

IDAHO DEPARTMENT OF INSURANCE

FY 2022 - FY 2025

FOUR YEAR STRATEGIC PLAN

July 1, 2021

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I. INTRODUCTION

The Department of Insurance is a state agency created to regulate the business of insurance in Idaho. State regulation of Idaho's insurance business began in 1901. In 1961 the Insurance Code was expanded and re-codified into Title 41, Idaho Code. When the executive branch of state government was reorganized in 1974, the Department of Insurance became one of twenty major departments of the executive branch. The director of the department is appointed by the governor and is subject to confirmation by the state senate.

The first, and perhaps the most significant, part of the strategic plan is our Mission Statement, which identifies what we do and why we do it. Our Vision Statement is a description of how we envision the future. Our Values describe how we interact with the people of the state and with each other.

The department's goal is to provide superior service to all customers. This goal forms the basis for all the department's regulatory responsibilities. The Goals on the following pages set forth broad outcomes desired for each of the department's core regulatory divisions to attain superior service levels. The Objectives and Strategies describe how the department will reach a particular goal. Performance Measures and Benchmarks are intended to gauge progress toward achieving goals. The Performance Measures and Benchmarks used in this plan were determined by assuming that existing staffing and funding levels continue throughout the term of the plan. Output Measures are used to quantify the services we provide.

The department fulfills its mission and duties through two divisions: The Insurance Division and the State Fire Marshal's Office. The Insurance Division consists of three regulatory bureaus overseen by the Deputy Director. Support services are provided by an administrative group reporting to the Director. The responsibilities can be summarized as follows:

- **Administration:** The Director is responsible for the overall policy direction and management of the Department of Insurance. The Director's administration group includes the Deputy Director, the fiscal section with premium tax, a public information specialist and a human resource specialist. The administration group provides oversight, guidance and strategic business partnerships to the Insurance Division and the State Fire Marshal.
- **Insurance Division:**
 - **Company Activities Bureau:** This bureau monitors and examines the financial condition of all insurance entities domiciled in the state of Idaho to assure that each complies with Idaho law and that the financial obligations of the company to its policyholders will be met. The bureau reviews all applications of insurers and qualifying self-funded healthcare plans seeking to do business in this state to determine eligibility for a certificate of authority to transact insurance or eligibility for registration as a self-funded healthcare plan. The bureau also licenses producers, adjusters, bail agents, third party administrators, and other licensees.

- **Consumer Services Bureau:** This bureau researches consumer and industry complaints and provides assistance to consumers and the insurance industry on matters involving insurance contracts and potential violations of the insurance code. This bureau is also responsible for investigating criminal and civil violations of insurance laws, and referring cases involving both criminal and civil violations to the Attorney General for administrative action or criminal prosecution. Also within this bureau is Idaho's Senior Health Insurance Benefits Advisors (SHIBA) program which provides information, counseling and assistance on Medicare coverage issues to Idaho's Medicare eligible citizens through a network of over 100 volunteers and a help line staffed to service Idaho consumers.
- **Market Oversight Bureau:** This bureau reviews insurance and self-funded rates and forms. It also regulates title agents; and performs market conduct analyses and examinations of insurers and self-funded plans domiciled in Idaho. The bureau meets the effective rate review standards for the individual and small group health insurance markets, retaining state-level regulatory authority. The bureau supports the Idaho Health Insurance Exchange in fulfilling the plan management requirements, reviewing and certifying health plans that meet the Qualified Health Plan standards. The bureau monitors changes to federal and state law that affect health plans and implements any necessary updates to Idaho insurance laws, rules or written guidance.
- **State Fire Marshal:** The State Fire Marshal's Office participates in and coordinates an integrated statewide system designed to protect human life from fire and explosions through fire prevention, investigation and public education activities. The program involves fire prevention activities, fire/arson investigations, code enforcement and the operation of the National Fire Incident Reporting System. The State Fire Marshal's Office aids local fire and law enforcement agencies throughout the state.

II. MISSION STATEMENT

The mission of the Department of Insurance is to serve and protect Idahoans by equitably, effectively and efficiently administering the Idaho Insurance Code and the International Fire Code.

