



Department of Local Affairs 2009 Annual Report

Strengthening Colorado Communities



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Message from the Executive Director



2009 was a year wrought with challenges for the public and private sector alike. We at the Department of Local Affairs, like so many others, saw revenues fall and demand rise for financial assistance. The recession has been tough, but it pushed us to think more strategically. Our mission remains unchanged, but business is no longer as usual. DOLA

continued to strengthen Colorado Communities throughout the year, enhancing livability by creating jobs, providing financial and technical assistance and efficiently utilizing state resources. We also developed a Sustainable Communities Initiative to help us plan more thoughtfully for the future. Despite economic challenges, we partnered with local and state entities to build and refine infrastructure and revitalize downtowns, provide affordable housing and prevent homelessness. Our Foreclosure Hotline continues to help Coloradans facing losing their homes. In almost every case we were able to leverage dollars for the greatest positive impact for our customers. Also part of our mission, DOLA's Division of Emergency Management worked with communities to prepare for, respond to, recover from and mitigate disasters. The American Recovery and Reinvestment Act of 2009 also provided myriad opportunities to improve the quality of life for Coloradans from all walks of life.

As we move ahead in 2010, we will embrace every opportunity to improve our processes and assist our customers in making communities stronger and more sustainable.

Sincerely,

A handwritten signature in blue ink that reads "Susan E. Kirkpatrick". The signature is fluid and cursive.

Susan E. Kirkpatrick
Executive Director



Our Mission and Vision

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.

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 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.

Our Commitment to Sustainability

The basic tenets of DOLA's work are rooted in the spirit of cooperation, partnership, collaboration and livability. In 2009, DOLA staff expanded our efforts toward sustainable community development by adapting and integrating sustainability principles into what we do. The framework provided by these principles encourages collaboration across the department's divisions, identify and leverage resources across local, state and federal agencies and help guide grant criteria and grant making decisions.

These principles, which are being integrated into DOLA's grant criteria, are designed to respect local control, incentivize sustainability and cultivate partnerships that solve problems through cooperative planning, collaborative training and the leveraging of resources.

Understanding that financial resources are limited at all levels of government, these sustainability principles have been identified to encourage funding of infrastructure and sustainable development projects designed for the long term.

DOLA Sustainability Principles

1. **Increase economic competitiveness**

Invest in education and training, attract and position employment centers near housing and transit, expand business access and promote rural economic development that preserves and enhances community identity

2. **Promote equitable, affordable housing**

Identify, encourage and invest in quality, energy efficient, affordable housing near jobs, shopping and recreation amenities

3. **Support existing communities**

Strategically optimize goal driven infrastructure funding to maximize investment, support long term viability and revitalize communities

4. **Provide more transportation choices**

Improve safe, reliable and affordable transportation choices to reduce traffic congestion and improve air quality; create transit-oriented neighborhoods with biking and walking opportunities

5. **Conserve, responsibly utilize and protect valuable natural resources**

Protect clean water, land and air; focus on investments in energy efficiency and renewables

Sustainable Development Defined:
“Meeting the needs of the present generation without compromising the ability of future generations to meet their needs.”

-Brundtland Commission

6. **Value healthy communities and neighborhoods**

Support unique community characteristics by investing in healthy, safe, walk-able neighborhoods, quality schools and prosperous, sustainable downtowns

7. **Enhance integrated planning and investment**

Align policies to remove barriers, maximize and leverage funding and increase accountability and effectiveness of government programs

Generating Jobs through Strategic investments

DOLA is committed to strengthening Colorado communities by creating jobs. Although Colorado's 6.9 percent unemployment rate is better than the U.S. average of 10 percent, the need for jobs is undeniable.

Thanks to the work of the Department's Demography Office, DOLA is able to leverage data and resources to quantify the number of jobs created or supported through its financial investments. A multiplier enables us to calculate how many jobs are created or supported through grants and fund distributions. This method, based on demographic data, industry and economic factors and dollars invested, allows us to compute the number of direct, indirect and induced jobs associated with DOLA funds invested throughout the state.

