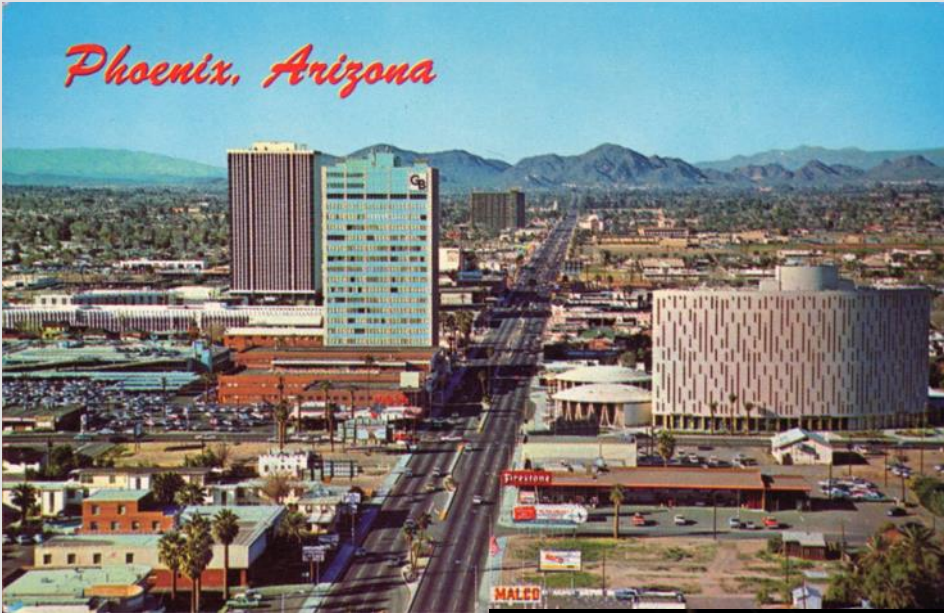


A Vision for the Road Ahead

Fiscal Year 2020 thru 2023 Strategic Plan



City of Phoenix Employees' Retirement System



Where We've Been

Where We're Going



Our History

The Plan is governed by the City of Phoenix Employees' Retirement Law of 1953 (Chapter XXIV of the City of Phoenix Charter). COPERS was created to provide retirement, survivor and disability benefits to the City of Phoenix general employees. COPERS is a qualified retirement plan under the Internal Revenue Code. The City of Phoenix Employees' Retirement Board (the Board) is the trustee of the Plan.

Our Mission

The City of Phoenix Employees' Retirement System (COPERS) is dedicated to administering a retirement plan for past, current, and future City of Phoenix employees that prudently invests plan assets and delivers comprehensive support to meet the needs of COPERS' members and their beneficiaries.

Our On-Going Strategic Initiatives

Sustainable Funding

- Continue evaluating funding status and projections, analyzing adjustments to employer contribution rates or future plan design as needed to ensure financial stability.

Investment Management

- Proactively monitor and manage our investment managers and portfolios.
- Seek to diversify risk by evaluating new investment strategies for potential investment.
- Proactively forecast and manage liquidity to meet cash flow needs.

Outstanding Customer Service

- Leverage technology to meet increasing service demands of our members and employer.
- Monitor business processes to ensure efficient, effective methods for delivering services.
- Collect feedback from our members and employers to focus our service to meet their needs.

Communication & Education

- Develop communication and education targeted by life and career stage.
- Tailor communication and education delivery according to what members need when they need it.
- Help members increase their financial literacy and retirement readiness, and understand COPERS' role in their retirement.

Technology

- Protect the privacy of our member.
- Expand digital capability of COPERS.
- Utilize technology to provide service, communication and education to our members consistent with demand and mindful of best practices.
- Maintain and update the technology used to administer the retirement system.

Staffing

- Recruit, develop and retain a quality workforce.
- Develop future agency leaders by emphasizing professional development and job enrichment opportunities.
- Capture institutional knowledge through workforce planning.

A look back at where we've been.



Fiscal Year 2018-2019 Strategic Goals

Goal #1 Goal Completed

Work with the COPERS Board to finalize and approve the Investment Committee Charter.

Goal #2 Goal Completed

Complete an internal procedure gap analysis on all positions within the Retirement Department.

Goal #3 Goal Completed

Review various strategies to mitigate the impact of staff attrition.

Goal #4 Goal Completed

Enhance member education and communication.

Goal #5 Goal Completed

Increase Website presence through enhanced technology.

Goal #6 Goal Completed

Begin the process of replacing the current pension administration system.

Goal #7 Goal Completed

Implement the revised asset allocation approved by the COPERS Board.

Moving Forward



Outstanding Customer Service

- Become more proactive with other benefit programs offered by the City of Phoenix.
- Expand current customer satisfaction survey process to include e-surveys following each experience.

Education & Communication

- Create targeted benefit information based on eligibility tier and life stage.

Sustainable Funding

- Work with the plan sponsor on various opportunities to improve the funding ratio for enterprise functions.
- Complete a five year experience study with the COPERS consulting actuary.

Diverse, Equitable, & Inclusive Workforce

- Implement a multi-level equity reporting program that evaluates COPERS' business partners level of diversity and equity in their business model.

Technology

- Implement the document imaging solution to better store member information.
- Successfully complete phase I and phase II of the pension administration system project.

Investment Management

- Perform an asset/liability study within the plan period.