



IMPACT REPORT

FISCAL YEAR 2018

To ensure Colorado has an effective regulatory landscape where both consumers are protected and businesses can thrive in a competitive and fair marketplace.

Consumer protection is our mission.



COLORADO

Department of
Regulatory Agencies

From DORA's Executive Director



Marguerite Salazar

Executive Director

Colorado Department of Regulatory Agencies

Since I took the helm as Executive Director of the Department of Regulatory Agencies last year, I am consistently impressed with how respected and effective DORA is at every level. This department is filled with capable leadership at each division, as well as an intelligent and motivated support staff, all committed to the core values of public service and DORA's mission of consumer protection.

With our ten distinct divisions and more than forty boards, commissions and advisory committees, DORA is indeed a unique agency when looking at other states' regulatory structures.

I have often said that DORA is like an alliance of different agencies that on the surface may not seem to have much in common. In reality, they serve a common purpose of providing

a safe structure around the required regulations to protect our consumers and provide a level playing field for businesses and professionals who work in those businesses to thrive. With close to 600 staff and a \$99 million budget, DORA is almost completely cash funded. Around one in seven – more than 800,000 – Colorado workers hold a professional license that is issued by one of DORA's divisions.

We have been highly visible working on tackling some of our biggest issues. For example, we work with law enforcement and other community stakeholders to identify methods to effectively streamline rules and processes to help stop particularly egregious criminal activities, such as human trafficking in massage therapy settings, or drug diversion in health care settings. This past year, we partnered with the Denver Police Department to create a series of training videos that pairs the work of policing with regulatory enforcement initiatives that we shared with other police departments around the state.

In light of the involvement of the Colorado Division of Civil Rights and the Colorado Commission on Civil Rights in the Masterpiece Cakeshop Supreme Court case, the legislature chose to expand the makeup of the Commission as well as approved the continuation of the division after it went through a sunset review.

We have also been recognized for our work in outreach and consumer engagement. Key initiatives that have been particularly effective in this

endeavor include our "Take 5 to Get Wise" campaign, which continues to garner awareness and recognition through the creative use of the campaign's iconic figure – the wise DORA owl.

Other impactful outreach initiatives include our SeniorSafe program to reach both the financial community and Colorado seniors regarding the red flags of fraud and our VOCAL program to provide active duty military and veterans with information about leveraging their existing training to achieve professional licensing was recognized with a Tom Clements Good Government Award.

Our commitment to consumer services is no less diligent. As an example, this year the Division of Insurance alone recovered a total of \$38,468,167 for Colorado consumers. This is money that is put back directly into consumers' pockets.

Over the past eight years, our department has done remarkable work in the area of regulatory reform. We have been the watchdog in making sure that unnecessary or outdated regulations are being removed and that new regulations meet the intent and purpose from the new laws passed each legislative year. Between 2011 to 2017, state agencies reviewed over 24,000 rules. Of those, over 6,500 have been modified and over 4,500 have been repealed.

One hundred percent of Colorado's state agencies certify that stakeholders have been engaged early for every rule promulgated. This initiative,

originally called “Pits and Peeves” and now known as “Cut the Burden,” has helped reinforce the state’s commitment to fostering economic development and encouraging innovation.

In fact, DORA was awarded one of eleven grants by the United States Department of Labor for its ongoing efforts related to state occupational licensing review and reform efforts. Our Division of Professions and Occupations has partnered closely with Colorado-based National Conference of State Legislatures, the National Governor’s Association, the Council of State Governments and other local Colorado experts to streamline occupational licensing rules and policies.

As we strive to reduce regulation, new technology and the changing environment call for us to assist in issues regarding marijuana banking and the use of cryptocurrency and how it relates to Securities and Banking regulations in our ever-changing future.

This work continues as we look ahead to 2019 and beyond with a new Governor and state leadership at the helm.

Please enjoy DORA’s FY 2018 Impact Report. You are welcome to email me with comments or feedback at dora_edo@state.co.us.



Table of Contents

| | |
|-----------|----------------------------------|
| 2 | Our Organization |
| 5 | Our Focus |
| 6 | What We License and Regulate |
| 8-25..... | Our Strategic Policy Initiatives |



DORA'S CORE VALUES

► DEDICATION

We are dedicated to serving the people of Colorado. We know that with sensibility, patience, and a positive attitude, we can do great things. We are committed to making our strengths stronger, focusing on the added value we bring to state government.

► OPENNESS

We know that the best outcomes are built from including diverse perspectives in decision making. We seek and provide honest feedback, learning from mistakes and successes, and building trust by listening.

► RESPECT

We treat our team members, customers, and stakeholders with respect and sensitivity to different views and interests. We recognize people for their contributions, and approach every interaction with mindfulness and presence.

► ACCOUNTABILITY

We are committed to personal responsibility, demonstrating credibility and sincerity in our work. The strength of our Department is built upon the trust and confidence we inspire in our community, and we pledge to uphold that trust through our professional conduct.

Our Organization

DORA is primarily **cash funded** by regulated entities through fees and assessments. 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.

Only two areas within the department involve the General Fund: the Colorado Civil Rights Division (partial funding) and the Division of Insurance, which is supported by a combination of license fees and insurance premium tax revenues.

DORA strives to **keep fees minimal** and **limit regulation** to effectively balance the safety, business needs and the high quality of its services provided to consumers.

Department of Regulatory Agencies Leadership

Back row from left

Doug Dean, Public Utilities Commission
Ronne Hines, Division of Professions and Occupations
Brian Tobias, Colorado Office of Policy,
Research & Regulatory Reform
Chris Myklebust, DORA Deputy Executive Director
Marguerite Salazar, DORA Executive Director
Gerald Rome, Division of Securities

Front row from left

Patty Salazar, Divisions of Banking and Financial Services
Cindy Schonhaut, Office of Consumer Counsel
Aubrey Elenis, Colorado Civil Rights Division
Marcia Waters, Division of Real Estate
Marisol Larez, DORA Chief Administrative Officer

Not pictured: Michael Conway, Division of Insurance
and Mark Weston, Division of Conservation

Fiscal Year 2018: Unless otherwise noted, data and information in this report reflects the July 1, 2017-June 30, 2018 fiscal year.



574.7
FULL TIME
EMPLOYEES
(FTE)

\$99.2M
ANNUAL
BUDGET

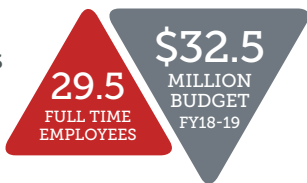


Executive Director's Office

Marguerite Salazar, Executive Director

☎ 303-894-7866
 📶 colorado.gov/dora/divs

The Executive Director's Office provides leadership and support to DORA's nine divisions. Functions include Accounting and Purchasing, Budgeting, Communications and Marketing, Legislative Services, Human Resources, and Information Technology. The Executive Director's Office also houses the Colorado Broadband Fund and the Colorado Office of Policy, Research & Regulatory Reform.



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Colorado Office of Policy, Research & Regulatory Reform

Brian Tobias, Director

☎ 303-894-7855
 📶 dora.colorado.gov/opr

COPRRR enhances consumer protection through reviews of regulation and policy throughout state government to ensure that regulations are necessary, effective, consistent, flexible and fair. Bruce Harrelson retired as COPRRR director in 2017.

