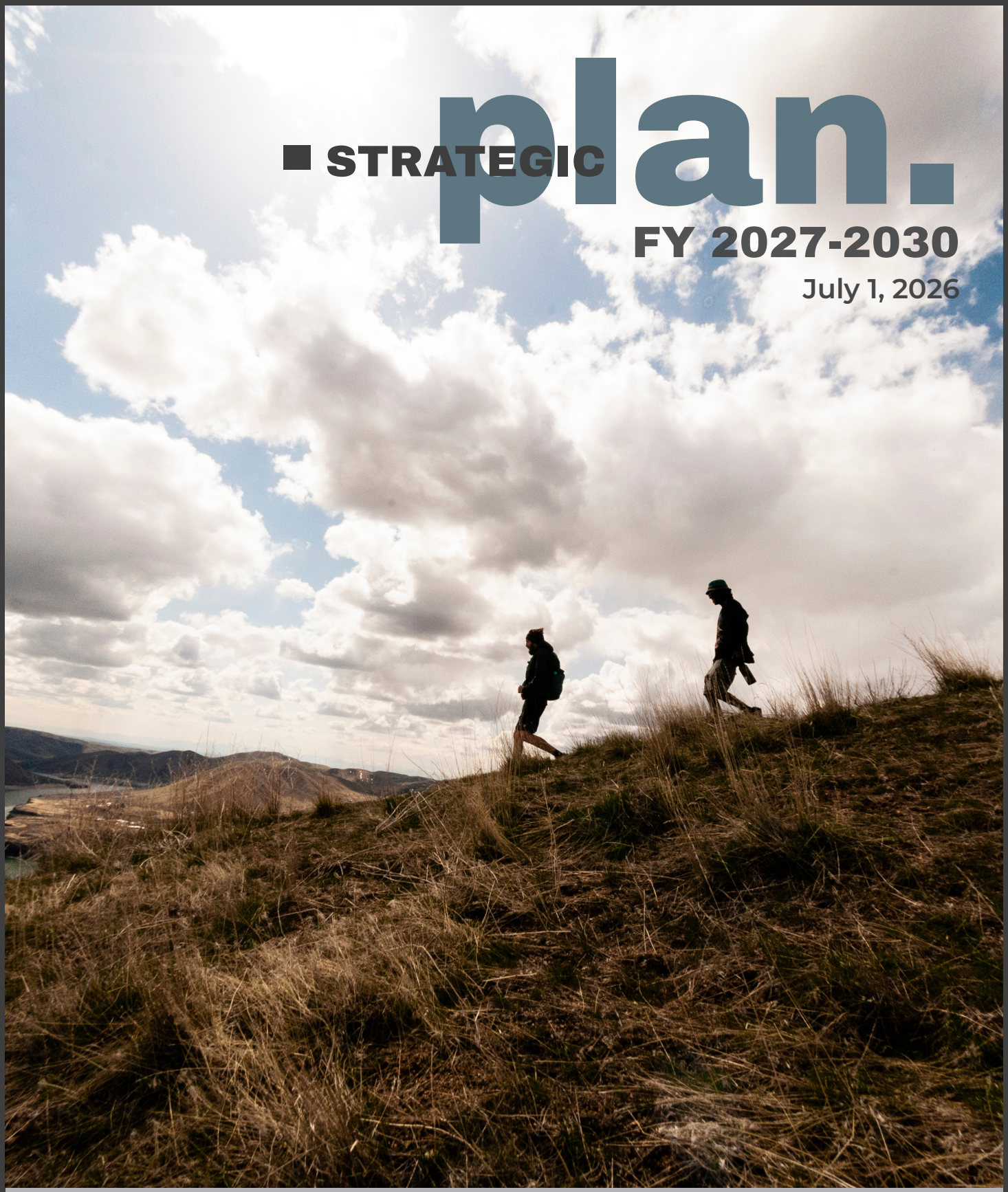


STRATEGIC plan.

FY 2027-2030

July 1, 2026

IDAHO DEPARTMENT OF INSURANCE

Dedicated to Serving and Protecting Idahoans

OUR MISSION

To serve and protect Idahoans by equitably, effectively and efficiently administering the Idaho Insurance Code and the International Fire Code.

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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 are summarized on the following pages.

