

# DORA 2009/2010 Strategic Plan

## Colorado Department of Regulatory Agencies (DORA)

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.

### Drivers

#### Vision

Colorado's economy will thrive through a regulatory framework that protects Colorado's consumers, while fostering fair and rigorous standards for professionals and businesses.

#### Mission

Consumer protection is our mission. DORA will achieve its mission through:

- Communication of consumer rights and professional responsibilities
- Consistent application of professional standards and enforcement regulation
- Connection of regulatory activities and economic development

#### Philosophy

Consumer protection is good for business. "Consumer" includes all people who interact with DORA as complainants or clientele of the regulated entities. Consistent, flexible, and fair regulatory oversight assures consumers, professionals and businesses an equitable playing field. All Coloradoans share a long-term, common interest in a fair marketplace where consumers are protected.

### Reasons to Believe

Accessible Government

Qualified Professionals

Fair Standards

Collective Resource

### Strategic Results

Consumer Education

Complaint Resolution

Business & Professional Education

Timely Access

Qualified Professionals

Economic Environment

### Division Strategic Results

#### Consumer Outreach

Consumers are educated about their rights and understand how the violation of those rights can be addressed and resolved

#### Professional Outreach

Businesses and professionals are educated about consumer rights and the standards and regulations that apply

#### Complaint Resolution

Consumer complaints are resolved in a timely and efficient manner

#### Timely Access

Businesses and professionals can access the regulatory process in a timely and efficient manner

#### Qualified Professionals

DORA's employees have the knowledge, skills, and abilities to effectively and fairly regulate Colorado professionals and industries

#### Economic Environment

DORA plays an active part in improving Colorado's economic environment

### Measures

10% increase in # web hits

10% increase on opt-in listservs to receive regulatory updates/newsletters

75% of all complaints are resolved within 180 days

75% licensed within 30 days

% employees who received job-specific training

Amount of savings and return on investment achieved through regulation, settlements and rate reviews

# DORA Executive Director's Office 2009/2010 Strategic Plan

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## Executive Director's Office (EDO)

The EDO provides leadership and support to DORA's nine divisions. Functions include Accounting and Purchasing, Budgeting, Human Resources, Information Technology Services, and the Office of Policy, Research and Regulatory Reform.

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## Division Strategic Results

### Commitment to Mission

DORA employees understand the mission of DORA and their role in implementing it

### Public Access

DORA's divisions and systems are easily accessible to the public

### Qualified Professionals

DORA's employees have the knowledge, skills and abilities and ongoing training to succeed in their jobs

### DORA is a Trusted Resource

The Legislature accepts DORA as a trusted resource for sunset, sunrise, rules review, budgetary and other policy matters

### Fair Standards

DORA's procurement and contracting processes are perceived as fair and understandable

### Consumer Outreach

Consumers are educated about their rights and understand how the violation of those rights can be addressed and resolved

## Measures

100% of new employees complete orientation within 30 days of beginning work

100% of DORA's licensing and registration functions are available on the internet

% of employees who receive job specific training

80% of DORA's recommendations are adopted by the Legislature

85% of evaluators rate the procurement process as having been understandable and fair

% increase in web hits to consumer portion of website

# Division of Banking 2009/2010 Strategic Plan

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## Division of Banking

DORA'S Division of Banking (DOB) protects consumers by conducting examinations of all state-chartered or licensed financial institutions under its supervision, to preserve public trust in the Colorado banking industry.

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## Division Strategic Results

### Professional Outreach

Bankers are aware of statutory and regulatory requirements

### Complaint Resolution

Consumer complaints are resolved in a timely and efficient manner

### Access to Capital

Colorado's low-income and under-banked consumers have better access to diverse products to meet their needs

### Responsive Government

The executive and legislative branches of Colorado government are able to influence banking policy

### Economic Environment

Public confidence is promoted, depositor funds are protected, and access to credit is facilitated by the safe and sound conduct of the business of state banks

## Measures

Division annually conveys key regulatory issues and guidelines to 80% of bank officers/directors

100% of Consumer complaints are resolved within 20 days

An increase of 10% in the number of state-chartered banks that offer products targeted to the needs of under-served consumers

78% of Colorado banks are state-chartered & 95% of new charters are state chartered

Fewer than 7% of state-chartered banks are adversely rated in the fiscal year

# Colorado Civil Rights Division FY 2009/2010 Strategic Plan

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## Colo. Civil Rights Division

DORA's Civil Rights Division is charged with the enforcement of the state's civil rights statutes in order to protect businesses and consumers from the damages of discrimination.