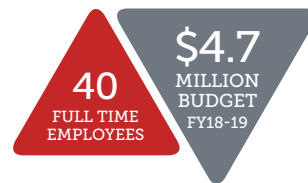


Division of Banking

Patricia Salazar, Commissioner

☎ 303-894-7575
 📶 dora.colorado.gov/dob

The Division of Banking protects the public interest and preserve the 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.



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Colorado Civil Rights Division

Aubrey Elenis, Director

☎ 303-894-2997
 📶 dora.colorado.gov/crd

Budget: of which \$1.1 million is General Fund

CCRD works to investigate and enforce cases of discrimination in the areas of employment, housing and public accommodations under the Colorado Anti-Discrimination Act.



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Colorado Office of Consumer Counsel

Cindy Schonhaut, Director

☎ 303-894-2121
📶 dora.colorado.gov/occ

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

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Division of Professions and Occupations

Ronne Hines, Director

☎ 303-894-7800
📶 dora.colorado.gov/dpo

DPO provides consumer protection by licensing over 50 types of professions, occupations and businesses in Colorado.

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Division of Conservation

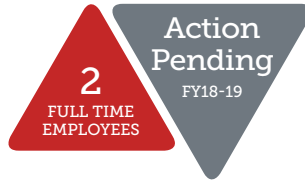
Mark Weston, Director

☎ 303-894-2316
📶 colorado.gov/dora/dco

Budget: Awaiting 2019 legislative action

The Division of Conservation protects the public by insuring the soundness of up to \$45 million in state income tax credits it issues to donors of conservation easements, by certifying donee organizations, determining the credibility of the landowners' appraisals, and the qualifications of the deeds of conservation easement. DORA's newest Division was created on May 29, 2018.

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Division of Real Estate

Marcia Waters, Director

☎ 303-894-2166
📶 dora.colorado.gov/dre

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

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Division of Financial Services

Patricia Salazar, Commissioner

☎ 303-894-7855
📶 dora.colorado.gov/dfs

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

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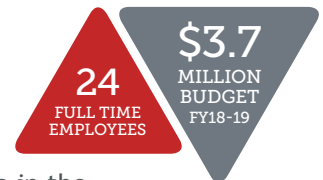
Division of Securities

Gerald Rome, Commissioner

☎ 303-894-2320
📶 dora.colorado.gov/dos

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

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Public Utilities Commission

Doug Dean, Director

☎ 303-894-2000
📶 dora.colorado.gov/puc

Budget: of this figure, \$10 million is an informational Rural Broadband appropriation

The PUC 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 Colorado's economic, environmental and social values.

FY 18-19 budgets reflect the appropriation request for the July 1, 2018-June 30, 2019 fiscal year.



Division of Insurance

Michael Conway, Interim Commissioner

☎ 303-894-7499
📶 dora.colorado.gov/insurance

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



Our Focus

■ Licensing/Permitting

Individual and business licensure for more than 60 professions, occupations and business types, including management of Boards and Commissions.

■ Consumer Assistance and Contact/Complaint Resolution

Informal complaint resolution, including responses to general consumer inquiries.

■ Consumer Representation During Utility Rate Approvals

Present evidence in support of consumers when utilities request rate increases.

■ Education, Outreach and Training

Provide tools and learning opportunities to increase consumers competency and communicate with regulated communities and their stakeholders regarding their roles and responsibilities.

■ Rate Analysis and Approval

Analysis and/or review of request 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.

■ Rule and Policy Review

Consistent analysis and review of rules and policies that will either positively or negatively affect consumers, businesses and industry stakeholders.

■ Enforcement

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

■ Investigations

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

■ Inspections

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

■ Institutional Examinations

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

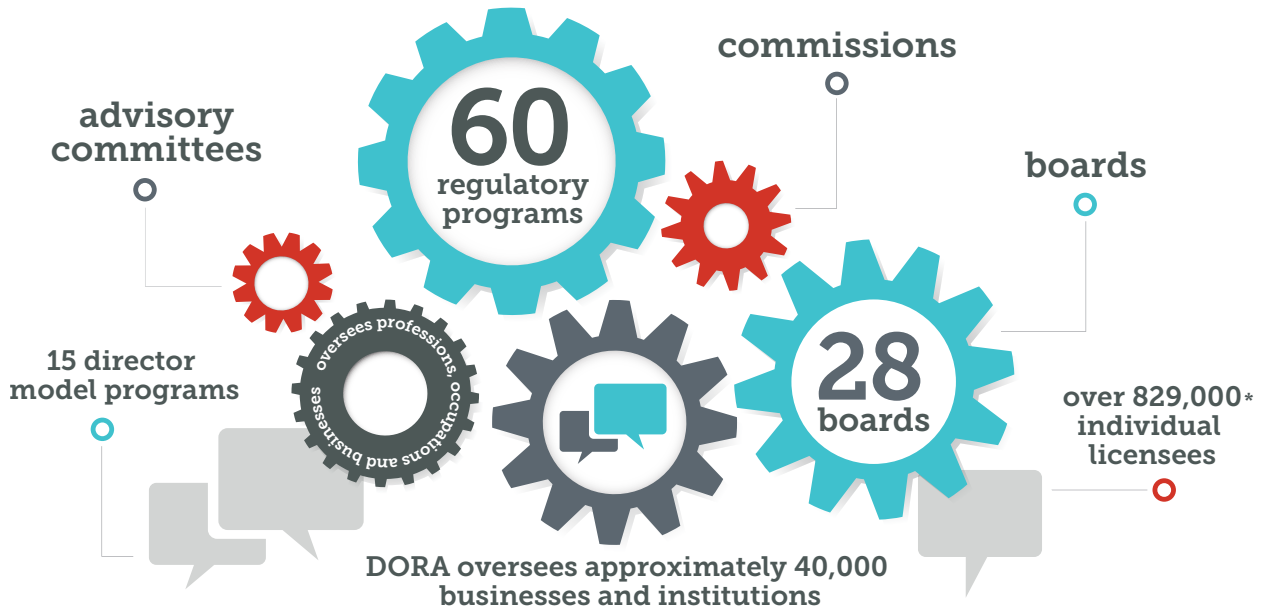


What We License and Regulate

DORA is responsible for 41 boards, commissions and advisory committees having more than 300 individual members.

It is charged with administering more than 60 regulatory programs, which oversee professions, occupations and businesses, comprising over 829,000* individual licensees and approximately 40,000 businesses and institutions.

The Division of Professions and Occupations is DORA's largest licensing division and administers 43 individual programs, including 28 boards and advisory committees, as well as 15 separate director model programs.



