

**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 and Resilience	2016	Implemented a more robust licensing and regulatory information system; expanded online application and payment opportunities; eliminated cash fee payments; restructured agency organization to streamline leadership and consolidate areas of shared responsibility across stakeholder groups.
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 treatment of cryptocurrency and digital assets in state law.

Strategy #	FY21 Annual Objectives	Objective Metrics	Annual Initiatives
1	Update agency organizational structure to increase operational efficiencies.	Completion of continuity of operations and succession plans.	Streamline agency organizational structure where possible.  Continue updating agency continuity of operations and succession plans.
1	Improve current metrics	Add Fraud Unit Metrics:  Change metrics to better reflect overall performance (i.e. percentage of consumer complaints resolved in target timeframe).  Benchmarks for IT System improvement plans.	Continue and improve AMS implementation.  Work with Arizona Department of Administration to improve IT support needs, including updated agency website and Salesforce configurations.  Develop long-term resource allocation strategies to support permanent remote work and Fraud Unit resource increase.  Create improvement plans for agency IT systems.
2	Increase public facing communication about agency results	# of public information campaigns and announcements about agency action.	Use available Department resources to develop more information campaigns regarding agency-related subject matter, including coordination with industry stakeholders on topics such as auto-glass fraud and automobile theft.
3	Maximize timely completion of matters submitted to DIFI.	% of filing reviews and license approvals/authorizations completed within targeted timeframes.  % of examinations completed within targeted timeframes.	Develop policy recommendations regarding the treatment and use of digital assets and cryptocurrency in conjunction with HB2544 Study Committee.  Determine long-term agency needs for continued support of growth in licensees and industry stakeholders statewide.