ADMINISTRATION



Dean L. Cameron

Director

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, and a public information 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 or authorized in the state of Idaho to transact insurance. The bureau assures compliance with Idaho law and that the financial obligations of each company to its policyholders will be met. The bureau reviews all applications of insurers, qualifying self-funded healthcare plans, and related entities seeking to do business in this state. They determine eligibility for a certificate of authority, registration, or license, based on the operational history, financial condition, and experience of the applicant. The bureau also licenses producers, adjusters, bail agents, third party administrators, and other licensees. All licensees report their continuing education to the bureau who also records producer appointments with insurers.

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 Idahoans through a network of local community volunteers and a free phone helpline.

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, Pharmacy Benefit Managers (PBMs), 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.

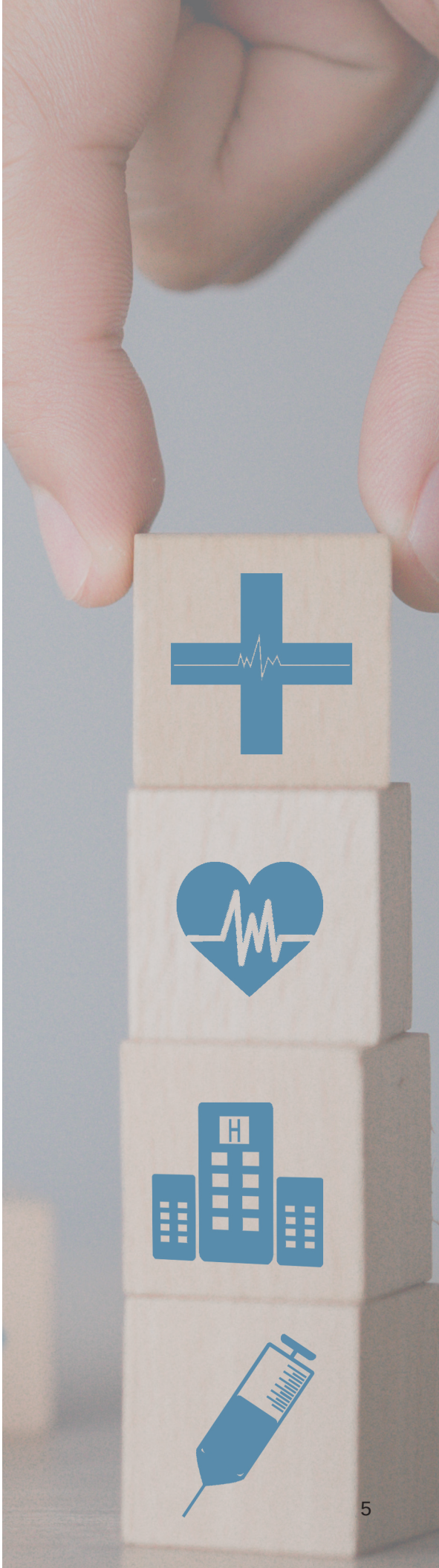
MISSION STATEMENT

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.

VISION STATEMENT

The Department of Insurance's 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.



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:

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 the industry, the public, and each other in a positive, collaborative and solution-focused manner.

To recognize that 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.

KEY EXTERNAL FACTORS



- Moves by the federal government that preempt state authority regulating the business of insurance.
- 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 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.
- Responding to the continued growth and the increasing complexity within the industry with available resources, such as data security or the increased use of machine learning and artificial intelligence in the pricing, marketing, fraud detection, and other insurance activities.
- The cost and availability of healthcare providers, which impacts the affordability, accessibility, and quality of health insurance and managed care plans in Idaho.
- The cost and availability of parts and other materials needed to make Idahoans whole after a home or auto claim, as well as the cost and availability of reinsurance for Idaho's insurance markets – both of which impact the affordability, accessibility, and coverages of property and casualty insurance in Idaho.
- 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.
- The impact on the insurance market from pandemics, natural disasters and acts of terrorism. Local legislative changes and court rulings.

GOALS, OBJECTIVES AND MEASURES

COMPANY ACTIVITIES BUREAU

Goal:

Ensure that insurers doing business in Idaho are financially sound and in compliance with Idaho law.

Objective 1:

Examine and analyze the financial condition and compliance of domestic, foreign and alien insurers, and registered self-funded plans within accreditation timeframes and standards.

