COLORADO
Department of Local Affairs

Performance Plan for FY 2020-21

July 1, 2020

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Departmental Introduction

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

DOLA makes financial resources available to support community infrastructure (e.g. water, sewer, road and bridge projects) and services (e.g. housing) either through statutory formula distributions of state and federal funds (e.g. Energy Impact Direct Distribution, Community Service Block Grants, Conservation Trust Fund) or through state and federal grants (e.g. Energy Impact, Limited Gaming Impact, Community Development Block Grants, Marijuana Impact).

In addition to providing assistance and services to local governments and communities, DOLA provides technical assistance and services for individual citizens. DOLA assists property owners to ensure their property taxes have been determined in a fair, accurate and consistent manner in accordance with property tax laws. DOLA also helps citizens obtain Section 8 rental assistance through local housing authorities and non-profit service organizations. Additionally, DOLA channels federal aid for disaster recovery. In these ways, DOLA is a direct point of contact for many Coloradoans and other Colorado property owners.

Further, all four divisions of DOLA perform a variety of regulatory functions as assigned by the Constitution and statutes. These range from ensuring proper implementation of state property tax laws, implementing safety and related policies regarding manufactured housing, enforcing requirements on local governments regarding public access to key government documents, and many others.

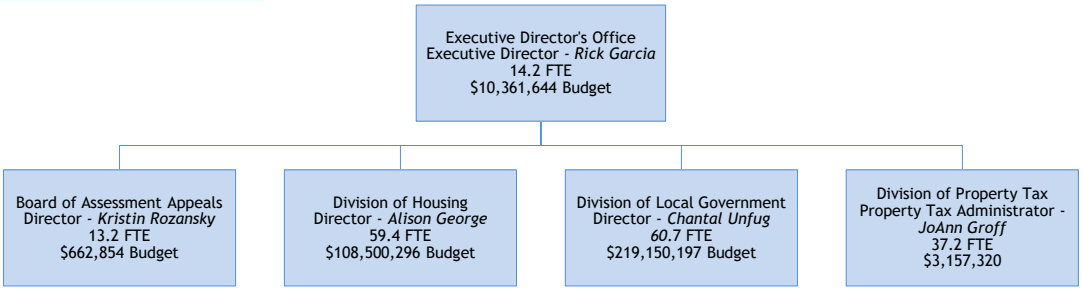
DOLA has established a culture within the Department that encourages collaboration and efficiency, both internally and in relationships with our customers (communities, community leaders and other partners) in advancing the interests and capabilities of local governments.

Constitutional and Statutory Authority

Department of Local Affairs (DOLA) - Title 24, Article 32, C.R.S.
Division of Property Taxation (DPT) - Article X, Sections 3 and 15, of the Colorado Constitution and Title 39, Articles 1-14, C.R.S.
Board of Assessment Appeals (BAA) - Article X, Section 3 and Article XII, Section 13 of the Colorado Constitution and Title 39, Article 2, C.R.S.
Division of Housing (DOH) - Title 24, Article 32, Section 702, C.R.S.
Division of Local Government (DLG) - Title 24, Article 32, Part 1, C.R.S.

DOLA Organizational Chart

Total Department FTE & budget breakdown (based on FY 2019-20 appropriations)	
184.7	Total FTEs
$341,832,311	Total funds
$42,289,825	General funds
$204,856,082	Cash funds
$12,565,874	Re-appropriated funds
$82,120,530	Federal funds



