



MARYLAND STATE RETIREMENT AGENCY

**BUSINESS PLAN
FISCAL YEAR 2022**

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MARYLAND STATE RETIREMENT AND PENSION SYSTEMS

FISCAL 2022 BUSINESS PLAN

INTRODUCTION

The Maryland State Retirement and Pension System's Business Plan for fiscal year 2022 was developed with the input of all senior staff and is presented by the Executive Director for approval by the Board of Trustees. The purpose of the Business Plan is to set out the key business initiatives continued from previous fiscal years and any new initiatives to be undertaken in fiscal year 2022 that support the mission and goals of the Agency and the specific performance measures established by the Agency. The Business Plan has been developed in accordance with the Business Planning Policy adopted by the Board of Trustees, which requires that the Business Plan be reviewed and updated annually. This plan has been developed consistent with the System's Strategic Plan.

DOCUMENT OVERVIEW

The Business Plan comprises four key sections:

Section 1 states both the mission and vision of the Retirement System, which provide overarching guidance for the management of the Agency.

Section 2 provides a brief overview of the Agency as a whole and of each of the key divisions within the Agency and describes the various goals and performance measures established within the Agency to help ensure fulfillment of the Agency's Mission.

Section 3 sets out the Agency's business plan initiatives. Each initiative is accompanied by a brief description of the initiative, the expected outcome, projected timeline, and linkage to the objectives of the Agency.

SECTION 1

MISSION AND VISION STATEMENTS

MISSION

To administer the survivor, disability, and retirement benefits of the System's participants, and to ensure that sufficient assets are available to fund the benefits when due.

VISION

A state that provides a fully-funded retirement system that is affordable to all participating employers and provides guaranteed adequate disability, survivor, and retirement benefits.

SECTION 2

AGENCY OVERVIEW, GOALS, AND PERFORMANCE MEASURES

AGENCY OVERVIEW AND GOALS

The Agency implements the objectives of the State Retirement and Pension System. The Executive Director's Office is responsible for the executive direction of the System including administrative and investment operational policy, legislative and legal liaison, financial affairs, and communications. The Benefits Administration Division is responsible for the payment of benefits, administration of employee contributions, and individual and group membership counseling. The Finance Division is responsible for accounting and financial reporting, budget administration, procurement, and human resources. The Investment Division is responsible for the management, control and investment of the System's Retirement Accumulation and Annuity Savings Funds. The External Affairs Division is responsible for managing all Agency interactions with the media, as well as communications with all system stakeholders. The System's stakeholders include members, retirees, member associations, State elected leaders, and Maryland taxpayers. The Internal Audit Division ensures Agency compliance with State laws, rules and regulations, as well as ensuring employer compliance with Agency reporting policies. The Information Systems Division is responsible for the design and implementation of new automated management information systems and for maintenance and enhancements of existing systems including the Maryland Pension Administration System (MPAS). The Business Operations Office (BOO) is responsible for the design and implementation of the MPAS.

The Agency has established the following four broad goals in support of its Mission:

- Goal 1.** To prudently invest System assets in a well-diversified manner to optimize long-term returns while controlling risk through excellence in the execution of the investment objectives and strategies of the System.
- Goal 2.** To effectively communicate to all retirement plan participants the benefits provided by the System and to educate them about planning and preparing for all aspects of their defined benefit system.
- Goal 3.** To pay all retirement allowances provided by State pension law to the System's retirees and their beneficiaries in an accurate and timely manner.
- Goal 4.** To efficiently collect the required employer and employee contributions necessary to fund the System.

BENEFITS ADMINISTRATION DIVISION

The division administers 12 separate defined benefit pension systems (with over 50 plans within the systems) covering nearly 245,000 active and deferred vested participants and approximately 167,700 pension annuitants (as of June 30, 2020) whose pension benefit payments exceed \$4.1 billion annually. The division, staffed by 106 permanent and contractual employees, consists of four major units: Data Control, Benefits Processing, Member Services, and Special Projects.

Data Control Unit

This unit provides maintenance and control of nearly 413,000 participants' and former participants' accounts and payee records maintained in a relational database. The unit performs three separate, interrelated functions:

- 1. Employer Reporting Section** – collects, reconciles, and controls individual member pension payroll data submitted by more than 170 separate, independent payroll centers (employers). With more than 195,000 active plan participants, these centers report over 7,000 individual employer payroll periods, and more than 4.6 million individual payroll transactions. Other responsibilities include determination of plan eligibility of new members (24,617 annually); updating individual designations of beneficiaries (60,895 annually); member leave of absence service credit adjustments (1,638 annually); and membership account manual adjustments (216,654 annually). The timeliness and accuracy of the membership data is critical as it is used to determine benefit eligibility, calculate the pension allowance, and to allow for the proper actuarial valuation and determination of the State and local participating employer's contribution rates.
- 2. Purchases and Military Service Maintenance Section** – reviews and processes, member requests to purchase service (1,375 annually); applications for military credit (361 annually); transfers of service from/to other retirement systems (508 annually); and processing of various miscellaneous transactions that update the Agency's database in support of these functions.
- 3. Retired Life Section** – maintains, reconciles, and controls all data updated to the retiree database (approximately 167,700 annuity payment records on June 30, 2020); authorizes, reconciles and controls the processing of the monthly pension annuity payroll and benefit voucher disbursement process; processes payee requests for changes to tax withholdings (14,010 annually); and updates payee address changes (8,334 annually).

Benefits Processing Unit

This unit performs three separate, but interrelated functions in the processing of member requests for pension benefits:

- 1. Retirement Processing Section** – processes all member benefit estimate requests (11,852 annually); determines pension benefit eligibility and processes all member retirement applications (6,703 annually), revises existing pension allowances (3,517 annually); and generates manual vouchers for payment of retroactive benefits and benefit allowance adjustments due to account revisions.
- 2. Post Membership Payments Section** – processes all lump sum member and retiree death benefits and initiates survivor annuities (2,623 annually); determines beneficiary eligibility for benefits; calculates and manually issues death benefit payments and vouchers; calculates the tax information for all lump-sum death payments issued to the beneficiaries of deceased retirees; and calculates and generates all member contribution refunds and rollovers to qualified accounts (5,645 annually).
- 3. Reconciliations and Revisions Section** – issues replacement checks for direct deposit failures and lost/stale-dated benefit checks (1,203 annually); audits each accidental disability retiree account (57 annually) to determine and recover all simultaneously paid (overlapping) pension and workers' compensation benefits; and authorizes the reduction of pension allowances in accordance with filed domestic relations orders, liens, levy's and other court orders.

Member Services Unit

This unit provides a multi-pronged communication program to inform plan participants of their retirement benefits and provides for the evaluation and processing of all disability applications. This unit consists of four sections:

- 1. Correspondence and Face-To-Face Counseling Section** – responds to written inquiries (4,185 letters and approximately 11,765 emails annually) received from members, former members, beneficiaries, retirees, employers, and others. Topics include benefit questions, complex pension issues, and resolution of members' individual problems. Staff (counselors) in this section meet one-on-one with members and retirees (2,893 annually) conducting sessions at the Agency. Counselors participate in both Agency-initiated group seminars as well as employer and employee organization sponsored seminars and programs for members and retirees (5,560 annually).

2. **Call Center Section** – provides telephone counseling and problem solving to participants and pension annuitants through telephone calls (158,370 annually) with additional calls (27,806 annually) handled through the interactive voice response system (menu option system). The section serves as the initial point of caller contact for clarification on retirement matters, response to questions, account problems, or non-receipt of pension checks.

3. **Disability Section** – processes member claims for disability retirement (901 annually) through various administrative and medical review steps. This section interacts with the Agency’s medical boards, legal staff, member physicians and attorneys, and schedules independent medical examinations, as requested by the medical board in their determination regarding the member’s eligibility for disability retirement.

4. **Employer Education and Training Section** – produces membership literature and manages the Pre-Retirement Seminar Program. In addition to its work aimed directly at plan participants, the section also interacts and maintains certification, training, and continuing education programs for employer-based retirement coordinators (671 retirement coordinators).

Special Projects Unit

This unit administers the Deferred Retirement Option Programs (DROP) enacted by the legislature for members of the Law Enforcement Officers and State Police Pension Systems.

The unit also reviews and conducts a general audit of numerous benefit payment vouchers (benefits exceed \$4.1 billion annually) to ensure the vouchers’ accuracy and the accuracy of each manually processed payment. Also, this unit coordinates communications with the Actuary regarding plan participants subject to the Internal Revenue Code Section 415 benefit limitation; and on an annual basis collects wage files from all participating employers for the review of the retiree’s statutory earnings limitation provisions and calculation and determination of the resulting pension benefit allowance reductions (offsets). And, as the name suggests, this unit routinely is involved in the management and execution of special Agency projects and programs and the administration of special legislative actions.

