

# STATE OF COLORADO

## OFFICE OF THE GOVERNOR

136 State Capitol Building  
Denver, Colorado 80203  
(303) 866 - 2471  
(303) 866 - 2003 fax



Bill Ritter, Jr.  
Governor

## 2007-2011 Ritter Administration Accomplishments

As Colorado's 41<sup>st</sup> governor – and the first Colorado-born governor in more than 35 years – Bill Ritter made bold advances in job-creation, education, energy, the environment, healthcare, transportation and smarter government. His vision, strategies and leadership will help transform Colorado and build a brighter future for our children, families and businesses for years to come.

While the work of government is never finished, Gov. Ritter, Lt. Gov. Barbara O'Brien and their administration achieved unprecedented policy and legislative victories in four short years by:

- Establishing an internationally recognized New Energy Economy.
- Leading the nation in education and healthcare reform.
- Creating new funding to repair old and unsafe highways and bridges.
- Working tirelessly with the private sector to create jobs and support small businesses.
- Implementing new safety programs that are leading to a decline in the prison population.
- Making government more efficient, transparent and accountable.

This record of accomplishments is even more remarkable considering it came during the worst global recession since the Great Depression. Gov. Ritter kept Colorado's budget balanced by cutting spending and closing shortfalls of more than \$5 billion while minimizing pain, protecting essential services and preserving the safety net for Colorado's most vulnerable citizens.

Gov. Ritter, First Lady Jeannie Ritter and Lt. Gov. O'Brien also leave behind an indelible legacy of compassionate humanitarian work, creating a government that intersected with where people struggle and finding ways to solve problems and turn challenges into opportunities. They comforted families of fallen military and public-safety personnel. They united dozens of earthquake-stricken Haitian orphans with their new Colorado families. And they gave high priority to the needs of children, to people with disabilities and mental illness, and to veterans.

During his four-year term, Gov. Ritter visited every corner of Colorado, nearly all of Colorado's 64 counties and made more than 300 trips to communities outside the metro area.

He signed 1,853 pieces of legislation into law, nominated more than 3,200 Coloradans to boards and commissions, appointed 112 judges, and issued 1,350 proclamations.

His strategic investments in the people, businesses and institutions of Colorado moved this state forward by creating new partnerships and establishing new pathways to future success.

## ■ **Table of Contents**

|   |    |
|---|----|
| • Creating Jobs & Strengthening the Economy .....               | 3  |
| • Balancing the Budget and Making Government More Efficient ... | 6  |
| • New Energy Economy .....                                      | 9  |
| • Education .....   | 14 |
| • Health Care .....   | 17 |
| • Children .....  | 20 |
| • Aging and Older Coloradans .....                              | 23 |
| • Military and Veterans .....                                   | 24 |
| • Environment .....   | 28 |
| • Protecting People .....                                       | 33 |
| • Working Families .....  | 35 |
| • Technology .....  | 37 |
| • Recovery Act .....  | 40 |
| • Lt. Gov. Barbara O'Brien .....                                | 42 |
| • Governor's Office of Homeland Security .....                  | 45 |
| • Colorado Department of Agriculture .....                      | 46 |
| • Colorado Department of Corrections .....                      | 48 |
| • Colorado Department of Health Care Policy and Financing ..... | 51 |
| • Colorado Department of Human Services .....                   | 54 |
| • Colorado Department of Labor and Employment .....             | 57 |
| • Colorado Department of Local Affairs .....                    | 60 |
| • Colorado Department of Natural Resources .....                | 63 |
| • Colorado Department of Personnel and Administration .....     | 68 |
| • Colorado Department of Public Health and Environment .....    | 71 |
| • Colorado Department of Public Safety .....                    | 74 |
| • Colorado Department of Regulatory Agencies .....              | 76 |
| • Colorado Department of Revenue .....                          | 78 |
| • Colorado Department of Transportation .....                   | 83 |

# **JOB-CREATION AND BUSINESS DEVELOPMENT**

Gov. Ritter implemented aggressive economic-development strategies that created jobs, supported small businesses, spurred innovation, increased manufacturing and grew knowledge-based Industries of the Future like the New Energy Economy, aerospace, biosciences and technology. His bold economic initiatives helped:

- Keep the state's unemployment rate below the national rate throughout the recession.
- Earn Colorado high rankings for doing business and encouraging growth.
- Create thousands of New Energy Economy jobs.
- Position Colorado for a healthy, strong and sustainable recovery.

Small businesses are the backbone of Colorado's economy and the engine that drives job-creation. In this tough economy, Gov. Ritter kept Colorado businesses competitive by building on our strengths – a highly educated workforce, a business-friendly tax climate and great quality of life. He:

- Cut taxes for 30,000 small businesses (House Bill 08-1225, Rice/Williams).
- Created the Job Growth Incentive Program, which is creating hundreds of new jobs across the state (HB 09-1001, Rice/Heath).
- Revived an access-to-capital program that is helping Colorado's small businesses get the loans and credit they need (SB 09-67, Heath/Marostica & Gagliardi).
- Simplified the corporate income tax code to help Colorado's businesses retain jobs and expand (HB 08-1380, Jahn/Shaffer).
- Created the Bioscience Research Fund Grant program, which is providing \$26.5 million to expand Colorado's bioscience industry by expediting the transfer of research from the lab to the marketplace (HB 08-1001, Riesberg/Bacon).
- Expanded research and development in clean-tech and the biosciences by extending an existing sales tax exemption on equipment (HB 09-1035, Riesberg/Heath).
- Created an income tax credit for investments made in R&D and manufacturing to help small businesses obtain necessary "angel" funding (HB 09-1105, Kefalas/Sheffel).
- Enacted the first new transportation-funding initiative in almost 20 years, FASTER, to keep roads and bridges safe and create jobs. (SB 09-108, Gibbs/Rice).
- Modernized Colorado's rural incentive programs to make it easier for rural small businesses to obtain job-creation incentives (HB 08-1183, Hodge/Veiga).

## ■ **Other Economic-Development Initiatives**

- Hosted a series of statewide small business finance “Surviving Tough Times” workshops to give small businesses direct access to federal, state and local assistance.
- Hosted the first Rocky Mountain Life Sciences Investors Conference in 2009.
- Secured a Procurement and Technical Assistance Center from the federal government to help increase access to government contracting for Colorado’s small businesses. The PTAC now has more than 1,100 active Colorado clients that have been awarded \$450 million in contracts to create or retain 9,000 jobs.
- Helped found, organize and launch the Colorado Cleantech Industry Association in 2009.

## ■ **Office of Economic Development & International Trade (OEDIT)**

- Targeted the state’s 15 Small Business Development Centers by focusing on retention and expansion. The SBDC Network provided free counseling to over 2,500 existing businesses in Colorado.
- Launched the “Colorado Companies to Watch” program in 2009, recognizing the top 50 second-stage businesses in Colorado.
- Conducted 63 successful “community assessments” statewide, with an emphasis on rural communities, identifying economic strengths, weaknesses, opportunities and threats.
- Provided key marketing support for targeted industries, including a major presence at the annual National Space Symposium, the BIO and AdvaMed exhibition, NREL Growth Forum and American Wind Energy Association trade show.
- The International Trade Office (ITO) provided ongoing support to 329 companies, contributing to \$89.6 million in export sales from 2007-11. The office has organized 46 incoming and outgoing trade and investment missions from 2007-11.
- ITO was one of five grant recipients from the U.S. Commerce Department’s Market Development Cooperators Program in 2009. ITO will receive \$363,135 to support Colorado company exports of cleantech products and services to China and Mexico. ITO’s Cleantech Export Promotion Program, COEXist hosted incoming buyers groups from China and Mexico in 2009 and 2010 and an outgoing trade mission to Mexico in 2010.
- Created the Governor’s Advisory Committee on Venture Capital Investment in Aerospace, Bioscience, Renewable Energy, and Information Communication Technology.
- Formed the Creative Industries division as a division of OEDIT. This merged several functions into one division and gave renewed focus to the creative industries, which support 186,000 jobs in Colorado, making it the 5<sup>th</sup> largest employment sector and among the fastest growing job clusters.

## ■ **Tourism**

- In 2009, Colorado welcomed a record number of domestic visitors at 51.7 million, a 1.1 percent increase over the previous record set in 2008.
- Overnight visitors increased by 3 percent, to 24.1 million, the highest number reported dating back to 1992
- Total direct travel spending in Colorado in 2009 was \$13.4 billion, which supported nearly 138,000 jobs and generated \$689 million in local and state revenue.
- Since the Colorado Tourism Office launched the official travel and tourism website in 2008, [www.Colorado.com](http://www.Colorado.com), 9.6 million unique visitors have viewed the site.
- In September 2010, Colorado had over 100,000 Facebook fans, making it the second-highest fan base for a state tourism office.

## ■ **Colorado Jobs Cabinet**

- Gov. Ritter's Jobs Cabinet issued recommendations in 2009 to align the state's economic development, workforce development and educational programs to ensure Colorado is producing a globally-competitive workforce.

## ■ **Helping Colorado Businesses & Retaining and Creating Jobs**

- The Department of Labor and Employment piloted and then expanded statewide in 2009 a new CareerReady Colorado Certificate to assist job-seekers and employers.
- Colorado First and Existing Industries Customized Job Training Program worked with more than 200 companies to train or retrain 18,755 employees.
- The Venture Capital Authority invested \$6.3 million in Colorado businesses.
- OEDIT invested \$6.4 million in Colorado's businesses, and Business Loan Funds made 126 loans totaling \$5.8 million, helping to create 247 jobs.
- In 2009, the Colorado Small Business Development Center Network assisted in the creation of 1,432 new jobs, assisted in the retention of 1,635 existing jobs, helped raise \$69.6 million in Capital Formation (loans, owner injection, investments) for entrepreneurs, and assisted in the start-up of more than 400 new businesses in Colorado.
- Nearly \$7 million has been awarded through more than 50 grants to advance bioscience technology R&D and commercialization.

# BALANCING THE BUDGET & MAKING GOVERNMENT MORE EFFICIENT

Even before the global recession, Gov. Ritter had established government efficiency and the safeguarding of taxpayer dollars as top priorities. While making tough and unpopular decisions to cut the budget and close billions of dollars in recession-caused shortfalls, Gov. Ritter created a more effective, streamlined and innovative government for Colorado.

Gov. Ritter's Government Efficiency and Management (GEM) Review identified more than \$200 million in savings and benefits, and state employees suggested numerous cost-saving ideas. Gov. Ritter implemented new accountability and transparency standards, increased the use of digital technology and automation, eliminated waste and fraud, and demanded that all departments refocus and refine their missions.

## ■ **Managing the Budget**

- Since mid-2008, Gov. Ritter cut spending and closed \$5 billion in recession-caused shortfalls to keep the state's budget balanced.
- From FY07-08 to FY11-12, Gov. Ritter held the budget to just 1.7 percent growth at a time when mandatory cost increases and caseload expenses were skyrocketing.
- Gov. Ritter made hundreds of tough budget choices. He reduced the state workforce by nearly 1,000 positions, a 3.6 percent downsizing, and eliminated and reduced programs and services to keep expenses in line with revenues.
- He spread the pain in order to minimize harm, while asking everyone from employees to businesses to schools to senior citizens share in the sacrifices – and in the solutions. He protected the safety net and public safety while also preserving investments in education, job-creation and transportation. Gov. Ritter made the difficult, even unpopular, decisions necessary to lead Colorado to a healthy, strong and sustainable recovery.
- Gov. Ritter signed bills to stabilize education funding, untie the state's fiscal "Gordian knots" and make benefits sustainable for hundreds of thousands of retired public employees.

## ■ **Improving Transparency and Accountability**

- In partnership with State Treasurer Cary Kennedy and other state agencies, Gov. Ritter established the Colorado Transparency Online Project (TOP). TOP is a free, searchable, web-based system providing unprecedented access to information about where taxpayer money is going and how it is being spent.
- Executive departments developed streamlined, outcome-directed strategic plans with measurable performance indicators and focused mission and vision statements. All department budgets and strategic plans are also now posted on the Governor's website, [www.colorado.gov/governor](http://www.colorado.gov/governor). The Governor's Office also is working with the legislature to further improve the strategic planning process.

### ■ **Earning a Return on Investment**

- Gov. Ritter improved services aimed at reducing the rate at which offenders end up back in prison. The Departments of Corrections, Public Safety and Human Services are enacting nearly a dozen programs to cut Colorado's recidivism rate, which will reduce crime, protect the public and save taxpayers tens of millions of dollars.
- By investing in employment and training services through the Department of Labor's One-Stop Workforce Centers, the state is making an investment in job training and job placement with the goal of reducing reliance on public assistance.

### ■ **Leveraging Technology**

- Gov. Ritter enhanced the Office of Information Technology, consolidating IT services, functions and personnel under one roof to save time and money and provide more efficient services.
- Hundreds of thousands of vehicle registration renewals are now completed online each year, saving taxpayers money and providing increased convenience for Colorado citizens.
- The Parole Board is converting thousands of paper forms to electronic records, saving hundreds of thousands of dollars in staff time, mailing costs and printing expenses.
- The Colorado Department of Labor and Employment modernized and enhanced its on-line self-service application for unemployment benefits, allowing the department to handle significant caseload increases while reducing wait and processing times.
- The Department of Personnel and Administration transitioned the imaging of 7.4 million tax documents from microfilm to digital scanning, saving \$500,000.
- The Department of Revenue's Taxation Division rolled out the second phase of the Colorado Integrated Tax Architecture in 2009, converting more than 5 million income tax records to the new system that replaces a nearly 50-year-old existing system.

### ■ **Making Government More Energy Efficient**

- By making state's 24/7 prisons more energy efficient, the Department of Corrections is saving more than \$2 million a year in utility costs.
- Three-quarters of all state agencies are engaged in some stage of Energy Performance Contracting (EPC), saving millions of dollars on energy bills.
- The state's motor vehicle fleet is replacing older cars and trucks with fuel-efficient, hybrid and flex-fuel vehicles. And by implementing programs to reduce fuel consumption, state vehicle usage has decreased by 2.6 million miles a year.

- The State Capitol and Governor's Residence became the first in the nation to earn LEED energy-efficient certification. Both buildings are now equipped with solar panels, and the Residence and Capitol now have geo-exchange heating and cooling systems.
- The Department of Personnel and Administration launched a new Environmentally Preferable Purchasing Policy to encourage purchasing decisions that cause less pollution and waste, conserve resources and habitats, minimize local and global climate impact, and contribute to sustainable economic growth.

#### ■ **Creating Common-Sense Solutions**

- Thanks to an idea from state employees, highway crews are laying leftover asphalt from construction projects under guardrails, saving \$150,000 a year on highway weed cutting.
- By aligning the lease cycles for State Patrol vehicles and equipment, the state is saving \$570,000 over five years on reduced equipment installation and removal and equipment purchases, repairs and recertification.
- The State Purchasing Office implemented; new State Price Agreements.
- Through loss control efforts, including the "It's a New Day" program, the number of workers' comp claims has dropped dramatically.

#### ■ **Eliminating Waste and Fraud**

- HCPF is aggressively eliminating Medicaid and Medicare waste, fraud and abuse, identifying nearly \$374 million in recoveries, settlements, and reconciliations since July 2006. Recoveries have increased in part due to the purchase of smarter technology to detect provider fraud as recommended by GEM Review.
  - This program has been so successful that Colorado has been selected by the federal government to participate in a pilot project to identify provider fraud and improve the efficiency of recoveries.



# COLORADO'S NEW ENERGY ECONOMY

Gov. Ritter established Colorado's New Energy Economy as a national model for creating jobs, attracting new companies and producing innovative clean-energy technologies. With Colorado's abundant supplies of wind, sun and natural gas, Gov. Ritter led the way toward a more diverse, secure and affordable clean-energy future by strengthening our economy and establishing an energy and climate strategy for the rest of the country to follow.

**Creating Jobs.** Colorado now has the fourth-highest concentration of clean-energy workers in the nation. Thanks to Gov. Ritter's strong leadership, new businesses like Vestas, Siemens, SMA Technologies, Abound Solar, Ascent Solar and Solix Biofuels are growing and adding jobs.

**Legislation.** Gov. Ritter signed two laws, House Bill 07-1281 and House Bill 10-1001, which tripled the state's Renewable Energy Standard to 30 percent by 2020. These two laws, along with 55 other clean-energy bills signed by Gov. Ritter, are driving job creation, business expansions, energy security and technological innovations.

**Natural Gas.** Colorado is home to some of the largest natural gas reserves in the world. Gov. Ritter initiated and signed legislation to create new markets and increase demand for cleaner-burning natural gas while ensuring that energy development does not harm our air, water, wildlife or communities. Gov. Ritter's "Clean Air-Clean Jobs Act" is the nation's first statutory plan to retire old and inefficient coal-fired power plants and replace them with natural gas.

**Climate Action Plan.** Gov. Ritter issued Colorado's first Climate Action Plan in 2007, calling for a 20% reduction in greenhouse gas emissions by 2020 and an 80% reduction by 2050.

**Wind, Sun, Geothermal and Hydro.** Colorado is capitalizing on its abundant supplies of sustainable energy sources. We've nearly quadrupled the amount of wind power on the grid. We now rank eighth in wind power capacity, third in solar PV capacity and have extremely high geothermal potential. Gov. Ritter also reached an agreement with the federal government to speed the permitting process for small hydro-electric projects in Colorado.

## ■ Honors

- Gov. Ritter has testified about the New Energy Economy before Congress, addressed national and international conferences, and advocated on its behalf to federal administration officials.
- The EPA awarded Gov. Ritter's Energy Office its ENERGY STAR Partner of the Year Award for two consecutive years (2009 and 2010).
- The national Vote Solar Initiative named Gov. Ritter a national Solar Champion in 2010.
- Greenopia, an environmental consumer interest website and blog, named Gov. Ritter the Greenest Governor in America in 2009.
- The Metro Denver Economic Development Corp. honored Gov. Ritter in 2010 for his leadership in building the New Energy Economy.

- The nonprofit organization Village Earth honored Gov. Ritter with its 2010 Albertson Medal in Sustainable Development.
- The American Wind Energy Association’s “State Leadership Award” in 2010.
- Colorado Cleantech Industry Association’s “Political Advocate of the Year” in 2010.
- Colorado Renewable Energy Society’s “Leadership Award” in 2010.
- Veterans Green Jobs “Salute to Gov. Ritter” in 2010.
- The U.S. Departments of Energy and Housing and Urban Development honored Gov. Ritter in 2010 for his work on weatherization.
- The Southwest Energy Efficiency Project honored Gov. Ritter with its 2008 Leadership in Energy Efficiency Award.
- Gov. Ritter was the only elected official invited on a week-long climate expedition to the Arctic in 2008 by the Aspen Institute, National Geographic Society and Lindblad Expeditions.

#### ■ **Job Creation**

- Colorado is now home to the fourth-highest concentration of clean-energy workers in the country, with more than 1,500 clean-energy companies operating throughout the state.
- Governor Ritter and his administration were directly involved with dozens of company expansions or relocations to Colorado, creating thousands of primary jobs.
- The number of clean-energy businesses grew 18% since 2004, making it Colorado’s fastest-growing economic sector. The related clean-tech sector increased 16%.
- Colorado became one of the top recipients of clean-tech VC funding.
- The 2008 average annual salary for a clean-tech employee was \$74,920 in Colorado, compared with the national average of \$68,170. Colorado payroll in this sector exceeded \$1.3B in 2008.
- Denmark-based Vestas Wind Systems made Colorado its North American manufacturing hub, building four production plants and employing 2,500 Coloradans. In addition, at least six Vestas suppliers opened facilities and created jobs in Colorado.
- SMA Solar opened its first manufacturing plant outside of Germany in Colorado, employing 700 Coloradans.
- Colorado’s new energy leadership drew nearly \$770 million in American Recovery and Reinvestment Act funds from the U.S. Department of Energy.

## ■ **Workforce Development**

- Millions of dollars in public and private funds are spent each year training thousands of employees for clean-energy jobs.
- Colorado's public colleges and universities provide a variety of degrees and new programs in green building, energy efficiency and weatherization. The Colorado School of Mines is the only university in the nation to offer baccalaureate through doctorate degrees in all key energy fields.
- Colorado is home to EcoTech Institute and Redstone College, two private institutions preparing students for careers in clean energy.

## ■ **Innovation**

- Colorado is home to the best public and private energy research corridor in the world, anchored by the National Renewable Energy Laboratory. Gov. Ritter strengthened the state's relationship with NREL by raising the profile of a unique Colorado Renewable Energy Collaboratory that links NREL with the University of Colorado at Boulder, Colorado State University and the Colorado School of Mines. The Collaboratory, along with the Solar Acceleration Technology Center (SolarTAC), is working closely with the private sector to develop renewable energy technologies for rapid commercialization.

