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Executive Summary

On February 8, 2012, the process began to create HPRS’s first strategic plan. After five planning meetings involving over 200 active and retired members, the process concluded on July 11, 2012. HPRS continues to set goals and objectives in line with the stated vision and mission.

Since adoption of the first strategic plan, the General Assembly has enacted several legislative initiatives and the board has made structural changes to HPRS benefits. These changes have provided greater solvency to the system despite volatile market returns and negative actuarial assumption changes.

On August 18, 2022, the process began to update the HPRS strategic plan, to accurately reflect strategic changes. Members were solicited for input through retiree gatherings and the monthly newsletter. The board met in several planning sessions, and the following goals and objectives are a result of those sessions.

The 2023-2027 HPRS Strategic Plan sets forth the mission, vision, values, strategic priorities, objectives, and key performance indicators to clarify what the focus will be on during the strategic plan period. Priorities are operationalized through the development of goals and objectives. Each objective in this plan document has specific key performance indicators to provide a metric for assessing progress.
# HPRS Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Captain Matt Them, Chair</td>
<td>Elected - Active</td>
</tr>
<tr>
<td>Major (Ret.) Darryl Anderson, Vice-</td>
<td>Elected - Retired</td>
</tr>
<tr>
<td>Chair</td>
<td></td>
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<tr>
<td>Colonel Charles Jones</td>
<td>Ex-Officio</td>
</tr>
<tr>
<td>Lieutenant C.J. Niemeyer</td>
<td>Elected – Active</td>
</tr>
<tr>
<td>Sergeant Brice Nihiser</td>
<td>Elected – Active</td>
</tr>
<tr>
<td>Trooper Derek Malone</td>
<td>Elected – Active</td>
</tr>
<tr>
<td>Trooper Cindy Wilt</td>
<td>Elected – Active</td>
</tr>
<tr>
<td>Sergeant (Ret.) Mike Kasler</td>
<td>Elected – Retired</td>
</tr>
<tr>
<td>Joseph Thomas</td>
<td>General Assembly’s Investment Expert Appointee</td>
</tr>
<tr>
<td>Craig Warnimont</td>
<td>Treasurer of State’s Investment Designee</td>
</tr>
<tr>
<td>Major (Ret.) JP Allen</td>
<td>Governor’s Investment Expert Appointee</td>
</tr>
</tbody>
</table>
HPRS Administrative Staff

Carl Roark, Ph.D.
Executive Director

Holly Carr
Executive Assistant

Nicole Thompson
Administrative Assistant

Michael Press
General Counsel/Chief Investment Officer

Anthony Bradshaw
Operations Manager

Brian Fike
Finance Director

Charmaine Carter
System Accountant

Renee Young
Benefits Specialist
HPRS Mission Statement

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

HPRS 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.
HPRS Values

- Integrity
- Transparency
- Fiscal Responsibility
- Adaptability
- Loyalty
HPRS Strategic Priorities

*HPRS has identified four priorities for the next five years:*

1. Pension Fund Sustainability
2. Benefit Sustainability
3. Excellence In Service
4. Optimize Operational Effectiveness
Priority #1: Pension Fund Sustainability

Provide a secure pension through effective management and financially sound decision-making.

Objective # 1: Maintain an investment strategy that maximizes rates of return for acceptable levels of risk.

Key Performance Indicators
- a. Total fund net return compared to peer universe
- b. Total fund net return compared to benchmark
- c. Risk-adjusted return compared to peers

Objective # 2: Adhere to the HPRS Funding Policy.

Key Performance Indicators
- a. Active Member Contribution Rate, Health Care Fund Allocation, and Cost-of-Living-Adjustment (COLA) set annually based on the Funding Policy in place and actuarial valuation report
Priority #2: Benefit Sustainability

Ensure cost-effectiveness and sustainability of health care benefits.

Objective #1: Responsible transition of Pre-Medicare Group to a Health Reimbursement Arrangement (HRA).

Key Performance Indicators
   a. Accommodation of No Med A Group
   b. Greater benefit for In-the-line-of duty disability retirees

Objective #2: Ensure responsible governance in the administration of the Health Reimbursement Arrangement (HRA).

Key Performance Indicators
   a. Utilize WTW actuaries to ensure optimum level of benefit
   b. Monitor the administration of the program for efficiency
Priority #3: Excellence in Service

Provide timely and accurate service that maintains a high level of customer satisfaction.

Objective #1: Conduct biennial customer service surveys that focus on the following attributes: Responsiveness to requests; Friendliness of service; Timeliness of service; Accuracy of information; Willingness to search for answers; Level of knowledge; Customer focus.

Key Performance Indicator
   a. 3.5 or higher on four-point scale

Objective #2: Annually review and upgrade retirement system technologies to ensure professional communication to members.

Key Performance Indicators
   a. Website upgrade
   b. Utilize short videos to provide education on various topics such as: DROP; Purchase of Military Service Credit; Health Reimbursement Arrangement
Priority #4: Optimize Operational Effectiveness

Implement strategies designed to improve operational effectiveness.

Objective #1: Develop and maintain a robust security program that ensures appropriate data security and privacy protection.

Key Performance Indicators

a. Independent assessment of HPRS’ overall information security
b. Employee training
c. Incident Response Plan
d. Tabletop exercise

Objective #2: Ensure responsible governance in the administration of HPRS and its benefit programs.

Key Performance Indicator

a. Obtain unmodified opinion from the auditors on HPRS’ annual audited financial statements and internal controls