Benefits Administration Division Goals and Performance Measures

Goal 1 To administer and process applications filed by employers and plan participants for enrollment, plan transfer options, purchases of additional service credit, additional credit for military service, and employer payroll reporting requirements.

Data Control Performance Standards and Measures:

- Within 30 days of application receipt, review, process, and update at least 90% of membership enrollment applications.
 - Random sampling conducted and ongoing supervisory review.
- Within 30 days of application receipt, calculate, and invoice at least 90% of the Purchase of Service Credit Applications.
 - Tracking file maintained.
- Within 30 days of application receipt, review, process, and calculate at least 90% of Military Service Request Applications.
 - Tracking file maintained.

Goal 2 To ensure the timely and accurate collection and posting of payroll data to ensure that the underlying data necessary for retirement calculations are available and correct.

Data Control Performance Standards and Measures:

- Within one business day reconcile at least 98% of updated member transaction data to the master file to the system-generated tabulation reports within one business day.
 - Tracking file maintained.
- Reconcile the member enrollment master file to the General Ledger Annuity Savings Fund (ASF) balance by the 25th of the following month.
 - Tracking file maintained.
- Within 30 days of receipt, update 90% of employer reported data files (payroll validations).
 - Tracking file maintained.

Goal 3 To track, process, validate, and reconcile all scheduled employer data covering employee contributions and other elements required for calculation of fiscal year service credit, benefit calculations, actuarial valuations, and employer contribution billings.

Data Control Performance Standards and Measures:

- Reconcile employer reported payroll data to monies deposited and recorded in the general ledger's cash receipt listings within 15 business days of receipt.
 - Random sampling conducted and ongoing supervisory review.

Goal 4

To ensure that all daily automated retirement jobs are run timely, accurately and reconciled promptly.

Data Control Performance Standards and Measures:

- 100% of data transactions updated to the master file are reconciled within one business day.
 - Ongoing supervisory review.
- At least eight banking days prior to the check date, process and fully reconcile the monthly pension payroll.
 - Ongoing supervisory review.
 - Pay 100% of automated pension allowance benefits on time and accurately.
 - Random sampling conducted and ongoing supervisory review.
- Verify that all automated programs compute payment values in accordance with Federal and State pension and tax laws.
 - Random sampling conducted and ongoing supervisory review.

Goal 5

To facilitate the identification, documentation, and resolution of automated system issues and requirements through coordination with the Business Operations Office. Generate mass communication documents to retirees and participants.

Data Control Performance Standards and Measures:

- By August 1st, process, audit, and transfer extracted data files to the System's actuary for performing the annual actuarial valuation.
 - Ongoing supervisory review.
- September 10th, process, verify calculations, and coordinate the issuance of the annual Personal Member Statements of Benefits.
 - Ongoing supervisory review.
- By January 31st, process, verify tax reporting requirements and calculations, and coordinate the issuance of all 1099-R tax documents to payees.
 - Ongoing supervisory review.

Goal 6

To provide effective communication to members and beneficiaries to assist them in securing the correct services and benefits.

Benefits Processing Performance Standards and Measures:

- Once notified of the death of a retiree or a member in active service, mail the appropriate claim forms to the beneficiary or to the administrator of the estate, within five days, 95% of the time.
 - Random sampling and ongoing supervisor review.
- Within three business days of receipt of the claim forms, return 95% of the incomplete or deficient beneficiary claim forms with a letter of explanation.
 - Random sampling and ongoing supervisor review.
- Within 30 days of receipt of Finance Division notice of outdated/outstanding benefit check payments (at least six months old), research the payment and send the payee a letter regarding the replacement or resolution of the outstanding payment.
 - Random sampling and ongoing supervisory review.

Goal 7

To provide for the accurate and timely issuance of benefits to members and beneficiaries.

Benefits Processing Performance Standards and Measures:

- For lump sum payments to beneficiaries, initiate 95% of the payments within 30 business days of the receipt of completed claim forms.
 - Random sampling and ongoing supervisor review.
- For joint life annuity allowance, initiate the payment in the same month for completed claim forms received by the 10th of the month. For completed claim forms received after the 10th of the month, commence payment at the end of the following month.
 - Random sampling and ongoing supervisor review.
- Within three business days of receipt of notification of a Direct Deposit failure or the certification of a check “stop payment”, process at least 95% of the replacement checks.
 - Random sampling and ongoing supervisor review.
- For members who have separated from employment and requested a refund of their accumulated contributions, initiate 95% of refund payments within 15 business days after receipt of a completed refund application and receipt of all expected member contributions from the employer.
 - Tracking database maintained with ongoing supervisory review.

Goal 8

To provide clear, accurate, and timely benefit plan information to the various customers of the Agency.

Member Services Performance Standards and Measures:

- Limit the number of abandoned incoming telephone calls to 7.5% in fiscal year.
 - Statistical reports generated through the Automatic Call Distribution System (ACD).
- Limit the waiting time for calls to be answered to 2 minutes and 15 seconds in fiscal year.
 - Statistical reports generated through the Automatic Call Distribution System (ACD).
- Achieve a 90% satisfaction rate for plan participants surveyed who contact Member Services.
 - Tracking System used to log surveys mailed and responding results.
- Answer 95% of physical correspondence within 10 business days of being received.
 - CRM Case Management Reports.
- Answer 95% of electronic correspondence within 3 business days of receipt.
 - CRM Case Management Reports.
- Participate in conventions, benefit seminars/webinars, and special request events sponsored by participating employers and organizations.
 - Supervisor tracks attendance.
- Participate in 100 Pre-Retirement Seminars/Webinars.
 - Manager oversees program and assigns counselor based upon contracted number of seminars.

Goal 9

To provide the timely processing of all disability claims.

Member Services Performance Standards and Measures:

- Review new claims for a terminal condition within one business day of receipt.
 - Ongoing supervisory review.
- Review completeness of new claims for eligibility to apply for disability retirement and request missing information within 15 business days of receipt of claim.
 - Ongoing supervisory review.
- Schedule completed claims immediately for next available medical board.
 - Ongoing supervisory review.

- Prepare weekly medical board agenda of claims.
 - Ongoing supervisory review.
- Correspond with claimants, attorneys, and employers within seven business days of medical board's request for information.
 - Ongoing supervisory review.
- Schedule all independent medical evaluations within 10 business days of the medical board meeting.
 - Ongoing supervisory review.
- Evaluate all requests for reconsideration of disability claim within five business days of receipt.
 - Ongoing supervisory review of summary case reports.

Goal 10 To train and assist retirement coordinators of all participating employers.

Member Services Performance Standards and Measures:

- Provide educational seminars and webinars for retirement coordinators and manage retirement coordinator certification program.
 - Ongoing supervisory review and tracking through Retirement Coordinator Learning Management System.
- Conduct annual general information sessions for all retirement coordinators.
 - Ongoing supervisory review and tracking through Retirement Coordinator Learning Management System.
- Conduct orientation meetings with new coordinators to their responsibilities and meet individually with retirement coordinators on an as needed basis to answer questions and correct misconceptions.
 - Ongoing supervisory review.
- Achieve an 85% certification rate of all retirement coordinators in fiscal year to ensure that plan participants are effectively assisted at the employer level in the timely and accurate filing of retirement forms.
 - Tracking through Retirement Coordinator Learning Management System.

Goal 11

To provide services to DROP participants and plan participants subject to the Internal Revenue Code Section 415 benefit limitation.

Special Projects Performance Standards and Measures:

- Within 15 days of receipt of DROP application, send acknowledgement notice to the employer and the employee.
 - Tracking system maintained.
- Within five business days of application receipt, return incomplete or rejected DROP applications.
 - Tracking system maintained.
- By August 15th, calculate, prepare, and issue DROP statements of account balances to current program participants (approximately 200 retirees).
 - Tracking system maintained.
- Within 15 business days of receipt of member request, prepare the 415 IRC reduced benefit estimate for review and audit by the Administrator or designee, and subsequent review by the System actuary for actual calculation and certification.
 - Ongoing supervisory review.
- Manually prepare all DROP tax and account balance statements within five days of a participant's early termination request or within two months prior to the DROP termination date for all others.
 - Tracking system maintained and statements released.

Goal 12

To promote accurate and timely processing of manual payment vouchers including preparation and the review of all manual vouchers.

Special Projects Performance Standards and Measures:

- Pay within 30 days of DROP termination date, all completed applications for lump sum Deferred Retirement Option Program (DROP) balances.
 - Ongoing supervisory review.
- Pay 100% of manually calculated payments accurately computed.
 - Tracking file maintained and ongoing supervisory review.

- Within two business days, complete existing reviews, and audits of automated payment allowances (\$4,000 monthly payment threshold is reached); all manual voucher payments; all automated system retroactive benefit payment calculations; sampling of automated refunds and sampling of automated active deceased payments.
 - Ongoing supervisory review.