## ■ **Greening Government**

- Gov. Ritter established goals to reduce state government's carbon footprint. Results included reducing petroleum consumption in the state vehicle fleet by 10.2 percent, saving almost 600,000 gallons of gasoline and \$1.3 million annually and reducing vehicle miles traveled by 600,000 miles over four years. Gov. Ritter also led the installation of solar panels on the state Capitol and the Governor's Residence. The Capitol and the Residence are the first in the country to receive LEED certifications.

## ■ **Wind & Solar**

- Colorado nearly quadrupled the amount of wind power on the grid during Gov. Ritter's term in office, with the opening of three large wind farms, two expansions and two under development that will generate enough electricity for hundreds of thousands of homes. Colorado is now third in solar PV.

## ■ **Natural Gas**

- During Gov. Ritter's term, the State issued more than 24,000 drilling permits, increased the number of wells in production from 30,000 to 42,000, and comprehensively updated regulations. Gov. Ritter helped to increase demand, expand pipeline capacity and create new markets for cleaner-burning natural gas while ensuring that development does not harm our residents, environment or wildlife. Gov. Ritter signed the landmark Clean Air-Clean Jobs Act, boosting natural gas use by utilities and helping Colorado comply with federal regional haze requirements and the more stringent federal ozone standard anticipated in 2011.

## **Legislative Highlights**

- Gov. Ritter signed 57 bills to advance the New Energy Economy, establishing a legislative framework to create thousands of clean-energy jobs and keep energy costs low for homeowners and small businesses. Among these new laws:
  - Renewable Energy Standard, HB10-1001 and HB07-1281, triples Colorado's renewable energy standard to 30 percent by 2020, the second-highest level in the nation. These two laws alone are credited with attracting new companies like Vestas and creating thousands of new jobs.
  - Clean Air-Clean Jobs Act, HB10-1365, requires Xcel Energy to reduce pollutants by retiring, retrofitting or repowering coal-fired power plants and replacing them with facilities fueled by natural gas and other cleaner energy sources. This bill will cut air pollution, create jobs and increase the use of cleaner energy sources.
  - Net Metering, HB08-1160 and HB07-1169, allows homeowners to reduce their electricity bills by selling excess solar energy back to their utility company.
  - Solar Leasing, SB09-51, makes solar energy systems more affordable for homeowners and improves market conditions for solar energy companies doing business in Colorado. The bill creates financing models that can help homes and businesses spread out the up-front costs of a system over several years, similar to financing a car.

## **57 Pieces of New Energy Economy Legislation:**

1. HB07-1037, Energy Efficiency Rebates for Consumers (Levy/Fitz-Gerald)
2. HB07-1060, Bioscience Research Grants (Riesberg/Shaffer)
3. HB07-1087, Wind for Schools Grant Program (A. Kerr/Romer)
4. HB07-1145, Renewable Energy Development on State Lands (Merrifield/Gordon)
5. HB07-1146, Energy Conservation Building Codes (Levy/Gordon)
6. HB07-1150, Clean Energy Authority (C. Gardner/Kester)
7. HB07-1169, Net Metering (Solano/Shaffer)
8. HB07-1203, Energy Management Conservation Studies (Fischer/Romer)
9. HB07-1228, Renewable Fuel Crops (C. Gardner/Shaffer)
10. HB07-1279, Tax Credits, Renewable Energy Machines (McKinley/Romer)
11. HB07-1281, Renewable Portfolio Standard (Schwartz/Pommer & Witwer)
12. HB07-1309, School Energy Efficiency (Weissmann/Tupa)
13. HB07-1379, County Enviro. Sustainability Program (Weissmann/Tupa)
14. SB07-51, High Performance State Buildings (Gordon/Witwer)
15. SB07-91, Renewable Resource Generation Areas (Schwartz/Massey)
16. SB07-100, Energy Transmission Development (Fitz-Gerald/McFadyen)
17. SB07-126, Funding for the Collaboratory (Keller/Pommer)
18. SB07-145, Local Incentives for Renewable Energy (Tupa/Gibbs)
19. SB07-246, Clean Energy Fund (Fitz-Gerald/Buescher)
20. HB08-1160, Net Metering & Rural Electric Utilities (Solano/Shaffer & Isgar)
21. HB08-1164, New Solar Energy Technologies (Solano/Schwartz)
22. HB08-1207, Procure Environmentally Preferable Products (Kefalas/Bacon)
23. HB08-1270, CICs Allow Energy Efficiency Measures (A. Kerr/Tupa)
24. HB08-1350, Financing Renewable Energy (Madden/Romer)
25. HB08-1368, Tax Prop. Used to Prod. Renewable Energy (Buescher/Brophy)
26. HB08-1387, Low-Income Energy Assistance Funding (Buescher/Veiga)
27. SB08-078, Energy Efficiency Hist. Preserv. Grant (Renfroe/Sonnenberg)
28. SB08-081, Renewable Energy Authority (Schwartz/Madden)
29. SB08-117, Limit Local Bldg. Permit Fee Solar Panels (S. Mitchell/McNulty)
30. SB08-147, Increase Energy Efficiency State Buildings (Gordon/Hodge & Levy)
31. SB08-184, Colorado Clean Energy Finance Program (Romer/Levy)
32. SB08-186, Colorado Carbon Fund Special License Plates (Johnson/Levy)
33. SB09-51, Renewable Energy Financing Act (Carroll/Levy)
34. SB09-075, Low-Speed Electric Self-Propelled Vehicles (Schwartz/Marostica)
35. SB09-092, State Motor Vehicles Use Natural Gas (Kopp/Marostica)
36. SB09-124, Extend Ag Energy-Related Projects (Isgar/Roberts)
37. SB09-297, Expedite Federal Stimulus Act Projects (Sandoval/Judd)
38. HB09-1126, Encourage Solar Thermal Installations (Hullinghorst/Shaffer)
39. HB09-1149, Solar Home Pre-Wire (Merrifield/M. Carroll)
40. HB09-1331, Innovative Auto Act (Gagliardi/Boyd)
41. HB10-1001, Renewable Energy Standard (Tyler & Schwartz/Whitehead)
42. HB10-1365, Clean Air-Clean Jobs Act (Solano/Roberts & Schwartz/Penry)
43. HB10-1098, REA Electric Co-op Board of Director Elections (Levy/Hodge)
44. HB10-1182, Transmission Facilities and Clean Energy Project (Solano/Schwartz)
45. HB10-1267, Property Tax on Independently-owned Residential Solar (Kerr/Romer)
46. HB10-1328, New Energy Jobs Creation Act (Miklosi/Schwartz)
47. SB10-100, Cross-Boundary Energy Improvement Districts (Schwartz/Miklosi)
48. HB10-1333, Green Jobs Colorado Program (Vigil/Schwartz & Newell)
49. HB10-1342, Community Solar Gardens (Levy/Williams)
50. HB10-1349, Renewable Electricity for Parks (Fischer & Pace/Schwartz & Tapia)
51. HB 10-1418, Community-Based Renewable Energy Projects (McFadyen & Bacon)
52. HB 10-1431, Renewable Energy Facility Property Tax Valuation (McKinley/Penry)
53. SB10-019, Property Tax on New Hydro-Electricity Facilities (Schwartz/Fischer)
54. SB10-174, Promote Geothermal Energy Development (Schwartz/Massey & Scanlan)
55. SB10-177, Promote Biomass Energy Development (Schwartz/Scanlan)
56. SB10-180, Colorado Smart Grid Task Force (Williams/Kerr)
57. SB10-207, Financing State Energy Efficiency Projects (Johnston/Romer)

# EDUCATION

The best economic-development and anti-poverty strategy is a forward-thinking education strategy. Gov. Ritter understood first-hand that a quality education opens doors and offers opportunities for every young Coloradan. That's why he fought so hard to make Colorado a national education-reform leader. He established the P-20 Education Council, which was chaired by Lt. Governor O'Brien, and enacted student-centered reform after reform to achieve his 10-year education goals of cutting the dropout rate in half, reducing achievement gaps and doubling the number of Colorado students who earn college degrees.

In addition to launching a broad restructuring of the state's education systems, he championed the landmark Educator Effectiveness Act, invested tens of millions of dollars into expanding pre-school and full-day kindergarten, and created the nation's first alternative teacher compensation system development grant program. Each initiative was important on its own. Together, they will transform Colorado's education system and benefit our children and our state for years to come.

## ■ P-20 Education Council

- Gov. Ritter established the P-20 Education Council to drive education reforms from pre-school to grad school. The Council worked to align Colorado's education systems so they serve as a seamless pipeline, helping children reach their full potential while producing the nation's best workforce. The Council issued nearly 40 policy recommendations, many of which became law, including expanding early childhood education and full-day kindergarten opportunities, developing a first-in-the-nation "P-20" data system, and deploying 75 college counselors in high schools across the state.

## ■ Preschool through Grade 12 Initiatives

- **Colorado Achievement Plan for Kids: CAP4K** (Senate Bill 08-212) began a broad restructuring of the state's education system, including new descriptions of school and postsecondary and workforce readiness, new content standards, and a new state testing system. This landmark legislation began the alignment of local school curricula with the new standards, established new types of high school diplomas, and matched college admissions requirements with the new K-12 system.
- **Concurrent Enrollment:** House Bill 08-1319 created the nation's first statewide five-year dual-degree program, allowing students to concurrently earn a high school diploma and college associate's degree in five years. The new law will give students at risk of dropping out additional motivation to stay in school.
- **Education Accountability Act of 2009:** Senate Bill 09-163 holds the state, school districts and individual public schools accountable for performance, based on a common set of indicators and related measures statewide. The law aligns conflicting accountability systems into a single approach that passes federal muster; modernizes and aligns reporting of state, district and school performance information; creates a fairer, clearer and more effective cycle of support and intervention; and enhances state, district and school oversight of improvement efforts. New performance frameworks place each district in one of five accreditation categories, which helps to hold under-performing districts to the expectation that they meet targets to improve results.

- **SchoolView and the Colorado Growth Model:** To support communities and school districts, the Colorado Department of Education launched a new online portal called SchoolView. The portal includes access to school and district performance data through the Colorado Growth Model, a tool that is leading the nation in transparency and access to customer-friendly data. SchoolView contains state and district performance reports and a wide variety of data about school operations, budgets, discipline and graduation rates. It provides parents and communities with unprecedented access to district, school and individual student performance data. Twelve other states have adopted the Colorado Growth Model to guide their own accountability systems.
- **Educator Effectiveness:** Senate Bill 10-191 will improve the quality of teachers and principals and increase the effectiveness of all educators statewide. The State Council for Educator Effectiveness, working closely with the Colorado Department of Education and the Colorado Education Association, is developing a system to ensure that every educator in the state is evaluated using multiple, fair, transparent, timely, rigorous and valid methods. Under the bill, at least 50 percent of every teacher’s evaluation will be determined by the academic growth of their students. All teachers will be afforded meaningful opportunity to improve their teaching skills. The Colorado Department of Education is strategically aligning its staff to identify and expand educator preparation programs that successfully prepare effective teachers and principals.
- **Educator Identifier:** Gov. Ritter signed legislation creating the state’s first system to assign unique identifiers for all educators, which can be used to match teachers with student outcomes. This will allow for greater study of the “teacher gap” and lead to an evaluation of and improvements to teacher training and development programs.
- **New Standards, New Assessments:** In August 2010, the Colorado State Board of Education voted to fully adopt the Common Core State Standards in mathematics and English language arts. The Colorado Department of Education is augmenting these standards with the Colorado Academic Standards approved by the state board in December 2009. The new standards provide a 21<sup>st</sup>-century set of expectations for students and teachers. To gauge student progress against the new standards, a new set of assessments will replace existing testing systems.
- **\$100 Million Broadband Grant:** A \$100 million federal grant is helping Colorado create an affordable broadband network across the state. The grant will provide rural and underserved schools, libraries, colleges and communities with high-speed Internet access. The project will potentially serve all 178 Colorado school districts, as well as the 26 library districts around the state without a broadband connection.
- **Statewide Longitudinal Data Systems Grant:** The Colorado Department of Education is implementing a \$17.4 million federal grant to create a new statewide system to track student and educator data from pre-kindergarten to postsecondary education and the workforce. The grant will make possible the vision embedded in CAP4K, which requires a robust, reliable data system at its foundation. The grant puts the department on a swift construction timeline and keeps Colorado in the forefront of using longitudinal data analysis of school and student performance.

## ■ **Higher Education**

- Colorado's 28 public colleges, universities and community colleges educate more than 200,000 students a year, the vast majority of whom are Colorado residents. Higher education in Colorado supports nearly 100,000 jobs and contributes \$4.25 billion in wages and salaries to the Colorado economy annually.
- Gov. Ritter worked closely with the Department of Higher Education and the Colorado Commission on Higher Education to ensure that college graduates are workforce-ready despite state funding challenges.
- The centerpiece of Gov. Ritter's efforts to improve higher education was a yearlong Higher Education Strategic Planning Initiative. The effort brought together business, community and educational leaders to assess the state's higher education system and develop a strategic plan for public colleges and universities. The initiative:
  - Defined state higher educational needs and examining institutional missions;
  - Reviewed the governance and structure of the system of higher education;
  - Addressed higher education funding; and
  - Examined how to increase and improve student access and success.
- Other efforts by Gov. Ritter to improve higher education included:
  - Enacting legislation that provided institutions of higher education with the flexibility to set tuition above 9% while protecting access and affordability for low and middle-income students.
  - Enacting legislation that makes Federal Mineral Lease revenue available to capitalize higher education construction projects. This is allowing 12 projects totaling \$231 million to move forward at college campuses around the state.
  - The Colorado Higher Education Competitive Research Authority, created by legislation enacted in 2007, pledged matching funds that helped Colorado research institutions win three National Science Foundation awards worth more than \$6 million per year.
  - Helping the Department of Higher Education secure a major competitive grant from the Lumina Foundation to advance goals of increased degree completion and productivity at Colorado higher education institutions.
  - Launching Complete College Colorado, an awareness and action campaign to encourage Coloradans with partially finished college degrees to finalize their coursework and earn their diplomas or certificates.



# HEALTH CARE

Gov. Ritter didn't wait for Washington when it came to reducing health care costs, improving quality and making care and coverage more secure, reliable and available. Gov. Ritter accomplished more on health reform in four years than other governors had done in the past 40. He established Colorado as a national model and positioned Colorado as a leader among all states to implement national health reform. The Colorado Healthcare Affordability Act of 2009 was among his signature accomplishments. The most significant healthcare reform measure in Colorado in four decades, this landmark program is addressing cost-shifting and the high cost of uncompensated care, two of the main reasons for skyrocketing costs for small businesses and healthcare providers. The Act is providing coverage to 100,000 uninsured Colorado children and adults – without costing employers or taxpayers a penny more.

## ■ Other State-led Health Care Accomplishments:

- Since Gov. Ritter took office in 2007, the Colorado Department of Health Care Policy and Financing has ensured health coverage for 93,519 children through Medicaid and 19,891 through CHP+, for a total of 113,410 kids.
- An All Payer Claims Database is being created under House Bill 10-1330 to provide transparency to consumers and businesses about the cost and value of health care.
- The use of a Preferred Drug List and the aggressive negotiation of rebates from pharmaceutical companies have saved the state millions of dollars.
- A new Accountable Care Collaborative will create networks of providers and medical homes that will achieve savings, improve quality and maximize client health.
- The state is saving money and improving care for 275,000 children in medical homes by avoiding unnecessary use of emergency departments for services that should be provided in primary care settings.
- The state is encouraging and providing incentives for health care professionals to practice in rural and underserved communities, ensuring that residents of those areas have access to comprehensive health care services.
- The state is protecting and helping consumers to better understand their insurance coverage by standardizing the formats for policy forms and the explanation of benefits.
- Expanded mental health coverage in the private insurance market and enhanced mental health services for kids in the CHP+ program.
- Created the Center for Improving Value in Health Care, a public/private partnership to pursue long-term strategies to reduce costs and improve quality by realigning incentives in the health care system.
- Increased Colorado's childhood immunization rate and fully funded the Colorado Immunization Registry.

## ■ **Implementing National Health Reform in Colorado:**

- The passage of the federal Patient Protection and Affordable Care Act of 2010 provides the State of Colorado with an unprecedented opportunity to improve the health of all Coloradans. By expanding access, improving quality and containing costs, this comprehensive health care bill has the potential to dramatically enhance the way Americans receive and pay for health care. National reforms could reduce the cost of private insurance premiums for Colorado families and small businesses by 10 to 25% .
- While this is federal legislation, individual states will lead the implementation necessary to achieve the Affordable Care Act's ultimate goal – improved health outcomes for every citizen. In Colorado, Gov. Ritter, created a health reform implementation board and a health reform implementation director soon after the Affordable Care Act was enacted.
- Coupled with state-led efforts such as the Colorado Health Care Affordability Act, national reform will provide coverage for up to 500,000 uninsured Coloradans.
- Additionally, 90,800 small businesses in Colorado may be eligible for tax credits to help make coverage for employees more affordable.
- When it comes to the state's economy, expanding health coverage could create as many as 23,000 new jobs in Colorado by 2019.
- A high-risk pool, GettingUSCovered, was created in July 2010 for people with pre-existing conditions who had been uninsured for six months or longer. The high-risk pool will expand coverage for up to 4,000 Coloradans by 2013.
- One of the critical responsibilities of the state is the development of an exchange where thousands of uninsured Coloradans will seek information to select and purchase insurance. Colorado was awarded nearly \$1 million from the U.S. Department of Health and Human Services to complete the planning for the exchange. The exchange will be fully operational by January 1, 2014.
- Colorado received a \$200,000 federal planning grant to support long-term care reform. The funding supports Colorado's efforts to move from institutionally-based and provider-driven care to "person-centered" client directed and community-based care.

## ■ Key Health Care Legislation

- SB10-167, Medicaid Efficiencies and False Claims Act (Boyd & Riesberg)
- HB10-1004, Standardization of Health Ins. Information to Consumers (Massey/Foster)
- HB 10-1008, Gender Fairness in Health Insurance (S. Schafer/Schwartz & M. Carroll)
- HB10-1330, All Payer Health Claims Database (Kefalas/Kagan & Morse)
- HB10-1332, Medical Clean Claims (Miklosi/Romer)
- HB 10-1138, Health Care Jobs for Colorado (Gagliardi/Morse)
- HB 10-1166, Insurance Policies Written in Plain Language (Kefalas/Newell)
- HB 10-1242, Uniform Application in Individual Insurance Market (Apuan/Tochtrop)
- HB 10-1252, Updating Mammography Benefits (Primavera/Schwartz & Boyd)
- HB 10-1414, Drug Diversion Name Reporting (Benefield/Foster)
- HB 10-1415, Sunrise Surgical Tech Registration (Gagliardi/Morse)
- SB 10-058, Nursing Loan Forgiveness Program (Tapia/Gagliardi)
- SB10-129, Care Coordination Services for Children with Autism (Hudak & Rice)
- HB10-1043, Outdated References to the Federal AFDC (Apuan & Sandoval)
- HB09-1293, Colo. Healthcare Affordability Act (Riesberg & Ferrandino/Boyd & Keller)
- HB09-1111, Health Resources for Underserved Areas (Massey/Boyd & Schwartz)
- HB09-1020, Expedite Medical Program Re-enrollment (Acree/Spence)
- HB09-1012, Incentives for Wellness & Prevention (Rice & Stephens/Newell & Mitchell)
- SB09-244, Insurance Coverage for Autism (Shaffer/Primavera)
- HB09-1059, Health Coverage During Clinical Trials (Primavera/Carroll)
- HB09-1103, Presumptive Eligibility for Long Term Care (Riesberg/Newell)
- SB09-002, Motor Vehicle Fees to Support Emergency Responders (Morse/Peniston)
- HB09-1353, Medical Benefits for Legal Immigrants (Miklosi/Foster)
- SB-08 003, Medicaid Family Planning (Boyd/Riesberg)
- SB-08 135, Health Insurance Standardized Benefits Card (Mitchell/Gagliardi)
- SB-08 160, Children's Health Care (Hagedorn /McGihon)
- SB-08 161, Medicaid and CHP+ Enrollment (Boyd /Merrifield)
- SB-08 194, Public Health Reorganization (Hagedorn/McGihon)
- SB-08 196, Nursing Quality Measures Hospital Report (Boyd & Tochtrop/Pommer)
- HB-08 1228, Insurance Responsibility Unfair Bus. Practices (Green/Gordon)
- HB-08 1385, Increased Health Insurance Transparency (Primavera/Schwartz)
- SB-07 036, Mental Health Benefits in Private Insurance (Keller/Stafford)
- SB-07 130, Medical Home (Boyd/M. Carroll)
- SB-07 232, Loan Repayment for Health Pro's in Underserved Areas (Romer/Massey)
- HB-07 1347, Immunization Tracking System and Registry (A. Kerr/Shaffer)
- HB-07 1022, Rural Health Care Needs (Butcher/Sandoval)
- HB-07 1101, Pueblo Health Insurance Costs Study (Butcher/Tapia)

## CHILDREN & YOUTH

As a father of four, Gov. Ritter knows Colorado's kids hold the key to our future. Together with Lt. Gov. Barbara O'Brien and stakeholders across Colorado, Gov. Ritter helped create a better Colorado for our children and our grandchildren. He spearheaded education and healthcare reforms, led a campaign to end childhood hunger in Colorado by 2015, and in January 2010 helped unite dozens of earthquake-stricken Haitian orphans with their new Colorado families. Some of Gov. Ritter's key children's accomplishments:

### ■ Keeping Children Healthy

- Launched the Campaign to End Childhood Hunger by 2015.
- Partnered with community-based organizations, including schools and churches, to enroll children eligible for Medicaid and Child Health Plan *Plus* (CHP+). Thanks to these efforts we have covered more than 67,000 children.
- Launched a Medical Home initiative for children served by Medicaid and CHP+. Today, 275,000 kids are served through a Medical Home.
- Increased Colorado's childhood immunization rate and ensured a fully funded Colorado Immunization Registry.
- Expanded mental health coverage in the private insurance market and enhanced mental health services for kids in the CHP+ program.
- Expanded Medicaid coverage to those who have left the foster care system up to age 21.

