



OREGON PUBLIC EMPLOYEES RETIREMENT SYSTEM BOARD MEETING AGENDA

**Friday
October 4, 2024
9:00 a.m.**

**PERS HQ
11410 SW 68th Pkwy
Portland, OR 97223**

ITEM	PRESENTER
A. Administration	
1. July 26, 2024 PERS Board Meeting Minutes	SHENOY
2. Director's Report	OLINECK
a. Forward-looking calendar	
b. Oregon Public Employees Retirement Fund investment report	
c. Budget execution report	
3. Strategic plan update	OLINECK
B. Administrative rulemaking	
1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility	VU
2. Notice of rulemaking for Reemployment of Retired Members Rule	VAUGHN
3. First reading of service retirement applications requirements rules	CHANDLER
4. Adoption of Contingency Reserve Subaccount Rule	YANG
5. Adoption of Delegation to Director and Staff Rule	YANG
C. Action and discussion items	
1. Modernization program update	ELLEDDGE-RHODES
2. Update on PERS annual employer and member satisfaction surveys	ARMATAS, LOCKWOOD, ROSSMAN WEBER
3. Adoption of 2025-27 employer contribution rates	MILLIMAN

The PERS Board members, meeting presenters, and the public have the option to attend this meeting in person or remotely. Public testimony or comment will be taken on action items at the Chair's discretion.

All written testimony/comment and requests to provide oral testimony/comment should be submitted three days or more in advance of the meeting. Visit <https://www.oregon.gov/pers/Pages/Board/PERS-Board-Information.aspx> to register to attend remotely or to submit public comment or testimony. A video recording of the meeting will be available on the [PERS website](#) following the meeting.

2024 Meetings: October 4, December 6* *Audit Committee planned for post-board meeting

Sadhana Shenoy, Chair

Stephen Buckley, Vice Chair

Jardon Jaramillo

Suzanne Linneen

John Scanlan

Kevin Olineck, PERS Director

A.

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes

2. Director's Report
3. Strategic plan update

B. Administrative rulemaking

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C. Action and discussion items

1. Modernization program update
2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates

OREGON PUBLIC EMPLOYEES RETIREMENT SYSTEM BOARD MEETING MINUTES

July 26, 2024

Board members present:

Stephen Buckley, Jardon Jaramillo, John Scanlan, and Suzanne Linneen attended in the PERS Boardroom. Sadhana Shenoy attended virtually.

Staff present:

Kevin Olineck, Yvette Elledge-Rhodes, Jason Stanley, Richard Horsford, Stephanie Vaughn, Shane Perry, Melanie Chandler, Yong Yang, Janice Richards, Neil Jones, and Alex Gaub attended in the PERS Boardroom.

Alyse Greer, Brandon Armatas, Chris Geier, Colin Campi, Daniel Rivas, David Larson, Elizabeth Rossman Weber, Heather Case, Jake Winship, Jonathan Yost, Juan Vasquez Jr., Julie Coatney, Karen Herrold, Kathryn Brogan, Katie Davis, Matthew Rickard, Matthew Graves, Nick Marelo, Tiffani Cairo, and Troy Phillips attended virtually.

Others present:

Scott Preppernau, Chris Doll, Jeff Gudman, Scott Winkels, and Michael Viteri attended in the PERS Boardroom.

Matt Larabee, Andrea Bradbury, Armando Chavarin, Audrey Robertson, Brendan Watkins, Carol Samuels, Christina Haron, Christine Moody, Dana Rugg, David Roselip, Dee-dra Kleve, Denise Martin, Eric Arellano, Gay Lynn Bath, Gregg Dahmen, Ian Peterson, Jake Arnold, Jan Lewis, Jessie Peterson, Kali Leinenbach, Kevin Graine, Kevin Balaod, Kristen Connor, Laura Shimabuku, Luella Wampler, Margaret Olney, Matt Warner, Michele Vasquez, Nate Carter, Randy Sarun, Robert Tintle, Robert Burket, Sara Collins, Shauna Tobiasson, and Traci Yates attended virtually.

Chair Shenoy called the meeting to order at 9:00 a.m.

ADMINISTRATION

A.1. MEETING MINUTES OF MAY 31, 2024

Board Member Jaramillo moved to approve the minutes from the May 31, 2024, PERS Board meeting as presented. Board Member Scanlan seconded the approval of the minutes. The motion passed unanimously.

A.2. DIRECTOR'S REPORT

Director Kevin Olineck presented the Director's Report, which is a summary of items for the board to be aware of, and the forward-looking calendar.

The Oregon Public Employees Retirement Fund (OPERF) returns, for the period ending June 30, 2024, were positive, at 3.34%.

Operating expenditures for May, June, and preliminary expenditures for July are \$5,241,280, \$5,217,801, and \$5,656,796, respectively.

Through July 7, 2024, the agency has expended a total of \$63,681,503 or 43.3% of PERS' legislatively approved operations budget of \$147,065,167.

Olineck reviewed the meeting agenda.

Chair Shenoy acknowledged the Financial Services Division for being awarded the Certificate of Achievement for Excellence in Financial Reporting for the 33rd consecutive year, and the Communications

Section for taking a second-place award at the annual National Association of Government Communicators' Blue Pencil and Gold Screen awards.

No board action was required.

A.3. CEM BENCHMARKING RESULTS

Chris Doll, Vice President, CEM Benchmarking, presented.

Doll presented the PERS Pension Administration Benchmarking Report for fiscal year 2023. Oregon PERS has the second highest plan design complexity score among CEM's global universe. High complexity negatively impacts service, front office productivity, and back-office costs.

No board action was required.

ADMINISTRATIVE RULEMAKING

A.1. NOTICE OF RULEMAKING TO CONTINGENCY RESERVE SUBACCOUNT RULES

Stephanie Vaughn, Policy Analysis and Compliance Section (PACS) Manager, and Yong Yang, Tax Policy Coordinator, presented a notice of rulemaking to Contingency Reserve Subaccount Rule: OAR 459-005-0625 *Contingency Reserve Subaccount*.

A rulemaking hearing will be held remotely on August 20, 2024. The rule is scheduled to be brought before the PERS Board for adoption at the October 4, 2024, board meeting.

No board action was required.

A.2. NOTICE OF RULEMAKING TO DELEGATION TO DIRECTOR AND STAFF RULE

Stephanie Vaughn, Policy Analysis and Compliance Section (PACS) Manager, and Yong Yang, Tax Policy Coordinator presented a notice of rulemaking to Delegation to Director and Staff Rule: OAR 459-001-0025 *Delegation to Director and Staff*.

A rulemaking hearing will be held remotely on August 20, 2024. The rule is scheduled to be brought before the PERS Board for adoption at the October 4, 2024, board meeting.

No board action was required.

A.3. NOTICE OF RULEMAKING FOR SERVICE RETIREMENT APPLICATION REQUIREMENTS RULES

Stephanie Vaughn, Policy Analysis and Compliance Section (PACS) Manager, and Melanie Chandler, Research Policy Coordinator, presented a notice of rulemaking for Service Retirement Application Requirements rules: OAR 459-013-0250 *Service Retirement Application Requirements*; OAR 459-075-0040 *OPSRP Service Retirement Application Requirements*.

A rulemaking hearing will be held remotely on August 20, 2024. The rule is scheduled to be brought before the PERS Board for adoption at the October 4, 2024, board meeting.

No board action was required.

ACTION AND DISCUSSION ITEMS

C.1. SENATE BILL 1049 PROGRAM UPDATE

Yvette Elledge-Rhodes, Deputy Director, presented.

Elledge-Rhodes reviewed the ongoing activities of the individual projects that make up the Senate Bill 1049 Program. She highlighted program activities that have been completed, or are in process, since the last update to the board.

Program health is in yellow status.

No board action was required.

C.2. PRESENTATION OF DECEMBER 31, 2023 SYSTEM VALUATION RESULTS

Actuaries Matt Larrabee and Scott Preppernau of Milliman presented the 2023 System-Wide Valuation Report as of December 31, 2023.

The employer-specific contribution rates will be presented for adoption at the October 4, 2024 PERS Board meeting and once adopted will be effective starting July 1, 2025.

No board action was required.

C.3. 2025-27 AGENCY REQUEST BUDGET RECOMMENDATIONS

Richard Horsford, Chief Financial Officer, presented.

Horsford presented the 2025-27 Agency Request Budget (ARB) for the board's approval for submission to the Department of Administrative Services Chief Financial Office.

Board members strongly advocated for the Enterprise Risk Management policy option package.

Vice Chair Stephen Buckley moved to approve the 2025-27 Agency Request Budget as presented for submission to the Department of Administrative Services Chief Financial Office. Board Member Linneen seconded the motion. The motion passed unanimously.

Chair Shenoy adjourned the PERS Board meeting at 11:08 a.m.

Respectfully submitted,



Kevin Olineck, Director

A.

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
- 2. Director's Report**
3. Strategic plan update

B. Administrative rulemaking

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Director's Report

OREGON PUBLIC EMPLOYEES RETIREMENT SYSTEM

Kevin Olineck, Director



Overview

This Director's Report tries to encapsulate, at a high level, noteworthy changes that have taken place since the last board meeting, while also recognizing staff accomplishments.

Highlights

I want to continue to highlight where PERS staff have not only made great progress with standard operational undertakings, but also made significant progress on strategic initiatives. The following are outcomes, events, and accomplishments that deserve to be recognized, with staff publicly acknowledged for their efforts.

Secure email and Delinea Secure Vault and Password Manager Over the last year, we successfully deployed two new security controls to help reduce risk for the agency.

First, we deployed a secure email solution, which enables the agency to send protected information to members and employers. Prior to enabling secure email, we relied primarily on a secured cloud solution (i.e., Box) for sending protected information.

Second, we deployed a password vault, Delinea, which agency staff can use for storing their business credentials (i.e., usernames and passwords). Given that any password vault contains highly sensitive information, we do require multi-factor authentication (MFA) for any staff accessing Delinea. In our recent security test, it was the lack of using MFA with the secure vault that enabled a penetration tester to gain access to an employee's Delinea account (where they were able to see the credentials and password needed to access the pension system database). Because of that test's outcome, we put the MFA process in place with the new resource.

September legislative days PERS was requested to report to the Joint Legislative Committee on Information Management and Technology regarding progress made on the PERS Modernization Program. PERS submitted this report, and Yvette Elledge-Rhodes and I made a presentation to the committee on September 24.



Accomplishments

Gold Star Certificate PERS has earned the Chief Financial Office's Gold Star Certificate for fiscal year 2022 and fiscal year 2023. The Chief Financial Office's Gold Star Certificate is awarded to state agencies that provide accurate and complete fiscal year-end information in a timely manner. Clearly, the Gold Star is a challenge to earn, and its achievement is due primarily to our agency's diligent efforts to maintain accurate and complete accounting records throughout the year.

Participation in the Gold Star Certificate program is important in meeting statewide fiscal performance goals and key to the timely preparation of Oregon's *Annual Comprehensive Financial Report (ACFR)* and the

statewide Schedule of Expenditures of Federal Awards. PERS' success in accounting and financial reporting is also critical to Oregon's success in receiving a favorable audit opinion on both statewide documents.

The Chief Financial Office's Gold Star Certificate is Oregon's equivalent to the nationally recognized Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. Through the collaborative team effort of state agencies and the Chief Financial Office, Oregon has earned the GFOA certificate every year since 1992. Gold Star agencies are key to making this possible.

The Gold Star Certificate was delivered to our agency's lead ACFR accountants: Matthew Graves, Michiru Farney, and Pat Donegan.



PERS BOARD MEETING FORWARD-LOOKING CALENDAR

Friday, December 6, 2024*

Board governance assignments
Update on Governor's Expectations
Senate Bill 1049 update
Presentation of legislative concept drafts before filing
Board Scorecard Report on agency performance measures

Friday, January 31, 2025

PERS Modernization Program update
Annual report of director's financial transactions
Legislative preview and update
Preliminary earnings crediting and reserving
Senate Bill 1566 reporting requirements

Monday, March 31, 2025*

Senate Bill 1049 update
Legislative update
Oregon Savings Growth Plan annual report
Oregon Savings Growth Plan Advisory Committee appointments
Final earnings crediting and reserving

Friday, May 30, 2025

PERS Modernization Program update
Board Scorecard Report on agency performance measures
Propose board meeting dates for next year
Annual report of board member training activities
Retiree health insurance plans renewals and rates
PERS Health Insurance Program annual report
Overview of actuarial methods and economic assumptions
Legislative update

Wednesday, May 28, 2025, (Joint Meeting with Oregon Investment Council (OIC) at Treasury)

(PERS Board will be joining the second half of the regular OIC Board meeting 9:00 a.m.-1:00 p.m.)

Friday, July 25, 2025*

Senate Bill 1049 update
Legislative session review
Preliminary adoption of valuation methods and assumptions including assumed rate of return
Preliminary adoption of Assumed Rate Oregon Administrative Rule (OAR)

Friday, September 26, 2025

PERS Modernization Program update
Forward-looking calendar for next year
PERS Strategic Plan overview
Legislative update and legislative concepts
Update on PERS annual member and employer satisfaction surveys
Final adoption of valuation methods and assumptions including assumed rate of return
Valuation results – advisory employer rates
Final adoption of Assumed Rate OAR

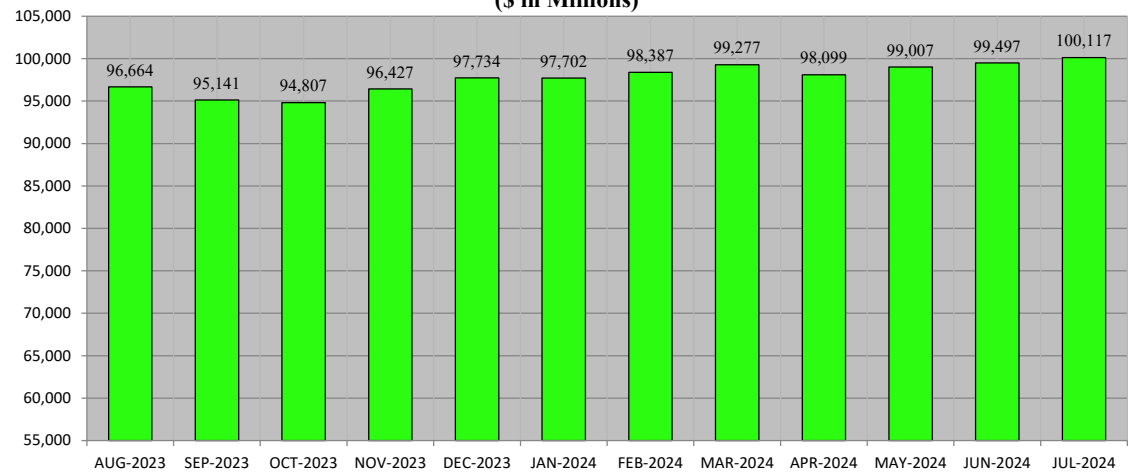
Friday, December 5, 2025*

Board governance assignments
Board Scorecard Report on agency performance measures
Update on Governor's Expectations
PERS Strategic Plan update
Valuation update and financial modeling results
Adoption of actuarial equivalency factor tables

**Audit and Risk Committee planned for post-board meeting*

OPERF	Regular Account				Historical Performance (Annual Percentage)							
	Policy ¹	Target ¹	\$ Thousands ²	Actual	Year-To-Date ³	1 YEAR	2 YEARS	3 YEARS	4 YEARS	5 YEARS	7 YEARS	10 YEARS
TOTAL OPERF Regular Account <i>OPERF Policy Benchmark</i>			\$ 95,053,656		4.21	6.40	4.32	4.99	9.52	8.06	7.87	7.50
<i>Value Added</i>					8.35	11.03	7.12	4.71	9.25	8.52	8.28	7.99
<i>Oregon Reference Portfolio</i>					(4.15)	(4.63)	(2.81)	0.28	0.27	(0.46)	(0.41)	(0.50)
					8.92	12.68	10.03	2.80	7.56	7.63	7.11	6.59
Public Equity <i>MSCI ACWI IMI Net</i>	22.5-32.5%	27.5%	\$ 15,360,204	16.2%	13.25	18.37	15.37	6.59	13.47	11.21	9.80	8.97
					12.55	16.38	14.45	5.24	11.93	10.74	9.52	8.56
Private Equity <i>Russell 3000+300 Bps Qtr Lag</i>	17.5-27.5%	20.0%	\$ 26,778,102	28.2%	3.94	5.98	3.06	8.31	16.43	13.54	14.19	12.68
					26.03	30.25	15.72	12.26	22.78	17.54	16.74	15.76
Total Equity	45.0-55.0%	47.5%	\$ 42,138,306	44.3%								
Fixed Income <i>Oregon Custom Fixed Income Benchmark</i>	20-30%	25.0%	\$ 22,321,416	23.5%	2.62	6.45	2.54	(1.14)	(0.69)	1.23	1.91	2.06
					1.61	5.10	0.78	(2.55)	(1.88)	0.24	1.17	1.42
Real Estate <i>Oregon Custom Real Estate Benchmark</i>	9.0-16.5%	12.5%	\$ 13,065,821	13.7%	(4.57)	(7.00)	(6.13)	4.59	5.78	5.51	6.01	7.30
					(7.65)	(11.34)	(8.83)	1.99	2.32	2.46	3.66	5.72
Real Assets <i>CPI +4%</i>	2.5-10.0%	7.5%	\$ 9,841,028	10.4%	4.93	7.41	8.51	12.81	13.25	9.30	7.42	5.80
					4.91	7.00	7.15	9.01	9.15	8.31	7.78	6.92
Diversifying Strategies <i>HFRI FOF: Conservative Index</i>	2.5-10.0%	7.5%	\$ 4,872,897	5.1%	6.61	6.93	7.80	10.00	9.13	3.83	2.35	3.09
					3.52	6.42	5.15	3.67	5.93	4.88	4.34	3.53
Opportunity Portfolio <i>Opportunity Custom Benchmark</i>	0-5%	0%	\$ 2,788,783	2.9%	6.75	12.59	10.92	9.56	14.46	11.64	9.88	8.59
					8.35	11.03	10.45	11.59	11.35	10.26	9.46	8.40
Cash w/Overlay <i>91 Day Treasury Bill</i>	0-3%	0%	\$ 25,405	0.0%	3.34	5.92	4.90	3.04	2.38	2.40	2.38	1.93
					3.09	5.45	4.70	3.18	2.40	2.21	2.12	1.56
Target Date Funds			\$ 4,803,165									
TOTAL OPERF Variable Account			\$ 260,558									
					12.80	16.69	14.76	5.54	12.24	11.05	9.85	8.92

Total OPERF NAV
(includes Variable Fund assets)
One year ending JUL-2024
(\$ in Millions)



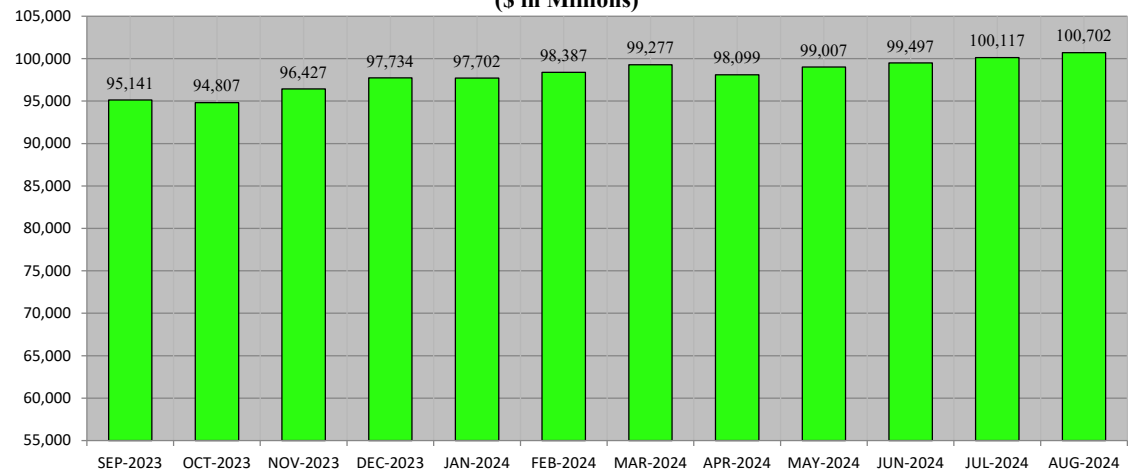
¹OIC Policy revised April 2023.