Goal 13

To coordinate employer reporting and communicate with retirees about pension earnings limitations, confirmation of wages received and notification of benefit allowance reductions.

Special Projects Performance Standards and Measures:

- Within 60 days of receipt of a participating employer’s wage file, process, review, and determine potential employer wages paid in excess of a pensioner’s statutory earnings limitation amount.
 - Tracking file maintained and ongoing supervisory review.
- By May 15th, process employer reported wages, review suspect accounts, and communicate with pensioners identified as exceeding earnings limitation.
 - Tracking file maintained.
- By the June board meeting, report to board the identified pension allowance reductions required under the service and disability earnings limitations provisions.
 - Manager oversight and review confirms appropriate actions.

BUSINESS OPERATIONS OFFICE

The Business Operations Office is the Agency division that provides senior management with coordination of cross-divisional projects involving significant business operations changes. The Business Operations Office develops, maintains, and monitors project management standards, policies, and procedures. Services include strategic planning, project management, risk management, organizational change management, business process analysis, education and training, and management reporting.

Effective June 1, 2013, the Business Operations Office was formed by combining the Project Management Office and the Data Control Division's Production Control Unit into a single unit. This strategic reorganization was done to provide organizational depth, due to the similarity and overlap of responsibilities as they relate to the Agency's change management of our automated processing system, the Maryland Pension Administration System (MPAS). This was done in recognition of the limited personnel resources with extensive knowledge in both the Agency's business practices and MPAS, and to best align those resources with the objectives of managing business process changes.

Business Process Re-engineering (MPAS+) is the third and final phase of the MPAS Project. The first project phase, MPAS-1, modernized the underlying technologies that support the Agency's pension administration automated business processes. This has provided the new technology platform with the online, real-time system for use internally by staff.

Specifically, the MPAS-1 Project achieved two goals:

1. Implemented an agile technology architecture that can adapt more easily to changes in business requirements; and
2. Recreated all the functionality of the Agency's Legacy Pension System (LPS) existing functions in a new architecture.

After the four-year effort, MPAS became the Agency's system-of-record for pension administration, replacing the LPS in August 2010. Since MPAS's data resides in a modern, relational database, the data in LPS's "flat files" were completely rebuilt for MPAS. These data records represent over 35 years of transactions.

Since implementing MPAS-1, the Business Operations Office has worked with the Benefits Administration and Information System Divisions to "stabilize" the MPAS-1 code and implement the significant modifications to the Agency's automated processing systems resulting from the July 1, 2011 Pension Reforms.

The second phase of the MPAS Project (MPAS-2) provided improvements to the System's data integrity. This phase involved the linking of records, the development of data flagging and cleansing screen views, modifications to existing screen views to incorporate additional data elements, flagging/cleansing the data values that support the most critical data elements affecting an individuals' retirement (service and salary). By the close of FY 2015, the Agency had successfully linked the historical member data to establish work histories for 300,953 member accounts (~ 99.5% of the total active, inactive, and vested workforce).

In FY 2016, the Business Operations Office performed a comprehensive flagging of member service data by auditing the service calculations in each fiscal year from year of enrollment to FY 2016. Additionally, screen views were developed to support the generation of service audit reports and the ability to "turn off" flagged service data values when service audit differences are determined. The automated service audit scripts revealed approximately 52,000 member records (18%) with service variances.

The Agency's MPAS Project Phase 3 (MPAS+) entails in-part, the re-engineering of Agency business processes and the implementation of supporting technology, focused on System participants, employers, and strategic partners. Each Agency business process is evaluated and re-engineered for optimal and fully integrated solutions allowing a more robust workflow, integrated imaging and voice systems, increased functionality, improved communications, and greater member/retiree and employer access to their data.

The Business Operations Office, Benefits Administration, and Finance divisions have defined the requirements and project deliverables.

Thus far, the following components of the MPAS+ phases are complete:

- Project design including the plan to address each project element of processes, technology, and organization, thus providing a detailed road map for the remainder of the Project.
- Development and rollout of a member portal known as *mySRPS*. So far, more than 107,000 participants have created their *mySRPS* accounts. The current version of *mySRPS* includes:
 - Members: view account information; view and change beneficiaries; send and receive messages; create retirement benefit estimates; change contact information; print asset verification letters;
 - Inactive members: view account information; view and change beneficiaries; send and receive messages; create retirement benefit estimates; change contact information; print asset verification letters;
 - Retirees: view account information; view and change beneficiaries; send and receive messages; print income verification letters; and reprint Form 1099-Rs;

- Annuitants: view payment history; change tax withholdings; and
- Agency staff: send/receive messages; create daily reconciliation reports; and managing *mySRPS* registration and accounts not accomplished through automated reset activities.
- Procurement of new *mySRPS* technologies to support Registration and Authentication services, Workflow, Customer Relations Management (CRM), and Document Storage. These technologies will support re-engineered business processes through integrated imaging and voice systems, increased functionality, improved communications and greater member/retiree and employer access to their data.

The current effort with the MPAS+ Project entails the actual re-engineering of Agency business processes affecting the Agency’s relationships with participants, employers, and strategic partners. At project completion, the Agency’s business processes will be more automated, eliminating paper-based processes and providing “Straight Through Processes.” This final phase of the project is targeted for completion by the close of FY 2022.

Business Operations Office Goals and Performance Measures

Goal 1 Formalize the execution of project cost management.

Business Operations Office Performance Standards and Measures:

- Provide consistency to the management of costs for projects.
 - Establish a Cost Management Plan.
 - Include the Cost Management Plan as part of the Project Management Plan (PMP).
 - Execute the Cost Management Plan.

Goal 2 Formalize the execution of project schedule management.

Business Operations Office Performance Standards and Measures:

- Provide consistency to the management of the project schedule.
 - Establish a Plan for Project Scheduling.
 - Include the Project Scheduling Plan as part of the Project Management Plan (PMP).
 - Execute the Project Scheduling Plan.

Goal 3 Improve the execution of project risk management.

Business Operations Office Performance Standards and Measures:

- Provide consistency to the management of risks for projects.
 - Review and revise the Risk Management Plan.
 - Execute the improved, revised Risk Management Plan.

Goal 4 Improve the execution of project quality assurance and process improvement.

Business Operations Office Performance Standards and Measures:

- Provide consistency to the management of quality assurance and process improvement for projects.
 - Review and revise the Quality Assurance / Process Improvement Management Plan.
 - Execute the improved, revised Quality Assurance / Process Improvement Management Plan.

EXTERNAL AFFAIRS DIVISION

The External Affairs Division manages all Agency communications with the retirement and pension system's stakeholders. These include the system's responsibilities with the Maryland General Assembly and the news media as well as communications with the system's members, retirees, member associations and Maryland taxpayers. External Affairs is responsible for providing timely and accurate information to all stakeholders as to the goals and policies of the Board of Trustees, the functions and procedures of the State Retirement Agency, and the rights and benefits of the systems that comprise the State Retirement and Pension System.

Overall, the External Affairs Division is responsible for:

- Directing and managing the Agency's communications functions through the adoption of effective and efficient processes, standards and styles;
- Preparing system legislative proposals approved by the Board of Trustees for presentation to the Joint Committee on Pensions;
- Representing the system before the Maryland General Assembly, providing accurate and detailed information in support of or opposition to pension legislation;
- Assisting Agency staff in the development and implementation of regulations as well as the revision of existing regulations;
- Advising the Executive Director's Office with analysis and development of legislative proposals and other major policies affecting the Agency and its programs;
- Providing information and advocacy of issues to members of the Legislature;
- Supporting the executive, legislative and judicial branches of State government by providing accurate and timely responses to constituent inquiries and complaints related to rights and benefits;
- Performing writing and graphic design functions to produce Agency forms, newsletters, brochures, handbooks, presentations, illustrations, and other communications vehicles for both internal and external audiences;
- Developing and maintaining a rapport with reporters covering Agency issues;
- Maintaining the Agency's website;
- Establishing and maintaining an SRA presence on social networking sites, such as Facebook, Twitter, Vimeo and YouTube;
- Working with Member Services in writing, designing, printing and distributing informed, useful, and appropriate materials (i.e. *Retiree News & Notes*, *The Mentor* and the Agency website);

- Serving as information resource to the State Retirement Agency, and other agencies, in providing clear and accurate information to staff on pension law (State and federal) impacting on the system, as well as Board of Trustee regulations;
- Determining eligibility for special retirement benefits involving elected and appointed officials and unclassified employees; and
- Coordinating special projects as assigned by the Executive Director.
- Coordinate the Agency's response to Public Information Act (PIA) requests.

