictional	16.9% projects funded Less grant dollars were available reallocation of Energy Impact dollars to General Fund	unknown	unknown

Objective 3 Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Earn an 95% Customer satisfaction rate on webinar and other trainings on budgets, governance, planning, elections (elections training is in 2012)	Benchmark	New	85% Approval rate	85% Approval rate	90% Approval Rate	95% Approval Rate
	Actual	New	97%	100%	unknown	unknown

Objective 4 Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Report the number of jobs generated/retained through strategic investment of DLG financial resources	Jobs generated/retained per DLG dollar invested	4000	1500	1500	1500*	1500
	Actual	4,113	3,471	1,335	unknown	unknown

* The Energy and Mineral Impact Assistance fund represents approximately 60% of DLG grant funding. When EIAF funds are redirected to the General Fund, jobs generated will decline proportionately.

Objective 5 Performance Measure	Outcome	FYE 6/30/09	FYE 6/30/10	FYE 6/30/11	FYE 6/30/12	FYE 6/30/13
Achieve 95% local government customer satisfaction with DLG services	Benchmark	92 responses 87% overall approval	200 responses, 85% good and/or very good approval	300 responses 90% good and/or very good approval	300 responses 90% good and/or very good approval	300 responses 95% good and/or very good approval
	Actual	92 responses 87% overall approval	363 responses 87.27% good and/or very good approval	*No results this year Working with private sector to survey customers Prior year done internally	unknown	unknown

* DLG is working with a private company to implement an enhanced customer survey. As of July 1 the survey had not been completed.

STRATEGIES

Objective 1: Increase the effectiveness and accountability of municipalities, counties and special districts by ensuring compliance with statutory requirements in the following areas:

- **Budget preparation assistance of local governments**
- **Property Tax Revenue limitations (CRS 29-1-301)**

Background:

The Division of Local Government currently administers several local government statutory compliance enforcement responsibilities with the Annual Levy Law and Annual Budget Filing programs being two of the more broadly applicable among the more than 70 types of local governments in Colorado. In addition, enforcement of these two requirements has significant

impacts on the financial resources of these local governments.

Objective 1 Implementation:

Most of Colorado's 3,300 local governments voluntarily comply with these statutory requirements; however, due to the many small local governments with volunteer staff and the transitional nature of these officials, the Division proactively provides reminders and information to these governments to help ensure timely and accurate compliance with statutory requirements. In addition, because of the technical nature of these requirements, the Division provides training materials, workshops, worksheets, and individual consultations with representatives of the many small local governments that lack technically proficient staff.

While currently meeting program benchmarks, the Division is continuing to work to reduce the number of governments requiring enforcement actions. During the fiscal year ending June 30, 2011, the Division began developing a structured web application to allow local governments to obtain an online account with the Division to receive electronically filed documents that are statutorily required to be filed with the division such as annual budgets. This ability to receive and publicly access electronic documents will increase the local government's ease of filing. In addition, the availability of information will further allow interested local governments officials to determine if they are compliant with these two programs before statutory deadlines.

Objective 2: Promote increased regional collaboration among local governments through strategic grant investments. With local partners, identify multi-jurisdictional projects that improve efficiencies in public services such as health services, water and wastewater treatment and emergency preparedness.

Background

The Division of Local Government administers several grant programs which provide a variety of assistance to local governments primarily in the areas of planning, construction and maintenance of public facilities and the provision of public services. Examples of public facilities include water and sewer infrastructure, town/city halls, county courthouses, community centers, health clinics, public roads, and emergency medical and fire protection facilities. Examples of public services include community development assistance to local governments, internship programs and community revitalization assistance. As grant funds tend to be volatile, particularly during this time of economic recovery, it is important to maximize the use of these funds through strategic grant investments that support collaboration and cooperation among local governments.

The division has eight regional managers located throughout the state. Two of their responsibilities are to help Colorado communities identify, prioritize and address their capital improvements needs, and assist them in improving and enhancing their community's livability and sustainability.

Objective 2 Implementation

The division's regional managers work with communities to identify projects that can benefit from collaboration with other entities to further enhance the services being provided. Review of

applications include as part of the rating criteria, an evaluation of the applicant's efforts to enhance services through collaboration.