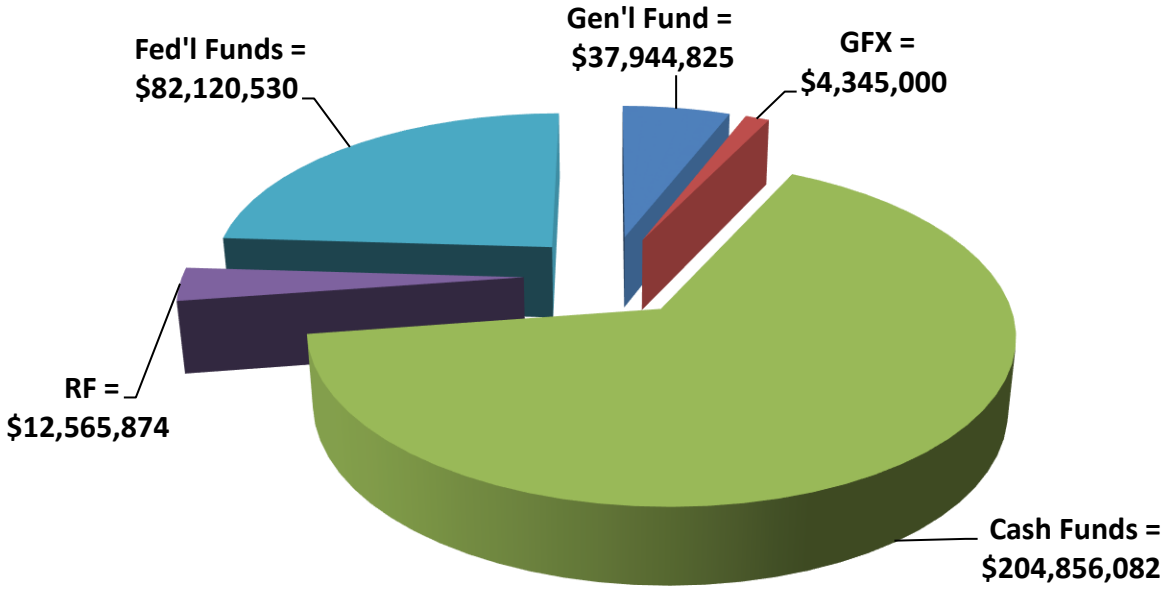
FY 2020-21 Appropriation

Division	GF	GFX	CF	RF	FF	Total	FTE
Exec Director Office	$3,266,576	$0	$1,528,620	$3,983,227	$1,583,221	**$10,361,644**	14.2
Board of Assessment Appeals	$525,607	$0	$137,247	$0	$0	**$662,854**	13.2
Division of Property Tax	$1,811,242	$0	$1,089,593	$256,485	$0	**$3,157,320**	37.2
Division of Housing	$21,143,628	$0	$16,845,972	$1,900,943	$68,609,753	**$108,500,296**	59.4
Division of Local Government	$11,197,772	$4,345,000	$185,254,650	$6,425,219	$11,927,556	**$219,150,197**	60.7
Total	***$37,944,825***	***$4,345,000***	***$204,856,082***	***$12,565,874***	***$82,120,530***	***$341,832,311***	***184.7***

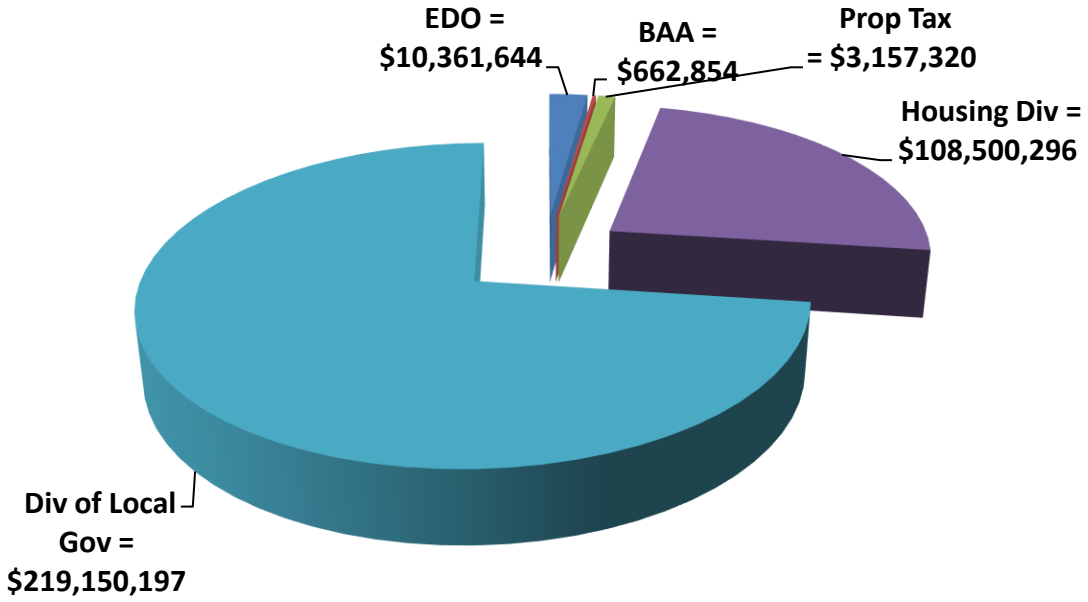
FY 2020-21 DOLA Legislation (exclusive of transfers)