III. VISION STATEMENT

The Department of Insurance vision is:

- A regulatory environment in Idaho that is efficient, fair and effective.
- An insurance market that:
 - Encourages competition and job growth by making Idaho an attractive place in which to do business;
 - Maintains public confidence in the industry by providing effective protections to the insurance-buying public;
 - Is a state-based regulatory system:
 - Providing the most efficient and effective means of regulating the industry and responding to consumer needs;
 - Continuing the long track record of protecting consumers while meeting the unique needs and challenges of the various state markets;
 - Demonstrating the viability and effectiveness of state-based insurance regulation by promoting greater uniformity and efficiency in insurance regulation at the national level while making certain the unique needs of this state are also addressed.
- A State Fire Marshal's Office that will continue:
 - In its role as an essential resource for local governmental units by providing training and assistance when requested;
 - To take a proactive approach to fire prevention by improving and expanding the scope of its public outreach and fire prevention education programs;
 - To establish the origin and cause of fire by conducting competent and timely investigations and by assisting in criminal prosecution of those responsible.

IV. VALUES

In all areas of our work, the citizens of Idaho come first. Customer service to the public and to the industry members we regulate is a priority. We have a duty to the citizens to be responsive to their needs and look for ways to improve the services we offer. We also have a duty to manage our resources in an effective and efficient manner.

The department is committed to providing a workplace that is rewarding to its employees. We are a team, and each member of the team is valued and respected. The department supports and encourages professional development of all its employees. We strive to provide every employee an equal opportunity to be heard and to succeed. The actions and conduct of team leaders should inspire respect and admiration from the internal staff and all public sectors.

The insurance industry is complex and dynamic. To meet the challenges of regulating this industry, the department is committed to investing in the technological tools and training necessary to allow staff to achieve the goal of efficient, fair and effective regulation.

Leadership's Core Values are:

- To strive for excellence in customer service.
- To keep promises and commitments that we make with others.
- To build trust and provide superior service. We must always communicate in an open, honest, and respectful manner.
- To strive to demonstrate and motivate employees to provide service to industry, the public, and each other in a positive, collaborative, and solution-focused manner.
- To recognize we are stronger as a department than we are as individuals or sections. We work best in a team-oriented environment with opportunities for personal and professional growth.
- To choose to be leaders—which includes being accountable for our behavior, actions and results. We foster collaboration while maintaining individual accountability.
- To strive to recognize and appreciate the value of others.

V. KEY EXTERNAL FACTORS

- Moves by the federal government that preempt state authority regulating the business of insurance.
- The increasing population of the state which requires more resources to be allocated to insurance fraud, arson, fire prevention and direct consumer services.
- The changing demographics of Idaho's population including an increasing number of senior citizens needing assistance in choosing appropriate health care plans and insurance services.
- The spiraling cost of health care which impacts the availability, affordability and quality of health insurance and managed care plans available in Idaho.
- The effect of enacting the Patient Protection and Affordable Care Act of 2010 (ACA) with accompanying regulations and to what extent this act may be adjusted in 2020 and coming years.
- Responding to continued growth within the industry with available resources.
- The ability of the state to offer a compensation package to compete with industry in attracting and retaining persons with the necessary background, education and skills to effectively fulfill the regulatory duties of the department.
- Increasing demands for local fire related services will increase the demands for services such as training, fire investigations and inspections provided to local entities by the State Fire Marshal.
- National regulatory initiatives aimed at improving solvency regulation and increasing uniformity in state regulation that require changes to Idaho laws or investments in technology and staffing to complete.
- The impact on the insurance market from pandemics, natural disasters and acts of terrorism.
- Legislative changes and court rulings.

VI. GOALS, OBJECTIVES, STRATEGIES AND MEASURES

A. COMPANY ACTIVITIES BUREAU

GOAL: TO EFFICIENTLY ENSURE THAT INSURERS DOING BUSINESS IN IDAHO ARE FINANCIALLY SOUND AND IN COMPLIANCE WITH IDAHO LAW.

Objective 1: *Monitor the financial condition of domestic, foreign and alien insurers.*

Strategies:

- Communicate with insurers to ensure a more complete understanding of analysis and examination objectives and standards.
- Provide high quality, timely and comprehensive analysis and examinations of the financial condition and market practices focusing on domestic insurers, and registered self-funded plans.
- Effectively use intra-departmental resources and those available through the National Association of Insurance Commissioners (NAIC) to enhance the effectiveness and quality of examinations and analyses while minimizing costs to the state and regulated entities.
- Maintain open and regular communication with insurers to quickly identify changes in financial position or operational practices that may negatively impact the financial health of insurance companies or be detrimental to policyholders and creditors.