### ■ Keeping Children Safe

- Utilized more than \$20 million in federal funding to provide child care for more than 2,800 additional children through the Colorado Child Care Assistance Program.
- Established the Child Welfare Action Committee to recommend improvements to Colorado's child-protection system following 13 child deaths in 2007-08. This committee approved 29 recommendations, of which 27 have moved into the implementation stage. These measures will greatly improve the state's child protection system by:
  - Requiring each county or city responsible for a youth in foster care to provide that child, when he or she plans to emancipate from foster care, with free and verifiable documents such as a birth certificate and social security card.
  - Creating the Child Welfare Training Academy, which will provide approximately 400 new caseworkers and their supervisors with the training, skills and knowledge to better protect the state's most vulnerable children from abuse and neglect.

- Creating the Child Protection Ombudsman Program, which will add another layer of accountability to Colorado’s child welfare system.
- Collaborating with the American Humane Association’s Colorado Disparities Resource Center to focus counties on the importance of cultural responsiveness in the treatment of children and families of color in the child welfare system.
- Launched a new approach to child protection by embracing the “Differential Response” method in the assessment and treatment of child abuse and neglect.
- Created the child welfare and mental health services pilot program to provide mental health screenings, evaluations, and services for any child from 4 through 10 years of age who has been the subject of a substantiated case of abuse or neglect.
- Integrated services for multi-system families and children are now active in 24 Colorado counties through the Collaborative Management Program developed under House Bill 1451. The program will improve service delivery for families in the areas of child welfare, juvenile justice, education and health/mental health/public health.
- Made Colorado the first state in the nation to intercept gambling winnings from casinos and racetracks for past due child support. In the first year, families received over \$523,000 in support as a result of this new law.

■ **Education**

- Expanded full-day kindergarten and high-quality pre-school for thousands of children across Colorado, giving kids a smart start to their education.
- Created the Colorado Counselor Corps, deploying more than 75 new college counselors into low-income high schools to help reduce the dropout rate and increase participation in post-secondary education.
- Created the nation’s first statewide, five-year dual-degree program, allowing high school students to simultaneously earn their diploma and a community college degree.

## ■ **Legislation**

- SB07-036 (Keller/Stafford), Mental Health Benefits in Private Insurance
- SB07-130 (Boyd/M. Carroll), Medical Home
- SB-07-211 (Hagedorn/McGihon), Covering All Children by 2010
- HB07-1062 (Solano/Williams), Early Childhood Councils
- HB07-1347 (A. Kerr/Shaffer), Immunization Tracking System and Registry
- HB08-1370 (Middleton/Bacon), School Counselor Corps
- HB08-1006 (Jahn/Sandoval), Foster Care Sibling Visits
- SB08-003 (Boyd/Riesberg), Medicaid Family Planning
- SB08-099 (Stafford/Sandoval), Extend Medicaid Foster Care
- SB08-153 (Boyd/Ferrandino), License Home Care Agencies by CDPHE
- SB08-160 (Hagedorn/McGihon), Children's Health Care
- SB08-161 (Boyd /Merrifield), Medicaid and CHP+ Enrollment
- SB08-212 (Romer/Witwer), Preschool to Postsecondary Education Alignment
- HB09-1319 (Merrifield/Williams), Concurrent Enrollment in Public High Schools
- SB09-104 (Sandoval/Gagliardi), Verifiable Documents Foster Care Youth
- SB09-164 (Newell/Miklosi), Child Welfare Training Academy
- SB09-245 (Sandoval/S. Schafer), Kinship Placement and Guardianship
- HB10-1026 (Solano/Hodge), Quality Child Care Grant Incentive Prog
- HB10-1035 (Massey/Steadman), Eligibility Child Care Assistance Prog
- HB10-1106 (Casso/Sandoval), Child Welfare Adoption Multiethnic Act
- HB10-1135 (Ryden/Hudak), Define Domestic Violence Child Custody
- HB10-1226 (Kefalas/Spence), Differential Response To Child Abuse
- SB10-066 (Hudak/Levy), Reporting Of Child Abuse Or Neglect
- SB10-118 (Tochtrop/Miklosi), Background Check Child Care Assistance
- SB10-152 (Newell/Gagliardi), Info To Mandatory Reporter Child Abuse
- SB10-171 (Newell/Gagliardi), Create Child Protection Ombudsman Prog
- SB10-195 (Newell/Solano), Early Childhood Leadership Commission
- HB10-1097 (Benefield/Morse), Temp Inj Child Custody Cases

# AGING AND OLDER COLORADANS

## ■ Governor's Initiatives & Administration Accomplishments

- **Older Coloradans Cash Fund** – At a time when shortfalls had to be closed, Gov. Ritter kept the Older Coloradans Fund at \$8 million for FY09-10 and FY10-11. These funds pay for vital community-based services through 16 Area Agencies on Aging around Colorado. Services include Meals on Wheels, transportation, in-home medical services, legal advice, elder abuse prevention, and information and referral services. Many of these services help seniors stay in their homes and maintain their independence.
- **Silverprint Colorado** – Provides health and wellness, long-term care, senior transportation, and professional development assistance to aging professionals.
- **Senior Source** – The Colorado Commission on Aging received grants totaling \$495,000 from the Rose Community Foundation, Caring for Colorado, Colorado Health Foundation, AARP, and Kaiser Permanente Foundation to support “Senior Source,” a multi-media campaign to provide health and well-being information to baby boomers and aging adults.
- **Seniors and Civic Engagement** – With the help of the National Governors Association Center For Best Practices Policy Academy, Colorado worked on improving the lives of older adults who wish to engage in employment, life-long learning and volunteer activities. Through the following activities:
  - **Colorado Experience Bank.** This site is a virtual community to connect boomers/older adults to employment, volunteer and educational opportunities.
  - **Employer Toolkit.** This toolkit provides an overview of best business practices gathered from successful companies and organizations. These strategies have helped employers address their skilled labor shortages by adopting innovative hiring, training, retention, and benefit package policies.
  - **Joint Partnership.** Working with the Governor's Commission on Community Service on developing a state plan to provide education and outreach to older adults getting them involved within their communities through volunteerism.

# MILITARY, NATIONAL GUARD & VETERANS

Gov. Ritter and First Lady Jeannie Ritter gave high priority to the state's military personnel, National Guard Citizen-Soldiers, Citizen-Airmen, families of deployed service members and military veterans. Gov. Ritter's administration fought for financial resources and improved services and honored fallen service members by personally attending funerals and ordering flags lowered to half-staff. Among Gov. Ritter's accomplishments for the state's active military, National Guard and veterans' communities:

## ■ Activities

- Gov. Ritter visited Iraq, Afghanistan and Kuwait to support deployed Colorado National Guard and active-duty military personnel.
- Funded the construction of three new National Guard readiness centers in Alamosa, Grand Junction and Windsor through House Bill 10-1140.
- Addressed 472 troops from the Colorado National Guard's 3rd Battalion, 157<sup>th</sup> Field Artillery, shortly before they deployed to Iraq. This was the Colorado Army National Guard's largest deployment since World War II.
- Strongly supported the construction of a new, stand-alone, Veterans Administration hospital at the Anschutz Medical Campus in Aurora.
- Toured the current Veterans Administration hospital during the National Salute to Hospitalized Veterans Week. Visited the Post-Traumatic Stress Disorder and Surgical Intensive Care Units.
- Toured Peterson Air Force Base and U.S. Northern Command.
- Hosted a Veterans' State of the State breakfast at the Governor's Residence in January 2009. Also, hosted families of deployed National Guard members at the Governor's Residence for Christmas, Easter and other occasions.
- Attended Veterans Day celebrations sponsored by the City of Aurora, the United Veterans Committee, and the Veterans of Foreign Wars, Post #1. Has attended and spoken at annual remembrance ceremonies at Fort Logan National Cemetery.
- Addressed Citizen-Soldiers at the Colorado Army National Guard Change of Command where Col. Dana Capozella succeeded retiring Brig. Gen. Thomas Mills as Assistant Adjutant General for Army.
- Addressed the 2009 statewide convention of the Veterans of Foreign Wars.
- Met with Rear Admiral Albert Garcia III, Deputy Commander Navy Civil Engineers.
- Supported efforts to get military veterans involved with the New Energy Economy. Gave commencement address at Veterans Green Jobs graduation ceremony.



- Signed employer support agreements with the U.S. Army Reserve and the U.S. Navy Reserve to encourage more public and private sector hiring and retention of reservists.
- Toured the Fisher House, which provides free lodging to the family members of Veterans Administration hospital patients. Visited State Veteran Nursing Homes and National Guard armories around the state.
- Visited Fort Carson and issued a proclamation supporting the Helmets to Hardhats Program, which places returning military veterans in construction jobs.
- Visited the Colorado Army National Guard readiness center in Alamosa and received a briefing from Company D, 1st Battalion, 157th Infantry “War Horse” Soldiers who work and drill at the temporary facility at Alamosa Airport.
- Hosted His Royal Highness Lieutenant General Prince Feisal bin al-Hussein al-Hashemi, Special Assistant to the Chairman of the Joint Chiefs of Staff for Jordan Armed Forces, at an official State dinner in the Governor's Residence.
- Hosted Republic of Slovenia Ambassador Roman Kirn and Minister of Defense Dr. Ljubica Jelusic.

#### ■ **Joint Operations and Emergency Response**

- **DNC** – After 18 months of training, more than 1,500 Colorado National Guard members and 300 members from Utah, Wyoming, Nebraska and Georgia assisted during the Democratic National Convention in August 2008.
- **Emergency Responses**
  - Activated 345 Guard members in support of Hurricane Gustav, Hurricane Ike, the Alamosa salmonella contamination, the Pinon Canyon wildfires, the Windsor Tornado and the blizzards of 2006 and 2007
  - Supported 60 in-state search and rescue missions, saving the lives of citizens in Colorado’s high country.
  - Battled the California wildfires of 2007, and tasked with fire missions for the Booth Mountain and Quarry Fire resulting in 56,000 gallons of water dropped for that mission alone.
  - Supported the United States Secret Service on four Huntsman missions.
  - 45 Colorado National Guard members participated in recovery operations for three aircraft in 14 days including a U.S. Coast Guard MH-60T Jay Hawk helicopter that crashed in a remote mountainous area of Utah in March 2010.
- **8th Civil Support Team (WMD)** – Responded to Democratic National Convention, Sodium Cyanide incident, Senator McCain’s visits to Durango and Grand Junction, and white powder incident at campaign headquarters for Senator McCain.

- Participated in more than 70 planned training events with local and state first responders/agencies.
- Achieved 95 percent (excellent) rating on national standardization inspection.
- **Critical Infrastructure Protection/Mission Assurance Assessment** – Conducted 115 assessments and conducted 35 classes.
- **National Guard Communications Element** – Responded to the Windsor Tornado and the DNC.
- **Colorado Joint Counterdrug Task Force**
  - Assisted in 711 arrests and seizure of \$35 million in currency and drugs valued at \$214.1 million.
  - Received approximately \$105,000 in federally forfeited assets, to be used in the fight against drug abuse and related crime and narco-terrorism.
  - Provided drug abuse prevention education and awareness to over 131,774 Colorado youth. The drug demand reduction program focuses on: educating youth about the dangers of drugs; teaching children and teens about making positive life choices; outreach to community groups and schools in Colorado to prevent drug use.
  - Flew 107 aviation missions in support of Federal, State, and local law enforcement in 2010 alone.
- **State Partnership Program**
  - Two international partnerships (Republic of Slovenia and Hashemite Kingdom of Jordan) provide partner countries with access to Colorado experts on military-to-military, military-to-civilian and civilian-to-civilian activities.

#### ■ **Humanitarian Assistance**

- Assisted with humanitarian efforts in Haiti following the January 2010 earthquake. Ferried food, water, personnel, medical supplies and equipment between Homestead Air Force Base in Florida and Port-au-Prince International Airport in Haiti.

#### ■ **Army National Guard**

- Colo. Army National Guard currently has 65 Citizen-Soldiers deployed in support of Operation New Dawn and 258 deployed in support of Operation Enduring Freedom.
- More than 400 soldiers of the Colorado Army National Guard's 3/157th Field Artillery, returned to Colorado in 2010 after a year-long deployment to Iraq. These soldiers comprised the largest unit mobilized from the Colorado National Guard since World War II.

## ■ **Air National Guard**

- In FY 2009, trained, deployed and returned 400 personnel in the 140th Wing in support of combat air power operations to Operation Iraqi Freedom and other operations in Afghanistan, Curacao, Guantanamo Bay, Iraq, and Kuwait
- 11 airmen are currently deployed.
- Maintained 24/7 Air Sovereignty Alert with 2 F-16s and crews at Buckley AFB—the only centrally-located air defense alert facility.
- Increased from 15 to 18 F-16 aircraft, resulting in growth of 120 new jobs.
- Completed \$7.3 million Fighter Squadron Operation building, utilizing a local contractor and creating local civilian jobs.

## ■ **Civil Air Patrol**

- The Civil Air Patrol conducted hundreds of search-and-rescue missions while Gov. Ritter was in office, saving lives and finding stranded or lost citizens.

## ■ **Family Programs**

- Received \$509,084 from Tax Check-Off for Military Family Relief Fund and provided 56 Family grants totalling \$362,204.
- In FY10 alone, Military Family Relief Fund provided 54 grants totaling \$188,000.
- Implemented a Yellow Ribbon program—comprehensive and holistic training and support for service members and their families. The Yellow Ribbon program has since touched 1,630 soldiers, 1,168 families and 748 youth.
- In December 2009, the Family Programs Office opened a Behavioral Health and Wellness Center. Families and Soldiers benefit from this program through counseling from our Military Family Life Consultants and Director of Psychological Health. Our Director of Psychological Health programs currently care for 20 clients.
- Family Assistance Specialists have placed 10,014 well calls to families.
- Family Assistance Specialists have resolved over 6,902 cases covering the six essential services: identification cards and Defense Enrollment Eligibility Reporting System (DEERS), TRICARE, crisis intervention, financial issues, legal issues, and community outreach.

# ENVIRONMENT

Gov. Ritter and his administration made great strides in developing responsible management strategies that will provide greater protections for Colorado's forests, mountains, water, air, wildlife and communities for years to come. Major initiatives included:

## ■ Climate Action Plan

- Gov. Ritter issued Colorado's first Climate Action Plan, which calls for reducing greenhouse gas emissions by 20 percent by 2020 and 80 percent by 2050 through:
  - Expansion of energy efficiency, conservation, and renewable energy.
  - Reduced vehicle and utility power plant emissions.
  - An agricultural carbon-sequestration program that could lead to a larger program.
  - Expanded "Greening of Government" efforts.
- Governor Ritter signed into law 57 "New Energy Economy" bills, including a tripling of the state's Renewable Energy Standard to 30% by 2020 and the Colorado Clean Air-Clean Jobs Act, the nation's first state-based plan to retire old and inefficient coal-fired power plants and replace them with cleaner sources such as natural gas.
- The Ritter administration permitted Colorado's first commercial waste-to-energy facility in Weld County. Two dozen anaerobic "digesters" will convert agricultural waste into biogas methane – and produce enough energy to supply gas needs for 18,000 homes.

## ■ Balance

- Gov. Ritter established policies to encourage a better balance between natural-resource protection and energy-development and mineral-extraction industries by:
  - Implementing a new, modernized set of rules under a more diverse Colorado Oil and Gas Conservation Commission which provide for responsible oil-and-gas drilling in a way that is compatible with other natural resource, public health and wildlife values.
  - Calling for a thoughtful approach to oil shale development, a responsible approach for drilling on the Roan Plateau, and no drilling in the Vermilion Basin.
  - Advocating for a Colorado roadless-area plan that improves on the 2001 Roadless Rule while responsibly addressing the state's unique economic, conservation and community protection needs.
  - Creating more transparency for mining and milling operations such as uranium.
  - Restructuring Federal Mineral Lease revenue and severance tax dollars to increase protections for local communities.
  - Building a New Energy Economy that encourages a greater diversity of traditional and renewable resources.

## ■ **Water Quality and Supply**

- Putting \$62 million of American Recovery funds to work on wastewater and drinking water projects across the state, which has created hundreds of new jobs.
- Updating Colorado’s uranium mining regulations and milling requirements.
- Providing setbacks for oil and gas development near public drinking water supplies.
- Protecting minimum instream flow rights and signing the “Healthy Rivers Act of 2008.”
- Securing a final decree in the Black Canyon case quantifying the decreed flows of the Gunnison River in Black Canyon National.
- Fighting the spread of zebra mussels and other aquatic invasive species.
- Requiring proof of sufficient water supply before developments of 50 or more single-family homes are built.
- Participating in the negotiation of and agreeing to an historic agreement between the seven Basin States and the federal government regarding Colorado River operations for shortage management and coordinated reservoir operations.
- Helping negotiate a short term agreement between the U.S. Government and Mexican Government regarding storage of Mexican water in U.S. reservoirs.
- Supporting the grassroots effort to create a comprehensive water supply vision for Colorado.
- Distributing \$178 million to borrowers for 82 different water supply projects from the CWCB’s Water Project Loan Program.
- Hosting a Governor’s Drought Summit to examine the effects of climate change on Colorado’s water supplies.
- Working with stakeholders to resolve water supply issues around the South Platte River, the Republican River Basin, and the Arkansas River Compact.
- Signing legislation that allows judges to consider environmental impacts and water quality along with quantity as part of the determination on large permanent transfers.
- Launching a pilot take-back program offering a secure and environmentally responsible way for people to dispose of unwanted medicines.
- Signing legislation requiring homebuilders to offer “Water-Smart Homes” to buyers.
- Signing legislation that requires water providers to agree on and submit additional information to the state to help determine future water conservation needs.

## ■ **Forests**

- Securing an additional \$30 million from USDA to help address mitigation and restoration needs for our bark beetle impacted forests.
- Hosting the 2010 Bark Beetle Summit to bring state and federal leaders together to discuss solutions to the mountain pine beetle epidemic.
- Securing \$10 million in Recovery Act funding to address fuel mitigation needs.
- Establishing a Forest Health Advisory Council to protect Colorado's forests from drought, wildfire and insect infestations such as the pine beetle epidemic.
- Creating a five-year program that allows landowners to deduct costs of wildfire mitigation up to \$2,500 from their state income tax from 2009 to 2014.
- Initiating and signing the Healthy Forests and Vibrant Communities Act, which provides \$2.5 million to increase support for community and wildfire planning and preparedness and for projects that reduce risks to people, homes, community infrastructure, and local economies while restoring more resilient conditions in forested watersheds.
- Supporting SB-09 001, which establishes standards for Community Wildfire Protection Plans and provides volunteer firefighters with tuition vouchers.
- Providing a sales-tax exemption for the sales, storage and use of wood products made from beetle-kill trees.
- Creating a voluntary fund for the removal of beetle-infested trees from state-owned land.
- Establishing funds to help communities implement forest health and wildfire-protection programs to safeguard homes and protect watersheds.

## ■ **Land and Wildlife**

- Successfully concluding the first-ever reintroduction of the Canada lynx to a U.S. state.
- Limiting the ability to gain incentives to develop agricultural lands as "blighted."
- Pursuant to new oil and gas rules, negotiating with ten oil and gas operators to create Wildlife Mitigation Agreements that will protect 500,000 acres of key wildlife habitat on Colorado's Western Slope.
- Issuing the final permit to the Pueblo Chemical Depot that will allow the Army and Department of Defense to construct the facility to treat and destroy more than 780,000 chemical weapons currently stored at the depot.
- Strengthening accountability for the Conservation Easement Tax Credit Program.
- Allowing communities to expand their open space programs.
- Implementing oil and gas rules that protect wildlife habitat and key species.

- Establishing incentives for long-term planning for oil and gas development to avoid wildlife impacts in the first place.
- Protecting 90,000 acres under the Habitat Stamp & Colorado Wildlife Habitat Partnership Program since 2007, including 28,000 acres of public access hunting and fishing.
- Providing emergency winter-feed for deer, elk and other big game in 2007-2008.
- Strengthening protections for bald eagles.
- Dedicating funding to species recovery.