Division	Bill Number	Topic	General Fund	Cash Funds	Reappropriated Funds	Total Funds	FTE
Division of Housing	HB19-1009	Substance Use Disorders Recovery	-	$1,000,000	-	$1,000,000	1.0
Division of Local Govt.	HB19-1239	Census Outreach Program	$6,000,000	-	-	$6,000,000	1.0
Division of Housing	HB19-1245	Fund Affordable Housing from Vendor Fee	$42,798	-	-	$42,798	-
Division of Local Govt.	HB19-1292	Colorado Resiliency Office Reauthorization Funding	$249,454	-	-	$249,454	2.7
Division of Housing	HB19-1309	Mobile Home Park Act Oversight	-	$352,965	-	$352,965	2.0
Division of Housing	HB19-1322	Expand Supply of Affordable Housing	$30,000,000			$30,000,000	7
Total Appropriations from Legislation			**$36,292,252**	**$1,352,965**	**$0**	**$37,645,217**	**13.7**

DOLA 2020-21 Appropriation by Fund Source (Total = $341,832,311)



DOLA 2020-21 Appropriation by Division (Total = $341,832,311*)



DOLA Strategic Framework Summary

DOLA Vision

The Department of Local Affairs is responsible for strengthening Colorado's local communities through accessible, affordable and secure housing. Implementation of property tax law; and increase capacity building, strategic training, research, technical assistance and funding to localities.

DOLA Mission

Help strengthen Colorado's communities.

DOLA Tenets

1. Assist customers in solving problems

Respond to customers in a timely, effective and efficient manner.
Listen respectfully and strive to understand each problem or issue.
Facilitate dialogue to encourage collaborative and cooperative solutions.
Provide appropriate financial and technical assistance.
Connect each customer to the correct person in state government to assist in addressing each issue.

2. Fulfill regulatory responsibilities

Be knowledgeable of the statutory and regulatory requirements for which we are responsible.
Provide expertise to customers to help each comply with these requirements.
Educate customers regarding the intent and application of these requirements.
Ensure compliance with all requirements.
Be consistent, fair and timely in the application of these requirements.

3. Cultivate DOLA employees

Develop DOLA employees professionally so that they can continue to improve service to customers as we encourage retention of effective employees.
Recognize and reward employee performance.
Engage employees to continually enhance the department's ability to deliver effective and efficient service to customers.

4. Improve internal business systems

Maintain an environment of continuous improvement.
Collaborate across divisions and departments as well as with other stakeholders to improve business systems.
Ensure use of appropriate and effective technology.
Advocate for technological capabilities in alignment with customers' needs.

DOLA Customers by Division

DOLA Division	Division Clients
Division of Property Taxation:	County assessors Assessment staff Exempt property owners Property taxpayers Property taxing authorities State-assessed companies County treasurers Boards of County Commissioners State Board of Equalization Colorado General Assembly
Board of Assessment Appeals:	Property taxpayers Taxpayer representatives County assessors and attorneys County Boards of Equalization Boards of county commissioners State Property Tax Administrator
Division of Housing:	Private for-profit and nonprofit housing organizations Housing authorities Colorado renters and homeowners Housing manufacturers Owners and potential owners of factory-built residential & non-residential structures Nonprofit independent living agencies Mental health agencies Chronically homeless individuals
Division of Local Government:	Local governments [1] State agencies Universities Private firms Nonprofit organizations Consultants General public
EDO Disaster Recovery (CDBG-DR):	Colorado renters and owners Local governments [1] Business owners Public and nonprofit organizations

[1] *Local governments include municipalities, counties, special districts and regional councils of government*

Fund Sources by Division

Fund Sources by Division	Executive Director (incl. Disaster Recovery)	Division of Property Taxation	Board of Assessment Appeals	Division of Housing	Division of Local Government
State					
General Fund	●	●	●	●	●
General Fund Exempt (associated with Volunteer Firefighter Pension Plans, Community Crime Prevention Initiative)					●
Moffat Tunnel Cash Funds					●
Property Tax Exemption Cash Funds	●	●			
Board of Assessment Cash Funds	●		●		
Private Activity Bond Allocation Cash Funds	●			●	
Homeless Prevention Activities Program Cash Funds	●			●	
Building Regulation Cash Funds	●			●	
Local Government Energy & Mineral Impact Funds	●	●		●	●
Local Government Severance Tax Funds	●	●		●	●
Conservation Trust Funds	●				●
Local Government Limited Gaming Impact Funds	●				●
Colorado Search & Rescue Funds	●				●
Colorado Heritage Communities Grants					●
Departmental or State Indirect Cost Recoveries (State and Federal)	●	●	●		●
Water Pollution Control & Drinking Water Revolving Funds	●				●
Marijuana Tax Cash Fund				●	●
Federal					
Community Development Block Grant Funds (CDBG)				●	●
Disaster Recovery / CDBG-DR	●			●	●
Community Service Block Grant Funds					●
Environmental Protection Agency Funds	●				●
Departmental Indirect Cost Recoveries (various Federal)	●			●	●
Dept of Justice Grant Funds				●	
Department of Housing and Urban Development Grant Funds				●	●
HUD-VA Grant Funds				●	●
Various Federal Funds	●				

