

# KCPERS

— ★ KANSAS CITY ★ —  
Police Employees' Retirement System



# Strategic Plan

2026 – 2030

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# Introduction

Established in 1946 by the State of Missouri's General Assembly, the Kansas City Police Employees' Retirement System (KCPERS) has been steadfast in its mission to provide comprehensive retirement, disability, and death benefits to the dedicated officers and civilian employees of the Kansas City Police Department. Over the decades, KCPERS has evolved to meet the changing needs of its members, ensuring financial security for those who serve and protect our community.

Our membership comprises a diverse group of active and retired law enforcement professionals and support staff, all of whom have committed their careers to maintaining public safety in Kansas City. We recognize the unique challenges and risks associated with law enforcement careers and are dedicated to offering retirement solutions that honor their service and support their well-being in retirement.

The primary objective of this strategic plan is to chart a course for KCPERS that ensures our retirement system's long-term sustainability and growth. By focusing on prudent financial management, exceptional member services, and adaptive strategies in response to evolving needs, we aim to uphold our mission of providing secure and reliable retirement benefits. This plan serves as a roadmap to navigate future challenges and opportunities, ensuring that we continue to meet the expectations of our members and stakeholders.

In developing this strategic plan, we have drawn inspiration from the successful frameworks of our peer and best-in-class organizations. Their comprehensive approaches to strategic planning have informed our efforts to align our goals with best practices in the public pension sector. By doing so, we strive to enhance our service delivery, strengthen our financial position, and fulfill our commitment to the dedicated individuals we serve.







# Mission and Vision

## ➔ Mission

The mission of the Kansas City Police Employees' Retirement Systems is to ensure plan solvency and optimize benefits for present and future retirees.

## ➔ Vision

KCPERS envisions a future where every member enjoys financial security through a sustainably managed and member-focused pension system. We are committed to prudent asset management and delivering exceptional service to meet our members' evolving needs.



# Values

## ➔ Integrity

We conduct all actions and decisions with the highest ethical standards, ensuring honesty and fairness in our operations.

## ➔ Innovation

We embrace technological advancements and best practices to enhance our processes and member experiences.

## ➔ Transparency

We maintain open and transparent communication with our members and stakeholders, fostering trust through accessible and accurate information.

## ➔ Collaboration

We build strong relationships with members, key officials, and stakeholders to ensure plan solvency and optimize benefits for present and future retirees.

## ➔ Excellence

We are committed to providing superior service by continually improving the quality and efficiency of our benefits and support.



# Strategic Goals



Enhance  
Financial  
Sustainability

Strengthen  
Governance &  
Risk  
Management

Optimize  
Operational  
Efficiency

Elevate Member  
Engagement &  
Education

Promote  
Collaboration,  
Communication,  
& Transparency



# Goal 1: Enhance Financial Sustainability

## ➔ Objective:

- Achieve and maintain a funding level that ensures the long-term sustainability of the retirement system.

## ➔ Strategies

- Conduct regular actuarial valuations and experience studies to assess and adjust funding strategies.
  - Engage qualified actuarial firms to perform annual valuations assessing the plan's liabilities and funding status.
  - Schedule experience studies every 3-5 years to compare actual plan experience against assumptions, adjusting as necessary.
  - Review and update actuarial assumptions based on study findings to ensure accuracy.
- Implement a funding policy targeting a funded ratio of 100% or more, with a fixed amortization period and a strategy for surplus management.
  - Develop a formal funding policy outlining objectives, amortization periods, and strategies for managing surpluses and deficits.
  - Set contribution rates to achieve full funding within a specified timeframe, adhering to Government Finance Officers Association (GFOA) best practices.
  - Regularly monitor funding progress and adjust policies as needed to stay on track.
- Engage with plan sponsors and stakeholders to communicate funding status and collaboratively develop sustainability measures.
  - Establish regular communication channels with employers, members, and other stakeholders to discuss funding status and strategies.
  - Provide transparent reports and updates on the plan's financial health and funding initiatives.
  - Collaborate with stakeholders to develop and implement measures that support long-term sustainability.





# Goal 2: Strengthen Governance & Risk Management

## ➔ Objective:

- Ensure robust governance structures and proactive risk management to uphold fiduciary responsibilities.

## ➔ Strategies

- Regularly evaluate governance practices against industry best practices, such as those published by the National Conference on Public Employee Retirement Systems (NCPERS).
  - Identify areas for improvement and implement necessary changes to align with industry standards.
- Develop and implement an enterprise risk management framework to identify, assess, and mitigate potential risks.
  - Identify and document potential risks across all operational areas, including investment, operational, and compliance risks.
  - Establish risk tolerance levels and develop mitigation strategies for identified risks.
  - Regularly review and update the ERM framework to address emerging risks and ensure effectiveness.
- Provide ongoing fiduciary education programs for trustees and staff to enhance decision-making capabilities.
  - Develop a comprehensive fiduciary education program covering topics such as governance, ethics, and investment management.
  - Schedule regular training sessions for trustees and staff to enhance their understanding of fiduciary responsibilities.
  - Evaluate the effectiveness of education programs and update content as needed to address evolving fiduciary challenges.



## Goal 3: Optimize Operational Efficiency

### ➔ Objective:

- Improve internal processes and leverage technology to deliver services effectively and efficiently.

