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Executive Summary

Starting on February 8, 2012, and ending on July 11, 2012, over two hundred active and retired members of the Highway Patrol Retirement System (HPRS) participated in five strategic planning meetings conducted at the Ohio State Highway Patrol Academy. In addition to the HPRS members who attended each of the five hour planning sessions at the Academy, the meetings were broadcast live over the Patrol’s PolyCom closed circuit television network to District Headquarters and other Department of Public Safety network locations.

For the purpose of plan development, the small group discussion process was used during all strategic planning meetings. In order to resolve group conflict a group voting plan was developed to obtain group consensus.

All members attending the planning sessions were extremely sensitive to current pension reform legislation under consideration in the Ohio Legislature, unending increases in health care costs and the present fiscal challenges of the HPRS’ Pension Fund Unfunded Actuarial Accrued Liability (UAAL).

For the first time in HPRS’ seventy-one year history, the pension system now has a five year strategic plan, developed by system members; the plan sets forth the Mission, Vision, Values, Goals, Objectives and Performance measures to address future fiscal and health care challenges in an ever-changing economic environment.
Highway Patrol Retirement System

Board Members

Colonel John Born, Chair
- Ex-Officio

Captain Cory Davies, Vice-Chair
- Elected - Active

Staff Lieutenant Anthony Bradshaw
- Elected – Active

Lieutenant Heidi Marshall
- Elected – Active

Captain Carl Roark
- Elected – Active

Lieutenant Andre Swinerton
- Elected – Active

Major (ret.) Darryl Anderson
- Elected – Retired

Lieutenant (ret.) Larry Davis
- Elected – Retired

Joseph Thomas
- General Assembly’s Investment Expert Appointee

Kenneth Boyer
- Treasurer of State’s Investment Designee

Major (ret.) JP Allen
- Governor’s Investment Expert Appointee
Highway Patrol Retirement System

Administrative Staff

Highway Patrol Retirement System Board of Trustees

Mark R. Atkeson
Executive Director

Wayne A. Warner
CFO

Dennis P. Smith
General Counsel

David Young
Building Manager

Renee Young
Benefit Specialist

Doris Blosser
Benefit Specialist

Elizabeth Patterson
Executive Assistant

Charmaine Carter
System Accountant

Larry Stevens
Maintenance Assistant

Bill Budd
Maintenance Assistant

Holly Carr
Administrative Assistant
Highway Patrol Retirement System

Mission Statement

Provide stable pension services that are fiscally responsible, prudently administered, and delivered with understanding and responsiveness to all members and beneficiaries.

Highway Patrol Retirement System

Vision Statement

Maintain a financially sound pension system that is a leader in the oversight of our investments and liabilities, providing for the long term financial wellbeing of our retirement system.
Highway Patrol Retirement System

Values

Integrity

Fiscal Responsibility

Transparency

Adaptability

Loyalty
Highway Patrol Retirement System

**Strategic Plan - Goal #1**

**Goal:** Assure the financial soundness and effective management of the Highway Patrol Retirement System while maintaining an amortization period of no more than 30 years with a plan design goal to reduce the Unfunded Accrued Actuarial Liability (UAAL) to a fully funded plan by 2043.

**Objectives:** Effectively manage a retirement system that complies with all actuarial requirements as directed.

Seek legislation to expand the Board’s authority to annually determine active members’ contribution rates and retiree’s cost of living adjustments to achieve the fund’s actuarial soundness with the goal of attaining a fully funded plan by 2043.

Outperform on an annual basis established investment benchmarks of the fund’s asset allocation, through management reviews, risk budgeting, and expedited execution to allow continued fund growth and restoration of health care funding levels to attain a fully funded health care fund by 2050.

Annually evaluate the performance of the system’s investment consultant.

Continually monitor the managers watch list and consult monthly with the investment consultant on fund manager’s performance.
Performance Measures

- Number of years to amortize the Unfunded Actuarial Accrued Liability (UAAL).
- Percentage of change and reduction of the fund’s UAAL.
- Annual review of the investment consultant evaluation and review of the manager’s watch list.
- Pension laws enacted by Ohio legislature.
Highway Patrol Retirement System

Strategic Plan - Goal #2

**Goal:** Ensure continued financial soundness of the retiree health care fund (HCF) with a plan design policy goal to fully fund the HCF by 2050 and maintain a program that is valued and responsive to the needs of the members.