Over \$260 million in grants were leveraged with \$616 million local dollars for a total of over \$877 million in community projects during CY2009. These combined dollars spent on projects created or supported an estimated **8,321 direct jobs**. If you include the indirect and induced jobs created through this economic activity, an estimated total of **16,183 jobs were created or supported**.



Ensuring Livable Communities through Grant Awards

Projects ranged in size, scope and type, as characteristic of a state as diverse as Colorado. Each community needs affordable housing, public facilities, roads, public safety and basic water and sewer infrastructure. In 2009, DOLA worked to assist regional efforts directed at sustainability and energy savings. Projects below highlight how DOLA grant awards meet critical needs while encouraging innovative, sustainable projects in communities across the state.

Great West Regional Mental Health - \$900,000

Mesa County received \$900,000 for this facility to provide in-patient mental health services for the entire Western Slope. The County intervened in a positive way to prevent Colorado West Mental Health Center from defaulting on its mortgage of the in-patient facility. The state will help the non-profit provider eliminate a \$700,000 annual installment payment. Mesa County will assist in ensuring availability of mental health services for the entire Western Colorado region.

This facility is the only in-patient mental health facility between Salt Lake City and Denver, allowing western slope patients to be closer to their homes and families for support.

“Colorado West Mental Health has received national recognition for the partnership we put together to pay off debt ... this award would not have been possible without DOLA’s support and participation. Thanks again!”

-John Peacock, Mesa County

Recently, the facility was selected to receive a National Council of Community Behavioral Health Award of Excellence. This achievement is the “Oscar” of behavioral health. There were 125 nominations and Great West Regional Mental Health was honored with the “Advocacy (local)” category. The Center received the award due to their story of settling \$10 million in debt and keeping its doors open.



DOLA Executive Director Susan Kirkpatrick (r) joins Colorado State Senator Gail Schwartz (c) and local officials from Chaffee County for a tour of the Chaffee County Community Services Complex site.

**Chaffee County and City of Salida
Community Services Complex - \$1,700,000**

The Department of Local Affairs awarded a \$1.7 million grant for the rehabilitation of the former hospital, a historical structure in the community. Another grant of \$50,000 went toward planning, which included mechanical and architectural assessment services that were used to determine how to efficiently adapt the building for housing City and County administration services. This Complex is a model for other Colorado communities as an excellent example of successful

re-use and sustainable development principles. By preserving history while creating new opportunities to bolster downtown revitalization, the project is an overall win-win for the community.

To read a *Salida Mountain Mail* newspaper article about this successful project, go to:

<http://themountainmail.com/main.asp?SectionID=4&SubSectionID=4&ArticleID=16844&TM=47081.94>



Nederland Community Center Renovation - \$500,000

This project leveraged more than \$3 million in local funding. It involved the renovation of the Nederland Community Center with improvements made to the theatre, the community library, the senior and aging services area and meeting space. Recently honored with a Leadership in Energy and Environmental Design (LEED) Certified Award, the Center is an anchor for the community.

Steve Steinbicke (l), an architect with Architecture West and Scott Brelsford (r) of Alliance Construction, helped make this LEED Certified project possible.

Brighton Cultural Center - \$625,000
Rangeview Library District (Brighton Library) - \$300,000

The Brighton Cultural Center and Rangeview Library District are projects that have a great sustainability aspect in that they have helped stabilize and strengthen downtown Brighton. The Brighton Cultural Center was created through the renovation of the Brighton Armory, an old structure in the downtown area adjacent to the new library site. The City and Library District worked together on a joint parking lot that uses geo-thermal assets for heating and cooling. The City then renovated the Armory into a performing arts center. These two projects bring people into downtown Brighton, making it a vibrant, lively sustainable place.



The solar photovoltaic system at the Brighton Library

The Brighton Library became the first carbon-positive library in the U.S., thanks to funding DOLA was able to provide toward the Library’s 108kW solar photovoltaic system. Total energy savings for the district will be upwards of \$30,000 per year.

Montezuma County Courthouse
Upgrades - \$650,000

This project consists of replacing the HVAC system with a Ground Source Heat Pump (GSHP) system for heating and cooling, repairing ruptured piping, replacing fluorescent lighting and failing temperature control system and installing double-paned windows.



