

FY 2012 - 2016 Strategic Plan

for

Police Pension & Ret. System

as of:

September 29, 2010

Agency Number

557

Address

1001 NW 63rd Street, Ste. 305
Oklahoma City, OK 73116 - 7335

Agency Director

Steven Snyder

Board/Commission Members

Tom Custer

Charles Kerr, Vice Chairman

Andy McPherson

Tony Davenport

Jeffrey R. Cealka

Randy Scott

Craig Akard

Rick Smith

W. B. Smith, Chairman

Frank Stone

Jimmy Keesee

Susan Knight

Jim McGoodwin

Agency Management/Division/Program Directors

Title

Name

Describe the strategic planning process followed by the agency.

All agency personnel and four Board members participated in the initial planning process. The initial strategic plan was developed during four half-day sessions. Four focus groups were conducted to gather input from a cross-section of active and retired members. The input was used during the situational analysis. The initial plan has been reviewed and updated by agency staff.

Session #1: Developed vision, Developed values, and Refined mission; Session #2: Identified strengths, Identified barriers, Analyzed the Eight Factors, and Reviewed focus group input; Session #3: Developed goals and Developed performance measures; Session #4: Developed actions, Assigned action owners and completion dates, and Developed implementation strategies.

Focus group questions: 1. What do you see as being the primary functions of the OPPRS? 2. How effectively is the OPPRS carrying out these functions? 3. What are some ways that the OPPRS could improve in its mission to administer the retirement system for its members? 4. How would you evaluate your past interactions with the Board members and staff, and what suggestions do you have for improvement? 5. As the OPPRS develops its five-year plan, what are some of the major issues facing the police that should be considered?

If there is a more detailed strategic plan for the agency available from some other source, please list the name and phone number of the contact person below.

Name: Marla Hensley

Phone: (405)840-3555

EXECUTIVE SUMMARY

Summary of environmental assessment.

1) Enhanced technological capabilities will be required to better facilitate delivery of services to members of the System. 2) There is potential for a significant change/turnover in the workforce of the agency. Six of the agency's twelve employees will be eligible to retire before the end of FY2014. There is potential for a significant change/turnover in the workforce of the agency. Six of the agency's eleven employees will be eligible to retire before the end of FY 2015.

Summary of new conditions/issues that will exist in the short and long term future.

The new conditions under which the agency will operate are determined by legislative changes/mandates which are difficult to anticipate.

Summary of agency - wide action plans to address the needs.

The Plan is focused on providing members with high-quality service, the key to which is communication with and education of our membership. Each year members are notified of changes in statutes/administrative rules pertaining to the System. There is ongoing review of information members can access on the Agency's website. To accomplish our vision will require a new on-site computerized pension system. This system will, in the future, allow our members to access their accounts on-line. We will continue to be proactive in communicating to the Legislature with regard to legislation needed for the Plan to maintain its qualification with the IRS. We look forward to Legislative support of this effort on behalf of our members. There is also ongoing review of the Agency's workforce needs and the need to provide training to staff to aid in the development of their skills. We look forward to the Legislature supporting us in addressing these needs as well.

Summary of financial needs to address issues.

It is anticipated that there will be a change in the financial resources needed by the agency. The agency will need increased funding from the allocation of Insurance Premium Tax, continued contributions from its members and member municipalities, and a successful investment program.

AGENCY MISSION

To provide secure retirement benefits for members and their beneficiaries.

AGENCY VISION

Because of our great communication system, whether getting information by mail, on-line through our website, via telephone, or as a walk-in, our members always receive quick, accurate, and timely information.

The OPPRS staff is made up of well-trained, professional individuals. Training opportunities are provided for staff on an on-going basis. The System has adequate staff so that getting prompt responses to an inquiry is never a problem. The staff is always courteous and strives to let the members know they are truly interested in serving them.

The OPPRS strives to be fully-funded actuarially, and continues to receive high returns on investments compared to other State pension systems.

The OPPRS provides excellent education/training to Board members and staff as well as information to the Legislature. Executive staff and Board members are in constant contact with Legislators regarding current issues and concerns. Board members receive education and training from the Executive Director, and the agency's investment consultant, as well as from attendance at conferences.

