

**Strategic Policy Initiatives**

The Department of Regulatory Agencies has identified five Strategic Policy Initiatives for FY 2015-16 and beyond. For this performance evaluation, the Department has updated annual progress on the initiatives identified in the FY2015-16 Performance Plan that capture the Department's strategic and operational priorities, and reflect the overall direction as identified by Department leadership. The updates reflect data as of July 15, 2016. Additional detail for these Strategic Policy Initiatives is available in the Department's Performance Plan, which may be accessed [here](#).

**Strategic Policy Initiative I: Increase Public Trust and Confidence Through Reasonable and Conscientious Regulation.** The Department is a recognized leader in the creation and sustainment of a fair, competitive and business friendly regulatory environment, including acting in the public interest in and for Colorado. **Outcomes:** Reducing unnecessary regulatory "red-tape" and burdens by streamlining and simplifying processes, and migrating legacy systems to automated or "enterprise" on-line platforms and portals; establishing transparent regulatory and legislative agendas; setting fees that are the minimum necessary and understandable; maintaining a customer centric web-site that enables on-line transactions and is built with customer input; and creating savings and efficiencies for customers, including regulated professionals and businesses.

**Strategic Policy Initiative II: Improve Public Protection Through Effective Regulation.** DORA brings value to the marketplace, and regulatory program processes are streamlined, standardized, consistently improve, and leverage technology. **Outcomes:** Shifting mind-sets away from rigid "discipline and enforcement;" development of "core" best practices and communication of common practice violations; reduced complaint response and resolution times; expanded partnerships that broaden outreach, including to at-risk communities, and to further combat predatory practices; more efficient investigation, inspection and institutional examination processes; and increased use of mediation, conciliation, alternative dispute resolution, "pre-analysis" screening processes, and the expedited settlement model, to reduce time and expenses of enforcement programs.

**Strategic Policy Initiative III: Ensure that Regulatory Activities Support Economic Development.** The Department builds and maintains professional partnerships, and engages regulatory professionals and industry to reduce unnecessary regulatory burdens, positioning government to promote entrepreneurship and business growth, to positively influence the Colorado economy. **Outcomes:** Clear, institutionalized mechanisms for regulatory reform and reducing unnecessary regulatory burdens; empaneling industry stakeholder groups to solicit and utilize feedback in reviews of rules and regulations and to identify impediments to business and workforce/occupational growth; and tracking and "touting" savings and tangible economic benefits to the marketplace in relation to investments made to support the regulatory programs managed by DORA.

**Strategic Policy Initiative IV: Assure DORA is Accessible and Responsive.** DORA's workforce is customer-centric, and understands how every role supports and aligns with the consumer protection mission. DORA creates opportunities and networks throughout the state for customers to "help themselves." **Outcomes:** DORA's culture is one of continuous improvement, consistently utilizing Lean (or similar strategies) and customer feedback in attaining its goals that include creating a "platinum level" customer experience; modernizing communication strategies and access; ensuring employees have the resources to establish a culture of service – that ultimately equates to expanded access, responsiveness and high performance.

**Strategic Policy Initiative V: Expand Outreach to and Engagement With the Public.** DORA works closely with the public, including industry and regulated professionals, and appropriate private organizations in executing its statewide outreach plan and targeted educational programs. Citizens are protected and informed of their rights, and know where to go with issues, concerns or complaints; and DORA provides opportunities to engage public and stakeholder groups including in urban and rural areas. **Outcomes:** DORA recognizes and leverages the value of preventative measures and partners with federal and local agencies and community based, non-profit organizations using a variety of compliance assistance tools and pro-active communications campaigns, to identify areas of focus to reduce excessive regulatory burdens.

**Operational Measures**
**SPI #1 Increase Public Trust and Confidence through Reasonable and Conscientious Regulation**

**Licensing/Permitting:** DORA processes applications for licensure for more than 50 professions, including individuals and businesses/companies; aiming to achieve a 10% efficiency gain in licensing functions and services (e.g., reduce documentation requirements, decrease turnaround times, increase productivity, etc.).

