

Orange County Employees Retirement System
2223 East Wellington Avenue | Santa Ana | 92701

2020 BUSINESS PLAN



MISSION, VISION AND VALUES

MISSION STATEMENT:

We provide secure retirement and disability benefits with the highest standards of excellence.

VISION STATEMENT:

To be a trusted partner providing premier pension administration, distinguished by consistent, quality member experiences and prudent financial stewardship.

VALUES:

- **O**pen and Transparent
- **C**ommitment to Superior Service
- **E**ngaged and Dedicated Workforce
- **R**eliable and Accurate
- **S**ecure and Sustainable

2020-2022 STRATEGIC GOALS

- Fund Sustainability
- Excellent Service and Support
- Risk Management
- Talent Management
- Effective Governance

FUND SUSTAINABILITY

GOAL: STRENGTHEN THE LONG-TERM STABILITY OF THE PENSION FUND

Business Plan Initiatives

Objective A: Mitigate the Risk of Significant Investment Loss

Executive Lead – Molly Murphy

1. Conduct and begin implementation of a triennial asset allocation study
2. Conduct a competitive procurement for an investment/risk management system

Objective B: Prudent Use and Security of Resources

Executive Lead – Molly Murphy;

1. Investigate Custodial Bank Services options

EXCELLENT SERVICE AND SUPPORT

GOAL: ACHIEVE EXCELLENCE IN THE SERVICE AND SUPPORT WE PROVIDE TO OUR MEMBERS AND PLAN SPONSORS

Business Plan Initiatives

Objective A: Provide Accurate and Timely Benefits

Executive Lead – Suzanne Jenike;

1. Streamline the service retirement process by implementing;
 - a. LEAN action items
 - b. Application packets
2. Improve customer service standards by enhancing V3 workflows, monitoring and reporting (year two)

Objective B: Provide Education to our Members and Employers

Executive Lead – Suzanne Jenike

1. Design and implement a bi-annual employer workshop
2. Create white board videos that will provide education to members and stakeholders about OCERS benefits (year two)

Objective C: Continuously Improve Business Processes and Procedures to be Efficient and Effective

Executive Leads – Brenda Shott and Suzanne Jenike

1. Explore the process of obtaining LEAN certifications
2. Identify additional business process to implement LEAN principles
3. Procure and begin conversion to new accounting software

RISK MANAGEMENT

GOAL: CULTIVATE A RISK-INTELLIGENT ORGANIZATION

Business Plan Initiatives

Objective A: Provide System and Data Security and a Robust Business Continuity Solution

Executive Leads – Brenda Shott, Matt Eakin & Jenny Sadoski

1. Continue implementation plan for security and operational best practice controls
2. Continuously assess current Information Security environment and address identified risks:
 - a. Implement software application whitelisting solution to prevent the installation and execution of unknown programs on OCERS systems
 - b. Implement a Privileged Account Management (PAM) solution to secure, control, manage and monitor privileged accounts
 - c. Perform review of firewall solutions and migrate to new firewall solution if warranted
 - d. Continue development of OCERS data map, data classification structure and data exchange flows and identify associated risks (year two)
 - e. Develop a process for mitigating risks associated with external third party IT business partners
3. Implement tools and processes to mitigate the risk of data or financial loss or information disclosure:

- a. Implement an Identity and Access Management (IAM) solution incorporating Single Sign-On (SSO) and Multi-Factor Authentication (MFA)
 - b. Implement tools to secure OCERS cloud based environments
 - c. Implement automated hardware and software inventory tool
 - d. Enhance processes between Managed Security / Managed Detection & Response vendor and Information Security staff
 - e. Determine alternative methods of exchanging member identification protocols
4. Enhance the Business Continuity and Disaster Recovery Program:
 - a. Establish alternate work space / work site plan (year two)
 - b. Expand the Business Continuity and Disaster Recovery test plan

Objective B: Ensure a Safe and Secure Workplace and Public Service Facility
Executive Lead – Brenda Shott

1. Plan and implement building security, safety and health upgrades and space management projects (year three)

TALENT MANAGEMENT

GOAL: RECRUIT, RETAIN AND INSPIRE A HIGH-PERFORMING WORKFORCE

Business Plan Initiatives

Objective A: Recruit and Retain a Diverse High-Performing Workforce to Meet Organizational Priorities

Executive Leads – Steve Delaney and Cynthia Hockless

1. Enhance onboarding and transitioning of new hires into the organization
 - a. Continue to expand the newly implemented onboarding process
2. Expand advertising and outreach sources in order to continue to encourage diversity in recruitments
3. Implement recommendations from workforce analysis (year three)
4. Implement recommendations of the Personnel Committee regarding staff retention strategies

Objective B: Develop and empower every member of the team

Executive Lead – Steve Delaney

1. Design and develop a comprehensive training program that embeds a talent management mindset throughout the organization
2. Customize training programs based on individual needs and career goals within OCERS
3. Create succession plans across the agency (year three)
4. Develop a comprehensive standardized library of procedure manuals accessible on the OCERS Intranet following last year's initial review

Objective C: Cultivate a Collaborative, Inclusive and Creative Culture

Executive Lead – Steve Delaney

1. Explore methods to measure OCERS culture of engagement and continuous improvement
2. Provide inclusion training to staff
3. Celebrate OCERS 75th Anniversary

EFFECTIVE GOVERNANCE

GOAL: IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE BOARD AND STAFF BY CLARIFYING ROLES AND RESPONSIBILITIES, IMPROVING OVERSIGHT, CLARIFYING ACCOUNTABILITY AND IMPROVING DECISION MAKING

Objective A: Employ a Governance Structure that Supports a Dynamic System

Executive Lead – Steve Delaney

1. Explore methods of focusing Board and staff time and effort on activities that support or advance OCERS' Strategic Goals

Objective B: Improve the Governance and Management of OCERS' Records

Executive Lead – Gina Ratto

1. Identify “best practices” in record retention
2. Develop and implement a records retention program that reflects best practices and identifies appropriate retention periods for each category of records
3. Establish storage protocols and automate destruction schedules for electronic mail
4. Establish an alternative “work space” and/or storage place for emails
5. Systematically bring each department within OCERS into compliance with the records retention program
6. Establish procedures to maintain and audit compliance with the record retention program



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www.ocers.org