External Affairs Division Goals

- Provide timely legislative policy analysis, services, strategies and information to the Agency and Board of Trustees.
- Inform SRA employees of the latest news and information concerning the Agency.
- Serve as liaison for the Agency and Board of Trustees to the Judiciary, Legislature, Governor's Office, Congress and constituent groups.
- Proactively inform the news media of the Agency's policies, personnel, investment program and results.
- Provide 24/7 media access to assist in the coverage of Agency activities and programs, consistent with prudent disclosure.
- Produce effective communications materials for all retirement plan participants to inform them about the benefits provided by the system and to educate them about planning and preparing for all aspects of their future retirement.
- Adhere to schedule for approving and finalizing publication of any new or amended regulation adopted by the Board of Trustees.
- Respond to correspondence within the mandatory time frames established by the Governor and Lt. Governor's correspondence groups; for other correspondence, respond within five workdays. All responses are to provide pertinent, accurate and detailed information, indicating referrals or appeal rights as needed.
- Respond to requests from SRA staff within 24 hours for information on laws, regulations, benefits, etc.
- Update the Agency's website regularly, if not daily.
- Respond to all PIA requests in a timely manner.

FINANCE DIVISION

The mission of the Finance Division is to safeguard and ensure fiscal responsibility and accountability of the assets entrusted to the Maryland State Retirement and Pension Trust Fund and to also provide comprehensive finance and administrative support of the Systems' operations and overall mission and fiduciary responsibility to administer the benefits of the System's participants. The range of the comprehensive support services are provided by the following three division units – Financial Accounting Operations, Budget and Contracts, and Office services.

Finance Division Goals and Performance Measures

Goal 1 To accurately collect, control and deposit all System revenues in a timely manner.

Financial Accounting Operations & Reporting Performance Standards and Measures:

- Receipts will be deposited on the same day of receipt.
 - Random sampling conducted and ongoing supervisory review.

Goal 2 To accurately bill and collect annual required employer contributions and quarterly employer administrative fees from all Participating Governmental Units.

Financial Accounting Operations & Reporting Performance Standards and Measures:

- Annual employer contribution billings are to be issued on or before December 1st and contributions collected on or before December 31st.
- Quarterly employer contributions are billed and collected on or before October 1st, January 1st, April 16th, and June 1st of each fiscal year.
- Tracking conducted and maintained by PGU billing staff and supervisor.

Goal 3 To properly and accurately process all authorized disbursements to participants, employees, and vendors, in accordance with applicable laws, rules and regulations, when such amounts become due and payable.

Financial Accounting Operations & Reporting Performance Standards and Measures:

- Upon proper approval, applicable disbursements to participants, employees and vendors will be processed for payment within 24 hours of receipt of an approved disbursement request.
 - Random sampling conducted and ongoing supervisory review.
- Ensure approval of payment of all invoices within five business days.
 - Supervisor reviews and approves for payment; Fiscal Accounting monitors approval dates.

Goal 4

To ensure, through accurate, consistent, and diligent administration of the Agency's various bank account balances, that sufficient liquidity is regularly maintained to cover current and reasonably projected expenditures while maximizing the funds available for daily investment.

Financial Accounting Operations Performance Standards and Measures:

- Cash reconciliations and projections shall be prepared and reconciled within 15 business days following the end of the month.
 - Random sampling conducted and ongoing supervisory review.

Goal 5

To properly, consistently, and accurately generate document and record authorized financial transactions in accordance with Generally Accepted Accounting Principles to facilitate:

- Timely and accurate completion and distribution of monthly system and fund general ledgers.
- Timely and accurate preparation of the Agency's annual financial statements and Comprehensive Annual Financial Report.
- Proper accountability for all financial transactions by, between and among the Agency's various funds and systems.
- Material compliance with all relevant financial reporting rules established by the Government Finance Officer Association as requirements for receipt of the annual *Certificate of Achievement for Excellence in Financial Reporting*.

Financial Accounting Operations & Reporting Performance Standards and Measures:

- General Ledgers and Fund Ledgers will be closed within 15 business days following the end of the month.
 - Month end close tracking file maintained.

Financial Accounting Operations & Reporting Performance Standards and Measures:

- The Agency's annual consolidated financial statements will be published by December 15th following the previous fiscal year-end.
 - Year-end close tracking file maintained.

Financial Accounting Operations & Reporting Performance Standards and Measures:

- An application for the annual Certificate of Achievement for Excellence in Financial Reporting shall be completed and submitted on or before December 31st following the close of the previous fiscal year-end.
 - Year-end close tracking file maintained.

Goal 6 To cost effectively procure (in compliance with applicable laws, rules and regulations) those goods and services authorized and necessary for the efficient conduct of Agency operations.

Budget and Contracts Performance Standards and Measures:

- All requests for procurements shall be processed for funding within 1 business day of receipt by COO or Deputy COO for approval.
 - Random sampling conducted and ongoing supervisory review.

Goal 7 To ensure, through diligent budget preparation, administration, and analysis, that adequate funding is timely requested and, to the extent practical, obtained for all authorized Agency operations.

Budget and Contracts Performance Standards and Measures:

- The annual funding request for the upcoming fiscal year's Agency operating budget will be submitted to the Department of Budget and Management (DBM) for approval on or before the required deadline as stipulated by DBM.
 - Agency budget submission schedule assigned by DBM.

Goal 8 To provide efficient and comprehensive mail services including mail distribution, check recordation, centralized copying, and office space maintenance support.

Office Services Performance Standards and Measures:

- Ensure sufficient stock for distribution of MSRA forms for employers and participants.
 - Monthly inventory audit performed.
- Deliver to the Document Imaging Section by 10:30 a.m. all incoming mail received by 8:00 a.m.
 - Document Imaging Supervisor monitors on a daily basis.
- Forward to the appropriate party all mail received by 3:00 p.m. Processing includes any special handling requirements for certified mail, bulk mailing, and overnight mail delivery.
 - Supervisor monitors on a daily basis.
- Track and monitor the mailing of the monthly benefit checks and advices to ensure 100% delivery to the Post Office. Keep senior management informed as to mail delivery status, while also taking immediate actions to resolve any concerns or potential problems.
 - Tracking system maintained by supervisor and director.

- Forward 100% of checks received by 10:00 a.m. to the Finance Division for deposit by no later than 3:00 p.m.
 - Supervisor monitors on a daily basis.
- Process all outgoing checks that are printed in the Check Processing Room by 3:00 p.m. and mail via U.S. Postal Service by 4:00 p.m.
 - Supervisor monitors on a daily basis.

Goal 9

Operate and maintain an efficient document storage and electronic imaging system.

Office Services Performance Standards and Measures:

- Monitor and track Agency's records stored at the offsite storage facility, as well as effectively monitor storage cost.
 - Supervisor reviews on a monthly basis for proper billing and inventory.
- Image, index, and distribute all incoming and outgoing documents within one business day from the day received. All documents are imaged and indexed to member accounts for folder inquiry.
 - Supervisor monitors on a daily basis.
- Accurately index at least 98% of the imaged documents.
 - Periodic review and audit to ensure accuracy of indexed documents.

INFORMATION SYSTEMS DIVISION

The Information Systems Division develops, operates, and maintains the systems and technologies used throughout the Agency. This encompasses enterprise-wide applications and applications unique to a specific division and operating on platforms at the Agency's secure Baltimore Data Center and the Agency's Annapolis disaster recovery processing site, along with State-wide applications shared within the State. Beginning in FY 2018, the Agency uses several "cloud-based" services as part of its technology portfolio, integrated with on premise resources. The Agency's technology environment encompasses numerous tools that operate "behind the scenes" to reduce the business risk of running the Agency, including Internet firewalls, leak protection safeguards over sensitive data, sophisticated tools to monitor activities within the networks to protect against unauthorized use, and various tools to protect against network-borne viruses or "malware" that can attack the Agency's infrastructure.

The Agency utilizes many technology platforms including desktop workstations (including laptops and tablet devices), an extensive Windows server-based network infrastructure, a storage area network for specialized access to Agency data, information archiving and backup hardware and software, Agency IP-based voice technology (central server with call center functionality, voice messaging, wireless devices, and desk telephones integrated with Agency workstations), and the shared mainframe at the Annapolis Data Center. Information Systems also manages the Agency's mobile communications devices (laptops, tablets, Apple iPhones, MiFi "hot spots", and Bluetooth). Last, Information Systems manages the interactive voice response platform and provides it with extracted data from pension administration databases, for access by members, along with the *mySRPS* secure participant portal that was launched in January 2020.

The Agency's technical computing environment has grown increasingly complex over the past decade, matching the demands of the organization. Information Systems maintains the Agency's high-speed local area network (LAN) and several small internal wireless LANs connecting to its local computer center. The Windows server farm and critical network communications components are housed in the Agency's Baltimore Data Center (SunTrust Building). The Agency uses networkMaryland™ to provide wide-area network (WAN) connectivity to the Annapolis Data Center, other Maryland State facilities, and the Internet. The Internet connection is used to reach Agency business partners, pension system customers (employers), as well as pension system members (active and retired employees). The Agency retains a few point-to-point connections to other outside services (mostly financial management/investment services). Last, the Agency expects a high level of reliability and service from its technology platforms; Information Systems develops and maintains Disaster Recovery services (data, hardware, software, and connectivity) with the Agency's off-site backup Data Center co-located with the State's Annapolis Data Center.