Streamlining Licensing Processes	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Yr Goal	3-Yr Goal
Professions & Occupations-Licenses issued within 14 days	33,004	27,614	30,691	35,571(100%)	100%	100%	100%	100%	100%	100%
Real Estate: Licenses issued within 3 days	4,076	5,647	6,600	8,217 (100%)	93%	42%	71%	60%*	100%	100%
Securities: Licenses issued within 30 days	38,103	35,950	36,023	22,266 (99%)	9,994 (99%)	9876 (99%)	12,086 (99%)	9,480 (99%)	99%	99%
Migrating Functions to On-line Platforms					2	2	3	4	4	4

\* While the Division of Real Estate experienced a temporary drop in licensing speed in Quarter 4 due to vacancies in its Call Center and Licensing sections, the Division achieved a 95.8% rate in June 2016.

**Summary:** The Department made significant progress in achieving licensing efficiencies and migrating legacy systems. The Division of Real Estate deployed its eLicensing system in July 2015, reducing processing time for real estate professionals who are transferring to another company from 3-5 days to virtually instantaneous; the Division of Banking began implementing the electronic NMLS system, and the Division of Professions & Occupations (DPO) continued its eLicense migration, enabling the Division to now offer all occupational license renewals 100% online (processing generally takes less than 15 minutes). DPO also launched a streamlined online complaint system (saving customers' time, reducing data entry errors, and accelerating the creation of case files), while the Division of Insurance (DOI) utilized LEAN to modernize its complaint system (enabling consumers to print or receive a copy of their complaint). DORA also undertook a series of initiatives to streamline occupational licensing for veterans, including DOI enabling applicants to take insurance producer exams at various military sites and DPO collaborating with the U.S. Army to identify training barriers and curriculum equivalents for LPT and LPN credentials.

**SPI #2 Improve Public Protection through Effective Regulation**

**Institutional Examinations:** DORA protects consumers by conducting exams of state-chartered financial institutions and insurance companies under its supervision to preserve public trust in the regulated financial industries.

Increasingly Efficient Institutional Examinations	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Yr Goal	3-Yr Goal
Banking/Financial Services: Exams complete in 12-18 months	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Securities: Examinations complete within 270 days	100%	100%	100%	100%	100%-230 days	100%-90 days	100%-60 days	100%-60 days	100%	100%

**Regulatory Program Administration:** The Department resolves complaints/charges received and conducts proactive enforcement/compliance oriented investigations and other resolution processes that do not necessitate an investigation.

Reduced Expenses of Regulatory & Enforcement Programs (% of cases resolved internally/pre-analysis)	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY 16	Q4 FY16	1-Yr Goal	3-Yr Goal
Real Estate	192	282	476	43%	70%	72%	96%	64%	500	500
Professions & Occupations	91.4%	91.5%	93.6%	91%	90%	91%	89%	92%	95%	95%
Civil Rights	84%	84%	83%	85%	86%	80.6%	73%	81%	90%	100%

**Summary:** The Department significantly enhanced its consumer protection work during FY2015-16, and expanded its partnerships with law enforcement through a new DORA ‘Predatory Practices’ workgroup instituted by the Executive Director’s Office. The Division of Securities alone brought 71 enforcement actions that resulted in criminal and civil sanctions, including over \$33 million ordered in damages and restitutions back to harmed investors, while also reducing exam cycle times by nearly 400%. DPO worked with law enforcement to combat human trafficking, promulgated new policies to combat drug diversion in healthcare settings, and through new rapid integration projects increased the Prescription Drug Monitoring Program utilization rate from 15% to 23%. Finally, an investigation by the Civil Rights Division culminated in the largest settlement of its kind in Colorado history when, in partnership with the EEOC, the Division was involved with the successful investigation, prosecution and \$1 million settlement of a Vail condominium complex and its management company as part of a sexual harassment, national origin discrimination and retaliation lawsuit brought by the EEOC.

**SPI #3 Ensure that Regulatory Activities Support Economic Development**

**Economic Regulation:** The Department analyzes fees, as well as rates, terms and conditions of service offerings to grant or change existing authorities or certifications, and to determine compliance with state regulations.

Rate Case Resolution/Rate Approvals	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Yr Goal	3-Yr Goal
Insurance rate cases finalized within 90 days	7,042	7,948,	9,420,	4406 (75%)	1828 - ~70%	2399 - 95%	2406- 95.9%	2313 (95.8%)	10,000	10,000
PUC rate cases finalized with 14 or 30 days (tariff filings allowed to become effective without a hearing)	539	578	463	304 (98.5%)	(63) 100%	(60) 98.3%	68 (94.4%)	(103) 99.0%	400	350
Office of Consumer Counsel – Percentage of rate increases avoided due to OCC involvement	60.0%	60.0%	60.0%	52%	52%	33%	32%	34%	30.0%	30.0%
% of Divisions Empaneled Industry Stakeholder Groups					78%	100%	100%	75%	75%	100%