²Includes impact of cash overlay management.

³For mandates beginning after January 1 (or with lagged performance), YTD numbers are "N/A". Performance is reflected in Total OPERF. YTD is not annualized.

OPERF	Regular Account				Historical Performance (Annual Percentage)							
	Policy ¹	Target ¹	\$ Thousands ²	Actual	Year-To-Date ³	1 YEAR	2 YEARS	3 YEARS	4 YEARS	5 YEARS	7 YEARS	10 YEARS
TOTAL OPERF Regular Account			\$ 95,564,839		5.41	7.55	5.68	4.28	9.03	8.20	7.88	7.49
<i>OPERF Policy Benchmark</i>					9.78	12.93	9.33	4.61	8.71	8.82	8.38	8.02
Value Added					(4.38)	(5.38)	(3.66)	(0.33)	0.32	(0.63)	(0.50)	(0.53)
<i>Oregon Reference Portfolio</i>					11.15	17.51	13.05	2.93	7.05	8.28	7.34	6.60
Public Equity	22.5-32.5%	27.5%	\$ 15,445,727	16.2%	15.98	23.92	18.76	6.67	12.75	12.34	10.10	8.99
<i>MSCI ACWI IMI Net</i>					15.18	22.62	17.89	5.19	10.93	11.82	9.82	8.56
Private Equity	17.5-27.5%	20.0%	\$ 27,120,754	28.4%	5.25	5.96	5.20	5.96	15.05	13.13	14.03	12.82
<i>Russell 3000+300 Bps Qtr Lag</i>					27.68	28.15	19.91	11.67	21.09	17.47	16.75	15.91
Total Equity	45.0-55.0%	47.5%	\$ 42,566,481	44.5%								
Fixed Income	20-30%	25.0%	\$ 22,273,271	23.3%	3.98	8.20	4.33	(0.68)	(0.26)	1.02	1.99	2.13
<i>Oregon Custom Fixed Income Benchmark</i>					3.07	7.30	2.96	(2.06)	(1.39)	0.04	1.26	1.50
Real Estate	9.0-16.5%	12.5%	\$ 13,138,836	13.7%	(5.13)	(8.83)	(7.06)	3.62	5.80	4.91	5.76	7.19
<i>Oregon Custom Real Estate Benchmark</i>					(7.86)	(10.67)	(9.60)	1.50	2.41	2.36	3.55	5.70
Real Assets	2.5-10.0%	7.5%	\$ 10,036,140	10.5%	7.41	12.44	8.80	12.50	13.41	10.06	7.52	5.37
<i>CPI +4%</i>					5.33	6.62	7.21	8.97	9.08	8.33	7.75	6.95
Diversifying Strategies	2.5-10.0%	7.5%	\$ 4,819,618	5.0%	5.78	4.84	6.43	9.55	9.04	3.56	1.94	2.83
<i>HFRI FOF: Conservative Index</i>					4.24	6.67	5.38	3.70	5.81	5.07	4.37	3.56
Opportunity Portfolio	0-5%	0%	\$ 2,825,133	3.0%	8.37	12.07	11.09	9.59	13.96	11.72	9.91	8.73
<i>Opportunity Custom Benchmark</i>					9.78	12.93	10.97	11.85	11.51	10.46	9.56	8.51
Cash w/Overlay	0-3%	0%	\$ (94,639)	-0.1%	3.84	5.94	5.14	3.20	2.49	2.42	2.43	1.98
<i>91 Day Treasury Bill</i>					3.58	5.48	4.87	3.35	2.52	2.27	2.17	1.61
Target Date Funds			\$ 4,870,892									
TOTAL OPERF Variable Account			\$ 266,496		15.46	22.95	18.20	5.50	11.25	12.13	10.15	8.92

Total OPERF NAV
(includes Variable Fund assets)
One year ending AUG-2024
(\$ in Millions)



¹OIC Policy revised April 2023.

²Includes impact of cash overlay management.

³For mandates beginning after January 1 (or with lagged performance), YTD numbers are "N/A". Performance is reflected in Total OPERF. YTD is not annualized.



Oregon

Tina Kotek, Governor

Public Employees Retirement System

Headquarters

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October 4, 2024

TO: Members of the PERS Board
 FROM: Gregory R. Gabriel, Budget Officer
 SUBJECT: October 2024 Budget Report

2023-25 OPERATING BUDGET

Operating expenditures for July, August, and preliminary expenditures for September are \$5,241,280, \$5,217,801, and \$5,656,796 respectively. Final expenditures for September will close in the Statewide Financial Management System on October 18 and will be included in the December 2024 report to the board.

- Through September 13, 2024, the agency has expended a total of \$74,472,241 or 50.6% of PERS' legislatively approved operations budget of \$147,065,167.
- At this time, the agency's projected variance is \$6,030,027 or 4.1%.
- Core Retirement Systems Applications (CRSA) expenditures for July, August, and preliminary expenditures for September are \$2,247,981, \$478,628 and \$2,762,245 respectively. As of September 13, the agency has expended \$12,802,086 or 42.1% of the legislatively approved budget of \$30,397,427.
- At this time, the CRSA projected variance is \$4,436,259 or 14.6%.

2023-25 NON-LIMITED BUDGET

The adopted budget includes \$13,523,120,517 in total estimated non-limited expenditures. Non-limited expenditures include benefit payments, health insurance premiums, and third-party administration payments for both the PERS Health Insurance Program (PHIP) and the Individual Account Program (IAP).

- Non-limited expenditures through September 13, 2024, are \$7,795,734,738.

A.2.c. Attachment 1 – 2023-25 Agency-Wide Budget Execution Report

A.2.c. Attachment 2 – 2023-25 CRSA Summary Budget Analysis

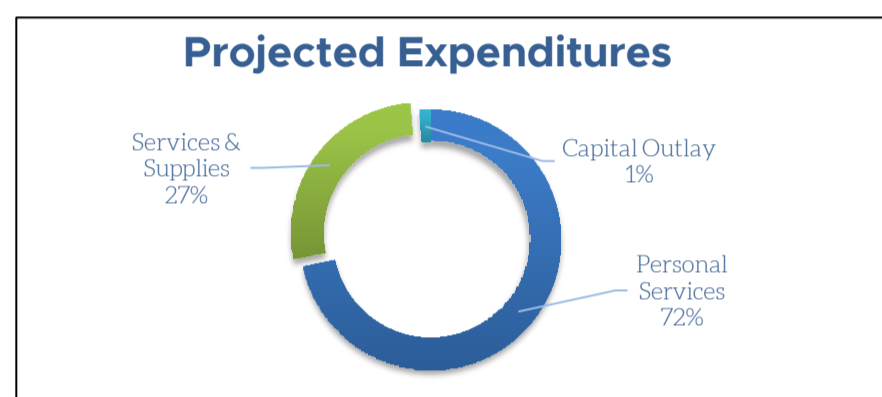
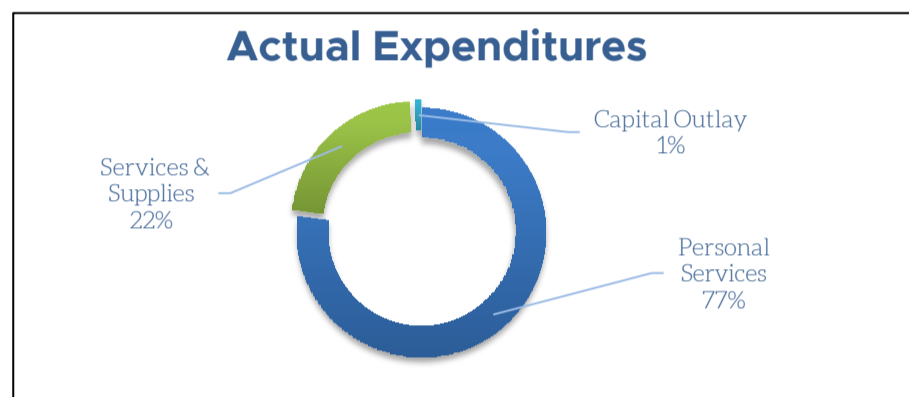
PERS Monthly Budget Report

2023-25 Agency-Wide Budget Execution
Preliminary for the Month of September 2024

Limited - Operating Budget

2023-25 Biennial Summary

Category	Actual Exp. To Date	Projected Expenditures	Total Est. Expenditures	2023-25 LAB	Variance
Personal Services	57,435,351	48,279,907	105,715,258	109,656,430	3,941,172
Services & Supplies	16,441,312	18,056,983	34,498,295	36,267,336	1,769,042
Capital Outlay	595,578	941,000	821,588	1,141,401	319,813
Total	74,472,241	67,277,889	141,035,141	147,065,167	6,030,027



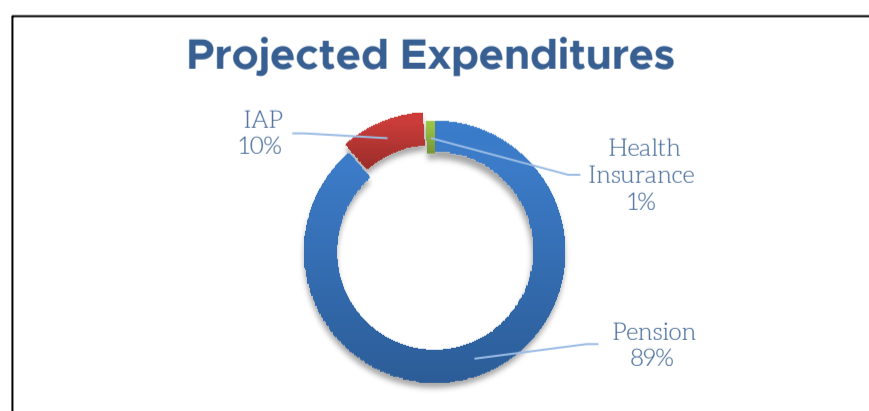
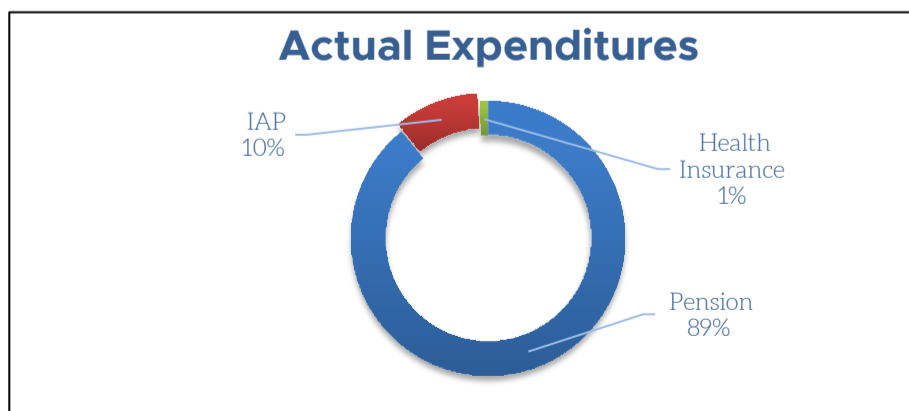
Monthly Summary

Category	Actual Exp.	Projections	Variance	Avg. Monthly Actual Exp.	Avg. Monthly Projected Exp.
Personal Services	4,313,365	4,469,808	156,443	4,418,104	4,389,082
Services & Supplies	6,312,689	6,541,647	228,957	1,264,716	1,641,544
Capital Outlay	77,200	80,000	2,800	45,814	85,545
Total	10,703,254	11,091,455	388,200	5,728,634	6,116,171

Non-Limited Budget

2023-25 Biennial Summary

Programs	Actual Exp To Date	Projected Expenditures	Total Est. Expenditures	Non-Limited LAB	Variance
Pension	6,946,194,150	4,936,856,298	11,883,050,448	11,823,032,167	(60,018,281)
IAP	773,759,070	610,276,212	1,384,035,282	1,482,829,663	98,794,381
Health Insurance	75,781,518	68,595,074	144,376,592	217,258,687	72,882,095
Total	7,795,734,738	5,615,727,584	13,411,462,322	13,523,120,517	111,658,195



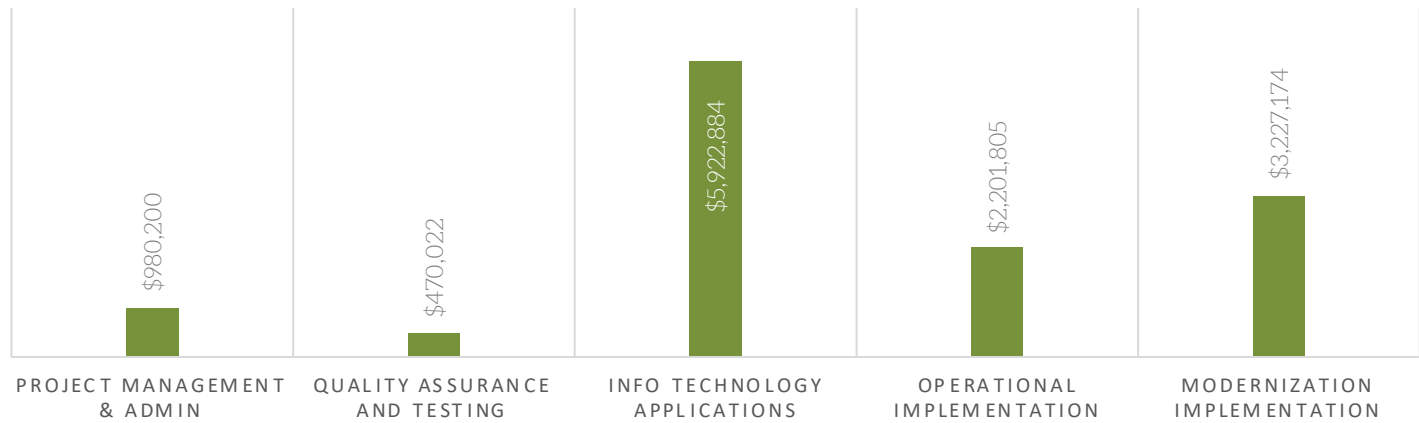
Core Retirement Systems Application

Summary Budget Analysis Preliminary for the Month of September 2024

Biennial Summary

Category	Actual Exp. To Date	Projected Expenditures	Total Est. Expend.	2023-25 LAB	Variance
Personal Services	3,016,300	3,871,661	6,887,961	7,559,057	671,096
Services & Supplies	9,785,786	9,287,421	19,073,207	22,838,370	3,765,163
Capital Outlay					
Total	12,802,086	13,159,082	25,961,168	30,397,427	4,436,259

EXPENDITURES BY PACKAGE



EXPENDITURES BY PROJECT



A.

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
2. Director's Report

3. Strategic plan update

B. Administrative rulemaking

1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility
2. Notice of rulemaking for Reemployment of Retired Members Rule
3. First reading of service retirement applications requirements rules
4. Adoption of Contingency Reserve Subaccount Rule
5. Adoption of Delegation to Director and Staff Rule

C. Action and discussion items

1. Modernization program update
2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates



Oregon

Tina Kotek, Governor

Public Employees Retirement System

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October 4, 2024

TO: Members of the PERS Board
 FROM: Kevin Olineck, Director
 SUBJECT: 2023-28 PERS Strategic Plan Update

BACKGROUND

The current PERS Strategic Plan covers the 2023-2028 timeframe. Now in effect for two years, we are providing the board with a strategic plan update on progress made to date. Many of the initiatives are still in the early stages of their implementation cycle. Additionally, there are goals and objectives that will be integrated into modernization efforts.

The board will note a lack of progress on the strategic plan pillar, "Risk Management." We were unable to make progress on this pillar, as PERS did not receive funding in our 2023-25 Legislatively Approved Budget to fund either the requested position or consultant funds. We submitted a request for this funding for the 2025-27 biennium.