### Drivers

#### *Vision*

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## Division Strategic Results

### Intake

Consumers' complaints are received and processed in an efficient and timely manner preserving consumer rights

### Enforcement

Investigations and mediations are resolved in a timely manner

### Education

Public awareness of state and federal civil rights laws is increased with a key emphasis on predatory lending and sexual orientation

### Outreach

Community and business groups partner with the Division on outreach to diffuse community conflicts, conduct targeted intakes and promote targeted messages

## Measures

80% of fully completed intake packets received will result in the drafting of a formal complaint within 15 days

100% of charges filed are served on the Respondent within 10 days of filing

Complete 80% of investigations within 270 days. Complete 80% of mediations within 30 days

100% of outreach efforts convey at least one of the Division's identified key messages

% of the Division's activities where a partner was involved

# Office of Consumer Counsel FY 2009/2010 Strategic Plan

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### Office of Consumer Counsel

DORA's Office of Consumer Counsel is the consumer advocate before the PUC for regulated utilities involving electricity and natural gas bills, telephone bills (Qwest and other companies) and other matters.

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## OCC Strategic Results

### Consumer Savings

Consumers save money through OCC's advocacy to reduce utility rates, obtain refunds, and decrease utilities' rate increase requests

### Fair Rates

Consumers receive high quality and reliable services at fair and reasonable rates

### Education/Outreach

Consumers are knowledgeable about the OCC's mission, scope, and its consumer protection efforts

## OCC Measures

Maintain a positive "Return on Investment" representing consumer savings of \$ 30 for every \$ 1 spent, based on a 4-year rolling average

Review utilities' rate filings within 10 days to determine whether to participate in dockets affecting consumers' rates and/or quality of service

100% of outreach efforts convey the OCC's key messages of mission, statutory mandate, and consumer protection

# Division of Financial Services 2009/2010 Strategic Plan

## DORA

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## Division of Financial Services

DORA's Division of Financial Services protects consumers by acting like the state-chartered credit union, savings and loan association, and life care institution police. We ensure that the people entrusted with your money follow the laws, regulations, and industry standards.

### Drivers

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## Division Strategic Results

### Complaint Resolution

Consumers and businesses have quick and easy access to the Division's resources for information and to file complaints

### Outreach

Consumers and businesses are educated about the risks that exist in the marketplace and the regulatory framework that protects them

### Government Efficiency

State-chartered institutions realize greater efficiencies than federally-chartered institutions

### Access to Capital

Colorado's low income and under-banked consumers have better access to diverse products to meet their needs

### Economic Environment

Public confidence is promoted by the safe and sound conduct of state-chartered credit unions, life care institutions, and savings and loans

## Measures

100% of consumer complaints will be resolved within 20 days

90% of communication the Division has with the public will address consumer protection, and the Division's identified key messages: having faith in financial institutions, information on contractual relationships, and educational resources

The average cost of regulation for state-chartered credit unions is at least 10% less than those of federally-chartered credit unions

1 additional credit union each year is designated as a community development provider

Fewer than 10% of regulated institutions will experience a reduction in rating during any fiscal year

# Division of Insurance FY 2009/2010 Strategic Plan

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## Division of Insurance

DORA's Division of Insurance protects consumer rights and educates consumers to make informed decisions about insurance. DOI regulates insurance industry fairly to promote a competitive business environment.

### Drivers

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## Division Strategic Results

### Complaint Resolution

Timely resolution of complaints allows consumers to get the insurance they paid for to protect their assets

### Carrier Stability

Colorado's consumers and economy are protected through competitive and stable insurance carriers

### Consumer Outreach & Education

Consumers are educated about responsibilities, rights and choices, and the complaint resolution process

### Business Education

Insurance providers and companies can access the regulatory process in a timely and efficient manner

## Measures

85% of consumer complaints are resolved within 90 days

100% of examinations, analyses, and processes comply with national financial and market regulation standards and statutory requirements

100% of outreach conveys key messages above

In 2010, 100% of all required filings are done electronically

# Public Utilities Commission FY 2009/2010 Strategic Plan

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## Public Utilities Commission

As a division within DORA, the PUC strives to protect Colorado ratepayers and preserve healthy utilities. It regulates investor-owned telecommunications, electric, gas and water utilities, and motor vehicle carriers for hire.



