



COLORADO

Department of
Regulatory Agencies



Department

PERFORMANCE PLAN

Fiscal Year 2020-2021

CONTENT

Letter from the Executive Director	Page 2
Who We Are History Mission Vision Values	Page 3
Regulatory Program Areas & Services Our Program Areas By The Numbers Our Organization	Page 5
Strategy SPI 1 Balanced regulation to ensure effective enforcement to protect consumers while reducing undue burden SPI 2 Accessibility through education and outreach SPI 3 Modernized and bold operational improvements to better serve stakeholders	Page 8
Evaluation Internal Scoreboard Governor's Dashboard	Page 16
Appendix Organizational Chart	Page 17

A portrait of Patty Salazar, Executive Director, smiling and wearing a green blazer. The background is a blurred indoor setting with warm lighting.

Patty Salazar

Executive Director

Patty Salazar was appointed by Colorado Governor Jared Polis as Executive Director for the Department of Regulatory Agencies (DORA). As DORA's Executive Director, she leads a Department of roughly 600 employees with a \$120 million budget, and provides support to DORA's 10 distinct divisions, as well as the Colorado Office of Policy, Research and Regulatory Reform (COPRRR), the Broadband Deployment Board, and the communications, legislative and operational services located within the Executive Director's Office.

In 2018, Executive Director Salazar was appointed as the State Bank and Financial Services Commissioner and oversaw two separate financial divisions at DORA – the Division of Banking and the Division of Financial Services. The Division of Banking is responsible for the regulation of state chartered commercial banks, trust companies, and state licensed money transmitters as well as the enforcement of the Public Deposit Protection Act. The Division of Financial Services, where Patty previously served as the Commissioner in 2015, regulates state chartered credit unions and savings and loan associations, and certain financial activities of state life care institutions.

In 2016, she served as DORA's Deputy Executive Director, where she directly supervised the agency's collective legislative efforts, performance and strategic planning, and external affairs for the Executive Director's Office as well as provided direction to its regulatory divisions. Additionally, she oversaw COPRRR which is responsible for providing legislative and administrative recommendations for least burdensome regulations while still ensuring consumer protection for regulatory programs across the state.

She came to DORA from the California Department of Business Oversight where she served as a deputy commissioner responsible for policy development, performance planning, statewide outreach and managing the department's consumer services office. Previously she served at a financial services trade association advocating for legislative and regulatory issues regarding financial services and consumer protection. Prior to joining the trade association, she served as a consultant to the organization as well as other clients on community relations and strategies related to local, state and federal legislation.

Letter from the Executive Director's Office

It is an honor to present the Department of Regulatory Agencies' FY21 Performance Plan. DORA's Performance Plan is our annual strategic roadmap. It provides our customers, employees, and partners with a guide towards the future, linking the Governor's vision to our core mission, vision, values, strategies, and goals. Through a commitment to protecting consumers, dedication to process improvement, and drive for open dialogue with our stakeholders, DORA aims to be the most effective and efficient regulators for all of Colorado's customers.

Over the past several years, the Department has worked incredibly hard to strengthen its consumer protection mission while also reducing burden on businesses. Recently, DORA released a bold roadmap to provide clarity and guidance for state-chartered financial services industries that serve or seek to serve legal cannabis-related businesses. The roadmap's seven primary areas of focus include providing clear regulatory guidance, encouraging new and emerging technologies in the banking and financial services space, reducing barriers while upholding consumer protection guardrails, and demonstrating state support for financial businesses wishing to explore cannabis banking. Additionally, the Department has expanded its consumer outreach and education programs to reach a broader and more diverse population of both consumers and licensees, which included distributing nearly 100 consumer alerts, and conducting focused outreach across the state.

All of these accomplishments have been a direct result of the Department's many committed and dedicated public servants and the important work they're engaged in each and every day. As we prepared this year's Performance Plan, we asked our employees to help us create the foundation of how we should pursue achieving the Department's important consumer protection goals, including dozens of representatives from every division and every level of the workforce in a number of strategic workshops. As a result, we believe our Performance Plan will truly enable the Department to reach new heights over the coming year, as we work to ensure Colorado has an effective regulatory landscape where consumers are protected and small businesses can thrive in a competitive and fair marketplace.

WHO WE ARE

HISTORY

The Colorado Department of Regulatory Agencies (DORA) was created in 1968, yet several of the Department's divisions have been protecting Colorado citizens since the late 1800s. In 1877, just a year after Colorado became a state, regulation of Colorado banks began. Six years later in 1883, insurance began being regulated through the State Auditor's Office; in 1913, the Colorado Department of Insurance was formed, now called the Division of Insurance. The same year, the Colorado Public Utilities Commission was created. Ten years later, in 1923, regulation of the offer and sale of securities to investors began through the Division of Securities. Soon after, in 1925, the real estate industry began being regulated by what is now known as the Division of Real Estate. In 1930, Colorado began chartering Credit Unions, now regulated by the Division of Financial Services. Colorado became the third state to establish a civil rights agency in 1950, now known as the Colorado Civil Rights Division. In 1968, the Department of Regulatory Agencies was created and the aforementioned agencies were moved into one umbrella agency. That year also yielded the creation of the Division of Registrations, now called the Division of Professions and Occupations, and several existing boards moved under its purview. 100 years after Colorado's statehood, in 1976, Colorado passed the first Sunset Law in the United States, requiring periodic review of various agencies throughout state government, which are now conducted by the Colorado Office of Policy, Research and Regulatory Reform. Eventually, in 1984, the Office of Consumer Counsel was created, originally housed within the Attorney General's Office. In 2018, the Division of Conservation was created as DORA's tenth division.