**Summary:** New “stakeholder groups” empaneled by each Division in the beginning of FY2015-16 resulted in tangible and positive results in terms of improving DORA processes. Such outcomes included the Divisions of Banking and Securities eliminating several unnecessary administrative rules (CB101.57, 101.53, 101.64, 101.66, CCR 704-1) , and DPO improving its licensing process for pharmacists based on feedback from small and large Colorado employers (reducing the processing time for pharmacy graduates from 114 days to 18 days on average). Similarly, the Division of Real Estate utilized feedback from industry stakeholder meetings held across the state (including in Grand Junction and Colorado Springs) to institute internal administrative changes, such as improvements to the eLicense system. DPO also worked to assist economic and workforce development by streamlining the process for engineer licensure, adopting rules to streamline the licensing process for mental healthcare professions (enabling providers to get into the workforce faster to help fill the mental health worker shortage), and working with the Dental Board to adopt a new policy standing Colorado up as the first state in the nation to open its doors to all three alternative pathways for dental clinical exams (thereby enhancing licensing mobility, without compromising rigorous stands of training and education).

**SPI #4 Assure DORA is Accessible and Responsive**

The Department’s customer service culture, and internal and external communications are improved, including “platinum level customer experience” training for the DORA workforce; a customer centric web-site and presence, increasing information related to customers by 15%; and expanded consumer alerts.

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Yr Goal	3-Yr Goal
Insurance-Complaints/inquiries processed w/in 90 days	2,730	2,714	2,490	90%	87%	89%	87%	89%	95%	95%
PUC – Complaints/Inquiries resolved within 15 days					99.2%	99.2%	98.6%	99%	95%	95%
Staff participating in DORA’s training courses	79% 464/583	71% 414/583	81% 468/583	85% 496/583	33% 192/583	45% 262/583	55% 321/583	78% 454/583	80% 475/583	80% 475/583

**Summary:** Highlights from FY2015-16 included the Division of Insurance (DOI) closing 3,672 formal complaints and recovering \$8,063,496 for consumers from insurance companies. Through State Health Insurance Program (SHIP), a program to help Medicare beneficiaries understand Medicare, DOI also served 28,619 beneficiaries. Meanwhile, the Public Utilities Commission resolved roughly 99% of consumer inquiries within 15 days, saved consumers \$43,972,009, and secured \$101,115 in credits and refunds on behalf of utilities consumers. Finally, in conjunction with the efforts of DORA’s new “Prosumer” committee, several Divisions implemented simple yet effective tools to achieve a platinum level customer experience. For example, after receiving several reports of misrouted and delayed routing of 911 calls, the PUC developed an online form to allow easier reporting of the incidents to Commission Staff by Public Safety Answering Points. Similarly, DOI implemented a new process that ensures consumers receive online surveys and alerts throughout the complaint process.

**SPI #5 Outreach to and Engagement with the Public**

**Outreach, Education, and Training:** The Department works with federal and local counterparts, and engages in efforts to proactively inform consumers of their rights regarding regulated occupations and professions in order to serve a more informed consumer base, decreasing regulatory violations and ensuring public awareness throughout the state.

	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	Q1 FY16	Q2 FY16	Q3 FY16	Q4 FY16	1-Yr Goal	3-Yr Goal
Scheduling/ outreach within 3 days of request	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

**Summary:** The Department implemented a series of initiatives aimed at expanding partnerships and increasing outreach to consumers. Such efforts included significant expansion of consumer advisories through the increased dissemination of “consumer alerts” on topics such as flood insurance, financial crimes, and utility rates. The Department also engaged in extensive outreach concerning financial fraud, including through DORA’s “Take 5 to Get Wise” consumer awareness campaign and new consumer website ([www.askDORA.colorado.gov](http://www.askDORA.colorado.gov)), educational events and alerts for National Consumer Protection Week and Financial Literacy Month, and a new cross-Division ‘SeniorSafe’ program to educate financial service professionals about warning signs of elder financial abuse. The Department’s geographical outreach was significantly expanded, with hearings, board meetings, and partnership events held in Trinidad, Grand Junction, Lamar, Delta, Fort Morgan, and many other cities across the state, as was its online presence through a new quarterly newsletter, a series of DORA webinars developed with the AARP on consumer topics, and several webinars developed by the Civil Rights Division to educate businesses and the general public regarding important civil rights topics.