Montezuma County Courthouse, Cortez, CO

The primary element of this project is to replace the Courthouse HVAC with the GSHP including a digital Energy Management System. Most, if not all, of the courthouse HVAC is at the end or nearing the end of life expectancy. The system is fragmented with serious health related ventilation issues.

There are several energy conservation improvements that total \$470,000. The most important and those with the highest energy/cost savings are replacement of the entire system of old fluorescent lights, replacing 50+ year-old windows and HVAC controls.



Mesa County Whitewater Lift Station & Infrastructure - \$1,000,000

This project will help to eliminate existing failing septic systems and promote new development in areas that have no agricultural value and an existing transportation infrastructure developed in accordance with the county land use plan.

An example of the type of water systems improved with Energy and Mineral Impact Assistance grants.

Financial Assistance for Housing

DOLA's Housing Grants programs focus on investing in affordable housing near work centers and places where citizens can conveniently access public services of all kinds, including transit. Livability means working and shopping where you live. The existence of affordable housing near schools and jobs fosters a sense of identity and a feeling of safety for all community members.

Housing Alliance of La Plata County - \$500,000

This project provided funding for the shared appreciation second mortgage program operated by the Regional Housing Alliance (RHA) of La Plata County. La Plata County, the City of Durango and the Towns of Bayfield and Ignacio have formed the RHA through an intergovernmental agreement, a local government eligible to receive Energy Impact Assistance fund dollars.



Funds granted through the RHA partnership will be used to make affordable, shared appreciation loans averaging \$50,000 to at least ten, and an estimated maximum of 20, low- and moderate-income families in La Plata County. These loans will be second mortgage loans with no monthly payments, due on sale, refinance or transfer, and made in tandem with first mortgages that local lenders have agreed to offer on special terms. Individual shared appreciation loan amounts are intended to fill the affordability gap and will vary based on family size, income, market interest rates and market process of homes in accordance with RHA guidelines that will be updated at least once a year. As the loans are repaid, the original capital plus a pro-rata share of appreciation will be revolved to make additional shared appreciation loans.

In 2009, the Division of Housing funded \$15.2 million through Housing Development Grants, Community Development Block Grants, Emergency Shelter Grant, Housing Opportunities for Persons with AIDS, HOME Investment Trust Fund and Revolving Loan Fund programs. A total of 113 projects, including 1,369 newly built or rehabilitated housing units, were made possible through these grants.

While the Division of Housing provides funding for many projects through granting of federal funds, the projects in the chart below are made possible through state of Colorado Housing Development Grant (HDG) funds.

Beginning Balance:		\$2,225,000		
Name	Amount from HDG	Total Project Cost	Leveraging*	
Lakewood Housing Authority – Maplewood Apartments Rehabilitation and Refinance	\$500,000	\$18,263,268	35:1	
Rocky Mountain Housing Development Corporation – Sheridan Ridge Apartments Acquisition	\$275,000	\$10,960,453	39:1	
Mercy Housing Colorado – Aromor Apartments Acquisition and Rehabilitation	\$428,331	\$9,240,854	20:1	
Northeast Denver Housing Center, Inc. – La Grace Apartments Acquisition and Rehabilitation	\$428,419	\$1,260,429	2:1	
Volunteers of America – Casa de Rosal Apartments Construction	\$450,000	\$11,588,039	24:1	
Arapahoe/Douglas County Needs Assessments	\$54,500	\$54,500	1:1	
City of Thornton Needs Assessment	\$50,000	50,000	1:1	
Black Pastors Union Needs Assessment	\$38,750	\$38,750	1:1	
Total:	\$2,225,000	\$51,456,293	23:1	

* **Leveraging:** The chart above shows the ratio of how \$2,225,000 in state funds leveraged dollars in additional funding toward local affordable housing projects.

New Energy Communities Initiative Update

In October 2008, Gov. Bill Ritter announced the recipients of the “New Energy Communities Initiative” – 14 projects designed to stimulate economic growth, enhance sustainability and lead to more livable communities all across Colorado. The program directed \$10 million in Energy Impact Assistance Funds to regional efforts (representing 66 local governments), with a maximum of \$2 million per region. Although this award was made in 2008, much of the work on these grants took place in 2009.