At the bottom of the update, specific "compliance" areas have been added to show compliance activities which require our attention and commensurate resourcing.

Staff will conduct a thorough review of the strategic plan in 2025 and, if applicable, will bring forward updated goals and objectives to the board at its September 2025 board meeting for your consideration.

No board action is required.

A.3. Attachment 1 – *Strategic Plan 2023-28*

A.3. Attachment 2 – *Strategic Plan Pillars 2023-28*

OREGON PERS

PUBLIC EMPLOYEES RETIREMENT SYSTEM



2023-2028 **Strategic Plan**

MISSION STATEMENT



We serve the people of Oregon by administering public employee benefit trusts to pay the right person the right benefit at the right time.

SHARED VISION

Honoring your public service through secure retirement benefits.

CORE VALUES

Service-focus

We work together to meet the needs of others with dependability, professionalism, and respect.

Accountability

We take ownership for our decisions, actions, and outcomes.

Integrity

We inspire trust through transparency and ethical, sound judgment.

OPERATING PRINCIPLES

Professional

We are responsive, respectful, and sensitive to the needs of our members, employers, and staff.

Accurate

We ensure data integrity and provide consistent, dependable information and benefits.

Judicious

We use sound judgment and prudent, principled decision-making in upholding our fiduciary responsibility.

Vigilant

We are constantly vigilant and take ownership in the basic tenets of information security: confidentiality, integrity, and availability.

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STRATEGIC PLAN INTRODUCTION

This strategic plan looks to a five-year horizon and answers the question: If we are to become better at delivering on our mission, where will we, as an agency, be able to improve over this time?

Moving into this five-year planning cycle, we recognize that we must reimagine how we evolve and deploy our business capabilities via our people, processes, and technologies. This evolution is necessary to meet our member and PERS-participating employer needs into the future. Members and employers have a desire for more personalized and updated service delivery such that they can be informed, interact, and transact with PERS at the time of their choosing, using the channel of their choosing.

The plan articulates ambitious goals to achieve through 2028 within these focus areas, with specific, achievable goals and objectives related to each. The plan also links our objectives to the core outcome and process measures documented in PERS' Fundamentals Map, a key artifact in our PERS Outcome Based Management System.

Our tactics to achieve these goals and objectives leverage the resources any organization must affect change – people, process, and technology – but unifies and prioritizes the allocation of these resources to assure that they are directed consistently and productively on the highest purposes we can achieve.

Achieving the goals outlined in this strategic plan depends upon successful execution of the tactics identified, as well as regular monitoring our progress, and tactical decisions during plan implementation on how to further our progress. As such, this strategic plan is a living document, and we anticipate that changes may be necessary to achieve the goals we set forth.

PERS will use its existing strategic and operational planning function to prioritize and allocate resources for each of the strategies identified. Strategies will be implemented through a variety of approaches, including problem solving, project management, and integration into core business practices. Specific performance metrics will be identified for tracking our progress as part of strategy initiation.

Certain strategies depend on additional funding. We developed and submitted corresponding policy option packages with the agency's budget requests, for the 2023-25 budget cycle.

ORGANIZATIONAL MANAGEMENT AND DEVELOPMENT

Introduction

This strategic priority includes goals related to three organizational management and development focus areas: workforce development, organizational communications, and PERS' Outcome Based Management System (POBMS).

PERS' success in delivering upon our mission depends on having a highly skilled and diverse workforce supported by leadership that sets clear policies, procedures, and performance expectations. The plan's workforce development goals and strategies recognize this can only be achieved through continued investments in staff development.

Recognizing the importance of recruiting a talented and diverse workforce, we will create relationships with universities, colleges, and community workforce placement programs to support marginalized groups and students with opportunities to gain workforce experience through internships.

Through staff and leadership collaboration, we will strengthen our performance management goals, make investments in staff education to include diversity, equity and inclusion efforts, coach and implement leadership best practices, and implement our agency succession plan.

Enhancing organizational communications is also priority for PERS. Access to timely, accurate, and relevant internal information helps ensure that we, as an agency, communicate effectively with our members, employers, stakeholders, and staff.

This priority was identified by staff in PERS' employee engagement survey. Survey results indicate many staff would like greater transparency and different content regarding information relevant to their jobs; staff also noted the desire for more information on decisions and policies that could affect them.

The third focus area relates to the work of fully integrating POBMS. The agency initiated POBMS in 2012 to improve operations and processes by engaging employees through an outcome-based approach, allowing those closest to the work to drive the improvement. Completing the integration and normalization of POBMS is important to continuing to improve performance outcomes. Employees support and benefit from POBMS because it provides a clear line of sight and a transparent approach to connect to the agency's goals and objectives and staff's role in meeting them.

Focus Area: Workforce Development

GOAL

Develop and support a diverse workforce that satisfies employees' essential needs to achieve their full potential.

Objective 1

Through intentional acts of inclusion, define and implement leadership practices that are consistent with strategic priorities.

Tactics

1. Identify, document, and implement a leadership training plan to reach the desired workforce competencies.
2. Develop and support a leadership culture of workforce excellence that thrives in diversity, equity, and inclusion practices.
3. Measure outcomes and adjust plans as needed.

Related measure

SP 5: Managing and Developing the Workforce

Objective 2

Document and implement employee development plans that help employees achieve their professional goals.

Tactics

1. Record and monitor employee stretch and development activities.
2. Motivate, inspire, and collaborate with employees to validate their abilities to reach growth goals.
3. Provide a safe and supportive environment for employees to communicate concerns and overcome barriers.

Related measures

OM2: Employee Engagement

SP5: Managing and Developing the Workforce

Focus Area: Organizational Communication

GOAL

Foster and enhance transparency and relevancy in messaging to improve employee engagement with internal communications and promote an informed workforce.

Objective 1

Continue to implement an internal communications strategy that engages and meets the needs of a diverse workforce.

Tactics

1. Consider and implement various communication methods to reach a diverse population of employees. This includes evolving our support for organizational change management communications.
2. Implement tools and processes that are flexible.
3. Strategically maximize all communication channels, including the intranet.

Related measures

OM2: Employee Engagement

SP1: Communicating Internally and Externally

SP5: Managing and Developing the Workforce

Focus Area: PERS Outcome Based Management System (POBMS)

GOAL

Complete POBMS integration throughout the agency.

Objective 1

Fully develop team scorecards to measure performance and drive strategic, tactical and operational decisions.

Tactics

1. Train the remaining staff in measures development and POBMS.
2. Complete scorecard development for divisions that do not have them at the team level.
3. Leverage PowerBI to enhance reporting capabilities.

Related measure

SP6: Strategic and Operational Planning

Objective 2

Normalize Portfolio and Project Management organizational methods.

Tactics

1. Put a structure in place to support initiation and implementation of projects and their alignment with the strategic plan.
2. Leverage Enterprise Portfolio Management to prioritize and properly resource agency initiatives and ensure enterprise is focused on priority projects.

Related measure

SP6: Strategic and Operational Planning

MEMBER SERVICES AND COMMUNICATIONS

Introduction

PERS administers public employee benefit trusts to provide retirement benefits and services to our members. In fact, all of PERS' strategic priorities ultimately support our ability to provide the services needed by members and to ensure we “pay the right person, the right benefit, at the right time.”

As a strategic priority, enhancing member services and communications addresses two focus areas: member relations, and quality delivery methods.

PERS' member education and outreach has focused primarily on those who are within two years of their effective retirement date. This just-in-time focus does not provide members with a full understanding of the need to financially prepare for retirement over their entire career. PERS recognizes that providing members with useful tools, resources, and education earlier, and throughout their careers, will better support our goal of having engaged and educated stakeholders.

A key component of this education will be the need for members to augment their PERS retirement with other means, such as deferred compensation and personal savings. Additionally, efforts will be taken to better integrate communications alignment, such that members understand their PERS benefits [Tier One, Tier Two, Oregon Public Savings Retirement Plan (OPSRP), and Individual Account Program (IAP)], as well as benefits offered under the Oregon Savings Growth Plan (OSGP) and the PERS Health Insurance Plan (PHIP).

Engaging and supporting our members in making informed retirement decisions creates a broader role for PERS as a retirement education and planning resource. To be that resource, we must support members by providing the information and easy-to-use tools to track their retirement benefits.

Our current tool set needs to be more accessible and include a broader array of relevant content: not only account and benefit information, but transaction status tracking. This is what our quality delivery methods goals aim to accomplish.

Focus Area: Member Engagement

GOAL

Engage members throughout their careers so they are better prepared for retirement.

Objective 1

Develop member journeys with relevant accessible resources for different life and career stages.

Tactics

1. Enhance existing journey maps online – linked resources on PERS website.
2. Member surveys – provide post-service surveys to ensure sufficient and accessible resources are being provided and improved, to ensure accessibility.

Related measures

OM1: Clear/Concise Communication
OM7: Member Satisfaction
OM10: Informed Retirement Decisions
SP1: Communicating Internally and Externally

Objective 2

Brand PERS as their retirement education and planning resource.

Tactics

1. Enhance marketing of services that PERS offers members.
2. Provide annual PERS Retirement Expo.

Related measures

OM1: Clear/Concise Communication
OM7: Member Satisfaction
OM10: Informed Retirement Decisions
SP1: Communicating Internally and Externally

Focus Area: Omni-channel Service Delivery

GOAL

Improve members' satisfaction with PERS.

Objective 1

Enhance and modernize account accessibility and capabilities for members to self-serve.

Tactics

1. Modernize and secure Online Member Services (OMS), providing more accessibility, member-specific information, and electronic transaction capabilities.
2. Modernize and update the PERS website to allow easier navigation and search capabilities.
3. Integrate OSGP and PHIP to better inform and educate members with a complete PERS picture.

Related measures

OM1: Clear, Concise Communication
OM7: Member Satisfaction
OM10: Informed Retirement Decisions
SP1: Communicating Internally and Externally

Objective 2

Launch new education tools and resources valuable to the member journey from hire to retire.

Tactics

1. Send communication to new members.
2. Send communication when vested.
3. Send communication when nearing retirement eligibility.

Related measures

OM1: Clear/Concise Communication
OM7: Member Service Satisfaction
OM10: Informed Retirement Decisions
SP1: Communicating Internally and Externally

DATA CONSISTENCY

Introduction

Data is the cornerstone of PERS' mission to "pay the right person the right benefit at the right time." Good, reliable data can be compromised by many factors: changes in determinations of service credit, contributions, and other key retirement data elements over a member's career; changes in employer reporting and recordkeeping systems as well as retroactive changes to member data by employers; and changes in technology.

Further, PERS is a complex plan, with data terms that confuse members and employers alike. These factors result in data that may be incomplete, inconsistent, or missing, which in turn erodes confidence and trust in PERS by our members, employers, and the public.

To improve data consistency, PERS will take a multipronged approach. First, we will explore and implement a data and analytics program to create a structure that allows for the agency to be an insight driven organization. By doing so, decisions will be heavily influenced by data and analytics. As a result, the directions the agency will take will be based on logic, historical trends, future forecasting, and a thorough data analysis, among others. Additionally, this data and analytics program will provide an architecture that is nimble and accessible.

Second, via the Modernization Program and other corresponding efforts, PERS will look to implement improved technologies that assist with validating inbound data. This approach will result in a more stable and accurate data reporting platform that moves agency processes away from manual data manipulation to technologically automated validations.

Third, PERS will continue to look for and implement processes and efforts to address the legacy data issues. Having access to good, reliable data is important for PERS staff, and our current data management structure presents many challenges that result in data that is difficult to access or inconsistent.

Data management practices that contribute to internal data inconsistencies include different methodologies used to access data, data sources are not mapped, lacking common data definitions and business context descriptions, and the need for an integrated structure to leverage existing data expertise in the agency. The above referenced efforts, which will partly be addressed by the Modernization Program, will have a positive impact on helping assist with the clean-up of lingering legacy data issues.

Additionally, a collection of agency staff is currently collaborating to identify and prioritize legacy data issues. This inventory will help set the stage for staff to actively work the highest priority legacy data issues currently present.

The fourth effort will be an exploration to how PERS can work towards reducing and, ultimately, preventing the need to modify data after it has been submitted. Currently, there are a magnitude of reasons for why data must be modified after transmitted. Reasons include but are not limited to misreported data, inaccurate data, and gaps in reported data. A great deal of resources including time and money is spent in modifying data. By preventing this, resources can be redirected towards other needs, consequently, PERS could provide better services to stakeholders.

Focus Area: Data Analytics

GOAL

Use data analytics to enhance operational efficiency, process management, reporting, and insight.

Objective 1

Improve employer reporting validations to minimize manual review and corrections to data.

Tactics

1. Identify validation gaps in EDX.
2. Create new validations in EDX as part of modernization efforts.
3. Improve employer education program.

Related measures

OP1: Managing Client Data and Services
OM9: Timely Benefit Payments
OM8: Effective Employer Partnerships
OM10: Informed Retirement Decisions
OM11: Accurate Benefit Calculations

Objective 2

Use technology, including data validations where appropriate, to reduce manual processes.

Tactics

1. Develop an inventory of manual and inefficient processes.
2. Identify and propose actions that could reduce manual processes or inefficiencies.
3. Provide feedback and input to modernization planning so that technological solutions to these processes can be included.

Related measures

OP1: Managing Client Data and Services
OM9: Timely Benefit Payments
OM10: Informed Retirement Decisions
OM11: Accurate Benefit Calculations

Focus Area: Data Integrity

GOAL

Resolve legacy data issues.

Objective 1

Identify legacy data issues and prioritize cleanup efforts to improve data quality.

Tactics

1. Create a workgroup to identify and prioritize data issues for resolution.
2. Develop a plan, including resources, to resolve data issues.
3. Provide feedback and input to modernization planning so that technological solutions to these processes can be included.

Related measures

OP1: Managing Client Data and Services
OP2: Collecting Contributions
OP4: Processing Benefit Applications
OP5: Calculating Benefits

Objective 2

Minimize need to change data after receipt from employers.

Tactics

1. Create policies and procedures that eliminate multiple reviews.
2. Create member data locking processes.
3. Communicate with and educate employers and members on data locking impacts.

Related measures

OP1: Managing Client Data and Services
OP2: Collecting Contributions
OP4: Processing Benefit Applications
OP5: Calculating Benefits
OM8: Effective Employer Partnerships
OM10: Informed Retirement Decisions

Focus Area: Data Utilization

GOAL

Use data and analytics to help drive and support agency decisions.

Objective 1

Become an insight-driven organization.

Tactics

1. Reduce the amount of manual data manipulation currently performed to get the desired insights.
2. Enable the right tools and policies, coupled with removing offline tools, to enhance data integrity and quality.
3. Provide feedback and input to modernization planning so that technological solutions to these processes can be included.

Related measures

OP1: Managing Client Data and Services

OM3: Operating Effectiveness

INFORMATION TECHNOLOGY

Introduction

PERS' information technology (IT) system provides the foundational data and information management necessary to “pay the right person the right benefit at the right time.” Our primary IT system is the Oregon Retirement Information Online Network (ORION).

ORION needs to be continuously maintained and enhanced to provide necessary business functionality due to changes initiated both internally and by outside stakeholders. PERS must continuously work to optimize controls over the change management process, as it impacts efficiency and responsiveness in meeting evolving business needs.

Focus Area: ORION System Modernization

GOAL

Improve IT efficiency and responsiveness to business operational changes.

Objective 1

Re-architect core applications in ORION as independent, discrete business services.

Tactics

1. Resolve key issues affecting ORION administration, performance, maintainability, and sustainability to prepare for modernization
2. Restructure nightly jClarety batch processes to improve maintainability and efficiency and reduce batch durations.
3. Redesign logging, monitoring, and error-handling functionality of jClarety batch processes and other ORION core applications to improve supportability.
4. Create an application-programming interface (API) ecosystem to allow ORION to loosely integrate between applications, commercial-off-the-shelf (COTS) solutions, and external services.
5. Analyze opportunities to leverage COTS solutions when beneficial to the agency.
6. Redesign current infrastructure to use Hybrid Cloud (on premises and in cloud).

Related measures

SP3: Leveraging Technology

OM1: Clear, Concise Communication

Objective 2

Architect, plan, and design the PERS Backup Data Center Services for Disaster Recovery (DR) to support business continuity.

Tactics

1. Research and explore opportunities between the SDC and private cloud providers as architected by the ORION Modernization Program.
2. Complete the Backup Data Center project.

Related measures

SP3: Leveraging Technology

OP1: Managing Client Data and Services

OM1: Clear, Concise Communication

Focus Area: IT Workforce Development

GOAL

Improve workforce environment and prepare for and attract the next generation of technical talent.

Objective 1

Transform Information Services Division (ISD) working environment to encourage collaboration and innovation.

Tactics

1. Deploy innovative and collaborative tools for effective real-time communication to support telecommuting between staff, outside contractors, and other partners.
2. Reduce functional silos within ISD by using virtual collaborative platforms and optimizing the Development Operations team.

Related measures

SP3: Leveraging Technology

SP5: Managing and Developing the Workforce

FINANCIAL MANAGEMENT

Introduction

As the financial world continues to evolve with a focus on greater transparency and ease of use for consumers, so too must PERS develop strategies to keep pace with these changes and meet member expectations.

This level of responsiveness and transparency requires investing in an enhancement to our financial management tools, resources, and knowledge. Since 2003, PERS has been required to provide multiple pension plan options and enhancements, and the increasing demands appear likely to continue.

To meet these and future needs, we need to create a financial management strategy that allows greater flexibility to pivot when legislation or members demand it. To succeed, we need to enhance and integrate our financial management systems as well as invest in professional and organizational development.

Our current financial management systems require intense manual oversight, which exposes us to quality control and duplicative work. As a result, we spend an inordinate amount of time not only verifying staff work but also verifying the data we receive. Enhancing our systems promotes efficiency, limits manual oversight, and streamlines workflows.

Additionally, we need to invest in our Financial Services Division's professional development. As we invest in technology upgrades, we must ensure our workforce is able to meet the demands of new programs and be educated on the most up-to-date processes. This group will influence and inform the implementation of our financial strategy and we need to ensure we invest the same amount of attention in their development as we have in the technology meant to assist them.