MISSION

DORA is dedicated to preserving the integrity of the marketplace and is committed to promoting a fair and competitive business environment in Colorado. Consumer protection is our mission.

Our job is to ensure that individuals and businesses who provide Colorado with professional services are doing so ethically and responsibly. Whether it's boards setting professional standards for licensing, making sure that utilities companies are charging their customers fair rates, or investigating reports of securities fraud, each and every one of the Department's employees contributes daily to ensuring that Coloradans are able to trust those who provide them with services.



VISION

At DORA, we believe in fostering a Colorado in which consumers and service providers partner, forging common successes. With a sharp focus on streamlining and modernizing processes and enhancing end-to-end customer experiences, we strive to advance an environment and regulatory framework where both businesses and consumers are treated fairly and the economy thrives. In the next year, DORA looks to deliver the fastest, easiest, and most enjoyable experience to our customers - the businesses and individuals who interact with us to get the services they need.

Though the Department is diverse, our shared commitment is unwavering. Our nearly 600 employees are dedicated to preserving the integrity of the marketplace and promoting a fair and competitive business environment throughout Colorado.

VALUES

Just as important as what we do is how we do it. DORA's values are our guiding principles -- our convictions that demonstrate what motivates us, how we make decisions, and how we treat each other. We look to live our values daily and visibly, and recognize that acting in accordance with strong values gives power to the work that we do.



Quality Customer Service

We strive to ensure that our customers can clearly see our commitment to delivering accurate, helpful, and timely resources, and help troubleshoot complex problems.



Balanced & Fair Regulation

We are committed to fairness, reasonable regulation, and procedural justice. We pride ourselves on our consistent, accurate, and equitable treatment of all customers, stakeholders, and employees.



Integrity

We demonstrate honesty, fairness, openness and clear boundaries in all our interactions, behaviors and practices within the organization and with our guests, stakeholders and the wider community. We strive to demonstrate credibility and sincerity in our work, inspiring confidence in DORA through our personal conduct.



Respect

We appreciate and acknowledge the role, diversity, and contributions of others. We conduct ourselves in a way that shows regard and thoughtfulness to others.

REGULATORY PROGRAM AREAS & SERVICES

The Department is responsible for over 40 boards, commissions, and advisory committees, which are charged with administering over 50 regulatory programs governing professions, occupations, and businesses comprising over 886,000 individual licensees and approximately 65,000 businesses and institutions. DORA is comprised of more than 312 board members and nearly 600 professional regulatory staff.

Our Program Areas

Licensing/Permitting

Individual and business licensure for more than 50 professions, occupations and business types.

Divisions: Banking, Insurance, Professions and Occupations, Public Utilities Commission, Real Estate, Securities

Education, Outreach and Training

Proactive dissemination of information about consumer rights.

Divisions: All

Institutional Examinations

Examinations of all state-chartered financial institutions and insurance companies.

Divisions: Banking, Financial Services, Insurance, Real Estate, Securities

Enforcement

Resolution of complaints/charges received and proactive enforcement/compliance oriented investigations ensuring adequate consumer protection.

Divisions: Civil Rights, Insurance, Professions and Occupations, Public Utilities Commission, Real Estate, Securities

Investigations

Criminal and compliance investigations, both in response to formal complaints, and as part of regular audits.

Divisions: Civil Rights, Insurance, Professions and Occupations, Public Utilities Commission, Real Estate, Securities

Rate Analysis and Approval

Analysis and/or review of requests to change the rates, terms and conditions of service offerings; and other factors in accordance with state regulations to assure rates are not excessive, inadequate or unfairly discriminatory.

Divisions: Banking, Insurance, Professions and Occupations, Public Utilities Commission, Real Estate

Consumer Representation During Utility Rate

Approvals present evidence in support of consumers when utilities request rate increases.

Divisions: Office of Consumer Counsel

Inspections

Inspections for more than 10 regulatory professions and areas pursuant to statutory requirements.

