



June 18, 2015 Board Meeting

# **MPERS' Business Plan**

## **Fiscal Years 2016, 2017 and 2018**



## MPERS Mission

*“To provide a foundation for financial security to plan participants by delivering quality benefits and exceptional member service through professional plan administration and prudent management of assets, at a reasonable cost to the taxpayers of Missouri.”*

## MPERS Vision

*“To be the best retirement system we can be by making strategic investment decisions and implementing technological tools that streamline our processes and enhance customer service.”*

## MPERS Core Values

- *Our members are our number one focus...we work for them.*
- *Our goal is to provide exceptional service **always** no matter who is on the phone or sitting across from us.*
- *We strive to preserve, protect, and grow our assets.*
- *We are committed to the security and privacy of our members' information.*
- *We make decisions in the best interest of our members based upon statutory guidance.*
- *We conduct business at a reasonable cost to the taxpayers of Missouri.*

MPERS' Board Governance Policy calls for the development of a rolling three-year business plan. Sound business planning should culminate in a plan that presents projects that promote MPERS' business goals and take into account the environment and maximization of resource utilization. The organization should be stronger, more focused, and more effective.

Because the environment is fluid and MPERS intends that this process will be re-visited each year, the Business Plan contains more tasks in the current year compared to successive years.

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*It should be noted that, on an annual basis, MPERS accomplishes many important and urgent tasks that represent core administrative and investment operations. These core activities are not presented in the Business Plan. Instead, this plan focuses on those tasks that are important to improving MPERS' performance and consistency, but do not necessarily have the urgency of core functions.*

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## Business Plan

## Fiscal Years 2016, 2017, and 2018

Below are the three primary System goals. Following these goals are tables that include action items, by fiscal year, that constitute MPERS' Business Plan as shown. Note the number to the left of each action item reflects the original goal this item is intended to support.

### FY2016 Actions

**Goal 1: Provide MPERS' members with exceptional and cost-effective service.**

**Goal 2: Protect MPERS' trust fund and resources.**

**Goal 3: Increase MPERS' capability to outperform investment benchmarks.**

Goal	Actions	Target Completion Date
1	Celebrate MPERS 60 <sup>th</sup> Anniversary September 2015—Use as marketing tactic to reinforce value of benefit and importance of retirement planning. (Debut new Huber designed website.)	FY16
1	Cross training/backup testing. With job procedures in place this will serve as a test to assure documents are in order, complete, and understandable.	FY16
1	Update general handbooks (i.e. retirement/disability)	FY16
1	Develop electronic (eliminate paper) survey for members to complete onsite or take with them and complete later.	FY16
1	Establish workflows for designated forms (2011 Tier forms for example) make processing more efficient and to reduce risk.	FY16
2	Organize and clean up “J” drive (primary document storage).	FY16
2	Implement MPERS document retention policy.	FY16
2	Develop and finalize appropriate penetration and vulnerability assessment practices with external auditor.	FY16
2	CFO develop outline of duties to reinforce succession planning.	FY16
2	Web member services-implement password expiration to enhance member security.	FY16
2	Web member services-implement password strength indicator to enhance member security.	FY16
2	Web member services-send notice to members when account is accessed to enhance member security.	FY16
2	Develop and implement incident response plan. Defines requirements necessary to ensure security incidents are identified, contained, investigated, and remedied.	FY16
2	Implement modified service accrual methodology.	FY16 (multi-year)
2	Move all administrative files into electronic format. (after retention policy is in place)	FY16

2	General counsel complete ILPA Level 1 coursework.	FY16
3	Initiate development of MPERS' Disaster Recovery Plan.	FY16
3	Investment staff continue designated ILPA coursework regarding best practices and implement information into our alternatives program.	FY16
3	Evaluate risk management system for investment program.	FY16

## FY2017 Actions

**Goal 1: Provide MPERS' members with exceptional and cost-effective service.**

**Goal 2: Protect MPERS' trust fund and resources.**

**Goal 3: Increase MPERS' capability to outperform investment benchmarks.**

Goal	Actions	Target Completion Date
1	Develop a complete on-line retirement application process.	FY17
1	1099R's and W-2's distributed on-line only.	FY17
2	Develop Wharton like education program in cooperation with MU. (For staff and trustee education, mainly geared toward investments).	FY17
2	Develop and implement an information security oversight program.	FY17
2	Test feasibility of video counseling.	FY17
2	Develop MPERS risk policy to document internal controls and manage areas of concern.	FY17
2	Complete and implement MPERS' Disaster Recovery Plan.	FY17
2	Develop canned responses to common interactions in anticipation of PG contact/event logging tool.	FY17
2	Establish audit possibilities—areas of concern or with a higher probability of misapplication.	FY17
2	Expand library of webinars dedicated to employer and member education.	FY17
2	Operational benchmark review, do our measures fit or need adjustment.	FY17
2	Update web member direct to allow beneficiary designations.	FY17
3	Develop risk management system for investment program.	FY17
3	Investment staff continue designated ILPA coursework regarding best practices and implement information into our alternatives program.	FY17

## FY2018 Actions

**Goal 1: Provide MPERS' members with exceptional and cost-effective service.**

**Goal 2: Protect MPERS' trust fund and resources.**

**Goal 3: Increase MPERS' capability to outperform investment benchmarks.**

Goal	Actions	Target Completion Date
1	Review and evaluate employee/work processes to affirm or improve efficiencies.	FY18
1	Develop intranet where we can post work related and personal announcements for staff.	FY18
2	Develop staff training plans for new benefit and payroll staff.	FY18
2	Review and update MPERS personnel policies.	FY18
2	Complete seminar package available on command via website (i.e. webinar).	FY18
3	Investment staff continue designated ILPA coursework regarding best practices and implement information into our alternatives program.	FY18