



**COLORADO**

**Department of  
Regulatory Agencies**

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**ANNUAL PERFORMANCE EVALUATION  
FY23**

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**July 1, 2022 - June 30, 2023**

## Strategic Policy Initiative (SPI) 1 | Balanced Regulation To Ensure Effective Enforcement To Protect Consumers While Reducing Undue Burden

| Deliver timely resolution of complaints and investigations   |                             |      |     |     |     |     |           |           |
|--|-----------------------------|------|-----|-----|-----|-----|-----------|-----------|
| Metric   | Division                    | FY22 | Q1  | Q2  | Q3  | Q4  | 1-Yr Goal | 3-Yr Goal |
| 90% of real estate complaints resolved within 60 days, sustained through June 30, 2023   | Real Estate                 | 93%  | 97% | 87% | 91% | 97% | 90%       | 90%       |
| 99% of public utilities complaints and inquiries resolved within 15 days, sustained through June 30, 2023  | Public Utilities Commission | 99%  | 99% | 95% | 88% | 81% | 99%       | 99%       |
| 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 | Real Estate                 | 98%  | 93% | 93% | 91% | 95% | 85%       | 95%       |

The Public Utilities Commission was timely 91% in resolving consumer inquiries within 15 days saving consumers \$114,401.21 in FY23.

| Uphold effective pathways for alternative dispute resolution  |             |      |     |     |     |     |           |           |
|---|-------------|------|-----|-----|-----|-----|-----------|-----------|
| Metric  | Division    | FY22 | Q1  | Q2  | Q3  | Q4  | 1-Yr Goal | 3-Yr Goal |
| 90% of real estate cases resolved through Expedited Settlement Program (ESP), sustained through June 30, 2023 | Real Estate | 93%  | 92% | 93% | 91% | 97% | 90%       | 90%       |

The ESP program within the Division of Real Estate resolved 766 cases in less than 60 days with 55 cases referred to the Office of the Attorney General in FY23.

| Protection of Consumers through Effective Enforcement   |                             |                              |      |      |      |      |                              |              |
|---|-----------------------------|------------------------------|------|------|------|------|------------------------------|--------------|
| Metric  | Division                    | FY22                         | Q1   | Q2   | Q3   | Q4   | 1-Yr Goal                    | 3-Yr Goal    |
| Increase financial audits from 5 to 10 per month by June 30, 2021, and increased to 15 per month by June 30, 2023                                     | Real Estate                 | 12 Per Month                 | 22   | 18   | 22   | 11   | 10 Per Month                 | 15 Per Month |
| Decrease percentage of backlog complaint investigations from 28% to 10% by June 30, 2021, and sustained through June 30, 2023                         | Real Estate                 | 6%                           | 7%   | 8%   | 8%   | 8%   | 10%                          | 10%          |
| 185 gas pipeline inspection days per quarter by June 30, 2025   | Public Utilities Commission | 124 Inspection Days Per Qtr. | 334  | 293  | 165  | 132  | 185 Inspection Days Per Qtr. | n/a          |
| 100% financial institutions examination completed within 12-18 months, sustained through June 30, 2023  | Financial Services          | 100%                         | 100% | 100% | 100% | 100% | 100%                         | 100%         |
| The Division of Conservation will go from an average tax credit processing time of 120 days to an average processing time of 90 days by June 30, 2025 | Conservation                | 117 Days                     | 118  | 114  | 109  | 105  | 90 Days                      | n/a          |
| The Division of Professions and Occupations will increase remote inspections by 5% by June 30, 2023   | Professions & Occupations   | 1163 Per Year                | 534  | 1172 | 1693 | 2437 | 1221 Per Year                | n/a          |

## Strategic Policy Initiative (SPI) 2 | Accessibility Through Education And Outreach

| Strengthen statewide and online opportunities for Coloradans to interact with DORA  |              |                |     |     |     |     |              |              |
|---|--------------|----------------|-----|-----|-----|-----|--------------|--------------|
| Metric  | Division     | FY22           | Q1  | Q2  | Q3  | Q4  | 1-Yr Goal    | 3-Yr Goal    |
| 120 consumer alerts/industry advisories disseminated Department-wide by June 30, 2021, increased by 10% annually through June 30, 2023                                | DORA         | 611            | 163 | 117 | 113 | 133 | 120 Per Year | 145 Per Year |
| 12 HOA forums completed annually by June 30, 2021, sustained annually through June 30, 2023   | Real Estate  | 15 Per Year    | 4   | 3   | 5   | 5   | 12 Per Year  | 12 Per Year  |
| 75 in-person or online civil rights outreach events by June 30, 2021 and increased to 85 by June 30, 2023   | Civil Rights | 91             | 39  | 55  | 32  | 47  | 75 Per Year  | 85 Per Year  |
| 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 | Civil Rights | 10 Per Quarter | 8   | 14  | 14  | 9   | 4 Per Year   | 6 Per Year   |