Since the initiative was first announced, these 14 projects, selected from 32 applications, are enhancing livability, strengthening the economy and rewarding regional collaboration throughout Colorado.

About 1.8 million people live in the areas that will benefit from these projects.

The New Energy Communities Initiative provides an energy and economic stimulus that rewards communities throughout Colorado for innovative ideas that will save energy, save money and create jobs.

The initiative, a joint effort of Colorado Department of Local Affairs and the Governor's Energy Office, is designed to maximize energy efficiency and conservation, enhance community livability, promote economic development, and address climate change by reducing carbon emissions.

The projects are:

- Avon Heat Recovery Facility: \$1.5 million
- Boulder County Biomass Heating Initiative: \$500,000
- Cortez Micro-Hydroelectric Plant: \$500,000
- Fort Collins Regional New Energy Communities Initiative: \$778,000
- Garfield County New Energy Communities Initiative: \$1.6 million
- Grand Junction New Energy Communities Initiative: \$1 million
- Greeley Intergovernmental New Energy Communities Initiative: \$700,000
- La Plata County Regional New Energy Communities Initiative: \$1.2 million
- Longmont New Energy Communities Initiative: \$500,000

- Loveland Multi-Agency New Energy Communities Initiative: \$39,250
- Pikes Peak Region New Energy Communities Initiative: \$200,000
- Pueblo Sustainable New Energy Communities Initiative: \$1 million
- Routt County New Energy Communities Initiative: \$87,000
- Yuma County New Energy Communities Initiative: \$400,000

During the past year, all projects have been initiated and the grants are helping local communities upgrade, retrofit or develop energy efficient public facilities, enhance streetscape improvements and downtown revitalization, and assist local governments' efforts to educate homeowners on energy efficient upgrades and retrofits to meet higher energy efficiency standards.

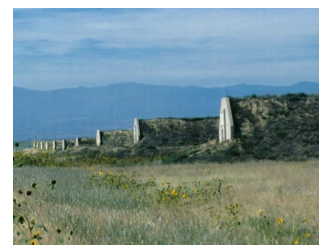
Information about the New Energy Communities Initiative is available on the Department of Local Affairs website at www.dola.colorado.gov/NewEnergyCommunities.

Emergency Management Grant Program

Communities that are prepared for emergencies are resilient and invested in long term sustainability. DOLA's Division of Emergency Management administers grant programs that help communities prepare for disasters. While the State of Colorado's funding contribution was \$1 million, the Division of Emergency Management secured and administered a total of \$34 million in federal grants to maintain and enhance Colorado State and local-level emergency preparedness, response and local hazard mitigation efforts.



In 2009, the Division of Emergency Management administered approximately \$15 million in Federal Emergency Management Agency (FEMA) Pre-Disaster Hazard Mitigation Funding to support local mitigation efforts against known threats to strengthen Colorado communities.



The Division also administered \$9.5m in federal funding to support emergency preparedness efforts under the Chemical Stockpile Emergency Preparedness Program (CSEPP) for activities around the mustard agent stockpiled at the U.S. Army Pueblo Chemical Depot. This funding supported training and protective equipment for first responders, communications and alert equipment (outdoor systems, tone alert radios for the surrounding community) and an improved Emergency Operations Center.

American Recovery & Reinvestment Act (ARRA)

Through the American Recovery and Reinvestment Act of 2009, DOLA is administering \$19.5 million through the following programs:

- Homeless Prevention and Rapid Re-Housing Plan
- Community Development Block Grant Program
- Community Services Block Grant Program

DOLA also is responsible for the administration of \$38 million through the Neighborhood Stabilization Program (NSP1) under the Housing and Economic Recovery Act of 2008)

Homelessness Prevention and Rapid Re-Housing Program

Colorado received \$15.4 million in ARRA funding for homeless prevention to be spent over the next three years. The state added \$4.7 million in Temporary Assistance for Needy Families funding specifically to aid families at risk of becoming homeless. The state effort is a partnership of the Departments of Local Affairs and Human Services, coordinated by the Division of Housing.