## ■ Air

- Signing the landmark “Clean Air-Clean Jobs Act (HB10-1365), which will close two of Colorado’s oldest coal plants and replace them with cleaner burning natural gas—while bringing Colorado into compliance with federal clean air requirements.
- Greatly expanding the Clean Diesel School Bus Retrofit Program.
- Establishing Colorado’s first Climate Action Plan.
- Urging the Regional Air Quality Council to fast track a plan to reduce ozone air pollution in metro Denver.
- Adopting new requirements for mercury reductions from power plants.
- Developing a comprehensive, long-term plan to reduce nitrogen pollution in Rocky Mountain National Park.
- Submitting a State Implementation Plan for reducing ozone levels to meet the 0.08 ppm air quality standards in the Front Range area, resulting in emission reductions of approximately 140 tons per day.
- Modernizing incentives for hybrid/alternative fuels vehicles.

## ■ Legislation

- HB07-1130 (Gibbs/Fitz-Gerald), Forest Restoration Pilot Program
- HB07-1156 (Looper/Gordon), Disclose Source Residential Water Supply
- HB07-1168 (White/Fitz-Gerald), Forest Improvement Special Districts
- HB07-1180 (White/Isgar), Measure Wellhead Oil and Gas Accurately
- HB07-1252 (Roberts/Isgar), Oil and Gas Surface Owners and Operators
- HB07-1298 (Gibbs/Tochtrop), Conserve Wildlife Habitat Oil/Gas Development
- HB07-1305 (Massey/Schwartz), Extend Arkansas River Water Bank Program
- HB07-1341 (Curry/Isgar), Modify Membership Oil and Gas Community
- SB07-008 (Taylor/Curry), Expand Water Efficiency Grant Program
- HB08-1026 (Fischer/Schwartz), Colorado Water Institute
- HB08-1069 (Curry/Tochtrop), Motor Vehicle Public Land Prohibition
- HB08-1083 (Curry/Penry), Mineral Revenue Local Government Distribution
- HB08-1141 (Curry/Bacon), Require Sufficient Water Supply
- HB08-161 (Fischer & Kefalas/Johnson), Mining Reclamation Standards
- HB08-1269 (White/Gibbs), Sales Tax Exemptions for Beetle Killed Trees
- HB08-1280 (Fischer/Schwartz), Protect Leased Instream Flow Water Right
- HB08-1304 (Solano/Schwartz), Illegal Taking & Possessing Bald Eagles
- HB08-1318 (Lundberg/Taylor), Mitigate Pine Beetle Infestation
- SB07-22, HB-08 1346 (Curry/Isgar), Water Conservation Construction Fund
- HB08-1353 (Madden/Isgar), Verify Conservation Easement Tax Credits
- HB08-1414 (Buescher/Penry), Regulate Oil & Gas Waste Disposal Pits
- SB08-071 (Gibbs/Scanlan), Extend Forest Restoration Pilot Program
- HB07-1182 & SB08-168 (Curry/Isgar), Species Conservation Trust Fund
- SB08-218 (Schwartz & Penry/Buescher & Balmer), FML Revenues
- SB08-221 (Romer/Scanlan), Watershed Bonding for Forest Health
- SB08-226 (Isgar/Buescher), Aquatic Nuisance Species Prohibition
- HB09-1199 (Scanlan/Gibbs) Healthy Forests/Vibrant Communities
- HB09-1289 (Curry/Isgar) Species Conservation Trust Fund
- HB09-1292 (McGihon/Veiga) Rules Review– Approval of oil and gas rules update
- HB09-1303 (Curry/Isgar) Oil and Gas Produced Water
- HB09-1331 (Gagliardi/Boyd) Incentives for Efficient Motor Vehicles
- SB09-001 (Gibbs/Scanlan) Community Wildfire Protection Plans
- SB09-003 (Bacon/Fischer) Motor Vehicle Emissions Program
- SB09-022 (Bacon/Solano) SLB Investment and Development Fund
- SB09-125 (Isgar/Curry) CWCBC Construction Fund
- SB09-141 (Tapia/Looper & Pace) Fountain Creek Watershed District
- SB09-158 (Isgar/Baumgardner) Private Lands Conservation Initiative
- SB09-235 (Gibbs & Isgar/Merrifield) Habitat Stamp
- SB09-293 (Isgar/Curry) Severance Tax
- HB10-1107 (Fischer, Carroll, M) Urban Renewal Ag Lands
- HB10-1365 (Solano/Roberts, Whitehead/Penry) Clean Air Clean Jobs
- HB10-1358 (Fischer, Johnston)Water Smart Homes
- HB10-1051 (Whitehead, Pommer) Water Efficiency Plans Annual Reports
- HB10-1349 (Fischer/Pace, Schwartz/Tapia) Reenergizing Parks Act
- HB10-1348 (McFayden, Kester) Increase Oversight Radioactive Materials



# PROTECTING PEOPLE

As a former criminal prosecutor, Gov. Ritter took the business of protecting people and public safety extremely seriously. To keep the citizens and communities of Colorado safe, Gov. Ritter implemented numerous crime prevention, homeland security and child protection initiatives.

## ■ Crime Prevention and Prison Recidivism

- At Gov. Ritter's direction, the Departments of Corrections, Public Safety and Human Services enacted programs to reduce the rate of offenders who return to prison after their release. For the first time in memory, these efforts have helped lead to ongoing reductions in the size of Colorado's prison population.
- Launched a mapping feature on the state's online sex offender registry. Arrested nearly 300 non-compliant sex offenders in statewide, multi-agency efforts.
- Colorado's overall violent crime rate, already low in comparison to national rates (29.4 per 100,000 in population), continued to fall even further in statistics reported in 2010.
- Traffic fatalities stand at 40-year lows, continuing to fall far faster than national trends.
- Motor vehicle theft has been driven way down since its 2005 peak, as a result of the State Patrol's special motor vehicle theft investigations and prevention efforts. The number of motor vehicles stolen through the end of 2009 is less than half of what it was in 2005, saving motorists \$85 million.

## ■ Homeland Security

- Gov. Ritter consolidated and streamlined several homeland security functions into one Governor's Office of Homeland Security. After several years of negative performance audits from the federal government under the former governor, Gov. Ritter's Office of Homeland Security is receiving high marks from local and federal partners.
- In a major homeland security operation, the Colorado Information Analysis Center, which is run by the Colorado State Patrol, played a significant role in investigating two Aurora suspects, one of whom has been convicted of planning terrorist acts against New Yorkers. The U.S. Department of Homeland Security recognized CIAC with a top national award as Fusion Center of the Year 2009 for its efforts in the case.
- Initiated a training program to help local public safety officers detect potential acts of terrorism, with more than 385 officers trained from every county in the state.

## ■ Protecting Children

- Following 13 deaths of children who had previously come in contact with child welfare workers, Gov. Ritter ordered a comprehensive review aimed at improving the state's child-protection system. Gov. Ritter established a Child Welfare Action Committee, which has issued 35 recommendations for improving the state's child-protection system.

- Established the School Safety Resource Center, which trained approximately 3,000 school and local officials in school safety in 38 training workshops. In a little over a year and a half, more than 58,000 hits to the Center’s website occurred.

## ■ **Reform and Safety Efforts**

- Gov. Ritter established the Colorado Commission on Criminal and Juvenile Justice, which is analyzing possible evidence-based reforms to the state’s criminal justice system.
- Created a task force to propose changes to the state’s DNA- and evidence-preservation policies, resulting in improved and strengthened DNA preservation policies.
- Convened a working group to study gaps in federal immigration and local law-enforcement laws. The working group’s recommended changes include a better data link between local authorities and federal immigration databases.

## ■ **Legislation**

- HB07-1010 (Marostica/Morse), streamlining search and arrest warrant processes
- HB07-1129 (Merrifield/Morse), strengthening restorative justice programs
- HB07-1147 (Garcia/Spence), strengthening witness-protection confidentiality
- HB07-1161 (LaBuda/Boyd), strengthening juvenile risk assessment
- HB07-1317 (Primavera/Tupa), increase website information regarding sex offenders
- HB08-1082 (Ferrandino/Bacon), sealing of records
- HB08-1397 (Jahn & King, Kopp & Gordon), DNA and evidence retention
- SB08-001 (Morse/Stephens), creating a School Safety Resource Center
- SB08-208 (Gordon and Mitchell/King and Jahn), DNA retention sanctions
- HB09-1122 (Roberts/Morse), Youthful Offender System expansion
- HB09-1262 (Casso/Morse), addressing jail overcrowding
- HB09-1263 (Casso/M. Carroll), county sheriff’s behavior management tool
- HB09-1166 (McCann/M. Carroll), reduce recidivism
- HB09-1351 (Pommer/M. Carroll), DOC behavioral management tool
- SB09-93 (Williams/Marostica), streamlining and strengthening identity theft statutes
- SB09-241 (Morse & S. King/Tipton), requiring DNA sampling
- HB10-1081 (Priola/Steadman), concerning money laundering.
- HB10-1399 (Weissmann/Gibbs), concerning CBI assistance to fire chiefs
- HB10-1241 (Casso/Tochtrop), requiring registration for fire suppression systems
- HB10-1340 (Vigil/Newell), abandoned vehicle towing
- HB10-1336 (Schafer S/Newell), providing flexibility in CDPS revenues
- HB10-1338 (MCCANN/Steadman), eligibility for probation
- HB10-1347 (Levy/Morse), multiple DUI offender penalties
- HB10-1352 (Waller/Steadman & Mitchell), penalties for controlled substance crimes
- HB10-1373 (Carroll T/Hudak), escapee sentencing provisions
- HB10-1374 (Ferrandino/Penry), concerning parole
- HB10-1411 (Waller/Tochtrop), background checks for firearms
- HB10-1391, (Rice/Boyd), firearms background check denials

# WORKING FAMILIES

Gov. Ritter worked hard on behalf of Colorado's working families, tackling the issues and challenges that are important to people all across Colorado, from healthcare to education to helping small businesses survive these tough times. Efforts included:

- Implementing the most aggressive job-creation and business-development strategy in Colorado history, with a focus on key industries such as energy, aerospace, biosciences, technology and tourism.
- Establishing Colorado as a national leader in the New Energy Economy, which is creating thousands of clean-energy jobs throughout the state.
- Expanding pre-school and full-day kindergarten for thousands of kids.
- Reforming K-12 education so that our children have the skills and knowledge they need to succeed in today's global economy.
- Keeping college affordable and investing more new money into job-training and higher-ed than any other governor in state history.
- Enacting the most significant piece of legislation to control healthcare costs in 40 years. The Colorado Healthcare Affordability Act will provide health coverage to 100,000 uninsured Coloradans at no additional cost to taxpayers or employers.
- Enacting foreclosure prevention measures to help keep responsible families in their homes.
- Working with the federal government to increase and lengthen unemployment and healthcare benefits for thousands of laid-off workers.

## ■ **Protecting Middle-Class Families**

- HB07-1322, SB07-203, SB07-216 and SB07-085: Gov. Ritter signed a package of bills regulating mortgage brokers and confronting mortgage fraud. The package and vigorous enforcement of the new laws put Colorado at the forefront of the nation in stopping predatory and fraudulent mortgage lending.
- Maintaining the Colorado Foreclosure Hotline: The Hotline helps homeowners avoid foreclosure by connecting them with certified counselors.
- HB08-1180: Allows unemployment insurance for spouses of transferred military personnel.
- HB 09-1054: Grants unemployment insurance benefits to people who leave their job and relocate after their military spouse is killed in the line of duty.
- HB09-1076: Improves unemployment insurance for certain workers with Social Security or severance payments from an earlier job who lose a subsequent job. Expected to benefit 1,800 retirees and increase their unemployment insurance benefits by some \$2,700 each.

- HB09-1085: Supplements Colorado’s regulation of mortgage brokers, allowing Colorado to participate in a national database that tracks unscrupulous brokers. Also calls for more frequent license renewal and increases educational requirements.
- HB09-1109: Strengthens consumer protections against equity skimming and mortgage rescue scams.
- HB09-1183: Increases penalties for appraisal fraud, often an element of mortgage fraud.
- SB09-247: Modernizes unemployment benefits, bringing more than \$191 million in additional federal dollars to the state. The bill expands the number of people who are eligible for unemployment insurance, focusing in large part on low-wage workers.
- SB10-028: Creates the “Colorado Work Share Program,” allows employers to reduce hours instead of laying off employees. Workers can then receive partial unemployment benefits.
- HB10-1249: Protects neighborhoods by accelerating the foreclosure process for abandoned homes, while assuring full protection for homeowners to assure that the expedited process is used only for homes whose owners have truly abandoned them.
- HB10-1351: Protects borrowers from predatory lending practices and cycle of debt while allowing reasonable profits to reasonable lenders from this credit product of last resort.

■ **Colorado’s Labor Community**

- Issued an executive order allowing state workers to again have union dues deducted directly from their paychecks and forwarded to employee associations.
- Issued an executive order allowing employee associations to enter into non-binding employee partnership agreements with state government.
- Signed HB07-1008, a workers compensation and firefighter cancer bill.
- Signed HB07-1176, allowing injured employees to have a choice of doctors.
- Signed HB07-1297, increasing the annual adjustment of workers’ compensation awards available for death and disfigurement.
- Signed HB07-1366, requiring workers’ compensation coverage for virtually all people performing construction work on construction sites.
- Signed SB07-137, mandating registration for plumbing contractors.
- Signed HB09-1310, an employee misclassification bill that addresses the misclassification of employees as independent contractors by employers, which allows employers to avoid the payment of employment taxes.
- Signed HB09-1136, which clarifies that only a licensed electrician is competent to work on standard types of electrical wiring.

# INFORMATION TECHNOLOGY

Gov. Ritter spearheaded a major consolidation of the state's decentralized information technology operations into the Governor's Office of Information Technology (OIT). The streamlining plan is breaking down old department-by-department silos and centralizing IT management, purchasing, spending, and planning. This is saving taxpayers millions of dollars in operating and personal services costs; re-organizing nearly 1,000 employees into a single chain of command; implementing financial controls to ensure that purchases are coordinated and well managed; and implementing strict project management methodology and governance to fix ailing projects and prevent future projects from failing.

## ■ **Information Technology Highlights**

- Enacted the “IT Consolidation Bill” (SB08-155), which will save nearly \$35 million over four years.
- Developed and implemented Phases I, II, and III of the Consolidation Plan. This plan is helping the state reduce costs, improve service, increase coordination, and standardize technology usage, procurement, contracting, processes, and policies.
- Created a new project management governance structure for major IT projects. The Executive Governance Committees (EGCs) replaced the former Commission on Information Management and are focused on bringing together key business and IT stakeholders from the various agencies to provide oversight, share expertise, and increase cross-departmental collaboration. The EGC model has resulted in several successful project completions, including:
  - Phases I and II for the Colorado Integrated Tax Architecture (CITA), enhancing functionality related to individual and corporate income taxes, as well as severance and estate taxes and property tax credits.
  - Statewide Colorado Registration and Election System (SCORE), which provided critical election functionality for the 2008 and 2010 General Elections.
  - Transition of the Colorado Benefits Management System (CBMS) to a new operational vendor.
  - My UI Claimant, an upgrade and expansion of customer-facing Unemployment Insurance internet applications.
  - Childcare Automated Tracking System (CHATS), a new web-based system used to track and report on subsidized child care services delivered to families enrolled in the Colorado Child Care Assistance Program.
  - Colorado Crime Information System (CCIS), which supports approximately 325 Law Enforcement Agencies, 14,000 end users, and has a throughput of 3.2 million transactions per week.

- Re-negotiated statewide contracts with several IT vendors, expecting to save approximately \$10,000,000 over a four-year period.
- Consolidated cell phone services, achieving approximately \$620,000 in savings.
- Consolidated six data centers, saving the state almost \$550,000 over a three-year period.
- Successfully launched the first phase of the CBMS Program Eligibility and Application Kit (PEAK) website. The new website is designed to provide better access to public programs for the most vulnerable Coloradans.
- Implemented the statewide Contract Management System on time and under budget. This enterprise project required coordination and collaboration across multiple state agencies.
- Released the final version of the Colorado First Responder Authentication Credential standard, which is an enterprise approach that will enable Colorado to provide a more seamless response to natural or man-made disasters.
- Colorado's Enterprise GIS Services Manager was elected President of the National States Geographic Information Council (NSGIC), demonstrating the success of the Colorado and OIT GIS efforts in the national community.
- Established the Government Data Advisory Board (GDAB) to improve the efficiency and effectiveness of state government, citizen service delivery, and policy-making by providing guidance and recommendations on how the state should govern and manage data and data management systems.
- Appointed the nation's first Chief Data Officer to develop and implement an enterprise data governance and data management framework.
- Collaborating with the Colorado Department of Education on the development of a State Longitudinal Data System funded through a \$17.4 million federal grant. This comprehensive system will capture student data from multiple sources and allow for data sharing across several agencies to inform policy and make data available to parents, educators, policy makers, and researchers while also protecting privacy.
- Increased government transparency by successfully wrapping modern technology around the State's legacy financial system to produce (1) an OMB-compliant American Recovery and Reinvestment Act (ARRA) reporting and tracking tool and (2) a robust online checkbook called TOPS, which displays detailed expenditures by agency, type, and vendor.
- Implemented an enterprise email filtering solution to improve the state's cyber security posture.

## ■ **Broadband Accomplishments**

- Released a statewide Broadband Report and Map, created by SB08-215, which provided the starting point and baseline data for developing a strategy for broadband service deployment to the state's un- and under-served areas.
- Secured nearly \$5.4 million in ARRA funding to support broadband internet mapping and planning activities throughout Colorado, updating and expanding efforts initiated by SB08-215 and advancing statewide distance learning and e-government initiatives.
- Coordinated three statewide broadband summits, bringing together representatives from education, public safety, state and local government, health IT, and the private sector to develop strategies for extending and enhancing broadband internet access throughout the state and to maximize ARRA broadband funding opportunities.

## ■ **Health Information Technology Accomplishments**

- The State CIO chaired the **SB07-196** Health Information Technology Advisory Committee which led to the development of a long-term plan for the health IT in the State of Colorado to realize benefits, including: e-prescribing, coordination of care, cost efficiencies, and improved quality.
- Through a combined effort of multiple state agencies, including OIT, the State of Colorado has secured over \$50 million from federal and nonprofit foundation sources to support statewide health information exchange capacity.

## ■ **Other Legislation**

- Paved the way for an innovative and successful new governance model for large-scale IT projects (SB07-254).
- Conducted a comprehensive review of the state's educational data infrastructure to improve data-based decision making and educational outcomes (HB07-1270).
- Established a formal data governance framework to facilitate information sharing across state agencies, reduce costs, and assist in determining the effectiveness of state policies and programs (HB08-1364, HB09-1285, HB10-1028, and HB10-1392).
- Obtained legislative authority to amend certain IT-related contracts for extension to other state agencies in order to fully realize the benefits of centralization and standardization intended by SB08-155 (SB10-032).
- Transferred management responsibilities and funding of the enterprise disaster recovery facility from the Department of State to OIT through a phased approach to funding (HB10-148).

# RECOVERY ACT

Highlighting Colorado's leadership in the New Energy Economy, President Obama chose Denver as the stage for signing the landmark American Recovery and Reinvestment Act into law on February 17, 2009. Gov. Ritter took immediate and decisive steps to put Colorado in a strong position to gain maximum benefit from the Act and to provide unprecedented transparency regarding how these dollars are being used to help reinvigorate Colorado's economy.

## ■ Oversight/Leadership

- The day after the bill signing at the Denver Museum of Nature & Science, Gov. Ritter appointed a 14-member oversight panel to help ensure that Recovery Act funds are spent wisely. The Colorado Economic Recovery Accountability Board meets monthly across the state to discuss urgent issues and to obtain updates on funded programs.
- Also on the day following the bill signing, Gov. Ritter appointed a small staff to work with state agencies to aggressively pursue Recovery Act competitive funding opportunities and ensure proper use and tracking of Recovery Act spending.
- Gov. Ritter established ambitious goals for transparency and accountability of Recovery Act spending in Colorado. The website [www.colorado.gov/recovery](http://www.colorado.gov/recovery) was designed as the primary vehicle for helping the public track Recovery Act funds and was recognized as the second best website in the nation by Good Jobs First.

## ■ Legislation

- The Governor's Office worked with state lawmakers, state agencies and the Treasurer's Office to draft and pass four pieces of legislation to help put Colorado in the best position to take advantage of Recovery Act funds:
  - House Bill 09-1346 allows public entities in Colorado to use federal bond subsidies to finance major capital projects at a significant cost savings. So far, more than a dozen local governments and State agencies have taken advantage of Build America Bonds and Qualified School Construction Bonds to finance over \$1 billion of projects and saving more than \$150 million in interest.
  - House Bill 09-1349 helps workers who lost their job maintain health care coverage for a longer period. The Recovery Act pays for a higher percentage of the cost of the federal COBRA health coverage.
  - Senate Bill 09-247 qualifies Colorado for more than \$120 million in federal aid by modifying Colorado's unemployment insurance provisions.
  - Senate Bill 09-297 allows Colorado agencies to waive standard contract or procurement requirements to comply with Recovery Act deadlines. This law was intended to apply only to extreme cases and has thus far not been used.