Divisions: Insurance, Professions and Occupations, Public Utilities Commission

Consumer Assistance and Contact /Complaint Resolution

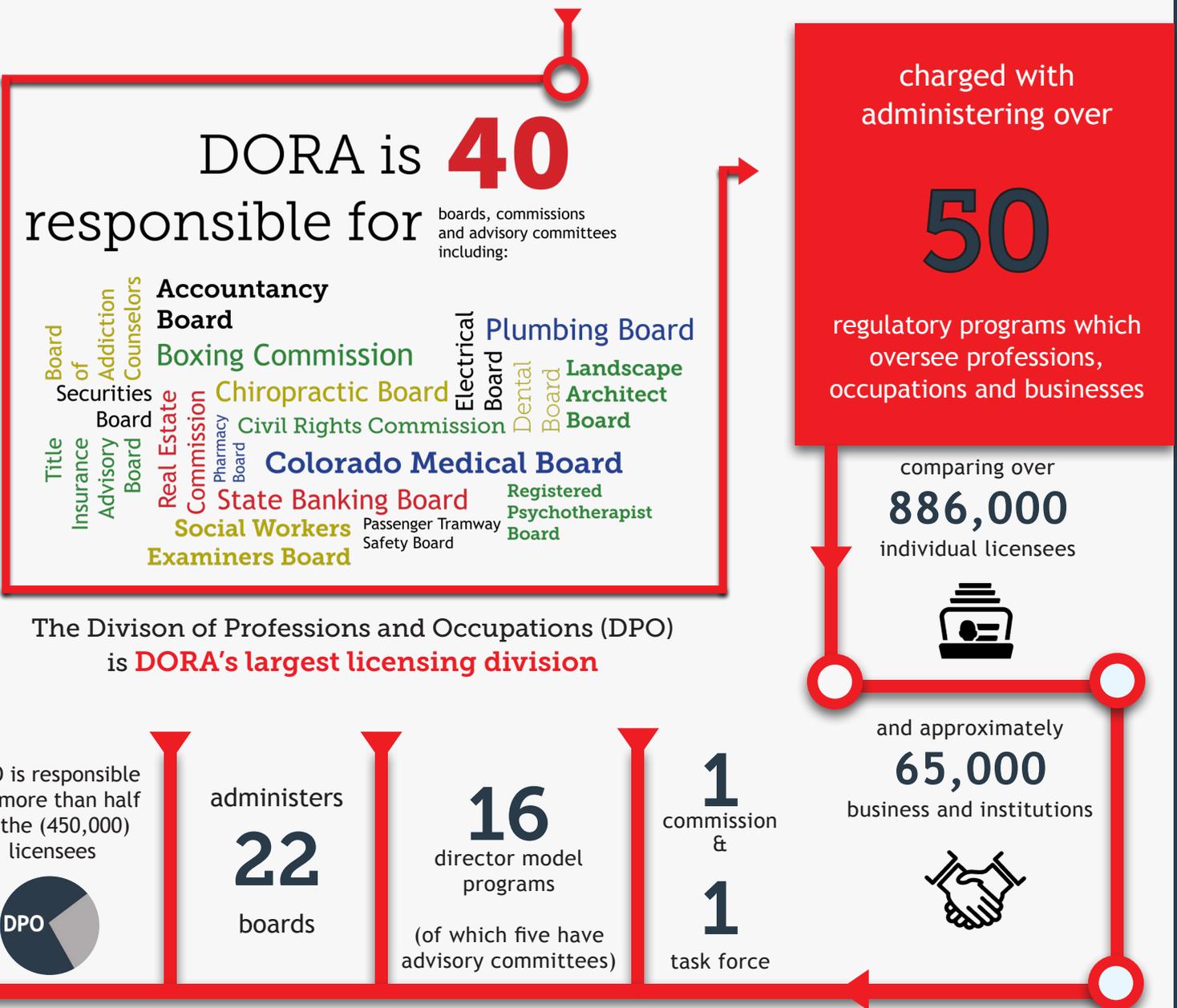
Informal complaint resolution, including responses to general consumer inquiries.

Divisions: All

DORA BY THE NUMBERS

DORA is primarily **cash funded** by regulated entities through fees and assessments, which flow into cash funds. DORA is unique among state agencies with regard to the volume, complexity, and autonomy with which it sets industry fees based on appropriations made by the General Assembly.

DORA strives to **keep fees minimal** and regulation limited to only what's necessary, effectively balancing safety, business needs, and the value of quality and service.



OUR ORGANIZATION

Executive Director's Office (EDO)

Patty Salazar, Executive Director

The Executive Director's Office provides leadership and support to DORA's ten divisions. Functions include Accounting and Purchasing, Budget, Communications, Legislative Services, Human Resources, Operations, Broadband Deployment, and the Colorado Office of Policy, Research, and Regulatory Reform (COPRRR).

Broadband Deployment Office

Brian Martin, Director

The Broadband Deployment Office manages the Colorado Broadband Fund grant program. The grant program provides funding to for-profit companies and non-profit electric and telephone cooperatives to build broadband internet infrastructure in unserved areas of Colorado. Grant decisions are made by the 16-member Broadband Deployment Board which is appointed by the Governor and legislative leadership.

Colorado Office of Policy, Research and Regulatory Reform (COPRRR)

Brian Tobias, Director

The Colorado Office of Policy, Research and Regulatory Reform enhances consumer protection through reviews of regulation and policy throughout state government to ensure that regulation is necessary, effective, consistent, flexible and fair.

Division of Banking (DOB)

Ken Boldt, Commissioner

The Division of Banking protects the public interest and preserves public trust in the Colorado banking industry by regulating the business of state-chartered commercial banks and trust companies, state licensed money transmitters, and enforcing the Public Deposit Protection Act.

