MISSION
MOSERS exists to advance the financial security of its members.

VISION
We endeavor to:
- Exceed customer expectations
- Educate stakeholders
- Ensure sound investment practices
- Encourage responsible funding of the plan through a commitment to Excellence. Always.

VALUES
- Quality
- Respect
- Integrity
- Openness
- Accountability
1 PLAN SUSTAINABILITY/INVESTMENTS

Goal
Foster a fiscally sound retirement system through prudent investment strategies to promote the long-term sustainability of the system.

Objective 1
Full payment of the June 30, 2018 legacy actuarial accrued liability.

Measure
1. Legacy actuarial accrued liability paid in full.
   Target: Full funding of the board certified annual employer contribution rate required to pay off the legacy actuarial accrued liability by June 30, 2049.

Objective 2
Build portfolio that promotes the long-term sustainability of the system and meets the organization’s objectives.

Measures
1. Percent of portfolio transitioned.
   Target: Approximately 33% complete by December 31, 2019
   100% complete by December 31, 2021
2. Facilitate asset study performed in conjunction with the actuarial experience study.
   Target: Complete by June 30, 2021

2 CUSTOMER SERVICE & STAKEHOLDER COMMUNICATION

Goal
Expand and strengthen relationships among members and all stakeholders by communicating in a way that informs, educates, and fosters trust and confidence in the system.

Objective 1
Promote education outreach and improve understanding of MOSERS and the value of all benefit programs, including pension, long-term disability, life insurance, and the deferred compensation program.

Measures
1. Enhance MOSERS’ online presence through the newly designed public website.
   Target: Complete by December 31, 2019
2. Expand communication and interaction with members.
   Target: Implement newly vested member emails by June 30, 2020
   Target: Implement optional text messages to members by June 30, 2022
3. Develop and implement mid-career program.
   Target: 50% complete by June 30, 2020
   100% complete by June 30, 2022
4. Initiate contact with employers to educate new employees during their onboarding process.
   Target: Pilot program complete by June 30, 2020
5. Promote the security of the retirement system and the value of the retirement benefit.
   Target: Develop targeted communications relative to the system's funded status and employer contribution rate by December 31, 2019.

Objective 2
Promote a positive working relationship with, and information delivery to, policy makers and their staff to encourage responsible funding of the plan.

Measures
1. Refresh the legislative communication plan to include accountability measures.
   Target: Complete by board meeting in November 2019
2. Provide every General Assembly member with an economic impact statement.
   Target: Begin with legislative session in 2020
Objective 1
Re-evaluate MOSERS’ mission, vision, and core values.

Measure
1. Collaborate with MOSERS’ board and staff to solidify the mission, vision, and core values that best represent the organization.
   Target: Complete by June 30, 2020

Objective 2
Research possible solutions to mitigate impact of board turnover.

Measure
1. Present board composition options to MOSERS’ board.
   Target: Facilitate committee/board discussion by November 2019

Objective 3
Evaluate board rules and employee handbook in light of extensive organizational reviews.

Measures
1. Review and revise board rules.
   Target: Complete by June 30, 2021
2. Review and revise employee handbook.
   Target: Complete by December 31, 2019

Objective 4
Advocate professional development programs and encourage employee participation.

Measure
1. Encourage the utilization of e-learning courses as an additional avenue for professional development.
   Target: 75% employee participation in at least four e-learning courses, or 8-hours of e-learning instruction, by June 30, 2020

Objective 5
Mitigate risk of staff turnover and develop a succession plan for key positions.

Measures
1. Determine succession planning structure, including identifying key areas and positions.
   Target: Complete by June 30, 2020
2. Identify high potential staff for the key positions, inventory their development needs, and develop succession and knowledge transfer plans.
   Target: 50% of key positions complete by June 30, 2021
   100% of key positions complete by June 30, 2022
3. Provide employee satisfaction and engagement survey to MOSERS’ staff for feedback.
   Target: Conduct comprehensive survey by December 31, 2019
Goal
Ensure the security of data while optimizing utilization of technology.

Objective 1
Strengthen MOSERS’ technology and data security by evaluating, improving, and implementing system upgrades or replacements.

Measures

1. Implement and integrate a new pension administration system (PAS) for MOSERS, while maintaining customer service satisfaction during implementation.
   
   Target: Maintain customer service satisfaction within 90% of FY18 levels as shown in the 2019 Annual Benefit Scorecard while keeping the project on time, on budget, and consistent with project plan objectives.

2. Implement and integrate an updated financial software system for MOSERS.
   
   Target: Prepare system integration and user readiness by June 30, 2020.

3. Address high-risk recommendations from comprehensive security audit.
   
   Target: Complete by June 30, 2020

4. Review and revise information security policies.
   
   Target: Complete by December 31, 2020