## Division Strategic Results

**Dispute Resolution**  
Consumers are protected through timely and fair resolution of complaints and disputes and other issues among and between utilities and consumers

**Economic Oversight**  
Colorado utilities maintain financial viability through just and reasonable rates

**Outreach**  
Consumers and utilities are educated about their rights and responsibilities and the effect of PUC decisions

**Safety and Compliance**  
Utilities provide reliable, safe, equitable, adequate, and quality services

**Motor Carrier Permits**  
All over-the-counter applications are timely processed to verify qualifications to operate

## Measures

95% of informal consumer complaints resolved in 15 business days

Measured over a 5-year period, the savings the PUC secures for consumers outweighs the cost of the agency

100% of outreach is consistent with the key messages of consumer protection, education, and public participation

100% score from the Office of Pipeline Safety annual review

Process 100% of completed applications within 5 business days of receipt

# Division of Real Estate 2009/2010 Strategic Plan

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## Division of Real Estate

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

### Drivers

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## Division Strategic Results

### Enforcement

Coloradans are protected by eliminating bad actors and creating a level playing field by achieving compliance with all applicable laws

### Outreach

Stakeholders are educated to ensure the public and regulated community know and can exercise their rights and responsibilities

### Proactive Regulation

Proactive and interactive outreach with stakeholders leads to necessary regulation

### Timely Access

All license applications and renewals are efficiently processed

### Complaint Processing

Consumer complaints are resolved in a manner ensuring consumer confidence in the process while preserving market integrity

## Measures

75% of all complaints are investigated and resolved within 180 days

Reduce the number of complaints we receive where we do not have jurisdiction by 10%

Create a DRE Advisory Council of licensees and consumers to provide feedback regarding recommended regulatory changes and hold quarterly meetings

75% of completed applications are processed within 3 business days of receipt

# Division of Registrations FY 2009/2010 Strategic Plan

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## Division of Registrations

DORA's Division of Registrations is dedicated to consumer protection through the licensure and enforcement of over 40 professions, occupations and businesses in the state totaling over 300,000 people.

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## Division Strategic Results

### Complaint Resolution

Consumer complaints are resolved in a timely and accountable manner

### Consumer Education

Consumers are educated about their rights and ways in which to access the Division and its services

### Fair Standards

Public health, safety and welfare are enhanced through fair and consistent oversight and enforcement of regulatory standards

### Timely Access

The public is protected by licensing qualified applicants in a timely and efficient manner

### Efficient Government

Efficiency and security are improved through the use of technology

## Measures

In the Office of Investigations, 95% of High Priority cases will be investigated within 90 days and 90% of Standard cases will be investigated within 180 days

100% of Boards and Programs will make a presentation to a consumer group and/or participate in media events

20% increase in the number of programs that will evaluate complaint trends and develop targeted outreach to licensees and consumers

90% of qualified applicants are licensed or approved for exam within 14 days of receipt of an application that includes all required documentation

50% increase in the number of Boards - Programs that use electronic means for distribution of agenda packets

# Division of Securities FY 2009/2010 Strategic Plan

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## Division of Securities

DORA's Division of Securities protects investors by investigating cases of potential investment fraud, examining licensed investment advisers and stockbrokers, and conducting outreach and educational presentations.

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## Division Strategic Results

### Registration

Investors are protected through the registration of securities, which requires full and fair disclosure of material risks, and allows investors to make informed investment decisions

### Licensing

Citizens of Colorado are protected from investment fraud through fair and just enforcement of licensure standards for stockbrokers and investment advisors

### Examinations

Investors are protected from dishonest and unethical sales practices through examinations, which ensure that brokerage and investment advisory firms comply with the law

### Enforcement

Citizens are protected by deterring investment fraud activity through timely and thorough investigations and enforcement actions

### Investor Education

Public awareness is heightened about basic financial principles, investor protection issues and regulatory safeguards to help make sound investment decisions

## Measures

Contact for additional information all broker-dealers who have special review applications pending for stockbrokers within one week of receipt of the application by the Division

Annually examine 125 licensed Investment Advisor Representatives and brokerage firms in Colorado

Upon receipt of a complaint, within 15 days make a determination as to whether justification exists to open an active investigative case

Establish a baseline for 2008 for use of the Division's interactive web games which improve investor awareness skills and increase participation by 10 percent for 2009