The Agency takes specific additional steps to bolster procedures and protections associated with handling and transferring sensitive and confidential information, both within and outside the Agency. These include safeguards to protect information in its exchange with business partners. The Information Systems Division continues to bring available technology to the Agency to further enhance this function, including controls over downloading files to removable storage devices (e.g., disks and USB plug-in drives) and commercial tools to protect data interchange. Together, these actions enhance what is already one of the better-protected networked computing environments within the State, further assuring the Board of Trustees and membership of the Agency's commitment to safeguard information resources.

The Chief Information Systems Officer (CISO) is responsible for the performance of division personnel and the Agency's technology assets. The CISO's responsibilities include information systems policy, standards and practices; staffing and organizational structure; budgets and strategic planning; daily operations; and continuous adaptation and development of information systems technologies, data, and processes, leveraging them to enhance the Agency's overall service delivery to its various constituents (internal and external). The CISO also acts as the Agency's representative to the Maryland Department of Information Technology, and as technical interface with the Agency's Participating Governmental Units (PGUs), other State Agencies, as well as the Board of Trustees (BOT). To maintain currency in technology and best-practices, in general and within the public retirement community, the CISO actively participates in both regional Chief Information Officer organizations and the Public Retirement Information Systems Management (PRISM) association. In all these roles, the CISO is joined by the Deputy CISO, whose responsibilities include directly managing daily I.S. operations for the Agency and providing Division leadership and Agency functional integration in the absence of the CISO.

The Division consists of four major units – Pension Systems Operations, Network Operations, Systems Development, and Information Security / Quality – that are tasked with broad and diverse responsibilities. As FY 2022 begins, staffing for the division is comprised of 26 State permanent employees, and supplemental data entry personnel as needed through the “Maryland Works” program.

In addition, Information Systems has awarded two multi-year contracts, both of which were initiated June 2018. A unique approach was taken as a strategy to mitigate the risk of knowledge loss with a dependency on a single service provider. By awarding multiple vendors to a single services Request for Proposal (RFP), knowledge transfer across our portfolio of systems is accomplished. Contractor staffing levels are expected to rise temporarily in the short term to support continued maintenance and operational support of the Maryland Pension Administration System (MPAS) and other existing applications, as well as the additional resources needed for the development, maintenance and support of the MPAS+ re-engineering initiative and its accompanying

Participant Portal. More specifically, while the normative contractor contingent numbers 6-7 programmers, currently the two contractors are providing 16 programmers and 2 business analysts. In addition, the MPAS+ Business Process Re-engineering project has as many as 4 technical personnel working on the Agency's new Customer Relationship Management (CRM) application as part of the primary contract team.

Last, the number of data technology devices under management and associated data stores continues to grow at a rapid pace, and the Division continues to adapt to new technologies and handle that growth.

Each of the Information Systems Divisions' four operating units is described below.

Pension Systems Operations Unit

This unit is responsible for operation and support of those systems that are used by the Agency's Pension Administration function. The Pension Systems Operations unit works closely with many operating units of the Benefits Administration Division, the Finance Division, and the Business Operations Office. The unit receives and prepares data, submits and controls computer processing, and receives and distributes reports.

MPAS became Pension Administration's "system of record" in FY 2011. MPAS operates on a server-based platform located within the Agency's Baltimore Data Center, with a backup set of equipment and synchronized databases located at the Agency's Annapolis site. Pension Systems Operations handles job submission and monitoring, troubleshooting of any operational issues with the job streams or the processing environment (hardware, operating systems, software utilities for assembling job runs and handling data, etc.), and a full-function print and distribution operation. Consequently, Pension Systems Operations has working hours of approximately 6:30 AM to 5:00 PM weekdays, which can vary based on workload, also providing first-line monitoring of overnight processing and some processing over weekends and holidays.

In addition, Pension Systems Operations includes answering Help Desk calls, providing "tier 1" support to Agency staff when possible, logging and referring other calls to the Network Operations Help Desk technical staff.

Network Operations Unit

Responsibilities of this unit include daily operation and support of the Agency's computing infrastructure, and Network Operations maintains an Information Systems Help Desk that serves as a "single point of contact" for Agency staff, the Board of Trustees, business partners, and vendors for technology-related services. Network Operations fulfills five roles within the Information Systems Division: desktop support, data and voice network

operations and support, network management, cloud-based platform management, and Internet external remote connectivity. Support activities are complex due to the multitude of hardware platforms and operating systems used throughout the Agency. The Network Operations Unit works closely with networkMaryland™ to assure reliable connectivity, coordinated operations schedules, compliance with standards, effective security (over both applications and data), etc. The unit supports all local computing platforms housed at the Agency's site in Baltimore, the Agency's remote business office at 45 Calvert Street in Annapolis, backup and recovery processing at the Agency's Annapolis site, and remote computing by staff and trustees using Internet-based connections, in addition to the growing wireless and mobile computing needs on laptops, tablets, smart phones, and other devices. Voice technology managed by Network Operations includes the Agency's IP-based telephone switch, automated call distribution, call recording, voice messaging, and interactive voice response components in addition to the conferencing and audio equipment used in the Board Room and other Agency conference rooms. A significant upgrade to Agency server, data storage, and service monitoring infrastructure is in progress to support the increased resource needs anticipated by the MPAS+ Business Process Re-engineering program. The Agency's Baltimore Data Center incorporates power control, battery back-up, supplemental air conditioning, fire suppression, and additional physical security monitoring equipment and alerts. Network Operations staff on-call coverage is operational 24 hours a day, 7 days a week.

Network Operations is involved in many moves/adds/changes to the Agency's desktop/server computing systems as well as daily maintenance and troubleshooting. The unit also supports enterprise-wide anti-virus/spam filtering and similar protections, the Agency's Internet firewall hardware, information security related devices, and office software products (Microsoft Office Suites, Adobe, etc.). The Help Desk is directly engaged in rollouts of new applications and upgrades to existing applications.

Last, Network Operations plays a pivotal enabling role in the expansion and changes within the Agency's Investment Division. This includes an increasingly complex set of tools, more complicated hardware platforms, and increases in connectivity, and higher demand for continuity and reliability dictated by Investment strategy implementation.

Systems Development Unit

This unit is responsible for both development and support of business applications and information systems processes. In its support role, the unit monitors the performance of existing applications (including MPAS and the Agency's significant indexed document image repository), troubleshoots system interruptions, makes feature/function changes as requested by end-users and the State (executive and legislative branches), in addition to programming testing, and implementing over 100 software modifications each year into the MPAS application.

Typically, the unit works with Agency “business” units and the Business Operations Office to identify opportunities to apply technologies to business challenges, and accordingly, is deeply engaged in the MPAS+ project. The goal of this unit is to improve the Agency’s operational performance, create new/improved services, reduce operating costs, and comply with legislative, executive, or regulatory mandates. The unit forms “projects” which proceed through a development lifecycle (analyze, research, estimate, plan, design, build/buy, develop, test, implement) and supports the applications once deployed. To achieve its mission, the unit uses standard systems architectures, uniform processes, standard database structures, application design standards, and development tools.

Another important role of Systems Development is to build and maintain secured Internet sites and utilities for use by employers, pension administration-related vendors, and members (active and retired). Systems Development also developed the Agency’s internal-use Intranet site, the “SRA Café,” which supports the Agency’s diverse business and workflow needs. These currently include numerous useful links to external resources, a Procurement tracking system, a Human Resources component (manuals, performance evaluation tracking, employment and termination, etc.), an online Member Services manual, a workflow application to support member request tracking and response, fleet management, and office supplies ordering, in addition to Intranet use for managing Information Systems’ own projects. Also, over the past several years, Systems Development devoted considerable energy to improving and stabilizing the document imaging and indexing application, which now operates more reliably and handles dramatically increasing workloads and retrieval volumes and is integrated with the CRM application.

Last, Systems Development continues to improve and add functionality to the automated (previously-manual) Deferred Retirement Option Plan (DROP) program and the Employer Payroll Data Reporting (EPDR) program used by close to 150 PGUs to timely and securely submit payroll data on active members, and payroll schedules, to the Agency on an ongoing basis.

Systems Development maintains the inventory of existing Agency application systems, both those developed specifically for the Agency and various commercial software packages. This unit also monitors and maintains the Agency’s database management technology, used to support most Agency systems (including MPAS). Systems Development has unified the Agency’s systems maintenance and development standards, conforming to industry and State of Maryland guidelines and methodologies, and has instituted both an Agile development environment and rigorous development operations (DevOps) controls.