Focus Area: Technology Upgrades and System Integration

GOAL

Enhance and improve productivity, reduce manual processes, and accurately and quickly respond to legislative and stakeholder needs.

Objective 1

Increase efficiency, improve communications, and reduce manual work.

Tactics

1. Develop an inventory of manual or inefficient processes.
2. Identify and propose actions that could be taken to reduce manual and inefficient processes.
3. Provide feedback and input to modernization planning so that technological solutions to these processes can be included.

Related measure

OP6a: Manual Checks

Objective 2

Standardize financial data organization and reduce manual reconciliation between systems to improve accuracy and responsiveness to legislative and stakeholder needs.

Tactics

1. Engage Central Data Management to improve data gathering and reporting.
2. Actively participate with the Modernization Program to identify where modernization work can reduce manual processes and increase efficiency.

Related measure

OP6e: Tax Reporting

Objective 3

Evaluate and implement electronic filing and paperless processes to respond to inquiries effectively and promptly and efficiently process transactions.

Tactic

1. Evaluate opportunities to transition remaining paper processes to electronic/paperless and implement these changes where feasible.

Related measures

OP6b: Direct Deposit

SP4d: Timely Payment Processing

Focus Area: Financial Management Resource Development

GOAL

Ensure PERS has both the appropriate staff resource and skill level to perform the financial accounting, reporting, budgeting, analysis, and forecasting required to be compliant and deliver exceptional service to our stakeholders.

Objective 1

Ensure Financial Operations has appropriate staffing to provide timely and accurate service to all stakeholders.

Tactics

1. Update section managers' quarterly Performance, Accountability, and Feedback goals to include evaluation of section staffing.
2. Develop division-wide task/responsibility matrix to identify coverage, back up, and potential gaps.
3. Update staff responsibilities and staffing models to address timeliness and accuracy.

Related measure

SP6: Strategic and Operational Planning

RISK MANAGEMENT

Introduction

Risk is defined as the “effect of uncertainty on objectives.” The consequences associated with a risk can enhance the achievement of objectives (i.e., positive consequences) or can limit or diminish the achievement of objectives (i.e., negative consequences). Management of risk, therefore, is an essential business activity required to help the agency achieve its core mission.

Enterprise Risk Management (ERM) is a process applied across the enterprise designed to identify potential events (risks) that may affect the agency and to manage risk to be within the agency’s risk appetite (tolerance), in order to provide reasonable assurance regarding the achievement of the agency’s objectives.

Information Security and Risk Section (SRS) is tasked with developing and implementing an Enterprise Risk Management program, designed to provide oversight, guidance, and monitoring activities for evaluating agency risk for business and technological activities necessary to achieve agency objectives. The agency’s Enterprise Risk Management program will focus on the following types of risk:

- Reputational Risk
- Operational Risk
- Financial Risk
- Strategic Risk
- Hazard Risk
- Compliance Risk

To this end, it is essential for agency staff to have a common understanding of risks associated with the decisions we make while performing our mission. Establishing an Enterprise Risk Management function will serve to guide management and staff during their decisions making process to ensure reducing agency risk is paramount when choosing one path over another.

Two of the largest risk management areas that must be specifically addressed relate to information security and business continuity. PERS is entrusted with the personal information of its members. The agency must ensure this information is adequately protected by employing safeguards as managed in the Information Security Program.

Additionally, retired members rely on the routine and timely monthly benefit payments. PERS must ensure that its members continue to receive their payments in the event of a business interruption. Through the agency’s Continuity Management Program, PERS can ensure that these payments will continue even in the event of a disaster.

Focus Area: Risk Management

GOAL

Establish an Enterprise Risk Management Program within the Security and Risk Section.

Objective 1

Secure legislative support and funding to stand up an Enterprise Risk Management Program that meets industry standards.

Tactic

1. Submit the Policy Option Package for Enterprise Risk Management resources for the 2023 legislative session.

Related measure

SP2.6: Conducting enterprise risk management efforts

Objective 2

Establish and implement an Enterprise Risk Management Program throughout the agency.

Tactic

1. Work with contractor to develop and implement an ERM program.

Related measure

SP2.6: Conducting enterprise risk management efforts

Focus Area: Risk Management

GOAL

Enhance the practices and controls of the Information Security Program.

Objective 1

Strengthen the agency's Information Security Program in alignment with enterprise and industry best practices.

Tactics

1. Establish a risk appetite for the agency in alignment with its core mission.
2. Develop risk management policies and procedures, and train agency staff on those policies and procedures.
3. Monitor adherence to the policies and procedures.

Related measures

SP2.9: Developing and overseeing information security program

SP3.7: Implementing and maintaining system security

Objective 2

Strengthen member and employer identity and access management practices and controls.

Tactics

1. Implement an industry-standard identity and access management solution and practices for PERS members, employers, and third-party administrators (TPA).
2. Implement industry identity-proofing solutions and practices for members and employers.

Related measures

SP2.9: Developing and overseeing information security program

SP3.7: Implementing and maintaining system security

OM7: Member Service Satisfaction

OM8: Effective Employer Partnerships

Objective 3

Develop and implement a privacy initiative for members.

Tactics

1. Develop and implement privacy policies, practices, and solutions to protect members' data.
2. Train agency personnel on the privacy practices, policies, and procedures.

Related measures

SP2.9: Developing and overseeing information security program

SP3.7: Implementing and maintaining system security

OM7: Member Service Satisfaction

Focus Area: Risk Management

GOAL

Enhance practices and controls of the Continuity Management Program.

Objective 1

Design and implement resilient systems and controls to support the agency's mission.

Tactics

1. Implement procedures and controls to ensure PERS can continue operations using its backup data center.
2. Regularly test the ability to restore operations using the backup data center to ensure resiliency.

Related measures

SP2.8: Ensuring continuity of operations

SP3.3: Ensuring system availability and performance

OM9: Timely Benefit Payments

Objective 2

Mature the Continuity Management Program to include additional agency processes.

Tactics

1. Prioritize agency processes in alignment with business requirements.
2. Implement and test the additional business processes to ensure they meet PERS' mission.

Related measures

SP2.8: Ensuring continuity of operations

SP3.3: Ensuring system availability and performance

OM9: Timely Benefit Payments





Strategic Plan Pillars 2023-2028

	Goals	Objectives	
Organizational Management & Development	Goal 1 Objective 1	Develop and support a diverse workforce that satisfies employees' essential needs to achieve their full potential.	Through intentional acts of inclusion, define and implement leadership practices that are consistent with strategic priorities.
	Goal 1 Objective 2	Develop and support a diverse workforce that satisfies employees' essential needs to achieve their full potential.	Document and implement employee development plans that help employees achieve their professional goals.
	Goal 2 Objective 1	Foster and enhance transparency and relevancy in messaging to improve employee engagement with internal communications and promote an informed workforce.	Continue to implement an internal communications strategy that engages and meets the needs of a diverse workforce.
	Goal 3 Objective 1	Complete POBMS integration throughout the agency.	Fully develop team scorecards to measure performance and drive strategic and tactical decisions.
	Goal 3 Objective 2	Complete POBMS integration throughout the agency.	Normalize POBMS-related methods throughout the agency.
Member Services & Communications	Goal 1 Objective 1	Engage members throughout their careers so they are better prepared for retirement.	Develop member journeys with relevant accessible resources for different life and career stages.
	Goal 1 Objective 2	Engage members throughout their careers so they are better prepared for retirement.	Brand PERS as their retirement education and planning resource.
	Goal 2 Objective 1	Improve members' satisfaction with PERS.	Enhance and modernize account accessibility and capabilities for members to self-serve.
	Goal 2 Objective 2	Improve members' satisfaction with PERS.	Launch new education tools and resources valuable to the member journey from hire to retire.
Data Consistency	Goal 1 Objective 1	Use data analytics to enhance operational efficiency, performance management, reporting, and insight.	Improve employer reporting validations to minimize manual review and corrections to data.
	Goal 1 Objective 2	Use data analytics to enhance operational efficiency, performance management, reporting, and insight.	Use technology, including data validations, where appropriate to reduce manual processes.
	Goal 2 Objective 1	Resolve legacy data issues.	Identify legacy data issues and prioritize clean-up efforts to improve data quality.
	Goal 2 Objective 2	Resolve legacy data issues.	Minimize need to change data after receipt from employers.
	Goal 3 Objective 1	Utilize data and analytics to help drive and support agency decisions.	Become an insight-driven organization.
Information Technology	Goal 1 Objective 1	Improve IT efficiency and responsiveness to business operational changes.	Re-architect core applications in ORION as independent, discrete business services.
	Goal 1 Objective 2	Improve IT efficiency and responsiveness to business operational changes.	Architect, plan, and design the PERS Backup Data Center Services (DR) to support business continuity.
	Goal 2 Objective 1	Improve workforce environment and prepare for and attract the next generation of technical talent.	Transform Information Services Division (ISD) working environment to encourage collaboration and innovation.
	Goal 2 Objective 2	Improve workforce environment and prepare for and attract the next generation of technical talent.	Attract and retain IT talent at PERS.
Financial Management	Goal 1 Objective 1	Enhance and improve productivity, reduce manual processes, and accurately and quickly respond to legislative and stakeholder needs.	Increase efficiency, improve communications, and reduce manual work.
	Goal 1 Objective 2	Enhance and improve productivity, reduce manual processes, and accurately and quickly respond to legislative and stakeholder needs.	Standardize financial data organization and reduce manual reconciliation between systems to improve accuracy and responsiveness to legislative and stakeholder needs.
	Goal 1 Objective 3	Enhance and improve productivity, reduce manual processes, and accurately and quickly respond to legislative and stakeholder needs.	Evaluate and implement electronic filing and paperless processes to respond to inquiries effectively and promptly and efficiently process transactions.
	Goal 2 Objective 1	Ensure PERS has both the appropriate staff resource and skill level to perform the financial accounting, reporting, budgeting, analysis, and forecasting required to be compliant and deliver exceptional service to our stakeholders.	Ensure Financial Operations has appropriate staffing to provide timely and accurate services to all stakeholders.
	Goal 2 Objective 2	Ensure PERS has the appropriate level of professional staff to perform the financial accounting, reporting, budgeting, analysis, and forecasting required to be compliant and deliver exceptional service to our stakeholders.	Increase professional certification and training of Financial Operations staff to prepare them for potential shifts in expectations as our processes evolve, ensure compliance, and increase use of best practices.
Risk Management	Goal 1 Objective 1	Establish an Enterprise Risk Management Program within the Security & Risk Section.	Secure legislative support and funding to stand up an Enterprise Risk Management Program that meets industry standards.
	Goal 1 Objective 2	Establish an Enterprise Risk Management Program within the Security & Risk Section.	Establish and implement an Enterprise Risk Management Program throughout the agency.
	Goal 2 Objective 1	Enhance the practices and controls of the Information Security Program.	Strengthen the agency's Information Security Program in alignment with enterprise and industry best practices.
	Goal 2 Objective 2	Enhance the practices and controls of the Information Security Program.	Strengthen member and employer identity and access management practices and controls.
	Goal 2 Objective 3	Enhance the practices and controls of the Information Security Program.	Develop and implement a privacy initiative for members.
	Goal 3 Objective 1	Enhance practices and controls of the Continuity Management Program.	Design and implement resilient systems and controls to support the agency's mission.
	Goal 3 Objective 2	Enhance practices and controls of the Continuity Management Program.	Mature the Continuity Management Program to include additional agency processes.

Strategic Plan Pillars	Objectives	Percentage Complete	Tactics
Organizational Management & Development	Goal 1 Objective 1	85% 80% 85%	Tactic 1: Identify, document, and implement a leadership training plan to reach the desired workforce competencies. Tactic 2: Develop and support a leadership culture of workforce excellence that thrives in diversity, equity, and inclusion practices. Tactic 3: Measure outcomes and adjust plans as needed.
	Goal 1 Objective 2	100% 85% 80%	Tactic 1: Record and monitor employee stretch and development activities. Tactic 2: Motivate, inspire, and collaborate with employees to validate their abilities to reach growth goals. Tactic 3: Provide a safe and supportive environment for employees to communicate concerns and overcome barriers.
	Goal 2 Objective 1	75% 70% 70%	Tactic 1: Consider and implement various communication methods to reach a diverse population of employees. This includes evolving our support for organizational change management communications. Tactic 2: Implement tools and processes that are flexible. Tactic 3: Strategically maximize all communication channels, including the intranet.
	Goal 3 Objective 1	75%? 63% 0%	Tactic 1: Train the remaining staff in measures development and POBMS. Tactic 2: Complete scorecard development for divisions that do not have them at the team level. Tactic 3: Leverage PowerBI to enhance reporting capabilities.
	Goal 3 Objective 2	50% 50%	Tactic 1: Put a structure in place to support initiation and implementation of projects and their alignment with the strategic plan. Tactic 2: Leverage Enterprise Portfolio Management to prioritize and properly resource agency initiatives and ensure enterprise is focused on priority projects.
Member Services & Communications	Goal 1 Objective 1	75% 15%	Tactic 1: Enhance existing journey maps online – linked resources on PERS website. Tactic 2: Member surveys – provide post-service surveys to ensure sufficient and accessible resources are being provided and improved, to ensure accessibility.
	Goal 1 Objective 2	65% 100%	Tactic 1: Enhance marketing of services that PERS offers members. Tactic 2: Provide annual PERS Retirement Expo.
	Goal 2 Objective 1	0% 100% 20%	Tactic 1: Modernize and secure Online Member Services (OMS), providing more accessibility, member-specific information, and electronic transaction capabilities. Tactic 2: Modernize and update the PERS website to allow easier navigation and search capabilities. Tactic 3: Integrate OSGP and PHIP to better inform and educate members with a complete PERS picture.
	Goal 2 Objective 2	0% 0% 0%	Tactic 1: Send communication to new members. Tactic 2: Send communication when vested. Tactic 3: Send communication when nearing retirement eligibility.
Data Consistency	Goal 1 Objective 1	40% 10% 60%	Tactic 1: Identify validation gaps in EDX. Tactic 2: Create new validations in EDX as part of modernization efforts. Tactic 3: Improve employer education program.
	Goal 1 Objective 2	15% 10% 15%	Tactic 1: Develop an inventory of manual and inefficient processes. Tactic 2: Identify and propose actions that could reduce manual processes or inefficiencies. Tactic 3: Provide feedback and input to modernization planning so that technological solutions to these processes can be included.
	Goal 2 Objective 1	25% 15% 10%	Tactic 1: Create workgroup to identify and prioritize data issues for resolution. Tactic 2: Develop a plan, including resources, to resolve data issues. Tactic 3: Provide feedback and input to modernization planning so that technological solutions to these processes can be included.
	Goal 2 Objective 2	0% 5% 0%	Tactic 1: Create policies and procedures that eliminate multiple reviews. Tactic 2: Create member data locking processes. Tactic 3: Communicate with and educate employers and members on data locking impacts.
	Goal 3 Objective 1	0% 5% 10%	Tactic 1: Reduce the amount of manual data manipulation currently performed to get the desired insights. Tactic 2: Enable the right tools and policies, coupled with removing offline tools, to enhance data integrity and quality. Tactic 3: Provide feedback and input to modernization planning so that technological solutions to these processes can be included.
Information Technology	Goal 1 Objective 1	20% 0% 10% 10% 20% 25% 50% 75%	Tactic 1: Resolve key issues affecting ORION administration, performance, maintainability, and sustainability to prepare for modernization. Tactic 2: Refactor nightly jClarety batch processes to improve maintainability and efficiency and reduce batch durations. Tactic 3: Redesign logging, monitoring, and error-handling functionality of jClarety batch processes and other ORION core applications to improve supportability. Tactic 4: Explore opportunities to externalize business rules from ORION core applications. Tactic 5: Create an application-programming interface (API) ecosystem to allow ORION to loosely integrate between applications, commercial-off-the-shelf (COTS) solutions, and external services. Tactic 6: Analyze opportunities to leverage COTS solutions when beneficial to the agency. Tactic 7: Re-architect current infrastructure to be able to use solutions independently from on-premises data center. Tactic 8: Integrate M&E activities for ORION ancillary applications into ISD methodologies and processes.