Three examples of successful regional efforts are the Colorado Sustainable Main Streets and New Energy Communities and the Water Treatment Facility for Silver Plume and Georgetown.

The **Colorado Sustainable Main Streets** Initiative is a tremendous success story of an outcome-based approach focused on collaboration, which has allowed the communities of Five Points in Denver, the Town of Fowler, and the Cities of Monte Vista and Rifle to make remarkable progress toward downtown main streets revitalization. In only eight months, the four pilot communities were able to accomplish several projects ranging from historic preservation and façade improvements to conceptual design and financial strategy building for major redevelopment sites. These catalyst projects helped the pilot communities achieve imminent goals while bridging sustainable community development to the future.

Due to the success of the initiative, the Department of Local Affairs, along with the four pilot communities, received over \$1.2 million in US Department of Housing & Urban Development (HUD) Challenge and US Department of Transportation (DOT) TIGER II grant funds. These funds will allow the four pilot communities to complete several projects conceived during the Sustainable Main Streets Initiative.

The New Energy Communities

Fourteen communities were selected as part of this initiative. One example of regional effort is in Garfield County. In addition to education projects for all municipalities, a program was implemented that enables local governments to track their utility costs and compare year over year expenses before and after installation of solar panels at major facilities. These solar panel improvements were implemented at town halls, libraries and county facilities. There have also been major benefits to home business in Garfield County.

Water Treatment Facility for the towns of Silver Plume and Georgetown

For many years the two towns in Clear Creek County have jointly paid for the operation of the Georgetown wastewater treatment plant. An Intergovernmental Agreement (IGA) created a Joint Wastewater Commission to oversee the operations of the treatment plant that is wholly owned by Georgetown. Although revised several times, the existing agreement was not working and the Joint Commission constantly fought over the cost allocation structure. The existing plant was 30 years old and in need of a major upgrade to meet Colorado Department of Public Health and Environment (CDPHE) requirements. DOLA assisted the towns by financing the upgrades in a phased project. With the completion of the first two phases, the cost allocation formula caused major problems for the Town of Silver Plume. Silver Plume could not make the required payments and fell into arrears further exacerbating the tension between the towns. The DOLA Regional Manager assisted the two towns to revise their IGA which would help them compete for American Recovery and Reinvestment Act dollars. Their application was successful and the 2010 task to revise the cost allocation between the two towns was successful. Denver staff was brought in to complete a 30-year operating and debt analysis for the treatment plant.

DLG also provided technical assistance in developing a new common rate structure for both towns. The Regional Manager assisted Silver Plume in obtaining funding to pay the money owed to Georgetown. The two towns are cooperating very well and are on track for the adoption of a new rate structure in early 2011. Denver staff and the Regional Manager are helping with policy formation to guide the implementation of the new financial structure. The new IGA also will have the towns exploring the inclusion of the two collection systems into a joint system and are also exploring the creation of an authority to operate both the plant and the collection systems

Objective 3: Enhance accessibility of and satisfaction with technical services statewide through webinars, teleconferences and other outreach services. Providing cost-effective alternatives to “must-have” information will touch outlying areas and engage our customers.

Background

The Division of Local Government currently provides training to local governments in workshop and webinar settings usually in association with local government or professional associations. The two most attended training programs involve the special district election and local government budget processes. Recent efforts have shifted to providing training via electronic forums with the first occurring in the fiscal year just ending. As efforts in these two training programs are now provided electronically, previous performance measurement is not related and therefore not presented here.

Objective 3 Implementation

While currently meeting program benchmarks, the Division is continuing to work to improve the selection and quality of our live and recorded web based trainings. During the fiscal year ending June 30, 2010, the Division created on-line courses and presented these to local election officials and budget officers. Such increased availability of training allowed interested local government officials to attend such training without incurring the costs of travel in time and money. The Division is continuing to refine the presentation of this training to make it more readily accessible to local governments.

Objective 4: Increase the number of jobs created or retained through DLG programs. This can be achieved, in part, by marketing financial assistance services through every available channel to key stakeholders to improve systems and accessibility in times of limited funds, and publishing the results to convey division effectiveness.