Performance Measures and Benchmarks:

- Maintain accreditation by the National Association of Insurance Commissioners (NAIC) by:
 - Complying with national standards established for timeliness and quality of financial analyses.
 - Complying with national standards established for risk-focused financial examinations.
 - Successfully completing NAIC five-year accreditation reviews.
- Complete all financial examinations within NAIC accreditation timeliness standards, generally 18 months from the “as of” date for multi-state insurers.

Output Measures:

- Number of analyses completed.
- Number of examinations completed.

Company Activities Bureau cont'd

Objective 2: To process admission applications in an effective and timely manner to admit financially sound insurers and other related entities that will offer quality insurance products and services to Idaho residents.

Strategies:

- Encourage use of the Uniform Certificate of Authority Application process.
- Monitor and update Idaho's state specific admission procedures to ensure relevancy while maintaining standards and requirements required by Idaho law.
- Place a high priority on the approval of applications from entities that are financially sound and have a track record of service to customers.
- Evaluate an applicant's financial soundness and the products and services offered on a stand-alone basis.
- Comply with NAIC accreditation standards for domestic company applications and Form A acquisitions or mergers.

Performance Measures and Benchmarks:

In accordance with NAIC national standards:

- Approve or deny all applications within 30 days after an application is deemed complete and all admission requirements have been met.
- Monitor new admissions with respect to solvency and market conduct to make certain the department's admissions screening is successful. No newly licensed companies should be the subject of regulatory actions within one year of admission.

Output Measures:

- Percentage of applications approved or denied within 30 days after a complete application has been received.
- Number of companies subject to regulatory action within one year of admission.

Company Activities Bureau cont'd

Objective 3: To efficiently license qualified persons as insurance producers, adjusters, bail agents, third party administrators and other licensees.

Strategies:

- Ensure uniform and efficient licensing standards, policies and processes.
- Continue to move to an electronic, paperless licensing environment.
- Monitor and improve opportunities for continuing education for licensees.
- Maintain an adequate number of trained, professional staff members to complete licensing responsibilities.
- Monitor and enforce compliance with appropriate rules.

Performance Measures and Benchmarks:

In accordance with NAIC Producer Licensing Model Act Standards:

- 90% of license processing will be completed within 5 business days.
- Increase the percentage of licenses, renewals, appointments, and other licensing transactions processed electronically to at least 95%.
- Increase continuing education course availability by 5%.

Output Measures:

- Number of producer and other license applications, renewals filed, and the percentage filed and processed electronically.
- Number of producer licenses approved, denied or revoked.
- Percentage of licenses processed within 5 business days.
- Number of continuing education courses analyzed and approved.

B. CONSUMER SERVICES BUREAU

GOAL: TO ASSIST THE PUBLIC WITH MATTERS INVOLVING INSURANCE BY PROVIDING COUNSELING AND ASSISTANCE TO INSURANCE CONSUMERS AND THE INSURANCE INDUSTRY, AND BY INVESTIGATING UNFAIR AND ILLEGAL PRACTICES AND INSURANCE FRAUD.

Objective 1: *To provide an effective forum for the analysis and resolution of consumer and industry inquiries and complaints.*

Strategies:

- Maintain an adequate number of well-trained staff able to effectively respond to inquiries and assist consumers in resolving issues with their insurance company or producer.
- Assist insurance companies, producers, and the public in resolving industry issues.
- Provide education and information to consumers and the insurance industry through classes, written materials and electronic media.
- Make the services of the DOI accessible to Idaho consumers through a variety of methods including in-person, online and telephone.

Performance Measures and Benchmarks:

Performance measures and benchmarks are established based on history of inquiries/complaints received, investigated and closed:

- Respond to approximately 600 inquiries per month.
- Respond to approximately 850 consumer complaints per year.
- Investigate and resolve at least 90% of all complaints within 60 days.
- Close 80% of new complaints opened during the year.

Output Measures:

- Number of inquiries received.
- Number of consumer complaints opened and number of cases resolved.
- Percentage of complaints resolved within 60 days of opening.

Consumer Services Bureau cont'd

Objective 2: To provide educational opportunities to all Idahoans and the insurance community.

Strategies:

- Offer outreach opportunities using web-based options or other non-traditional meeting methods to reach the less populated areas of Idaho.
- Access industry associations as a resource for outreach opportunities.
- Provide education and information to consumers and the insurance industry through classes, written materials and electronic media.
- Identify opportunities to inform the public of the services available to consumers through the Idaho Department of Insurance.
- Coordinate with the department's public information specialist to develop communication strategies such as news releases, flyers and online notices.