TASKS:

- Complete the risk-focused surveillance cycle in accordance with the National Association of Insurance Commissioners' (NAIC's) standards for analysis and examinations.
- Perform high quality, timely and comprehensive analysis and examinations of the financial condition and compliance of domestic insurers, and registered self-funded plans.
- Effectively use intra-departmental resources and those available through the NAIC to enhance the effectiveness and quality of examinations and analyses while expeditiously completing all required steps and procedures.
- Maintain open and regular communication with insurers and self-funded plans to quickly identify changes in their financial condition or operational practices that may unduly harm or negatively impact policyholders and creditors.
- Monitor the solvency and compliance of domestic, foreign, and alien insurers, and self-funded plans.
- Initiate administrative actions on the authority of insurers and other companies, when appropriate, such as suspensions, revocations, or other legal actions.

PERFORMANCE MEASURES AND BENCHMARKS:

- Complete 80% of examinations of insurers and self-funded plans within the NAIC accreditation timeliness benchmark: 18 months from the "as of" date.
- Complete 90% of annual analysis procedures of insurers and self-funded plans within the NAIC accreditation timeliness standard: 120 days from the date received.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Did the Department maintain accreditation through the NAIC?
- Number of domestic insurers and self-funded plans with annual analysis required.
- Number of examinations completed for insurers and self-funded plans.
- Total number of insurers and other companies regulated.
- Number of companies' authority suspended, revoked, or legally acted upon.

GOALS, OBJECTIVES AND MEASURES

COMPANY ACTIVITIES BUREAU

Goal:

Ensure that insurers doing business in Idaho are financially sound and in compliance with Idaho law.

Objective 2:

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

TASKS:

- Utilize the Uniform Certificate of Authority Application process in accordance with the NAIC manuals to ensure reciprocity of Idaho's admissions and licensure practices by other jurisdictions.
- Review admission applications and grant or deny authority based on Idaho's statutory and state specific admission procedures to ensure applicants will maintain the standards and requirements of Idaho law.
- Meet NAIC accreditation standards for domestic company applications, re-domestication applications, and Form A acquisitions or mergers
- Promptly review and process all corporate amendments to certificates of authority filed by existing insurers to ensure current information is on record and compliance with Idaho law is maintained by each company.

PERFORMANCE MEASURES AND BENCHMARKS:

- Approve, deny, or provide an opportunity to withdraw, 90% of applications within the NAIC accreditation timeliness benchmark: 60 days after an application is deemed complete and all requirements of Idaho law have been met.
- Complete required steps and reviews of 90% of applications for domestic insurance companies, re-domestications, and Form A acquisitions or mergers, pursuant to and within the NAIC accreditation timeliness benchmark: 60 days after an application is deemed complete and all requirements of Idaho law have been met.
- Process 90% of corporate amendments within the NAIC accreditation timeliness benchmark: 60 days after an amendment is deemed complete and all requirements of Idaho law have been met.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of admission applications received.
- Number of admission applications granted authority.
- Number of admission applications denied or withdrawn.
- Number of applications for domestic insurance companies, re-domestications, or Form A acquisitions or mergers.
- Number of corporate amendments received.

GOALS, OBJECTIVES AND MEASURES

COMPANY ACTIVITIES BUREAU

Goal:

Ensure that insurers doing business in Idaho are financially sound and in compliance with Idaho law.

Objective 3:

Efficiently license qualified persons as insurance producers, adjusters, bail agents, third party administrators and other licensees.

TASKS:

- Utilize uniform and efficient application and licensing standards, policies and procedures in accordance with the NAIC Producer Licensing Model Act standards to ensure reciprocity for Idaho's licensees in other jurisdictions.
- Review producer applications and grant or deny licenses based on Idaho's statutory and state specific requirements to ensure applicants are qualified and will appropriately sell, solicit, and negotiate insurance pursuant to Idaho law.
- Utilize electronic application processes and automation, to the extent possible, to enable staff to focus on resolving and addressing applications that require additional attention.
- Support the Continuing Education Advisory Committee and maintain the platform necessary to report, monitor and improve opportunities for continuing education for licensees.
- Monitor the compliance of licensees with Idaho law.
- Initiate administrative actions on the licenses, when appropriate, such as suspensions, revocations, or other legal actions.