Colorado Civil Rights Division (CCRD)

Aubrey Elenis, Director

The Civil Rights Division works to eliminate discrimination in employment, housing and places of public accommodation under the Colorado Anti-Discrimination Act.

Division of Conservation (DCO)

Aaron Welch, Director

DORA's Division of Conservation was created in 2018 and protects the public by ensuring the soundness of state income tax credits for conservation easements, certifying organizations to hold conservation easements, determining the credibility of appraisals, and assessing the qualifications of deeds of conservation easements-flexible and fair.

Division of Financial Services (DFS)

Mark Valente, Commissioner

The Division of Financial Services works to protect public interest and preserve public trust by regulating the business of state-chartered credit unions, savings and loan associations and the financial activities of life care institutions under its supervision.

Division of Insurance (DOI)

Michael Conway, Commissioner

The Division of Insurance regulates the insurance industry and assists consumers and other stakeholders with insurance issues, to ensure that insurance companies, as well as their agents, are following the law.

Division of Professions and Occupations (DPO)

Ronne Hines, Director

The Division of Professions and Occupations provides customer protection by licensing over 50 professions, occupations and businesses in Colorado.

Division of Real Estate (DRE)

Marcia Waters, Director

The Division of Real Estate protects real estate consumers by licensing and enforcing laws for real estate brokers, mortgage brokers and appraisers.

Division of Securities (DOS)

Tung Chan, Commissioner

The Division of Securities protects investors and maintains public confidence in the securities markets while avoiding unreasonable burdens on participants in the capital markets.

Office of Consumer Counsel (OCC)

Cindy Schonhaut, Director

The Office of Consumer Counsel represents the interests of residential, small business and agricultural consumers before the Public Utilities Commission.

Public Utilities Commission (PUC)

Doug Dean, Director

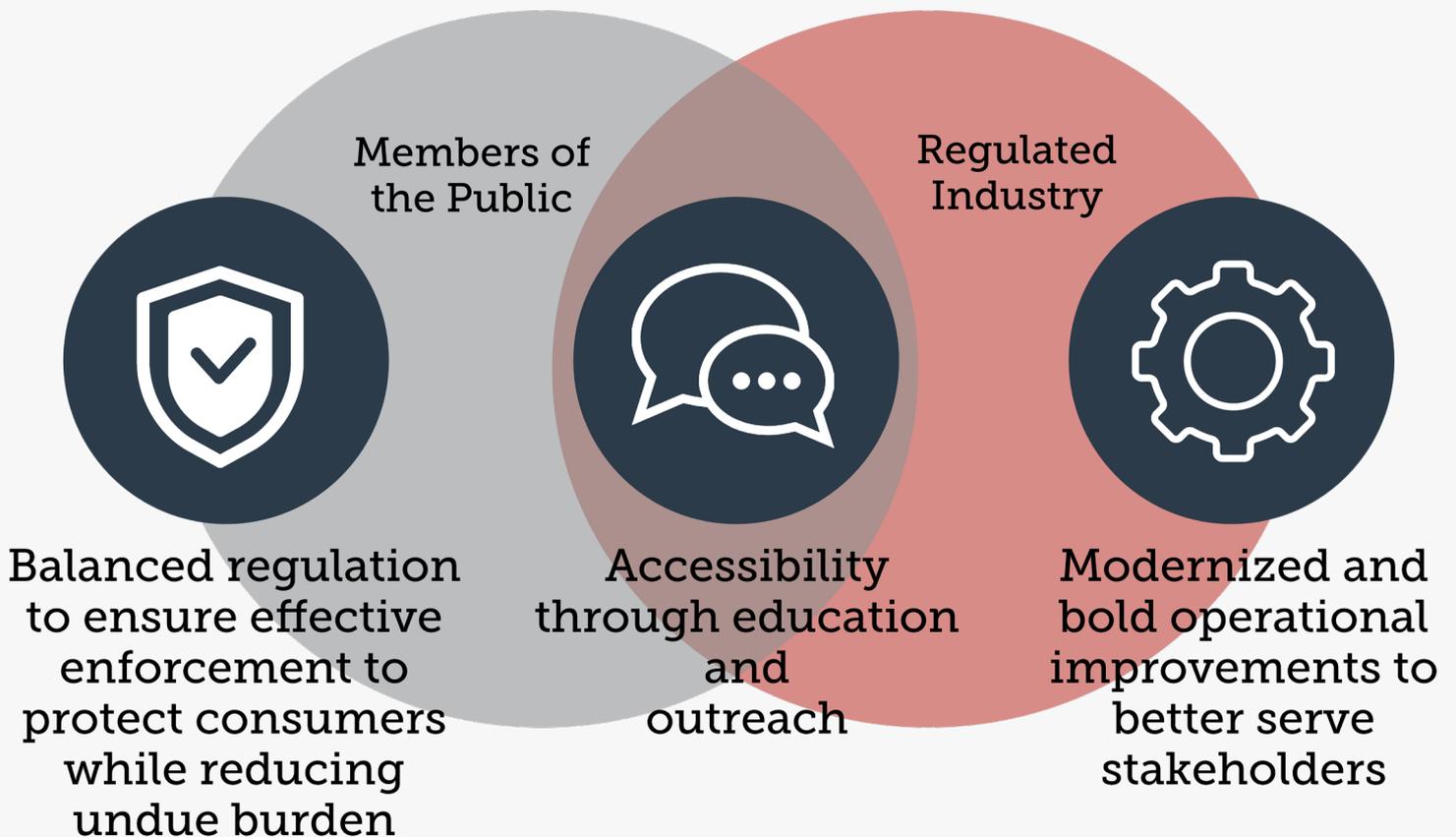
The Public Utilities Commission serves the public interest by effectively regulating utilities and facilities so that the people of Colorado receive safe, reliable and reasonably-priced services consistent with the economic, environmental and social values of our state.

