

**Vision:** Safe, innovative, competitive and readily available financial and insurance products and services with minimal regulatory and taxpayer burdens.

**Mission:** To help Arizonans receive the benefits and protections to which they are legally entitled by enforcing insurance and financial institution laws and by providing information and assistance, and to combat vehicle theft.

**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, and funding for law enforcement and dedicated prosecutors.

**Executive Summary:** The Department of Insurance and Financial Institutions identified the following two strategic priorities toward actualizing our vision:

**Consumer Education and Protection** by improving awareness and accessibility by increasing and improving citizen, consumer and industry outreach and publicity; and, by continuing to strive toward best practices in industry oversight.

**Agency Modernization and Resilience** by more meaningfully implementing Arizona Management System tools and approaches to strengthen operations, make best use of limited resources, and to anticipate and respond to technology, industry advances and evolving standards for industry regulation; by updating its continuity of operations plan, including the succession plan; and, by increasing staff training, thereby enabling the agency to better anticipate and respond to current and future opportunities and threats and reducing risks associated with impending retirements of employees with expertise.

### Summary of 5 Year Strategic Priorities

#	Multi-Year Strategy	Start Year	Progress / Successes
1	Consumer Education and Protection	2017	Launched surprise out-of-network billing dispute resolution process and system; implemented part of an improved interactive web-based information resource that has already resulted in fewer health insurance questions; streamlined process for insurers to submit network adequacy, provider grievance, long-term care and health insurance annual reports; received mortgage regulatory program accreditation from the Conference of State Bank Supervisors and the American Association of Residential Mortgage Regulators in 2018; five-year reaccreditation by the National Association of Insurance Commissioners in FY 2019; increased opportunities for training and professional designation for insurance financial analysts.
2	Agency Modernization and Resilience	2016	Implemented a more robust licensing and regulatory information system; expanded online application and payment opportunities; eliminated cash fee payments; implemented an updated Internet website; eliminated numerous out-moded rules; worked with stakeholders to modernize insurance premium tax filing laws; implemented examination manual adjudged "exceptional" by Conference of State Bank Supervisors; completed pay parity project, improving consistency of pay among agency employees; improved availability of professional training opportunities for examiners; awarded two-year accreditation with a finding of "Excellent" by the Appraisal Subcommittee of the Federal Financial Institutions Examination Council; implemented cross-training program for financial services examiners.

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
<b>1</b> Consumer Education and Protection	Improve accessibility, outreach and publicity for citizens, consumers and industry	# number of follows on social media platforms  % of grants reviewed to be in each of four levels of compliance	Conduct advertising campaigns and outreach events to increase awareness of automobile theft and insurance fraud  Implement a program of review to ensure grant recipient compliance with the provisions of grant contracts
<b>1 &amp; 2</b>	Improve online services	% of non-tax revenue from payments received electronically  % annual reduction to consumer calls  % annual reduction to licensing calls  Average days to issue an insurance professional license to an Arizona resident individual	Make online payment available for Arizona Automobile Theft Authority fees, guaranty fund assessments, regulated-entity examinations and health care appeal fees  Work with Arizona Department of Public Safety to implement online fingerprinting  Work with Arizona Department of Administration to improve elicense.az.gov and Salesforce configurations
<b>2</b> Agency Modernization and Resilience	Update agency continuity of operations and succession plans	% of action plan steps that were complete by action plan deadlines  % of divisions that identified its processes in the continuity of operations plan	Create a schedule for producing the agency continuity of operations plan, including tiered (agency/division/section) meetings to identify processes and to prioritize, schedule and review detailed procedures
	Improve implementation of the Arizona Management System	AMS implementation score  AMS deployment %	Increase the agency's proficiency and consistency in applying Arizona Management System tools  In business process meetings, manage accountability for Arizona Management System implementation and deployment, evaluating status, successes and barriers