



June 26, 2014 Board Meeting

MPERS' Business Plan

Fiscal Years 2015, 2016 and 2017



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.

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.

Business Plan Fiscal Years 2015, 2016 and 2017

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.

FY2015 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	Gradually utilize secure mailbox for member communication via website. (Casual transition for members to electronic platform.)	FY15
1	Develop contact center performance measures.	FY15
1	Finalize backup assignments for primary and secondary duties.	FY15
1	Complete HR conference to educate and maintain communication with employers. (February timeframe.)	FY15
1	Review, repeal and update appropriate Board rules, including Code of State Regulations filed with Secretary of State.	FY15
1	Develop and deliver to website first webinar geared toward member education.	FY15
2	Complete update to funding policy in light of GASB 67/68.	FY15
2	Develop a legal opinion repository that houses legal opinions making them accessible and searchable to staff.	FY15
2	Adjust and clarify trustee educational requirements within governance structure resulting from HB 1882.	FY15
2	Develop governance policy addressing the Board's and the Executive Director's role with regard to proposed legislation.	FY15
2	Move critical hard copy administrative files to underground storage until ready for scanning to electronic format.	FY15
2	Implement GASB 67 & 68.	FY15
2	Create IT security team to routinely meet and discuss IT security issues and to identify best practices with regard to data security.	FY15
2	Initiate development of MPERS' Disaster Recovery Plan.	FY15
2	Initiate development of document retention policy.	FY15
2	What we are not! A new approach to educate members on what they should and should not expect of their benefits.	FY15

3	Develop concise, standard due diligence reporting for investments.	FY15
3	Develop plan of action to address filing requirements for relevant investment documents. End result should realize electronic storage and improved accessibility of records.	FY15
3	Complete designated ILPA coursework regarding best practices and implement information into our alternatives program.	FY15
3	Complete Mo Preference Analysis in preparation for Board workshop in November.	FY15

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	Expand library of webinars dedicated to employer and member education.	FY16
1	Test feasibility of video counseling.	FY16
1	Develop staff training plans for new benefit and payroll staff.	FY16
2	Organize and clean up "J" drive (primary document storage).	FY16
2	Complete and implement MPERS' Disaster Recovery Plan.	FY16
2	Implement MPERS document retention policy.	FY16
2	Develop tracking process for LRS support hours.	FY16
2	Develop and finalize appropriate penetration and vulnerability assessment practices with external auditor.	FY16
2	Develop and implement an information security oversight program.	FY16
2	Establish audit possibilities—areas of concern or with a higher probability of misapplication.	FY16
2	Move all administrative files into electronic format (after retention policy is in place).	FY16
3	General counsel complete ILPA Level 1 coursework.	FY16
3	Develop risk management system for investment program.	FY16

FY2017Actions

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	1099's and W2's distributed on-line only.	FY17
2	Review and update MPERS personnel policies	FY17
2	Complete seminar package available on command via website (i.e. webinar).	FY17
2	Develop Wharton like education program in cooperation with MU. (For staff and trustee education, mainly geared toward investments).	FY17
3	Benchmark review, do the measures fit?	FY17
3	Develop MPERS risk policy to document internal controls and manage areas of concern.	FY17