STRATEGY

In connection with the Governor’s Office of Operations, each principal Department is charged with identifying major department-wide goals, or “strategic policy initiatives” (SPIs) that drive our organization towards our mission and vision, as well as the high-impact strategies we must employ to achieve our priorities and goals.

This focus on performance allows us to determine what is working and what needs improvement, and we believe that planning, monitoring, and reviewing data about our service delivery and work objectives yields the most effective government service to the people of Colorado.

Through FY21, we continue to focus on three major SPIs, which incorporate all the strategic work we’re doing. The Venn Diagram below illustrates the overlapping target audiences for each of our SPIs.



DEPARTMENT-WIDE GOAL/PRIORITY: BALANCED REGULATION TO ENSURE EFFECTIVE ENFORCEMENT TO PROTECT CONSUMERS WHILE REDUCING UNDUE BURDEN



One of DORA's primary responsibilities is to protect the public from predatory practices, which is done through licensing those who are qualified to provide services in Colorado, taking complaints from individuals regarding standards of practice, investigating service providers that may be acting illegally, performing regular examinations and inspections of the institutions and businesses we regulate, reviewing and analyzing service rates, representing

consumers when utilities companies request to increase rates, and educating the public about their rights as consumers.

We are dedicated to ensuring that DORA provides the public with professional, accessible and reliable service. We strive to continually improve our operations, streamline processes and improve interfaces with the public that we serve.

STRATEGIES & MEASURES

Strategy: Deliver timely resolution of complaints and investigations

Every division within DORA receives complaints from consumers, guiding our ability to identify and carry out enforcement against individuals or businesses that are out of compliance with Colorado laws and regulations. Providing responses to those consumers who file complaints is not only good customer service; it also ensures that we are able to investigate and provide resolution on the matters, effectively removing those regulated entities from the marketplace. It's critical to note that there is major variation in the complexity of researching complaints across divisions, leading to significant variation in the timelines associated with complaint resolution.

In order to reduce resolution times for complaints, divisions are updating case management systems, developing new team lead measures to ensure individual accountability, improving training programs for new employees, and employing checklists to ensure consistency.

Measure: **90%** of real estate complaints resolved within 60 days, sustained through June 30, 2021 (DRE)

Measure: **99%** of public utilities complaints and inquiries resolved within 15 days, sustained through June 30, 2023 (PUC)

Measure: **85%** of investigations of real estate professional applicants with criminal history completed within 60 business days by June 30, 2021, increased to 95% by June 30, 2023 (DRE)

Measure: **100%** implementation of new case management system by June 30, 2021 (CCRD)

Strategy: Uphold effective pathways for alternative dispute resolution

Alternative dispute resolution is usually less formal, less expensive, and less time-consuming than a trial, and includes mediation and conciliation. DORA looks to utilize alternative dispute resolution where appropriate to decrease the time to resolve a case, reduce legal expenditures and achieve more expedient resolutions.

In order to provide customers with improved alternative dispute resolution, divisions are running lean projects to improve handoffs and update processes, as well as explore ways to maximize mediation spaces to make certain that customers get services as quickly as possible.

Measure: **90%** of real estate cases resolved through Expedited Settlement Program, sustained through June 30, 2021 (DRE)

Strategy: Protection of Consumers through Effective Enforcement

As part of DORA's charge to protect consumers, many divisions are responsible for ensuring that regulated entities are compliant with Colorado Laws. We protect the public from predatory practices, protect at-risk communities and victims, and hold perpetrators of fraud accountable. In the coming year, we aim to carry out effective enforcement by expanding partnerships with law enforcement, and engaging in broader outreach.

Measure: **Increase** financial audits from 5 to 10 per month by June 30, 2021, and increased to 15 per month by June 30, 2023 (DRE)

Measure: **Decrease** percentage of backlog complaint investigations from 28% to 10% by June 30, 2021, and sustained through June 30, 2023 (DRE)

Measure: **185** gas pipeline inspection days per quarter by June 30, 2021 (PUC)

DEPARTMENT-WIDE GOAL/PRIORITY: ACCESSIBILITY THROUGH EDUCATION AND OUTREACH

In order to achieve our mission of protecting consumers, it's critical that DORA not only make Coloradans aware of those regulations that protect them, but also to collaborate with local communities to share how those regulations affect them. In addition, DORA understands it's responsibility to foster open dialogue with small businesses and service providers.