Background

The Division of Local Governments historically has provided the largest grant dollar investment for the department. This large grant award was because of the amount of revenue from the Energy Impact Fund. As the General Assembly reallocates more Energy Impact dollars to the General Fund, grant dollars have been reduced to zero. Without the Energy Impact dollars, state investment in local government community development projects decreases. The average ratio of state energy impact dollars to local government dollars is 1:3. This means for every one state energy impact

dollar granted, it is leveraged by three local government dollars. These energy impact dollars are used for capital improvements such as: water projects, waste water, sewer, public facilities, and public safety and small capital projects.

Objective 4 Implementation

Community development projects generate direct and indirect jobs in the local economy. For the fiscal year 2010-2011, 1,335 direct and indirect jobs were generated. This is a significant reduction from the prior fiscal year because of significant reduction of grant dollars available due to the reallocation to the General Fund. The division will continue to make strategic investments in community development through its financial assistance programs. Community applicants for funds are encouraged and assisted to leverage local government, private sector, non-profit and foundation resources to maximize community investments. We will continue to analyze and document the generation and retention of jobs attributable to our financial assistance programs.

Objective 5: Improve internal and statewide external customer relations. Doing so will support DOLA's vision of responsive action, flexibility and unparalleled customer service.

Background

DLG began to measure customer satisfaction through an on-line survey. Based upon analysis of last year's results, the survey instrument and methodology were refined to secure more usable results.

Objective 5 Implementation

DLG is contracting with a professional survey research consulting firm to achieve more accurate measures of customer satisfaction through the use of random sampling, focus groups and related techniques. No survey was conducted for 2011. However, a new survey will be sent to our customers in the near future. We will continue efforts to encourage higher participation in the customer satisfaction survey by using email, mail and notices in local government association newsletters.

Survey results, particularly customers' comments, will be analyzed to identify strategies on how delivery of services to customers can be improved. Analysis of quantitative data will inform decisions regarding areas of service delivery requiring focused efforts to improve satisfaction.

DIVISION OF EMERGENCY MANAGEMENT (DEM)

INTRODUCTION

The Division of Emergency Management (DEM) is responsible for the State's comprehensive emergency management program which supports local and State agencies. Activities and services cover all phases of emergency management: Preparedness, Mitigation, Response, and Recovery for the hazards that may be encountered by the residents of the State. These hazards include natural, technological, and human caused. To legally address this comprehensive emergency management program, in 1992 the State Legislature enacted the State Disaster Emergency Act which assigns the following responsibilities to the Division:

1. Reduce vulnerability of People and Communities of this State to damage, injury, and loss of life and property resulting from natural catastrophes or catastrophes of human origin, civil disturbance, or hostile military or paramilitary action;
2. Prepare for prompt and efficient search, rescue, recovery, care, and treatment of persons lost, entrapped, victimized, or threatened by disasters or emergencies;
3. Provide a setting conducive to the rapid and orderly start of restoration and rehabilitation of persons and property affected by disasters;
4. Clarify and strengthen the roles of the Governor, State Agencies, and Local Governments in prevention of, preparation for, response to, and recovery from disasters;
5. Authorize and provide for cooperation in disaster prevention, preparedness, response, and recovery;
6. Authorize and provide for coordination of activities relating to disaster prevention, preparedness, response, and recovery by agencies and officers of this State and similar State-Local, Interstate, Federal-State, and Foreign activities in which the State and its political subdivisions may participate;
7. Provide a disaster and emergency management system embodying all aspects of pre-disaster and pre-emergency preparedness and post-disaster and post-emergency response;
8. Assist in prevention of disasters caused or aggravated by inadequate planning for regulation of public and private facilities and land use.

DEM's activities are primarily funneled through local emergency managers. This takes the form of technical assistance in such areas as developing pre-disaster mitigation plans, developing emergency operation plans, sponsoring training courses, evaluating exercises, providing financial documentation requirements during disasters or emergencies, and providing liaison staff to local disasters in an effort to identify potential areas where State assistance can be requested.

During a State declared disaster or emergency, DEM coordinates the State response and recovery program in support of local governments. DEM maintains the State's Emergency Operations Center (SEOC) where representatives from other State departments and agencies come together to coordinate the State response to the situation.