Information Security and Quality Unit

The Information Security and Quality Unit provides an independent security and quality assurance function for the Information Systems Division and the Agency. In FY 2020, the complement of IT security technical personnel was increased from 2.5 to 4.5 FTEs, as this unit's role continues to expand along with the tools to maintain Agency protection from increasing external threats. In particular, the implementation of *mySRPS* and the increased use of cloud-based application is transforming the Agency's risk profile, and this Unit and the technical tools it uses are changing commensurately. The Unit's scope includes daily, and ongoing risk-related review of Information Systems functions and all computer systems and computing platforms used by the Agency. It provides for independent operation and oversight of access control procedures, security products (including Internet firewall rules, security event management and analysis, change monitoring, ongoing security testing of the computing environment, and data leak protection rules at both the server and workstation levels), "third-party" review of changes made to the Agency's application systems to verify that all modifications are authorized, tools for secure file transfer between the Agency and its employers and business partners, and standards for information security management. It establishes and conducts security initiatives and risk assessments to help assure that Agency computer applications, data, and technology infrastructure are properly protected. The Security and Quality Unit addresses industry and Maryland Statewide compliance standards and mandates. It develops and maintains the Agency's technology Disaster Recovery program, as well as coordinates and responds to audits (internal/external) and other assessments of MSRA's platforms, applications, networks, etc. Bringing risk management disciplines to MSRA Information Systems and the Agency, Security and Quality interfaces regularly with the Agency's Internal Audit group, external independent financial and specialized technology auditors and consultants, and State legislative auditors and takes the lead on devising and implementing resolutions to an evolving set of risk assessment and compliance standards within which the Agency must operate.

The Information Security and Quality Unit oversees periodic independent (contractor) external penetration testing of both the Baltimore and Annapolis environments, application security testing of Agency Internet-facing applications, and assessment of the Agency's information security program and staff compliance, in addition to regularly scheduled audits. To date, independent tests have re-affirmed the general efficacy of the Agency's technology-related security, while identifying areas where resources, configurations, policies, and programs might be improved.

Last, Information Systems works with a Security Awareness training provider to develop and conduct information security related educational sessions for all Agency staff, sometimes sharing its knowledge with other public pension systems at national conferences, participates in State security-related programs, and the Division drafts security-related terms and conditions for incorporation into Agency contracts to enforce on third parties

equivalent or better protections than the Agency demands of itself. Information Systems assists Agency managers in the ongoing review of independent tests and risk audits performed on a host of Agency contracted vendors and platforms. Information Systems also devotes considerable attention to the Agency's use of, and exposure to, the Internet and manages Agency bandwidth to maintain security while supporting a broad range of business functions conducted with external parties.

Information Systems Division Goals and Performance Measures

- Goal 1** To provide the Agency with data, voice, and video technology that meets the needs, and exceeds the expectation of Agency management, the Board of Trustees, and other constituencies served.
- Goal 2** To plan and execute initiatives that improve the Agency's business operations, supporting the Agency's Strategic and Business Plans, each major division's goals and objectives, the annual Maryland State IT Master Plan (along with a subordinate Agency IT Master Plan and Major IT Development Projects), and the annual Agency budget.

The Information Systems Division has consistently achieved the first goal, delivering high resource availability to the Agency and the public, with very limited unplanned service disruptions. I.S. staff aim to be attentive to technology performance, to identify and resolve problems before adverse situations arise, and to remain ahead of the curve when identifying technology components that are nearing the end of their respective useful lives or termination of product vendor support, all within available resources. When any given service has been disrupted, whether planned maintenance or unplanned, which occasions have been relatively brief and controlled, Information Systems has communicated with Agency staff throughout the outage.

Information Systems continues to strive to take a leading role in bringing creative and proven technology applications to the Agency, enabling improvements to Agency service effectiveness and efficiency, security, and reliability, and thereby achieving the second goal commensurate with resources available. As the Agency and its constituents, internal and external, continue to expand their own use of technology in their personal and professional lives, and as the Agency's technology resources continue to expand in volume and sophistication, the Information Systems Division intends to support the Agency's goals through judicious application of modern technology and techniques and delivery of beneficial, predictable, consistent, secure, and efficient service.

INTERNAL AUDIT DIVISION

The mission of the Internal Audit Division is to provide independent, objective assurance and consulting services designed to add value and improve the Agency's operations. It assists the Agency in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and governance processes.

The primary objective of the Division's auditing services is to provide independent assurance to the Audit Committee that:

- System assets are safeguarded from loss, fraud, waste, and abuse;
- Compliance is maintained with prescribed laws, rules, regulations, Board of Trustee, State of Maryland, and Agency policies, and where appropriate, industry best practices; and
- Operational effectiveness and efficiency are enhanced.

Internal Audit Division Goals and Performance Measures

Goal 1 Provide a wide range of quality independent internal auditing services for the Audit Committee, and consulting services for Agency management.

Performance Standards and Measures:

- Internal audits are performed to address the most significant risks, based on the resources available.
 - A comprehensive Agency-wide risk assessment is performed annually to identify and prioritize auditable activities.
 - An annual audit plan is developed, based on Internal Audit's assessment of risk and available resources, and is approved by the Audit Committee.
 - The annual audit plan provides for additional unscheduled audits, special reviews, and consulting services as requested by the Audit Committee and Agency management.
 - Outside resources are used to audit areas where specialized expertise is required.
- Internal audits are performed efficiently and effectively.
 - Audits are properly planned, in order to identify relevant criteria and significant controls for testing.
 - Audits include automated data extraction and analysis procedures, where possible.

- Staff meetings are used to gain input from all Internal Audit personnel on an audit's potential risks, controls, testing approaches, etc.

Goal 2

Perform independent compliance assessments of local government employers' enrollment and reporting practices.

Performance Standards and Measures:

- All local government employers that actively participate in the System are audited within a three-year cycle.
 - Internal Audit identifies relevant audit steps, based on an understanding of statute, regulations, and Agency requirements.
 - Internal Audit identifies the employers that are to be audited during the year.
 - A contractual external CPA firm performs audits of employers, based on agreed-upon procedures.
 - Internal Audit provides direction and support to the CPA firm, by providing files, investigating unusual items, resolving issues, and reviewing their findings.
 - Internal Audit communicates audit findings to Agency management, which follows up on the findings and recommendations.
 - Internal Audit reviews the CPA firm's working papers on a sample basis, to determine if audit steps were performed as intended, findings were supported, and working papers were properly reviewed.
- The CPA firm presents the results of their employer audits to the Audit Committee on an annual basis.

Goal 3

Maintain a quality assurance program to ensure that audits are performed in compliance with Generally Accepted Government Auditing Standards.

Performance Standards and Measures:

- An internal quality assurance function is maintained within the Internal Audit Division.
 - Checklists have been developed to identify the relevant standards that should be met.
 - For a selection of audits, a member of the Internal Audit Division who was not directly involved in the audit uses established checklists to determine if audit procedures and documentation meet standards. They report their results, as well as any recommendations for improvement, to the Chief Internal Auditor.

- A review for Internal Audit personnel's compliance with general standards is performed annually.
- External quality assurance reviews are obtained, as required by standards.
 - The Internal Audit Division receives an external peer every three years, to determine if audits were performed in compliance with Generally Accepted Government Auditing Standards.
 - The results of the external peer review are provided to the Audit Committee upon completion.

Goal 4

To maintain a dynamic, team-oriented environment that encourages personal and professional growth, and challenges internal audit staff to reach their full potential.

Performance Standards and Measures:

- Each Internal Audit member is required to obtain 40 hours of continuing professional education (CPE) credits in relevant areas each year.
 - The annual audit plan includes 40 hours per year for professional training for each member of Internal Audit.
 - Internal Audit's budget request includes funding to support the CPE that is required.
 - Each employee tracks their CPE credits and maintains documentation.
 - The CPE credits for all Internal Audit personnel are reviewed annually for compliance.
- Internal Audit personnel are encouraged to obtain relevant professional certifications.
 - Budget requests are made to provide funding for study materials and test fees.

INVESTMENT DIVISION

The Investment Division has investment management responsibilities for \$54.8 billion of assets (as of June 30, 2020) held in trust for the members and beneficiaries of the Maryland State Retirement and Pension System.

The Investment Division, with support from the System's investment consultants, recommends investment policy and asset allocation, provides oversight of internal and external investment managers in all asset classes, implements the Board's asset allocation and other initiatives, and monitors global capital markets to position the portfolio to take advantage of opportunities.

Investment Division Goals and Performance Measures

Goal 1 Over time, exceed the performance of the policy benchmark, the actuarial assumed rate of return, and the rate of inflation by 3% through manager selection and portfolio positioning.

Performance Standards and Measures for Alpha Generation:

- On a monthly basis, net performance versus the policy benchmark is provided by the custodian bank.
- Present to the Board a quarterly performance analysis for the total fund and individual manager performance, which includes attribution showing sources of outperformance or underperformance.
- Risk of the total fund, as measured by standard deviation and tracking error, is reported on a quarterly basis versus the policy benchmark, as well as a peer universe.