## ■ **Helping Coloradans**

- The state took advantage of \$1.03 billion in Recovery Act federal funds for Medicaid services that directly offset the need for state funds. These funds were critical because caseloads rose roughly 40 percent during the recession, driving up costs.
- The Governor dedicated \$622 million in Recovery Act funds to support public K-12 and higher education, saving thousands of jobs that faced elimination because of severe revenue shortfalls.
- Coloradans who lost their jobs in the recession have received \$1.5 billion in additional and extended unemployment benefits to help them stay in their homes and support their families.
- Approximately 1.8 million working families brought home \$60 to \$80 a month more in their paychecks between February 2009 and the end of 2010 because of the Making Work Pay tax cut.
- Almost \$400 million in roadway projects overseen by CDOT have created thousands of jobs statewide.
- The Small Business Administration has provided 1,600 loan guarantees backed by the Recovery Act to help Colorado companies stay afloat.
- Significant investments in the New Energy Economy are helping Colorado businesses grow. Frederick-based UQM Technologies expects to hire 600 more workers because of a \$45 million grant to expand production of electric vehicle motors. Eltron Research and Development Inc. in Boulder secured a \$71 million grant for carbon capture advancements – the largest grant to a Colorado company to date from the Recovery Act.
- Researchers at universities across Colorado have received scores of grants worth more than \$181 million in Recovery Act Awards.
- More than 600 Colorado companies, especially those in the New Energy Economy, have been awarded more than \$800 million in federal contracts, helping them to hire workers and expand.
- Colorado received 8 broadband awards totaling over \$138 million to expand high-speed Internet service and services to underserved and unserved communities in the state. Five of these awards totaling \$23 million will help rural telephone and utility cooperatives provide high-speed Internet for the first time to thousands of homes, businesses and schools. EAGLE-NET secured \$100 million to build broadband infrastructure that will connect 450 community institutions serving 685,000 K-12 students and teachers. This project is projected to create an estimated direct 660 FTE jobs and will impact every county in Colorado.
- The Council of Economic Advisors in Washington estimates that the Recovery Act has saved, created and indirectly created 50,000 jobs in Colorado.

# LT. GOVERNOR BARBARA O'BRIEN

As Colorado's leading advocate for children's issues, Lt. Gov. Barbara O'Brien co-chaired Gov. Ritter's P-20 Education Council. Named a top 10 education reformer to watch nationally, Lt. Gov. O'Brien also is a major advocate for health and wellness. She chaired the Colorado Commission on Indian Affairs, was the state's spokesperson for the aerospace industry and oversaw community service issues. Among her achievements since taking office:

## Early Childhood

- Developed the *Early Childhood Colorado Framework in Action State Plan* in 2010, providing a roadmap for improvement and enhancements across the various sectors of a comprehensive early childhood system.
- Established the Early Childhood Leadership Commission, a 35-member, public-private partnership comprised of state agencies, local government, statewide nonprofits, early childhood service providers, parents, businesses, school districts and the state legislature. The Commission provides leadership to advance a comprehensive, quality, and sustainable early childhood system by identifying and addressing resource and policy issues that impede improved outcomes for young children.
- Co-chaired the P-3 Committee of the P-20 Council (see below) and developed a set of professional development recommendations for early childhood providers.

## Education

- Spearheaded the Colorado Race to the Top proposal for a federal education reform grant, putting Colorado in the spotlight as a national leader in education innovation. Led the effort to include early childhood in the proposal.
- Co-chaired the P-20 Education Council, leading the development of recommendations to continually improve Colorado's education system.
- Signed into law in 2008, the Colorado Achievement Plan for Kids (CAP4K) called for a complete realignment and redesign of Colorado's educational systems from pre-school to college. It linked rigorous course content standards with meaningful proficiency assessments with standardized college admission requirements.
- In 2009 Governor Ritter signed into law a comprehensive package of education reform measures, including bills to help reduce the dropout rate and allow students to concurrently earn a high school diploma and a college associate's degree. Among the myriad bills passed into law was Senate Bill 163, which modernized and aligned reporting on school accountability systems to help students across the state.
- Led the Governor's Council on Educator Effectiveness to provide a forum for considering options and providing recommendations to ensure that every educator is:
  - Evaluated using multiple, fair, transparent, timely, rigorous, and valid methods, at least 50% of which is determined by the academic growth of their students
  - Afforded a meaningful opportunity to improve their effectiveness.

- Supported passage of SB 10-191, the “Educator Effectiveness Bill” that is designed to lead to more highly-qualified, effective teachers and principals in every classroom in every school across Colorado. Ultimately the law will lead to a new system that links educators’ performance evaluations to the performance of their students.

### **Governor’s Commission on Community Service**

- Expanded the capacity and geographic reach of the AmeriCorps and VISTA grant programs in Colorado. From 2007 through 2010, the **GCCS increased its AmeriCorps program funding by 65%**, expanding AmeriCorps presence and services to **56 of Colorado's 64 counties**.
- Created a statewide “volunteer generation” program with targeted outreach and partnerships to increase volunteerism and civic engagement by adults age 55 and older, job seekers, and veterans. **Awarded more than \$165,000** in planning grants to nonprofit organizations to increase their capacity to recruit, train and effectively engage volunteers in serving in meaningful roles that address critical community needs.
- Established several new programs to support the inclusion of people with disabilities in all aspects of volunteering and service, including:
  - Outreach, recruitment and placement assistance of persons with disabilities in AmeriCorps, increasing the number of individuals with declared disabilities in AmeriCorps by 13%.
  - Creation of a statewide “Disability Inclusion Advisory Team” to support full participation of people with disabilities in national service programs as a path to career development and job placement.

### **Colorado Commission on Indian Affairs**

- Hosted the first CCIA health meeting, in conjunction with the Lieutenant Governor’s health and wellness coordinator, to discuss how to streamline certain processes between the tribes and state agencies (e.g., HCPF and DCPHE) regarding funding, insurance (e.g., Medicaid and CHP+), service, and other health needs.
- Fostered American Indian entrepreneurship by providing seminars on small business formation and development at the Rocky Mountain Indian Chamber of Commerce and participating in key small business events to create a stronger link between Native businesses and local economy leaders.
- Formed the first Native American Caucus for the purposes of ensuring that the Southern Ute and Ute Mountain tribes were kept apprised of key legislative issues that might impact them. This is a group of state legislators either interested in Indian Affairs issues or whose districts include large Native American populations.
- Through the CCIA, helped negotiate an agreement with the Southern Ute Indian Tribe that allows members to exercise their year-round hunting rights under the 134-year old Brunot Treaty, while respecting their neighbors and Colorado’s wildlife management practices.

## **Health and Wellness**

- Advocated for Colorado's children to reconnect to the outdoors through the release of a report of her 11-stop listening tour and a community toolkit.
- Supported the creation of the Colorado Kids Outdoor Coalition leadership team through governance and strategic planning assistance.
- Testified in support of HB-1131 to create a grant program that funds outdoor educational experiences and summer work programs.
- Led the Colorado Campaign to End Childhood Hunger by 2015 with Governor Ritter, Senator Michael Bennet, Share Our Strength, Colorado Coalition to End Hunger and others by increasing the number of children participating in the school breakfast program and summer food program.
- Created the Colorado Kids Outdoor Bill of Rights: Ten activities that all Colorado kids should have the opportunity to experience before they grow up.
- Partnered with Hallmark Cards and CDPHE to send a card from the Lt. Governor to the parents of each new baby in the state (~70K annually) congratulating the family on the new addition and including an immunization record card.

## **Aerospace**

- Promoted Colorado's aerospace industry, the second largest in the country, as co-chair of the Colorado Space Coalition.
- Signaled to the aerospace community the importance of STEM (Science, Technology, Engineering, and Math) education and linked the industry with education reform efforts

## **Creative Economy**

- Hosted "Creative Capitol" in the Lt. Governor's Office, a permanent rotating exhibit of artwork by Colorado artists organized by the Colorado Council on the Arts.
- Co-chaired Colorado's Creative Economy Advisory Panel that recommended strategies to make Colorado's creative economy a significant driver for economic growth.
- Promoted arts in education and partnered with the Colorado Council on the Arts in holding Arts Education Summits.
- Worked with the Colorado Department of Education to include arts education standards in the new comprehensive P-12 standards.

## **Economic Development**

- The administration's *Sustainable Main Streets Initiative* brought a collaborative, integrated process to leverage technical and existing financial resources to help communities enhance the sustainability of their downtowns. The initiative worked to break down silos among state agencies, reduce barriers to state resources, and leverage technical and financial resources more efficiently. Participating communities were the Denver neighborhood of Five Points and the towns of Rifle, Monte Vista, and Fowler.

# GOVERNOR'S OFFICE OF HOMELAND SECURITY

Gov. Ritter consolidated and streamlined several homeland security functions into one Governor's Office of Homeland Security. After several years of negative performance audits from the federal government under the former governor, Gov. Ritter's Office of Homeland Security is receiving high marks from local and federal partners.

## **Key Accomplishments**

- Enhanced the state homeland security strategy that is focused on capabilities-based preparedness planning with assigned goal leaders responsible for each objective.
- Improved the Risk Analysis and Capabilities Assessments with each of the state's all-hazard regions through a state-driven process that utilizes these assessments to establish priorities for investments, training and exercises.
- Worked with the nine all-hazards regions to develop regional homeland security strategies that are in line with the state homeland security strategy.
- Allocated and distributed tens of millions of dollars in federal grants to local agencies statewide each year.
- Developed a Homeland Security Grants Management Guide to ensure standardization throughout Colorado in administration and monitoring of all homeland security grants.
- Delivered Grants Management Training to all recipients of grant funds. Offered guidance and best practices related to the proper management of grant funding as well as communicated both state and federal guidelines that apply to fiscal management.
- Disaster Ready Training pilot programs for students were completed during June and July 2010. The two formats included a one-day middle school (Aurora, CO) and four-day high school program (Denver, CO), designed to deliver life-long emergency skills that can be applied during natural and man-made disasters.
- Colorado Disaster Preparedness studies were completed using focus groups, electronic survey, and round table discussions with seniors, teens, special needs advocacy groups, faith based leaders, and government leaders. Data from the studies will be utilized in planning for future community preparedness projects and activities

## DEPARTMENT OF AGRICULTURE

As a \$16 billion-a-year industry in Colorado, agriculture is one of the most important economic sectors in the state. Gov. Ritter and Agriculture Commissioner John Stulp made important strides in protecting Colorado's agriculture economy and helping Colorado's rural communities find new opportunities and new ways to thrive.

- Colorado's agricultural exports increased 27 percent in the first six months of 2010 for a total of \$508 million. This success exceeds the national export increase of 15 percent. Colorado's top export markets are Canada, Mexico, Japan, Korea and China, and Colorado's agricultural products are exported to 99 countries.
- The Colorado Department of Agriculture advanced Colorado's New Energy Economy by funding 11 agricultural renewable energy grants totaling more than \$550,000 in 12 Colorado counties through the Advancing Colorado's Renewable Energy (ACRE) grant program in 2010. Since 2007, 44 grants totaling nearly \$2 million in 30 Colorado counties were awarded. Projects have focused on the development of wind, solar, micro-hydro, biomass and biofuels.
- The Department is assisting Colorado's agricultural industry in accessing international trade funds and promotions that have generated \$695,010 in funding and resulted in 21 inbound international groups and 7 outbound trade development activities. Results reported to date in 2010 indicate over \$500,000 in immediate exports.
- Colorado winter wheat production broke a record in 2010 with an average yield of 45 bushels per acre. Over 105 million bushels of winter wheat are estimated to have been harvested. This is the largest winter wheat crop harvested in Colorado since 1985.
- In cooperation with other state agencies and organizations, the Department continued the major tamarisk biological control project in the Arkansas River watershed, releasing 300,000 tamarisk leaf beetles in 2010. The Department also initiated biological control programs against two of Colorado's worst invasive weeds; Russian knapweed and yellow toadflax.
- The Markets Division awarded more than \$770,000 to 14 agricultural groups to enhance and promote Colorado fruits, vegetables, horticultural and nursery crops through the USDA Specialty Crops Block Grant Program in 2010.
- In 2010, the Inspection and Consumer Services Division was awarded a 5-year \$680,000 cooperative agreement grant from FDA for expansion and enhancement of CDA's animal Feed Safety and BSE/Ruminant Feed Ban Support program.
- The Colorado Department of Agriculture (CDA) is protecting Colorado's livestock industry by implementing the Colorado Livestock Security System. With the passage of the Livestock Information Security Act (35.57.9 C.R.S.) in 2007, the Department will be able to expand efforts and protect personal information.

- The Department performed tuberculosis tests in 2009 on more than 5,000 dairy cattle that had contact with exposed cattle imported from other states. Testing found no animals with TB and Colorado continues to maintain its TB Accredited Free Status.
- In 2009, the Colorado State Fair paid off all debt from bonds to build the Events Center, past equipment loan purchases and a loan to the State Treasurer's Office. Finances continue to be tabulated for the 2010 event but early estimates show a healthy profit.
- In 2010, the Department helped launch Colorado's first carbon offset demonstration project, providing a new source of income for farmers while helping to reach the state's climate goals.
- The Colorado Proud program promoted Colorado grown, raised or processed food and agricultural products to consumers, restaurants, retailers and schools. Membership in the program increased to more than 1,400 companies in 2010. Awareness of the logo increased from 59% to 67% between 2008 and 2009, and more Coloradans reported buying at least some local products when shopping.
- In 2008, CDA worked in cooperation with the Governor's Office to secure disaster assistance for agriculture producers affected by flooding, tornadoes, severe winter conditions, drought, extreme heat, high winds, hail, and grasshoppers. In all, 54 Colorado counties were named primary or contiguous disaster areas.
- The number of licensed wineries in the state continues to climb, surpassing 100, with well over 1,000 acres of grapes planted.
- The number of CDA certified organic farms has increased from 116 to 197 in the last four years.

# DEPARTMENT OF CORRECTIONS

The Department of Corrections (DOC) is responsible for 22,550 prison inmates and 11,500 parolees. The DOC played a key role in Gov. Ritter's crime-prevention efforts, specifically programs aimed at reducing the rate of offenders who return to prison after their release. Thanks in part to 12 different anti-recidivism programs initiated by Gov. Ritter, the state for the first time in memory is seeing a decline in the prison population.

## ■ Crime Prevention and Prison Recidivism

- With the crime rate falling and Gov. Ritter's anti-recidivism programs taking effect, over the past four years the DOC has experienced a slowing of prison population growth, and more recently an actual decline in the population. In FY05-06, the average monthly growth rate was 97 inmates per month. In FY08-09 the rate was 15 offenders per month. Throughout FY09-10 the population actually *decreased* by an average of 27 per month and in the first quarter of FY10-11 declined 29 inmates per month.
- In 2008, the Division of Adult Parole, Community Corrections and Youthful Offender System (YOS) implemented a Pre-Release Program in 19 DOC facilities. The program is designed to prepare inmates to transition to the community. In 2009, the DOC partnered with Colorado State University to evaluate the effectiveness of the program.
- In 2007, the DOC partnered with the Department of Revenue on a pilot program that makes valid state identification cards available to eligible inmates upon release. Proper ID is necessary for obtaining work and housing, key factors in successful community re-entry and reducing recidivism. The collaboration between departments is ongoing.

## ■ Prisons

- The DOC earned the American Correctional Eagle Award, making Colorado only the 14th state to earn the honor.
- The DOC broke ground on the 948-bed Colorado State Penitentiary II in Canon City in 2007. On September 1, 2010, one-third of the facility, which will accommodate 316 offenders, was funded for operations and was full by September 30, 2010.
- The DOC launched a Security Threat Group Administrative Review (STAR) program in 2010 to reduce negative behavior by offenders.
- The DOC decommissioned the Colorado Women's Correctional Facility in June 2009.

## ■ Economic & Workforce Development

- The DOC hosted the Women Working In Corrections and Juvenile Justice National Conference in 2010. The Conference was an opportunity for correctional professionals to collaborate, network, address issues affecting the criminal justice system, and to participate in professional development workshops.



- The DOC had 494 new personnel complete basic training in the first quarter of FY10-11, which is more than completed for all of fiscal year 2009-2010.
- YOS is collaborating with the Colorado Buildings and Trades Council to offer apprenticeship programs in the construction trades to young offenders.
- The DOC partnered with local farmers to provide female inmate labor from the La Vista Correctional Facility to several family farms in the Pueblo area in 2007. The program was expanded to Delta County. In 2008, a second group of Pueblo County farmers requested the program. The program now has eight crews working at 10 family farms.
- Adult Parole and Community Corrections partnered with the Aurora Community College Peace Officers Standards and Training Academy, offering a discounted rate for community and parole officer candidates who complete the 16-week academy.
- In partnership with the Corrections Training Academy, Adult Parole and Community Corrections developed a Community-Parole specific Training Academy – The RECLA Academy (Resource for Education/Career/Leadership/Advancement) in 2007. Four classes graduated in 2008, with additional classes graduating in 2009 and 2010.
- On two occasions in 2008, the Denver Complex hosted a career and resource fair for offenders from Denver Women’s Correctional Facility and Colorado Correctional Center. In October, more than 150 prospective employers were on site to interview offenders and discuss future employment potential.
- In 2009, DOC developed a collaborative partnership with Colorado WINS. “Interest Based Bargaining” training was completed by 240 employees. The Department is developing a Memorandum of Understanding to memorialize the partnership’s progress.

### ■ **Community Partnerships**

- In 2010, the DOC Division of Adult Parole, Community Corrections and the Youthful Offender System began utilizing bicycle patrols. The Bike Unit consists of ten Community Parole Officers (CPO) from the Denver Metro Offices that expressed an interest in approaching parole supervision in a non-traditional approach and to perform the duties of a CPO in a manner that would allow for a greater interaction within the community in and around the greater Denver Metro Area.
- The U. S. Forest Service contracted with Colorado Correctional Industries to remove beetle-kill hazard trees from campgrounds. Beginning in June 2008, two crews have worked multiple campgrounds in the Medicine Bow-Routt and Arapahoe National Forests. The contracts continued and were expanded in 2009.
- The DOC partnered with Pueblo Community College to provide college courses to YOS offenders and women inmates at La Vista Correctional Center. The DOC now has 52 Department of Labor approved apprenticeship programs.

- Since January 2009, the DOC has been working in partnership with the U.S. State Department and the governments of Guatemala and Mexico as part of the Merida Initiative on prison reform. Two groups of Mexican prison personnel have visited Colorado to study DOC systems and operations. In 2010 the collaborative efforts were expanded and the DOC has hosted subsequent trainings for the Federal Mexican Prison System. The DOC has also been honored to host a delegation from Honduras and representatives of the King of Morocco. In October of 2010 a group of 20 Brazilians spent three weeks developing plans, in tandem with training provided by the DOC, to implement standardized classification and programs in the Brazilian system.
- In April 2009, the DOC partnered with Voices of Victims and the Colorado Organization for Victim Assistance, sponsored the inaugural “Victims Organized in Correctional Exchange” meeting. The gathering opened a dialogue that allowed victims to voice their concerns and provide insight to help improve the system. Meetings are held quarterly.

#### ■ **Energy Conservation and Government Efficiency**

- The DOC is aggressively complying with Gov. Ritter’s “Greening of State Government” directives by conducting energy audits at state prisons, implementing paper recycling and electronic-recordkeeping programs, and continuing to replace fleet vehicles with flex-fuel and hybrid vehicles.

# DEPT. OF HEALTH CARE POLICY AND FINANCING

Gov. Ritter made significant progress on the three legs of the health care reform stool: reducing costs, improving quality and increasing access. The reform efforts were managed by the Colorado Department of Health Care Policy and Financing (HCPF), which serves over 800,000 low-income individuals through Medicaid, Child Health Plan *Plus* and a variety of other programs for families, children, the elderly and people with disabilities.

## ■ Increasing Coverage and Providing Access to Care

- The Department partnered with counties, providers, advocates and vendors to decrease administrative burdens for the growing number of families applying for public insurance.