OPPRS strives to be the best State retirement system in Oklahoma due to our excellent communication, education, customer service, and financial stability.

VALUES AND BEHAVIORS

Members:

- The Oklahoma Police Pension and Retirement System values its members, both active and retired, and the important contributions they make in protecting the citizens of Oklahoma.

Staff:

- Expect integrity, ethical conduct, professionalism, and a commitment to superior performance.
- Encourage teamwork to accomplish goals, focusing on open communication, mutual respect, cooperation, and results.

Communication:

- Notifying municipalities, members, and staff of new statute and rule changes.
- Providing current information on our website.

Education:

- Providing education to members, municipalities, the Board and staff.

Technology:

- Utilizing the latest hardware and software.

Due Process:

- **Providing a timely and fair forum for hearing applications and/or appeals.**

Financial Stability:

- Maintaining a diversified investment portfolio in an attempt to cover cost of benefits.

LONG - TERM GOALS and AGENCY KEY PERFORMANCE MEASURES

Summary of long - term goals and measures.

Provide adequate communication/education to our membership. Have an on-site user-friendly automated pension system. Provide Legislative support. Maintain continuity of workflow when staffing changes occur.

Goal # Agency Goal

1 PROVIDE ADEQUATE COMMUNICATION/EDUCATION TO OUR MEMBERSHIP.

KPM # Agency Key Performance Measure Title

1 WEBSITE REVIEW/ANALYSIS

Key Performance Measure - Description

The Agency's website is an important communication tool. A process for on-going review/analysis of information available to members/member municipalities on the website needs to be an ongoing process.

	<u>Actual</u>		<u>Budgeted</u>		<u>Estimated</u>	
FY - 2009	30%		FY - 2011	70%	FY - 2012	100%
FY - 2010	40%				FY - 2013	100%
					FY - 2014	100%
					FY - 2015	100%
					FY - 2016	100%

KPM # Agency Key Performance Measure Title

2 STATUTE/ADMIN. RULE CHANGES

Key Performance Measure - Description

The agency has been publishing an annual booklet containing statutes and administrative rules impacting the System that is mailed to all members. A review/analysis of alternative means of notifying members of these changes needs to be conducted in light of the increased cost for publication of the booklet and the increase in postage rates.

<u>Actual</u>		<u>Budgeted</u>		<u>Estimated</u>	
FY - 2009	0%	FY - 2011	50%	FY - 2012	100%
FY - 2010	0%			FY - 2013	100%
				FY - 2014	100%
				FY - 2015	100%
				FY - 2016	100%

Plan # Action Plan Title
 1 On-Going Review/Analysis of website

Action Plan Description.
 Quarterly review/analysis by staff of information placed on website. (Staff participants - All Staff)

Plan # Action Plan Title
 2 Informing members of statute/administrative rule changes

Action Plan Description.
 Analyze alternative means for notifying membership of statute/administrative rule changes. Survey membership to obtain estimate of those who would have ability to access information via internet or at a library. Determine number of booklets that would need to be published for those not having alternative means for accessing information. Determine means and cost for notifying members when information has been updated on Agency's website. (Staff Participants - Steven K. Snyder, Marla Hensley, Debbie Kearns)

Goal # Agency Goal
 2 PURCHASE USER-FRIENDLY AUTOMATED PENSION SYSTEM SOFTWARE.

KPM # Agency Key Performance Measure Title
 1 System Installed & Accepted

Key Performance Measure - Description
 In FY 2011, user-friendly pension system software is installed. Testing and paralleling with current system is completed.

<u>Actual</u>		<u>Budgeted</u>		<u>Estimated</u>	
FY - 2009	100%	FY - 2011	100%	FY - 2012	100%
FY - 2010	100%			FY - 2013	100%
				FY - 2014	100%
				FY - 2015	100%
				FY - 2016	100%

KPM # Agency Key Performance Measure Title

2 Access to Accounts On-Line

Key Performance Measure - Description

In FY 2011 members can access their account online. Once the new pension system is installed and accepted, the plan is for members to be able to access their accounts online.

