

Retirement Department Strategic Plan – 2007

Mission Statement: “Provide customer focused retirement services and resources to employees and retirees.”

Definition of Customer: Employees and Families, Retirees, Board Members, City Administration, Union Officials, Citizens.

Definition of Service:

Spokane Employees' Retirement System (SERS)
Defined benefit pension plan administration and investment management

Law Enforcement Officers' and Fire Fighters' Retirement System (LEOFF I)
Fire and Police defined benefit pension plan(s) administration and investment management

401a and 457 Plans
Defined Contribution Plan management

SWOT:

Strengths:

Experienced, hard working, loyal and knowledgeable staff
Staff teamwork
Support and confidence from a progressive SERS Board
High level access and excellent support services from actuary(s), trust/custodian, CPA firm, outside legal counsel(s), and independent investment consultant
Relationships with city management, SERS Board, and other departments
Ability to identify and correct errors and inequities

Weaknesses:

Competing interest for resources between LEOFF and SERS
Time spent on legal issues, lawsuits, and pending lawsuits.
Possible conflict of interest in services to city management and LEOFF Boards
Resources spent on cleaning up the past
Time and resources spent on retroactive impacts on pensions
Manual systems
Succession planning

Opportunities:

Partnering with other cities on data sharing
Greater use of automation
Increased training

Threats:

Political forces

Misinformation

Challenge to maintain SERS independence

Increased financial reporting and regulatory requirements

Key Success Factors:

1. Maintain excellent service by responding to request for service in a timely, accurate and efficient manner
2. Maintain reliable and effective data systems
3. Competent and reliable staff
4. Good stewards of employee and public resources

Primary Goals for 2007:

1. Hire SERS actuary, complete actuarial experience analysis and work with actuary and management on labor group's proposal
Initiative: Financial Stability
Key Dates and tasks:
 - a) Issue Request for Proposal (RFP) (March, 2007)
 - b) Interview actuaries (April, 2007)
 - c) Engage actuary (May – June, 2007)
 - d) Provide actuary with transition data (July, 2007)
 - e) Complete Experience analysis and deliver to Board and Mayor (November, 2007)
 - f) Work with management and actuary on possible SERS restructuring (September – December, 2007)
2. Hire LEOFF actuary and prepare City for new accounting pronouncement – Governmental Accounting Standards' Board (GASB) 45
Initiative: Customer Service, Financial Stability
Key Dates and tasks:
 - a) Issue Request for Quotes and Qualifications (RFQQ) (June, 2007)
 - b) Engage actuary (July – August, 2007)
 - c) Provide actuary with transition data (September, 2007)
 - d) Complete January 1, 2007 Valuations (December, 2007)
3. Hire independent investment consultant, complete asset allocation study and commence restructuring of investment portfolio
Initiative: Financial Stability
Key Dates and tasks:
 - a) Interview consultants (January, 2007)
 - b) Engage consultant (February – March, 2007)
 - c) Asset allocation study to Board for vote (May, 2007)
 - d) New manager document to Investment Committee (July, 2007)
 - e) Select Managers by Board vote (August, 2007)
 - f) Commence and implement restructuring of investment portfolio (September – December, 2007)

4. Produce SERS Comprehensive Annual Report in a more timely fashion
Initiative: Customer Service
Key Dates and tasks:
 - a) Audit fieldwork (April – May, 2007)
 - b) Delivery of documents to desktop publisher (April – July, 2007)
 - c) Summary Annual Report issued (May, 2007)
 - d) Audit Report issued (June, 2007)
 - e) Audit presentation to SERS Board (July, 2007)
 - f) Comprehensive Report published (September, 2007)

5. Commence a rewrite of the Spokane Municipal Code (SMC) as it relates to SERS
Initiative: Customer Service
Key Dates and tasks:
 - a) Review existing SMC (October – November, 2007)
 - b) Work with outside counsel (December, 2007)