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 previous Performance Plan. The Department believes the revised strategic policy initiatives and metrics are more reflective of Department's direction for the coming years.

Strategic Policy Initiative: **Implement eight projects in Colorado that focus on renewable energy grants that were awarded in FY 19-20. Implementation shall begin on July 1, 2020 and be implemented by June 30, 2021. Six of the eight projects must be in rural Colorado.**

Metrics	FY2020-21	FY2021-22	FY 2022-2023	Cross Reference
Implement 8 projects in Statewide that focus on renewable energy grants by June 30, 2021. ***Six of the eight projects must be in rural Colorado.***	**8 projects**	**8 projects**	**8 projects**	**DLG Processes #1,3** *[Tenet #1]*

Strategy for Improvement: Through the successful achievement of this strategic goal, Colorado communities will move towards 100% renewable energy by 2040.

The previous year, the goal was to utilize $6M in set aside funds to push forward renewable energy projects to get to 100% clean energy by 2040. The goal is to push the projects forward and ensure momentum aligned with the Governor's goal.

Utilize the administrative framework through the grant-making process from FY19-20 to push forward the funded renewable projects by June 30, 2021.

Focus and deploy technical assistance to the defined rural Colorado communities to ensure the project implementation phase occurs and that projects can be established and begin on or before March 31, 2021.

Utilize the local government survey that were completed in April 2020 to help guide local communities on project feasibility and sustainability based on budget changes.

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Strategic Policy Initiative: Expand current Next Step Program to provide stable, safe housing for homeless children and their families from 8 school districts to 12 school districts where the children attend school by June 30, 2021.

Metrics	FY2020-21	FY2021-22	FY 2022-2023	Cross Reference
Expand Next Step Program to 12 communities to support child development.	**12 communities**	**12 communities**	**12 communities**	**DOH Process #1** *[Tenet #1]*
Strategy for improvement: DOH currently funds the Next Step program, which is a partnership among local housing authorities, Department of Education, workforce development and other service agencies with the goal of providing stable, safe housing for homeless children and their families in the school districts where the children attend school. The expansion of the program would allow for more communities to safely house youth experiencing homelessness. Utilize Emergency Solution Grant (ESG), CARES Act funds, or other more appropriate funds to incentivize school districts to participate in the Next Step program with Homeless Prevention funds.				

Strategic Policy Initiative: Implement 3 Climate Action plans in Rural Colorado by June 30, 2021 from the already existing plans that were awarded in the FY 19-20 cycle.

Metrics	FY2019-20	FY2020-21	FY 2021-2022	Cross Reference
Implement 3 Climate Action plans in Rural Colorado by June 30, 2021.	**3 Climate Action Plans**	**3 Climate Action Plans**	**3 Climate Action Plans**	**DLG Processes #1, 2, 5** *[Tenet #4]*

Strategy for improvement: Through the successful achievement of the initiative, implementation of climate action plans align with the Governor's measure for climate change and energy & renewables. DOLA wants to ensure that rural Colorado communities are economically resilient, stable and adaptive to shocks that include strategic actions.

Accelerate at least 15 percent of locally-identified, priority, implementable strategies forward to the development and implementation phase of a climate action plan.

Create and implement a statewide, multi-agency community adaptations webinar series with a minimum of six sessions throughout the fiscal year.

Utilize the Colorado Resiliency Office to do work with the community adaptation profiles and regulatory adaptations available on the Community Adaptation Hub website.

Division of Property Taxation (DPT)

Under the general laws of Colorado, the Property Tax Administrator heads the Division of Property Taxation.

The Division's charge is to coordinate and administer the implementation of property tax law throughout the sixty-four counties of Colorado to ensure that valuations are uniform and that each property class is responsible for only its fair share of the total property tax obligation. This includes the granting of exemptions, valuation of public utilities for ad valorem taxation, providing technical assessment assistance, and promoting the equalization of property valuation.

