

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

2022 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

2022-2024 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. Complete Investment Consultants procurement process

Objective B: Prudent Use and Security of Resources

Executive Lead – Molly Murphy

1. Initiate Custodial Bank Services RFP preparation

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. Create comprehensive overview of applicable Memorandum of Understandings (MOU) (\$25,000)
2. Continue to Enhance Cross Training for Member Services Team
3. Continue Evaluation of Existing Forms & Letters
4. Investigate options of enhancing the online calculator to provide disability estimates
5. Evaluate Options for New Imaging System for Member Document Repository and implement if appropriate (\$250,000)

Objective B: Provide Education to our Members and Employers

Executive Lead – Suzanne Jenike

1. Update website to enhance disability related FAQs and include a white board video that counsels on the disability application process.
2. Investigate options for communicating OCERS news via email.

3. Continue to create videos, both in-house and white board (\$25,000)
4. Evaluate options for transition *At Your Service* newsletter to be electronic for active/deferred members and only send hard copies to retirees.

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

Executive Leads – Brenda Shott and Suzanne Jenike

1. Investigate options for enhanced member survey platform (\$10,000)
2. Investigate creating a triage process for disability applications allowing the independent medical examination to be foregone if allowable.
3. Identify, develop and implement V3 Data Validation and Clean Up procedures (\$10,000)
4. Issue a RFP for next generation pension administration system (\$200,000)
5. Execute a pilot project for the use of Robotic Process Automation to streamline routine task (\$350,000)
6. Complete implementation and post-implementation of new ERP/Accounting Software system (\$42,500)
7. Conduct LEAN process on the investment reporting function (\$10,000)
8. Procure and implement a new helpdesk solution for internal use (\$100,000)

RISK MANAGEMENT

GOAL: CULTIVATE A RISK-INTELLIGENT ORGANIZATION

Business Plan Initiatives

Objective A: Enhance Governance of Technology Risks

Executive Leads – Brenda Shott, Matt Eakin & Jenny Sadoski

1. Continue implementation plan for security and operational best practice controls (multi-year)
2. Continue to develop and enhance information security policies (year two)
3. Develop and enhance information technology policies (year one of two)
4. Develop executive dashboard and security strategy document to enhance communication of Information Security program
5. Implement project management tools and best practices for use throughout the organization

Objective B: Continuously Assess Technology Environment and Address Risks

Executive Leads – Brenda Shott, Matt Eakin & Jenny Sadoski

1. Replace Web Application Firewalls (\$180,000)
2. Continue Phased Implementation of Microsoft 365 (\$100,000)

Objective C: Ensure Compliance with Industry Frameworks and Best Practices
Executive Leads – Brenda Shott, Matt Eakin & Jenny Sadoski

1. Implement an Information Security Governance, Risk & Compliance system (\$50,000)
2. Complete a data classification study (year two) (\$100,000)

Objective D: Provide a Robust Business Continuity Solution
Executive Leads – Brenda Shott, Matt Eakin & Jenny Sadoski

1. Review implementation of mail services using a 3rd party vendor (\$25,000)
2. Expand the Disaster Recovery and Business Continuity Plan and semi-annual exercise as it relates to remote data recovery

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

1. Continue to investigate and evaluate long-term options for OCERS headquarters
2. Replace Roof on Existing OCERS Headquarters (\$110,000)

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. Review and rewrite where appropriate classification specifications and compensation ranges of County level team members (\$35,000)

Objective B: Develop and empower every member of the team

Executive Lead – Steve Delaney

1. Design and develop a comprehensive training program based on individual needs and career goals that embeds a talent management mindset and creates succession plans across the agency (\$50,000)
2. Develop a comprehensive standardized library of business processes and procedure manuals across the organization (\$330,000)

Objective C: Cultivate a Collaborative, Inclusive and Creative Culture

Executive Lead – Steve Delaney

1. Continue to implement strategies that promote an inclusive workplace (\$47,000)

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. Delegated Authority with regard to Investments and the creation of the Board's Personnel Committee have both been positive initiatives of Board Governance implemented in recent years. Possible Board review of overall best in class governance continues to be an issue for consideration, but likely in 2023.

Objective B: Improve the Governance and Management of OCERS' Records (multi-year)
Executive Lead – Gina Ratto

1. Implement a Records Management Program that reflects best practices and identifies appropriate retention periods for each category of OCERS records
2. Establish, include within the Records Management Program, and implement (using Microsoft 365) the default rules for automated archival and automated destruction of electronic mail, with limited exceptions from the default rules (e.g., for litigation holds)
3. Establish a process to export and save electronic mail in an alternative format (PDF preferably) for longer retention and in

accordance with the retention period for underlying record category

4. Develop and adopt an Implementation Plan for the Records Management Program
5. Systematically bring each department within OCERS into compliance with the Records Management Program
6. Establish procedures to maintain and audit compliance with the Records Management Program



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