CIVIL RIGHTS COMMISSION **SECURITIES BOARD** CHIROPRACTIC BOARD
REAL ESTATE COMMISSION COLORADO MEDICAL BOARD PLUMBING BOARD
PASSENGER TRAMWAY SAFETY BOARD PHARMACY BOARD BOXING COMMISSION
STATE BANKING BOARD **LANDSCAPE ARCHITECT BOARD**
REGISTERED PSYCHOTHERAPIST BOARD **ACCOUNTANCY BOARD**
DENTAL BOARD BOARD OF ADDICTION COUNSELORS
BOARD OF ADDICTION COUNSELORS TITLE INSURANCE ADVISORY BOARD
SOCIAL WORKERS EXAMINERS BOARD **ELECTRICAL BOARD**

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|---|
| FINANCIAL SERVICES |
| Accounting Firms |
| Broker-Dealer Firms |
| Broker-Dealer Sales Representatives |
| Certified Public Accountants |
| Investment Adviser Firms |
| Investment Adviser Representatives |
| Money Transmitters |
| Mortgage Broker-Dealers |
| Mortgage Loan Originators |
| State-Chartered Savings & Loans |
| State-Chartered Banks |
| State-Chartered Credit Unions |
| INSURANCE |
| Insurance Agents/Brokers |
| Insurance Companies |
| HEALTHCARE AND WELLNESS |
| Acupuncturists |
| Addiction Counselors |
| Athletic Trainers |
| Audiologists |
| Chiropractors |
| Dental Hygienists |
| Dentists |
| Direct-entry Midwives |
| Hearing Aid Providers |
| Marriage and Family Therapists |
| Massage Therapists |
| Naturopathic Doctors |
| Nurses |
| Nurse Aides |
| Nursing Home Administrators |
| Occupational Therapists/ Occupational Therapy Assistants |

| |
|---|
| Optometrists |
| Pharmacists |
| Pharmacies |
| Physical Therapy |
| Physicians (all types) |
| Physician Assistants |
| Podiatrists |
| Professional Counselors |
| Psychiatric Technicians |
| Psychologists |
| Registered Psychotherapists |
| Respiratory Therapists |
| Speech Language Pathologists |
| Social Workers |
| Surgical Assistants/Surgical Technologists |
| REAL ESTATE, BUILDINGS AND REPAIR |
| Appraisers |
| Architects |
| Electrical Contractors |
| Electricians |
| Engineers |
| Homeowners Associations (via HOA Information and Resource Center) |
| Land Surveyors |
| Landscape Architects |
| Plumbers |
| Plumbing Contractors |
| Real Estate Brokers |
| Sub-Division Developers |
| Title Insurance Agents/Agencies |
| TRANSPORTATION |
| Charter Buses |
| Children's Activity Buses |
| Limousines |

| |
|--|
| Off-road Charters |
| Moving Companies (household goods) |
| Non-consensual Towing |
| Passenger Tramways |
| Shuttles |
| Taxis |
| Transportation Network Companies |
| UTILITIES |
| Investor-owned electric, gas, water |
| Some telecommunications services |
| BEAUTY |
| Barbers |
| Barber/Cosmetology Shops and Salons |
| Cosmetologists |
| Estheticians |
| Hairstylists |
| Nail Technicians |
| OTHER |
| Bail Bonds/Bail Bonds Agents |
| Boxing |
| Conservation Easement Holders |
| Conservation Easement Tax Credits |
| Daily Fantasy Sports |
| Funeral Homes, Crematories, and sellers of pre-need funeral services |
| Medicare Assistance – home of State Health Insurance Assistance Program (SHIP) |
| Outfitters |



Our Three Core Strategic Policy Initiatives

Through a commitment to protecting consumers, dedication to process improvement, and open dialog with our stakeholders, DORA aims to be effective and efficient regulators for all Coloradans. Everything we do at DORA centers back to protecting consumers while fostering a fair and balanced regulatory environment.

We work to ensure that individuals and businesses who provide licensed 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 our employees contributes daily to this mission, so that Coloradans may trust those who provide them services.

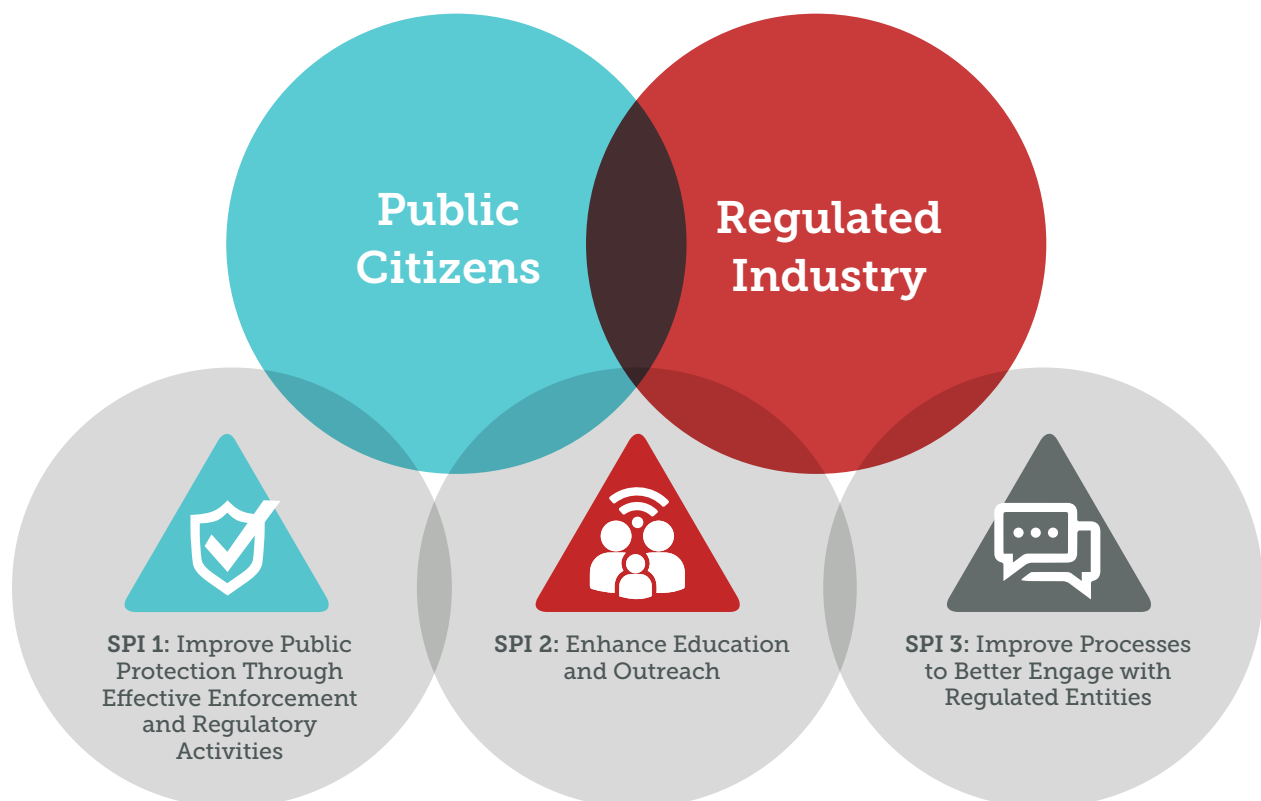
We have re-imagined our vision statement to connect our mission to our outlook for the future—one that explains our aspirations and demonstrates our focus.