To fulfill these responsibilities, the Division is divided into four sections:

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

The Appraisal Standards section conducts four tested qualifying education courses to enable assessment appraisers to obtain an Ad Valorem Appraisal License. These classes are: Introduction to Ad Valorem Mass Appraisal, Basic Appraisal Principles, Basic Appraisal Procedures, and Uniform Standards of Professional Appraisal Practice (USPAP). This section currently offers five additional tested courses: Valuation of Vacant Land Present Worth, Advanced Income Approach to Value, Agricultural Land and Rural Structural Valuation, Possessory Interest (Distance Education), and Vacant Land (Distance Education). The section also offers several non-tested courses and workshops throughout the year.

Administrative Resources Section: Administrative Resources prepares and publishes administrative

manuals, procedures and instructions. It conducts a number of classes and seminars regarding the administrative functions of the assessors' offices, including one tested course: Introduction to Assessment. It performs field studies and provides statewide assistance with issues such as tax increment financing, the administration and valuation of manufactured homes, senior and disabled veteran exemptions, classification of property, title conveyance, mapping, production of the Abstract of Assessment, certification of values to taxing entities, and the tax warrant. The section also investigates taxpayer complaints. It is responsible for various studies and reports such as fiscal impacts for Legislative Council, the residential assessment rate study and the Property Tax Administrator's ***Annual Report to the General Assembly and State Board of Equalization***. It also coordinates with agencies having an interest in property taxation. In addition, the field staff works closely with assessors in all areas of property taxation. Administrative Resources is also responsible for approving or disapproving all petitions for refund or abatement of taxes in excess of $10,000.

Exemptions Section: The Exemptions section is responsible for determining qualification for exemption from property taxation for properties that are owned and used for religious, charitable and private school purposes. This section also reviews reports filed annually by exempt property owners to determine if the property's exempt status is still warranted. It also provides assistance to counties and taxpayers with inquiries about exempt properties, helps taxpayers with petitions to the State Board of Equalization, conducts hearings on exemption applications and revocations of exemptions, and defends appeals of its final decisions.

State Assessed Section: The State Assessed section is the only area of the Division, which regularly performs original valuation of property on an annual basis. The section values all public utilities doing business in Colorado as defined by statute, including rail transportation companies, airlines, non-renewable and renewable energy companies, telephone companies, and pipelines. The company valuations are then apportioned to the counties for collection of local property tax. Both county commissioners and public utilities may protest the value assigned to state assessed property, and may appeal to the Board of Assessment Appeals (BAA) or Denver District Court if the protest is not resolved at the Division level.

Processes

DPT Process #1: Monitor customer satisfaction by developing and conducting a survey of customer satisfaction

DPT Process #2: Employee development

DPT Process #3: Education program for assessment staff

DPT Process #4: Determine qualification for initial and continued property tax exemption for religious, charitable and private school properties

DPT Process #5: Perform property valuation for public utilities as defined by statute, apportion to respective counties as well as defend those values when appealed at the Board of Assessment Appeals or district court

Board of Assessment Appeals (BAA)

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

County Assessors are responsible for valuing all property in their county except for exempt property and state assessed properties. Taxpayers may appeal the assigned values to the Assessor and the County Board of Equalization (valuation appeal) or to the Board of County Commissioners (abatement). These cases may then be appealed to the BAA.

State assessed properties and exemptions are appealed to the property tax administrator. These cases may then be appealed to the BAA.

Appeals may also be filed with the BAA when a County Board of Commissioners or a County Board of Equalization has failed to make a timely decision on a matter properly presented.

Such appeals must be made in writing to the Board within 30 days from the date of the decision that is being appealed. After the appeal is docketed, a receipt of appeal is sent to the Petitioner. A notice of hearing is mailed to all parties at least 30 days prior to the scheduled hearing. The Board's decision is transmitted in a written order and mailed to all parties. Board decisions are also posted on the Board's website. Board decisions may be appealed to the Colorado Court of Appeals.

Members of the Board are appointed by the Governor and confirmed by the State Senate. By statute, the Governor may appoint from three to nine appraisers to the Board. At this writing, there are eight (8) members of the Board to allow cases to be heard on a timely basis.