|  |   |                   |    |    |    |    |               |               |
|--|---|-------------------|----|----|----|----|---------------|---------------|
| annually by June 30, 2023  |   |                   |    |    |    |    |               |               |
| 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: <ul style="list-style-type: none"> <li>The dissemination of quarterly Consumer alerts/advisories and social media posts.</li> <li>Conducting quarterly consumer focused outreach activities, webinars, etc.</li> </ul> | Office of the Utility Consumer Advocate | 7 Per Quarter     | 14 | 14 | 11 | 9  | 5 Per Quarter | 5 Per Quarter |
| Increase Consumer Notice Advisories on high profile cases, energy efficiency information and other consumer matters in English and Spanish from 4 to 8 by June 30, 2024  | Office of the Utility Consumer Advocate | 12                | 10 | 8  | 2  | 4  | 8 Per Year    | n/a           |
| The Office of the Utility Consumer Advocate will conduct advocacy on behalf of Colorado small business natural gas customers in Xcel Energy / PSCo service territory to reduce proposed rates from the small business customer from \$185,688,172 to \$175,561,229 by June 30, 2023  | Office of the Utility Consumer Advocate | n/a (new measure) | *  | *  | *  | *  | \$175,561,229 | n/a           |
| Target education and outreach to professionals based upon complaint trends from 30 annually to 36 annually by June 30, 2023.   | Professions & Occupations               | 30 annually       | 11 | 13 | 7  | 11 | 36 annually   | n/a           |

\*The Office of the Utility Consumer Advocate met their goal during the preliminary decision of the case, but as of June 30, 2023 the final decision had not yet been made. Advocacy was conducted in the ongoing proceeding No. 22AL-0046G. This case is currently on appeal in Denver District Court.

| Increased accessibility of DORA's consumer information   |                              |                   |      |      |      |      |                                     |            |
|--|------------------------------|-------------------|------|------|------|------|-------------------------------------|------------|
| Metric   | Division                     | FY22              | Q1   | Q2   | Q3   | Q4   | 1-Yr Goal                           | 3-Yr Goal  |
| 100% of Divisions to live-stream boards and commissions meetings and allow for remote public comment, sustained through June 30, 2024  | DORA                         | 100%              | 100% | 100% | 100% | 100% | 100%                                | 100%       |
| 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   | Real Estate                  | 3                 | 0    | 1    | 1    | 0    | 4 Per Year                          | 8 Per Year |
| The Colorado Civil Rights Division will create 2 new instructional videos by June 30, 2022 and 1 additional resource video by March 2023, in order to support accessibility for vulnerable populations in navigating the complaint process and the case filing system  | Civil Rights                 | 4                 | 0    | 0    | 1    | 1    | 2 Videos                            | n/a        |
| By June 30, 2023, DORA's Financial Services and Banking divisions will host, partner, or participate in a minimum of four outreach events during the FY23 fiscal year in order to support, engage and/or inform state-chartered financial institutions regarding the State's economic recovery efforts of rural Colorado communities | Banking & Financial Services | 8                 | 4    | 0    | 1    | 6    | 4 Events                            | n/a        |
| DORA's Financial Services and Banking divisions will create a total of 12 online resources (e.g. webpage content or social media posts) focused on informing rural consumers and businesses about the State's economic recovery efforts of rural Colorado communities, by June 30, 2023 (DOB & DFS)                                  | Banking & Financial Services | n/a (new measure) | 5    | 7    | 4    | 8    | 2 Educational Information Resources | n/a        |

### Strategic Policy Initiative (SPI) 3 | Modernized And Bold Operational Improvements To Better Serve Stakeholders

| Provide simple and fast licensing to Colorado professionals   |             |      |     |     |     |     |           |           |
|---|-------------|------|-----|-----|-----|-----|-----------|-----------|
| Metric  | Division    | FY22 | Q1  | Q2  | Q3  | Q4  | 1-Yr Goal | 3-Yr Goal |
| 95% of real estate license applications processed within 5 business days, sustained through June 30, 2023 | Real Estate | 96%  | 93% | 97% | 97% | 97% | 95%       | 95%       |
| 99% of securities license applications processed within 15 days, sustained through June 30, 2023          | Securities  | 99%  | 99% | 99% | 99% | 99% | 99%       | 99%       |

|   |                           |         |    |    |    |    |         |     |
|---|---------------------------|---------|----|----|----|----|---------|-----|
| The Division of Professions and Occupations will decrease timelines for healthcare portability licensing from 17 days to 10 days by June 30, 2023 | Professions & Occupations | 17 days | 16 | 14 | 13 | 13 | 10 Days | n/a |
|---|---------------------------|---------|----|----|----|----|---------|-----|