To ensure Colorado has an effective regulatory landscape where both consumers are protected and businesses can thrive in a competitive and fair marketplace.

With this new vision statement, our divisions have a common purpose. Additionally, DORA's Strategic Policy Initiatives (SPIs) serves as the goals that guide our annual strategic roadmap as we continually strive to provide more effective, efficient and elegant government service to the people of Colorado. How each division impacts customers while fulfilling our mission, vision, values, strategies and goals all ties back to our SPIs.

This report highlights some key areas of *impact* as a result of our commitment to these objectives and the people of Colorado.

- **SPI 1:** Improve Public Protection Through Effective Enforcement and Regulatory Activities
- **SPI 2:** Enhance Education and Outreach
- **SPI 3:** Improve Processes to Better Engage with Regulated Entities





SPI 1: Improving Public Protection Through Effective Enforcement and Regulatory Activities

DORA works to protect the public from predatory practices. This is primarily accomplished through licensing those who are qualified to provide services in Colorado, taking complaints from individuals regarding standards of practice, investigating licensed and unlicensed 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.

DORA is dedicated to providing the public with information regarding licensed professionals and that licensed professionals meet each program's standards of practice.



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SPI 1: Highlights

DIVISION OF BANKING

The division continues to meet its statutory and policy requirements regarding its supervisory mandates and the completion of examinations of banks, trust companies, money transmitters and Public Deposit Protection Act mandates. It completed 132 examinations during the fiscal year.

132
examinations
(FY 18)



OFFICE OF CONSUMER COUNSEL

✓ Savings to Consumers

- Return on Investment Ratio = 41:1
- (cost to operate vs. established savings to consumers)
- Five year average = 45:1
- Since existence (34 years) the OCC has saved consumers approximately \$2.05 billion
- Last five fiscal years, the annual consumer savings averaged about \$97.1 million

\$97.1 M
average annual consumer
savings (FY 14-FY 18)

45:1
five year
average
savings

41:1
return on
investment
ratio

DIVISION OF INSURANCE

✓ Consumer Recoveries

In FY 17-18, the division recovered a total of \$38,468,167 for Colorado consumers. This is money that is put back into consumers' pockets.

\$38,468,167
total recovered for consumers

■ Of this total amount, \$11,398,379 was recovered by the division's Consumer Services team, as a result of investigations of individual consumer complaints against insurers. This represents an increase of 34% when compared to FY 16-17 recoveries of \$8,517,971 from the Consumer Services team.

■ Another \$22,682,010 was secured by the division's Market Conduct section, including an unusually large regulatory settlement of \$18.5 million finalized in November 2017.

■ The Market Conduct section assesses the compliance of Colorado-licensed insurance companies with the state's laws, rules and regulations.

■ And \$4,387,778 of the total was recovered for Coloradans through the Life Insurance Policy Locator. The Life Insurance Policy Locator is a tool that was developed by the National Association of Insurance Commissioners (NAIC) after insurance regulators across the country recognized that lost policies were a growing problem.

DIVISION OF PROFESSIONS AND OCCUPATIONS

✓ Tackling Unlicensed Practice

Unlicensed practice (ULP) is a crime and presents a risk of harm to consumers. The division's goal is to protect consumers through stopping unlicensed practice and providing consumers with the information they need to make informed choices regarding provision of services. Towards this end, the division re-evaluated and strengthened its processing and enforcement of unlicensed practice complaints.

✓ Steps taken include:

- Developing board training programs
- Establishing a consistent process for referrals to law enforcement
- Implementing a priority case management procedure
- Reinforcing partnerships with law enforcement and other state agencies
- Redirecting resources to ensure enforcement of orders to cease unlicensed practice



COLORADO CIVIL RIGHTS DIVISION

Over \$4 million obtained for complainants through settlement agreements facilitated by the division during the 2018 fiscal year.

\$4,052,541
obtained in settlements

TAKE 5 TO GET WISE



KNOW YOUR rights

The division partners with law enforcement to prioritize the criminal prosecution of unlicensed practice and reaches out to other state agencies to ensure open lines of communication and a prompt referral process if unlicensed practice is discovered. Education and outreach efforts have focused on consumers checking a license online prior to obtaining services from both a division level and the department's "Take 5 to Get Wise" campaign.

✓ Increase in Cases Handled

- 97 ULP referrals to law enforcement – an **1,840% increase** in referrals to law enforcement
- 179 ULP cases opened by the division

EXECUTIVE DIRECTOR'S OFFICE

DORA conducts investigations into complaints made against licensed and unlicensed professionals regarding licensed practice. As a result, DORA divisions and law enforcement work on issues that include everything from drug diversion in healthcare settings, issues with tow truck and taxi drivers, human trafficking crimes in massage parlors, crimes committed against real estate professionals or at homeowners' properties, people practicing without a license, and many more.

DORA divisions worked with the Denver Police Department to provide a series of videos that inform officers about DORA and ways to collaborate in protecting the public. The videos feature issues officers or investigators may be involved with in their communities.

Topics of the videos developed included:

- Drug Diversion in Healthcare Settings
- Marijuana Gray Market
- Massage Licensing and Human Trafficking
- Practicing Without a License
- Taxis, Tows and TNCs
- Anti-discrimination Act
- Financial Crimes
- Real Estate and Crime