		90%	Tactic 9: Establish a single ORION ancillary applications technical platform that allows potential integration into jClarety.
	Goal 1 Objective 2	70% 10%	Tactic 1: Research and explore opportunities between the SDC and private cloud providers as architected by the ORION Modernization Program. Tactic 2: Complete the Backup Data Center project and conduct regular business continuity exercises on the PERS Disaster Recovery Warm Site.
	Goal 2 Objective 1	75% 75%	Tactic 1: Deploy innovative and collaborative tools for effective real-time communication to support telecommuting among staff, outside contractors, and other partners. Tactic 2: Reduce functional silos within ISD by using virtual collaborative platforms and optimizing the DevOps team.
	Goal 2 Objective 2	20% 0% 100%	Tactic 1: Build relationships and community outreach to state and community colleges to provide a clear path for IT careers at PERS and the state. Tactic 2: Initiate a formal internship program for graduating students as an entry into IT positions. Tactic 3: Develop and implement an IT workforce-development plan.
Financial Management	Goal 1 Objective 1	50% 50% 10%	Tactic 1: Develop an inventory of manual or inefficient processes. Tactic 2: Identify and propose actions that could be taken to reduce manual and inefficient processes. Tactic 3: Provide feedback and input to modernization planning so that technological solutions to these processes can be included.
	Goal 1 Objective 2	30% 20%	Tactic 1: Engage CDM to improve data gathering and reporting. Tactic 2: Actively participate with Modernization Project team to identify where modernization work can reduce manual processes and increase efficiency.
	Goal 1 Objective 3	50%	Tactic 1: Evaluate opportunities to transition remaining paper processes to electronic/paperless and implement these changes where feasible.
	Goal 2 Objective 1	50% 70% 60%	Tactic 1: Update section managers' quarterly Performance, Accountability, and Feedback goals to include evaluation of section staffing model. Tactic 2: Develop division-wide task/responsibility matrix to identify coverage, back up, and potential gaps. Tactic 3: Update staff responsibilities and staffing models to address timeliness and accuracy.
	Goal 2 Objective 2	100% 50%	Tactic 1: Incorporate training into quarterly Performance, Accountability, and Feedback goals. Tactic 2: Explore training opportunities specifically aimed at knowledge/skill gaps identified Goal 2, Objective 1, Tactic 2.
Risk Management	Goal 1 Objective 1	100%	Tactic 1: A Policy Option Package for ERM resources was submitted for the 2025 legislative session.
	Goal 1 Objective 2	0%	Tactic 1 Work with contractor to develop and implement an ERM program.
	Goal 2 Objective 1	0% 50% 0%	Tactic 1: Establish a risk appetite for the agency in alignment with its core mission. Tactic 2: Develop risk management policies and procedures, and train agency staff on those policies and procedures. Tactic 3: Monitor adherence to the policies and procedures.
	Goal 2 Objective 2	25% 0%	Tactic 1: Implement an industry-standard identity and access-management solution and practices for PERS members, employers, and TPAs. Tactic 2: Implement industry identity-proofing solutions and practices for members and employers.
	Goal 2 Objective 3	0% 0%	Tactic 1: Develop and implement privacy policies, practices, and solutions to protect members' data. Tactic 2: Train agency personnel on the privacy practices, policies, and procedures.
	Goal 3 Objective 1	0% 0%	Tactic 1: Implement a backup data center that supports business requirements. Tactic 2: Implement procedures and controls to ensure PERS can continue operations using its backup data center.
	Goal 3 Objective 2	10% 0%	Tactic 1: Prioritize agency processes in alignment with business requirements. Tactic 2: Implement and test the additional business processes to ensure they meet PERS' mission.
Compliance	Internal Audit Work	100%	Internal Audit conducts regular reviews of outstanding audit recommendations and presents an updated Audit Plan annually.
	External Audit Work	95%	Secretary of State Audit released October 2018. As of September 30, 2024, 14 of 16 recommendations are complete and the remaining two are dependent on the agency moving to the state resiliency site in 2026.
	Budget Notes	100%	Three budget notes were presented at the 2024 legislative session: SB 1049 Update, Modernization Update, PHIP review. A Modernization Update was also presented at the 2024 September Legislative Days.

NOTE: This chart is part of the larger *PERS 2023-2028 Strategic Plan*; it is excerpted here to provide at-a-glance information for members of the PERS Board.

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
2. Director's Report
3. Strategic plan update

B. Administrative rulemaking

- 1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility**
2. Notice of rulemaking for Reemployment of Retired Members Rule
3. First reading of service retirement applications requirements rules
4. Adoption of Contingency Reserve Subaccount Rule
5. Adoption of Delegation to Director and Staff Rule

C. Action and discussion items

1. Modernization program update
2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates



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October 4, 2024

TO: Members of the PERS Board

FROM: Anne Marie Vu, Research Policy Coordinator, Policy Analysis and Compliance Section
Stephanie Vaughn, Manager, Policy Analysis and Compliance Section

SUBJECT: Notice of Rulemaking for Police Officer and Firefighter Unit Purchases and Retirement Eligibility:

OAR 459-016-0100 *Purchase of Units by a Police Officer or Firefighter to Provide Increased Benefits*

OAR 459-075-0200 *Retirement Eligibility for Police Officer and Firefighter Members*

OVERVIEW

- Action: None. This is notice that staff has begun rulemaking.
- Reason: Implement Police Officer and Firefighter Updates from House Bill 2283 (2023).
- Policy Issue: None identified.

BACKGROUND

Effective January 1, 2024, House Bill (HB) 2283 (2023) updated certain rules relating to police officers and firefighters (P&F). For purposes of these proposed rule amendments, it aligned the period for making P&F unit purchases with other purchases available for eligible Tier One and Tier Two members, extending the window for making the P&F unit purchase from 60 days to 90 days.

HB 2283 also made changes to the OPSRP pension program relating to retirement eligibility for members working in positions under the P&F classification. It changed the P&F retirement eligibility standard from five continuous years of employment immediately preceding the member's effective date of retirement to the last 60 months of retirement credit accrued prior to reaching earliest or normal retirement age. Notably, the statutory changes allow a person who qualifies for P&F retirement eligibility to lock in their P&F retirement eligibility even if they later accrue retirement credit in non-P&F positions.

The proposed rule amendments clarify that the 60-month retirement credit count does not restart for an OPSRP member who is concurrently employed in a P&F position and a non-P&F position, if such member receives disability insurance payments while accruing retirement credit in a non-P&F position. The statute specifically addressed this circumstance, and these amendments provide clarification regarding that provision. Members must submit proof of such

disability insurance payments to PERS in a format and manner approved by PERS, no later than the member's effective date of retirement. This provision was also effective January 1, 2024.

PUBLIC COMMENT AND HEARING TESTIMONY

A rulemaking hearing will be held remotely on October 22, 2024, at 2:00 p.m. The public comment period ends October 25, 2024, at 5:00 p.m.

LEGAL REVIEW

The attached rules were submitted to the Department of Justice for legal review and any comments or changes will be incorporated before the rules are presented for adoption.

IMPACT

Mandatory: No.

Benefit: Provides clarification on how to handle these special circumstances.

Cost: There are no discrete costs attributable to the rule.

RULEMAKING TIMELINE

October 1, 2024	Staff began the rulemaking process by filing Notice of Rulemaking with the Secretary of State.
October 1, 2024	Secretary of State publishes the Notice in the Oregon Administrative Rules Database. Notice is sent to employers, legislators, and interested parties. Public comment period begins.
October 4, 2024	PERS Board notified that staff began the rulemaking process.
October 22, 2024	Rulemaking hearing to be held remotely at 2:00 p.m.
October 25, 2024	Public comment period ends at 5:00 p.m.
December 6, 2024	Staff will propose adopting the rule modifications, including any changes resulting from public comment or reviews by staff or legal counsel.

NEXT STEPS

A rulemaking hearing will be held remotely on October 22, 2024. The rule is scheduled to be brought before the PERS Board for adoption at the December 6, 2024 board meeting.

B.1. Attachment 1 – OAR 459-016-0100	<i>Purchase of Units by a Police Officer or Firefighter to Provide Increased Benefits</i>
B.1. Attachment 2 – OAR 459-075-0200	<i>Retirement Eligibility for Police Officer and Firefighter Members</i>

**OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 016 – POLICE OFFICERS AND FIRE FIGHTERS**

1 **459-016-0100**

2 **Purchase of Units by a Police Officer or Firefighter to Provide Increased Benefits**

3 (1) For the purposes of this rule:

4 (a) “Active” means an “active member” as defined in ORS 238.005(1).

5 (b) “Current” means a member who is currently employed as a police officer or
6 firefighter.

7 (c) “Firefighter” has the same meaning as set forth in ORS 238.005(10).

8 (d) “Five years” means five full years ending on the fifth anniversary date of the
9 transfer from a police or fire position.

10 (e) “Inactive” means an “inactive member” as defined in ORS 238.005(13).

11 (f) “Police officer” has the same meaning as set forth in ORS 238.005(19).

12 (2) Eligibility to Purchase Units. An active and current police officer or firefighter
13 may purchase a maximum of eight units to provide increased benefits between the date of
14 retirement and age 65. A member who retires prior to age 60 will receive unit payments
15 over a minimum five-year period.

16 (3) Lump-Sum Purchase at Retirement. An active and current police officer or
17 firefighter may choose to make a lump-sum purchase of police and fire units within the
18 90[60] days prior to the police officer’s or firefighter’s effective retirement date.

19 (a) If previous payroll contributions for unit benefits have been made, a lump-sum
20 purchase of any remaining units, for a maximum of eight units, may be made within
21 90[60] days prior to the member’s retirement date if the member is less than age 65.

1 (b) If no payroll contributions for unit benefits have been made, a lump-sum
2 purchase of units may be made within the 90[60] days prior to the member's retirement
3 date only if the member is less than age 60 as of their effective date of retirement.

4 (4) Additional Contributions for Police Officers or Firefighters Retiring Prior to Age
5 60. An active and current police officer or firefighter who retires prior to age 60 may
6 make additional contributions to purchase actuarially reduced unit benefits beginning at
7 any date between the date of early retirement and age 60.

8 (5) Police Officers or Firefighters Who Work Until the Age of 65. Contributions for
9 unit benefits are not permitted once the member reaches the age of 65. The amount in the
10 unit account of a member who works until age 65 will be refunded to the member in a
11 lump sum.

12 (6) Cancellation of Police and Fire Unit Contributions. A police officer or firefighter
13 who has elected to make unit contributions may elect, in writing, to cancel the additional
14 contributions at any time. Once canceled, the member will not be permitted to participate
15 in the unit benefit program at a future time.

16 (7) Refund of Unit Account.

17 (a) Voluntary Refund. A police officer or firefighter may request a refund of the unit
18 account if the police officer or firefighter is separated from all participating employers
19 and their control groups.

20 (b) Involuntary Refund. A police officer or firefighter who has elected to make unit
21 contributions and transfers to an inactive position or a non-police or fire job class will:

22 (A) Retain the unit account for five years immediately following the transfer.

1 (B) If at the end of the five years, the member has not turned age 50 or returned to a
2 qualifying police or fire position, the member's election will be canceled and the amount
3 in the unit account automatically refunded.

4 (c) A voluntary or involuntary refund results in a cancellation of the unit account.
5 Once a unit account is canceled, the member may not participate in the unit benefit
6 program at a future time.

7 (d) A police officer or firefighter who requests a withdrawal of the PERS member
8 account will automatically receive a refund of the unit account.

9 (8) Disability Retirement. A police officer or firefighter who is approved for a PERS
10 chapter 238 Program disability retirement is eligible to purchase the balance of the police
11 and fire units or make an initial purchase equal to the maximum eight units.

12 (9) Reemployment under USERRA. An eligible PERS chapter 238 Program police
13 or fire member who leaves a qualifying position to serve in the Uniformed Services is
14 eligible upon initiating reemployment to make up the unit benefit contributions which
15 would have been made to the member's unit account had the member not left to serve in
16 the Uniformed Services.

17 (a) Contributions made under this section must be remitted to PERS by:

18 (A) Payroll deduction; or

19 (B) Monthly payment of no less than one month of contributions; or

20 (C) Lump-sum payment.

21 (b) Any individual, agency, or organization may pay the employee contributions
22 specified in subsection (a) of this section on behalf of the employee under the payment
23 provisions set forth in paragraph (B) or (C) of this section.

1 Stat. Auth.: ORS 238.650

2 Stats. Implemented: ORS 238.440

**OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 075 – OPSRP PENSION PROGRAM**

1 **459-075-0200**

2 **Retirement Eligibility for Police Officer and Firefighter Members**

3 (1) For purposes of this rule:

4 (a) “Police officer” and “firefighter” have the same meaning given them in ORS
5 238A.005.

6 (b) “Concurrently employed” means employment with two or more participating
7 employers in the same calendar month. *[Continuously” means a period during which the*
8 *member is employed in one or more qualifying positions as a police officer or firefighter in*
9 *consecutive months without interruption.]*

10 (2) An OPSRP Pension Program member will establish retirement eligibility as a
11 police officer or firefighter, if the member’s last 60 months of retirement credit
12 preceding the date the member reaches early retirement age under ORS 238A.160(2), or
13 normal retirement age under ORS 238A.165(2), were accrued while employed in a
14 qualifying position as a police officer or firefighter. *[For the purpose of establishing*
15 *eligibility for normal retirement under ORS 238A.160(2) and early retirement under*
16 *238A.165(2), an OPSRP Pension Program member will be considered to have held a position*
17 *as a police officer or firefighter continuously for a period of not less than five years*
18 *immediately preceding the effective date of retirement if:]*

19 *[(a) The member was employed in a qualifying position as a police officer or firefighter*
20 *continuously for five years prior to the date of the member’s termination from that*
21 *employment; and]*

1 *[(b) The member’s effective date of retirement is the first of the month following*
2 *termination from that employment.]*

3 **(3) The 60 months of police officer & firefighter retirement credit does not have to**
4 **be continuous, but a member does not establish retirement eligibility as a police officer**
5 **or firefighter under section (2) of this rule if the member’s last 60 months of retirement**
6 **credit preceding the date the member reaches early or normal retirement age includes**
7 **any months of retirement credit as other than a police officer or firefighter.**

8 *[A member who is concurrently employed by two or more employers in qualifying*
9 *positions as a police officer or firefighter and as other than a police officer or firefighter is*
10 *employed as a police officer or firefighter for purposes of this rule.]*

11 **(4) If the member is concurrently employed as a police officer or firefighter, the 60-**
12 **month retirement credit count described in section (2) of this rule restarts if the member**
13 **accrues retirement credit for service as other than a police officer or firefighter, unless**
14 **the member is receiving insurance payments for short-term or long-term disability for**
15 **which retirement credit is not available under ORS 238A.155; and concurrently**
16 **employed and performing service as other than a police officer or firefighter, accruing**
17 **retirement credit as other than a police officer or firefighter.**

18 **(5) A member who is receiving disability insurance payments as described in section**
19 **(4) of this rule must submit proof of such payments in a format and manner approved**
20 **by PERS, no later than the member’s effective date of retirement.**

21 Stat. Auth.: ORS 238A.450

22 Stats. Implemented: 238A.160 & 238A.165

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
2. Director's Report
3. Strategic plan update

B. Administrative rulemaking

1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility
- 2. Notice of rulemaking for Reemployment of Retired Members Rule**
3. First reading of service retirement applications requirements rules
4. Adoption of Contingency Reserve Subaccount Rule
5. Adoption of Delegation to Director and Staff Rule

C. Action and discussion items

1. Modernization program update
2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates



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October 4, 2024

TO: Members of the PERS Board
 FROM: Stephanie Vaughn, Manager, Policy Analysis and Compliance Section
 SUBJECT: Notice of Rulemaking for Reemployment of Retired Members Rule:
 OAR 459-017-0060 *Reemployment of Retired Members*

OVERVIEW

- Action: None. This is notice that staff has begun rulemaking.
- Reason: Amendment to resolve administrative error created in filing prior amendment with the Secretary of State.
- Policy Issue: None identified.

BACKGROUND

PERS staff seeks board approval to amend this administrative rule due to an administrative error. On December 1, 2023, proposed rule revisions to OAR 459-017-0060 were presented for notice at the PERS Board meeting to implement changes pursuant to House Bill (HB) 2296 (2023). For background, Senate Bill (SB) 1049 (2019) introduced new work after retirement allowances for retirees which were set to expire at the end of calendar year 2024. HB 2296 extended SB 1049's work after retirement provisions until the end of calendar year 2034.

On February 2, 2024, the PERS Board adopted the rules as presented at the December 1, 2023 PERS Board meeting. On February 2, 2024, staff opened the same administrative rule to update the Social Security Income limits for working retirees who receive Social Security payments.

On April 1, 2024, the PERS Board adopted the Social Security amendments to the rule as presented at the February 2, 2023 PERS Board meeting. On this date, PERS filed a Permanent Administrative Order with the Secretary of State amending OAR 459-017-0060 as approved by the PERS Board, however, the Permanent Order filing did not include the previous HB 2296 changes adopted by the board on February 2, 2023. The administrative error resulted in the work after retirement extensions being omitted from the current version of the rule.

This proposed revision of OAR 459-017-0060 amends the rule to incorporate the changes required by HB 2296, which have already been reviewed and adopted by the board on February 2, 2024.

PUBLIC COMMENT AND HEARING TESTIMONY

A rulemaking hearing will be held remotely on October 22, 2024, at 2:00 p.m. The public comment period ends October 25, 2024, at 5:00 p.m.

LEGAL REVIEW

The attached rules were submitted to the Department of Justice for legal review and any comments or changes will be incorporated before the rules are presented for adoption.

IMPACT

Mandatory: Yes.

Benefit: Proposed revision of OAR 459-017-0060 amends the rule to incorporate the changes under HB 2296 and previously passed by the PERS Board on February 2, 2024.

Cost: There are no discrete costs attributable to the rule.

RULEMAKING TIMELINE

October 1, 2024	Staff began the rulemaking process by filing Notice of Rulemaking with the Secretary of State.
October 1, 2024	Secretary of State publishes the Notice in the Oregon Administrative Rules Database. Notice is sent to employers, legislators, and interested parties. Public comment period begins.
October 4, 2024	PERS Board notified that staff began the rulemaking process.
October 22, 2024	Rulemaking hearing to be held remotely at 2:00 p.m.
October 25, 2024	Public comment period ends at 5:00 p.m.
December 6, 2024	Staff will propose adopting the rule modifications, including any changes resulting from public comment or reviews by staff or legal counsel.

NEXT STEPS

A rulemaking hearing will be held remotely on October 22, 2024. The rule is scheduled to be brought before the PERS Board for adoption at the December 6, 2024 board meeting.

**OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 017 – REEMPLOYED RETIRED MEMBERS**

1 **459-017-0060**

2 **Reemployment of Retired Members**

3 (1) For purposes of this rule:

4 (a) “Bona fide retirement” means that the retired member has been absent from
5 service with all participating employers and all employers in a controlled group with a
6 participating employer for at least six full calendar months between the effective date of
7 retirement and the date of hire.

8 (b) “Retired member” means a member of the PERS Chapter 238 Program who is
9 retired for service.

10 (2) A retired member may be employed under ORS 238.082 by a participating
11 employer without loss of retirement benefits provided:

12 (a) The period or periods of employment with one or more participating employers
13 total less than 1,040 hours in a calendar year; or

14 (b) If the retired member is receiving retirement, survivors, or disability benefits
15 under the federal Social Security Act, the period or periods of employment total less than
16 either 1,040 hours in a calendar year, or the total number of hours in a calendar year that,
17 at the retired member’s specified hourly rate of pay, would cause the annual
18 compensation of the retired member to exceed the following Social Security annual
19 compensation limits, whichever is greater.

20 (A) For retired members who have not reached full retirement age under the Social
21 Security Act, the annual compensation limit is \$22,320; or

1 (B) For the calendar year in which the retired member reaches full retirement age
2 under the Social Security Act and only for compensation for the months before reaching
3 full retirement age, the annual compensation limit is \$59,520.