The Division of Real Estate processed 2,001 original real estate broker applications with 1,994 processed within 5 days in FY23.

| Streamlining Processes and Cutting Red Tape  |                           |             |    |    |    |    |             |           |
|--|---------------------------|-------------|----|----|----|----|-------------|-----------|
| Metric   | Division                  | FY22        | Q1 | Q2 | Q3 | Q4 | 1-Yr Goal   | 3-Yr Goal |
| The Division of Real Estate will streamline licensing processes for mortgage loan originators and reduce the amount of licensing databases they have to use from two to one by June 30, 2025 | Real Estate               | 2 Databases | 2  | 2  | 2  | 2  | 1 Databases | n/a       |
| 100% of occupational license applications processed within an average of 30 days, sustained through June 30, 2024  | Professions & Occupations | 30 days     | 16 | 17 | 16 | 17 | 30 days     | 30 days   |
| Reduce the processing time for Addiction Counselor applications from 65 days to 30 days by June 30, 2025   | Professions & Occupations | 65 days     | 22 | 31 | 22 | 24 | 30 Days     | 30 Days   |
| Reduce the processing time for Electrical & Plumbing applications from 43 days to 14 days by June 30, 2025   | Professions & Occupations | 43 days     | 17 | 16 | 12 | 26 | 14 Days     | 14 Days   |
| Reduce the processing time for Nursing Home Administrators applications from 84 days to 30 days by June 30, 2023   | Professions & Occupations | 84 days     | 4  | 7  | 4  | 5  | 30 Days     | 30 Days   |
| Reduce the processing time for Barber and Cosmetology applications from 45 days to 30 days by June 30, 2023  | Professions & Occupations | 45 days     | 3  | 4  | 2  | 3  | 30 Days     | 30 Days   |

| Streamline occupational licensing for military personnel  |                           |          |         |         |         |         |           |           |
|---|---------------------------|----------|---------|---------|---------|---------|-----------|-----------|
| Metric  | Division                  | FY22     | Q1      | Q2      | Q3      | Q4      | 1-Yr Goal | 3-Yr Goal |
| \$50,000 savings to military personnel and veterans and their spouses applying for licensure by June 30, 2025 | Professions & Occupations | \$24,406 | \$4,470 | \$2,896 | \$2,975 | \$3,117 | \$50,000  | n/a       |

| Maintain efficient regulatory examinations  |                              |      |      |      |      |      |           |           |
|---|------------------------------|------|------|------|------|------|-----------|-----------|
| Measure   | Division                     | FY22 | Q1   | Q2   | Q3   | Q4   | 1-Yr Goal | 3-Yr Goal |
| 100% financial institution exams completed within 12-18 months, sustained through June 30, 2023         | Banking & Financial Services | 100% | 100% | 100% | 100% | 100% | 100%      | 100%      |
| 100% of securities examinations completed within an average of 90 days, sustained through June 30, 2023 | Securities                   | 100% | 100% | 100% | 100% | 100% | 100%      | 100%      |

| Modernize the Administration and Governance of Boards and Commissions (WIG)  |          |                  |     |     |     |      |                 |                 |
|--|----------|------------------|-----|-----|-----|------|-----------------|-----------------|
| Metric   | Division | FY22             | Q1  | Q2  | Q3  | Q4   | 1-Yr Goal       | 3-Yr Goal       |
| Modernize the administration and governance of more than 40 boards and commissions within DORA by completing 100% of phase two of a three-phase plan by June 30, 2022, 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. DORA will complete full implementation of the three-phase plan by June 30, 2023. (WIG) | DORA     | 100% Phase Three | 29% | 32% | 80% | 100% | 100% Completion | 100% Completion |
| Divisions will conduct one annual role refresher training by June 30, 2023 to ensure respective board and commission members are fully aware of their roles and responsibilities.  | DORA     | 2 Trainings      | 0   | 0   | 1   | 1    | 1 Trainings     | 3 Trainings     |
| Conduct an annual (March 2023) survey to assess efficiencies and effectiveness of strategies implemented from the March 2022 survey.   | DORA     | 1 (2021 Survey)  | 11% | 20% | 75% | 100% | 100%            | n/a             |