### Medicaid Enrollment

January 2007 – 389,387

January 2008 – 388,471

January 2009 – 436,349

November 2009 – 489,612

November 2010 – 551,168

### CHP+ enrollment

January 2007 – 47,671

January 2008 – 61,393

January 2009 – 64,604

November 2009 – 70,574

November 2010 – 68,047

- Gov. Ritter signed the Colorado Health Care Affordability Act into law 2009, providing coverage to an additional 100,000 uninsured Coloradans and helping to improve quality and control costs – without any additional burden to taxpayers or employers.
- Colorado was one of 13 states to receive the federal Health Resources and Services Administration grant for \$43 million to increase health care coverage.
- HCPF was awarded a grant from the Centers for Medicare and Medicaid Services to develop a strong infrastructure to support employment and health care coverage for people with disabilities.
- Since 2007, HCPF has awarded approximately \$80 million to health care providers serving the uninsured with grants from the Primary Care Fund.
- HCPF is helping more than 6,000 Coloradans plan for long-term care, providing them with greater control over their assets through Long-Term Care Partnership insurance.

## ■ Reducing and Containing Costs

- HCPF is aggressively eliminating Medicaid and Medicare waste, fraud and abuse, identifying nearly \$374 million in recoveries, settlements, and reconciliations since July 2006. Recoveries have increased in part due to the purchase of smarter technology to detect provider fraud as recommended by Gov. Ritter's Government Efficiency and Management (GEM) Review in 2007 and 2008. Because of Colorado's demonstrated success in collecting recoveries, Colorado has been selected by the federal government to participate in a pilot project to identify provider fraud and improve the efficiency of recoveries.

- Because of Colorado’s demonstrated success in collecting recoveries, Colorado has been selected by the federal government to participate in a pilot project to identify provider fraud and improve the efficiency of recoveries.
- In January 2007, Gov. Ritter signed an executive order to implement a Preferred Drug List (PDL) for Colorado Medicaid. The PDL promotes clinically appropriate utilization of pharmaceuticals in a cost-effective manner. Twenty drug classes are on the PDL.
- Medicaid experienced over \$4 million in cost-avoidance measures from February to December 2008 due to the PDL. Approximately 77 percent of the cost-avoidance was obtained through supplemental rebate negotiations.
- At the direction of Gov. Ritter, Colorado Medicaid no longer pays for medical errors. This policy results in improved patient safety, decreased Medicaid costs and saves taxpayers money.
- Medicaid has adopted a policy of denying payment for hospital readmissions that occur within 24 hours of discharge for a related condition. This policy will encourage better patient support during and after a hospital discharge and save taxpayers money.
- To ensure quality of care for and the quality of life of residents, HCPF adopted a Pay-for-Performance program which offers financial incentives to nursing homes to provide higher quality services.
- In August 2009, Colorado Medicaid began requiring all outpatient clinics to obtain prior authorization for non-emergent CT and non-emergent MRI and all PET scan, saving taxpayer money.

## ■ **Improving Health**

- The new Center for Improving Value in Health Care (CIVHC) is creating five-year goals in the areas of cost-containment; consumer engagement; health and access; and accountability and transparency. CIVHC is creating a statewide All Payer Claims Database to further develop quality and cost-containment initiatives and to transform payment and delivery systems.
- HCPF has embarked on an aggressive campaign to provide all Medicaid and CHP+ children a dedicated “Medical Home.” A Medical Home is a team approach to provide quality and cost-effective health care that is family-centered, comprehensive, continuous, coordinated, and culturally-competent. This integrated, coordinated approach contains costs, improves health and reduces the need for emergency or complex care services. Some 275,000 Medicaid and CHP+ children are now involved in Medical Home care.
- HCPF is improving the quality of care received by Medicaid’s highest-need, highest-cost clients by enrolling approximately 3,000 clients in a program that provides intensive care coordination and supplemental benefits – the Colorado Regional Integrated Care Collaborative sponsored by the Center for Health Care Strategies.

- HCPF is expanding Medicaid coverage to help clients quit smoking successfully. This common-sense policy results in improved client health and reduced Medicaid costs through a decrease in tobacco-related hospitalizations and provider visits.
- HCPF is improving access to prenatal care for mothers, increasing opportunities for babies to get a healthy start to life and become healthy adolescents and adults.
- In 2009, the Department expanded its PACE program (Program of All-inclusive Care for the Elderly), now serving nearly 2,000 elderly Coloradans. PACE is a Medicare/Medicaid managed care system that provides health care and support services to people 55 and older, assisting frail individuals to live in their communities as independently as possible by providing comprehensive services depending on their needs.

# DEPARTMENT OF HUMAN SERVICES

The Colorado Department of Human Services oversees programs that protect children, serve the mentally ill and developmentally disabled, and provide 24-hour nursing-home care for military veterans. DHS also operates the state's juvenile corrections system.

## ■ **Behavioral Health and Housing**

### **Division of Behavioral Health**

- Gov. Ritter created the Colorado Behavioral Health Cabinet, an inter-departmental effort to improve behavioral health services.
- Colorado received a federal grant to reduce healthcare costs associated with substance abuse by more effectively identifying people at risk for addiction and substance abuse disorders and has screened 21,426 people to date.
- The Division secured a federal grant to provide jail diversion services to the rapidly growing population of veterans within Colorado, directly linking them to treatment services that will support recovery from a range of trauma spectrum disorders. More than 1,500 veterans will receive services over the five-year life of the project.
- The Veteran Jail Diversion program has developed a series of counseling training programs designed to assist the military in dealing with mental health.
- The DBH/Child Care pilot program received a one-year \$1 million grant from the Statewide Strategic Use Fund to place mental health consultants in childcare settings.
- Colorado is one of only four states to be awarded the Substance Abuse and Mental Health Services Administration Partnerships for Success: State and Community Prevention Performance grant.
- The Division of Behavioral Health, Early Childhood Section received an \$877,000 grant from the Colorado Health Foundation to continue early childhood mental health consultation to child care centers and families in three regions of the state.

### **Supportive Housing and Homeless Programs**

- The U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration granted funds to prevent and reduce chronic homelessness in Colorado Springs.
- The Division of Supportive Housing and Homeless Programs received an award of more than \$1 million from the U.S. Department of Housing and Urban Development to provide permanent supportive housing for 210 homeless veterans in Colorado. The Colorado Department of Human Services (CDHS), Division of Supportive Housing and Homeless Programs (SHHP), also received an additional 75 vouchers to provide rental assistance for permanent supportive housing to homeless veterans in Denver and Colorado Springs.

## Domestic Violence Program

- The Domestic Violence Program increased funding for services to victims by \$1.5 million associated with the passage of SB 09-068 and an award from the Strategic Use Fund. In addition, Governor Ritter signed an Executive Order requiring state agencies to develop a universal workplace violence policy, including domestic violence in the workplace.

## ■ Children, Youth and Families

- **Division of Child Care.** The Division received approximately \$24 million in Recovery Act funds, using more than \$20 million to provide child care for more than 2,800 additional children through the Colorado Child Care Assistance Program.
- **Child Welfare, Administrative Review and Field Administration.** DHS Executive Director Karen Beye ordered a comprehensive review to examine commonalities among deaths of children from abuse and neglect, and craft recommendations to improve the state's child-protection system. Gov. Ritter also established a Child Welfare Action Committee and the State Board of Human Services passed a comprehensive rules package, both designed to further improve child protection in Colorado.
- Almost three dozen Action Committee recommendations are being implemented to improve prevention, consistency of services and access to evidence based services to treat and prevent child abuse issues including establishment of the state's first Child Welfare Training Academy for child-protection workers.
- The Division of Children and Family Training opened the Child Welfare Training Academy on January 19, 2010. The Academy includes these components:
  - ***Pre-Service Training*** Through this initiative, new child welfare caseworkers and supervisors attend training prior to performing the job responsibilities they were hired to perform. The Academy has two different tracks, one for caseworkers and one for supervisors.
  - ***Intern Academy.*** The Division of Children and Family Training provides stipends to bachelor and master students within the child welfare track at Metro State University and the University of Denver. To shorten the amount of time these students would be eligible to perform their duties after graduating, the Academy was merged with the student's last year of school, thus making them immediately eligible to work with families when they graduate and/or meet the minimum educational requirements.
- **Division of Child Welfare.** Integration of services for multi-system families and children is now active in 29 Colorado counties through the Collaborative Management Program developed under House Bill 1451. The program will improve service delivery for families in the areas of child welfare, juvenile justice, education and health.

- **Division of Youth Corrections.** The Division of Youth Corrections has developed a Continuum of Care initiative that involves a state-of-the-art assessment, enhanced treatment services within residential facilities and improved transitions to appropriate community-based services.

### **Self Sufficiency and Independence**

- **Aging and Adult Services.** Colorado was one of eight states selected to participate in the National Governors' Association's Center for Best Practices Policy Academy, "Civic Engagement: Engaging Seniors in Volunteering and Employment." The purpose is to help connect seniors with information on a new career, enrolling into lifelong learning programs and contributing to their community through volunteer opportunities.
- **Division of Child Support Enforcement.** In July 2008, Colorado became the first state in the nation to intercept gambling winnings from casinos and racetracks for past due child support. Families have received over \$1 million in support as a result
- **Colorado Works:** The Statewide Strategic Use Fund was created through legislation in 2007 and this year distributed its second round of 22 grants totaling \$9.7 million.
- The Division of Vocational Rehabilitation began a Veterans Initiative, designed to include any and all organizations that serve veterans.
- **Traumatic Brain Injury:** The Traumatic Brain Injury (TBI) Trust Fund collaborated with the TBI community on an Executive Order, signed by Gov. Ritter, giving CDHS the lead role across state agencies to eliminate barriers to services and better coordinate assistance to Coloradans with traumatic brain injuries.

### ■ **Veterans and Disability Services**

- **Developmental Disabilities:** The Division for Developmental Disabilities enrolled over 1,200 individuals into services with new funding of approximately \$68 million.
- **State Veterans Nursing Homes:** The Bruce McCandless Colorado State Veterans Home in Florence became the first State Veterans Nursing Home in the nation to be accepted into the Eden Alternative Registry. The Eden Alternative is a non-profit organization that views aging as another stage of development and growth instead of a period of decline.
- The State Veterans Nursing Home at Homelake Domiciliary cottages renovation project received gold LEED certification upon project completion in late 2009.



# DEPARTMENT OF LABOR AND EMPLOYMENT

The Colorado Department of Labor and Employment oversees a wide array of services and programs, including workforce development centers, unemployment benefits and analysis of Colorado's economy. Under Gov. Ritter's leadership, the Department played a key role in supporting Coloradans who have been impacted by the global recession, managing a tremendous increase in unemployment claims and providing job-training and re-employment skills.

## Unemployment Insurance Program

- A new online feature called *My UI Claimant* that guides unemployment claimants in managing their accounts was introduced in late 2009. Shortly after its launch, thousands of claimants had registered at the site, tapping into a wealth of information and services without having to call the Unemployment Insurance Program's Customer Contact Center.
- The Department completed a Combined Tax Rate Project in 2010 to ensure accurate decisions on employer liability.
- In responding to an unprecedented increase in calls to the Unemployment Insurance Customer Contact Center, the Department of Labor and Employment introduced technology called Q Routing in mid-2009. Q Routing provides multiple queues so that agents can be configured to support the biggest demand, resulting in shorter wait times.
- In May of 2008, the Unemployment Insurance Program began automatically depositing unemployment benefits onto a debit card, saving thousands of dollars annually in printing and mailing costs and offering a faster and more secure means of delivering unemployment benefits. In early 2009, the program began offering claimants the option of having benefits electronically deposited into their checking or savings account, offering still more *choices* to customers.
- The federal government awarded the Department \$1.5 million in 2009 to create an automated web-based software system for a Benefit Audit, Reporting, and Tracking System for the Benefit Payment Control Program. This will increase overpayment detection and accuracy and reduce administrative costs.
- The department activated the Colorado Work Share Program in 2010. Instead of "downsizing" employees, this approach allows participating employers to make a slight reduction in the workweek of *some or all* employees. Eligible employees can receive a percentage of regular unemployment benefits to make up for reduced hours and wages.
- Receiving unemployment compensation can trigger a variety of questions. To help people sort out the myriad questions, the Unemployment Insurance Program offered free informal seminars across the state throughout 2010, giving claimants an opportunity to talk with experts and get their questions answered in a clear and direct style.

## **Workforce Development**

- In November of 2007, two federal grants that provided training dollars to the spouses of service personnel were administered by the Department of Labor and Employment. Military spouses could apply for a Career Advancement Account which provided money for training. A 2nd grant assisted military families in Denver, El Paso & Teller counties.
- In December of 2009, the Department of Labor and Employment introduced the Career Ready Colorado Certificate program, a unique employee credentialing system that provides employers with a way to readily identify applicants who have built skills for success. Candidates must obtain passing scores on a series of tests measuring skills that are important to employers and correlate directly with job performance.
- With no issue more important to Colorado than its economic recovery, in early 2009 the Department of Labor and Employment joined policy makers in communities across the state in focusing on an approach to workforce development in which employers, educators, economic developers and a variety of other stakeholders work together in connecting the unemployed and the underemployed with careers in growing industries.
- Coloradans with a skills gap in computer literacy were given an unprecedented opportunity starting in January of 2010 through a new training initiative with Microsoft called Elevate America. The venture has provided online training for thousands of Coloradans to enhance their IT skills.
- The Department completed the \$15 million, 4-year WIRED grant, which successfully developed a transformational, industry-driven regional talent development system that produced a home-grown workforce (more than 2,600 trained) for jobs in the region's high-growth high-wage aerospace, bioscience, energy, and IT/software industries.
- In June of 2007, the Pay Equity Commission convened its first meeting to examine the scope of the problem of wage gaps in Colorado and discuss remedies to the problem. Today, a permanent Pay Equity Commission has been established by Colorado's Legislature to address issues of gender and racial pay discrimination.
- In 2007, the Department of Labor and Employment partnered with Western Governors University and rural school districts across the state to provide financial and academic support to individuals wanting to become math and science teachers in rural school districts where there is an acute shortage.
- The BETR project, launched in 2007, is focused on bringing more business leaders into the education process to foster strategic alliances between school districts, businesses, parents, and other partners to promote a shared common vision. Many Colorado businesses are now regularly communicating with students, parents and teachers, taking an active role in shaping the state's future workforce.
- The Department successfully completed the HIRE Colorado Program, which utilized TANF funds to provide training, employment opportunities, and work supports for UI claimants and other unemployed low-income individuals. The program served 2,166 customers.

- As part of the American Recovery and Reinvestment Act of 2009, funding was allocated to regions across Colorado where disadvantaged young people were placed in subsidized employment. The funding provided a valuable learning experience for the young people and also provided employers with eager workers during the summer months.

### **Workers' Compensation**

- In April of 2008 an online service was added to the Division of Workers' Compensation's website that allows individuals to verify whether a company has workers' compensation insurance coverage. The process of checking online for workers' compensation coverage is quick and efficient – and readily available at any time.
- Colorado's workers' compensation premiums were ranked 5th lowest among all the states, as found by a recent study performed by the State of Oregon.
- The workers' comp division helped reduce medical bills for workers' compensation cases by more 35 percent through a new medical fee schedule.
- Employers taking part in the Premium Cost Containment Program have saved more than \$34 million by preventing workplace accidents.

### **Division of Oil and Public Safety**

- Many scenic drives across Colorado are littered with former mine sites and businesses each with abandoned and leaking underground storage tanks. An initiative called the Colorado Historic Byways Initiative was undertaken in July of 2007 with the Division of Oil and Public Safety as a key partner. The initiative helped remove the environmental risk of these properties, preparing them for economic revitalization.
- At the City of Denver's request, the Department assumed responsibility for 8,000 city and county boiler and pressure-vessel inspections.
- In July of 2009, the Department received a grant from the Environmental Protection Agency to assess and clean up soil and groundwater contamination at sites with leaking underground storage tanks across Colorado. Thirty sites throughout the state were identified and are being cleaned up with more to be completed in the near future.

### **Division of Labor**

- The Division recovered approximately \$1.1 million in unpaid wages for Colorado employees and more than 1,044 employees benefited financially from the Division's mediation and conciliation processes.
- The Division of Labor completed contract negotiations between the Amalgamated Transit Union Local 1001 and the Regional Transportation District, preventing a strike with the potential to cripple the entire metro area.
- The Division conducted more than 620 audits of employers under employment verification and public contracts for services laws.

# DEPARTMENT OF LOCAL AFFAIRS

The Colorado Department of Local Affairs (DOLA) is the main point of contact for local communities when they interact with state government. DOLA's mission is to strengthen Colorado communities.

## ■ **Job Creation**

- By making strategic investments in Colorado communities, DOLA helped support, create or retain nearly 40,000 direct jobs statewide in FYs 07 - 10.

## ■ **Initiatives**

- Gov. Ritter launched the Sustainable Main Streets Initiative on April 28, 2010. The initiative unites staff and resources from multiple state agencies to address specific projects in four pilot communities (Five Points Neighborhood in Denver, Town of Fowler and the cities of Monte Vista and Rifle). This initiative brings a collaborative, integrated process to leverage technical and existing financial resources to help communities enhance the sustainability of their downtowns. DOLA submitted a successful application on behalf of the Sustainable Main Streets pilot communities to the federal government, resulting in a \$1.28 million grant from the U.S. Department of Housing and Urban Development and the Department of Transportation for downtown revitalization projects.
- Gov. Ritter launched the New Energy Communities Initiative in 2008, investing \$10 million to 14 regional projects to create integrated, vibrant and sustainable communities.

## ■ **Sustainable Community Development**

- DOLA awarded grants for nearly 3,000 community projects in 2007-10, providing more than \$504 million which was used to leverage nearly \$1.7 billion. DOLA improved its grant processes creating better transparency, accountability and criteria. The department created a set of sustainability principles to guide financial partnerships with local communities.
  - DOLA awarded more than \$333 million in Energy and Mineral Impact program grants for local infrastructure and public facility improvements, which leveraged more than \$1 billion in additional funding from 2007-10.
  - The Department implemented SB09-232, with grants awarded to four projects in communities most directly affected by energy and mineral development. Projects included interchange improvements on I-70 in Parachute in partnership with CDOT; traffic flow improvements in Delta to maintain the integrity of their downtown; support for broadband upgrades in Southwest Colorado; and an overpass project in Mesa County.
  - DOLA's Division of Local Government awarded more than \$16 million in Local Government Limited Gaming Impact Program grants from 2007-10.

- DOLA-administered Community Development Block Grants provided \$28 million for housing, economic development, public facilities and infrastructure projects in smaller counties and towns.
- The Division of Local Government administered nearly \$12 million in Recovery Act funds through its Community Development and Community Services block grant programs to support three infrastructure projects and 40 self-sufficiency projects in rural Colorado.
- In 2008 and 2009, DOLA implemented legislative changes to the Severance Tax and Federal Mineral Lease Direct Distribution and grant programs. The changes created a more equitable system for getting money to impacted communities and distributed more than \$32 million to counties, municipalities and schools in 2010.

### ■ **Emergency Management**

- DOLA's Division of Emergency Management provides crucial grant assistance to support local and state efforts, which results in safer communities:
  - Emergency Management Performance Grants and Pre-Hazard Disaster Hazard Mitigation Funds to local governments have totaled \$19.9 million since 2007.
  - The Division maintains an emergency plan for the Pueblo Chemical Depot mustard agent stores, and has provided \$12.615.2 million in related grants since 2007 to Pueblo County and the Pueblo City and County Department of Public Health.
  - The Division has received Emergency Management Accreditation Program certification, a standard-based voluntary assessment and peer review accreditation process for government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for natural & human-caused disasters. Accreditation is based on compliance with national standards.

### ■ **Housing**

- From 2007-10, DOLA's Division of Housing facilitated numerous affordable housing and homelessness-prevention grants and loans:
  - 2,778 low-income rental units developed through new construction, rehabilitation or acquisition;
  - 396 homeowners helped with down payment assistance;
  - 383 single-family owner-occupied homes rehabilitated;
  - 17 housing needs assessments funded;
  - An average of 3,000 households subsidized annually with rental assistance;
  - 40,180 homeless people received services from DOLA-funded shelters annually.
- The Division of Housing is managing the federal Neighborhood Stabilization Program (NSP) by working with local and federal partners to direct \$34 million into communities hardest hit by foreclosure. (The Division is also administering Colorado Springs' \$3.9 million allocation.)

- The Recovery Act Homeless Prevention and Rapid Re-Housing Program (HPRP) is providing \$8.1 million in swift homelessness prevention and rapid re-housing assistance to individuals or families. The Division is the lead for this program.
- DOLA also has an interagency agreement with the Colorado Department of Human Services under which DOLA is overseeing the use of Temporary Assistance to Needy Families funds (\$4.7 million in FY09-10) along with HPRP money to prevent families from becoming homeless.

### ■ **Providing Technical Assistance**

The Department of Local Affairs provides technical assistance to local government elected and appointed officials; housing developers, housing authorities, non-profit housing partners; assessors; emergency managers and other interested citizens. Technical assistance falls into six categories: compliance, data development and management, funding/grant process management, governance and administration, public information and training and education.

