



Department of Local Affairs 2010 Annual Report

Strengthening Colorado Communities

**John W. Hickenlooper
Governor**

**Reeves Brown
Executive Director
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Message from the Executive Director

Dear Honorable Members of the Local Government Joint Committee,

It is my honor to present you with the 2010 Annual Report for the Department of Local Affairs. As I am sure you know, local government is not mentioned in the United States Constitution. The role and scope of local government in Colorado is a function of our state's constitution, state and federal laws and policies and tradition.

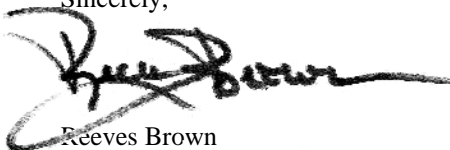
Colorado's tradition of local control is an important value but the fact remains that public services delivered at the local level have fundamental links to state government.

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

There are two core competencies within the Department of Local Affairs: financial assistance and technical assistance to specific local partners. In fiscal year 2010, DOLA funded 556 projects with \$197,971,227 in financial assistance which generated and supported 11,395 direct and indirect jobs. That funding leveraged \$475,984,579 for a total investment of \$673,955,806. Financial assistance is provided through a variety of competitive grant programs and via formulaic distribution to specific local governments, as specified by law.

The technical assistance provided by staff at DOLA ranges from in-class training for County Assessors to webinar and videoconference discussions for members of state-wide advisory groups like the Limited Gaming Advisory Committee. Since 2008, DOLA has reduced its fuel costs by 19 percent, primarily through the use of alternative methods of delivery for technical assistance. We have been driving less and so have our community partners. DOLA employees are committed stewards of public resources, both financial and natural.

Sincerely,



Reeves Brown
Executive Director



Reeves Brown was recently appointed as the Director of the Department of Local Affairs which is the primary interface between Colorado state and local governments in areas such as housing, infrastructure, capacity building and emergency management.

Prior to his appointment by Governor John Hickenlooper, Reeves served for ten years as the Executive Director of CLUB 20, a non-profit political advocacy organization representing the interests of the 22-county Western Colorado region.

Reeves grew up on a cattle ranch in eastern Montana and later received a B.S. in Agriculture Business and a minor degree in Economics from Montana State University.

He served as Executive Vice President of the Colorado Cattlemen's Association (CCA) from 1989-1997. During his tenure, Reeves established the CCA as a nationally-recognized leader in the natural resource and animal care arenas. Under Reeves' leadership, the CCA created the Colorado Cattlemen's Agricultural Land Trust (CCALT) in 1993 – the first land conservation trust in the nation fostered by an established agriculture organization.

Reeves and his wife, Penny, have three children – Kyler, Keaton and Abigail.

DOLA's Mission

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 Vision



The Colorado Department of Local Affairs strengthens communities and enhances livability in Colorado. Using reliable and objective assessment methods, DOLA bridges the gap between localities and state government, partnering with local leadership to solve a wide range of problems and 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's 2010 Goals

The Department, through its five divisions, has developed performance-based goals which help to fulfill the Department's Mission and Vision.

Department Goals

- Improve systems across the department to support the pursuit of division-specific goals
- Coordinate financial and programmatic approaches across divisions within DOLA to improve the quality of life in communities throughout the state
- Identify and pursue strategic community engagement which includes an external Communications plan to provide excellent service to our customers
- Identify and pursue strategic employee engagement, including an internal communications plan to improve employee satisfaction and serve our customers more effectively

BAA Objectives

- Ensure taxpayer appeals are resolved on timely basis through the efficient use of available resources.
- Improve accessibility to a fair and impartial hearing process for taxpayers.

DEM Objectives

- Increase the number of Colorado counties that have a federally approved hazard mitigation plan
- 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)
- Improve state level incident response and recovery capability through scheduled training and exercises based on written plans, procedures and measured performance standards

- Improve the delivery of emergency management services to local government

DLG Objectives

- Increase the effectiveness and accountability of municipalities, counties and special districts by ensuring compliance with statutory requirements in the following areas:
 - Budget preparation
 - Property Tax Revenue limitations (CRS 29-1-301)
- 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
- 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
- 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
- Improve internal and statewide external customer relations to support DOLA’s vision of responsive action, flexibility and unparalleled customer service

DOH Objectives

- Preserve the existing statewide supply of affordable rental or home-ownership housing
- Increase the statewide supply of affordable "workforce" rental housing and homeownership opportunities
- Increase the capacity and stability of local housing and housing service providers statewide
- Increase statewide pre-purchase homeownership counseling for low/moderate income and minority households

- Meet community needs for the homeless statewide by providing supportive services and increasing the number of shelter beds available
- Increase statewide supply of housing for persons with special needs coupled with services that increase or maintain independence
- Provide rental subsidies statewide for low-income households who would otherwise have to pay more than 30 percent of their household income for housing
- Ensure the statewide safety and habitability of factory/manufactured structures through program services that are efficient and effective
- Improve internal and statewide external customer relations

DPT Objectives

- Coordinate and administer the implementation of property tax law throughout the 64 counties of Colorado to ensure uniform valuations. 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.
- Work with the Division of Real Estate to gain approval for remote presentation of class offerings for appraisal licensing continuing education and offer those classes on the 2012 DPT education schedule
- 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.
- Annually survey all county assessors by November 15 (or nearest working day) to determine their education needs for the subsequent calendar year. Based on this goal, the initial class offering schedule for the next calendar year will be available by December 15
- Qualify two additional staff members as Appraiser Qualifications Board certified Uniform Standards of Professional Appraisal Practice instructors by December, 2011 in order to meet the state demand for certification
- Maintain continuing education approval with the Colorado Board of Real Estate Appraisers for all appraisal workshops and classes
- 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

- Update property classification workshop and submit for continuing education approval by Division of Real Estate no later than December 2011
- Create Budget Development and Management workshop for inclusion in New Assessor Orientation Training January, 2011
- 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
- Conduct field visits for property inspections so that all areas of the state with pending applications are visited at least twice annually by December 2011
- Write new rules as required by 2010 legislation, conduct a thorough review of all current rules and complete any necessary rulemaking by March 1, 2011
- 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
- Establish and implement a procedure for documenting research on current industry assignments and general industry trends so that this “intellectual property” developed by one staff person is accessible to other state assessed staff members by December 31, 2011
- Promote professional growth of staff through attendance at classes and specifically targeted conferences, and through off- season research. (when budget constraints allow)
- Every other year, assist Administrative Resources staff with the Residential Rate Study that is presented to the State Board of Equalization and the Colorado General Assembly in January of the year of general reassessment (presented next January 2011)
- Provide accurate, uniform and defensible valuation of state assessed companies measured by the number of appealed values upheld by the BAA.

DOLA's Core Competencies

Strategic Advantages and Strategic Challenges

DOLA's primary strategic advantage is its trusted relationship with community leadership in Colorado using the strength of its two "business lines" – financial assistance and technical assistance. Staff includes employees in Denver, the field managers, and specialized experts who live and work in communities throughout the state. Furthermore, the department has more than three decades of partnership that is non-regulatory. DOLA's staff facilitates community development to ensure safe, decent housing; emergency preparation, prevention, response and recovery; equitable and consistent implementation of property tax laws and financial support for public investment at the local level. **DOLA fulfills its mission with 176 FTE and just .02 percent statewide General Fund appropriation.**

To enhance our performance, efforts were undertaken in 2009 and 2010 to braid our two business lines. Economic challenges continued to inhibit grant-making: conditions challenged us to approach our work more strategically. DOLA has always served as a partner to local governments, communities and state and federal agencies, but over the past year we were more intensely focused to leverage funds, create jobs and enable fruitful collaboration. DOLA also developed and is in process of implementing a tracking tool to catalog the multitude of technical assistance services we provide our customers. The department perseveres in its commitment to utilize state resources efficiently.

One product of our efforts in 2010 was the success of the **Colorado Sustainable Main Streets Initiative**. Executive Order 2010-007 signed by Governor Ritter in April 2010 directed state agencies to pool resources to enhance sustainability in Colorado communities. Four pilot communities were selected to test the new approach. The Five Points business corridor in Denver, Town of Fowler and the Cities of Monte Vista and Rifle worked with state



Lt. Gov. Barbara O'Brien visits downtown Monte Vista as part of her tour of all four Sustainable Main Streets Initiative pilot communities.

and federal partners, profit and nonprofit organizations, foundations and each other to achieve strategic outcomes.

