

**Vision:** Facilitating growing, healthy, innovative, and safe insurance and financial services industries in Arizona as an efficient and responsive regulator.

**Mission:** Protect consumers, provide certainty on regulatory matters, and perform with efficiency and integrity as good stewards of taxpayer resources.

**Agency Description:** Licenses, monitors, investigates, examines, facilitates compliance of, and ensures the safety and soundness of, regulated entities; helps resolve consumer complaints against financial-services and insurance entities; takes action in response to violations of law; encourages competition, innovation and economic development; collects taxes and assessments that support State government operations; combats auto theft and insurance fraud through public awareness campaigns, a dedicated fraud unit, and funding for law enforcement and dedicated prosecutors.

**Executive Summary:** The Department of Insurance and Financial Institutions identified the following strategic priorities:

**Improve Agency Modernization and Resilience** by reorganizing to more effectively leverage efficiencies, streamline the agency's leadership structure, and increase resources in key areas.

**Provide Effective Stakeholder Communication and Consumer Services** by improving communication regarding agency activity and regulatory expectations with various stakeholder groups, and improving citizen, consumer and industry outreach and publicity.

**Facilitate Healthy and Growing Industry Stakeholder Communities** by efficiently and effectively providing required regulatory oversight, quickly approving and reviewing filings or applications of all kinds, and providing policy leadership on emerging areas of interest to stakeholder communities.

### Summary of 5 Year Strategic Priorities

| # | Multi-Year Strategy   | Start Year | Progress / Successes  |
|---|---|------------|---|
| 1 | Improve Agency Modernization, Competitiveness, and Structure      | 2021       | Restructured agency organization given 2020 merger to streamline leadership and consolidate areas of shared responsibility across stakeholder groups; addressed licensing information technology inefficiencies.  |
| 2 | Provide Effective Stakeholder Communication and Consumer Services | 2017       | Implemented Jake's Law; launched surprise out-of-network billing dispute resolution process and system; streamlined process for insurers to submit network adequacy, provider grievance, long-term care and health insurance annual reports; reenergized the practice of communicating with stakeholders through substantive policy statements. |
| 3 | Facilitate Healthy and Growing Industry Stakeholder Communities   | 2021       | Maintained necessary national accreditations; started participating in national multi-state examination programs aimed at greater efficiency for regulated licensees; policy development regarding money transmission and licensing reform; opened first de novo state-chartered bank in over a decade.   |

| Strategy # | FY23 Annual Objectives  | Objective Metrics  | Annual Initiatives  |
|------------|---|--|---|
| 1          | <p>Improve agency recruitment and retention</p> <p>Implement new financial institutions licensing IT solution (A3 Breakthrough Project)</p> | <ul style="list-style-type: none"> <li>● Attrition Rate</li> <li>● Retirement rate</li> <li>● % of licensing IT solution project milestones completed on time</li> </ul>   | <ul style="list-style-type: none"> <li>● Gain an understanding of agency salary structure as compared to comparable industry within the private sector employment, with evaluating a pay scale structure for most non-management staff. That appropriately considers experience, professional development, and performance.</li> <li>● Design, Develop and implement new licensing program</li> </ul> |
| 2          | <p>Increase public facing communication about agency activity and results</p>   | <ul style="list-style-type: none"> <li>● Number of public information campaigns and announcements about agency action</li> <li>● Targeted number of monthly press releases, agency news bulletins, or other information for public consumption</li> </ul>          | <ul style="list-style-type: none"> <li>● Use available Department resources to develop more information campaigns regarding agency-related subject matter, including coordination with industry stakeholders on topics such as insurance fraud, automobile theft, and insurance/financial services literacy</li> </ul>  |
| 3          | <p>Maximize timely completion of matters submitted to DIFI</p>  | <ul style="list-style-type: none"> <li>● % of filing reviews and license approvals/authorizations, appeals, and consumer complaints completed or resolved within targeted timeframes.</li> <li>● % of examinations completed within targeted timeframes</li> </ul> | <ul style="list-style-type: none"> <li>● Identify policy recommendations that would further create efficiency for licensing and regulatory processes</li> </ul>   |