The Homeless Prevention and Rapid Re-Housing Program, a facet of the American Recovery & Reinvestment Act, provides assistance to families and individuals to prevent homelessness through swift action. The Division of Housing is the lead for this program. The Colorado state allocation is \$8.1 million, which is being administered through three grantees.

- Colorado Coalition for the Homeless is the grantee overseeing the Metropolitan Denver Homeless Initiative Area (\$5 million) and the Balance of State (\$2.2 million)

- The City of Colorado Springs is the grantee for the Homeward Pikes Peak Area (\$795,000)

This funding can aid in preventing homelessness and avoiding eviction by helping with utility bills and rent owed. It can also assist persons living in shelters by subsidizing rent. Eligible households will also receive case management to help get them back on their feet.

Homeless Prevention and Rapid Re-Housing funds will also be used for a statewide coordinated effort to end homelessness. The Colorado Coalition for the Homeless is coordinating this endeavor and is working closely with over 40 local agencies in Colorado. A similar effort is underway in El Paso County and Colorado Springs, through the coordination of the local governments. DOLA also has an interagency agreement with the Colorado Department of Human Services to partner in providing wrap around services to benefit individuals and families facing the possibility of homelessness.

Neighborhood Stabilization Program

As the state agency administering the federal Neighborhood Stabilization Program, funded under the Housing and Economic Recovery act of 2008, DOLA worked with local partners and the U.S. Department of Housing and Urban Development to direct resources into communities hardest hit by foreclosure. DOLA received \$34 million Neighborhood Stabilization Program resources March 10,



2009, and entered into a Memorandum of Understanding to administer the \$3.9 million allocated to Colorado Springs. In total, DOLA administers over \$53 million in NSP 1 funds. Using contracts with local government and non-profit housing providers, DOLA's Division of Housing leverages these funds to impact areas of greatest need by accessing Real Estate Owned properties for discounted purchase prices. More information about the affordable housing projects completed in 2009 can be found at

<http://divisionofhousing.blogspot.com/2009/09/neighborhood-stabilization-program.html>

The Division of Local Government is managing nearly \$12 million American Recovery & Reinvestment Act (ARRA) dollars through its Community Development and Community Services block grant programs.. Since ARRA's inception, DOLA has administered grant funds and assistance for three Community Development Block Grant and 40 Community Services Block Grant projects.

Advancing Sustainable Communities through Technical Assistance

While DOLA administers millions of dollars through programs that have a significant and meaningful impact on Colorado communities, the department's wealth of local government expertise, established partnerships with communities and technical assistance is invaluable in assisting local governments to achieve their goals.

Through hands on, day-to-day work with Colorado communities, DOLA staff provides guidance and training on issues ranging from special district administration and budgeting, to pre-disaster mitigation planning, to serving as the source of reference for state demographic and housing data, to property tax appeals to avoiding foreclosure, to name a few. Technical assistance is delivered to our customers through face-to-face meetings, by telephone consultations, webinars, onsite training sessions and presentations and by providing accessible resources via the internet.

It is this technical assistance that makes DOLA a valued, trusted resource and liaison between state and local government.

State Demography Office

The State Demography Office, located within the Division of Local Government, is the primary state agency for population and demographic information. Its data are used by sister agencies to forecast demand for facilities and services. These data are also used by Colorado local governments and non-profit organizations to anticipate growth or decline and to plan and develop programs and community resources. The office makes the data publicly available



on its website, answers requests for economic and demographic data and provides training workshops on accessing and using the data. The Demography website receives over one million hits per year, providing an accurate and valuable source of information to our customers.

The Annual Demography Meeting, which has been held for the past 27 years, provides a forum for Colorado to share economic and population data key for local decision-making and planning.

The State Demography Office also provides leadership and support for Colorado in its efforts to conduct the 2010 Census. Accurate, thorough counts provide states access to key federal funding and resources.



Factory Built Structure Program

Factory-built (modular) housing, commercial structures, and manufactured homes sold in this state must meet Colorado safety standards. DOLA's Division of Housing Codes Section inspects manufactured buildings to ensure the health and safety of Colorado residents who purchase them. This small cash-funded section provides a multitude of services to ensure structural consistency and safety to this fast growing industry.