DOLA staff submitted a successful application to the US departments of Housing and Urban Development (HUD) and Transportation (DOT) for a Challenge Planning Grant in the amount of \$1.28 million. Funding to the Colorado Sustainable Main Streets pilot communities will go toward making vital, sustainable improvements to main streets.



The following summarizes the goals and accomplishments of each Sustainable Main Streets pilot community.

U.S. DOT Regional Administrator Terry Rosapep, Gov. Bill Ritter, Lt. Gov. Barbara O'Brien and HUD Regional Administrator Rick Garcia, hold up a check for \$1.28 million at a news conference announcing a HUD/DOT Challenge Grant for Colorado's Sustainable

Five Points Business Corridor

Five Points has focused its efforts on a catalyst project on the Welton Street corridor. The community is developing a master plan and vision which will center on health and wellness, energy efficiency and transit alternatives.

Five Points' Outcomes

- Identified business development strategies at and around the historic Rossonian Hotel, an anchor structure for the community. To move the project forward, a charrette has been formed to explore redevelopment options for the site.
- Development of a master plan, including a community survey which has had more the 700 respondents to date. A Community Advisory Team has been convened to guide the process and work.
- Development of a 'Green Mile' business corridor, a place with commitment to energy efficiency, healthy living, water conservation and air quality.
- Complete plans for a Health and Wellness village that capitalizes on partnerships aimed at improving the health and wellness of its citizens.

- The Five Points community is also studying and planning ways to improve the Welton corridor through multi-modal transportation options.

Fowler

Fowler's focus has been on improving the pedestrian friendliness of Main Street, increasing investment in downtown redevelopment, preserving historic structures, and improving the energy efficiency of the town as a whole.

Fowler's Outcomes

- CDOT has committed \$300,000 to make pedestrian safety improvements to the intersection of Main Street and Highway 50. DOLA has committed \$200,000 to help move the project forward. Construction will begin next summer and will include pedestrian activated crossing signals and crosswalks.
- An emergency preparedness and response plan for downtown is nearing completion to protect the safety of Fowler citizens and visitors.
- A revolving loan fund for business improvements has been marketed to Main Street businesses.
- A design guide for businesses for physical improvements is being developed that will provide best practices for economic development and historic preservation.
- Fowler created a new Certified Application Assistance Site to help families, adults and children to apply for public health care assistance programs.
- Vibrant Solar installed solar panels at seven sites in town which will save the town \$20,000 in the first year of operation.

Monte Vista

Monte Vista chose to focus on reducing vacant storefronts, encouraging investment and enhancing pedestrian safety downtown.

Monte Vista's Outcomes

- The city and CDOT developed a plan for improving the functionality and safety of the main highway intersection downtown, while focusing on elements like business development and making main street more pedestrian-friendly.

- Monte Vista is initiating a branding campaign and conducting a market analysis to identify ways to improve tourism and business.
- They have made significant strides in a project to turn the historic Journal Building into an arts and culture center for the San Luis Valley.
- Monte Vista was awarded a \$28 million BEST grant and matched with \$4 million in local funds. Some funds will also improve the public Bill Metz Park.
- Monte Vista's Valley-Wide Health Systems will be transferring the health clinic to an abandoned hardware store on the main street. The clinic is a stellar example of partnerships that balance economic and public health needs.

Rifle

The City of Rifle's goals were to create a more pedestrian-friendly community with increased transportation choices, to build a unified economic strategy for downtown, and to renovate its historic Ute Theater.

Rifle's Outcomes

- A redevelopment plan for the Valley Lumber site. Rifle also devised a toolbox of financing mechanisms with which to move forward with those plans.
- Rifle created a Small Business Resource Center through a partnership between the library, the Rifle Economic Development Corporation, the Roaring Fork Business Resource Center, the Downtown Development Authority and the Chamber of Commerce.
- Rifle secured funding and has nearly completed exterior renovation of the Ute Theater.
- With funding from US DOT and HUD, they will evaluate land use and building scenarios – which will allow stakeholders to identify alternatives for sustainable downtown revitalization

DOLA Technical Assistance

Introduction

DOLA developed a technical assistance tracking tool in 2010, and launched a prototype of the Oracle application in fall 2010. The department-wide rollout is scheduled for February 1, 2011. Since the tool is just being implemented, we do not have baseline data.

The purpose of the tracking tool is to uniformly collect and measure the technical assistance we provide our customers. A multi-divisional Technical Assistance (TA) Team was convened in April 2010 to assess the current data collection methods and identify strategies to more accurately measure our efforts in the Technical Assistance business line.

The DOLA TA Team membership includes the Deputy Director / COO, senior managers, communications professionals, an application developer and various division technical experts. The TA Team identified six broad categories of technical assistance offered by the department:

- Compliance
- Data development and management
- Funding / grant process management
- Governance and administration
- Public information
- Training and education

Each division identified unique primary functions that fall under each of the broad categories so that each division's technical assistance offerings could be distinguished for purposes of reporting and analysis.

One particular challenge is engaging employees to sign on and input the data. The TA Team agreed unanimously that the simpler the input process the greater the likelihood that the tool will be consistently utilized. The final prototype screen features four required fields. Additional fields can be populated with additional information as deemed necessary. Essential data are the

function, the request date, the delivery method of the technical assistance request, i.e., telephone, email, training event, etc.

DOLA's Board of Assessment Appeals (BAA) provides technical assistance to taxpayers, county officials, tax agents, attorneys and the general public. BAA technical assistance will be tracked in the "compliance" category of the DOLA technical assistance tracking tool.

Technical assistance provided by the BAA relates to its docket management and hearing management functions. BAA technical assistance includes providing informative videos on "How to File a Petition" and "What to Expect at a Hearing". The BAA also provides technical assistance by telephone, email, the BAA webpage and through forms and other written materials provided by the BAA.

The Division of Emergency Management has implemented the Technical Assistance tracking system. DEM classifies its technical assistance into the following functions:

- Coordinate delivery of Federal and State disaster assistance
- Coordinate State support of local response and recovery efforts
- Educational assistance: provide training, exercises and plan validation
- Emergency Management planning assistance
- Facilities, equipment and systems readiness
- GIS services
- Grant program administration
- Hazard analysis and mitigation assistance

Through these functions the division is able to measure the amount of effort provided to agencies across the state. A recent example is the Boulder Four Mile Canyon Fire. During the course of this event DEM staff provided technical assistance in the coordination of federal and state disaster assistance, coordination of state support of local response and recovery efforts and hazard analysis and mitigation assistance. The division also categorizes the methods used to deliver technical assistance to its customers and other groups. This will allow us to better understand how to provide assistance to jurisdictions and agencies in Colorado.

DOLA's Division of Housing provides technical assistance to local governments, non-profit agencies, producers of factory-built structures and the general public. The division provides a variety of training programs to grantees and potential grantees interested in the production and preservation of affordable housing. DOH staff also assists grantees with applying for funds and with compliance of existing regulations governing grant funds, while rental-assistance staff provides regular assistance with compliance to tenants and to property owners that receive Section 8 vouchers or other types of rental assistance.

Staff regularly provides information on regulations and training programs related to the manufacture and installation of factory built-structures while serving as the code enforcement staff for areas of the state without local building codes.

Through its housing and economics reports and through its web site, the division provides regularly updated information on market conditions for housing in numerous regions of Colorado. Information provided includes rental vacancy information, average and median rents, median home prices, single-family vacancies, foreclosure rates and totals, building permit and employment information related to rental and for-sale housing markets.

In the work of the Division of Local Government, technical assistance takes form in three major areas: local government operations, statutory compliance and transparency. In operations, DLG provides technical assistance in planning, budgeting, human resources and personnel, financial management, capital investment planning, strategic planning and goal-setting to local governments and their staffs. For statutory compliance and transparency DLG services include the Statutory 5.5 percent Property Tax Revenue Limit, Local Government Budget Law and Special District Elections Compliance. In addition, DLG is statutorily charged with the *Local Government Financial Compendium and Financial Analysis* which is used to help local governments enhance their operations.



DOLA Regional Manager, Elyse Ackerman Casselberry meets with Mike Braaten and Michael Langhorne of Rifle



State Demography staff brief Gov. Bill Ritter on Census 2010 activities.