DIVISION OF SECURITIES

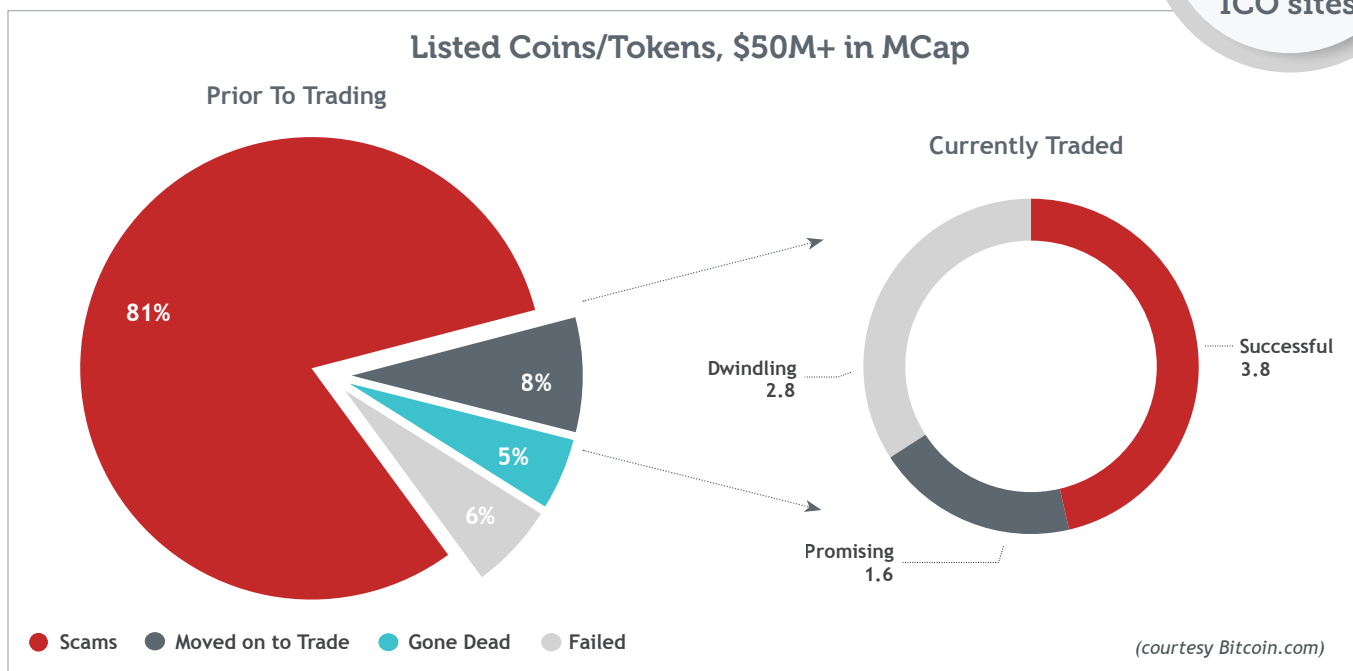
✓ Cryptocurrency Task Force

In 2018, Colorado Securities Commissioner Gerald Rome convened a task force of Division of Securities Examiners and Investigators to conduct a coordinated series of investigations into Initial Coin Offerings (ICOs) and cryptocurrency-related investment products. Task Force members have since identified many cryptocurrency-related products and dozens of ICOs in the final stages of preparation before being launched to the public. These pending ICOs are advertised and listed on ICO aggregation sites to attract investor interest.

Not every ICO or cryptocurrency-related investment is fraudulent, but because this market is attracting scammers looking to make quick money off of unsuspecting victims, the division is not only using the Task Force as an enforcement tool against fraud, but also as a way to raise public awareness of the risks associated with cryptocurrency and ICOs.

In FY 2018, the division obtained cease and desist orders that have put a stop to eight fraudulent ICO sites, and continue to investigate and pursue many more.

8
stopped
fraudulent
ICO sites



DIVISION OF REAL ESTATE

✓ Expedited Settlement Program Saves Money and Time

The Division of Real Estate's Expedited Settlement Program resolved 577 cases (91%). Of those cases, 508 (88%) were resolved in 60 days or less. Through this program, the Division of Real Estate saved \$503,775 in legal services by preempting litigation.

88%
cases resolved in
60 days or less

\$503,775
saved in legal services

PUBLIC UTILITIES COMMISSION

✓ PUC Approves Plan to Shut Coal Plants

The Public Utilities Commission (PUC) in August approved Xcel Energy's proposal to retire two southern Colorado coal plants about 10 years ahead of schedule and replace them with low-cost, mostly renewable resources.

The PUC approved Xcel's preferred Colorado Energy Plan (CEP) as part of its Phase II electric resource plan (ERP) proceeding. The decision gives the company authority to move forward to acquire a cost-effective package of wind, solar, solar with energy storage, and natural gas resources through 2023.

The PUC approved early retirement of the Comanche 1 & 2 generating units in Pueblo. Under the plan, Comanche 1 will shut down in 2022, and Comanche 2 will close in 2025. The newer Comanche 3 power plant will remain in operation.

In its decision, the PUC found that a vibrant market, evidenced by unprecedented low-cost renewable bids, provided a rare opportunity to advance the state's clean energy, economic and environmental goals at a reasonable cost and rate impact.

Colorado Energy Plan Highlights:

- Two coal generating units in Pueblo will close about 10 years ahead of schedule.
- Xcel will acquire more than 1,100 megawatts of wind resources, about 700 megawatts of solar resources, and 275 megawatts of battery storage as replacements.
- Xcel also will buy existing natural gas plants that produce 383 megawatts and from which the utility already buys power.
- With the changes, Xcel will generate 55% of its electricity from renewable sources by 2026, with nearly 60% lower carbon dioxide emissions and 90% lower sulfur dioxide and nitrogen oxide emissions than 2005 levels.

55% of electricity will be produced by renewable resources by 2026

\$173 million

Returned to Customers

✓ Tax Benefits Returned

The PUC has worked throughout the year to ensure that utility customers receive the benefits from federal tax law changes that reduced corporate tax rates for utility companies beginning in 2018.

Working with utilities through various proceedings, the PUC identified approximately \$173 million to be returned to customers in the form of bill credits and lower utility rates moving forward. That amount covers all Colorado and gas utilities regulated by the PUC.

✓ Securing Credits/Refunds


The PUC's External Affairs section secured \$67,730 in credits and refunds on behalf of utility customers during the fiscal year. The section works to resolve disputes between customers and utilities, including transportation companies.

The Consumer Assistance unit fielded 5,700 calls for the fiscal year. More than half of the calls were resolved or answered by staff without the need to refer them to a utility or transportation company.

In all, the consumer assistance staff addressed inquiries regarding 259 different telecommunications, gas, electric, water and transportation companies in its efforts to resolve a wide variety of consumer concerns. The unit took in 2,021 contacts and closed 1,983 for the fiscal year. The unit resolved 98.7% of its contacts within 15 business days for the fiscal year.

For the most recent fiscal year, the section closed 386 complaints concerning Qwest (CenturyLink QC), and 476 complaints related to Xcel Energy (Public Service Company of Colorado).


5,700
consumer assistance calls fielded


\$67,730
in consumer credits and refunds



SPI 2: Enhancing Education & Outreach

In order to achieve our mission of protecting consumers, it's critical that DORA not only make Colorado consumers aware that the department and its divisions are available to them as a resource that could protect their interests, but that we also collaborate with local communities and partners. DORA seeks to foster open dialogue with small businesses and service providers, as well as nonprofits and associations also dedicated to consumer protection.

2

SPI 2: Highlights

THE DIVISION OF BANKING

The Commissioner, Deputy Commissioner and outreach staff participated in statewide meetings in partnership with industry associations to communicate with industry leaders on a variety of pertinent topics at 22 outreach events throughout the state, from Grand Junction to Durango to Wiley, during the fiscal year.



COLORADO CIVIL RIGHTS DIVISION

■ Leveraged partnership with Colorado Housing and Finance Authority to provide fair housing training to a wider audience of housing providers through webcasts and travel to communities throughout the state.

✓ Developed and implemented new training classes including:

Anti Discrimination Laws in Places of Public Accommodation

Reasonable Accommodations for individuals with Disabilities

Service Animals vs. Emotional Support Animals: Know the Difference



DIVISION OF PROFESSIONS AND OCCUPATIONS

✓ Battling the Opioid Crisis

This year, the division partnered with a diverse group of stakeholders to tackle Colorado’s opioid crisis. In collaboration with the Colorado Department of Public Health and Environment, the division issued 29,939 new “Prescriber Reports” to 11,518 prescribers. These reports give prescribers an opportunity to view their own prescribing history in comparison to their peers within the same specialty. They also support the divisions effort to encourage appropriate utilization of controlled substances for legitimate medical purposes.