The Codes staff of 10 persons certified 2,749 factory-built structures for use, inspected and verified processes for 143 manufacturers of factory-built structures, performed 1,318 Plan Review Approvals and Re-Submittals, and registered 200 retailers of factory-built structures. The Codes Section also regulates the installation of new and used manufactured homes, and conducted approximately 2,180 inspections of factory-built structures and installations.

Colorado Housing Data

DOLA staff provides valuable data to the public and its partners on housing and the housing economy. As part of this array of technical assistance services, the Division of Housing tracks foreclosures in every county of Colorado, and provides the only statewide report on foreclosures that is available to the public free of charge. Used extensively by researchers, the media, and policymakers in examining foreclosure trends in Colorado, the data provided by the Division of Housing is a widely used dependable resource.

Colorado Foreclosure Hotline

The Foreclosure Hotline links homeowners to local foreclosure counselors. 80 percent of homeowners facing possible foreclosure who receive counseling avoid foreclosure. Staff at the Division of Housing organizes foreclosure prevention training for housing counselors with mortgage companies. Hotline funding is provided by the U.S. Department of Housing and Urban



Development and the National Foreclosure Mitigation Counseling Program recently authorized by Congress. During the 2008-2009 fiscal year, the Hotline participated in and organized 36 trainings, public forums, and educational providing information on foreclosure prevention.

It is estimated that approximately 37,741 calls were made to the Hotline in fiscal year 2009, which resulted in 8,310 counseling sessions across the state. About 26 percent of all calls result in housing counseling sessions.

Annual Law Seminar for Colorado Assessors

To comply with the requirements of 39-2-110 C.R.S., the Division of Property Taxation holds an Annual Law Seminar for Colorado Assessors. The 2009 Seminar was held in conjunction with the Colorado Assessors' Association Winter Conference. Fifty-six of the sixty-four county assessor's offices of the state were represented. On a scale of 1-5 with 5 being the most useful, the attendees indicated an overall satisfaction rating over 4.

Assessors' Manuals

One of the duties of the Property Tax Administrator outlined in 39-2-109 (1)(e) C.R.S., is to prepare and publish manuals providing a resource for property tax laws and policies to be utilized by assessors when valuing and assessing taxable property. The Division of Property Taxation published three manuals that are available to assessors and the general public through subscription or on the division's website at <http://dola.colorado.gov/dpt/publications/index.htm>.

Emergency Management Technical Assistance

In 2009, the Division of Emergency Management introduced, trained and implemented a new, statewide emergency management, web-based coordination system to support day-to-day and incident information exchange between federal, state and local responders. The system, called WebEOC, now has 380 registered users, located in each of Colorado's 64 counties from emergency management, town officials, and fire and police organizations.

The Division of Emergency Management hosted and/or facilitated 40 local, regional and statewide training classes in 2009. Taught by emergency management subject-matter experts, these trainings distributed standardized forms, guidebooks and job "toolkits" to nearly 600 participants statewide.

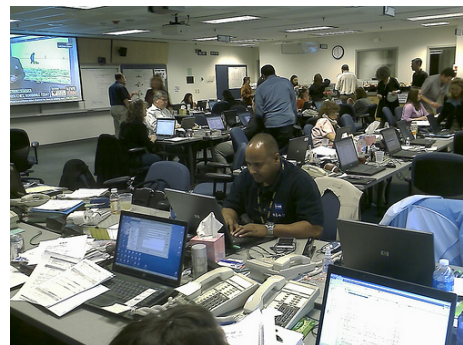
Spring 2009 Front Range Blizzard(s)

In March-April 2009, high winds and several feet of snow across the Front Range prompted the Governor to declare a Disaster, allocating up to \$200k from the State Emergency Disaster Fund to facilitate State Emergency Operations Center and National Guard Support. The main effort of these responses centered on coordinating the rescue of stranded motorists from close highways, including I-70, I-25 and US-36.