Demographic analysis for Colorado is provided by the Office of Demography. Demography staff compile, organize and analyze population and other state economic and demographic information. These data and analyses are used by the private sector and profit sectors, local governments and state agencies to forecast demand for facilities and services; such as,

- Social Service Area Agency on Aged fund distribution
- Justice – prison planning
- K-12 & Higher Education – student forecasting
- Health & Environment – Birth, Disease and Death rates
- Transportation – vehicles road miles traveled
- Water Conservation Board – water demand planning
- Enhancement of accurate reporting on U.S. Census
- Legislative redistricting

The Demography 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.

To provide strategic outreach and customer engagement, DLG's eight Regional Managers serve as the eyes and ears of the division, working closely with customers to understand their needs and to channel resources and deliver technical assistance to them. DLG's expert technical assistance works in tandem with DOLA's financial assistance programs. In recent years, DOLA has directed its focus on long term sustainability through strategic investments. DLG's enhanced grant criteria incentivize regionally collaborative projects and sustainable



DOLA Regional Manager, Lee Merkel (c), and DLG's Christy Culp (2nd from left) tour the site of a solar panel in the Town of Fowler.

development practices. The result is smarter planning and more effective use of dwindling resources.

The economic downturn has reduced available grant dollars significantly. Funding requests and needs invariably outweigh grant funds available. In recent years, for example, the Energy and Mineral Impact program, DOLA's largest financial assistance program, has been substantially reduced by the General Assembly's direction to reallocate funds to support the General Fund.

In FYs 2009 and 2010 combined, the General Assembly reallocated \$81,427,796 in Energy and Mineral Impact funds to support the General Fund.

To improve performance, DLG pursues strategic community engagement by utilizing technology for outreach, such as the use of webinars for training.



Becky Murray (r), Program Coordinator, meets with participants during a CSBG training sponsored by DOLA.

DOLA is working to realize cost savings for the state and improve customer service. DLG has produced measureable results in this endeavor through technology improvements. By implementing data input standards and digitizing local government budget filing, efficiency was increased and paper use reduced. DLG also facilitated electronic filing of documents within the

Severance Tax and Federal Mineral Lease Direct Distribution process, which saved nearly 1,400 hours of staff time and more than 2,000 hours of local government effort, benefiting both private sector and local government partners. Additionally, the new webinar technology provided access to remote training for 1,230 customers.

DLG also enhanced its program processes by developing a Community Development Block Grants position creating better coordination across department divisions and increased spending down of funds through more efficient and strategic use of dollars. Also, utilizing the office of the State Demographer to generate estimates on jobs generation has created a measureable means of reporting on the value DOLA adds through its financial assistance.

Division Results

- Delivered 326 intensive technical assistance engagements with local government in the following eight categories:
 - Budget/Financial Management
 - Land Use/Environmental Planning
 - General Administration
 - Personnel and Human Resources
 - Capital Improvement/Infrastructure Planning
 - Strategic Planning
 - Economic Development
 - Elections
- Delivered formal technical assistance training to 512 local governments
- Analyzed financial condition of 52 local governments applying to the State Revolving Fund water and wastewater loan program
- Delivered financial analysis of 284 local governments which identified trends for the General Assembly, state agencies, local governments and the Fiscal Stability Committee formed pursuant to SJR10-002.
- Delivered demographic analysis and training to 1,725 individuals from public and private sectors to assist in better decision making.
- Population estimates prepared for 480 counties, cities, towns and special districts.
- Population forecasts by age out to the year 2040 prepared for the state and all 64 counties.
- Economic forecasts by industry, by county and by year out to the year 2040.
- Conducted 47 trainings on the Census and presentations to over 2140 Colorado attendees during 2010.
- Working with the US Census Bureau, identified over 1,000 housing units and group quarters facilities that were missing from Census records, resulting in approximately 2,720 people counted and \$2.3 million in federal funds received by the state annually.

Strategic improvements were manifested in the following results

- 100 percent compliance reporting on Levy Law by 700 local governments
- 95 percent budget filing compliance by 3,006 local governments
- 19.4 percent of projects funded were regional efforts
- 95 percent customer satisfaction rating on 25 webinars

DOLA Technical Assistance Tracking - BHOLLOMAN@DOLADEV

Action Edit Query Block Record Field Help Window

DOLA Technical Assistance Tracking

Function* Grant Program Admin Examples

DOLA Category Funding/Grant Process Management **Time Spent** Medium (30 min - 4 hrs)

Request Date* 12-03-2010 **Delivery Method*** Phone Call

Recipient Type County **Specific Recipient**

Contact Name Scott Morrill

Notes
 Provided technical assistance to Gunnison County in development of their FFY2011 LEMS planned activities.

User SDENNEY **Division** DEM **Updated On** 12-03-10 16:46 **By** SDENNEY

Tracking ID* 130 My Last Search... Reports... Save

Record: 1/?

Sustainability

In 2010, DOLA began using principles of sustainability to guide investments in Colorado Communities.

“A sustainable community is a community that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Seven Principles of Sustainability

DOLA integrates planning and investment by partnering with other local, state and federal agencies to strengthen Colorado Communities. DOLA’s approach centers on seven basic sustainable community development principles. Adapted from the federal sustainability principles agreed upon by the Departments of Transportation and Housing and Urban Development and the Environmental Protection Agency, DOLA tailored them to fit Colorado.

- **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

- **Promote equitable, affordable housing**

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

- **Support existing communities**

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

- **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

- **Conserve, responsibly utilize and protect valuable natural resources**

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

- **Value healthy communities and neighborhoods**

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

- **Enhance integrated planning and investment**

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

Progress toward Goals in DOLA's Divisions

EXECUTIVE DIRECTOR'S OFFICE

The Department of Local Affairs is one of nineteen principal executive branch departments outlined in C.R.S. 24-1-110 and C.R.S. 24-1-125. While many other states have a Department of Community Development and Housing and/or a Department of Emergency Management, Colorado's Department of Local Affairs is an unusual combination of programs and services with value that is recognized more by citizens at the local level than by policymakers in Denver. The Executive Director's Office has the responsibility to weave the common threads of the five divisions into a coherent mission based upon statutory and constitutional direction and then support the divisions in their implementation of programs to achieve the mission.

- Board of Assessment Appeals (BAA)
 - Provides taxpayers with a low cost method and an impartial forum for resolving property valuation disputes with counties that might otherwise overwhelm the state judicial system.
- Division of Emergency Management (DEM)
 - Leads, manages and coordinates state level actions in support of local governments for mitigating natural hazards, preparing for all hazards, responding to, and recovering from, disasters.
- Division of Local Government (DLG)
 - Delivers technical and financial assistance and demographic analysis to local governments and communities to provide access to a variety of resources to achieve sustainable community development.
- Division of Housing (DOH)
 - Ensures that Coloradans live in safe, decent and affordable housing by helping communities meet their housing goals.
- Division of Property Taxation (DPT)
 - Ensures the fair, accurate and consistent application of property tax law for the benefit of all residents and property owners of the state.

Board of Assessment Appeals (BAA)

Introduction

The BAA provides taxpayers with a low cost method and an impartial forum for resolving property valuation disputes with counties that might otherwise overwhelm the state judicial system. Taxpayers who wish to challenge the value placed on property by a county assessor or the state property tax administrator may appeal to the BAA.



Board of Assessment Appeals members deliberate during a hearing.

The BAA is part of the general statutory framework required by Article X, Section 3 of the Colorado Constitution to secure just and equalized valuations of property subject to taxation. Article XII, Section 2 of the Colorado Constitution specifically recognizes the existence of the Board of Assessment Appeals (formerly known as the “Colorado Tax Commission”). The BAA appeals process helps to ensure consistent application of property tax laws throughout Colorado’s 64 counties.

The statutory requirements for the BAA are set forth in Sections 39-2-123 through 39-2-128 of the Colorado Revised Statutes. Pursuant to statute, the BAA is a quasi-judicial tribunal comprised of three to nine members. Board members are appointed by the Governor and confirmed by the state senate. Three Board members have four year terms, others hold one year terms. There are currently nine board members.

Board members conduct *de novo* hearings and issue written decisions. The BAA hears appeals from decisions of county boards of equalization and the state property tax administrator. The BAA also hears appeals from decisions of boards of county commissioners when a claim for refund or abatement of property taxes is denied in full or in part. Taxpayers at BAA hearings may appear without representation (pro-se) or may be represented by an attorney or an agent. The Colorado Court of Appeals conducts judicial review of BAA decisions that are appealed.