4 (3) The limitations on employment in section (2) of this rule do not apply if the
5 retired member has reached full retirement age under the Social Security Act.

6 (4) The limitations on employment in section (2) of this rule do not apply if:

7 (a) The retired member meets the requirements of ORS 238.082(4), (5), (6), (7), or
8 (8), and did not retire at a reduced benefit under the provisions of ORS 238.280(1), (2), or
9 (3);

10 (b) The retired member retired at a reduced benefit under ORS 238.280(1), (2), or
11 (3), is employed in a position that meets the requirements of ORS 238.082(4), the date of
12 hire is more than six months after the member’s effective retirement date, and the
13 member’s retirement otherwise meets the standard of a bona fide retirement;

14 (c) The retired member is employed by a school district or education service district
15 as a speech-language pathologist or speech-language pathologist assistant and:

16 (A) The retired member did not retire at a reduced benefit under the provisions of
17 ORS 238.280(1) or (3); or

18 (B) The retired member retired at a reduced benefit under the provisions of ORS
19 238.280(1) or (3), but is not employed by any participating employer until more than six
20 months after the member’s effective retirement date, and the member’s retirement
21 otherwise meets the standard of a bona fide retirement;

22 (d) The retired member meets the requirements of section 2, chapter 499, Oregon
23 Laws 2007, as amended by section 1, chapter 108, Oregon Laws 2015;

1 (e) The retired member meets the requirements of section 2, chapter 475, Oregon
2 Laws 2015;

3 (f) The retired member is employed for service during a legislative session under
4 ORS 238.092(2);

5 (g) The retired member meets the requirements of ORS 238.088(2), and did not
6 retire at a reduced benefit under the provisions of ORS 238.280(1), (2), or (3); or

7 (h) The retired member is on active state duty in the organized militia and meets the
8 requirements under ORS 399.075(8).

9 (i) The retired member is employed as a special campus security officer
10 commissioned by a public university and meets the requirements under section 5, chapter
11 152, Oregon Laws 2019.

12 (j) The retired member is employed as a security officer for a community college and
13 meets the requirements under section 5, chapter 152, Oregon Laws 2019.

14 (k) The retired member is employed by Harney County Health District as a person
15 licensed, registered or certified to provide health services and meets the requirements
16 under section 2, chapter 496, Oregon Laws 2019.

17 (5) For purposes of population determinations referenced by statutes listed in this
18 rule, the latest federal decennial census shall first be operative on the first day of the
19 second calendar year following the census year.

20 (6) For purposes of ORS 238.082(6), a retired member replaces an employee if the
21 retired member:

22 (a) Is assigned to the position of the employee; and

23 (b) Performs the duties of the employee or duties that might be assigned to an
24 employee in that position.

1 (7) If a retired member is reemployed subject to the limitations of ORS 238.082 and
2 section (2) of this rule, the period or periods of employment subsequently exceed those
3 limitations, and employment continues into the month following the date the limitations
4 are exceeded:

5 (a) If the member has been retired for six or more calendar months:

6 (A) PERS will cancel the member’s retirement.

7 (i) If the member is receiving a monthly service retirement allowance, the last
8 payment to which the member is entitled is for the month in which the limitations were
9 exceeded.

10 (ii) If the member is receiving installment payments under ORS 238.305(4), the last
11 installment payment to which the member is entitled is the last payment due on or before
12 the last day of the month in which the limitations were exceeded.

13 (iii) If the member received a single lump sum payment under ORS 238.305(4) or
14 238.315, the member is entitled to the payment provided the payment was dated on or
15 before the last day of the month in which the limitations were exceeded.

16 (iv) A member who receives benefits to which he or she is not entitled must repay
17 those benefits to PERS.

18 (B) The member will reestablish active membership the first of the calendar month
19 following the month in which the limitations were exceeded.

20 (C) The member’s account must be rebuilt in accordance with the provisions of
21 section (9) of this rule.

22 (b) If the member has been retired for less than six calendar months:

23 (A) PERS will cancel the member’s retirement effective the date the member was
24 reemployed.

1 (B) All retirement benefits received by the member must be repaid to PERS in a
2 single payment.

3 (C) The member will reestablish active membership effective the date the member
4 was reemployed.

5 (D) The member account will be rebuilt as of the date that PERS receives the single
6 payment. The amount in the member account must be the same as the amount in the
7 member account at the time of the member's retirement.

8 (8) For purposes of determining period(s) of employment in section (2) of this rule:

9 (a) Hours of employment are hours on and after the retired member's effective
10 retirement date for which the member receives wages, salary, paid leave, or other
11 compensation.

12 (b) Hours of employment that are performed under the provisions of section (4) of
13 this rule on or after the later of January 1, 2004, or the operative date of the applicable
14 statutory provision, are not counted.

15 (9) If a member has been retired for service for more than six calendar months and is
16 reemployed in a qualifying position by a participating employer under the provisions of
17 238.078(1):

18 (a) PERS will cancel the member's retirement effective the date the member is
19 reemployed.

20 (b) The member will reestablish active membership on the date the member is
21 reemployed.

22 (c) If the member elected a benefit payment option other than a lump sum option
23 under ORS 238.305(2) or (3), the last monthly service retirement allowance payment to
24 which the member is entitled is for the month before the calendar month in which the

1 member is reemployed. Upon subsequent retirement, the member may choose a different
2 benefit payment option.

3 (A) The member’s account will be rebuilt as required by ORS 238.078 effective the
4 date active membership is reestablished.

5 (B) Amounts from the Benefits-In-Force Reserve (BIF) credited to the member’s
6 account under the provisions of paragraph (A) of this subsection will be credited with
7 earnings at the BIF rate or the assumed rate, whichever is less, from the date of retirement
8 to the date of active membership.

9 (d) If the member elected a partial lump sum option under ORS 238.305(2), the last
10 monthly service retirement allowance payment to which the member is entitled is for the
11 month before the calendar month in which the member is reemployed. The last lump sum
12 or installment payment to which the member is entitled is the last payment due before the
13 date the member is reemployed. Upon subsequent retirement, the member may not
14 choose a different benefit payment option unless the member has repaid to PERS in a
15 single payment an amount equal to the lump sum and installment benefits received and
16 the earnings that would have accumulated on that amount.

17 (A) The member’s account will be rebuilt as required by ORS 238.078 effective the
18 date active membership is reestablished.

19 (B) Amounts from the BIF credited to the member’s account under the provisions of
20 paragraph (A) of this subsection, excluding any amounts attributable to repayment by the
21 member, will be credited with earnings at the BIF rate or the assumed rate, whichever is
22 less, from the date of retirement to the date of active membership.

23 (e) If the member elected the total lump sum option under ORS 238.305(3), the last
24 lump sum or installment payment to which the member is entitled is the last payment due

1 before the date the member is reemployed. Upon subsequent retirement, the member may
2 not choose a different benefit payment option unless the member has repaid to PERS in a
3 single payment an amount equal to the benefits received and the earnings that would have
4 accumulated on that amount.

5 (A) If the member repays PERS as described in this subsection the member's
6 account will be rebuilt as required by ORS 238.078 effective the date that PERS receives
7 the single payment.

8 (B) If any amounts from the BIF are credited to the member's account under the
9 provisions of paragraph (A) of this subsection, the amounts may not be credited with
10 earnings for the period from the date of retirement to the date of active membership.

11 (f) If the member received a lump sum payment under ORS 238.315:

12 (A) If the payment was dated before the date the member is reemployed, the member
13 is not required or permitted to repay the benefit amount. Upon subsequent retirement:

14 (i) The member may choose a different benefit payment option.

15 (ii) The member's retirement benefit will be calculated based on the member's
16 periods of active membership after the member's initial effective retirement date.

17 (B) If the payment was dated on or after the date the member is reemployed, the
18 member must repay the benefit amount. Upon subsequent retirement:

19 (i) The member may choose a different benefit payment option.

20 (ii) The member's retirement benefit will be calculated based on the member's
21 periods of active membership before and after the member's initial effective retirement
22 date.

23 (iii) The member's account will be rebuilt as described in ORS 238.078(2).

1 (g) A member who receives benefits to which he or she is not entitled must repay
2 those benefits to PERS.

3 (10) If a member has been retired for less than six calendar months and is
4 reemployed in a qualifying position by a participating employer under the provisions of
5 238.078(2):

6 (a) PERS will cancel the member’s retirement effective the date the member is
7 reemployed.

8 (b) All retirement benefits received by the member must be repaid to PERS in a
9 single payment.

10 (c) The member will reestablish active membership effective the date the member is
11 reemployed.

12 (d) The member account will be rebuilt as of the date that PERS receives the single
13 payment. The amount in the member account must be the same as the amount in the
14 member account at the time of the member’s retirement.

15 (e) Upon subsequent retirement, the member may choose a different benefit payment
16 option.

17 (11) Upon the subsequent retirement of any member who reestablished active
18 membership under ORS 238.078 and this rule, the retirement benefit of the member must
19 be calculated using the actuarial equivalency factors in effect on the effective date of the
20 subsequent retirement.

21 (12) The provisions of paragraphs (9)(c)(B), (9)(d)(B), and (9)(e)(B) of this rule are
22 applicable to retired members who reestablish active membership under ORS 238.078
23 and this rule and whose initial effective retirement date is on or after March 1, 2006.

1 (13) A participating employer that employs a retired member must notify PERS in a
2 format acceptable to PERS under which statute the retired member is employed.

3 (a) Upon request by PERS, a participating employer must certify to PERS that a
4 retired member has not exceeded the number of hours allowed under ORS 238.082 and
5 section (2) of this rule.

6 (b) Upon request by PERS a participating employer must provide PERS with
7 business and employment records to substantiate the actual number of hours a retired
8 member was employed.

9 (c) Participating employers must provide information requested under this section
10 within 30 days of the date of the request.

11 (14) Accumulated unused sick leave reported by an employer to PERS upon a
12 member's retirement, as provided in ORS 238.350, may not be made available to a
13 retired member returning to employment under sections (2) or (9) of this rule.

14 (15) *[Subsections (4)(c) and (4)(d) of this rule are repealed effective January 2,*
15 *2026.]*

16 *[(16) Subsection (4)(e) of this rule is repealed effective June 30, 2023.]*

17 *[(17)]*(16) A member who is retired for service maintains their status as a retired
18 member of the system, and does not accrue additional benefits during the period of
19 employment. A retired member may not participate in the pension program or the
20 Individual Account Program as an active member, except as provided by ORS 238.092(1)
21 or 237.650.

22 *[(18)]*(17) For calendar years 2020 through 2034*[24]*, a public employer employing
23 a retired member shall apply the employer's contribution rate for its covered payroll to
24 the wages paid to the retired member. The public employer shall make a payment to the

1 Public Employees Retirement Fund in that amount. This payment is in addition to the
2 employer’s contribution required under ORS 238.225, and will be applied to the
3 employer’s liabilities, including pension benefit costs and retiree medical benefit costs. If
4 the employer is a member of a pool established under ORS 238.227, the additional
5 payment will be applied to the employer’s rate pool’s liabilities.

6 ~~[(19)]~~(18) For calendar years 2020 through 20~~35~~[24], the limitations on
7 employment in section (2) of this rule do not apply to a retired member unless the
8 member retired under the provisions of ORS 238.280(1), (2), or (3), and does not have a
9 bona fide retirement.

10 ~~[(20) For calendar years 2020 through 2024, if]~~If the member retired under the
11 provisions of ORS 238.280(1), (2), or (3), and does not have a bona fide retirement, the
12 member is subject to the limitations on employment in section (2) of this rule.

13 ~~[(21)]~~(19) Sections ~~(18), (19), and (20)]~~(17) and (18) of this rule are repealed
14 effective January 2, 20~~35~~[25].

15 Statutory/Other Authority: ORS 238.650 & ORS 238.630

16 Statutes/Other Implemented: ORS 238.078, ORS 238.082, ORS 238.088, ORS 238.092,
17 ORS 399.075, 2007 OL Ch. 499 & 774, 2015 OL Ch. 108 & 475, 2018 OL Ch. 48 &
18 2019 OL Ch. 355, House Bill 2296 (2023)

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
2. Director's Report
3. Strategic plan update

B. Administrative rulemaking

1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility
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- 3. First reading of service retirement applications requirements rules**
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2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates



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October 4, 2024

TO: Members of the PERS Board

FROM: Melanie Chandler, Research Policy Coordinator, Policy Analysis and Compliance Section
Stephanie Vaughn, Manager, Policy Analysis and Compliance Section

SUBJECT: First Reading of Service Retirement Application Requirements Rules:

OAR 459-013-0250 *Service Retirement Application Requirements*
OAR 459-075-0040 *OPSRP Service Retirement Application Requirements*

OVERVIEW

- Action: None. This is first reading of Service Retirement Application Requirements rules.
- Reason: To establish a reasonable time limitation for submissions of materials necessary to calculate member benefits.
- Policy Issue: Should PERS establish a time requirement for how long applications can be held open to provide members sufficient time to submit to PERS all documentation necessary to establish their retirement benefit(s)? If so, is 85 days from the requested effective retirement date a reasonable length of time for all required materials to be submitted?

BACKGROUND

A PERS member must apply for retirement. PERS requires an application and various documentation (such as verification of date of birth) in order to establish a member's benefit. On occasion, members do not return all required information to PERS in time for PERS to establish the member's actual monthly benefit amount.

When required documentation supporting service retirement applications has not been received by PERS, the Intake and Review Team sends members multiple follow-up letters, and the Team One Follow-Up group contacts the member via telephone. Despite staff's multiple efforts to obtain the required documentation, there are occasions when members do not provide the required information.

Under ORS 238.455, PERS is required to begin monthly benefit payments within 62 days from the date that the member's first monthly payment is due. Because PERS pays benefits in arrears, staff often refer to this requirement as a 92-day deadline to account for the month between a member's effective retirement date and benefits becoming payable. If the agency is unable to establish a member's actual (i.e., not estimated) monthly benefit amount by the deadline, statute requires that PERS begin monthly payments in an estimated amount until the

actual benefit can be established. Estimated benefits are usually necessary when PERS has not received the necessary information from either the member or member's employer(s) by the statutory deadline.

POLICY ISSUE

Should PERS establish a time requirement for how long applications can be held open to provide members sufficient time to submit to PERS all documentation necessary to establish their retirement benefit(s)? If so, is 85 days from the requested effective retirement date a reasonable length of time for all required materials to be submitted?

In order for members to receive retirement benefits, they are required to furnish to PERS information necessary to correctly establish their benefit(s). This information includes satisfactory evidence of their date of birth, their social security number, current address, and citizenship information. And if the member's option selection includes a survivor benefit, PERS requires satisfactory evidence of their survivor beneficiary's date of birth, social security number, current address, and citizenship information.

If the PERS Board decides not to establish a time requirement for submitting required application materials, when a member does not submit the materials by the 85th day, staff will have to set the member up on estimated benefits. Once a member is receiving an estimated benefit, it can be time-consuming for staff to monitor accounts and follow-up with members to encourage the submission of the remaining items needed to convert an estimated benefit to an actual benefit. And there is the risk that PERS may never receive the required materials and so be out of compliance with statute.

PERS is introducing OAR 459-013-0250 and OAR 459-075-0040 to establish a time limitation for how long members have to submit materials required to establish the member's retirement benefit(s). If all materials required from the member to calculate a benefit are not received within 85 days after the member's requested effective retirement date, then the application is deemed incomplete.

PUBLIC COMMENT AND HEARING TESTIMONY

A rulemaking hearing was held remotely on August 20, 2024, at 2:00 p.m. The public comment period ended August 23, 2024, at 5:00 p.m. PERS has received public comment regarding the requested rule modifications, which is provided as an attachment to this memo. Staff is presenting the rule now as a First Reading to provide appropriate time to carefully evaluate the stakeholder's concerns and seek to work with them to address those concerns.

LEGAL REVIEW

The attached rules were submitted to the Department of Justice for legal review and any comments or changes will be incorporated before the rules are presented for adoption.

IMPACT

Mandatory: No.

Benefits: Administrative costs will be reduced and promotes administrative efficiency.

Cost: There are no discrete costs attributable to the rule.

RULEMAKING TIMELINE

July 26, 2024	PERS Board notified that staff began the rulemaking process.
August 1, 2024	Staff began the rulemaking process by filing Notice of Rulemaking with the Secretary of State.
August 1, 2024	Secretary of State published the Notice in the Oregon Administrative Rules Database. Notice was sent to employers, legislators, and interested parties. Public comment period began.
August 20, 2024	Rulemaking hearing was held remotely at 2:00 p.m.
August 23, 2024	Public comment period ended at 5:00 p.m.
October 4, 2024	First Reading of the rule.
December 6, 2024	Board may adopt rule modifications, including any changes resulting from public comment or reviews by staff or legal counsel.

NEXT STEPS

The rules are scheduled to be brought before the PERS Board for adoption at the December 6, 2024 board meeting.

B.3. Attachment 1 – *OAR 459-013-0250 Service Retirement Application Requirements*

B.3. Attachment 2 – *OAR 459-075-0040 OPSRP Service Retirement Application Requirements*

B.3. Attachment 3 – *Public Comment from PERS Coalition*

OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 013 – OPSRP PENSION PROGRAM

1 459-013-0250

2 Service Retirement Applications Requirements

3 (1) For PERS to process a service retirement application, a person must provide the
4 following necessary information within 85 days of the effective retirement date:

5 (a) Member's personal information:

- 6 i. Date of birth, including documentary evidence pursuant to OAR
7 459-013-0040;
8 ii. Social Security Number;
9 iii. Current address; and
10 iv. Citizenship information.

11 (b) Retirement option; If member elects a lump sum option, the allocation of
12 lump sum payments must be included.

13 (c) Notarized signature of member and, if married, member's spouse;

14 (d) Beneficiary personal information, if applicable. Beneficiary personal
15 information must include beneficiary's date of birth and documentary
16 evidence required pursuant to OAR 459-013-0040.

17 (2) If any required information is not received within 85 days after the effective
18 retirement date, the incomplete service retirement application will be cancelled and
19 the member must submit a new application.

