



Department of Local Affairs FY2016 Annual Performance Evaluation

Strategic Policy Initiatives

The Department of Local Affairs has identified several strategic policy initiatives for FY 2015-16 and beyond. For this performance evaluation, the Department is reporting progress on the selected initiatives that best capture some of the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The report reflect data as of March 30, 2016.

Additional detail for these, and other, strategic policy initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

Assessor satisfaction with educational program

The Division of Property Taxation (DPT) must actively market and deliver training which meets the needs of each assessment office, especially in light of staff turnover and assumption of new responsibilities, thereby ensuring statewide understanding of property tax law and procedures. A correct base of value from which mill levy decisions are made is crucial to all local government taxing jurisdictions and the state. Assessor and student satisfaction with the education program is critical to its success. The one- and three-year goal (FY 2014-15 and FY 2016-17) for this initiative is a satisfaction rate of 85 percent. DPT achieved a satisfaction rate of 86.0 percent for training classes delivered to county assessors.

Board of Assessment Appeals – Percent of resolved appeals resolved within one year of receipt

The Board of Assessment Appeals seeks to expand the use of facilitator services and mediation for appeal resolution in order to improve taxpayer satisfaction while reducing the average time for appeals to be resolved. The failure to quickly resolve taxpayer appeals can create financial hardship to taxpayers who must pay their property taxes pending their appeal. Delays in appeal resolution may also result in significant interest payments by county governments to taxpayers who overpaid their property taxes. The goal for FY 2014-15 is for 84 percent of resolved appeals to be resolved within one year. For FY 2016-17, the goal is 88 percent. The Board of Assessment Appeals resolved 1,995 appeals (94 percent) that were resolved within one year of receipt; which was an increase of 601 appeals from the previous year.

Community Development Block Grant - Disaster Recovery (CDBG-DR) funds successfully invested in impacted communities

The Executive Director's Office Disaster Recovery unit provides recovery resources to households, businesses, and local governments to foster the long-term recovery for disaster-impacted communities through the effective implementation of programs funded under the HUD allocation of CDBG-DR. The principal customers of this initiative are those whose homes, businesses and infrastructure were damaged or destroyed in the 2013 flooding. Were it not for these grants, some owners would be unable to rebuild or would have to undertake large-scale private borrowing. The one-year goal for funding provision is \$32.0 million; the three-year goal is \$60.0 million. The Executive Director's Office Disaster Recovery unit was able to invest \$7.8 million in impacted communities; which is was the same amount reported in the July report.

Estimated new jobs generated by competitive grants (including leveraged funds)



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With the increase in competitive grant dollars leveraged and reported on by grantees, new jobs generated by competitive grants will increase for each grant dollar invested. The Division of Local Government (DLG) provides professional strategic consulting and technical assistance to communities to help them achieve their goals. Community development priorities are often achieved through grant funding. These grant funds, in turn, create jobs in communities thereby achieving community and economic development goals. The one-year goal for job growth is 3,093; the three-year goal is 2,968, reflecting variability in revenues. Based on economic modeling conducted by DLG, 3,800 jobs were created from the discretionary grants awarded.

Increased affordable housing supply

The Department works to increase financial resources for housing production. One of the primary roles of the Division of Housing (DOH) is collaboration with a variety of partners to increase the availability of affordable housing to residents of Colorado. This includes creating, preserving and rehabilitating housing for Colorado's workers, families, seniors and those with special needs. The one-year goal for this initiative is to increase affordable housing units by 3,620 in FY 2014-15, and by 4,120 in FY 2016-17. The Division of Housing was able to increase the supply of affordable housing units by 3,081 for the year-end; which was the same number as the July report.

Operational Measures

Major Program Area – Division of Property Taxation
Process - Review petitions for refund or abatement of greater than \$10,000

Measure	FY12 Actual	FY13 Actual	FY14 Actual	03/31/2015	06/30/2015	FY16 Actual	1-Year Goal	3-Year Goal
Percentage of petitions processed for refund or abatement within 10 business days	50.2%	90.0%	96.0%	100%	99.7%	99.7%	100%	100%

The Division of Property Taxation has the statutory responsibility to review petitions for refunds and abatements. Timely review ensures proper allocation of tax responsibilities while minimizing the interest cost to taxpayers and the county. The Division has processed 99.7 percent of the petitions filed within 10 business days and this was the same data reported in July.



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Major Program Area – Board of Assessment Appeals
Process - Board of Assessment Appeals hearings process

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2106	FY16 Actual	1-Year Goal	3-Year Goal
Number of resolved appeals resolved within one year of receipt	1,874	1,798	1,995	1,659	1,994	1,995	1,633	1,800

The percent of BAA appeals resolved within one year has consistently improved despite increases in appeal volume. The BAA resolved 1,995 or approximately 94 percent of the appeals filed within one year.