Board members are not subject to state personnel system laws, but are public employees pursuant to statute. Board members are paid a *per diem* rate of \$150. All board members must be registered, licensed or certified appraisers, and one Board member must have been actively engaged in agriculture prior to appointment. The Board is supported by six classified state employees.



Board of Assessment Appeals proceedings.

The BAA provides technical assistance to taxpayers, county officials, tax agents, attorneys and the general public. Educational materials are available to assist taxpayers in understanding the appeals process. These materials include a “Dear Petitioner Letter”, petition forms, Board Rules and a “Base Period” example that explains the statutory time period of comparable sales that may be used in determining property value. Supplemental material

on obtaining evidence by subpoena and documenting a settlement or withdrawal of an appeal is also available. The BAA also has two educational videos that explain “How to file a Petition”, and “What to Expect at a Hearing”. These educational videos were created in partnership with Rocky Mountain PBS (Channel 6) in 2009. All educational materials are available on the BAA’s web page and are mailed on request.

BAA hearings are scheduled each business day and are heard by a two person appraiser board. Hearings are generally held in Denver. In order to improve accessibility, the BAA also holds hearings in Alamosa and Grand Junction serving taxpayers and counties on the western slope and in southern Colorado. In 2009 and 2010, hearings in Alamosa and Grand Junction served taxpayers in Alamosa, Archuleta, Chaffee, Gunnison, Hinsdale, Huerfano, Mesa, Ouray, Rio Blanco and San Miguel counties.

A recent investment in video-conference technology by the BAA and the Division of Property Taxation has further improved accessibility to the BAA appeals process. This technology allows taxpayers and counties to appear remotely for their hearings without the need to travel to Denver. The BAA has partnered with the Departments of Corrections, Public Health and Environment,

Transportation and Garfield County to offer locations for taxpayers and counties to attend hearings by video-conference. In 2009 and 2010, video-conference hearings were conducted for Chaffee, Garfield, Mesa, Montrose, Pitkin and Summit Counties. The video-conference equipment is also used by the Division of Property Taxation to offer remote training to counties. In order to save taxpayer dollars, the video-conference equipment was also recently used by Governor Ritter for a meeting with the national press and other Governors.

Objectives

In accordance with the Colorado SMART Government Act (H.B. 10-1119), the BAA has implemented strategic objectives, performance measures and benchmarks and is tracking actual performance versus the implemented benchmarks. The BAA's objectives are:

- To ensure that taxpayer appeals are resolved in a timely manner through the efficient use of available resources
- To improve accessibility to a fair and impartial hearing process

The BAA's performance measures are:

- The number of appeals resolved
- the number of educational and outreach activities implemented each fiscal year

The BAA has implemented a number of strategies in order to meet the established performance objectives. In order to ensure appeals are resolved in a timely manner, BAA leadership implemented a scheduling process known as a "trailing docket". This process allows significantly more cases to be scheduled for hearing and takes advantage of the high rate of cases that are resolved through stipulated settlement agreement or withdrawal prior to hearing. The BAA also invested in recording equipment for hearings and restructured staff duties to allow more resources to be used for the timely resolution of cases. In order to improve accessibility to a fair and impartial hearing process, BAA leadership developed additional educational materials, including two educational videos, and conducted outreach to other governmental entities in order to hold hearings by video-conference.

Division Results

The strategies implemented by the BAA have produced measurable results. The number of appeals resolved at the BAA increased from 1750 appeals (in FYE 2008) to 2,680 appeals (in FYE 2010) – a 53 percent increase. The BAA is on track to resolve over 3,000 appeals in FYE 2011 – representing a 71 percent increase in resolved appeals as compared to FYE 2008. The implemented strategies have been especially timely in light of the economic downturn which has resulted in a 65 percent increase in the number of appeals filed with the BAA since FYE 2008.

Division of Emergency Management (DEM)

Introduction

The Division of Emergency Management (DEM) leads, manages and coordinates state level actions in support of local governments for mitigating natural hazards, preparing for all hazards, responding to disasters and recovering from disasters. DEM's essential tasks are to prepare for emergencies through planning, training and simulated exercises, prevent or



The State Emergency Operations Center (SEOC)

mitigate pre- and post-disaster threats, lead state level response in recovery actions, coordinate and facilitate federal assistance and manage federal emergency management programs. The statutory authority for the Colorado Division of Emergency Management is found in Title 24, Section 32-2105, Colorado Revised Statutes (2008).

DEM provides financial assistance through federal preparedness and hazard mitigation grants. Approximately \$90 million in funds has been awarded in the past five years. Technical assistance is provided by field managers located throughout Colorado and DEM staff stationed at the Centennial and Camp George West (Golden) facilities. Division staff possesses expertise in all critical components of emergency management.

The division is heavily dependent on federal funding. Federal monies pay for 67 percent of DEM's 27.9 FTE and 95 percent of the division's annual operating budget. Upon the demilitarization of the chemical stockpile in Pueblo, anticipated by 2017, at least 20 percent of the division's federal funding will cease.

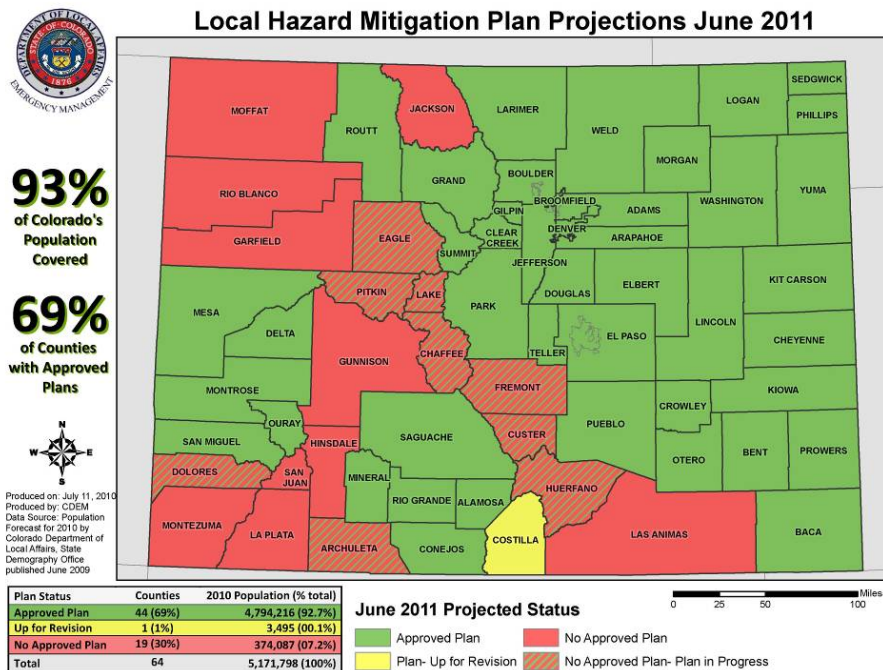
Objectives

Promoting sustainability through hazard mitigation is a strategic objective of the division. As of fiscal year 2010-2011, only 34 percent of counties have a federally approved hazard mitigation plan. DEM is working closely with communities to reach the objective of 75 percent counties with plans. DEM leveraged federal match dollars to add additional FTE to enhance the hazard mitigation team in FY 2009-2010. The Mitigation section also administers the federal Pre-disaster, Flood and Hazard Mitigation programs.

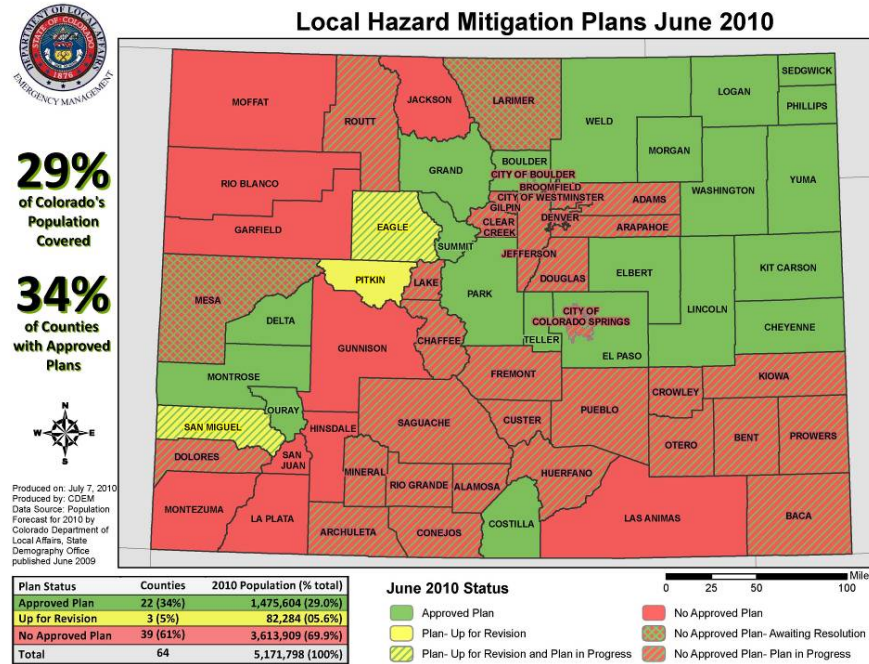


Governor's Emergency Management Conference, February 2010

Another objective of the division is to increase the number of state high risk hazards that have a current risk management and response plan. "High risk" sites are locations identified by multi-agency assessment as posing the highest potential impact to life, property and safety should an incident occur. Examples include critical infrastructure, such as dams/reservoirs, and large public gathering spaces, such as stadiums. Twenty such sites have been identified by DEM since 2007.