- Staff in the Division of Local Government took part in 326 instances of extensive technical assistance with local governments in subject areas such as budget and financial management, land use and environmental planning, capital improvements and infrastructure planning, strategic and economic development and elections.
- The Colorado Foreclosure Prevention Hotline (1-877-601-HOPE), has fielded nearly 90,000 calls since it was launched in 2006, helping homeowners avoid foreclosure. The approximately 18,000 counseling sessions stemming from the Hotline have resulted in over 16,000 households in crisis reaching a positive resolution.
- The Division of Local Government's State Demography Office played a key role on behalf of the state in coordinating the Colorado's efforts in conducting the 2010 census. DLG staff worked with federal and state agencies and local partners in raising awareness and promoting participation.
- The Division of Local Government's State Demography Office provides population and demographic information, receiving more than 1 million hits on its website a year.
- The Division of Emergency Management achieved the Emergency Management Accreditation Program Award for the first time in state history in October 2009. This award certified Colorado's adherence to national standards/best practices.
- The Division of Emergency Management has led Colorado's response to and recovery from several major disasters since 2007, including wildland fires (most recently the Fourmile Canyon and Loveland Fires), three blizzards, two fatal tornadoes (in Holly and Windsor), public health incidences (salmonella outbreak in Alamosa and the H1N1 pandemic flu outbreaks), and the Democratic National Convention.

# DEPARTMENT OF NATURAL RESOURCES

The Colorado Department of Natural Resources develops, preserves and enhances the state's natural resources for the benefit and enjoyment of current and future citizens and visitors. It oversees state parks, forests, wildlife, oil-and-gas development, water conservation and mining.

## ■ Colorado Oil & Gas Conservation Commission

- Implemented the first comprehensive regulatory update in more than a decade to support the continued development of the state's oil and gas resources, encourage the use of up-to-date planning and technology, and provide additional protections for public health and the environment.
  - The amended rules and regulations have increased protection for ground and surface water, placed restrictions on operations near drinking water, provided disclosure of chemicals, and produced new agreements covering 550 square miles that will allow for oil and gas development while also protecting wildlife. The new rules also reorganized the well inspection program and increased the number of annual inspections from about 10,000 per year to 14,000 in 2010.
- Issued approximately 25,000 drilling permits in 2007-10 despite an unprecedented collapse in the price of natural gas. Colorado now has more than 42,500 active oil and gas wells that are helping to meet the nation's energy needs, and it is currently the regional leader in both permit issuance and new well starts.
- Significantly reduced average permitting times despite increasing numbers of permit applications. At present, the process takes an average of about 21 days in southern and eastern Colorado, about 30 days in northern Colorado, and about 40 in Western Colorado.
- Implemented a paperless e-permitting system to improve permitting efficiency for operators and staff.

## ■ Division of Wildlife

- Documented the successful establishment of a breeding population of lynx in Colorado.
- Pursuant to the new oil and gas rules, negotiated with 10 oil and gas operators to create Wildlife Mitigation Agreements that will protect 355,000 acres of key wildlife habitat on Colorado's Western Slope.
- Reauthorized the Habitat Stamp in 2009 to increase its buying power beginning in 2011 from \$3.5 million to \$7.3 million annually. Almost 90,000 acres have been protected under Habitat Stamp & Colorado Wildlife Habitat Partnership Program since 2007, including 28,000 acres of public access hunting and fishing.
- Great Outdoors Colorado has awarded more than \$38.7 million to DOW projects since Jan. 1, 2007 for land acquisition, species protection, habitat enhancement, wetlands protection. Another \$5 million has been awarded for Habitat Stamp projects.

- The Habitat Partnership Program awarded more than \$8.4 million in grants for habitat improvement projects on private land between 2007 and 2010, while leveraging an additional \$48 million in matching funds and in-kind contributions to improve habitat for both wildlife and livestock to reduce big game/ private landowner conflicts.
- Initiated Shooting Range Grant Program through the DOW to provide \$500,000 in funding to shooting ranges and shooting areas in Colorado for hunter education, marksmanship training and youth shooting opportunities throughout the state.
- In coordination with Colorado State Parks, launched an aggressive Aquatic Nuisance Species program, inspecting more than 950,000 watercraft and decontaminating more than 13,000 watercraft.
- Continued a cooperative research program with industry to avoid, minimize and mitigate impacts to wildlife from oil and gas development.
- Since 2007, awarded more than \$3.8 million in grants to 49 angling improvement projects across the state through the Fishing is Fun program while leveraging an additional \$2.7 million to improve habitat and access.

#### ■ **Colorado Water Conservation Board**

- Loaned \$178 million to borrowers for 82 water projects, including \$60 million to the Republican River Water Conservancy District to help bring Colorado into Compact Compliance.
- Supported the “Colorado Water for the 21<sup>st</sup> Century Act” by assessing combinations of water conservation, reuse, agricultural transfers, and new supply development for Colorado’s needs.
- Integrated climate change into technical studies and lead discussions at the 2008 Governor’s Conference on Managing Drought and Climate Risk.
- Facilitated and signed the historic 2007 Colorado River agreement between the seven basin states resulting in a Record of Decision for shortage management and coordinated reservoir operations.
- Developed and approved new blueprints to help guide Colorado’s response to future droughts and floods through the 2010 Drought Mitigation and Response Plan and Flood Plan.
- Leveraged state funds with millions of dollars of non-State funds and partnered with stakeholders to complete hazard mapping, watershed restoration, and Decision Support Systems.

#### ■ **Colorado State Forest Service/Division of Forestry**

- Received and distributed \$10.7 million in Recovery Act funds, supporting more than 15 projects across the state.



- Initiated and signed the Healthy Forests and Vibrant Communities Act of 2009, which will provide funding for wildfire planning and preparedness, protect watersheds, and help create forest-health jobs.
- Supported and signed SB-09 001, which establishes standards for Community Wildfire Protection Plans and provides volunteer firefighters with tuition vouchers.
- Received \$8 million from the U.S. Forest Service for restoration and mitigation projects.
- Produced and distributed the annual Reports on the Health of Colorado's Forests.
- Completed the Colorado Statewide Forest Assessment and Strategy to identify primary forest issues and approaches to address them.
- Provided guidance and expertise to the General Assembly's Wildland-Urban Interface Interim Committee and the Governor's Colorado Forest Health Advisory Council.
- Completed the Colorado Wildfire Risk Assessment and assisted with the development of 109 Community Wildfire Protection Plans.

#### ■ **Division of Parks and Outdoor Recreation**

- Market Assessment Study found that state parks provide recreational opportunities for more than 12 million visitors a year, generating \$571 million in economic activity for local businesses within 50 miles of a park.
- Opened Colorado's newest state park, the 1,600-acre Cheyenne Mountain State Park, which is attracting about 150,000 visitors per year.
- Worked with our outdoor recreation partners to implement the Statewide Comprehensive Outdoor Recreation Plan (SCORP). The Colorado SCORP won the 2010 Award of Excellence presented by the National Park Service and the National Association of Recreation Resource Planners.
- Completed a comprehensive technical energy audit that focused on 430 buildings in the 42 parks with approximately 632,440 square feet. Began a four-year implementation plan to complete retrofits and other recommendations in the energy audit to increase energy efficiency.

#### ■ **State Land Board**

- Set new revenue record from 2007-10, with total annual revenues exceeding \$60 million.
- Increased by more than 100,000 acres the amount of state land board land leased for wind and solar renewable energy projects.
- Completed the significant Federal Baca/Sand Dune Land-for Land Exchange in 2009, which maintained long-term value for the School Trust and completed a multi-year effort to establish the final configuration of the Great Sands National Park and Preserve.

- Completed the Emerald Mountain property disposal in 2007 that transferred 5,000 acres into the federal ownership. This allowed the School Trust to receive market value for the property and preserved the mountain backdrop for the City of Steamboat Springs, thereby fulfilling a vision launched 15 years ago when voters statewide approved passage of Amendment 16 to the State Constitution.
- Completed the transfer of 640 acres know as Manitou Section 16 to the City of Colorado Springs Trails, Open Space, and Parks (TOPs) program for protection as public accessible natural open space, allowing the School Trust to receive full market value for the property and fulfilling a 30-year old local effort to protect this tract forever.

#### ■ **Division of Water Resources**

- Conducted rulemaking to ensure the orderly and efficient processing of groundwater permits for the roughly 5,000 existing coalbed methane wells operating in the state.
- Secured final resolution of Arkansas River Compact suit with Kansas after 24 years of litigation. Filed rules and regulations in September 2009 to ensure compliance with the compact while improving the efficiency of water delivery systems. Stipulated with all objectors to the proposed rules in 2010 eliminating the need for a lengthy trial.
- Continued efforts through two trials to establish Subdistrict Plan of Water Management in the Rio Grande Basin to replace depletions to rivers due to groundwater pumping. The issue has been appealed to the Colorado Supreme Court.
- The State Engineer formed a Special Advisory Committee to assist in the development of overall Rules and Regulations regarding the use of groundwater in the Rio Grande Basin.
- DWR is working with the CWCB to collect baseline data on prior and perfected water rights in the Colorado River system and to develop strategies to avoid initiation of a “compact call” on the Colorado River in the event long term flows on the Colorado require the upper basin States to limit water use.
- Passed bond issue in Yuma County to purchase remaining surface water rights on the North Fork of the Republican River and settled the Pioneer Ditch Litigation.
- Worked to secure funding and approval for the Colorado Compact Compliance Pipeline in the Republican River basin.
- Secured Kansas' agreement to accept a delivery of water as full restitution for past under-deliveries and to resolve certain long-standing disputes.
- Sponsored Conservation Reserve Enhancement Program to assist in reduction of irrigated acreage in the Republican River Basin by 55,000 acres to assist in Compact compliance.
- Complete upgrade of network of remote site data collection platforms and satellite radio transmitters to high data rate communications, three years ahead of federal deadlines.

## ■ **Colorado Geological Survey**

- Secured \$8.8 million in Recovery Act funds for “*Characterization of Most Promising Sequestration Formations in the Rocky Mountain Region,*” a public-private research project that will investigate the suitability of geologic formations deep under northwestern Colorado for long-term sequestration of carbon dioxide.
- Acquired over \$11 million in federal grants with an investment of \$1.1 million in state matching funds. The federal grants are competitive, non-recurring grants which benefitted the state’s economy during a difficult time and addressed Colorado’s needs in groundwater, minerals, energy, and geological hazards.
- Published the award-winning *Collapsible Soils in Colorado*, the first comprehensive look at one of the most significant and damaging geologic hazards in Colorado.
- Completed several groundwater publications/reports/maps from the Front Range aquifers and aquifer recharge and storage evaluations.
- Finalized a number of publications of Colorado’s geothermal resources. These publications may jumpstart a new geothermal energy industry in Colorado by providing information on the locations that are conducive to geothermal development.
- Completed the report, “*CO<sub>2</sub> Sequestration Potential of Colorado*”, providing a detailed characterization of the carbon dioxide emissions and carbon storage potential in Colorado. This publication has been used extensively by stakeholders to evaluate potential sites for future power plants.
- Cooperating with local governments, reviewed over 99,000 acres in proposed land developments for the presence of geological hazards to keep homes and critical infrastructure from exposure to landslides, rockfall, flooding, mudslides, mine subsidence, swelling soils, collapsible soils, and avalanches.

## ■ **Division of Mining, Reclamation and Safety**

- Held stakeholder meetings to review proposed rule changes to Colorado’s mining regulations, stemming from three bills passed by the legislature in 2008. Conducted rule-making to develop new rules for uranium mining. Formal hearings began in April 2010 and four public comment sessions were held in Loveland, Grand Junction, Salida and Denver.
- Maintained oversight on 1,451 construction material mines, 113 hard rock mines and 250 prospecting sites, including approximately 181,000 acres under permit. Conducted over 629 inspections, managed nearly 158 new mining and prospecting applications and 438 mining and prospecting permit revisions.
- Ongoing regulation of 43 coal mine permits (including 10 producing operations) and 118 exploration sites, covering 170,000 acres. Conducted 396 inspections, and 226 permitting actions.

## DEPT. OF PERSONNEL & ADMINISTRATION

The Department of Personnel and Administration (DPA) provides centralized human resources, information, tools, resources and materials needed for Colorado state government to function. DPA provides the infrastructure by which the rest of state government operates.

### ■ Engaging State Employees

- Expanded use of the State Employee Assistance Program (C-SEAP) by 10 percent, from 8,149 individuals in FY08 to 9,001 in FY09.
- Developed the Summer Symposium, a series of eight presentations to bring information and resources to state employees and their families.
- Working with the Governor's Office and multiple agencies and organizations, DPA led the effort to create a Workplace Violence Prevention Policy.
- Provided Bullying Prevention and Awareness Training to 560 employees, supervisors, and managers.
- Collaborated with the Department of Corrections to sponsor the Breast Cancer Peer Support Group for state employees.
- Implemented new screening, intervention and referral services to better identify and assist employees coping with substance abuse and depression.
- Developed a new Stateline feature entitled 'Pressure Points,' providing monthly articles regarding mental health issues, risky workplace behavior, wellness/healthy workplace activities and stress reduction.
- DPA/C-SEAP is now one of seven Colorado Crisis Education Response Network (CoCERN) Cooperating Partners, and is one of 26 agencies and organizations working together to provide behavioral health disaster response for Colorado.
- Conducted the first workforce opinion survey in several years, with 12,000 respondents. Data collected from this survey is shaping personnel policy and employee engagement.
- Professional Development Training program trained more than 3,000 state employees in FY09, from workplace ethics to Microsoft programs to state supervisor certifications.

### ■ Cost Avoidance/Savings

- DPA initiated SB 09-099 which authorizes the State Purchasing Office to accept previously uncollected vendor fees associated with state participation in cooperative price agreements, such as the Western States Contracting Alliance price agreements. This is a Governor's GEM initiative that enables state and local agencies and qualified non-profits to purchase from regional and statewide on-line catalogs at significant discounts.

- DPA partnered with the Colorado Non-Profit Association to pass HB09-1088 which permits the certification of certain non-profit organizations as a “local public procurement unit.” The certification allows such nonprofits to purchase supplies, services and construction from State Price Agreements. More than 70 non-profits have taken advantage of this opportunity.
- The SPO, utilizing State Price Agreements, saved state taxpayers \$1.7 million in FY09.
- The SPO negotiated a one-time payment of \$1 million as a signing bonus for extending the contract for the State’s Procurement Card for an additional year.
- Through the new “It’s a New Day” program, the number of workers’ comp claims decreased 342 in FY09 from FY08, saving \$3.3 million.
- State Fleet reduced the number of miles driven by 1.8 million, or 2.4 percent, in FY09, saving \$450,000, by encouraging employees to use teleconferencing, videoconferencing and other options.
- The State Travel Management Program successfully negotiated guaranteed pricing agreements with Choice and La Quinta hotel chains for room pricing at 10% to 30% below federal GSA rates. This is the first time the State has been successful in negotiating rates below the best federal rates, and is an opportunity for all in-state travelers to save money on business travel.
- The Integrated Document Solutions unit secured legislative authorization to lease-purchase a building housing its southern Colorado production center using the current rent appropriation. DPA exercised the option to purchase the existing 20-year lease agreement, saving approximately \$789,000 in scheduled base rent increases.

#### ■ **Efficiencies**

- Initiated programs to accept on-line credit card payments for vendor registration in the State Bid Information and Distribution System (BIDS) in the State Purchasing Office, for payment of debts in the Central Collections Services Unit and for payment of registration fees for the Professional Development Center for State employees.
- The Integrated Document Solutions (IDS) unit successfully transitioned the imaging of 7.4 million tax documents from microfilm to digital scanning.
- The Mail Services unit became one of the first in the country to receive licensing from the U.S. Postal Service to “cleanse” and process bulk mailings. Mail cleansing ensures addresses in bulk mailing are current. Any undeliverable addresses will be automatically corrected or identified for elimination to save printing and mailing costs. This will save \$500,000 to \$1 million annually on postage.
- The Department, in conjunction with the Office of Information Technology (OIT), successfully implemented the Contract Management System (CMS) on schedule and under budget. This statewide-centralized system will improve the ability to track and manage contracts and streamline the overall contracting process.

- The Department, in conjunction with OIT and State Treasurer Cary Kennedy, successfully implemented the Transparency Online Project (TOP) system within existing budgetary and staff resources. The TOP system will reduce the time and cost associated with open records requests and to maximize convenience for state citizens in accessing state financial information.
- The Office of the State Controller in cooperation with OIT and the Governor's Recovery Office successfully implemented, on time and with no additional budget, a system to accumulate and report to the federal government all grant activity under the American Recovery and Reinvestment Act.

### ■ **Greening Government**

- The SPO launched a new Environmentally Preferable Purchasing Policy (EPPP). This policy will allow state agencies to strengthen environmental outcomes through purchasing decisions that cause less pollution and waste, conserve resources and habitats, minimize climate impact, and contribute to sustainable economic growth.
- Between FY08 and FY09, E-85 (ethanol) fuel use increased by 30,793 gallons, or 153 percent. This helps achieve the Governor's Greening Initiative for fuel reduction, supports the state's farmers and decreases the state's dependence on foreign oil.
- In October 2008, the Colorado State Capitol was awarded LEED-EB certification from the United States Green Building Council. The Capitol Building is the first state capitol to achieve this certification. It capped years of work to dramatically reduce the energy consumption of the building. Energy upgrades were paid for through utility savings of approximately \$1 million per year.
- In November 2008, the Governor's Residence was also awarded a LEED-EB certification, and is also the first Governor's residence in the country to achieve this distinction.

# DEPT. OF PUBLIC HEALTH AND ENVIRONMENT

The Colorado Department of Public Health and Environment (CDPHE) protects and preserves the health and environment of the people of Colorado. The department manages air and water quality and other environmental programs along with disease control, children's health and a variety of public health services.

## ■ Health

- The Office of Planning and Partnerships created a public health plan mandated by SB 08-194 "Concerning Public Health." Colorado's Public Health Improvement Plan-From Act to Action was completed the end of 2009.
- CDPHE increased vaccine access across the state by designating local health agencies as Federally Qualified Health Centers.
- CDPHE led the response to the H1N1 pandemic, successfully shipping a total of over 1.6 million H1N1 vaccine doses in the state and conducting a coordinated public information outreach campaign. The department received and successfully distributed H1N1 vaccine to 1,549 H1N1 providers across the state.
- Colorado was certified by CDC to perform H1N1 testing and was among the first group of public health labs in the nation with these capabilities. From April 1, 2009 to date, the Lab has tested 6,963 specimens, with 1,608 testing positive for H1N1.
- During the H1N1 response (April 2009-January 2010), 35,659 Coloradans and individuals from other states called the department's Colorado Health Emergency Line for the Public (COHELP) for influenza information.
- The Department's anti-tobacco efforts led to significant declines among high school students and adults. In just over a decade, the prevalence of adult current smokers in Colorado decreased 25 percent.
- Working with the Colorado Children's Trust Fund, the Prevention Services Division selected 17 agencies to receive \$350,000 for research-based child abuse prevention programs, and conducted investigations into the high rates of child abuse and neglect in rural Colorado counties.
- During the 2009-10 school year, there were 45 school-based health centers in 18 school districts. Colorado's School-Based Health Center Program awarded more than \$1.4 million to support 17 programs in 41 centers.
- Approximately 2,600 children received fluoride rinse in 15 rural schools in the state. The Be Smart and Seal Them school dental sealant program provided approximately 4,950 kids with dental screenings, of those, over 3,420 received sealants on at least one molar tooth.
- CDPHE investigated two outbreaks of multi-drug resistant Salmonella infections linked to ground beef resulting numerous human illnesses and hospitalizations above the norm.

Due to investigative work of Colorado epidemiologists and testing at the state laboratory, the USDA requested two separate recalls of ground beef—the first time ground beef has been recalled due to a Salmonella outbreak, which is a significant step forward in food safety.

## ■ **Environment**

- CDPHE submitted the Ozone Action Plan and State Implementation Plan (SIP) for the Metropolitan Denver/North Front Range Area to the U.S. Environmental Protection Agency in 2009 to attain 0.08 ppm National Ambient Air Quality Standard for Ground-level Ozone.
- The department expanded the vehicle inspection/maintenance program per SB 09-003 into portions of Larimer and Weld Counties to assist with reducing ground-level ozone concentrations in the North Front Range.
- Cross Media Oil and Gas Team. CDPHE participated in the development of a new, modernized set of oil and gas rules under a more diverse Colorado Oil and Gas Conservation Commission. In 2007, the department created a Cross Media Oil and Natural Gas Team to work with the Colorado Oil and Gas.
  - CDPHE also has positioned this team to be responsive to environmental considerations associated not only with oil and natural gas development, but also other energy development methods including oil shale and renewable energy. All efforts undertaken by this team include the primary goals of preventing/reducing pollution through controls, advancing integrated approaches to environmental protection and collaborating with all involved government agencies and interested parties
- Regional Air Quality Council (RAQC) Ozone SIP Development Coordination. In March 2009, the Governor reconstituted the RAQC, positioning it to successfully address the significant regional challenge of attaining the federal health based air quality standard for ozone, which EPA tightened in 2008 and is anticipated to tighten again in 2011.
- ARRA Drinking Water and Wastewater Infrastructure Projects. The Water Quality Control Division's Drinking Water State Revolving Loan Fund provided \$32,290,880 of American Recovery and Reinvestment Act funds to 22 public water systems. As of June 2010, 277 jobs have been created with ARRA related drinking water infrastructure projects.
- The Water Pollution Control State Revolving Fund provided over \$30 million in ARRA funds to 12 of the state's highest priority wastewater/water quality projects.
- The Water Quality Control Division issued permits to two large ongoing coal bed methane operations in Huerfano and Las Animas counties.
- The Water Quality Control Division conducted 365 inspections at public drinking water systems in Colorado and four local health departments conducted 88 biosolids application site inspections on behalf of the division.