|  |      |     |     |     |     |      |      |     |
|--|------|-----|-----|-----|-----|------|------|-----|
| Monitor implementation of administrative procedures for boards and commissions compliance with statutes; consistent training, onboarding, and offboarding strategies; certification of compliance; and strategic recruitment methods. 100% division implementation by June 30, 2023. | DORA | n/a | 10% | 15% | 60% | 100% | 100% | n/a |
| Provide annual Equity, Diversity and Inclusion training for Board and Commission members, to be completed by June 30, 2023.  | DORA | 85% | 93% | 93% | 93% | 100% | 100% | n/a |

| PUC Modernization Implementation - Continuous Improvement Governance of Boards and Commissions (WIG)  |                             |                     |       |       |       |      |                    |                    |
|---|-----------------------------|---------------------|-------|-------|-------|------|--------------------|--------------------|
| Metric  | Division                    | FY22                | Q1    | Q2    | Q3    | Q4   | 1-Yr Goal          | 3-Yr Goal          |
| Complete 100% implementation of phase three of the PUC Operational Modernization Plan by June 30, 2023, in an effort to support the Governor's goal of 100 percent renewable energy resources by 2040. The plan includes ongoing operational strategies related to public safety enhancements; Fixed Utilities process enhancements; and strengthened Commission support. DORA will complete full plan implementation, including technological system upgrades, by June 30, 2023. | Public Utilities Commission | 100%<br>Phase Three | 80%   | 80%   | 80%   | 100% | 100%<br>Completion | 100%<br>Completion |
| 100% of Public Safety Sections will use the SMS (Safety Management Systems) principles to modernize section safety analyses to risk-based principle safety analysis by June 30, 2022, sustained through June 30, 2023.  | Public Utilities Commission | 100%                | 100%  | 100%  | 100%  | 100% | 100%               | 100%               |
| The Commission will explore the electric and natural gas utility systems required by Colorado in the future, examining electricity storage, beneficial electrification, and GHG emissions reductions for the purpose of proactively applying consistent policy directives across various dockets in accordance with the Commission's strategic plan.  | Public Utilities Commission | 100%                | 50%   | 75%   | 75%   | 100% | 100%               | 100%               |
| The Public Utilities Commission will conduct at least 4 outreach efforts targeted toward disproportionately impacted communities by June 30, 2023.  | Public Utilities Commission | 1                   | 6     | 3     | 0     | 0    | 4                  | n/a                |
| By June 30, 2023, replace a patchwork of business systems developed over the past 20 years with a modern, integrated, cloud-based, and mobile-friendly solution that will better serve all Coloradans and provide reliable government services.   | Public Utilities Commission | 25%                 | 21.4% | 21.4% | 21.4% | 75%  | 75%                | 75%                |

| Healthcare Workforce Recovery (WIG)   |                           |                      |     |     |     |      |                              |                    |
|---|---------------------------|----------------------|-----|-----|-----|------|------------------------------|--------------------|
| Metric  | Division                  | FY22                 | Q1  | Q2  | Q3  | Q4   | 1-Yr Goal                    | 3-Yr Goal          |
| In support of stabilizing and expanding Colorado's healthcare workforce for the future, and as a part of Colorado's Roadmap Forward, the Department of Regulatory Agencies will implement strategies to retain 10% more licensed and ready direct care healthcare workers for Colorado's workforce by June 30, 2023 and increase retention to 20% by June 30, 2025. | DORA                      | n/a<br>(new measure0 | 67% | 67% | 78% | 78%  | 100%<br>Completion           | 100%<br>Completion |
| Carry out legislative directives to temporarily eliminate two-year renewal healthcare license fees for nursing, psychiatric technicians, and mental health professions utilizing General Fund beginning in FY 2022-23.  | Professions & Occupations | n/a<br>(new measure0 | 36% | 44% | 47% | 100% | 100%<br>Completion           | 100%               |
| Conduct monthly licensee/employer outreach initiatives focused on healthcare licensing renewals for an annual gain from 1 to 12 initiatives by June 30, 2023, and sustain through June 30, 2025.  | Professions & Occupations | n/a<br>(new measure0 | 8   | 10  | 6   | 3    | 12                           | 36                 |
| Analyze 6 healthcare professions by June 30, 2023 and annually through June 30, 2025, to identify barriers and develop policy/rules to streamline healthcare licensure for applicants and foreign-trained workers.  | Professions & Occupations | n/a<br>(new measure0 | 0   | 6   | 0   | 0    | 6<br>Professions<br>Analyzed | 18                 |