Major Program Area – Division of Housing
Process - Perform required building-department functions

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2016	FY16 Actual	1-Year Goal	3-Year Goal
Percentage of residential plan reviews completed within 10 days	58.0%	75.0%	86.0%	%	%	86.0%	80.0%	TBA

The Division of Housing has the statutory responsibility to serve as the building department in areas not served by local building regulators. In addition to improving turnaround time, the division expects a steady rise in the number of requests. DOH was able to report 86.0 percent of plans reviewed within 10 days as its year-end results.

Process - Perform required housing authority functions

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2106	FY16 Actual	1-Year Goal	3-Year Goal
Percentage of housing vouchers leased annually	97.0%	92.0%	92.0%	.0%	.0%	.0%	95.0%	TBD

The Division of Housing has the statutory responsibility to serve as a housing authority in areas not served by a local authority. The number of households and individuals continues to increase, so efficient use of this limited resource is vital to the division's mission. The percentage of housing vouchers leased annually is 92 percent, but voucher expenditures are 100 percent due to increase in rents for 2015.



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Process - Perform required oversight of Ft. Lyon operations

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2016	FY16 Actual	1-Year Goal	3-Year Goal
Number of graduates relocating to permanent housing	New program, no actuals	New program, no actuals	57			Metric changed	125	TBD

Enrollment at the Fort Lyon supportive residential community for chronically homeless continues to grow. Graduation/relocation estimates are based on a projected 65 percent success rate. The Division reports that 57 Fort Lyon residents will be reintegrated into permanent housing; the same as reported in the July report.

Process - Creation of additional affordable housing options for renters and homeowners, especially households in greatest need

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2016	FY16 Actual	1-Year Goal	3-Year Goal
Total number of affordable housing units developed	1,003	3,129	3,081			Metric changed	4,120	TBD

Continuing increases in the numbers of low-income renters, homeless individuals, those with special needs, and those on Section 8 housing waiting lists necessitate ongoing development of new affordable housing units. There were 3,081 new units of affordable housing created by yearend, the same as the July report.

Major Program Area – Division of Local Government (DLG)

Process - Maintain an effective and efficient system for ensuring public access to local government documents required to be submitted to the DLG

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2016	FY16 Actual	1-Year Goal	3-Year Goal
Cumulative number of local govt. docs digitized and available to view	28,000	45,870	63,443			??	64,000	74,000

Local governments, including special districts, are required to post certain documents with DOLA in order to make them readily accessible to public officials and the general public. DLG was able to digitize an additional 63,443 documents and post them on the website. This is slightly more than the July report as all documents were counted.

Process - Administer competitive and formula-based grant programs

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2016	FY17 Actual	1-Year Goal	3-Year Goal
Competitive grant dollars awarded in compliance	\$34.8 million	\$70.0	\$263 million	?? million	??	??	\$80.0	\$75 million



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with Federal and State standards	million	million	million	million
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The one- and three-year goals for the administration of competitive grant dollars are estimated based on projected revenues. DLG awarded \$263 million in discretionary and formulaic grant awards to local governments in Colorado. This was slightly higher than the July report as all grant awards were tallied.

Process - Provide recovery resources to households, businesses and local governments to foster the long-term recovery of disaster-impacted communities

Measure	FY13 Actual	FY14 Actual	FY15 Actual	03/31/2016	06/30/2016	FY16 Actual	1-Year Goal	3-Year Goal
Dollars invested in housing recovery projects	New program, no actuals	New program, no actuals	\$7.8 million	?? million	?? million	?? million	\$20.0 million	\$10.0 million
Number of households receiving down-payment or rental assistance plus number of housing units created or rehabilitated	New program, no actuals	New program, no actuals	43	??	??	??	330	155
Number of businesses served	New program, no actuals	New program, no actuals	128	??	??	??	115	60
Number of infrastructure projects funded	New program, no actuals	New program, no actuals	0	??	??	??	40	20
Number of local plans completed	New program, no actuals	New program, no actuals	0	??	??	??	12	3

The Disaster Recovery / Community Development Block Grant (DR) program directs federal financial resources to the recovery of areas damaged by the 2013 floods. This is a new program, and therefore does not have actual outputs for the previous fiscal years. Any downward trends between the one- and three-year targets reflect the life cycle of federal disaster recovery grants.

The following information provides context for the data for the following measures:

Dollars invested in housing recovery projects: Original Performance Measures were provided prior to program launch and not based upon any historical data. DR was able to invest \$7.8 million in housing recovery projects which is more than reported in the July report. This accounts for all projects awarded through year-end.

Number of households receiving down-payment or rental assistance plus number of housing units created or rehabilitated: Original Performance Measures were provided prior to program launch and without historical data. Significantly less demand than anticipated and local housing agencies will probably shift funds from this program for other priorities. The initial numbers assumed a shorter timeframe for the multi-family rental programs. DR was able to assist 43 households either through down-payment assistance or rental assistance through year-end which was the same as reported in July.