In addition, the division’s prescribing board adopted the revised *Guidelines for the Safe Prescribing and Dispensing of Opioids*. The adoption of this revised policy in March 2018 followed an 18-month stakeholder engagement process involving medical experts, state agencies, licensees and mental health experts. The revised policy reflects the boards’ current thinking on the topic and was harmonized with other state and federal guidelines to provide consistent and comprehensive guidelines for prescribers and dispensers of opioids. The division and its boards’ are committed to updating this living document as evidence-based medicine evolves and legislative efforts to combat the crisis develop.

Adopted revised guidelines for the “Safe Prescribing and Dispensing of Opioids”

EXECUTIVE DIRECTOR'S OFFICE

DORA conducts outreach and public awareness via the Consumer Outreach and Education Program (24-34-108, C.R.S.). The department boosts awareness about DORA's consumer protection resources and encourages Coloradans take "just five minutes" to access these resources before making critical decisions as part of its "Take 5 to Get Wise" campaign and educational initiatives. These efforts create a consistently identifiable presence on high-priority consumer issues and serve as a reminder to professional licensees of their responsibilities to their customers.

✓ Activities:

Used as tool by all divisions to engage a broad range of audiences is the wise DORA owl. This year, the department deployed a robust digital marketing program featuring the owl in animated videos to reach Coloradans who are on social and online networks. The initiative also included a traditional Spanish-language television media campaign, as well as outreach to rural communities using venue-based advertising at local small-town and "main street" movie theaters.

As part of this effort, DORA continues to improve and promote the award-winning consumer information website, askDORA.colorado.gov to add more social media content and develop Facebook Live programming, and create accompanying collateral for both consumers and licensees.



✓ Public Service Announcements (PSAs)

■ Licensed Pros:

This PSA helps consumers understand what DORA does and that checking a professional license is an important consumer protection measure.

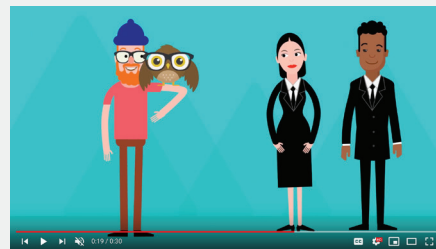
See the PSA at: <http://bit.ly/licensed-pros>



■ Everyday Interactions:

This PSA recognizes that consumers have daily interactions with licensed professionals and may need DORA to get their concerns or questions addressed.

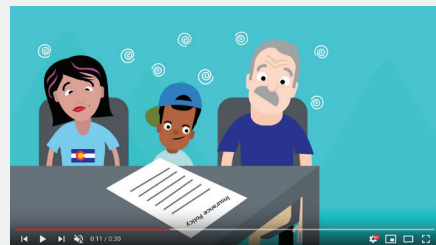
See the PSA at: <http://bit.ly/everyday-interactions>



■ Understanding Insurance:

This PSA emphasizes that there may come a time consumers need help navigating and understanding their insurance policies and encourages them to ask DORA.

See the PSA at: <http://bit.ly/questions-insurance>



■ Spanish Language Versions:

These Spanish language PSAs are designed to reach Colorado's spanish-speaking community.

See the PSA at: <http://bit.ly/Take5toGetWise>



✓ Community Collaborations

■ Colorado Business Roundtable

DORA has provided a monthly speaker for its on-air, livestream and podcast program, “Connect and Collaborate.” The goal is to demystify regulatory processes and initiatives that help to promote the state’s economic health and protect consumers.

■ Stop Fraud Colorado

DORA frequently partnered with Stop Fraud Colorado at the Colorado Attorney General’s office on several events around the metro area, and specifically on social media chats regarding financial fraud for the military and veteran community as well as during Colorado Consumer Protection Month in November. These chats often trend and reach many thousands of social media users.

■ National Consumer Protection Week

DORA partnered with the Federal Trade Commission to help highlight National Consumer Protection Week as well as held a Consumer Protection Open House in which every DORA division was featured in its the lobby of its downtown headquarters.

■ HOA Information and Resource Center

The Division of Real Estate increased their visibility to their audiences to launch an all new HOA Information and Resource Center presence on askDORA.colorado.gov. This hub for HOA information features access to webinars, news, meetings and workshops. The division also works with the BBB and AARP on educating their members about housing and HOAs, including issues regarding timeshares.

By the Numbers

✓ Campaign Metrics

In summary, “Impressions” – which are the number estimated to have seen the information (possible for one person to see the information multiple times) – totaled 15,702,277. “Clicks” – which are the number of actions online taken by the audiences to access the information – totaled 32,263.



15,702,277
Impressions

32,263
Clicks

✓ Awards

DORA’s outreach initiatives continue to gain recognition.

■ The department was honored to be awarded the highly-coveted **Horizon Interactive Award** for its Veterans and Military Occupational Licensing (colorado.gov/dora-military) and Prescription Drug Monitoring Program (colorado.gov/dora-pdmp) websites.



Horizon
Interactive
Award
recipient

EXECUTIVE DIRECTOR'S OFFICE (CONT.)

✓ Cost

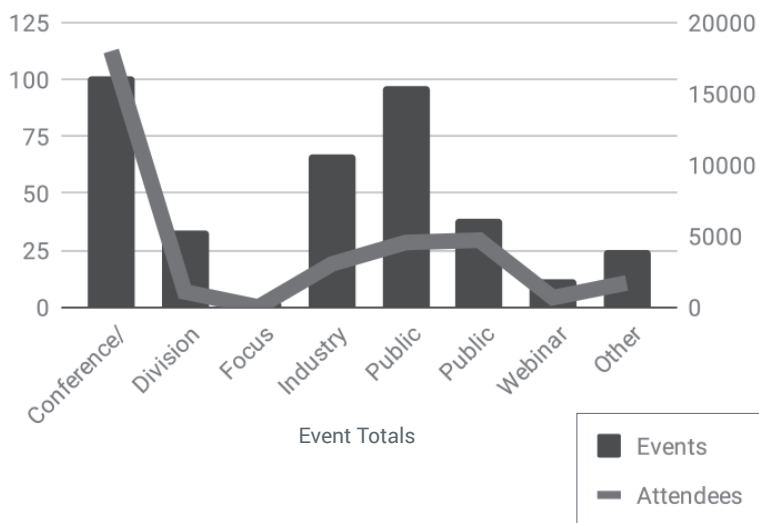
In FY 2018, the program collected \$199,564 in surcharges and interest. While not all costs associated with outreach that is conducted by the department are funded by the Consumer Outreach Fund, it is integral to the overall strategic performance objectives.



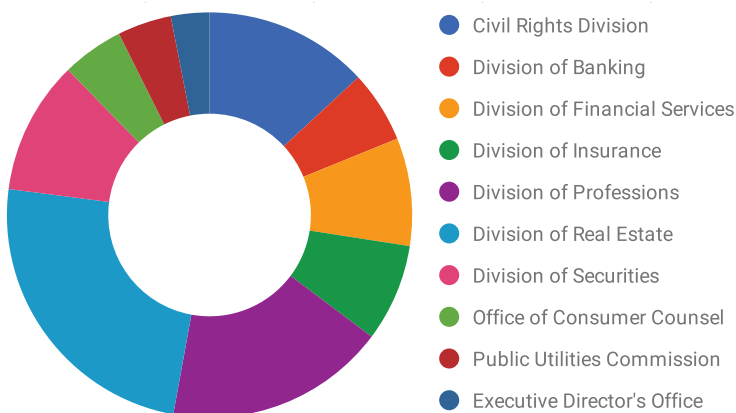
✓ Broadbase Outreach

As part of the broader performance objectives, the divisions have worked to reach more communities in person and via digital networks than ever before. DORA divisions held over 350 events in FY 2018 in counties and communities across Colorado. Throughout the year, division staff participated in a local conferences and roundtables, held stakeholder meetings and focus groups, trainings and educational sessions, public events and webinars.