<u>Actual</u>		<u>Budgeted</u>		<u>Estimated</u>	
FY - 2009	100%	FY - 2011	100%	FY - 2012	100%
FY - 2010	100%			FY - 2013	100%
				FY - 2014	100%
				FY - 2015	100%
				FY - 2016	100%

Plan # Action Plan Title

1 On-Site Pension System

Action Plan Description.

Analyze need of new system. Issue RFP. Evaluate responses, conduct site visits as needed, and select vendor. Coordinate, review and oversee the installation of the new system. Testing of modules. Data conversion and testing. Run parallel systems. Approval of installation. (Staff Participants - Steven K. Snyder, Dusty Brassfield, Debbie Kearns, Janice Halley) - Completed

Plan # Action Plan Title
 2 Member Access to Account Info

Action Plan Description.

Determine method by which members/beneficiaries will be assigned password and access to account information. Determine method for notifying members/beneficiaries of password. Determine process for changing a password if it is determined there is a need to do so for security purposes. (Staff Participants - Steven K. Snyder, Dusty Brassfield, Debbie Kearns, Janice Halley)

Goal # Agency Goal

3 PROVIDE LEGISLATIVE SUPPORT

KPM # Agency Key Performance Measure Title

1 Legislative Support

Key Performance Measure - Description

Provide the Legislature with information on proposed legislation pertaining to the Police Pension System as appropriate. We plan to continue to be proactive in providing the Legislature with information on proposed legislation that is essential to the Plan retaining its qualification with the IRS.

	<u>Actual</u>		<u>Budgeted</u>		<u>Estimated</u>
FY - 2009	100%			FY - 2011	100%
FY - 2010	100%			FY - 2012	100%
				FY - 2013	100%
				FY - 2014	100%
				FY - 2015	100%
				FY - 2016	100%

Plan # Action Plan Title
 1 Provide Legislative Support

Action Plan Description.

Identify bills that pertain to the System and monitor their status. Attend legislative retirement laws committee meetings and/or other meetings as required. Provide actuarial cost, if needed or if requested, to legislative retirement laws committee chair and appropriate staff. (Staff Participants - Steven K. Snyder, Marla Hensley)

Goal # Agency Goal

4 CONTINUITY OF WORKFLOW WHEN STAFFING CHANGES OCCUR

KPM # Agency Key Performance Measure Title

1 Procedures Manuals

Key Performance Measure - Description

Prepare procedures manuals related to performance of job duties for all staff positions.

	<u>Actual</u>		<u>Budgeted</u>		<u>Estimated</u>
FY - 2009	25%	FY - 2011	75%	FY - 2012	100%
FY - 2010	40%			FY - 2013	100%
				FY - 2014	100%
				FY - 2015	100%
				FY - 2016	100%

Plan # Action Plan Title

1 Procedures Manuals

Action Plan Description.

Prepare Procedures Manuals/Continuity Manuals related to job duties of all staff position. Testing of Manuals by staff members. (Staff Participants - All Staff)

Plan # Action Plan Title

2 On-Going Review of Procedures Manuals

Action Plan Description.

Establish system for ongoing review of Procedures Manuals to ensure that they are updated as needed and in a timely manner. (Staff Participants - All Staff)

ASSUMPTIONS

Summary of Assumptions.

Continued Fiscal Strength -- Increased Funding -- Information Technology Support From OSF -- Legislative Support

Nbr. Assumption Title

1 Continued Fiscal Strength

Assumption Description.

We anticipate continued fiscal strength due to a fiduciarly prudent investment strategy.

Nbr. Assumption Title

2 Increased Funding

Assumption Description.

We anticipate increased funding from the allocation of Insurance Premium Tax.

Nbr. Assumption Title

3 Information Technology Support by OSF

Assumption Description.

We anticipate continued support from OSF in the performance of our mission.

Nbr. Assumption Title

4 Legislative Support

Assumption Description.

We anticipate legislative support of our needs/requirements, which will allow us to better serve our members.