STRATEGIES & MEASURES

Strategy: Increase accessibility for our customers by implementing a plan for redesigning DORA's external website (architecture and frontend)

On an average day, there are at least 9,000 visits to DORA's website. Our website is in many ways the virtual front-door of our organization, and often one of the most effective ways for us to reach our rural and out-of-state customers. For these reasons, it's critical that we ensure that the information DORA provides to the public is easy to navigate. We continue to modernize and enhance the architecture of our site from the ground up, collecting input from users and working with professional resources to ensure that it's as easy as possible for our customers to get what they need quickly.

In FY2021, we will continue to outline strategic requirements and build each division's web pages with the customer experience in mind.

Strategy: Strengthen statewide and online opportunities for Coloradans to interact with DORA

For DORA to best reach Colorado communities, it's critical to engage directly, to better communicate our message and better understand their changing needs.

Measure: **120** consumer alerts/industry advisories disseminated Department-wide by June 30, 2021, increased by 10% annually through June 30, 2023 (All)

Measure: **12** HOA forums completed annually by June 30, 2021, sustained annually through June 30, 2023 (DRE)

Measure: **75** in-person or online civil rights outreach events by June 30, 2021 and increased to 85 by June 30, 2023 (CCRD)

Measure: **Increase** outreach related to vulnerable populations and race-related community concerns to at least one per quarter/ 4 annually, by June 30, 2021, and increased to 6 annually by June 30, 2023 (CCRD)

The OCC will **increase** focus on low-income utility consumers by establishing outreach and policy development activities by June 30, 2021, sustained through June 30, 2023. This includes:

- Measure:
- The dissemination of quarterly consumer alerts/advisories and social media posts.
 - Conducting quarterly consumer focused outreach activities, webinars, etc.

Strategy: Increased accessibility of DORA's consumer information

DORA continues to institute new programs and create resources which allow for more dynamic ways for our customers to interact with us. As programs and resources become operational, we will continue to strengthen the use of these channels.

Measure: **100%** of Divisions to live-stream boards and commissions meetings and allow for remote public comment, sustained through June 30, 2023 (All)

Measure: The Division of Real Estate will create **quarterly** training videos for consumers on HOA related topics by June 30, 2021 (DRE)

Measure: **4 annual** remedial education webinars/videos to address common practice deficiencies identified in the Division's complaint investigations by June 30, 2021, increased to 8 annual by June 30, 2023 (DRE)

DEPARTMENT-WIDE GOAL/PRIORITY: MODERNIZED AND BOLD OPERATIONAL IMPROVEMENTS TO BETTER SERVE STAKEHOLDERS



Though our primary responsibility is to protect the public, we also have a duty to treat the industries we regulate fairly and in a way that doesn't create unnecessary administrative burdens or "red-tape." We strive to set clear expectations and act as effective regulators, and recognize that we must collaborate with regulated entities so that regulatory processes don't cause unnecessary delays in their ability to do business.

STRATEGIES & MEASURES

Executive Director Goal

Strategy: Modernize the Administration and Governance of Boards and Commissions

The Department of Regulatory Agencies (DORA) will modernize the administration and governance of more than 40 boards and commissions within DORA by January 1, 2023 in order to ensure statutory compliance and improved collaboration with the department through consistent training, compliance with statutory mandates, and the priority of the public interest. (All)

Strategy: Provide simple and fast licensing to Colorado professionals

As new professionals enter our state economy, getting qualified professionals licensed quickly and easily means Colorado is a better place for them to do business. DORA has taken critical steps in the past few years to accelerate the licensing process, and we seek continual improvement of those processes to support economic development and a balanced regulatory framework.

DORA is improving licensing times by redeveloping all DPO occupational license application checklists, overhauling our Customer Care team to triage calls and emails from customers to allow licensing teams to focus on processing applications, replacing our largest licensing system, and making it easier for customers to pay licensing fees electronically.

Strategy: Streamlining Processes and Cutting Red Tape

Cutting red tape and cutting underlying health care costs by processing occupational licensing of healthcare professions from an average of 43 days to 30 days, sustained through June 30, 2023. Healthcare professions include Physicians, Physician Assistants, Certified Nurse Aides, Licensed Practical Nurses, and Registered Nurses.

Measure: **95%** of real estate license applications processed within 5 business days, sustained through June 30, 2023 (DRE)

Measure: **99%** of securities license applications processed within 15 days, sustained through June 30, 2023 (DOS)

Measure: **100%** of occupational license applications processed within an average of 30 days, sustained through June 30, 2023 (DPO)

Reduce the processing time for Addiction Counselor applications from 52 days to 30 days by June 30, 2021

Reduce the processing time for Electrical & Plumbing applications from 43 days to 14 days by June 30, 2021

Reduce the processing time for Nursing Home Administrators applications from 84 days to 30 days by June 30, 2021

Reduce the processing time for Barber and Cosmetology applications from 45 days to 30 days by June 30, 2021

Measure: **100%** implementation of the Nation-wide Multi-state Licensing System (NMLS) for Colorado money transmitter licenses by December 1, 2020 (DOB)

Strategy: Streamline occupational licensing for veterans

To assist Active Duty Military, Reserves, National Guard, military spouses and Veterans in understanding how they may apply the skills they acquired while in service toward professional licensure or certification, DORA has implemented several initiatives to streamline and enhance licensure processes based on military experience. Assistance for military spouses who may currently hold a professional license in another state is also available. More information can be found at colorado.gov/dora-military.