Prior to that, no high risk sites were identified even though they existed. Presently, six of the 20 sites have risk management plans in place, and DEM staff are working with local emergency managers to expand that number.



DEM strives to improve the state level incident response and recovery capability through scheduled training and exercises. The exercises and training are based on written plans, procedures and measured performance standards.

The Preparedness section conducts six exercises annually and is responsible for updating the State Emergency Operations Plan each year. In addition, the Preparedness section administers the Chemical Stockpile Emergency Preparedness Program (CSEPP).

DEM's fourth core objective is to improve delivery of emergency management services to local governments. Duties related to this goal are procured by the division's Operations unit. This section provides situational awareness of current and potential incidents and activates the State Emergency Operations Center (SEOC) as required. The SEOC features the latest technology in video teleconference and multi-network systems, Geographic Information Systems and media access. The SEOC is poised to stand 24 hours a day, seven days a week and is a resource for local, state and federal agencies as needed. The Operations section also administers the Emergency Management Performance Grants (EMPG) program.

DEM's Finance and Administrative Unit supports the overall administrative functions of the division, including managing the division's accounting responsibilities, contract management and general office management.

Division Results

DEM's focus on outreach has produced measurable results. Local emergency managers were invited to take a survey each year since 2008. This primary external customer group responded favorably with an 83 percent overall customer satisfaction rate with the division's services. Internally, employee engagement has been tracked via annual survey. Results show steady improvement.

In terms of performance measures, the division has achieved or exceeded objectives in High Risk Hazards management and response plans and percentage of counties with FEMA approved Hazard Mitigation Plans. In addition, a 2010 audit resulted in no findings and no recommendations. DEM also achieved accreditation by Emergency Management Accreditation Program by meeting 63 national standards for emergency management. DEM joins 22 other states and four cities nationally that have received this honor.

The division has an annual operating budget of \$3.2 million, of which 80 percent is derived from federal funds. Funding streams include \$637,624 in state general and re-appropriated funds, \$639,037 in Federal Stockpile Emergency Preparedness grant funds, \$1,596,944 in Federal Emergency Management Program grant, \$308,403 in Pre-disaster mitigation fund and \$62,550 for Federal State Homeland Security Grant Program.

Emergency Management Grant Investments

- Total projects funded **102**
- Total local community dollars invested **\$4,862,413**
- Total federal dollars leveraged **\$8,593,719 (1: 1.78 ratio)**
- Total investment **\$13,456,131**
- Direct and indirect jobs generated **240**

The division provides financial assistance in Emergency Management Support, Mitigation Planning and Projects, Hazardous Materials Planning and Training, Chemical Stockpile Emergency, Earthquake and Disaster Response and Recovery grants.

In 2010 DEM partnered with local and federal entities to enhance safety for Colorado citizens through multiple mitigation projects.

Examples of Success

Erie Coal Creek Crossing



The Town of Erie undertook a project to remove and replace an existing crossing of Coal creek which experiences damage on an annual basis. The project provides safe and reliable access across Coal Creek for both aircraft and emergency vehicles, as well as, increases the capacity of the crossing to safely pass flood events.

The Coal Creek crossing improvement enhances the economic development of businesses that rely on direct airplane access to the Erie Municipal Airport and provide a necessary emergency access to the Erie Municipal Airport and commercial and residential properties east of Coal Creek.



Colorado Watershed Mitigation and Flood Risk Reduction Project



The Colorado State Forest Service, in cooperation with the Colorado Department of Natural Resources engaged in a major watershed mitigation and flood risk reduction project. The project focused on four state parks, including Eldorado Canyon, Cheyenne Mountain, Mueller and Staunton. The purpose of this mitigation activity is to

reduce the intensity and size of wildfires, and resultant flash flooding, where vegetation management for hazardous fuels reduction and fire control measures applied on state-owned lands in the Red Zone for Colorado's Wildland Urban Interface, is applicable.

Southwest Colorado Doppler Radar Study

The Southwest Colorado Doppler Radar Study, sponsored by the Colorado Water Conservation Board, Colorado Division of Emergency Management, Southwest Water Conservation Board, the Southern Ute Indian Tribe and the National Oceanic and Atmospheric Administration resolves the poor radar coverage issue over the Four Corners Region, especially in Southern La Plata and Archuleta Counties. The dual polarization of Doppler radar system gathers data to help weather forecasters in Grand Junction make better predictions about heavy rains and flash flooding in this region. Results from the mobile radar system used to support the project clearly indicated that intense storms in the region go unidentified or missed by remote existing radar systems due to overlap and targeting complications.



Division of Local Government (DLG)



DOLA's Annual Demography Meeting receives at-capacity attendance each year. The meeting provides local communities and government agencies with vital economic and population data, information about trends and regional reports.

Introduction

The Division of Local Government (DLG) delivers services to communities through two primary channels: financial and technical assistance.

Division staff who are subject-matter experts on topics ranging from financial assistance, budgeting, elections, land use planning, to demographic analysis, assist local governments and communities with access to a variety of resources to achieve sustainable community development.

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

Created in 1966 as a recommendation of the Governor's Local Affairs Study Commission, DLG serves all local governments (64 counties, 271 municipalities and more than 3,000 special districts) in Colorado with special emphasis on 128 towns with populations up to 1,000 and budgets up to \$2 million, medium size local governments (53 counties and over 2,000 special districts) and local government associations.

Objectives

The division's objectives are directed toward increasing the effectiveness and accountability of municipalities, counties and special districts by ensuring compliance with statutory requirements in the following areas:

- Property tax revenue limitations (CRS 29-1-301)
- Filing of annual budget (CRS 29-1-113)

- Promoting 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.
- Enhancing accessibility of and satisfaction with technical assistance services statewide through webinars, teleconferences and other outreach services.
- Reporting the number of jobs created or retained through DLG programs.
- Improving internal and statewide external customer relations.

The division funds projects through four formulaic and four competitive grant programs. Projects range in size, scope and type and are tailored to the needs of the county, town, city or special district.

Competitive Financial Assistance

- **Colorado Heritage Planning Grants** – cooperative growth planning
- **Community Development Block Grants** – public facilities (community center, water/sewer)
- **Energy & Mineral Impact Assistance Fund Grants** – infrastructure, water, sewer and other public facilities
- **Local Government Limited Gaming Impact Grants** – services and capital improvements

Local Government Competitive Grant Investments FY2010

Total projects funded	259
Total grant \$ awarded	\$69,917,159
Total dollars leveraged	\$332,229,614 (1:4.75 ratio)
Total investment	\$402,146,773
Direct & indirect jobs generated	7,039

Formulaic Financial Assistance

- **Conservation Trust Fund** - acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public sites
- **Energy Impact Direct Distribution** - revenue derived from State Severance Tax receipts and Federal Mineral Lease non-bonus payments
- **Community Services Block Grants** - services and activities having a measurable and potentially major impact in communities or those areas of the community where poverty is a particularly acute problem (43 eligible entities representing all 64 counties)
- **Volunteer Firefighter Pension Fund** - responsibility for administration of the Volunteer Firefighter Pension State Contribution and the statewide volunteer firefighter accidental death and disability insurance policy (CRS 31-30-1101, et seq.)