20
21 Stat. Auth.: ORS 238.650

22 Stats. Implemented: ORS 238.300, 238.305, 238.374 & 238.455

OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 075 – OPSRP PENSION PROGRAM

1 459-075-0040

2 OPSRP Service Retirement Application Requirements

3 (1) For PERS to process a service retirement application, a person must provide
4 the following necessary information within 85 days of the effective retirement date:

5 (a) Member’s personal information:

6 (A) Date of birth, including documentary evidence pursuant to OAR 459-
7 013-0040;

8 (B) Social Security Number;

9 (C) Current address; and

10 (D) Citizenship information.

11 (b) Retirement option; if the member elects a lump sum option, the allocation of
12 lump sum payments must be included.

13 (c) Notarized signature of the member and, if married, the member’s spouse; and

14 (d) Beneficiary personal information, if applicable. Beneficiary personal
15 information must include the beneficiary’s date of birth and documentary evidence
16 required pursuant to OAR 459-013-0040.

17 (2) If any required information is not received within 85 days after the effective
18 retirement date, the incomplete service retirement application will be canceled and
19 the member must submit a new application.

20 Stat. Auth.: ORS 238A.450

21 Stats. Implemented: 238.455 & ORS 238A.180, 238A.190

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August 22, 2024

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Chris Geier, Rules Coordinator
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Melanie Chandler, Research Policy Coordinator, Policy Analysis and Compliance Section
Oregon Public Employees Retirement System

Re: PERS Coalition Comments on Proposed Rulemaking
Proposed OAR 459-013-0250 and OAR 459-075-0040
(Service Retirement Application Requirements)

Dear PERS Rulemaking Staff:

This office represents the PERS Coalition, a group of public employee labor organizations representing the people who teach our children, protect our life and property, repair our roads and bridges, and keep our communities healthy and safe. I write to comment on the new proposed administrative rules regarding “Service Retirement Application Requirements.” OAR 459-013-0245 (PERS), and OAR 459-075-0040 (OPSRP). The new rules set out service retirement application requirements, and then requires a member whose application is still “incomplete” 95 days after the effective retirement date will have that application cancelled and have to start over in order to obtain benefits, thus delaying the receipt of benefits for 90 days or more. We strongly object to the adoption of these rules; they are neither necessary nor consistent with the governing statutes.

According to PERS staff, it is proposing these rules to address the occasional situation where PERS is unable to calculate a member’s *actual* monthly benefit amount due to an incomplete application. When that occurs, PERS must still issue estimated payments pursuant to ORS 238.455, and then follow up with the member to complete the application. PERS staff argue that these rules are necessary because of the staff time spent monitoring these accounts. PERS staff also emphasized their outreach efforts to applicants. When questioned at the July

board meeting, PERS staff reported that there were approximately 160 Tier One/Tier Two members with incomplete applications and 13 OPSRP members.

While my client acknowledges that members should be able to complete the application without prompting (and most do) and that there may be a workload impact of tracking these incomplete applications, the fact remains that the current system is outdated and clunky. There is no mechanism for submitting an application or missing materials on-line, which can create a challenge for many members who do everything electronically and do not have ready access to a copier or printer. This is particularly true for members living in rural areas. The notarized signature requirement is also burdensome and likely confusing to members. Indeed, in the legal world, there are relatively few documents that require a notarized signature. Before adopting a rule that penalizes members who have incomplete applications, it is essential to understand exactly what the barriers are to completing the paperwork. Does the member have a health issue? Is there a language barrier or challenges accessing a copier? Does the member understand the difference between a “notarized” signature and a simple signature? Is their spouse sick or uncooperative? Is the beneficiary unavailable? All of these are potential reasons that point to systemic problems or barriers outside of the members’ control, as opposed to the lack of effort that is implied by the rule.¹

It is also critical to understand the impact on members of having to start the application process over, which would delay the receipt of benefits potentially another three months, assuming they understand that they need to submit a new application immediately. When members select a retirement date, they do so with the assumption that they will be receiving a monthly benefit in three months. During that time, they have often stopped working and may be using up their savings to bridge the gap until they get their monthly benefit. A delay of another three months could be the difference between paying rent, purchasing medicine or putting food on their table. Indeed, it is exactly because members rely on receiving benefits that the legislature required PERS to ensure that estimated payments are made, even when actual benefits cannot be finally calculated. ORS 238.455. The proposed rules allowing an administrative cancellation of an application to avoid paying estimated monthly benefits are contrary to legislative intent.

In response to my inquiries, PERS staff have indicated that a lack of a notarized signature is the most common reason for an application to be incomplete. Notably, this is an administrative requirement only. It is not currently required by rule or by statute, except for spousal signatures in certain circumstances. ORS 238.462(5). Historically, many official documents and contracts required notarized signatures to prevent fraud, but the requirement is

¹ Once PERS adopts a rule requiring that applications be cancelled 85 days after the effective date of retirement, it will likely claim that it has no discretion to extend the deadline, no matter the reason for the incomplete application.

less common now. We would be interested in understanding better the rationale for requiring notarized signatures, and any evidence that the practice has reduced fraud. If not, then we would recommend that the requirement be eliminated to reduce the administrative burden for all.

In addition to these general policy concerns, we believe the proposed rule is inconsistent with ORS 238.455 and therefore exceeds PERS statutory authority. ORS 183.400(3)(b). As PERS staff candidly acknowledged, they can calculate an estimated amount for the monthly payment based on the information then available and have been doing so. They are just not able to finalize the calculation because of the missing paperwork. The proposed administrative rules would effectively end-run ORS 238.455 by cancelling the application of a member who is otherwise entitled to receive benefits. This renders the rule unlawful.

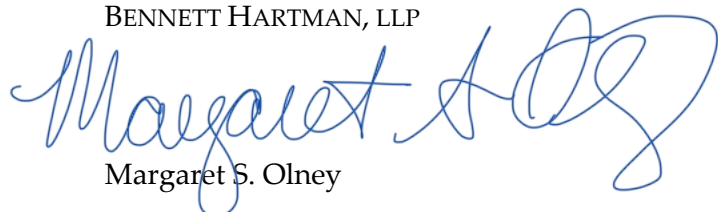
Finally, we are skeptical that the rule would, in fact, result in less work for PERS staff. In its presentation, PERS staff reported the frequent letters, calls, and emails made to members with missing information. There is nothing in the rule that requires staff to continue those efforts, nor is it clear whether any of that outreach reaches the member. But even if that outreach continues, a member whose application is cancelled is likely to complain and/or appeal the administrative cancellation. Dealing with those complaints and appeals is likely to be more time consuming than the status quo.

In closing, the PERS Coalition recognizes that PERS staff work hard to provide benefits to our members. PERS staff may also be rightly frustrated that some members are not responsive to their outreach. But the scope of the problem is relatively small and does not justify the adoption of the punitive solution set out in the proposed rules, particularly given the acknowledged systemic challenges (such as inability to file applications on-line), as well as the lack of information about *why* some members have been unable to complete the paperwork. Members of the PERS Coalition stand ready to work with PERS staff to identify strategies to minimize the administrative burden, but requiring members counting on receiving monthly benefits to start over is unacceptable and inconsistent with ORS 238.455.

Thank you for your consideration.

Sincerely,

BENNETT HARTMAN, LLP



Margaret S. Olney

cc: Clients

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October 4, 2024

TO: Members of the PERS Board

FROM: Yong Yang, Tax Policy Coordinator, Policy Analysis and Compliance Section
Stephanie Vaughn, Manager, Policy Analysis and Compliance Section

SUBJECT: Adoption of Contingency Reserve Subaccount Rule:

OAR 459-005-0625 *Contingency Reserve Subaccount*

OVERVIEW

- Action: Adoption of Contingency Reserve Subaccount Rule.
- Reason: Board requested the agency streamline administrative process for using the contingency reserve fund to pay off small amount deficits.

BACKGROUND

At the board meeting on December 1, 2023, staff presented to the PERS Board a request for approval to use the contingency reserve fund to pay off an outstanding PERS contribution liability of a defunct employer in the amount of \$2,140.59. The board asked staff to investigate the possibility of streamlining the administrative process for using the contingency reserve fund to pay off small deficit amounts in the future.

In response to the board's request, staff recommends the PERS Board establish a contingency reserve subaccount through rulemaking that the board can fund by approving transfers from the contingency reserve account. Staff will have authority to use the funds in the subaccount for the same purposes as outlined for the contingency reserve account in ORS 238.670, limited to \$50,000 per incident. The \$50,000 was determined by reviewing past requests and the possible need for other contingency reserve funds. Most of those amounts are under \$30,000, but there is the possible need for higher amounts relating to potentially insolvent employers.

With this recommendation, the PERS Board has control over how much money will be made available in the contingency reserve subaccount. When the rule was noticed at the July board meeting, the board requested a maximum funding amount be added to the rule. Staff have amended the rule to include a maximum funding amount of \$500,000. PERS staff is additionally required to provide an annual report to the board on the use of moneys in the subaccount. This streamlines the administrative process for small deficit amounts while retaining the PERS Board's control over the use of the contingency reserve fund.

CHANGES MADE SINCE NOTICE

At the board’s request, the rule has been amended to include a maximum funding amount of \$500,000 for the subaccount.

PUBLIC COMMENT AND HEARING TESTIMONY

A rulemaking hearing was held remotely on August 20, 2024, at 2:00 p.m. The public comment period ended August 23, 2024, at 5:00 p.m. No public comment was received.

LEGAL REVIEW

The attached rules were submitted to the Department of Justice for legal review and any comments or changes are incorporated in the rules as presented for adoption.

IMPACT

Mandatory: No.

Benefit: This streamlines the administrative process for small amount deficits while still allowing the PERS Board to retain control over the use of the contingency reserve money.

Cost: There are no discrete costs attributable to the rule.

RULEMAKING TIMELINE

July 26, 2024	PERS Board notified that staff began the rulemaking process.
August 1, 2024	Staff began the rulemaking process by filing Notice of Rulemaking with the Secretary of State.
August 1, 2024	Secretary of State published the Notice in the Oregon Administrative Rules Database. Notice was sent to employers, legislators, and interested parties. Public comment period began.
August 20, 2024	Rulemaking hearing was held remotely at 2:00 p.m.
August 23, 2024	Public comment period ended at 5:00 p.m.
October 4, 2024	Board may adopt the rule modifications.

BOARD OPTIONS

The PERS Board may:

1. Pass a motion to “adopt Contingency Reserve Subaccount Rule, as presented.”
2. Direct staff to make other changes to the rule or explore other options.

STAFF RECOMMENDATION

Staff recommends the PERS Board choose Option #1.

B.4. Attachment 1 – *OAR 459-005-0625 Contingency Reserve Subaccount*

**OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 005 – ADMINISTRATION**

1 **459-005-0625**

2 **Contingency Reserve Subaccount**

3 **(1) A subaccount is established under the contingency reserve account provided**
4 **under ORS 238.670(1). The PERS Board will periodically authorize transfer of**
5 **moneys from the contingency reserve account to the subaccount to ensure a**
6 **maximum funding of \$500,000 for the purpose of this rule.**

7 **(2) If PERS determines that there is a deficit of moneys available for the**
8 **payment of retirement allowances due to contingencies other than those related to**
9 **gains and losses of invested capital, and the amount of the deficit is \$50,000 or lower,**
10 **PERS staff is authorized to use moneys in the contingency reserve subaccount as**
11 **established under this rule to prevent such a deficit as described in ORS 238.670(1).**

12 **(3) PERS staff is required to make a report to the Board no less than once a**
13 **year to provide a full accounting of all the moneys spent under section (2) of this**
14 **rule.**

15

16 Statutory/Other Authority: ORS 238.650

17 Statutes/Other Implemented: ORS 238.650. 238.670

A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
2. Director's Report
3. Strategic plan update

B. Administrative rulemaking

1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility
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3. First reading of service retirement applications requirements rules
4. Adoption of Contingency Reserve Subaccount Rule
- 5. Adoption of Delegation to Director and Staff Rule**

C. Action and discussion items

1. Modernization program update
2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates



Oregon

Tina Kotek, Governor

Public Employees Retirement System

Headquarters

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October 4, 2024

TO: Members of the PERS Board

FROM: Yong Yang, Tax Policy Coordinator, Policy Analysis and Compliance Section
Stephanie Vaughn, Manager, Policy Analysis and Compliance Section

SUBJECT: Adoption of Delegation to Director and Staff Rule:

 OAR 459-001-0025 *Delegation to Director and Staff*

OVERVIEW

- Action: Adoption of Delegation to Director and Staff Rule.
- Reason: Codify in administrative rule the delegation of the PERS Board's contracting authority for health insurance consulting services to the agency director.

BACKGROUND

Staff identified an ambiguity relating to the authority to award contracts for the PHIP consulting services as they were putting together a request for proposals (RFP) for consulting services related to the PERS Health Insurance Program (PHIP) in 2021. While ORS 238.645 and OAR 459-001-0025 provide the director the authority to administer the system generally, it is unclear whether that delegation includes the authority to contract with consultants for PHIP, as that authority is specifically placed with the board in ORS 238.410(6).

To resolve this ambiguity, staff recommends clarifying this authority by amending OAR 459-001-0025 to specifically include the authority to contract with and retain consultants for PHIP¹. The rationale for this recommendation is two-fold: 1. This authority is consistent with the agency director's existing authority to contract for the purpose of administering the system generally, and 2. Under our current practice, staff performs all the tasks that are necessary to solicit bids for the consulting services, evaluates the quality of the bids and selects a final candidate to recommend. With this clarification, the director, who works closely with staff daily, can then make the final contracting decision without waiting for the next available board meeting. This provides both administrative ease and timeliness.

PUBLIC COMMENT AND HEARING TESTIMONY

A rulemaking hearing was held remotely on August 20, 2024, at 2:00 p.m. The public comment period ended August 23, 2024, at 5:00 p.m. No public comment was received.

¹ Note that this is just the ability to contract with consultants; the PERS Board will still approve the contracts for the actual health care plans.

LEGAL REVIEW

The attached rules were submitted to the Department of Justice for legal review and any comments or changes are incorporated in the rules as presented for adoption.

IMPACT

Mandatory: No.

Benefit: Provides the agency director the ability to contract for consulting services without additional individualized approval from the PERS Board.

Cost: There are no discrete costs attributable to the rule.

RULEMAKING TIMELINE

July 26, 2024	PERS Board notified that staff began the rulemaking process.
August 1, 2024	Staff began the rulemaking process by filing Notice of Rulemaking with the Secretary of State.
August 1, 2024	Secretary of State published the Notice in the Oregon Administrative Rules Database. Notice was sent to employers, legislators, and interested parties. Public comment period began.
August 20, 2024	Rulemaking hearing was held remotely at 2:00 p.m.
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October 4, 2024	Board may adopt the rule modifications.

BOARD OPTIONS

The PERS Board may:

1. Pass a motion to “adopt Delegation to Director and Staff Rule, as presented.”
2. Direct staff to make other changes to the rule or explore other options.

STAFF RECOMMENDATION

Staff recommends the PERS Board choose Option #1.

B.5. Attachment 1 – OAR 459-001-0025 Delegation to Director and Staff

**OREGON ADMINISTRATIVE RULE
PUBLIC EMPLOYEES RETIREMENT BOARD
CHAPTER 459
DIVISION 001 – PROCEDURAL RULES**

1 **459-001-0025**

2 **Delegation to Director and Staff**

3 (1) The Director is hereby authorized to take all action necessary or desirable to
4 administer the system including but not limited to:

5 (a) Design application and other forms;

6 (b) Act on any application for refund of contributions; crediting service, correction
7 of records, retirement for disability or service, and death benefits and allowances;

8 (c) Calculate and authorize payment of refunds, allowances or benefits except as
9 provided in OAR chapter 459, division 15;

10 (d) Require medical, vocational or other professional examinations of disability
11 retirement benefits applicants and recipients;

12 (e) Reinstate persons from disability retirement upon the Director’s determination
13 that disability does not exist; and

14 (f) Initially review, grant or deny petitions for reconsiderations. The Director may
15 deny any petition:

16 (A) Which does not contain specific grounds for reconsideration; or

17 (B) Regarding which there is no bona fide dispute of material fact, the pertinent
18 statutes and rules are clear in their application to the facts and there was no material
19 administrative error.

20 (g) Define and settle administrative and court litigation.

21 **(h) Contract with and retain consultants, brokers or other advisory personnel**

22 **in order to assist in performing the functions of the Board under ORS 238.410.**

1 (2) The Director may refer any matter to the Board or to an administrative law judge
2 for a contested case or other hearing.

3 (3) The Director is hereby authorized to delegate to subordinates the authority to
4 take any action on the Director's behalf.

5 Statutory/Other Authority: ORS 238.650

6 Statutes/Other Implemented: ORS 183.413 - 183.470 & 183.482

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C. Action and discussion items

- 1. Modernization program update**
2. Update on PERS annual employer and member satisfaction surveys
3. Adoption of 2025-27 employer contribution rates



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October 4, 2024

TO: Members of the PERS Board
 FROM: Yvette Elledge-Rhodes, Interim Modernization Program Director
 SUBJECT: Modernization Program Update

BACKGROUND

The PERS Modernization Program is a multi-biennial effort to reimagine and evolve the deployment of our business capabilities via our people, processes, and technologies to meet our member and PERS-participating employer needs into the future. The program's \$9,573,073 budget for the 2023-25 biennium was approved by the Legislature as part of the PERS budget bill, House Bill 5033.

PROGRAM AND PROJECT STATUS

The PERS Modernization Program is being managed as one comprehensive program with many individual projects expected to initiate and complete over the upcoming four biennia. All projects will be submitted for review to Enterprise Information Services (EIS) and, as appropriate, go through the EIS stage-gate process; the PERS Modernization Program itself is not subject to EIS stage-gate oversight.

Initiative	Expected Completion	Health and Status (as of 9/13/2024)
PERS Modernization Program	June 30, 2031	Program health: Red <ul style="list-style-type: none"> The program moved from green to red status on May 10, 2024 due to the resignation of Modernization Program Director Rebecca Craven. A baselined 2023-25 program roadmap depicting all expected projects and activities for the biennium was approved May 14, 2024.
Telephony Modernization Project	December 31, 2024	Project health: Green <ul style="list-style-type: none"> Stage Gate 2 project artifacts in progress. The solution analysis has been completed, and the solution selected. Procurement activities have begun.