### ➔ Strategies

- Re-engineer workflows and realign work assignments to modernize operations and improve service times.
  - Conduct a thorough analysis of current workflows to identify bottlenecks and inefficiencies.
  - Redesign processes to eliminate redundancies and streamline operations.
  - Realign staff responsibilities to match optimized workflows, ensuring clarity in roles and expectations.
- Document procedures across all areas to enhance consistency, mitigate risk, and reduce training costs.
  - Develop comprehensive procedure manuals for all operational activities to ensure consistency and knowledge retention.
  - Implement a regular review process to keep documentation up-to-date with any process changes.
  - Provide training to staff on documented procedures to ensure adherence and understanding.
- Implement advanced technologies, such as pension administration software, advanced accounting systems, and digital communication tools, to streamline operations.
  - Assess current technology infrastructure and identify areas for enhancement with modern solutions.
  - Invest in enterprise content management systems to improve data accessibility and security.
  - Adopt digital communication tools to facilitate efficient internal and external communications.



# Goal 4: Elevate Member Engagement and Education

## ➔ Objective:

- Provide high-quality services and educational programs to enhance the member experience.

## ➔ Strategies

- Develop and deliver educational initiatives to help members understand and maximize their retirement benefits.
  - Create educational materials and programs to help members understand their retirement benefits and planning options.
  - Offer workshops, webinars, and one-on-one counseling sessions to address member needs.
  - Regularly update educational content to reflect changes in policies or benefits.
- Implement self-service capabilities and secure communication channels to improve accessibility and responsiveness.
  - Develop an online member portal providing access to personal account information and self-service tools.
  - Ensure the portal is user-friendly and accessible across various devices.
  - Implement secure messaging features to facilitate confidential communication between members and staff.
- Establish performance metrics and reporting mechanisms to ensure accountability and continuous improvement in member services.
  - Define key performance indicators (KPIs) to measure the effectiveness of member services and educational programs.
  - Regularly collect and analyze data related to member engagement and satisfaction.
  - Report findings and use insights to inform continuous improvement efforts





# Goal 5: Promote Collaboration, Communication, and Transparency

## ➔ Objective:

- Foster open communication and collaboration with all stakeholders to build trust and support.

## ➔ Strategies

- Maintain transparent reporting practices, including the publication of annual financial, actuarial, and investment information.
  - Regularly publish comprehensive financial reports, including annual financial statements and actuarial valuations.
  - Ensure reports are accessible to all stakeholders and presented in a clear, understandable format.
  - Provide additional disclosures as necessary to maintain transparency and trust.
- Engage in regular dialogues with stakeholders, including members, employers, and policymakers, to share information and gather feedback.
  - Organize regular meetings, forums, or surveys to gather input from members, employers, and other stakeholders.
  - Actively seek feedback on policies, services, and performance to identify areas for improvement.
  - Demonstrate responsiveness by addressing stakeholder concerns and communicating actions taken.
- Advocate for policies and initiatives that support members' retirement security and the system's sustainability.
  - Monitor legislative and regulatory developments affecting the retirement system.
  - Collaborate with industry associations and other retirement systems to promote best practices and policy initiatives that enhance member benefits and system sustainability.
  - Engage with stakeholders and policymakers to advocate for favorable legislation and provide expert insights.



# KPI's

To effectively monitor and achieve the strategic goals of the Kansas City Police Employees' Retirement System (KCPERS), it is essential to establish Key Performance Indicators (KPIs) for each strategy. Below are the recommended KPIs aligned with each strategic goal and its corresponding strategies:



## Enhance Financial Sustainability

- Timely completion of annual actuarial valuations and experience studies.
- Percentage of actuarial assumptions updated based on study findings.
- Adherence to the established funding policy guidelines.
- Annual progress toward achieving the targeted funded ratio.
- Frequency of communications and meetings with stakeholders.
- Stakeholder satisfaction levels regarding transparency and collaboration.



## Strengthen Governance & Risk Management

- Completion of periodic governance assessments.
- The number of governance practices updated to align with best practices.
- Establishment and documentation of the ERM framework.
- Regular updates and reviews of the risk register.
- Number of fiduciary training sessions conducted annually.
- Percentage of trustees and staff completing required training.



## Optimize Operational Efficiency

- Reduction in process cycle times post-implementation.
- Employee productivity metrics before and after workflow changes.
- Percentage of operational areas with up-to-date procedure manuals.
- Frequency of procedure manual reviews and updates.
- Number of new technologies implemented within the fiscal year.
- User adoption rates and feedback on new technologies

# KPI's

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## Elevate Member Engagement and Education

- Number of educational programs and materials developed annually.
  - Member participation rates in educational sessions.
  - Usage statistics of the online member portal.
  - Member satisfaction scores related to self-service tools.
  - Development and regular dissemination of performance reports.
  - Achievement rates of defined service level agreements (SLAs).
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## Promote Stakeholder Collaboration and Transparency

- Timely publication of financial and actuarial reports.
  - Accessibility and clarity ratings of published reports.
  - Number of stakeholder engagement events held annually.
  - Feedback scores from stakeholders' post-engagement.
  - Number of policy advocacy initiatives undertaken.
  - A success rate of advocated policies being adopted or implemented.
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# Contact Us



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