

**PROTECT. EDUCATE. GROW.**

# 2027 BIENNIUM GOALS & OBJECTIVES

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# 2024 STRATEGIC ROADMAP

*committed to transforming today's  
vision into tomorrow's reality*



Since 2021, the Commissioner of Securities and Insurance (CSI) has understood the importance of being accountable and transparent to the people of Montana.

Annually, we identify priorities, strategies, and goals. We produce an annual report on agency accomplishments. We use well-defined metrics to tell the story of the great work this agency continues to produce.



## 2024 CSI PRIORITIES & STRATEGIES

CUSTOMER SERVICE	
Goals	Objectives   Measurements
<p>Optimize the customer service experience by ensuring consumers and industry professionals are served responsively, efficiently, and consistently.</p>	<ul style="list-style-type: none"> <li>• Facilitate the fair and equitable treatment of insurance and securities consumers by effectively and efficiently receiving, analyzing, and resolving consumer and industry inquiries and complaints.                             <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of consumer complaints</li> <li>› <b>Output:</b> Number of formal insurance inquiries</li> <li>› <b>Output:</b> Benefit amount recovered for consumers</li> </ul> </li>   <li>• Efficiently license qualified insurance individuals and entities doing business in Montana.                             <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of producer licenses approved/renewed</li> <li>› <b>Output:</b> Number of pharmacy benefit managers (PBMs) licensed</li> <li>› <b>Output:</b> Number of traditional company licenses issued</li> <li>› <b>Output:</b> Number of captive insurance formations approved</li> </ul> </li>   <li>• Efficiently process insurance company and securities industry filings and registrations doing business in Montana.                             <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of insurance company annual filings and company updates processed</li> <li>› <b>Output:</b> Number of securities filings processed</li> <li>› <b>Output:</b> Number of captive insurers domiciled in Montana and new insurers licensed</li> </ul> </li> </ul>



## 2024 CSI PRIORITIES & STRATEGIES

COMPLIANCE & ENFORCEMENT	
Goals	Objectives   Measurements
<p>Ensure compliance with applicable laws and regulations; hold bad actors accountable; advocate for victims of insurance and securities fraud.</p>	<p><b><u>Safe, Solvent &amp; Stable Markets</u></b></p> <ul style="list-style-type: none"> <li>• <b>Monitor insurance marketplace practices and financial stability of those doing business in Montana.</b> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of insurance company annual filings processed</li> <li>› <b>Output:</b> Number of insurance company financials reviews performed</li> </ul> </li> <li><b>(i) Monitor market conduct and legal compliance</b> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of market analysis review completed</li> <li>› <b>Output:</b> Number of annual market conduct analyses reviewed</li> <li>› <b>Output:</b> Number of pharmacy benefit manager renewals</li> </ul> </li> <li><b>(ii) Promote competitive markets; foster reliable and affordable insurance products and a stable insurance market and</b> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of rate filings reviewed and closed</li> <li>› <b>Output:</b> Amount of rate increase requests denied</li> <li>› <b>Output:</b> Number of Montanans benefiting from denied rate increase requests</li> <li>› <b>Output:</b> Number of form filings reviewed</li> </ul> </li> <li><b>(iii) Surplus Lines premium tax requirement compliance through efficient collection and accurate accounting.</b> <ul style="list-style-type: none"> <li>› <b>Output:</b> Amount of premium tax audited/collected</li> </ul> </li> <li><b>(iv) Monitor the financial health of Montana’s captive insurers and their compliance with state regulations.</b> <ul style="list-style-type: none"> <li>› <b>Output:</b> Amount of premium tax audited/collected</li> </ul> </li> </ul> <p><b><u>Victim Advocate and Hold Bad Actors Accountable</u></b></p> <ul style="list-style-type: none"> <li>• <b>Investigate and prosecute unfair and illegal practices, including fraud.</b> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of investigations conducted</li> <li>› <b>Output:</b> Number of agency legal matter referrals</li> </ul> </li> </ul>

## 2024 CSI PRIORITIES & STRATEGIES

COMPLIANCE & ENFORCEMENT (continued)	
Goals	Objectives   Measurements
	<ul style="list-style-type: none"> <li>› <b>Output:</b> Number of fraud enforcement actions filed</li> <li>› <b>Output:</b> Amount of fees, fines, and restitution related to fraud</li> <li>› <b>Output:</b> Number of fraud enforcement actions filed</li> <li>› <b>Output:</b> Amount of fees, fines, and restitution related to fraud</li> </ul> <p>(i) Support and promote CSI Financial Abuse Specialist Team (FAST) to protect Montana’s seniors.</p> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of processed FAST referrals</li> </ul> <p><b>Securities Oversight</b></p> <ul style="list-style-type: none"> <li>• <b>Oversee Montana’s securities industry with our federal partners.</b></li> </ul> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of registered entity examinations conducted</li> </ul>

## 2024 CSI PRIORITIES & STRATEGIES

CONSUMER OUTREACH & EDUCATION	
Goals	Objectives   Measurements
<p>Deliver effective, meaningful, and relevant communication to actively engage, educate, inform, and empower consumers and industry.</p>	<ul style="list-style-type: none"> <li>• <a href="#">Maintain a robust website with meaningful presence.</a> <ul style="list-style-type: none"> <li>› <b>Output:</b> Complete annual website review attestation and updates.</li> </ul> </li> <li>• <a href="#">Promote economic development through capital formation.</a> <ul style="list-style-type: none"> <li>› <b>Output:</b> Execute annual Capital Formation Summit and Investor Symposium.</li> </ul> </li> <li>• <a href="#">Promote financial literacy and education among youth and underserved and diverse communities.</a> <ul style="list-style-type: none"> <li>› <b>Output:</b> Coordinate and manage quarterly Financial Literacy in Indian Country workgroup and deliverables.</li> </ul> </li> <li>• <a href="#">Provide relevant awareness, training, and education.</a> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of insurance events</li> </ul> </li> <li>(i) <a href="#">Securities Division: Protect investors from fraud and abuse; educate investors; and support responsible capital formation.</a> <ul style="list-style-type: none"> <li>› <b>Output:</b> Number of outreach events</li> </ul> </li> <li>• <a href="#">Promote State Trust Land stakeholder engagement.</a></li> </ul>

## 2024 CSI PRIORITIES & STRATEGIES

AGENCY OPERATIONS	
Goals	Objectives   Measurements
Strategically manage agency resources to maximize efficiency and allocate resources; leverage technology to optimize organizational and individual performance while enhancing transparency.	<ul style="list-style-type: none"> <li>• Invest in modernization of business processes and systems to optimize and efficiently align workstream processes.                             <ul style="list-style-type: none"> <li>› <b>Output:</b> Successfully achieve project plan milestones within specified timeframes.</li> </ul> </li> <li>• Hire, develop, and maintain a high-quality workforce to meet business needs of the agency and promote a positive agency culture.                             <ul style="list-style-type: none"> <li>› <b>Output:</b> Complete job recruitment cycle – <i>posting to offer</i> – within 6 weeks (Goal: 95%-100%).</li> </ul> </li> <li>• Comply with all applicable laws, rules, and policies to ensure accuracy and transparency of financial information/reporting.</li> </ul>