Goal 2 Prudently invest System assets in a well-diversified manner to optimize long-term returns, while controlling risk through careful execution of the investment objectives and strategies of the System, over a long-term horizon.

Asset Allocation Performance Standards and Measures:

- On a month-to-month basis, maintain allocations within the Board of Trustees' strategic asset allocation ranges.
- Present to the Board at least quarterly an overview of total plan performance and individual manager performance.
- Deliverables tracking maintained by staff.

Goal 3 Control risks through portfolio construction and monitoring of managers.

Risk Control Performance Standards and Measures:

- Monitor for manager guideline violations, initiate discussions with manager, assess the impact and develop a plan for resolution that will bring the manager into compliance with the guidelines.
 - Staff currently utilizes State Street Bank’s compliance monitoring software.
- Assure that full due diligence on each manager is performed as outlined in the System’s Investment Policy Manual.
 - Staff and consultants conduct due diligence activities in accordance with the System’s Investment Policy Manual.
- Utilize risk system in public manager monitoring and allocation decisions.
 - System maintained and updated regularly by staff.

Goal 4 Implementation of Board initiatives.

Board Initiative Performance Standards and Measures:

- Maintain up-to-date list of investment-related deliverables required to implement Board policies, procedures, and initiatives.
 - Deliverables tracking maintained by staff.

Goal 5 Build credibility within the industry and gain understanding of best practices.

Best Practice Performance Standards and Measures:

- Provide staff with opportunities to attend and/or speak at leading industry conferences.
 - Staff proactively identifies leading conferences in its annual budget submission.
 - Executive Director’s permission is required for out-of-state travel (ensures that staff is attending ‘best of breed’ conferences and programs).
- Actively participate in CII, ILPA, UN-PRI, CERES, CFA Institute, and other organizations serving institutional investors.
 - Staff includes conferences and programs conducted by CII, ILPA, UN-PRI, CERES, CFA Institute, and other organizations serving institutional investors in its annual budget submission.

SECTION 3

FY 2022 AND ONGOING AGENCY INITIATIVES

BENEFITS ADMINISTRATION DIVISION – BUSINESS PLAN INITIATIVE

Project 14BA04: REVIEW AND REVISION OF CODE OF MARYLAND REGULATIONS

Project Description: This is an ongoing initiative that will involve a comprehensive review of certain regulations affecting the operations of the Benefits Administration Division. As staff identify concerns with existing, or the need for new regulations, Administration will work with other Agency divisions to ensure that the internal operations and processes are consistent with the regulation and provide complete and accurate information to the public.

Expected Outcome: Updated regulations will be presented to the Administrative Committee and Board of Trustees throughout the fiscal year, and then after Benefits Administration, Executive, and Legislative review, published in the Code of Maryland Regulations

Timing: Ongoing.

Link to Goals: This initiative will directly support the Agency's goal to effectively communicate to all retirement plan participants the benefits provided by the System and to educate them about planning and preparing for all aspects of their defined benefit system.

Budget Implications: This initiative will be completed with existing resources and should result in no additional costs to the Agency.

BENEFITS ADMINISTRATION DIVISION/BUSINESS OPERATIONS OFFICE/EXTERNAL AFFAIRS DIVISION – JOINT BUSINESS PLAN INITIATIVE

Project 21BA/BO/EA01: **ELIMINATE PRINT VERSION OF *RETIREE NEWS & NOTES* NEWSLETTER; TRANSITION TO EXCLUSIVE EMAIL DISTRIBUTION**

Project Description: Working with the Benefits Administration Division and the Business Operations Office, the External Affairs Division will establish a system to collect and develop an email list for retirees and their beneficiaries to maximize the distribution of the semi-annual Retiree News & Notes newsletter as an electronic publication.

Expected Outcome: By eliminating printing and postal costs associated with this publication, the Agency will be able to communicate in a timelier manner with retirees and their beneficiaries, increase the number of publications, and offer greater flexibility to respond to unexpected events affecting the System.

Timing: To be completed by June 2022.

Link to Goals: Provides useful and timely information in the service of Agency members.

Budget Implications: Will be accomplished using existing resources but will reduce the \$100,000 spent annually through a corresponding reduction in printing and postage costs.

BENEFITS ADMINISTRATION DIVISION/BUSINESS OPERATIONS OFFICE/FINANCE DIVISION/INFORMATION SYSTEMS DIVISION – JOINT BUSINESS PLAN INITIATIVE

Project 19BA/BO/FD/IS01: MPAS+ BUSINESS PROCESS RE-ENGINEERING

Project Description: The Agency’s MPAS Project Phase 3 (MPAS+) entails, in part, re-engineering of Agency business processes, and implementing supporting technology, focused primarily within the Administration and Finance divisions, and including the Agency’s relationships with participants, employers, and strategic partners. In FY 2017, the Agency initiated the procurement process to secure the services necessary to set the stage for the Agency’s transition to redesigned processes and technology.

In FY 2018 the Agency hired LRWL Inc. (now Segal) to provide Business Process Re-engineering and Transition Management Consulting Services, and Enterprise Services State and Local, Inc. and Advanced Digital Services, Inc. to provide Systems Development and Business Analyst Support Services providing the resources necessary to implement a comprehensive business re-engineering project.

In FY 2018, the Agency completed the design and initial planning phase of this project (Subproject 1), prioritizing what gets done and when.

In July 2019, the Agency completed the Foundation Preparation/Procurement Phase (Subproject 2) for determination and procurement of any additional technologies (e.g. Registration and Authentication services, Workflow, Customer Relations Management, etc.) necessary to support the project and achieve integrated imaging and voice systems, increased functionality, improved communications and greater member/retiree and employer access to their data.

In January 2020, we started the actual business process re-engineering using an agile development methodology. The re-engineered and fully automated Estimate Process was rolled out to the Agency’s business users in November 2020. In July 2020, the Agency initiated work to re-engineering and automate all Employer Processes.

BENEFITS ADMINISTRATION DIVISION/BUSINESS OPERATIONS OFFICE/FINANCE DIVISION/INFORMATION SYSTEMS DIVISION – JOINT BUSINESS PLAN INITIATIVE

Re-engineering of the Agency’s financial system for manual payment processing is currently in development along with the automation of the Agency’s financial accounting and reporting systems with a new target completion date of December 2021.

Expected Outcome: Subproject 2: Procurement of technologies necessary to support the full business process re-engineering project, is complete.

Subproject 3A: First release of the Member Self-Service Portal (*mySRPS*) is complete.

Subproject 3B: Rollout of Portal registration to active members, retirees and beneficiaries is complete. More than 100,000 participants registered to *mySRPS*.

Subproject 4: Fully re-engineered pension administration business process in progress, started in January 2020.

Timing: This final phase is anticipated to be completed June 2022.

Link to Goals: This project links directly to the Agency’s goals:

- To pay all retirement allowances provided by State pension law to the System’s retirees and their beneficiaries in an accurate and timely manner.
- To effectively communicate with all retirement plan participants to inform them about the benefits provided by the System, and to educate them about planning and preparing for all aspects of their future retirement.
- To implement an automated, comprehensive, and integrated pension administration and electronic document management system.

Budget Implications: This major initiative will require the resources of multiple vendors and additional personnel. Contracts were executed and funds were provided in FY 2018 to begin this initiative, and in FY 2019, FY 2020, and FY 2021 to continue the project.

EXTERNAL AFFAIRS DIVISION/INFORMATION SYSTEMS DIVISION – JOINT BUSINESS PLAN INITIATIVE

Project 22EA/IS01: REDESIGN THE CAFÉ, THE AGENCY’S INTRANET SITE

Project Description: Working with the Information Systems Division, the External Affairs Division will assess the Agency’s capability to redesign The Café internally to enhance its utility and expand its use in the service of creating community engagement of the SRA workforce.

Expected Outcome: An attractive intranet site that will be the go-to site for employees to find the latest news about the Agency and their fellow employees.

Timing: To be completed by June 2022.

Link to Goals: Inform SRA employees of the latest news and information concerning the Agency.

Budget Implications: Will be accomplished using existing resources.

FINANCE DIVISION – BUSINESS PLAN INITIATIVE

Project 21FD01: OFFICE SPACE EXPANSION AND LEASE RENEWAL

Project Description: This project initiative is a continuance of Investment Division’s FY 2020 Business Plan Project which initiated the process of expanding the Investment Division’s office space in order to accommodate its 5-year planned growth in operations and the size of the Investment staff. Currently, lease negotiations are in process and an executed lease is expected to be finalized and brought before the Board of Public Works (BPW) for final approval by June 1, 2021. Once approved by BPW, Finance will be responsible for the oversight, coordination, and staging of agreed upon office expansion renovations and tenant improvements in both the existing and expanded office space as well as acquisition of all office furniture and/or equipment.