Measure: **\$50,000** savings to military personnel and veterans and their spouses applying for licensure

Veterans entering a nursing profession in Colorado. Nursing is by far DPO's biggest professional licensing area, and DPO has modified its policies to allow for veterans to use their nursing experience in the military toward educational requirements in pursuit of licensure.

Spouses of veterans seeking Colorado licensure for DPO's professional licenses. Under new policies, a spouse of a veteran can practice their trade for a year under their current state license before applying for a Colorado license. This allows military families to experience a smoother transition and more earning potential when they move to our state.

Strategy: Banking and Financial Services for Cannabis-related Businesses

The Department of Regulatory Agencies (DORA) will increase the number of cannabis-related businesses that receive banking and financial services by 20 percent each year through June 30, 2023, in order to reduce concerns about public safety associated with commercial businesses operating in an all-cash environment. (DOB and DFS)

Strategy: Maintain efficient regulatory examinations

Regular examinations are performed by a number of our divisions to ensure compliance with laws and regulations. Maintaining timely examinations saves both DORA and the regulated institution under examination time and money.

Measure: **100%** financial institution exams completed within 12-18 months, sustained through June 30, 2023 (DOB & DFS)

Measure: **100%** of securities examinations completed within an average of 90 days, sustained through June 30, 2023 (DOS)

Strategy: PUC Operational Modernization Plan to Support the Governor's Goal of 100% Renewable Energy Resources by 2040

In an effort to support the Governor's goal of 100 percent renewable energy resources by 2040, the Public Utilities Commission, within the Department of Regulatory Agencies, will create a PUC Operational Modernization Plan by September 2020 that identifies operational strategies with targeted implementation by June 30, 2021 and full implementation, including technological system upgrades by June 30, 2023. (PUC)



GOALS/PRIORITIES DIVISION OF INSURANCE

STRATEGIES & MEASURES

Strategy: Extend Colorado's reinsurance program and secure a decrease in premiums in the individual market for the 2022 plan year of 15% from \$611 (the 2019 baseline rate prior to the reinsurance program) to \$519

Measure: Conduct **1** stakeholder meeting per month (12 meetings total) to satisfy all requirements for the federal 1332 waiver process and to meet with stakeholders around the state regarding the extension of the reinsurance program.

Strategy: Increase the State's premium tax receipts by 5% from \$307,840,407 (in fiscal year 2019-2020) to \$323,232,427 (in fiscal year 2020-2021)

Measure: Conduct **3** communication/outreach campaigns to the uninsured and under-insured population to increase the premium tax base. Campaigns would target millennials (ages 24 - 39) and older Gen Z members (20 - 23) specifically addressing renter's insurance and auto insurance (making sure auto insurance is sufficient and up-to-date).

Measure: Conduct **6** audits of Regional Home Office (RHO) designation of insurers to ensure that they meet the statutory definition of a Regional Home Office. When an RHO does not meet this definition, it increases the premium taxes for that insurance company from a 1% premium tax to 2%.

Strategy: Increase the number of Coloradans with incomes between 201-300% of the Federal Poverty Level (FPL) enrolled in Connect for Health Colorado by 10% from 44,119 to 44,530

Measure: Contact/conduct outreach to at least **6** organizations that work in immigrant communities, communities of color, the disability community, etc.

Measure: Conduct **5** joint messages/outreach/events with Connect for Health Colorado that target the 201%-300% cohort about enrollment in health insurance.

EVALUATION

Internal Scoreboard

DORA utilizes an enterprise Scorecard that provides an executive summary of DORA's strategic and operational progress. It includes all the performance metrics from this document, and is collectively reviewed by division leadership on a regular basis.

Over the last several years, DORA saw dramatic improvements across all three of our Strategic Policy Initiatives. We improved public protection (SPI #1) by increasing the Division of Real Estate's complaints resolved within 60 days by 5% and increasing investigations of real estate professionals' applications with criminal histories completed within 60 days by 74%. Additionally, the Public Utilities Commission saw an 11% increase in public utilities inquiries and complaints resolved within 60 days.

DORA has made significant strides in enhancing education and outreach (SPI #2). A few of our accomplishments include a 300% increase in dissemination of consumer alerts or advisories and a 140% increase in dissemination of common practice violations to regulated entities to ensure they're well educated about how to stay compliant with Colorado regulations.

To better engage with regulated entities (SPI #3), DPO moved 100% of reinstatement license applications online. Our financial divisions enacted lean projects which resulted in saving money transmitters undergoing exams \$36,937, and credit unions \$48,337. Those divisions also reduced the average time it takes to complete financial institution exams by an average of 50%, reducing banking exams by 14 days and credit union exams by 32 days.

Governor's Dashboard

Governor Jared Polis is focused on bringing down the high cost of living in our state and creating a Colorado where everyone has an opportunity to succeed. By working to provide free full-day kindergarten for every Colorado student, reduce the cost of health care, and harness the economic and societal benefits of clean energy, we can ensure our economy works for everyone while preserving Colorado's unique way of life.