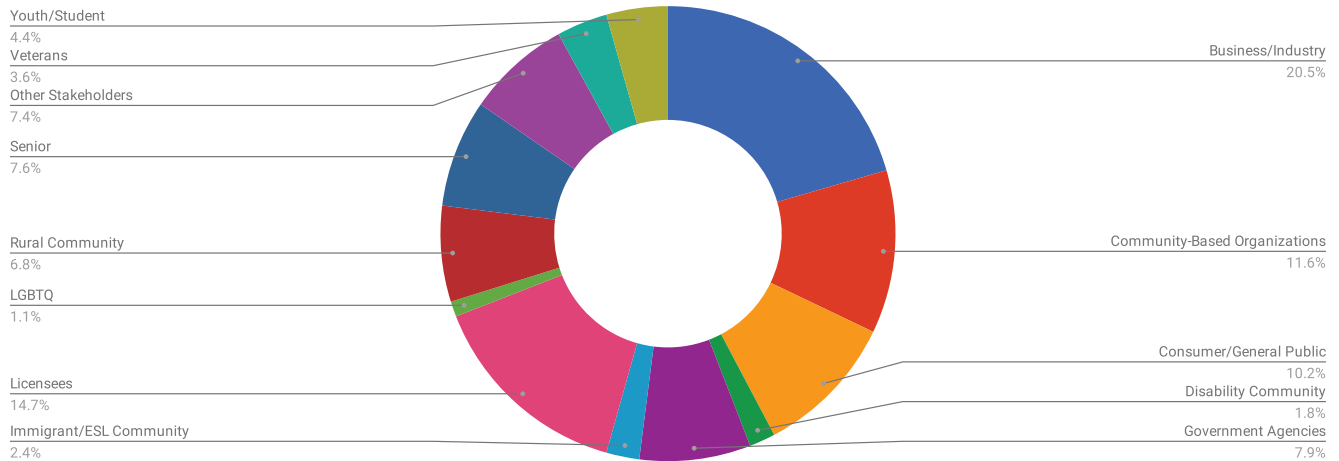
Events And Attendees—By Event Type



Total Events By Division



Events By Audience



COPRRR

✓ More Public Engagement

As part of the sunset process, COPRRR works to solicit as much diverse input as possible. To this end, COPRRR requested that each agency under sunset review post a link to COPRRR’s public comment page on the agency’s website.



- Public comments received on COPRRR’s comment page **more than doubled** from the previous fiscal year.
- COPRRR received 63 cost-benefit analysis requests—46 of those requests pertain to single rule filing.

DIVISION OF FINANCIAL SERVICES

✓ Annual Colorado Directors College

In September, the Division of Financial Services held its annual Colorado Directors College. Nearly 70 credit union executives participated in the event located at the Division of Financial Services office to discuss key regulatory issues.



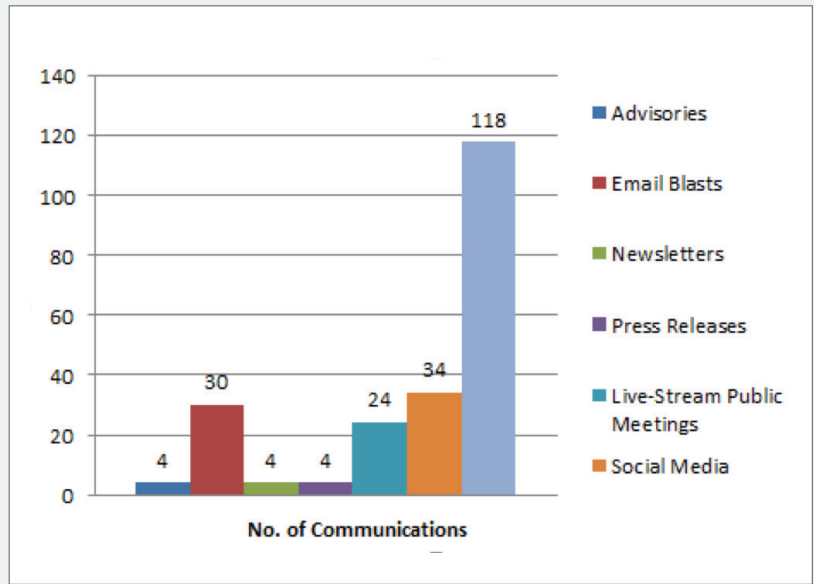
70 credit union executives participated in event

DIVISION OF REAL ESTATE

✓ Reaching the Four Corners of the State

The Division of Real Estate’s communications are concise, impactful and delivered via various mediums to ensure licensed professionals, industry groups and consumers are timely informed regarding any predatory scams or regulatory changes.

| Types of Communications | No. |
|-----------------------------|------------|
| Advisories | 4 |
| Email Blasts | 30 |
| Newsletters | 4 |
| Press Releases | 4 |
| Live-stream Public Meetings | 24 |
| Social Media | 34 |
| Speaking Engagements | 118 |
| TOTAL | 218 |



DIVISION OF INSURANCE

✓ Consumer Advisories and News Releases

In FY 18 the Division of Insurance issued 28 consumer advisories or news releases. These are a key element in the division’s continuing efforts to educate the public about insurance issues and to position the division as a consumer resource.

Advisories and news releases are always supported with messaging on DORA’s Facebook and Twitter accounts.

In addition, many were components in larger campaigns such as: Colorado SHIP Week, promotion of the Life Insurance Policy Locator from the National Association of Insurance Commissioners, preparation for Colorado’s wildfire season and inclusion in DORA’s participation in National Consumer Protection Week.

28
consumer
advisories
released in
FY 18

DIVISION OF SECURITIES

The division prioritized outreach to securities industry members in Colorado, as well as the expansion of partnerships between the division and its licensees and stakeholders.

✓ Highlights Included:

- **New quarterly industry newsletter** featuring updates to state and federal securities rules and regulations, educational opportunities, examination priorities and best practices, and enforcement trends.
- **Crowdfunding Forum:** Experts on capital formation and small business provided feedback on how to improve the division's 2015 Crowdfunding Act. Results from the forum drove the division's 2018 rule changes that make it easier for prospective businesses to utilize the Equity Crowdfunding exemption.



Crowdfunding Forum

- **Securities Industry Symposium:** Panel members including Commissioner Rome and representatives from the Colorado Attorney General's Office, U.S. Securities and Exchange Commission, Federal Bureau of Investigation, and the Financial Industry Regulatory Authority provided insight and answered questions on a variety of industry issues.