PERFORMANCE MEASURES AND BENCHMARKS:

- Approve, or reject (deny, provide an opportunity to withdraw, or otherwise dismiss), producer applications within the historical benchmark: 5 business days after an application is deemed complete and all requirements of Idaho law have been met.
- Utilize electronic application processes and automation, to the extent possible, to enable staff to focus on resolving and addressing applications that require additional attention.
- Initiate administrative actions on the licenses, when appropriate, such as suspensions, revocations, or other legal actions.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of producer and other license applications, renewals filed.
- Number of producer licenses approved.
- Number of producer licenses rejected.
- Number of continuing education courses analyzed and approved.
- Total number of continuing education courses available.
- Total number of producers and other licensees regulated.
- Number of licenses suspended, revoked, or legally acted upon.



GOALS, OBJECTIVES AND MEASURES

COMPANY ACTIVITIES BUREAU

Goal:

Ensure that insurers doing business in Idaho are financially sound and in compliance with Idaho law.

Objective 4:

Enforce compliance with state premium tax requirements by efficiently collecting and accounting for premium taxes and auditing tax and fee returns.

TASKS:

- 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.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of returns filed.
- Number of returns audited.
- Number of errors identified/corrections made.
- Amount of premium tax collected.
- Completion date of audits and refunds.

GOALS, OBJECTIVES AND MEASURES

CONSUMER SERVICES BUREAU

Goal:

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:

Effectively and efficiently receive, analyze, and resolve consumer and industry contacts and complaints.

TASKS:

- Train 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.

PERFORMANCE MEASURES AND BENCHMARKS:

- Performance measures and benchmarks are established based on history of inquiries/complaints received, investigated and closed:
- Acknowledge receipt of at least 80% of consumer and industry complaints within 2 business days.
- Investigate and resolve at least 80% of all complaints within 45 calendar days.
- Respond to and resolve at least 80% of contacts received within 2 business days.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of contacts received.
- Number of days to acknowledge and respond to contacts.
- Number of complaints opened.
- Number of days to acknowledge and resolve complaints



GOALS, OBJECTIVES AND MEASURES

CONSUMER SERVICES BUREAU

Goal:

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 2:

Provide educational opportunities to all Idahoans and the insurance community

TASKS:

- 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, fliers 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 presentation 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 per year 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.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- 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.

GOALS, OBJECTIVES AND MEASURES

CONSUMER SERVICES BUREAU

Goal:

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 3:

Provide personalized counseling services to Medicare beneficiaries with emphasis on low income and diverse populations.

TASKS:

- 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 10,700 of Idaho's beneficiaries (3% of Idaho's Medicare population) per year.
- Increase Medicare Enrollment contacts to 7,000 per year.
- Increase the number of active volunteers by 15% per year

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

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

GOALS, OBJECTIVES AND MEASURES

CONSUMER SERVICES BUREAU

Goal:

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 4:

Reduce costs and losses to the public and the insurance industry arising from insurance fraud.

TASKS:

- 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:

- Review and determine whether to assign for investigation or index all fraud referrals within 90 days of receipt.
- 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 presentation topics received on class evaluation forms.
- Provide at least one annual training program on insurance fraud for law enforcement and/or 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.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of cases referred to the department for investigation.
- Number of reported cases investigated.
- Percentage of cases reviewed within 90 days.
- Number of referred cases prosecuted.
- Number of prosecuted cases convicted.
- Number of presentations given to the industry, public and law enforcement agencies by investigations staff.

GOALS, OBJECTIVES AND MEASURES

MARKET OVERSIGHT BUREAU

Goal:

Ensure that insurance policies comply with Idaho law and that insurance rates are justified and not unreasonable.

Objective 1:

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.

TASKS:

- 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 90% of form filings within 10 business days of receipt.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of rates and forms filed.
- Number of rates and forms reviewed.
- Percentage of form filings reviewed within 10 business days of receipt.

GOALS, OBJECTIVES AND MEASURES

MARKET OVERSIGHT BUREAU

Goal:

Ensure that insurance policies comply with Idaho law and that insurance rates are justified and not unreasonable.

Objective 2:

Fairly apply and administer state laws and rules related to title insurance.

TASKS:

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

PERFORMANCE MEASURES AND BENCHMARKS:

- In accordance with NAIC national standards:
- Examine 100% of title agencies every five years.
- Investigate and resolve at least 80% of title complaints within 45 calendar days.
- Refer violation of insurance code by title agents for administrative action.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of title agencies examined under five-year exam requirement.
- Number of completed investigations and legal referrals.
- Number of title-related consumer complaints received and resolved.