Division of Housing (DOH)

Introduction

The Division of Housing's mission is to ensure that Coloradans live in safe, decent and affordable housing by helping communities meet their housing goals. The division provides financial assistance for the construction, rehabilitation and preservation of affordable housing in a variety of ways, including:

- Homelessness prevention programs
- Emergency shelters
- Section 8 rental assistance
- Rental acquisition & rehab
- Homeownership acquisition and preservation (including foreclosure prevention)
- Rehabilitation of owner-occupied housing
- Aggregate of smaller housing projects

Like other divisions within the Department of Local Affairs, the Division of Housing provides financial assistance to communities throughout Colorado. In 2010, this investment amounted to \$73.7 million, consisting of 96 percent in federal funds and four percent in state funds. Funding streamed from eleven different sources.

Objectives

- Preserve the existing statewide supply of affordable rental or home-ownership housing
- Increase the statewide supply of affordable "workforce" rental housing and homeownership opportunities
- Increase the capacity and stability of local housing and housing service providers statewide
- Increase statewide pre-purchase homeownership counseling for low/moderate income and minority households

- Meet community needs for the homeless statewide by providing supportive services and increasing the number of shelter beds available
- Increase statewide supply of housing for persons with special needs coupled with services that increase or maintain independence
- Provide rental subsidies statewide for low-income households who would otherwise have to pay more than 30 percent of their household income for housing
- Ensure the statewide safety and habitability of factory/manufactured structures through program services that are efficient and effective
- Improve internal and statewide external customer relations

Division Results

As a result of these investments, 1,864 total units of housing were produced or preserved in 2010 and at least 5,000 households successfully received housing foreclosure counseling.



An example of one of many of Colorado's multi-family, affordable housing units made possible through programs administered by DOLA.

Furthermore, more than 1,000 commercial and residential manufactured units were inspected, plans reviewed, or permits approved. At least 2,693 households received rental assistance. Though 2010

was not a particularly good year for the bond market, the division staff provided assistance to potential

participants in a \$452 million Private Activity Bond capacity.

Technical assistance provided by the division includes a Manufactured Housing Dealer Registration Program along with installation, inspection and certification programs for all factory-built (modular) housing, commercial structures, and manufactured homes in the state. The division provides award-winning trainings for developers of affordable housing and for local officials interested in learning about affordable housing strategies. The division was a leader in the creation of the state's Foreclosure Deferment Program and, together with the demography section and other state-wide experts, provides statistical and economic data pertaining to housing markets in Colorado.

A new partnership with the Governor's Energy Office has resulted in a strategy for the adoption of 2009 Energy Codes for buildings throughout Colorado. A training program and hotline pertaining to the new codes launched in 2010.



Affordable, multi-family housing funded with program dollars administered by DOLA.

The Division of Housing's strategic advantages include commitments to providing grants to the most at-need small communities in Colorado, serving segments of Colorado's population not served by the private market such as households with no income or very low income, the rural elderly and people with disabilities.

Strategic challenges include the fact that some of the most at-need communities must address multiple housing challenges at once. Small and rural communities lack access to capital. Some of our local economies rely on migrant workers for agricultural production and for tourist support. In addition, many communities contain aging housing stock.

The Division of Housing is very active on the World Wide Web. The Housing Blog and the Division website provide regular updates on housing statistics and housing economics, explanations of changes in law and policy that affect our partners, upcoming trainings and technical assistance opportunities, informative videos on new programs and housing trends and news about recent grant awards and grant availability. More than 700 people have signed



DOLA's Division of Housing works with Colorado communities to find affordable housing solutions.

up for the division's email updates. The YouTube channel features weekly videos on housing trends and interviews with housing industry experts and housing developers.

Grant funding in 2009 - 2010 has been distributed via the federal Neighborhood Stabilization Grants program totaling \$31.98 million. The "regular" federal grant programs awarded \$13.49 million and leveraged: \$163.2 million for a leveraging ratio of 12 to 1. State grant funds of \$2.3 million were awarded and these leveraged with \$46.6 million for a leveraging ratio of 20 to 1. For the Private Activity Bond (PAB) program, 2010 allocations to local issuers totaled \$210,105,630. Allocations to statewide authorities including CHFA, CollegeInvest and the Agricultural Authority totaled \$226,113,660 for a total state bonding capacity of \$452,227,320. PABs are revenue bonds that have a variety of uses including the provision of funds for local infrastructure projects, industrial development and down payment assistance.

The Division of Housing has provided financial assistance through grants for the construction, rehabilitation and preservation of affordable housing across Colorado

Division Results

- Total units constructed or preserved: **1,864**
- Total federal regular grant moneys awarded: **\$13.49 million**
- Total dollars leveraged with federal funds: **\$163.2 million (leveraging ratio: 12:1)**

- Total state grant moneys awarded: **\$2.3 million**
- Total dollars leveraged with state funds: **\$46.6 million (leveraging ratio: 20:1)**
- One-time federal Neighborhood Stabilization Program grants: **\$31.98 million**
- One-time federal Homeless Prevention and Rapid Re-Housing Program funds: **\$8 million**
- Total federal rental assistance funds awarded: **\$18 million**
- Total grant moneys awarded: **\$73.77 million**

The Division has produced measurable results in fiscal year 2009-2010 including:

- Affordable rental and owner-occupied housing units preserved: **774 units**
- New supply of workforce rental and owner-occupied housing: **519 units**
- Households successfully assisted through foreclosure prevention programs: **5000+**
- Shelter beds funded: **264**
- Special-need units funded: **307**
- Households receiving rental assistance: **2,693**
- Number of days required for a residential plan review: **4**
- Number of days required for a commercial plan review: **12**
- Average field inspection turn-around time: **22 days**



Division of Property Taxation (DPT)

Introduction

The purpose of the division is to ensure the fair, accurate and consistent application of property tax law for the benefit of all residents and property owners of the state. DPT serves 64 county assessors and staffs; county commissioners; attorneys, clerks and recorders; state and locally assessed business communities; property owners and taxpayers; taxing jurisdictions dependent on property



tax revenues; and various interest groups. The Property Tax Administrator, who has responsibility for leading the division, is chosen by the State Board of Equalization for terms of five years. All of the remaining DPT staff is certified state employees. The Property Tax Administrator is advised by the Statutory Advisory Committee and supervised by the State Board of Equalization. The Division is constitutionally set (Article X, Section 15) with further statutory explanation (C.R.S. 39, Articles 1 – 14).



The Division of Property Taxation provides a wide ranging of training to communities.

DPT does not offer direct financial assistance. Technical assistance as directed by statute includes providing guidance, training, manuals and forms for county assessors. In addition, DPT is responsible for original valuation of public utilities (state-assessed property). The Division also determines tax exemption and continued eligibility determinations for religious, charitable and private school properties.

With a staff of 36.7 FTE, DPT serves its assessor customers by publishing manuals, appraisal procedures and instructions on the valuation of property. This service assures stability and uniformity to property owners and local jurisdictions dependent on property tax revenue. DPT provides training and education with its Annual Law Seminar and classes and workshops offerings in person or via video-conferencing. When needed, DPT sends staff onsite to assessors' offices.

DPT maximizes the use of technology. Educational offerings via webinar or video-conferencing present services to customers who may not have funds to travel. DPT is working to gain approval for providing continuing (credited) education remotely to enhance service delivery. The division also utilizes surveys such as the Assessor Education and Customer Satisfaction surveys to monitor its standing with customers.

DPT is comprised of four work sections: Administrative Resources, Appraisal Standards, Exemptions and State Assessed. The Administrative Resources section is responsible for publishing guidelines and providing educational services for assessment administration. The Appraisal Standards section creates guidelines and offers education for residential, commercial, industrial, agricultural and natural resources properties appraisal. The Exemptions section determines eligibility for tax



exempt status for religious, private and strictly charitable organizations. The State Assessed section values airlines, trains, telecommunications and renewable and non-renewable energy companies.