Symposium

- **NEW Licensee Educational Webinar Series** featuring “*SeniorSafe for Financial Professionals*,” “*Recent Updates to Colorado Securities Act and Rules*,” and “*What to Expect from a Division of Securities Examination*.”





SPI 3: Improve Processes to Better Engage with Regulated Entities

DORA has 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. We recognize that we must collaborate with regulated entities so that regulatory processes don't cause unnecessary delays in their ability to do business.

The department strives to continually improve and streamline processes and interactions with the members of the public that we serve.



3

SPI 3: Highlights

DIVISION OF PROFESSIONS AND OCCUPATIONS

✓ VOCAL Gains Steam

The division’s Veterans Occupational Credentialing and Licensing (VOCAL) project has continued to fulfill legislative requirements set forth in HB 16-1197 as well as to make a positive impact with tangible benefits to the veteran community. For example, since the adoption of Board of Nursing rules and policies to streamline licensure requirements for military members, military spouses and veterans, five individuals have successfully leveraged their experience to obtain nurse licenses through credit and experience they already had gained in the military. This project has reduced time for applicants waiting to join the labor force and provided a positive impact to their careers, salary, and professional development after military service.

Before the division’s VOCAL initiative, very few boards and program areas had rules or policies that streamlined licensure requirements for these military populations. Since the VOCAL initiative began, 10 boards and program areas have adopted two rules and 14 policies that streamline occupational requirements for veterans applying for professional licensure.

Seven of these board policies and one director policy were adopted in FY 2018, covering Plumbers, Electricians, Barber and Cosmetologists, Psychologists, Addiction Counselors, Licensed Professional Counselors, Marriage and Family Therapists, Social Workers and affiliated professions.

By the State Board of Nursing accepting military experience in lieu of graduating from a Licensed Practical Nurse program, potential cost and time savings for tuition and fees are:

| | |
|---------------------------------|--|
| <h1>44</h1> <p>credit hours</p> | <h1>\$11,219</h1> <p>tuition saved</p> |
|---------------------------------|--|

* Source: Emily Griffith Technical College. Does not include books, housing and living expenses.

✓ Licensing Times Improve

In February 2018, implementation of LEAN process improvement strategies surrounding supervisor review of applications resulted in across-the-board improvement in licensing times for all applications. A review of internal approval processes uncovered an artificial roadblock that, when removed, allowed licensing specialists to follow predetermined criteria during the review phase in order to sign off on applications should these conditions be met.

■ In the five-month period following the initiation of this new process, the average license process dipped from 38 days to 33 – *a reduction of a full work week for application reviews.*

Other technical changes were put into place late in the fiscal year and are expected to yield positive results moving forward. These steps include changes to simplify application language in order to capture necessary information more accurately; cutting the number of application questions in a pilot profession; and identifying and eliminating unnecessary questions.

| Month | Licensing Processing Days by Application Received |
|---------------|---|
| February 2018 | 38 |
| March 2018 | 37 |
| April 2018 | 35 |
| May 2018 | 33 |
| June 2018 | 33 |



COPRRR

✓ Sunrise/Sunset Review

COPRRR conducted the first post-review survey of agencies that had undergone sunset review, with reports published in October 2017.

87.5% of respondents:

- Found communications from COPRRR's analysts kept them adequately informed
- Found the sunset process to be open, transparent and fair
- Found the sunset process to be a positive experience

Approximately 62.5% of respondents found sunset recommendations to be well reasoned. Survey data will aid COPRRR in conducting future sunset reviews.



COLORADO CIVIL RIGHTS DIVISION

✓ CaseConnect

In partnership with the Office of Information Technology, CCRD is improving its current online filing and case management system by creating CaseConnect version 2, to improve ease of use for external and internal customers by clarifying and simplifying processing within the system.

DIVISION OF FINANCIAL SERVICES

✓ LEAN Project

A complete revamp was conducted to the Division of Financial Services Roadmap of Examination Procedures. A LEAN project was conducted seeking input from many stakeholders, including examination staff and the credit union industry.



This project resulted in reducing the examination procedures by nearly 10%, reducing regulatory burden on our stakeholders and eliminating redundancy in the examination process, while continuing to protect consumers.

DIVISION OF REAL ESTATE

✓ Fast, Efficient and Easy Real Estate Licensing

Last year, the Division of Real Estate issued 2,264 real estate licenses within five business days, making licensing fast, efficient and easy for those applicants who are qualified to provide real estate services in Colorado.



✓ Maximizing Value and Eliminating Waste

The Division of Real Estate is committed to utilizing LEAN to improve our processes by maximizing value for our licensed professionals and eliminating waste. By applying LEAN principles, the division saw an 84% reduction in the average number of days for an investigator to complete a criminal background investigation. The average number of days to complete a criminal background investigation was 49 days the previous year. Now, it takes only 8 days to complete.



DIVISION OF BANKING

The division participated in multi-state examinations of state-licensed money transmitters to reduce the costs to these businesses. The resulting cost savings totaled approximately \$29,600 to the licensees during the fiscal year while still ensuring the safety and soundness of the business activity.



DIVISION OF INSURANCE

✓ Consumer Complaints and Services

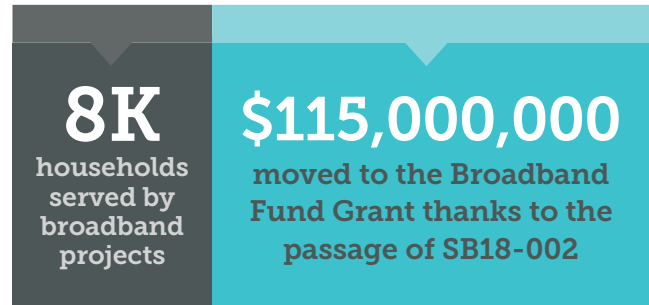
The Division of Insurance Consumer Services team opened 3,124 complaints from consumers while closing 3,282 complaints (the difference is due to complaints that carry across two fiscal years, typically around the end and beginning of the fiscal year). Of the complaints opened, 2,011 were for property, casualty or title insurance and 1,113 were for health insurance and life insurance/annuities. The division was able to confirm these complaints, meaning the insurance company was in violation of the law or its own policy provisions, in 43% of the cases.

Across all lines of insurance, complaints typically are about denial of claims, coverage questions, delays in process, adjuster handling issues, non-renewal or cancellation of policies, premiums and misleading advertising.

It is through these complaints that the Consumer Services team was able to recover \$11,398,379 for Colorado consumers.

43% of consumer complaints confirmed resulted in insurance company violation of law and/or policy

\$11,398,379
funds recovered for Colorado consumers



BROADBAND FUND

In 2017, the Broadband Deployment Board awarded \$9.1 million to eight projects that will serve 8,000 households in Baca, Bent, Conejos, Delta, Hinsdale, Jackson, La Plata, Lincoln, Mineral, Montrose, Prowers and San Juan counties.

The passage of Senate Bill 18-002 moved \$115,000,000 to the Broadband Fund grant program over the next five years to help serve between 72,000 and 115,000 additional households.

\$9.1M
awarded

broadband access for additional **72-115K** households





COLORADO

Department of
Regulatory Agencies

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