Fall 2009 Novel H1N1 Influenza Pandemic

In spring and fall 2009, the Novel H1N1 Influenza Pandemic affected Colorado, necessitating a coordinated Public Health response from the local, state and federal levels to position and provides Strategic National Stockpile antivirals, medical supplies and vaccines. The Division provided direct staff and operations support to the Colorado Department of Public Health and Environment Disaster Operations Center, assisted in managing the online, statewide incident management system (SATool) and to track and position materials.



Windsor Tornado

In 2009, the Division closed out the last \$22,000 of the \$213,000 drawn from the State Disaster Fund to reimburse the Incident Management Teams that deployed to assist local first responders and emergency operations from the Windsor Tornado (May 2008).



Holly Tornado

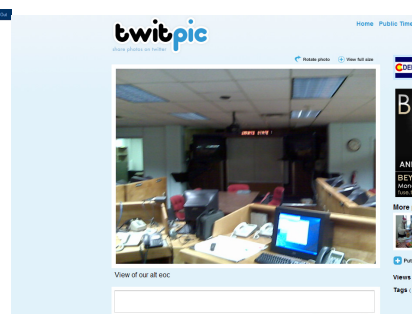
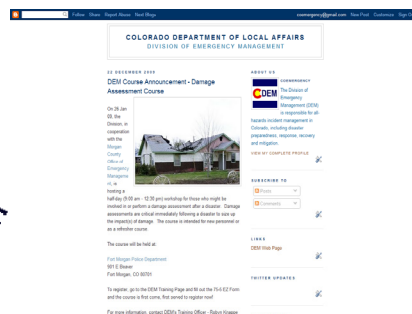
In 2009, the Division closed out the remaining \$41,000 of direct state assistance from the \$504,000 drawn from the State Disaster Fund to support roadway re-paving projects still being completed from the Holly Tornado (March 2007).

On October 5, Colorado received national accreditation by the Emergency Management Accreditation Program. Measured against 64 national standards and best practices, this accreditation provides a means of demonstrating accountability, a system for continuous improvement and a confirmation of adherence to national standards and best practices.



Emergency Management Accreditation Program

The Division substantively enhanced its online presence and materials by establishing a brand name of "coemergency" in numerous web-based venues, resulting in an average of 52% daily traffic to emergency management online information. Sites established include social media sites, such as <http://www.twitter.com/coemergency>, and a Division online newsletter (or "blog"), which can be found at <http://coemergency.blogspot.com>.



In September 2009, the Division hosted the first-ever, full-scale emergency management exercise focused on recovery efforts, based on an earthquake scenario. Specifically, the multi-agency exercise addressed how disaster assessment teams, multi-jurisdictional (involving representatives from DOLA's Emergency Management and Local Government Divisions, the Colorado Department of Public Health and Environment's Emergency Preparedness Division, the Colorado Department of Transportation and the American Red Cross) and long-term recovery organization would be conducted in the initial hours, days and weeks following an event.

Supporting Colorado through more Efficient Use of State Resources

DOLA utilizes webinar software, videoconferencing and teleconferencing more widely to help eliminate the need for partners throughout the state and staff to travel long distances for training. DOLA also accepts electronic filing of documents, saving postage and paper costs for local governments. We are committed to continue to find ways to identify savings, reduce our carbon footprint, and make our services more convenient and flexible for our local partners.



DOLA employees work hard to make our services more convenient and accessible to our local partners.

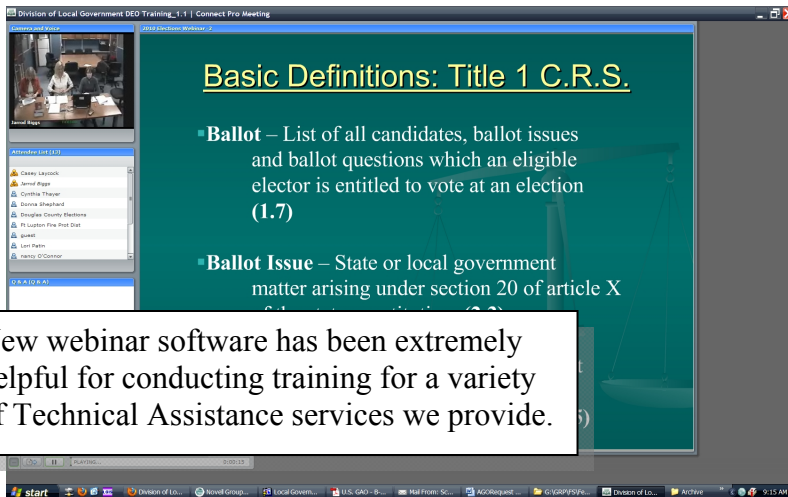
DOLA staff is committed to effective stewardship of taxpayer dollars. DOLA has implemented an array of paper and energy-saving measures in each of our divisions. Our staff is using web and teleconferencing options for trainings and hearings to enhance transparency and accountability. Videoconferencing is now being used to help save time, resources, and reduce our carbon footprint.