STATUTORY AUTHORITY

The statutory authority for the Colorado Division of Emergency Management (DEM) is found in Title 24, Section 32-2105, Colorado Revised Statutes (2008).

MISSION STATEMENT

The mission for the Division is: *DEM leads, manages and coordinates state level actions for all hazards preparedness, natural hazards mitigation, emergency response, and disaster recovery in support of local governments within Colorado.*

The operational aspects of this mission are founded statutorily in the State's Disaster Emergency Act and are specified in the department's mission statement. The actions of preparedness, mitigation, response and recovery set the purpose for the Division. They also directly support the state's Homeland Security Strategy and its goals to: Protect Colorado's Communities, Critical Infrastructure, And Key Resources Against All-Hazards; Respond To All Incidents; and Recover From All Incidents. The accomplishment of the Division's mission serves as an enabler for the department to achieve its vision of "Strengthening Colorado Communities".

A NARRATIVE ON THE DIVISION'S VISION

The vision of the Division is: *DEM is Colorado's leader in emergency management, reducing risk to Colorado communities, better preparing for our next disaster/emergency and strengthening relations with our customers, partners and employees.*

This vision sets the strategic direction for how DEM applies its efforts and limited resources to improve the safety of Colorado residents. Of important note regarding resources, the state depends heavily on federal funding to meet its statutory emergency management responsibilities. All of the state general funds provided to DEM are leveraged as match to receive federal funding. The state's funds are dedicated to salary and benefits for 9.2 of the Division's 30.1 full-time employees (FTE). The federal government funds the remaining 20.9 of the Division's FTE along with nearly its entire annual operating budget. Fortunately, federal requirements for this funding (risk reduction and preparedness) complements the state's statutory requirements and the visions of the Division and Department. The following funding sources provide the annual operating budget to support the Division's vision:

- State General and Re-appropriated Funds appropriated in FY 2012 Long Bill – \$639,923ⁱ
- Federal Chemical Stockpile Emergency Preparedness Program Grant (CSEPP) – \$988,371ⁱⁱ
- Federal Emergency Management Program Grant (EMPG) – \$1,632,815
- Federal Pre-Disaster Mitigation Grant (PDM) – \$407,894

The Division also helps strengthen Colorado communities by serving as the administrator for federal emergency management grants. In FY11-12, DEM will provide an estimated \$12,010,988 in federal grants to support local emergency management programs and projects, and, mitigation plans and projects throughout Colorado.

ⁱ Based upon a January 2009 National Emergency Management Association survey, the State of Colorado is ranked 49th out of 50 States and territories that participated in the survey in receiving State funding for its operations.

ⁱⁱ By 2021, all mustard agent and its associated equipment are scheduled to be destroyed. Once that occurs, CSEPP funding will no longer be provided to the State, resulting in the loss of approximately 20% of the division's funding for personnel and operations costs.

OBJECTIVES

DEM has identified four objectives which correspond to the Division’s vision:

- Objective 1: Increase the number of Colorado counties that have a federally approved hazard mitigation plan.
- Objective 2: Identify, mitigate, and measure risk reduction for state high risk hazards (those hazards to communities which, if realized, would threaten public safety beyond the response capacity of local government).
- Objective 3: Improve state level incident response and recovery capability through scheduled training and exercises based on written plans, procedures and measured performance standards.
- Objective 4: Improve the delivery of emergency management services to local government.

These objectives support the department’s vision of “strengthening communities and enhancing livability in Colorado” while also supporting the state’s homeland security vision of, “Colorado communities working together for a safer tomorrow.”

PERFORMANCE MEASURES

The Division vision identifies three focus areas for the future: Reducing risk to Colorado communities; better preparing for the next disaster/emergency; and strengthening relationships. The Division will measure progress in these focus areas with five outcome based performance measures.