GOALS, OBJECTIVES AND MEASURES

MARKET OVERSIGHT BUREAU

Goal:

Ensure that insurance policies comply with Idaho law and that insurance rates are justified and not unreasonable.

Objective 3:

Monitor the market conduct and compliance with Idaho laws of companies writing business in Idaho

TASKS:

- 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.
- Identify companies who may be of most concern in the marketplace by NAIC's standardized criteria.
- Participate in statutory examination fieldwork related to market conduct.
- Review statutorily required reporting by Pharmacy Benefit Managers (PBMs) for compliance.

PERFORMANCE MEASURES AND BENCHMARKS:

- In accordance with NAIC national standards, perform NAIC Level 1 market analyses of 100% of identified companies each year.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of companies identified during Level 1 market analysis.
- Number of market examinations completed.
- Percent of NAIC Level 1 analyses performed.



GOALS, OBJECTIVES AND MEASURES

STATE FIRE MARSHAL

Goal:

Protect the people of Idaho from loss of human life and property due to fire.

Objective 1:

Provide a statewide program for fire prevention.

TASKS:

- 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 100% of requests for services from local agencies within 12 hours, per historical customer service expectations.
- Schedule 100% of training classes within 48 hours of request, per historical customer service expectations.
- Review and comment on plans submitted for state buildings within 2 weeks, based upon industry standards and construction volume.
- Provide 100% of requested technical assistance to local fire agencies and complete 100% of related plan reviews within 2 weeks, based upon industry standards and construction volume.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of inspections and plans reviews requested and completed.
- Number of plans submitted for state buildings and percentage reviewed and commented upon within 2 weeks.
- Number of assistance requests handled and percentage of responses within 12 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 2 weeks.
- Number of local fire departments reporting incidents to the National Fire Incident Reporting System.



GOALS, OBJECTIVES AND MEASURES

STATE FIRE MARSHAL

Goal:

Protect the people of Idaho from loss of human life and property due to fire.

Objective 2:

Investigate fires and assist in the prosecution of arson claims at the request of local units of government.

TASKS:

- Appropriately train State Fire Marshal's Office investigators and provide the resources needed to competently carry out their responsibilities.
- Maintain sufficient staff availability 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 100% of requests for fire investigation assistance within 4 hours.
- Respond to 100% of requests for insurance fraud investigation assistance within 24 hours.
- Schedule 100% of requested training classes within 48 hours.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- 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.



GOALS, OBJECTIVES AND MEASURES

SUPPORT ACTIVITIES

Goal:

Support and enhance the department's ability to serve Idaho.

Objective 1:

Hire, develop, and maintain a high-quality workforce to meet business needs of the agency.

TASKS:

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

PERFORMANCE MEASURES AND BENCHMARKS:

- Limit newer employee turnover—tenure is ≤18 months. Benchmark: administrative/clerical positions ≤6 separations annually / Other positions ≤4 separations annually.
- 100% completion of mandatory respectful workplace and cybersecurity training.
- Annual increase in the number of industry-related designations held by staff.
- 100% compliance with the department's compensation policy, which includes implementing CEC that aligns with legislative intent and Governor's direction.
- Constructive feedback is discussed with the appropriate manager per DOI policies and procedures.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Staff tenure and compensation.
- Number of staff who attended mandatory trainings.
- Number of staff with designations.
- Exit interview results.

GOALS, OBJECTIVES AND MEASURES

SUPPORT ACTIVITIES

Goal:

Support and enhance the department's ability to serve Idaho.

Objective 2:

Complete financial processes in a timely manner and in compliance with all applicable laws, rules, policies, and industry standards.

TASKS:

- 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:

- 100% of activities meeting time and quality criteria per DOI policies and procedures.
- Have zero LSO audit findings.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of LSO audit findings for non-compliance.

GOALS, OBJECTIVES AND MEASURES

SUPPORT ACTIVITIES

Goal:

Support and enhance the department's ability to serve Idaho.

Objective 3:

Enforce compliance with state premium tax requirements by efficiently collecting and accounting for premium taxes and auditing tax and fee returns.

TASKS:

- 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.

INPUTS/OUTPUTS/ACTIVITIES/OUTCOMES:

- Number of returns filed.
- Number of returns audited.
- Number of errors identified/corrections made.
- Amount of premium tax collected.
- Completion date of audits and refunds.

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 reevaluate 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.



IDAHO
DEPARTMENT OF INSURANCE
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STRATEGIC plan.

FY 2027-2030

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