Performance Measures and Benchmarks:

Performance benchmarks are established based on availability of staff to provide presentations, trends in types of consumer questions received, and requests for future presentations topics received on class evaluation forms. Class evaluation forms are reviewed to determine effectiveness of the outreach:

- Complete at least 40 outreach opportunities per year including presentations to Idaho consumers with opportunities spread throughout the state.
- Reach 600 participants through outreach efforts including insurance industry and the public.
- Conduct 6 law presentations per year with a goal of 50 participants in each class.
- 90% of law class evaluations will be rated as "satisfactory" or better.

Output Measures:

- Number of outreach activities per year and number of participants per outreach event.
- Number of insurance presentations per year and number of participants per presentation.
- Number of law classes taught to the insurance industry per year and total number of participants.
- Results of evaluations completed by law class participants.

Consumer Services Bureau cont'd

Objective 3: To provide personalized counseling services to Medicare beneficiaries with emphasis on low income and diverse populations.

Strategies:

- Recruit and provide training to volunteers to provide one-on-one counseling services.
- Certify and monitor volunteers using quality assurance tools developed by the SHIBA program.
- Assist Medicare beneficiaries to identify, understand and enroll in appropriate programs and plans.
- Increase awareness of Department of Insurance services and Medicare programs through outreach to beneficiaries and networking with partners.
- Use Centers for Medicare and Medicaid Services tools to identify unmet needs by geographical area.
- Provide publications and informational materials to the public.
- Partner with public and private efforts targeted at helping Medicare beneficiaries learn about and access program benefits and services.

Performance Measures and Benchmarks:

The following performance measures and benchmarks align with improving program progress toward performance measures set for the SHIP Grant by the Administration for Community Living:

- Provide client contact to 18,000 of Idaho's beneficiaries (6% of Idaho's Medicare population).
- Increase the number of individuals attending events to 30,000 (10% of Idaho's Medicare population).
- Increase the number of telephone inquiries by 5% annually.
- Increase the number of recruited volunteers to 175.

Output Measures:

- Total number of client contacts, including in-person, telephone, email, fax and postal mail.
- Number of clients reached through media events or outreach efforts.
- Number of volunteers available for counseling.
- Number of telephone inquiries on the SHIBA helpline.

Consumer Services Bureau cont'd

Objective 4: To reduce costs and losses to the public and the insurance industry arising from insurance fraud.

Strategies:

- Investigate alleged violations of the Idaho Insurance Code.
- Monitor the extent and severity of insurance fraud in Idaho.
- Provide procedures for industry identification and reporting of insurance fraud.
- Work with state, county and local law enforcement agencies to create a unified system for investigating, prosecuting and reducing insurance fraud.
- Increase public awareness of insurance fraud and its impact on premiums, insurers and consumers.
- Develop insurance fraud investigation and prosecution strategies in conjunction with the Office of the Attorney General.

Performance Measures and Benchmarks:

- 70% acceptance rate by DAGs of cases referred for prosecution based on history of inquiries/complaints received, investigated and referrals.
- Provide at least 6 public education or outreach programs annually based on availability of staff to provide presentations, trends in Types of investigative referrals received and requests for future presentations topics received on class evaluation forms.
- Provide an annual training program on insurance fraud for law enforcement and insurance special investigation personnel annually based on availability of staff to provide presentations, trends in types of investigative referrals received and requests for future presentations topics received on class evaluation forms.

Output measures:

- Number of cases referred to the department for investigation.
- Number of reported cases investigated.
- Percentage of referred cases accepted by Deputy Attorneys General for prosecution.
- Number of presentations given to the industry, public and law enforcement agencies by investigations staff.

C. MARKET OVERSIGHT BUREAU

GOAL: TO ENSURE THAT INSURANCE POLICIES COMPLY WITH IDAHO LAW AND THAT INSURANCE RATES ARE JUSTIFIED AND NOT UNREASONABLE.

Objective 1: To maintain a “file and use” system for insurance policy rates and forms that will effectively monitor compliance with state laws while not unduly delaying the introduction of new products to the marketplace.

Strategies:

- Establish and maintain appropriate priorities for the review of policy forms.
- Coordinate form review with information and consumer problems identified by other department sections.
- Provide a timely analysis of the effect of new policy forms on consumers and on the financial condition and probable market conduct of domestic, foreign and alien insurers.
- Require revisions of forms and rates when necessary to meet statutory requirements.

Performance Measures and Benchmarks:

- In accordance with industry customer service expectations of timely review, review all priority form filings within 10 working days of filing.