Performance Measure	Outcome	FY 09-10 Actual	FY 10-11 Actual	FY 11-12 Estimate	FY 12-13 Request
Percent of counties that have a federally approved hazard mitigation plan	Benchmark	75%	75%	75%	75%
	Actual	42%	59%	70%	unknown
Percent of state high risk hazards that have a current risk management and response plan	Benchmark	5%	15%	25%	75%*
	Actual	7%	30%	50%	unknown
Number of exercises conducted annually to improve state government response capability in accordance with the State Emergency Operations Plan	Benchmark	6	6	6	6
	Actual	6	8	6	unknown
Number of state incident and capability annexes of the State Emergency Operations Plan that are updated and validated annually	Benchmark	2	6	6	6
	Actual	1	9	6	unknown
Percentage of positive responses from customers surveys regarding the satisfaction with DEM’s services	Benchmark	90%	90%	90%	90%
	Actual	86%	85%	TBD**	unknown

*This is 75% of the original twenty identified high risk hazards; there may be new high risk hazards added to the list in FY11-12 and/or FY12-13.

**The survey for FY11-12 is delayed due to the transition to a new DEM Director and the transfer of the Division PIO.

STRATEGIES

DEM began laying the foundation for this strategy and its associated performance measures early in calendar year 2008. The first action was the transfer of homeland security grant management from DEM to the Governor's Office of Homeland Security. This opened the door for the second key action, which was an internal reorganization. DEM reorganized functionally to meet its statutory responsibilities and fall in line with the federal programs which provide the majority of the Division's fiscal resources. The Division's Mitigation Section receives the majority of its funding from the Federal Pre-Disaster Mitigation Grant and leads the Division's responsibility for reducing risk to Colorado communities. The Preparedness Section receives most of its funding from the Federal Chemical Stockpile Emergency Preparedness Program and provides the planning, training and exercise support for the state's emergency preparedness program. The Response Section receives its funding from the Federal Emergency Management Performance Grant and serves as the driver for the state's response actions and assistance to the local partners for preparedness and response. The reorganization of DEM in 2008 created a corresponding change in strategy. As a result, the past performance measures from FY 07-08 were no longer applicable and new measures had to be established.

In most cases, data collection and divisional processes were not in place for the new performance measures and their benchmarks. With the completed reorganization, DEM put in place the processes to track these new performance measures and to validate the established benchmarks. The paragraphs that follow provide the details on how the Division achieves its benchmarks.

DEM's strategy for reducing risk to Colorado communities focuses efforts on increasing the number of counties that have a federally approved hazard mitigation plan and on managing known community high hazard risks. The resources for this strategy are mainly staff effort. Historically, the Division has been unable to meet the hazard mitigation planning benchmark. The reason for this has been a lack of Mitigation staff to do the work. In 2008, the Department submitted a change request for an additional FTE which would serve as match to receive federal funding for an additional three FTE. The state legislature approved this request in June 2009. By March 2010, the Division had the new staff in place and began actions to assist counties with their hazard mitigation plans. In addition to hazard mitigation planning, DEM staff is assisting communities with managing known high hazard risks. In 2008, the Division appointed a senior staff member in its Response Section with the additional duty as the state hazards risk manager. This position, along with DEM's Regional Field Managers, works with local emergency managers to identify known hazards, assess the risk they pose to their communities, identify and implement risk mitigation and management actions, and develop state response plans to support local government in the event the hazard occurs. The efforts of DEM's Mitigation and Response Staff combined with limited federal grant resources are the strategy the Division implements to achieve its benchmarks for reducing risk in Colorado communities.

The Division's strategy for better preparing Colorado for the next emergency focuses on developing and validating the state's ability to implement incident and capability based action plans. This

strategy also involves a re-focusing of DEM's staff effort and the targeted application of federal grant resources. In the Division's recent reorganization, it added an Operations Officer to its Response section. This position is responsible for the state's response readiness. In the reorganization, DEM also created its Preparedness section. The Preparedness section supports the Operations Officer with developing preparedness oriented plans, training and exercises. The requirement for thorough preparedness planning is a critical component of this strategy. In order to meet the established planning benchmark, DEM applied for a federal Homeland Security grant to supplement its current emergency planner. The combined efforts of the Preparedness and Response staff, augmented with federal grant resources allow the Division to execute an annual series of six exercise events to assess state response capability, validate incident action plans and improve the state's ability to respond to the next disaster emergency. DEM also recognizes the value of private sector resources in the overall preparedness mission. With this in mind, DEM is working with private sector partners for participation in response planning and exercises. These regularly scheduled exercises, with measured outcomes and implemented improvement plans will better prepare Colorado for the next emergency.