Expected Outcome: Execution and approval of a final new lease agreement. Timely completion of all expansion and existing office space construction and renovations and coordination with IS of all necessary networking and telecommunications needs. Relocation of the IS Division into the expansion office space. Expansion of the Investments Division into space that will be vacated by the Information Systems Division. Selection and acquisition of all necessary office furniture and equipment.

Timing: The Investment Division has already begun expanding its staff with new hires made during FY 2020, with more to follow. In addition, to accommodate a shift to internal management of assets, a trading floor area will be required. Anticipated completion date is December 2021.

Link to Goals: This project links directly to the Agency’s goal to prudently invest System assets in a well-diversified manner to optimize long-term returns, while controlling risk through excellence in execution of the investment objectives and strategies of the System.

Budget Implications: This initiative will be completed with Agency FY 2021 budgeted resources.

FINANCE DIVISION – BUSINESS PLAN INITIATIVE

Project 21FD02: AUTOMATION OF AGENCY PROCUREMENT REQUISITIONING PROCESS

Project Description: This project is a continuance of the Finance Division’s FY 2020 Business Plan initiative that entails automating the current manual completion and routing of Agency requisitions for goods and/or services for review and approval and processing. The acquisition of a secure e-signature software solution with document routing and tracking capabilities was essential to the success of this project. During the fiscal year, the Agency acquired DocuSign, an e-signature software application, to meet this need. The acquisition and rollout of DocuSign for Agency use did not occur until the 3rd quarter of FY 2021. The Agency has encountered problems with creating functional requisition template forms within DocuSign for use by Agency staff, which is the final setup to completing this project. The Agency is currently working with DocuSign towards a hopeful address of the template issues. We expect to arrive at a final resolve and completion of this initiative before the close this fiscal year.

Expected Outcome: The expected outcome of this project is a more efficient requisitioning and approval process that incorporates use of e-signature; provides the ability to identify with whom the requisition is sitting; and facilitates the electronic storage of all requisition and supporting documents, thus, eliminating the need for maintaining manual document storage units.

Timing: June 30, 2021.

Link to Goals: This project links to the Agency’s goal to implement an automated, comprehensive, and integrated pension administration and electronic document management system.

Budget Implications: This initiative will be completed with Agency FY 2021 budgeted resources.

FINANCE DIVISION – BUSINESS PLAN INITIATIVE

Project 22FD01: ACQUISITION OF AN INTEGRATED FINANCIAL REPORTING SOFTWARE SOLUTION

Project Description: The Finance Division will acquire a financial reporting software solution that will automate the integration of connected financial data from multiple sources throughout the Agency; streamline the internal collaborative production and review process for the production of the Maryland State Retirement and Pension System’s (MSRPS) Comprehensive Annual Financial Report as well as other financial reports and filings.
Agency

Expected Outcome: The expected outcome of this project is increased efficiency and time savings in the collection, compilation, review and analysis of data from multiple sources; automation of an integrated and collaborative review process; in-line commenting to individuals or groups allows for more real-time communications; reduced non-value-added work; and versioning controls and audit trails that keep everything logged in one central location.

Timing: The Finance Division is seeking to acquire a software solution via an existing State contract by August 2021.

Link to Goals: This project links to the Agency’s goal to implement an automated, comprehensive, and integrated pension administration and electronic document management system.

Budget Implications: This initiative will be completed with Agency FY 2021 budgeted resources.

INTERNAL AUDIT DIVISION – BUSINESS PLAN INITIATIVE

Project 21IA01: EXTERNAL PEER REVIEW

Project Description: An external peer review will be performed to determine if the Internal Audit Division is performing audits in conformance with Generally Accepted Government Auditing Standards (GAGAS). In addition, the Internal Audit Division will address and correct any issues noted as a result of this peer review.

Expected Outcome: The external peer review will result in a report indicating whether, or not, the Internal Audit Division's audits were completed in accordance with GAGAS and identifying areas where compliance can be improved.

Timing: To be completed by June 30, 2021.

Link to Goals: The Internal Audit Division is required to comply with GAGAS. An external peer review helps to ensure that the Internal Audit Division is operating in compliance with these standards.

Budget Implications: Additional budget resources are required for this initiative. Internal Audit has included \$20,000 in its FY 2021 budget request, in order to provide funding for this initiative.

INVESTMENT DIVISION – BUSINESS PLAN INITIATIVE

Project 20ID01: CONTINUED IMPLEMENTATION OF THE DIVISION’S COST SAVINGS INITIATIVE

Project Description: Develop the human resources, systems, and processes necessary for the continued implementation the cost savings initiative. This includes expanding the amount of assets and number of mandates that are managed internally. The initiative also includes other cost savings measures including increased allocations to co-investing strategies.

Expected Outcome: The expected outcome of implementing a cost savings initiative is improved performance and efficiency through higher investment returns and/or a lower risk profile. By managing a portion of System assets internally, the fees associated with external management will be reduced, which should lead to higher net-of-fee returns. In addition, the skills and market insights necessary for internal management will broadly enhance the sophistication of the Investments staff, which can be applied to benefit the entire portfolio. Co-investments, particularly in higher cost private markets, will have a significant impact on the System’s cost structure.

Timing: In fiscal year 2022, the Investment Division expects to fund several new internal mandates, including investment grade corporate bonds, securitized bonds, and small cap U.S. equities. Co-investments should also expand in fiscal year 2022, as more formal structures are developed around this initiative.

Link to Goals: This project will help advance the System’s goal of investing the System’s assets in a more efficient way, which will lead to higher investment returns at a lower cost.

Budget Implications: This project should not have a budgetary impact, as all expenses of the Investment Division are off-budget as a result of legislative action in the 2018 session. While there are increased costs associated with internal management, the fee savings and improved performance should outweigh these costs over time.

SUMMARY OF BUSINESS PLAN INITIATIVES

Project Number	Initiatives	Division	Completion Date	Status
<i>Completed Business Initiatives</i>				
19BA/BO/FD/IS01	MPAS+ Business Process Re-engineering Subproject 3B – Portal Rollout	Benefits Administration Division, Business Operations Office, Finance Division, and Information Systems	Jan-20	COMPLETE
<i>New & On-going Business Initiatives</i>				
14BA04	Review and Revision of Code of Maryland Regulations	Benefits Administration Division	Ongoing	<p>SRA continues to be engaged in the State “Regulatory Review & Evaluation” process in which every eight years, State agencies determine whether their regulations “are necessary for the public interest, continue to be supported by statutory authority and judicial opinion, or are appropriate for amendment or repeal.” Staff will be bringing recommendations for regulatory changes to the Board as updates are completed.</p> <p>Thus far, we have reviewed 16 COMAR chapters totaling approximately 80 individual regulations. Thirteen of those chapters have gone through the entire AELR/publishing process and those amended chapters, containing approximately 58 individual regulations are now in effect. Three chapters are still in the review and drafting process, and SRA continues to meet on a regular basis until all of the chapters and individual regulations have been completely reviewed.</p>

Project Number	Initiatives	Division	Completion Date	Status
21BA/BO/EA01	Eliminate Print Version of <i>Retiree News & Notes</i> Newsletter; Transition to Exclusive Email Distribution	Business Administration Division, Business Operations Office, and External Affairs Division	Jun-22	Initiative deferred pending further progress with MPAS-3 Project.
19BA/BO/FD/IS01	MPAS+ Business Process Re-engineering Subproject 4 – Improvement (Business Process Re-engineering)	Benefits Administration Division, Business Operations Office, Finance Division, and Information Systems	Jun-22	Re-engineering of current business processes using an agile development methodology. Rolled out the fully automated and re-engineered Estimate Process to SRA business users. Currently re-engineering and automating Employer Processes and Payment Processes.
22EA/IS01	Redesign The Café, the Agency's Intranet Site	External Affairs Division/Information Systems Division	Jun-22	New Project.
21FD01	Office Space Expansion and Lease Renewal	Finance Division	Dec-21	Lease approved by BPW May 19, 2021. Office renovations for expansion of Investment and Information Systems space to be completed by December 31, 2021.
21FD02	Automation of Agency Procurement Requisitioning Process	Finance Division	Jun-21	All technology necessary for implementation has been acquired and installed. Instructions and training will be disseminated to staff by June 30 th .
22FD01	Acquisition of an Integrated Financial Reporting Software Solution	Finance Division	Aug-21	New Project.
21IA01	External Peer Review	Internal Audit Division	Jun-21	To be completed by June 30, 2021

Project Number	Initiatives	Division	Completion Date	Status
20ID01	Continued Implementation of the Division's Cost Savings Initiative	Investment Division	Ongoing project over 10 years	During fiscal year 2021, staff successfully implemented an automated trade order management system to enhance the efficiency of the internal management function. On October 1, 2020, the third internal strategy was added. This strategy represents the initial mandate in public equities, as the first two accounts were bond strategies.