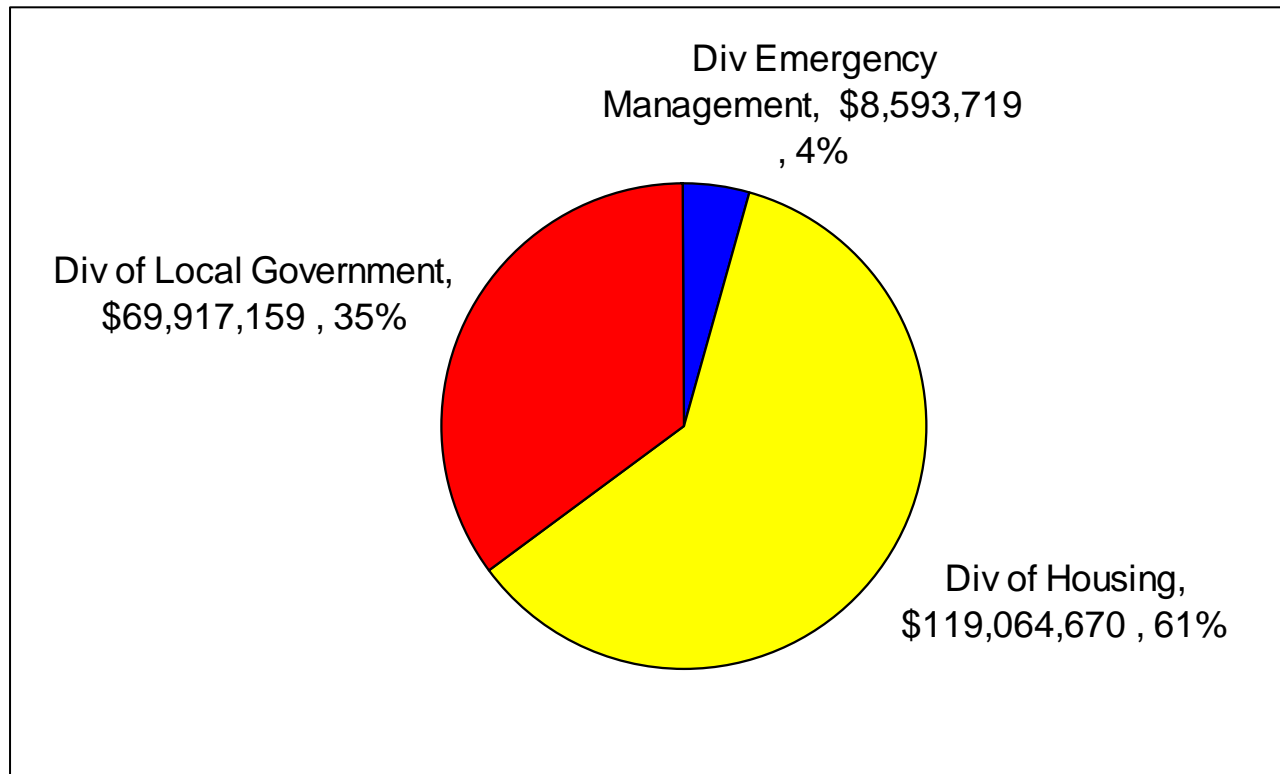
Recent cost-savings have been realized with the reorganization of the State Assessed section. The front desk responsibilities were also restructured to include the management of fleet vehicles for the entire Department.

DOLA Financial Assistance

DOLA has thirty-five grant and financial assistance programs that are used in the Divisions of Emergency Management, Housing and Local Government. Grant and financial assistance programs are summarized below.

Total DOLA Grants Fiscal Year 2010

Total projects funded:	533
Total grant \$ awarded:	\$197,575,548
Total dollars leveraged:	\$455,535,338 (1:2.4 ratio)
Total invested:	\$653,110,886
Total direct & indirect jobs generated:	11,395



Grant and/or Financial Assistance Programs	Purpose	Division Using Funds	Source	Amount FY 2010
Housing Opportunities People with Aids	Competitive grants for affordable rental housing	DOH	Federal Cash \$ Housing and Urban Development	\$425,407
Section 8	Rental Assistance for low income people	DOH	Federal Cash Dollars Housing and Urban Development	\$8,222,392
Temporary Aid for Needy Families	Rental Assistance for low income families	DOH	Federal Cash Dollars Housing and Urban Development	\$4,700,000
Mobile Home Codes	Inspection of Mobile Homes	DOH	State Cash \$	\$1,183,372
Mobile Home Codes	Inspection of Mobile Homes	DOH	Federal Cash Dollars Housing and Urban Development	\$8,000
State Revolving Loan Fund	Acquisition, construction, rehab and down payment assistance for affordable housing	DOH	State cash	\$1,7798,677
Housing Development	Construction of single and multi-family affordable housing	DOH	General Fund	\$2,616,884
Foreclosure Prevention	Counseling to prevent foreclosures	DOH	State Cash	\$696,000
Veterans Assistance for Supportive Housing	Rental assistance for Veterans	DOH	Federal Cash \$ Housing and Urban Development	\$329,616
Family Unification	Rental Assistance for low income separated families	DOH	Federal Cash \$ Housing and Urban Development	\$655,632

Grant and/or Financial Assistance Programs	Purpose	Division Using Funds	Source	Amount FY 2010
Emergency Management Performance Grants	To assist the development, maintenance, and improvement of State and local emergency management capabilities	DEM	FEMA/U.S. Homeland Security	\$5,641,026
Pre-Disaster Mitigation	Provide a consistent source of funding to states, Indian tribes, territories, communities, and colleges and universities for pre-disaster mitigation planning and projects primarily addressing natural hazards	DEM	FEMA/U.S. Homeland Security	\$17,693,156
Flood Mitigation Assistance Program	To reduce or eliminate the long-term risk of flood damage to residential properties insured under the National Flood Insurance Program (NFIP).	DEM	FEMA/U.S. Homeland Security	\$705,712
Chemical Stockpile Emergency Preparedness	Enhance emergency preparedness capabilities of the States, local, and tribal communities at each of the eight chemical agent stockpile storage facilities.	DEM	FEMA/U.S. Homeland Security	\$2,903,783
Earthquake Assistance Grant	Providing guidance, technology transfer, and assistance to States and local communities with earthquake mitigation activities.	DEM	FEMA/U.S. Homeland Security	\$47,724

Grant and/or Financial Assistance Programs	Purpose	Division Using Funds	Source	Amount FY 2010
Interagency Hazardous Materials Public Sector Training and Planning	Safely and efficiently handle hazardous materials accidents and incidents	DEM	FEMA/U.S. Homeland Security	\$311,566
Community Assistance Program State Support Services Element (CAP-SSSE)	To identify, prevent and resolve floodplain management.	DEM	FEMA/U.S. Homeland Security	\$0
Hazardous Materials Planning/Training	For planning, exercising and educational projects.	DEM	U.S. DOT	\$0
Public Assistance Grants (Presidentially Declared Disasters)	Assistance for debris removal, emergency protective measures and the repair, restoration, reconstruction or replacement of public facilities or infrastructure damaged or destroyed.	DEM	FEMA/U.S. Homeland Security	\$0 (Activated by Presidential Declaration)
Hazard Mitigation Grant Program (with Presidentialy Declared Disasters)	Permanently reduce or eliminate future damages and losses from natural hazards through safer building practices and improving existing structures and supporting infrastructure.	DEM	FEMA/U.S. Homeland Security	\$0 (Activated by Presidential Declaration)

Grant and/or Financial Assistance Programs	Purpose	Division Using Funds	Source	Amount FY 2010
Colorado Heritage Planning Grant (CHPG)	Fund communities cooperatively planning to manage growth	DLG	General Fund	<i>n/a</i>
Community Development Block Grant (CDBG)	Benefits low-to-moderate income persons through community development efforts (public facilities)	DLG	U.S. Department of Housing and Urban Development	\$3,314,832
Community Services Block Grant (CSBG)	Employment, Education, Income Management, Housing, Emergency Services, Nutrition, Linkages with other Programs, Self Sufficiency, and Health (43 eligible entities)	DLG	U.S. Health & Human Services	\$6,043,816
Community Development Block Grant - ARRA (CDBG-R)	One-time allocation through ARRA to benefit low-to-moderate income persons through community development efforts	DLG	U.S. Department of Housing and Urban Development	\$2.8 million
Community Services Block Grant - ARRA (CSBG-R)	One-time allocation through ARRA for employment, education, income management, housing, emergency services, nutrition, linkages with other programs, self sufficiency, and health (43 eligible entities)	DLG	U.S. Health & Human Services	\$8.6 million
Conservation Trust Fund (CTF)	For acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site	DLG	Colorado Lottery	\$43.7 million
Local Government Limited Gaming Impact (LGLGI)	Address documented gaming impacts stemming from limited stakes gaming	DLG	State taxes on limited gaming activities	\$5.6 million

DOLA 2010 Special Actions

CENSUS 2010

This was Colorado's first State Complete Count Committee (CCC) and as such it was a learning experience for all involved. Our stated goal was to "...draw on the successful partnerships and marketing efforts of its members



DOLA convened the state's first Complete Count Committee in preparation for the 2010 Census.

in order to promote Census 2010." We feel that our

committee successfully achieved

this goal. Utilizing not only DOLA resources and networks, but also the networks of our CCC members allowed us to reach



Coloradans in nearly every county and community across our state. This ability is the primary strength of a statewide CCC, and something that a smaller, localized CCC would not be able to carry out.