The Division of Housing provides streaming video online through Youtube.com. Informational videos are available on topics ranging from short sales to rental housing; <http://www.youtube.com/DivisionofHousing>. Streaming video is hosted with no charge incurred by the Division of Housing or the State of Colorado. The Division also provides daily and weekly email updates to approximately 500 recipients providing a digest of housing news and related economic news from all media markets of Colorado, grant awards, new research and upcoming events.

The Division of Housing provides Twitter updates highlighting news stories of interest and recent developments at the Division of Housing. Updates can be found online at: <http://twitter.com/cdhcolorado>. The Division also maintains a fully searchable blog at <http://divisionofhousing.blogspot.com/>. The Division's website, which is updated regularly, is a resource for all of our customers and the general public: <http://dola.colorado.gov/cdh/>.

DOLA's Board of Assessment Appeals (BAA) implemented a new scheduling process to decrease the time it takes to resolve taxpayer appeals resulting in a 14 percent increase in the number of appeals heard and settled at the BAA in fiscal year 2009.

The BAA, in partnership with Rocky Mountain PBS, created two web-based educational videos to help taxpayers understand how to file appeals and what to expect at a hearing before the Board. Also, the BAA now offers hearings by videoconference to promote accessibility and environmentally friendly practices. These outreach efforts cut costs while enhancing services to taxpayers.



New webinar software has been extremely helpful for conducting training for a variety of Technical Assistance services we provide.

The Division of Local Government has been utilizing webinar software, videoconferencing and teleconferencing more widely to help eliminate the need for partners throughout the state and staff to travel long distances for training. These recent improvements reduce the amount and cost of fuel used for travel along with our overall

carbon footprint. The trainings allow us to share the same materials, information and discussion, while reducing the amount of travel. This is a savings for both the state and our partners at the local level.

The Division of Local Government has also begun to accept electronic filing of documents, saving postage and paper costs for local governments.

To honor the spirit and the goal of the Governor's hiring freeze and in recognition of the fiscal crisis of the state, the Division of Property Taxation concentrated on how to restructure or improve delivery of services with less for 2009.

- State Assessed section was restructured to increase efficiency. Through a combination of vacancy savings and responsibility reassignments, the section's workload was

streamlined. Although still in its infancy, all responsibilities of the section were met within statutory mandates.

- The Exemptions section implemented an online annual report filing system. Although only 295 of the over 9,800 property tax exempt reports filed in 2009 were filed online, the Division expects usage of the online option to increase.

Strengthening Colorado Communities through Volunteerism

Each year, DOLA employees live out our mission to strengthen Colorado communities through a variety of charitable and volunteer efforts.

In 2009, the Department was honored by Bonfils Blood Center for 30 years of service and partnership through onsite blood drives.



In 2009, DOLA employees pledged **\$20,630.41** to several Colorado-based organizations that provide services ranging from resources for youth to assistance to citizens in poverty.

Each year, DOLA employees coordinate a holiday gift drive for seniors at the Park Hill Senior Center. The state's own advocacy effort for employees in need, Working Together, benefited from a food drive conducted by DOLA employees and we have banded together to help paint homes for eligible families through the Brothers Redevelopment Annual Paint-a-Thon.



Past efforts have included a book and toy drive for the Children's Hospital, school supplies for Aurora families in need, supplies for servicemen who are overseas and food drives for a variety of organizations including The Gathering Place.