Processes

BAA Process #1: Board of Assessment Appeals hearings process

Division of Housing (DOH)

Introduction

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

To assist in meeting the affordable housing needs within the State of Colorado, DOH administers the following grant, loan, and bond authority as well as manufactured housing programs:

- HOME Investment Partnership Grant/Loan Program
- Community Development Block Grant Program
- Emergency Solutions Grant Program
- Housing Opportunities for People with AIDS Grant Program
- Housing Development Grant (HDG) Program
- Housing Development Loan Fund (HDLF)
- Shelter Plus Care Housing Program
- Private Activity Bonds (balance of State) Program
- Housing Choice Voucher, Homeownership and Family Self-Sufficiency Program
- Manufactured Housing Dealer Registration Program
- Inspection and certification programs for all factory-built (modular) housing, commercial structures, and manufactured homes
- Consumer complaint service program for factory/manufactured structures
- Manufactured Home Installation Program
- Homeless Prevention Tax Check Off Program
- Fort Lyon Supportive Housing Program

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

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

demography section and outside sources. All the information referenced above is utilized in preparing the DOH Strategic Plan.

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

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

Because safe and affordable housing is fundamental to the ultimate success of all Colorado communities, DOH will target a number of key objectives with the greatest emphasis on providing housing to those earning less than 50% of the Area Median Income.

Processes

DOH Process #1:	Creation of additional affordable housing options for renters and homeowners, especially households in greatest need
DOH Process #2:	Perform required building-department functions
DOH Process #3:	Perform required housing authority functions
DOH Process #4:	Perform required oversight of Fort Lyon's operations

Division of Local Government (DLG)

The Division of Local Government (DLG) provides strategic expertise, advocacy and funding to strengthen Colorado. The Division promotes local problem solving, informs decision-making and invests in community.

Division staff members partner with local, state, and federal financial resources to empower communities at all times and provide essential guidance when communities encounter difficulties like natural disasters and financial shock.

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

Invest in Communities: Local governments can obtain grants and loans for their community priorities. Supported projects include comprehensive plans, local water and wastewater improvements, local road improvements, municipal and county public facilities. DLG also administers several formula-based funding distributions.

Promote local problem solving and inform decision-making

- Local Government Technical Services**:** Local government officials receive training, individual support and professional assistance. Topics include, conduct of local elections, land use planning, downtown revitalization, budgeting, community visioning, financial management, property tax revenue limits, hands-on project development from conception to completion, and compliance with state statutes pertaining to local governments.
- Regional Services: Experts on statewide issues, who live and work in the respective regions, provide on-the-ground professional services and assistance. This staff is able to provide more timely and relevant assistance to the local communities from their offices located outside the Denver metro area. They also broker services and act as ombudsmen on behalf of DOLA and other state agencies.
- Disaster Recovery: (In partnership with the Office of Emergency Management within the Department of Public Safety). In the event of a disaster, DLG's role, in partnership with OEM, is to assist local governments impacted by disaster. DLG's role in such recovery efforts includes working with the local governments to establish, open and staff the Disaster Assistance Center (DAC) and consultation with the community and continuity of operations and economic and community development assistance in rebuilding.

Processes

DLG Process #1:	Collect financial and demographic fiscal indicators to analyze and identify local governments to focus local Division resources.
DLG Process #2:	Analyze and respond to local governments' operational needs
DLG Process #3:	Administer competitive and formula-based financial assistance programs
DLG Process #4:	Ensure local governments' statutory compliance
DLG Process #5:	Employee support and development
DLG Process #6:	Expanded broadband service in rural communities

Executive Director's Office (EDO)

In general, the Executive Director's Office provides support to all Divisions to enable them to accomplish their strategic goals. This support includes but is not limited to:

- *Assisting in developing program budgets and securing funding for program implementation*
- *Ensuring appropriate financial controls*
- *Advancing DOLA's legislative agenda*
- *Providing personnel management and opportunity for individual growth*
- *Coordinating external messaging*
- *Integrating Administration priorities*
- *Coordinating support from the Administration and other agencies.*

The primary role of the Executive Director's Office (EDO) is to support and coordinate the Divisions within the Department. EDO also provides several key "back office" roles, thereby avoiding unnecessary duplication of effort within the Divisions. Among the activities provided by staff of the Executive Director's Office are:

External Relations:

- Cabinet Representation**:** The executive director is a member of the Governor's Cabinet and supports the work of the Divisions by facilitating necessary partnerships with other departments of State government.
- Legislative Relations: The Department is an executive branch agency and provides legislative services both internally and externally. Internally, the Department reviews draft legislation for potential fiscal impacts to the Department or local governments. The Department also reviews introduced legislation in terms of the public policy that is addressed in the bill. The Department needs to closely coordinate this review with representatives of the Governor's staff. The Department may also propose that legislation be introduced to change the public policy or procedural issues contained in law. Externally, the Department may help to coordinate stakeholder meetings to evaluate the impact of draft legislation. The Department, in conjunction with the Governor's Office, may testify on State legislative bills as well as lobby state legislators on various bills.
- Communications: the Department's Deputy Executive Director coordinates communications activities on behalf of the entire Department. Internally, the position helps develop guidelines for disseminating information and outlining procedures to follow. Externally, this function guides strategy for responding to media inquiries, implementing use of social media, managing website content, coordinating outreach activities to stakeholder groups such as citizens, local, state and federal officials and their staffs, government associations and fellow state agencies.
- Contracting: The Department's Contracting Office provides support services primarily for the Divisions of Housing, Local Government and Disaster Recovery. Internally, this service ensures compliance with state and federal laws and efficiently obligates State resources to our customers through either a grant or loan. Externally, this service tracks the progress of our Contracts to completion.

- State Demography Office: This office creates, organizes and analyzes population and demographic information for the state. Its data are used by state agencies to forecast demand for facilities and services. Demographic data are also used by local governments and non-profit organizations in the state to anticipate growth or decline and to plan and develop programs and community resources. The office makes the data publicly available on DOLA's website, answers requests for economic and demographic data, and provides training workshops on accessing and using the data.

Financial Services:

- Budget**:** The primary role of the Department's Budgeting Office is to provide timely and complete financial information and recommendations to support and to enable the Divisions and programs to make sound public policy and budget decisions. This role is carried out through eight core functions:
    - Collaborate with Divisions and programs to develop reliable revenue estimates for the Cash Funds of the Department;
    - Team with programs to develop an accurate and defensible budget request;
    - Collaborate with programs to develop fiscal notes that accompany new legislation;
    - Liaise with OSPB and JBC to facilitate and monitor the legislative budget process;
    - Advocate for the Department's budget priorities and addressing issues of concern in that regard;
    - Monitor the execution of Department budget priorities, anticipate funding issues, and assist Divisions and programs with developing solutions; and
    - Provide accurate and concise budget information.

- Accounting: The Accounting Office accounts for, reports on, and safeguards the financial resources of the Department in a manner consistent with professional standards and federal and state statutory requirements. Specifically, the Office:
    - Issues accurate and timely financial information;
    - Issues timely and accurate payments to employees, vendors and other grant recipient reimbursements and service providers;
    - Ensures efficient procurement of goods and services in compliance with applicable laws, rules and regulations; and
    - Seeks to improve Department fiscal operations by the adoption and implementation of best practices, policies and procedures.

Human Resources:

The Human Resources Office (HR) of the Department provides services to build a qualified and engaged workforce. HR provides a full-range of professional human resources services to the 196 employees, supervisors and managers. These services include, for example:

- recruitment and selection,
- salary administration,
- job evaluation,
- organizational and staff development,
- personnel rule and statute interpretation,
- performance management,
- workers' compensation and short-term disability claim management, and

- maintaining personnel records.

The services provided by the Human Resources Office help to ensure that the Department complies with requisite law while also retaining a qualified and motivated workforce. The HR Office works closely with the Department of Personnel & Administration, representing the Department's interests, to build a personnel system that provides an appropriate personnel system structure.

Disaster Recovery:
While disaster recovery is always a focus area for the Department, especially through the Housing and Local Government Divisions, this has taken on new meaning with the recovery resources granted through a Federal Congressional appropriation of Community Development Block Grant – Disaster Recovery. This is addressed in detail in the subsequent chapter.

Disaster Recovery Program (CDBG-DR)

The Disaster Recovery Unit under the Executive Director's Office is charged with coordinating the effective investment of Community Development Block Grant – Disaster Recovery (CDBG-DR) funds in response to the devastating fires of 2011 and 2012 and the historic floods of September 2013. These grant funds were provided through the U.S. Department of Housing and Urban Development (HUD) for approximately $320 million. This unit will assist in the prioritization and eligible uses of funds, establish appropriate protocols to ensure compliance with federal regulations, coordinate with other agency partners in the implementation process, and provide progress reports to local, state and federal partners in the recovery. The three primary recovery areas include both temporary and permanent housing, economic revitalization and the repair of damaged infrastructure with a focus on mitigating damages from future disasters. Additional emphasis is placed on smart growth and resiliency planning for a long-term, sustainable recovery.

Processes

DR Process #1: Provide recovery resources to households, businesses, and local governments to foster the long-term recovery of disaster-impacted communities.