DEM depends on its relationships with local emergency managers and supporting state agencies to meet its statutory responsibilities. The Division's strategy for strengthening and maintaining these relationships involves a combination of customer satisfaction surveys and targeted action plans to improve satisfaction.

In July 2008, DEM conducted its first survey of local emergency managers to measure customer satisfaction. The survey asked questions to measure customer satisfaction with Division staff's accessibility, professionalism, responsiveness, knowledge, helpfulness, customer service and whether the Division was meeting the local emergency manager's expectations. This survey established the baseline for measuring the Division's customer satisfaction and also provided the information needed to target improvement plans.

Additionally, the Division recognizes that its employees are the asset that builds the relationships and ultimately delivers the services to DEM's customers. With this in mind, DEM leaders previously surveyed employees and implemented steps to improve employee satisfaction. DEM will perform these actions again during FY11-12 and FY12-13. This combination of surveying customers and employees combined with targeted actions plans strengthen the Division's key relationships.

EVALUATION OF SUCCESS IN MEETING BENCHMARKS

At the close of Fiscal Year 10-11, the Division exceeded three of the five established performance measures. This performance fell short of meeting all of the established benchmarks but was well within expectations and in line with the Division's implementing strategies.

DEM had determined that it would require an additional 4 FTE in order provide local governments with the necessary technical services to meet the hazard mitigation planning benchmark. For FY 09-10, DEM submitted a budget change request for additional general fund to support 1 FTE as leverage for federal match dollars (25% state/75% federal cost share). The change request was approved and the Division hired the additional staff needed to support the required mitigation planning. Currently thirty-eight counties have a federally approved hazard mitigation plan. This equates to 59% of Colorado's counties compared to the established benchmark of 75% (or 48

counties) with approved plans. Note that these thirty-eight counties comprise 92% of the State's population. There are currently seventeen counties that have plans in progress and one county with a previously approved plan that is undergoing required revision. It is projected that DEM will meet the 75% benchmark during FY11-12 and/or FY12-13 as these progressing plans gain approval. This is a reflection of the success of adding the four additional FTE.

The Division exceeded its objective in the area of identifying and planning for high risk hazards. This was a new objective after the Division's reorganization in 2008. To this date, the Division has identified twenty high risk hazards in the state and validated the risk management / response planning process for six of the hazards. This equated to thirty percent of the known sites versus the fifteen percent established performance measure. The metrics for this measure will vary as new sites are identified however; the Division is on track to continue meeting the ramped performance measure through FY12-13.

The Division exceeded its exercise and planning preparedness objectives. The Division has established an operational business cycle which includes bi-monthly exercises to update and validate state plans and state staff training for the state emergency operations center. During FY11-12 and/or FY12-13, DEM aims to expand its exercise program to allow and encourage local participation. This business process is working well with current resources so we anticipate no issues with meeting established performance measures in FY11-12 and beyond.

In July 2010, DEM conducted its third annual survey of local emergency managers to measure customer satisfaction. While the individual questions demonstrate a slight decline (-1% to -7%); the final question demonstrates a 14% improvement in DEM meeting the expectations of a state emergency management office. DEM chose to delay the July 2011 survey due to the transition in the Division Director position and the July 5, 2011 transfer of the Division Public Information Officer to another State Department. DEM will complete this survey by December 31, 2011.

Questions	July 2009	July 2010	Difference
DEM staff is accessible. You are able to reach the DEM staff you need to when you need to.	90%	85%	-5%
DEM staff is professional and courteous.	96%	89%	-7%
DEM staff is responsive. We return your emails and phone calls providing the information requested.	85%	83%	-2%
DEM staff is knowledgeable. We have the necessary expertise to provide the services you need.	87%	80%	-7%
DEM staff is helpful. Our assistance is valuable to your emergency management program.	87%	86%	-1%
Overall customer service experience with DEM.	91%	87%	-4%
DEM meets my expectations of a state emergency management office.	70%	84%	+14%