**Objectives:**

- Implement the HPRS Health Care Scale by January 1, 2015.
- Implement the Health Care Premium recommendations of the Special Committee on Health Care Funding by January 1, 2013.
- Ensure accurate and timely submission of HPRS information for Federal Early Retiree Reinsurance Program (ERRP) Funds (if available) in 2013.
- Annually increase HCF solvency while maintaining no less than a 20 year minimum funding balance.
- Achieve favorable pricing during competitive bidding process with other state retirement systems for drugs, plan administration, claims processing, and health care information distribution.
- Continue the member tobacco surcharge.
- Continue the employer contributions at no less than 1.75% of payroll and increase percentage as funds are available.
- Annually conduct a thorough review of the member’s disability retirement files and investigate the retiree’s disability status as required.
Performance Measures

- Quarterly reports: drug subsidies and rebates.
- Quarterly reports: health care costs per member per month.
- Member’s participation rates in health and wellness physicals.
- Member disability retirement files.
Highway Patrol Retirement System

Strategic Plan - Goal #3

**Goal:** Deliver superior personal and customer service by providing accurate, timely, and relevant information to members by using both traditional and innovative methods.

**Objectives:** Improve the following customer service attributes: (Responsiveness to requests, Friendliness of service, Timeliness of service, Accuracy of information, Willingness to search for answers, Level of knowledge, and Customer focus) that declined in the 2011 customer service survey by 10% per year to achieve the goal of 90% satisfaction for each attribute.

Provide five hours of administrative staff training based on 2011 membership survey results by June 1, 2013.

Implement policy-driven cross training to staff for immediate response to member’s needs by January 1, 2013.

Conduct annual system membership satisfaction survey.

Annually review and upgrade retirement system technologies as needed to improve timely communication and reduce email/phone tree duplication of messages.

Fully implement MemberLink software by August 1, 2013.

Provide education and training to members on the advantages of using web-based information systems by October 1, 2013.

Encourage Retirement System Board members (active and retired) to attend a minimum of four informal meetings or gatherings of system
members per year (eg. Snowbird, Sunbird, District roundups, District retiree’s breakfast/lunch) by January 1, 2014.

Increase the number of active members who have access to HPRS website IDs and passwords by 100% by January 1, 2014.

Increase the number of Retired members who have access to HPRS website IDs and passwords by 10% by January 1, 2014.

**Performance Measures**

- Fourth Quarter Customer Service Survey results.
- Executive Director’s review of staff’s cross training hours.
- Phone Tree, Email list, Traverse and MemberLink data.
- Administrative staff classroom training records review.
- Board roster review of informal meeting attendance.
Highway Patrol Retirement System

**Strategic Plan - Goal #4**

**Goal:** Strategically implement an efficient and effective health and wellness values-driven benefits program that engages all members of HPRS to better manage their health and lifestyle through the use of technology, risk appraisal, follow-up interventions, action plans, behavior modification, and incentive rewards.

**Objectives:**

- Reduce per member per month health care costs by 20% by January 1, 2015.

  Enter into a contract with the Mayo Clinic, the Cleveland Clinic, or other qualified online health management portal provider to actively engage all members to live healthier lives by July 1, 2013.

  Complete a comprehensive internal Health Insurance Portability and Accountability Act (HIPAA) compliant, membership health care survey by December 31, 2013.

  Develop a Health Insurance Portability and Accountability Act (HIPAA) compliant comprehensive member health care database for: wellness assessment, member-focused information distribution, awareness, and member’s use of wellness programs by January 1, 2014.

  Provide financial incentive awards for retired members who regularly participate in HPRS-approved physical wellness examinations by January 1, 2014.

  Identify and implement financial disincentives, in addition to the tobacco surcharge currently in effect, for unhealthy risk behaviors.
identified by the system’s health and wellness contractor by January 2015.

Semi-annually develop and distribute to all retired and active members a special HPRS Health Care Review Newsletter.

Performance Measures

- Status reports from the health management portal provider.
- Annual per member/per month insurance cost reports.
- Annual health care satisfaction survey.