- The Water Quality Control Division has launched the Colorado Radionuclides Abatement and Disposal Strategy (CORADS) project to provide targeted assistance to small communities with naturally occurring uranium and radium problems in their drinking water supply.
- In FY 2009-10, the Water Quality Control Division responded to 43 events that posed a potential acute health risk at public drinking water systems in Colorado. As a result, 28 boil or bottled water advisories were issued to protect 18,860 people. This included a portion of Denver during the Memorial Day holiday weekend in May 2010.
- CDPHE provided \$900,000 for communities affected by the Four Mile fire to restore water infrastructure damaged by the fires.
- The Hazardous Materials and Waste Management Division permitted Colorado's first commercial waste-to-energy facility, which will be located in Weld County. Anaerobic digesters will convert agricultural waste, organic waste and food waste, into biogas. This biogas will be marketed and sold to distributors and end users as a soil enhancer. The facility will yield approximately 290 tons per day of compost-like soil amendment and 4.7 million cubic feet per day of finished methane, which is enough energy to supply gas needs for approximately 18,000 Colorado homes.

## **DEPARTMENT OF PUBLIC SAFETY**

The Colorado Department of Public Safety played a key role in Gov. Ritter's initiatives to protect communities, reduce crime and enhance the safety of people across Colorado. The Department oversees agencies such as the Colorado State Patrol, Colorado Bureau of Investigation, Division of Criminal Justice, Colorado School Safety Resource Center, Office of Preparedness and Security and the Division of Fire Safety. Key achievements:

- Created the Colorado Commission on Criminal and Juvenile Justice, which produced 106 detailed recommendations for updated administrative and policy changes and for evidence-based statutory reforms to the state's criminal justice system. The commission's efforts led to 18 legislative bills that won bipartisan support.
- Advanced DNA evidence preservation by establishing new policies.
- Issued recommendations regarding immigration and law enforcement.
- Added 166 new community corrections beds and 65 mental health treatment beds.
- Established the Colorado School Safety Resource Center, which provides intensive technical assistance to school districts, including the development of safety guidelines, violence prevention strategies and incident recovery plans.
- Created the Immigration Enforcement Unit, which consists of 24 troopers and has dramatically reduced the number of fatal crashes involving overloaded vehicles.
- Created new resources to investigate cold cases, including a new on-line database for cold cases.
- Opened a new Colorado Bureau of Investigations office in Grand Junction in 2008.
- Expanded sex offender record search capabilities, converting hundreds of thousand of paper records into secure digital files.
- Assumed school safety inspection responsibilities from the Department of Labor and Employment and improved school construction inspections.
- Automated community corrections records.
- Consolidated several advisory boards to save resources and increase efficiency.
- Established the Colorado terrorism liaison officer program to provide annual training for local police and security officers from every county in Colorado. This program has created a network of officers trained in identifying security threats and in knowing how to respond to them.
- The U.S. Department of Homeland Security in 2010 selected the Colorado Information Analysis Center as the 2009 Fusion Center of the Year.

- Improved Brady gun checks, improving efficiency and reducing wait times for InstaCheck.
- The department's Colorado Integrated Criminal Justice Information System, which links five state criminal justice data systems, was awarded one of five national awards from the federal Office of Management and Budget.
- Served as lead agency for the 2008 Democratic National Convention.
- Hosted 2008 National Convention of Medal of Honor Recipients.
- The Colorado Information Analysis Center assisted the FBI in the investigation of an Aurora man and his father who were investigated for planning attacks on New York transit systems in September 2009. The tips proved of great significance to the investigation, producing a guilty plea from the primary suspect.
- During Gov. Ritter's time in office, the department helped reduce traffic fatalities in Colorado. The annual toll declined to numbers not seen in decades and exceeded national trends. In addition, fatalities on highways supervised by the Colorado State Patrol dropped by even larger numbers (35 percent) than statewide totals.
- Violent crime rates in Colorado also declined.
- Uncovered one of the nation's first known corporate ID theft rings, which had victimized more than 70 Colorado corporations.
- CBI investigated more than 50 criminal cases involving identity theft and fraud during the past two years, leading to three racketeering indictments.

# DEPARTMENT OF REGULATORY AGENCIES

As the state's regulatory department, DORA's mission is consumer protection. DORA is dedicated to preserving the integrity of the marketplace and promoting a fair and competitive business environment. Department agencies include Banking, Civil Rights, Consumer Counsel, Financial Services, Insurance, Public Utilities, Real Estate, Registrations and Securities.

## ■ Regulatory Effectiveness

- Over the past four years, DORA's Division of Real Estate has taken Colorado from the back seat to the driver's seat of a national push to rebuild the real estate industry from the damage brought on by years of a hand-offs approach to regulation. The resulting regulatory program has levied thousands of dollars in fines and has prevented unscrupulous individuals from receiving mortgage licenses under Colorado's new laws. Since 2007, 94 loan originators have been denied access to licensure, 616 enforcement actions have been finalized against loan originators, and over \$1 million in fines have been collected regarding appraisers, mortgage loan originators and real estate brokers.
- DORA's Division of Civil Rights conducted a year-long study on discriminatory predatory lending. The study revealed that if you are African American or Hispanic, you are 2 ½ times more likely to be steered into a sub-prime or higher rate loan. As a result of the study and other evidence collected across the state, the Division brought enforcement action against several businesses alleging engagement in discriminatory predatory lending conduct. The HUD grant that funded the study also funded a major community-based initiative to educate hundreds of minority consumers about the perils of discriminatory predatory lending. Partners to this project included community leaders, state and federal elected officials and faith-based organizations.
- DORA's Divisions of Real Estate and Securities opened separate investigations statewide to protect the Conservation Easement Tax Credit Program for the purpose of preserving land. The country's first conservation easement regulatory program was created and questionable practices in the tax credit program were eliminated.
- DORA's Division of Registrations maintained safe and professional conduct among regulated professionals, taking nearly 6845 enforcement actions from 2007 to 2010. The Division also received fine payments for those violating laws or regulations totaling \$2 million.
- The Division of Insurance protected consumers by assessing \$5.6 million in fines against insurance companies.
- The Division of Securities obtained settlements on behalf of Colorado investors from 12 broker dealers. Criminal penalties, including prison time, were imposed in 17 cases.

## ■ **Consumer Services**

- DORA re-opened civil rights offices in Pueblo and Grand Junction to better serve those communities.
- DORA saved consumers \$225 million during 2008, \$294 million during 2009, and \$183 million during 2010.

## ■ **Support to Businesses and Licensees**

- Since 2007, DORA's Division of Insurance has saved employers an estimated \$286 million by reducing base premiums charged for workers compensation insurance to all Colorado employers. The Insurance Commissioner has reduced base premium rates by 30 percent.
- All licensees within the Division of Registrations can now renew their licenses online, which will provide more efficient and easier access to the division programs.

## ■ **New Energy Economy**

- As the result of the Clean Air-Clean Jobs Act of 2010, the Public Utilities Commission approved implementation plans that will lead to the retiring of coal-fired power plants in favor of cleaner-burning fuels such as natural gas.
- The Public Utilities Commission approved Xcel Energy's Resource Plan in 2009, which will result in the closing of two of the dirtiest coal plants in Colorado and developing 800 MW of wind generation and 310 MW of solar generation.
- The Governor signed into law HB 1001 that requires that a minimum of 30% of electricity be generated from renewable resources. The new law also requires that a larger share of renewable electricity be generated from distributed generation such as roof-top solar systems. The Commission recently completed rulemaking implementing the new law.
- In 2007, 2008 and 2009, the Public Utilities Commission and the Office of Consumer Counsel partnered with the Governor's Energy Office and Energy Outreach Colorado to host an annual New Energy Economy Conference in Denver, attracting 750 participants from around the state discussing the New Energy Economy.

# DEPARTMENT OF REVENUE

## **Division of Taxation**

- Taxpayer Service Division in FY 2010 responded to 140,332 pieces of written correspondence, handled 88,057 walk-in customers, and answered 1,291,653 phone calls.
- Replacing decades-old tax-processing computer system with the Colorado Integrated Tax Architecture. More than halfway through the five-year project, income tax (personal and business), severance and estate tax, property tax credit processing, and the international registration plan have been fully implemented. The project has been completed on time, within scope and on budget.
- Using new tax-processing system to improve collections. For the nine month period of January through September 2010, collections for unpaid income taxes are being recovered at nearly three times the rate they were in the systems that were replaced.

## **Central Department Operations**

- Through October 3, 2010, nine months of the 2010 tax year, processed over 2.1 million individual income tax returns, issued more than 1.5 million individual income tax refunds, with more than 71 percent of the refunds issued within 14 days of receipt; 86 percent within 21 days. Sixty-two percent of these refunds were electronically deposited directly into taxpayer bank accounts.
- Deposited over \$10.7 billion in tax receipts and fees for FY 2010, by processing 2.8 million checks and 999,000 EFT transactions. Eighty-one percent of these dollars were deposited on the same day as receipt; 92 percent of the dollars deposited within two days.
- During FY 2010, processed and posted 85% of all business tax documents within 10 days of receipt and 95% within 20 days of receipt. 789,000 of those were sales tax documents, where timely processing is critical to the local jurisdictions.

## **Division of Motor Vehicles**

### **Titles and Registrations**

- Collected more than \$184 million between July 2009 and August 2010 for road and bridge safety improvements, as a result of implementing SB09-108.
- Processed 464,369 transactions for online renewal of vehicle registrations resulting in collections of \$70 million and saving resources for county employees and providing convenience for Colorado's citizens.

### **Emissions Section**

- Implemented a High-Emitter Program with the Department of Public Health and Environment to identify vehicles that fail emission tests by using "clean screen" technology at drive-by testing stations.

- Doubled the number of Rapid Screen vans, to 18, providing a more convenient alternative to the traditional fixed-site emission inspection stations.
- Working with the Department of Public Health and Environment to reduce ozone levels in the Front Range by expanding the emissions program into Larimer and Weld counties. The expansion requires testing an additional 400,000 vehicles in these counties.

### **Driver's License Section**

- Opened three new offices and hired 53 new workers for offices throughout the state in 2008 to reduce wait times and travel distances for citizens.
- Began computer upgrade that will provide better service to driver's license applicants by allowing appointment scheduling and document checks before office visits and other conveniences.
- Designed technology improvements and preparing to implement improved security in the issuance of Driver's Licenses and ID cards.
- Lead nation in participation in organ-donor program, with 64.4 percent of driver's license applicants participating.

### **Driver Control Section**

- Worked with several municipal courts to improve the timeliness and efficiency of traffic offense conviction reporting, increasing the percentage of convictions reported electronically from 50 to 71 percent.
- Improved compliance reporting to the Motorist Insurance Identification Database.
- Helped craft a new law with the Interagency Task Force on Drunk Driving that clarifies the administrative license revocation process for impaired driving and that encourages ignition interlock use by all first DUI offenders.
- Developed an Online Interlock System that provides a direct data exchange between interlock providers and the DMV and that administers financial assistance for the first offender interlock program.
- Opened a reinstatement services email box, providing detailed written reinstatement instructions, improving service to drivers seeking restoration of driving privileges and reducing call volumes.
- Developed and implemented a paperless process for administrative hearings on impaired driving arrests.
- Converted all document preservation to electronic image storage and retrieval, thereby providing multiple document access points and immediate retrieval for internal users.
- Reduced demand for certified court evidence packages by providing direct electronic mainframe access and training for local prosecutors and courts.

- Deployed a secure website for courts and law enforcement, providing electronic access to training manuals, filing instructions and needed interagency forms.
- Developed multiple outside agency modules on the mainframe, providing user-specific driver file data for sister agencies.
- Worked with State Judicial and Weld County to develop the first electronic citation processing system between general law enforcement, county court and DMV.

### **Motor Vehicle Investigations Unit (MVIU)**

- Working with a case load of about 800 cases.
- Established a walk-in schedule for exceptions processing for applicants unable to meet identification requirements in driver's license offices. Office handles about 100 applicants per week.

### **Motor Carrier Services**

- Cleared nearly 50 percent of trucks through the ports of entry using electronic by-pass. For the past three years, the division on average cleared 6.03 million vehicles, issued 28,718 penalty assessments, collected \$7.9 million and conducted 26,347 safety inspections.

## **Enforcement Division**

### **Division of Gaming**

- Collected \$107.6 million in gaming tax revenues on \$764.9 million in casino adjusted gross proceeds during fiscal year 2010.
- Distributed \$88.8 million to the original recipients of the Limited Gaming Fund, including the State Historical Society, the counties of Gilpin and Teller, the cities of Central, Black Hawk and Cripple Creek, and the State General Fund, and \$7.9 million to the recipients of Amendment 50 revenues, including the Community College System and other community colleges and four-year institutions with two-year missions, as well as the gaming cities and counties.
- Implemented regulations to regulate Amendment 50, which added new games of craps and roulette, expanded gaming hours and increased the betting limit from \$5 to \$100.

### **Liquor and Tobacco Enforcement Division**

- Made 1,378 arrests since January 2007, mostly for sale to minor and minor in possession.
- Completed 3,879 compliance checks since January 2007.
- Conducted training for 6,386 liquor-industry and law-enforcement personnel since January 2007.



- Made awards of Enforcing Underage Drinking Laws (EUDL) grant money to over 40 county and local law enforcement and community agencies since 2007.
- Oversee more than 15,000 liquor licenses in the state.

### **Auto Industry Division**

- Processed approximately 95,662 auto/powersports manufacturer licenses, auto/powersports dealer licenses, and salesperson licenses over the four-year period, collecting more than \$11.6 million in licensing fees.
- Investigated more than 9,300 consumer complaints over the four years and pursued cases that involved \$27.8 million in consumer losses.
- Collaborated with Colorado State University, Research and Development Center, to implement an Internet-based examination for new salesperson applicants. The examination measures the minimum level of competence necessary to practice.
- Began licensing and regulating the powersports industry within Colorado.

### **Division of Racing Events**

- Collected over \$470,000 in taxes on over \$64 million wagered in 2009, managing a program during a year when greyhound racing was discontinued in Colorado.
- Collected more than \$1.5 million in taxes on \$90 million wagered in 2008. In 2007, collected more than \$2 million in taxes on the \$100 million wagered.

### **Division of Medical Marijuana Enforcement**

- Implementing House Bill 10-1284, which created the Medical Marijuana Enforcement Division.
- Processing more than 1,900 license applications filed by the August 1, 2010 deadline for businesses operating or those in the process of obtaining local approval to operate a lawful medical marijuana business in Colorado.
- Conducted workshops to educate business owners affected by recent legislation; limiting errors in the application process.
- Formulating rules and regulations for this industry with a workgroup made of affected parties. A draft of these rules is expected to be available for public comment by late 2010 or early 2011.

### **Lottery Division**

- Reported annual sales of \$501 million in Fiscal Year 2010, the second-highest year ever. Generated more than \$112 million in Fiscal Year 2010 for proceeds recipients.

- Introduced two new Jackpot games in FY10: MatchPlay began in February and Mega Millions kicked off in May. Both games complement the Lottery's jackpot game portfolio and should help increase revenue for the Lottery's proceeds recipients.
- Issued a request for proposals for Scratch games and reviewed bids for the multimillion-dollar, multi-year contract. Scratch games are the majority of Lottery game sales and the Lottery introduces more than 50 Scratch games per year.
- The Lottery added a 7<sup>th</sup> drawing to its Cash 5 game in November 2009. This resulted in increased sales for the game.

# DEPARTMENT OF TRANSPORTATION

The Colorado Department of Transportation manages a vast network of 9,100 miles of state highways, 3,400 bridges and more than a dozen airports, ensuring the effective movement of people, goods and services. The department, which celebrated its 100<sup>th</sup> anniversary in 2010, serves as the backbone of Colorado's economy.

## **FASTER**

- Gov. Ritter signed the Funding Advancements for Surface Transportation and Economic Recovery (FASTER) legislation into law in March 2009. FASTER provides the first new dedicated and sustainable funding source for transportation in 20 years to repair aging and unsafe highways and bridges and the first dedicated state revenue source for transit.
  - Over the first four years, FASTER and other funds will provide about \$140 million a year for 50 highway projects annually. Work will include installation of guardrails, cable barriers, wildlife fencing, traffic signals, shoulders and turn lanes, and upgrades to interchanges, passing lanes and culverts.
  - FASTER also created the Colorado Bridge Enterprise to replace nearly 130 of Colorado's worst bridges by 2017. The Enterprise issued \$300 million in bonds to accelerate construction of these critical bridges.
  - FASTER also:
    - Established a High Performance Transportation Enterprise to explore options in public-private partnerships for a more innovative transportation future.
    - Formed a new Efficiency and Accountability Subcommittee to ensure CDOT transparency and responsibility.
    - Provides needed funds for road safety projects at the city and county level.

## **American Recovery and Reinvestment Act**

- The Recovery Act provided CDOT with more than \$386 million for highway infrastructure and \$12.5 million for transit projects. The funds supported 133 projects and provided more than \$70 million that was paid directly to workers.

## **Transit and Rail**

- Under Gov. Ritter's leadership, CDOT established a new Division of Transit and Rail. The Division will oversee the statewide transit program, which will promote, plan, design, finance, operate, maintain and contract for transit services such as passenger rail, buses and advanced guideway systems.

## **Interstate 70 Mountain Corridor**

- Completed a feasibility study to analyze the risks and benefits of implementing a reversible lane (also referred to as a zipper lane) on eastbound I-70 from Empire to Floyd Hill. This would provide additional capacity for eastbound peak traffic periods (Sunday afternoons) by converting one westbound lane to eastbound flow through the use of moveable barriers.
- Worked with local agencies to develop an incident management plan for improved response, clearance and communications in Eagle, Summit, Clear Creek and Jefferson counties. All agencies are now working at an unprecedented level of service in responding to incidents on the I-70 mountain corridor resulting in reduced closure frequencies and duration and improved safety.
- Released the Revised Draft Programmatic Environmental Impact Statement (PEIS) for the I-70 Mountain Corridor for public review and comment in September 2010. It presents a corridor vision that includes a variety of transit and highway improvements between C-470 and Glenwood Springs. This document provides an initial, thorough analysis of relevant issues through the entire corridor.

## **Safety**

- In 2005, Colorado experienced 606 roadway fatalities, including 242 alcohol-related deaths. In 2009, there were 465 total fatalities, including 191 alcohol-related deaths – marking a 23 percent decline in overall traffic fatalities and a 21 percent drop in alcohol-related deaths. Those were the lowest figures in more than 30 years, even while the state’s population continued to grow.

## **Greening**

- In the past three years, increased the amount of recycled asphalt used on CDOT paving projects by 600 percent.
- Received a grant from the State Smart Transportation Initiative to develop a “Transportation and Climate Change Collaborative Process and Framework.”
- Improved air and water quality by removing nearly 15,000 tons of sand on Vail Pass this year, about three times the amount that had been picked up in previous years.

## **Other Initiatives**

- CDOT is taking part in the redevelopment of Denver’s Union Station into a regional transit hub. CDOT has provided approximately \$17 million in funding and is administering over \$40 million in federal funds for the project.
- CDOT formed an I-70 East Preferred Alternative Collaboration Team (PACT). The PACT is a 26-member group of local, state and federal agencies as well as non-governmental organizations. The goal is for the PACT to reach consensus on a preferred alternative for I-70 East from I-25 to Tower Road by early 2011.

- CDOT completed a Rail Relocation for Colorado Communities Study that examined the economic feasibility of moving through-freight rail traffic from the Front Range to Colorado's Eastern Plains. The report analyzes issues associated with the possible implementation of a rail bypass project, which would allow for future passenger rail service along the Front Range.
- CDOT completed the 2035 Statewide Transportation Plan, which includes a vision for a 21<sup>st</sup> century multimodal transportation system in Colorado.
- Adopted a policy to better incorporate bicycle and pedestrian needs into the design and construction of new transportation projects.
- Completed State Freight Roadmap Study to accommodate an estimated doubling of freight activity in the state in 20 years, predicted to strain the state's infrastructure.
- Implemented several innovative projects to help mitigate the increasing safety issue of wildlife-vehicle collisions on our state highways.
- Partnered in the US 36 Preferred Alternative Committee to develop a "combination" alternative. The recommendation was adopted and included a combination of managed lanes, auxiliary lanes, commuter bikeway, and bus rapid transit.