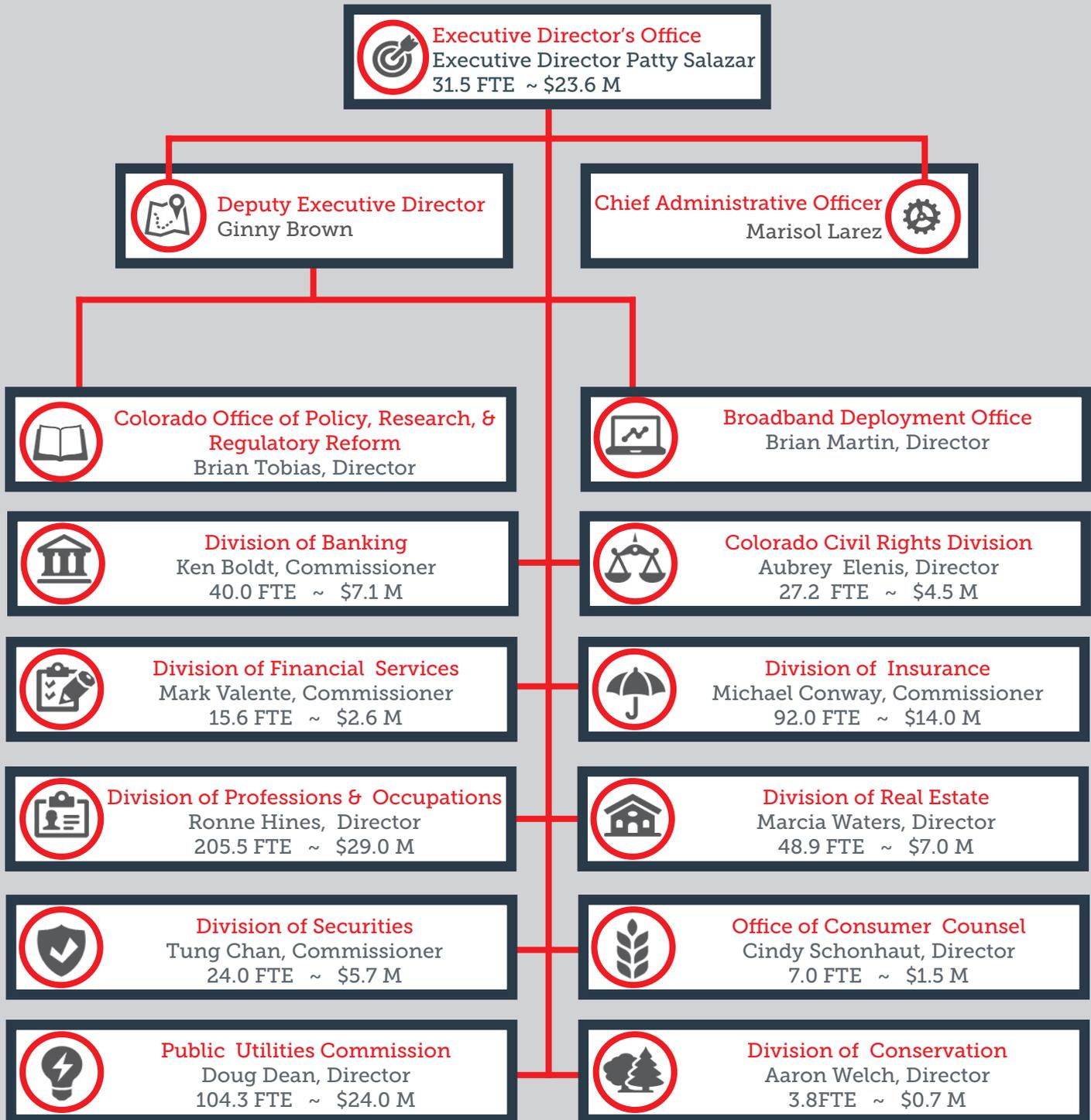
The Governor's Dashboard has been established in an effort to provide the public with a transparent view of the state's performance in the executive branch on major goals and initiatives. Metrics that DORA is contributing to the Governor's Dashboard include:

- The Department of Regulatory Agencies (DORA) will modernize the administration and governance of more than 40 boards and commissions within DORA by January 1, 2023 in order to ensure statutory compliance and improved collaboration with the department through consistent training, compliance with statutory mandates, and the priority of the public interest. (All)
- The Department of Regulatory Agencies (DORA) will increase the number of cannabis-related businesses that receive banking and financial services by 20 percent each year through June 30, 2023, in order to reduce concerns about public safety associated with commercial businesses operating in an all-cash environment. (DOB and DFS)
- In an effort to support the Governor's goal of 100 percent renewable energy resources by 2040, the Public Utilities Commission, within the Department of Regulatory Agencies, will create a PUC Operational Modernization Plan by September 2020 that identifies operational strategies with targeted implementation by June 30, 2021 and full implementation, including technological system upgrades by June 30, 2023. (PUC)

The Governor's Dashboard can be found at <https://dashboard.state.co.us/>.

ORGANIZATIONAL STRUCTURE

599.8 FTE: \$119.7 million



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