



Fiscal Year 2018-2019 Strategic Plan



sta·bil·i·ty: the strength to stand or endure

City of Phoenix Employees' Retirement System (COPERS)

City of Phoenix, AZ

City of Phoenix Retirement Department
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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 Goals

Goal #1

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

Goal #2

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

Goal #3

Review various strategies to mitigate the impact of staff attrition.

Goal #4

Enhance member education and communication.

Goal #5

Increase Website presence through enhanced technology.

Goal #6

Begin the process of replacing the current pension administration system.

Goal #7

Implement the revised asset allocation approved by the COPERS Board.

Our 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

- Continue to 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.

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.
- Continue improving annual statements and updating member beneficiary records.

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.

Risk Management

- Emphasize fiduciary responsibility and statutory compliance.
- Maintain security levels needed to ensure protection of systems, data and member privacy.
- Respond proactively to ever increasing changes in the regulatory environment.

Staffing

- Recruit, develop and retain a quality workforce.
- Develop future agency leaders by emphasizing professional development and job enrichment opportunities.
- Assess current methods and develop any needed resources for effective internal communication to keep staff informed and further a culture of teamwork and respect.
- Capture institutional knowledge through workforce planning.