DR Process #2: Effectively monitor partner agencies to ensure compliance with all applicable federal rules and regulations.

Appendix:
Summary of Accomplishments

The Department of Local Affairs (DOLA) continues to see success in its various Strategic Policy Initiatives. The Department has implemented program modifications as appropriate to ensure maximum efficiencies and quality outcomes. The following information summarizes the third quarter results achieved for the Department's Strategic Policy Initiatives.

There have been significant funds added to the Division's Housing Development Grant program. $77 million in additional state funds will allow DOH to support the creation of an estimated 3,500 to 6,500 additional affordable housing units per year. At current levels, DOH supports the creation of about 3,200 units per year. With the new funds, DOLA will produce a total of 6,700 to 9,700 units per year.

The Division of Housing has a newly enhanced stakeholder engagement process to obtain input from rural and urban communities and people of varying incomes to determine how to best allocate funds to different uses. In addition, there will be new uses of the funds that specifically address rural housing needs including:

- Development of for-sale homes in non-urban areas for households earning up to 120% AMI and down payment assistance for households earning up to 100% AMI which will help address the lack of attainable for-sale housing in our mountain communities
- Home rehabilitation programs which will help improve older housing stock on the eastern plains and in the south central mountains
- Repair, replacement and disposal of mobile homes, needed throughout rural Colorado
- Grants and loans for land acquisition and infrastructure costs for housing development
- Grants and loans for multi-family rental properties serving families and seniors earning below 60% AMI will also continue to be available in rural areas

Legislation from HB19-1009 added an additional $1 million for vouchers and expended the eligible state voucher recipients to individuals with substance use disorders who are homeless and/or transitioning from a treatment program or institution. Funds will continue to be used for grants and loans for gap financing of multi-family rental projects serving very low-income families (<60% AMI) and homeownership projects serving low to moderate-income families (<80% AMI). The legislation also provides $1,000,000 additional in Marijuana Tax Cash Fund and general fund dollars to provide vouchers and other support services to approximately 70 additional people. The expansion of eligible voucher recipients goes to individuals with substance use disorders who are homeless and/or transitioning from a residential treatment program, mental health institute or psychiatric hospital. In addition, this adds to DOLA's already funded $6 million in state housing vouchers and approximately $50 million in federal housing vouchers.

The Department will implement and award $6 million for the 2020 Census Outreach Program. The program has been created to provide grants to local governments, intergovernmental agencies, and councils of government, housing authorities, school districts and nonprofit organizations (eligible recipients) to support the accurate counting of the population of the state for the 2020 census. Funds are from the state of Colorado. The creation of the fund is outlined in §§ C.R.S. 24-32-125-126. Grant

dollars will be awarded to conduct 2020 census outreach, promotion, and education to focus on hard-to-count communities in the state and to increase the self-response rate and accuracy of the 2020 census.

The Department will also work in partnership with the State Complete Count Committee and the U.S. Census Bureau to increase awareness about Census 2020 and to motivate residents in the community and across the State to respond with the result of the best and most accurate count in Colorado. The Department's Deputy Executive Director Chairs facilitation of the State Complete Count Committee board and membership consists of state agencies, regional and local governments, non-profits and the business community.

The Community Development Block Grant for Disaster Recovery (CDBG-DR) continues to invest all remaining dollars allocated by Congress through the Department of Housing and Urban Development (HUD) to the State of Colorado. A summary of accomplishments for fiscal year 2020 are as follows:

- Closed out all Economic Recovery Programs including Agriculture Business Grants, Business Grants and Tourism Marketing.
- Invested over $32.9 million in disaster recovery activities including:
    - $23.4 million in recovery infrastructure for local governments and watershed protection.
    - $7.3 million in household assistance and housing projects
    - $646 thousand in planning activities and capacity building.
- Boulder County completed all of their household assistance activities except for their Home Access Program, and final clearance, demolition and relocation activities for the Riverside Mobile Home Park in El Paso County was completed.
- $3.1 million was invested in Mission Village and Mission Homestead for replacement housing in Evans, Colorado creating an additional 78 affordable units.
- 20 local infrastructure projects were completed in the impacted area through DHSEM's recovery infrastructure program with the largest being the Bridge 19e replacement in Larimer County. 10 additional Watershed Restoration and Improvement projects were completed in FY20 through the Division of Local Governments Watershed program with the largest project being major restoration sites along Lefthand Creek.
- 15 Planning and Capacity Building grants were completed through the Division of Local Government.