American Recovery & Reinvestment Act



Valley-Wide Health Services Clinic Expansion in Bent County

Communities throughout Colorado were bolstered by American Recovery and Reinvestment Act (ARRA) dollars administered through DOLA's Community Services Block Grant (CSBG) and Community Development Block Grant (CDBG) programs. DLG staff provided technical assistance to communities to ensure dollars were spent within a short timeline, meeting federal guidelines. Thanks to the diligence, cooperative spirit and dedication of DLG staff, Colorado communities receiving ARRA dollars through these programs are seeing a high success rate in channeling these dollars through vital community services.



Community Services Block Grant (CSBG-R) training conducted by DLG staff



Red Cliff Wastewater Treatment Facility Groundbreaking

Through the Community Development Block Grant (CDBG-R) Program, Bent County’s Valley-Wide Health Systems clinic expansion was realized (\$415,000), the Town of Red Cliff saw critical improvements made to its wastewater treatment facility (\$1,122,608) and the Town of Boone also received vital funding for a new wastewater system facility (\$1,295,000).

A total of \$8.6 million in Community Services Block Grant (CSBG-R) funding went to Colorado’s 43 eligible entities to assist Colorado citizens in becoming more self-sufficient. The focus of these dollars was to provide services related to employment, education, better use of available income, emergency services, nutrition, housing and health. At the close of 2010, Colorado had seen 99.6 percent of the funds spent toward the program objectives.



DOLA Executive Director Susan Kirkpatrick joins local officials from the Town of Boone for its wastewater

HB – 1293 – Agricultural Tax Assessment Task Force

HB 10-1293 created a Task Force to study property tax assessment issues related to the use of land for agricultural purposes. The Property Tax Administrator was designated in the legislation as one of nine members of the task force and was elected as its Chairman. Division of Property Taxation staff who specialize in agricultural issues and residential assessment rate study activities provided information to the task force. This included a presentation on how properties receive the agricultural classification in the state based on the Colorado constitution, statutes and legal opinions by Colorado courts. Additionally, DPT staff reviewed how neighboring states determine the property tax status of agricultural property and what if any impact a change in status from agricultural classification to residential classification might have on the residential assessment rate.

SB09-232

Through passage of SB09-232, four communities impacted by energy and mineral production received a one-time allocation totaling \$17 million, which helped generate 1,853 jobs and strengthen local economies. Funded with federal mineral lease revenues, the four projects are contributing to downtown vitality, transportation improvements and strategic investment in public broadband infrastructure.



Construction of an overpass in Mesa County was made possible through funding created by SB09-232. This project is one of four that received substantial capital improvement dollars.

DOLA received pre-applications from 10 communities in July 2009. From there, seven projects were invited to apply using several criteria, such as the significance of the project for the community, evidence of project relationship to challenges created by energy and mineral development, and measurable outcomes.

The four projects selected to receive funding:

- City of Parachute Interchange and Bypass - \$8 million
- City of Delta Highway 50 Bypass - \$2.8 million
- Mesa County 29 Road Overpass - \$3.2 million
- Southwest Colorado Council of Governments (SWCCOG) Regional Telecommunications Infrastructure - \$3 million

Fourmile Canyon Fire

At 10:02 am on Monday, September 6, 2010, a wildland fire was reported to Boulder County Dispatch. Eventually known as the “Fourmile Canyon Fire,” flames were driven by 50-60 mph winds and located in rugged terrain, the fire forced immediate evacuations of over 3,000 people.



Within the first few hours, the Colorado State Forest Service and the Division of Emergency Management had staff on-site, providing direct support for fire suppression and local emergency operations center activities. Simultaneously, Colorado State Forest Service and Division of Emergency Management staff initiated contact with Federal partners and

with the Governor’s Office to secure a Fire Management Assistance Grant and State Declaration of Disaster to include monetary support for emergency management functions. By midnight, the fire had burned 6,000 acres, destroyed nearly 170 homes and was 0% contained. The fire was finally fully contained 10 days later on September 16, 2010.

During the course of the fire, the Division of Emergency Management facilitated two Executive Orders. The first Order provided the initial \$5 million specifically for firefighting efforts and the second provided an additional \$200,000 for the response and recovery efforts related to the fire. A third Order followed following the fire for the Department of Public Health and Environment that allocated \$900,000 to cover the costs for public water system repair, storm runoff/watershed restoration and protection projects. These recovery efforts are a continuing part of the Division of Emergency Management-led State Recovery Task Force coordinating State efforts with Boulder County recovery officials.

Remarkably, no firefighters or residents lost their lives in the Fourmile Canyon Fire. However, the fire was the costliest in Colorado history, totaling nearly \$217 million in insurance claims. The Hayman Fire of 2002 resulted in \$46.1 million in insurance claims. From the outset, the Division of



Emergency Management worked with federal partners and the Governor’s Office to set up Preliminary Damage Assessment Teams to help decision-makers evaluate options available to seek assistance for affected residences and businesses. While the number of primary, uninsured residences did not rise to a level necessary to trigger federal aid from the Federal Emergency, the Division of Emergency Management did secure and facilitate assistance from the Small Business Administration Disaster Assistance Program to provide low-interest loans to residents and business to rebuild or relocate. In addition, the Division worked closely throughout the fire with Congressional staff and representatives to ensure they had the latest information regarding the fire, resident assistance actions and sources for state and local information.

While not as damaging in terms of lost residences and affected businesses, the Division of Emergency Management also provided emergency operations center, public information and coordination support to Larimer County in response to the Reservoir Road Fire.

Emergency Management Academy

This year, the Division launched Colorado's inaugural Colorado Emergency Management Academy. The goal of the academy was to equip newer emergency managers with hands-on preparedness, mitigation, planning response and recovery skills to enhance local capabilities to handle a disaster in their jurisdiction. The inaugural class accepted 30 applicants.

The program spans nine months and is built around a series of resident courses with one course per quarter until July 2011. Outside the classroom series, participants must also complete a number of independent study course online. Prior to acceptance, applicants must complete seven Federal Emergency Management courses, called the Professional Development Series, as prerequisites. At the conclusion of the course, participants engage in a week-long resident set of courses designed to meet the Emergency Management Advanced Professional Series.

Colorado Second Chance Housing and Re-Entry Program

The Division of Housing and its local partners have received \$750,000 from the United States Department of Justice to provide forensic treatment for 60 Department of Corrections offenders being released "as homeless" to Denver or Arapahoe Counties who are suffering from co-occurring substance abuse and serious mental illness. The program will utilize a comprehensive array of community-based services that provides substance abuse treatment, psychiatry, psychotherapy and wrap-around case management, including housing search and placement, transportation, medication, vocational and job placement assistance, family counseling to assist the enrolled former offenders. These services will supplement and not supplant services provided by the Colorado Department of Corrections."

Strengthening Colorado Communities through Volunteerism

Generosity is fundamental to DOLA's culture. Each year, DOLA employees live out our mission by giving back to communities through a variety of charitable and volunteer efforts.

In 2010 DOLA employees pledged \$16,867 to various Colorado-based charitable organizations that provide services across the state to citizens in need.

Employees roamed the halls in their pajamas for Denver's Road Home – then Mayor Hickenlooper's 10 year plan to end homelessness – 5th Annual PJ Day. DOLA raised \$500 that went toward raising awareness of homelessness.



Another DOLA tradition is the annual Paint-a-thon. In 2010, DOLA partnered again with Brother's Redevelopment, Inc.'s for the 32nd event. Volunteers gathered Friday August 20 to paint the home of a longtime resident of the Five Points Neighborhood.

DOLA also continued its long time partnership with Bonfils Blood Center in 2010. Now in our 31st year of service with that organization, DOLA hosted numerous onsite blood drives and collected tens of gallons of life-saving blood.

Each holiday season DOLA employees coordinate a holiday gift drive for a charitable organization. In 2010, DOLA sponsored the Mt. St. Vincent's residential treatment center. Each of the 36 boys and girls who live there received a gift and stocking. There was also a party with live music. DOLA volunteers sought out additional sponsorship from the private sector. Crocs shoes donated a pair for every child. In addition, DOLA held a book drive for the center.