Output Measures:

- Number of rates and forms filed.
- Number of rates and forms reviewed.
- Percentage of priority form filings reviewed within 10 working days of filing.

Market Oversight Bureau cont'd

Objective 2: To maintain an effective rate review program for the individual and small employer health insurance markets and to provide efficient plan management services for the Idaho Health Insurance Exchange.

Strategies:

- Maintain appropriate rate filing requirements to facilitate an examination of the reasonableness of proposed rate increases and the underlying assumptions.
- Require revisions of rates when necessary to meet statutory requirements or when assumptions are found to not be reasonable.
- Respond to insurers in a timely manner regarding rate filings.
- Provide support to the Idaho Health Insurance Exchange (Your Health Idaho) in regard to plan management functions and market regulation.

Performance Measures and Benchmarks:

- In accordance with industry customer service expectations of timely review, respond to all rate increase filings subject to effective rate review within 14 days of filing.
- Complete Qualified Health Plan reviews and certifications in accordance with the Idaho Health Insurance Exchange timeline.

Output Measures:

- Number and outcome of rate increase filings subject to effective rate review.
- Percentage of rate increase filings subject to effective rate review where a response was sent within 10 working days of filing.
- Number of Qualified Health Plan filings.

Market Oversight Bureau cont'd

Objective 3: *To fairly apply and administer state laws and rules related to title insurance.*

Strategies:

- Maintain open and regular communication with title agents.
- Investigate potential violations of the insurance code by title agents.
- Conduct examinations of title agents to assure compliance with Idaho laws.

Performance Measures and Benchmarks:

In accordance with NAIC national standards:

- Complete examination of title agency every five years.
- Refer violation of insurance code by title agents for administrative action.

Output Measures:

- Number of title agencies examined.
- Percentage of examinations that were completed within five years.
- Number of completed investigations and legal referrals.

Market Oversight Bureau cont'd

Objective 4: To monitor the market conduct and compliance with Idaho laws of companies writing business in Idaho

Strategies:

- Review company activities in the marketplace on an annual or more frequent basis.
- Use available resources to enhance the quality and efficiency of market analysis.
- Participate in statutory examination fieldwork regarding market conduct.

Performance Measures and Benchmarks:

In accordance with NAIC national standards:

- Identify 5% of companies who may be of most concern in the marketplace by appropriate industry criteria.
- Perform NAIC Level 1 market analyses for 100% of identified each year.
- Participate in statutory examination fieldwork with regard to market conduct.

Output Measures:

- Percent of NAIC Level 1 analyses performed.
- Number of market examinations completed.

D. STATE FIRE MARSHAL

GOAL: TO PROTECT THE PEOPLE OF IDAHO FROM LOSS OF HUMAN LIFE AND PROPERTY DUE TO FIRE.

Objective 1: To provide a statewide program for fire prevention.

Strategies:

- Assist other units of government upon request by inspecting buildings and building plans for compliance with the Fire Code.
- Assist local fire departments upon request with prevention, investigation and public education efforts.
- Provide training in fire prevention techniques and Fire Code requirements upon request.
- Review plans of state buildings as required by Idaho Code.
- Provide technical plan review assistance to local fire agencies upon request.
- Assist local fire departments with fire incident data entry into the National Fire Incident Reporting System.
- Assist other units of local government with technical expertise on training topics.

Performance Measures and Benchmarks:

- Respond to requests for services from local agencies within 24 hours per historical customer services expectations.
- Schedule training classes within 48 hours of request per historical customer services expectations.
- Review and comment on plans submitted for state buildings within 3 weeks based upon industry standards and construction volume.
- Provide technical assistance to local fire agencies when requested and complete plan reviews within 3 weeks based upon industry standards and construction volume.

Output Measures:

- Number of inspections and plans reviews requested and completed.
- Number of plans submitted for state buildings and percentage reviewed and commented upon within 3 weeks.
- Number of assistance requests handled and percentage of responses within 24 hours.
- Number of training classes requested.
- Number of training classes provided and percentage scheduled within 48 hours of request.
- Number of local plan assistance requests.
- Number of local plan reviews requested and percentage reviewed and commented upon within 3 weeks.
- Number of local fire departments reporting incidents to the National Fire Incident Reporting System.

State Fire Marshal Office cont'd

Objective 2: *To investigate fires and assist in the prosecution of arson claims at the request of local units of government.*

Strategies:

- Ensure State Fire Marshal's Office investigators receive adequate training and resources to competently carry out their responsibilities.
- Maintain sufficient staffing to handle requests for investigations coming from any part of the state at any time of the day or night.
- At the request of other agencies, provide training in fire investigation techniques.
- Assist the Attorney General's Office and local prosecutors in handling arson and insurance fraud cases.