Number of businesses served: Original Performance Measures were provided prior to program launch and without historical data. Includes business, tourism and agricultural grants. DR served 128 businesses through year-end which was the same as reported in July.

Number of infrastructure projects funded: 50 Projects have been awarded. but these will not be counted until reimbursements proceed.



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FY2016 Performance Plan

FY 2016 Strategic Policy Initiatives

The Department of Local Affairs, through its divisions, engages in numerous services to the State, many of which are spelled out in the State constitution or statutes. Yet there are certain functions which are so fundamental that they warrant specific initiatives to advance the work of the Department in the coming year and three years into the future. These have been selected from a set of outcomes identified by the respective Divisions in the course of annual strategic planning.

The strategic policy initiatives have changed since the FY14/15 plan. The new Executive Director reviewed the former initiatives and directed a reprioritization. This revised list includes two new initiatives and some restructuring of the three which are carrying forward. The Department believes that this new set is more reflective of the priorities for the coming years.

Major Program Area: Division of Housing

Strategic Policy Initiative: Increase affordable housing supply

Metrics	FY2014-15	FY2015-16	FY 2017-18	Cross Reference
Increased affordable housing supply (from previous year)	3,168	3,700	4,200	DOH Process #1 [Tenet #1]
Strategy for improvement: Increase financial resources for housing production, given our ability to efficiently deploy these and any additional funds which become available.				



Strategic Policy Initiative: Improving quality of life for Fort Lyon residents
in a cost-effective manner

Metrics	FY2014-15	FY2015-16	FY 2017-18	Cross Reference
Percent of Fort Lyon residents obtaining employment	65%	65%	TBA ¹	DOH Process #4 [Tenet #1]
Percent of Fort Lyon residents returning to permanent housing	75%	75%	TBA ¹	
Amount of public cost savings	\$3,127,218	\$6,238,800	TBA ¹	
<u>Strategy for improvement:</u> Create a statewide referral system to identify vulnerable homeless individuals, provide permanent housing, offer medical care, job training, mental health and substance abuse treatment.				

¹ The Fort Lyon program is the first of its kind. Consequently, it is not possible to estimate long-range results until Colorado has more time and experience with this program.



Major Program Area: Division of Local Government

Strategic Policy Initiative: Expand broadband service in rural communities

Metrics	FY2014-15	FY2015-16	FY 2017-18	Cross Reference
Complete 14 regional broadband plans to identify key infrastructure needs and projects	3	TBA ²	TBA ²	DLG Process #10 [Tenet #1]
Fund 14 critical broadband infrastructure “middle-mile” projects to create increased connectivity in at least 28 communities	2	TBA ²	TBA ²	
<p><u>Strategy for improvement:</u> In partnership with the Office of Economic Development and International Trade and the Office of Information Technology, promote expanded broadband coverage in needed rural communities statewide by leading essential technical support and strategically investing \$30 million in essential regional planning efforts and critical “middle-mile” infrastructure.</p>				

² This collaboration between multiple agencies is underway and may impact these future metrics.



Strategic Policy Initiative: Additional Main Street Projects

Metrics	FY2014-15	FY2015-16	FY 2017-18	Cross Reference
Add 20 new communities into the National Main Street program by 2020.	2	4	6	DLG Process #3 [Tenet #1]
Produce 2,155 net new direct, indirect and induced jobs by 2020 (self-reported)	215	603	866	
Net 450 new businesses by 2020 (self-reported)	45	57	81	
<p><u>Strategy for improvement:</u> Bring the total number of communities to 34 by adding 20 new communities into the National Main Street program to produce 2,155 net new direct, indirect and induced jobs; 450 new businesses; and leverage over \$37.5 million in public and private investment by June 30, 2020.</p>				



Major Program Area: Disaster Recovery - CDBG

Strategic Policy Initiative: Provide recovery resources through strategic partnerships

Metrics	FY2014-15	FY2015-16	FY 2017-18	Cross Reference
CDBG Disaster recovery funds successfully invested in impacted communities	\$9.1 million	\$54.0 million	Not Available ³	DR Process #1 [Tenet #1]
<p><u>Strategy for improvement:</u> Provide recovery resources to households, businesses, and local governments to foster the long-term recovery of disaster-impacted communities through the effective implementation of programs funded under the HUD allocation of CDBG-DR. Key traits of this effort are timeliness, quality, and administrative efficiency, while fully utilizing available funds.</p>				

³ Long-range forecasts depend upon future Federal funding. Data for FY17/18 is not currently available.



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FY 2016 Strategies and Operational Measures

The Department has revised some of the measures within the FY2016-17 Performance Plan to better reflect the changes in department priorities and the ability to achieve the outcomes. The Plan is a living document that will be updated based on changing market conditions, better information and priority shifts.