Performance Measures and Benchmarks:

Based upon historical levels of customer service and regional response times:

- Respond to all requests for fire investigation assistance within 4 hours.
- Respond to requests for insurance fraud investigation assistance within 24 hours.
- Schedule training classes within 48 hours of request.

Output Measures:

- Number of investigations requested and completed.
- Number of requests for fire investigation assistance received and percentage of responses made within 4 hours.
- Number of requests for insurance fraud investigation assistance and percentage of responses made within 24 hours.
- Number of training classes requested and number of classes provided.
- Percentage of training classes scheduled within 48 hours of request.

E. SUPPORT ACTIVITIES

GOAL: TO SUPPORT AND ENHANCE THE DEPARTMENT'S ABILITY TO SERVE IDAHO.

Objective 1: To recruit, develop, and retain a high-quality workforce to meet business needs of the agency.

Strategies:

- Administer effective recruitment strategies for open positions, which includes applicable business analysis when vacancies occur.
- Maintain consistent hiring practices and continue successful onboarding activities.
- Provide training and developmental opportunities, including the assignment of soft skill training for all employees.
- Reward leadership, integrity, competency, professionalism and innovation.

Performance Measures and Benchmarks:

- Limit newer employee turnover—tenure is ≤ 18 months. Benchmark: Administrative/Clerical positions ≤ 6 separations annually / Other positions ≤ 4 separations annually.
- Completion of mandatory respectful workplace and cybersecurity training and new employee surveys by employees. Benchmark: 100% completion per DHR directives.
- Continue to expand staff credentials by the attainment of industry related designations. Assigned as annual developmental objectives to staff members. Benchmark: Increase overall number or level of designation year over year.
- Employees who voluntarily separate from the department are provided with two exit interview opportunities: DHR's online survey a requirement for all agencies; personal meeting with a member of the employee's management team or HR. Benchmark: Constructive feedback is discussed with the appropriate manager per DOI policies and procedures.
- Effectively administer department's compensation policy which includes target salary, implement or make recommendations related to CEC aligning with legislative intent and Governor's direction Benchmark: 100% compliance.

Support Activities cont'd

Objective 2: *To complete financial processes timely and in compliance with all applicable laws, rules, policies, and industry standards.*

Strategies:

- Meet or exceed established time and quality criteria for accounting, mail, budgeting and purchasing.
- Provide training and guidance to staff and leadership to improve the opportunity for successful compliance.
- Identify process improvements and implement where no significant barriers exist.

Performance Measures and Benchmarks:

- Percentage of activities meeting time and quality criteria per DOI policies and procedures / Benchmark 100%.
- Number of LSO audit findings for non-compliance / Benchmark 0 per industry standards.
- Evaluate and identify improvements and implement by the end of the FY.

Support Activities cont'd

Objective 3: To enforce compliance with state premium tax requirements by efficiently collecting and accounting for premium taxes and auditing tax and fee returns.

Strategies:

- Audit premium tax returns in an efficient and accurate manner to determine that premium taxes are being appropriately accounted for and properly paid.
- Simplify and automate the premium tax audit process where possible.
- Provide accurate revenue and data reports when requested by the Division of Financial Management, other public entities or the Idaho Legislature.

Performance Measures and Benchmarks:

- Complete the prior year's premium tax audit and have all refunds processed and issued by the close of the fiscal year (June 30) to facilitate payment of refunds before year end reduction of the Insurance Refund Fund.
- Perform desk audits for accuracy of 100% of all premium tax returns filed per DOI procedures.

Output Measures:

- Total number of returns filed and percentage of returns audited.
- Number of errors identified/corrections made.
- Amount of premium tax collected.

VII. PROGRAM EVALUATION

This strategic plan is designed as a living document. The department assumes that circumstances will change during the term of this plan and that operational improvements within the department will create a need for revised objectives, strategies, measures and benchmarks. As a result, the department intends to periodically re-evaluate the plan.

The need for a strategic vision of the insurance industry and its effect on consumers that is as accurate and comprehensive as possible is critical. Therefore, the department will continue to communicate regularly with consumers, industry representatives and members of the legislature as a means of assuring that the department's strategic vision statement remains accurate and that the department's goals and objectives are perceived as being equitably, effectively and efficiently executed.