Hybrid Integration Platform (HIP) Implementation Project	June 30, 2025	The PERS Modernization Program Steering Committee approved the business case on August 20, 2024 and the project was approved for initiation by the Project Steering Committee on September 10, 2024.
Data Cleaning Implementation Project	June 30, 2025	<p>Project health: Green</p> <ul style="list-style-type: none"> • This project was approved for initiation on May 13, 2024. It is not subject to the stage-gate process. • The Project Charter has been completed. • The Data Cleanup Plan and Schedule was completed and accepted on August 13, 2024. • A Data Strategy Workshop was held in July.

HIGHLIGHTED ACTIVITIES

- The Program Director position description has been updated and submitted to the Chief Human Resources Office for approval. The recruitment process will begin once the agency receives approval.
- The PERS Enterprise Architecture Team has been working with consultants to develop a tailored architecture framework.
- Accenture completed an assessment of the jClarety pension administration system.
- Budget planning for the 2025-2027 biennium was included in the Agency Requested Budget.
- The first independent quality management services (iQMS) Quarterly QA Status and Improvement draft report was received by Gartner on August 12, 2024.

C.1. Attachment 1 – August 2024 Monthly Project Status Report

Modernization Program

Status Report

Kevin Olineck, Executive Sponsor

Yvette Elledge-Rhodes, Interim Director





Joli Whitney, Program Manager

Modernization Program

Status Report for: August 2024

PROGRAM INFORMATION

The PERS Modernization Program is a multi-biennia initiative comprised of a variety of projects focused on transforming the core pension administration and supporting systems and eliminating the current need for and reliance on off-line tools and workarounds. Through this transformation, opportunities to improve business processes will be realized and PERS will be in a better position to deliver the agency's mission to "pay the right person, the right benefit, at the right time." It is currently scoped to run from July 1, 2022, through June 30, 2031.

Color key		on track
		delayed
		needs significant adjustment
		not yet started

Overall program status health:



Governance

Governance is not clearly defined with our stakeholders and is impacting progress to develop foundational program documentation. Discussions to clarify roles is in process. Modernization Director role is currently unfilled and will be recruited in coming months. Once the Modernization Director position is filled, the health status will be re-evaluated.

Schedule

Overall program schedule is on track.

Scope

Detailed scope is not yet defined. Desired program benefits and Accenture jClarety future state recommendation is under review by the Modernization Steering Committee which will refine and focus program scope.

Budget

Delays from Senate Bill 1049 Implementation and 2021-23 procurements impacted the 2023-25 budget and planned activities. A budget reallocation request was submitted and approved at the 2024 legislative session.

Modernization Program

- **Program Definition/Development**
 - Modernization Steering Committee (MSC) met on 8/20/24.
 - Hybrid Integration Platform (HIP) Project Business Case approved by MSC on 8/20/24.
 - iQMS D4.1.1 Quarterly QA Assessment reviewed by PERS and EIS and returned to Gartner with feedback.
 - Continued research into other pension system solutions for Program Business Case.
 - A survey is being prepared to send to other pension systems undergoing modernization and will launch on 9/18/2024.
 - Communications Management and OCM Plans under review.
- **Architecture Definition/Development**
 - PERS Enterprise Architecture team is evaluating Accenture's Future State recommendation for jClarety. An analysis will be delivered to PERS executives in September.
- **Contracting Activities**
 - A work order contract amendment for DevOps consulting services has been submitted to EIS and DAS procurement for review.
- **Budget**
 - Modernization team prepared and submitted Program and Project Business Cases for the 25/27 budget request.

PROGRAM PROJECTS AND COMPONENTS

Component establishment and project initiation activities will be listed here as they are developed.

Telephony Modernization Project

- Kyndryl presented demos to PERS on 2 products, AWS connect (Cloud) and OpenScape.
- The project team provided feedback for a solution recommendation.
- A final Solution Recommendation document is being prepared for executive sponsor.
- Project team continues to review alternatives for modernizing PERS current Fax system.
- PERS, DAS and Kyndryl Project Managers continue to meet regularly.

Data Cleaning Implementation Project

- Data Cleanup Plan & Schedule (D2.0) was submitted for Quality Check Point and accepted.
- Data Subject Area workshops are being planned for first two areas- Wage and Contribution and Member Account Maintenance.
- Data Subject Area workshops will start in September.

Modernization Program

BUDGET					
Expenses	Budget	Actual to Date	Projections	Total	Variance
Program Staff	\$ 3,406,073	\$ 1,207,904	\$ 1,989,317	\$ 3,197,221	\$ 208,852
Client Relationship management	\$ 400,000	\$ -	\$ 400,000	\$ 400,000	\$ -
Data and Analytics	\$ 1,000,000	\$ 228,067	\$ 614,599	\$ 842,666	\$ 157,334
Development and Operations	\$ 560,000		\$ -	\$ -	\$ 560,000
Architecture	\$ 2,000,000	\$1,600,204	\$ 597,514	\$ 2,197,718	\$ (197,718)
Ind Quality Management Svcs	\$ 1,200,000	\$ 191,000	\$ 937,500	\$ 1,128,500	\$ 71,500
Hybrid Integration Platform	\$ 450,000		\$ 450,000	\$ 450,000	\$ -
Telephony	\$ 557,000		\$ 557,000	\$ 557,000	\$ -
Project Total	\$ 9,573,073	\$ 3,227,174	\$ 5,545,931	\$ 8,773,105	\$ 799,968
Average Monthly Spend (Burn Rate)	\$ 398,878	\$ 134,466	\$ 23,208	\$ 23,208	

BENEFITS DELIVERY/SCOPE

Program scope is defined in terms of delivery of benefits. Once measurable benefits are finalized and documented in the program’s benefits register, this section will be populated with reporting on a relevant subset of the benefits contained in the register to emphasize changes to benefits (target changes, additions to/deletions from benefits register, etc.) and any progress made on benefits delivery during the reporting period.

PROGRAM RISKS AND MITIGATION

Risk #11 Legislative Directives/Agency Focus: New legislation may direct the agency to focus on a higher priority project.

- Notes: House Bill 4045 passed in the 2024 legislative session is factoring into the 2025- 2027 program and project proposals. PERS leadership is evaluating the Modernization Program Roadmap to prioritize modernization activities which will best support delivery of House Bill 4045 within the mandated 1/1/30 timeline.

Risk #21 Detailed Program Scope is Not Determined: Scope statement is in development leading to confusion and uncertainty about what work will be included within the PERS Modernization Program effort and what will be managed through other efforts.

- Mitigation: The Modernization Steering Committee has made progress defining and prioritizing anticipated program benefits. Based on this work, more detailed program scope will be defined in a detailed scope statement. The Modernization Steering Committee confirmed the high-level program scope during the budget business case development. This is being refined as PERS evaluates the system needs from the passage of House Bill 4045 adding a new constraint to the program.

Modernization Program

Risk #30 Unclear Agency Governance Processes: Some decision-making areas of PERS have out of date or no charter, overlapping scopes of responsibility, or do not have a clear relationship documented with other established governance bodies. This causes confusion and delays of critical decisions.

- Mitigation: An agency-wide business process improvement initiative is in process to evaluate how we intake new projects and initiatives and identify roles and scope of decision-making authority for governance bodies. The current state assessment has concluded, and a proposed future-state workflow is being reviewed. As this work moves forward, this risk will be reevaluated and updated as needed.

Risk #31 Unclear Roles Between Modernization and Information Technology (IT): New role of Modernization Section and engagement with strategic direction of IT is not clearly defined. Confusion on scope of roles. Key stakeholders are missing from meetings or not included in decisions which have downstream impacts.

- Mitigation: Executive alignment and decisions recorded on division of roles for modernization and intersections with IT. Clearly define modernization and IT roles, responsibilities, and document governance structures. This is under discussion as the executive leadership team evaluates the Modernization Director position description in preparation to recruit a new Modernization Director.

PROGRAM ISSUES AND CORRECTIVE ACTION PLANS

New Issue #9- Realized Risk #3 Internal Staffing- Limited, Loss of or Inexperienced Resources

Program Director Rebecca Craven submitted her resignation from PERS effective May 28th, 2024. Deputy Director Yvette Elledge-Rhodes will oversee the Modernization Program until a new director is hired. Currently, we have escalated the Program health status to red. Once the Modernization Director position is filled, the health status will be re-evaluated.

Modernization Program

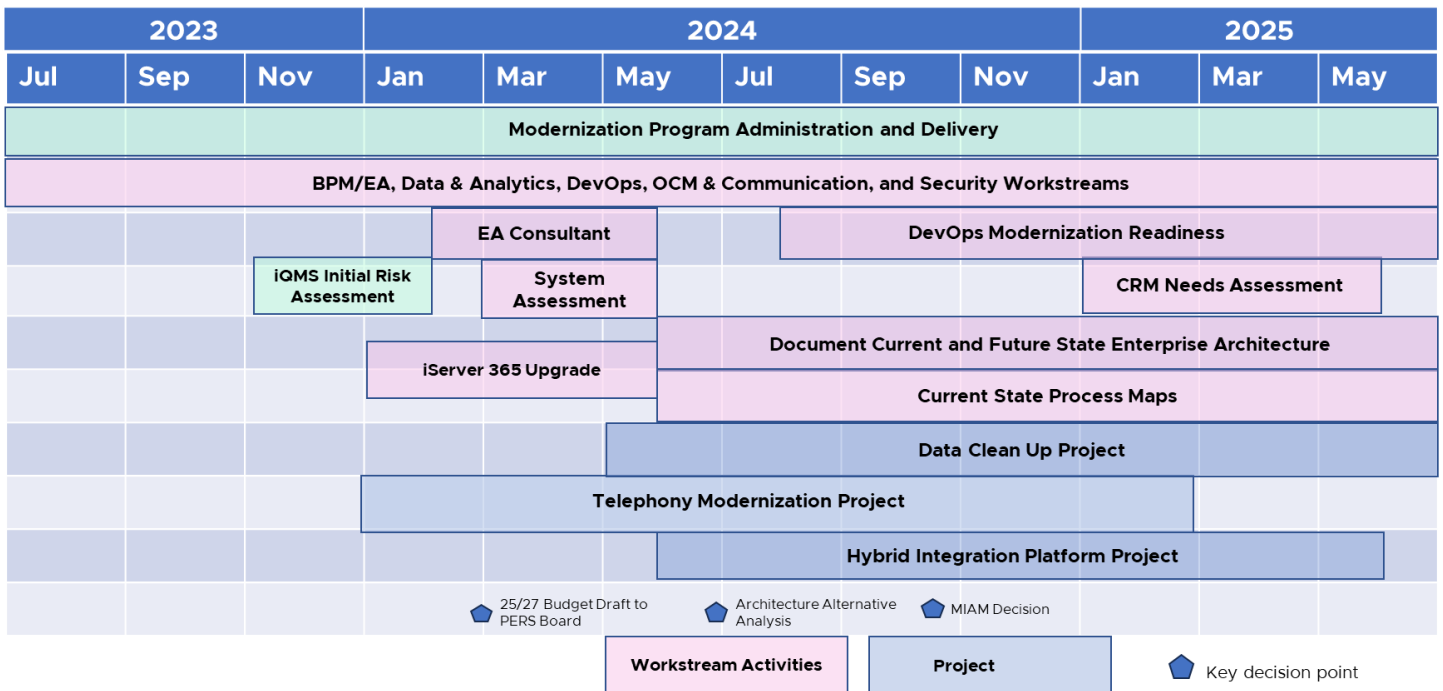
ROADMAP

The current program roadmap focuses on program-level activities, including components, workstreams, and important events/milestones.

Executing component projects will be depicted at a high level in this section but have their own detailed scope/schedule reporting within the program status report.

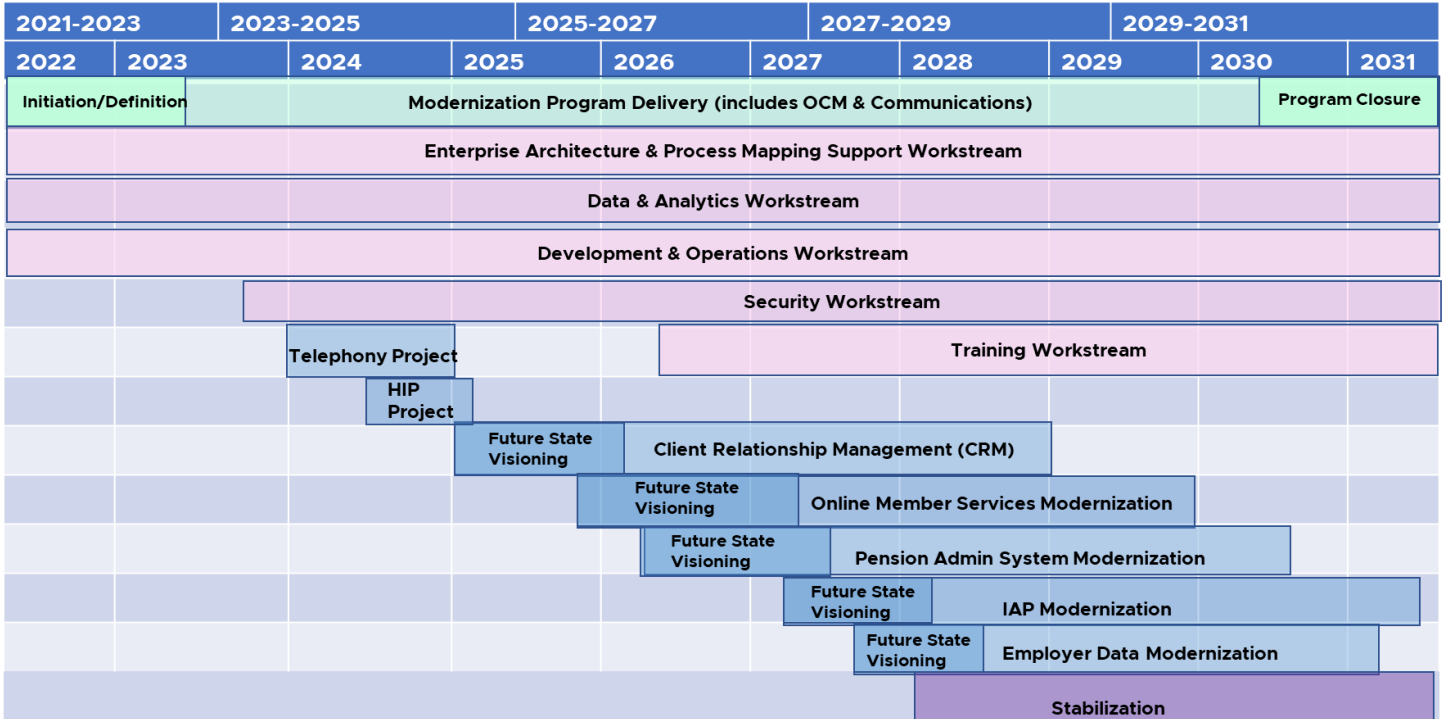
The PERS Modernization Program 23/25 Roadmap was approved by the Modernization Steering Committee on 5/14/24. Any future changes to the 23/25 Roadmap will be subject to change control processes.

PERS Modernization Program 23/25 Roadmap



Note that this timeline is an estimation and should not be considered a project schedule. A project schedule is developed after projects and resources are approved and prioritized in PERS Enterprise Portfolio and then will be formally baselined.

PERS Modernization Program Roadmap



Note that this timeline is an estimation and should not be considered a project schedule. A project schedule is developed after projects and resources are approved and prioritized in PERS Enterprise Portfolio and then will be formally baselined.

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3. Adoption of 2025-27 employer contribution rates



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October 4, 2024

TO: Members of the PERS Board
 FROM: Brandon Armatas, Data Services Manager
 John Lockwood, Member Services Manager
 Elizabeth Rossman Weber, Enterprise Communications Manager
 SUBJECT: 2024 Employer and Member Satisfaction Survey Results

OVERVIEW

In 2005, the Legislature required all agencies to survey for standardized customer service performance measures and report results in their budget presentations. In continued accordance with this requirement, PERS conducted annual satisfaction surveys for members and employers in May 2024. As in previous years, PERS informed members and employers about the survey through the April 2024 member newsletter, *Perspectives*; the May monthly employer newsletter, *Employer News*; digital reminder messaging campaigns; messaging in a state employee Workday notice; and on the PERS website, using a news blurb and pop-up reminders on multiple pages.

2024 EMPLOYER SATISFACTION SURVEY KEY FINDINGS

- 457 total responses (versus 334 last year, for an increase of 36.8%).
- Percent rating PERS' overall quality of service as "excellent" or "good" = 82.3%.
- Primary communication channel: GovDelivery emails (e.g., an initial email and then four more reminder emails sent throughout May to 8,848 employer contacts).
- Overall, PERS' 2024 results for employers showed a decrease of 4.7% from last year's 87%.

2024 MEMBER SATISFACTION SURVEY KEY FINDINGS

- 8,867 total responses (2,828 total non-retirees, 32% of respondents; 6,039 retirees and beneficiaries, 68% of respondents). An increase of 14.7% from last year's 7,731 responses.
- Percent rating PERS' overall quality of service as "excellent" or "good" = 88.3%.
- Primary communication channel: GovDelivery (e.g., an initial May 1 email to more than 51,399 contacts, as well as follow-up messaging using the same contacts).
- Overall, PERS' 2024 results for members showed a .2% increase in satisfaction in overall quality of service over 2023's 88.1%.

ANALYSIS AND RESULTS

Included with this memo is a presentation outlining the key survey results, analysis, and discussion of themes from member and employer comments. PERS' managers will highlight key data and proposed responses for their respective areas during the presentation to the board.

PERS Employer Satisfaction Survey and PERS Member Satisfaction Survey 2024

Employer and Data Services
Member Services
Communications

PERS 2024 Employer Satisfaction Survey

Overview

Analysis

Commentary

Action items

Brandon Armatas
Employer and Data Services

2024 PERS Employer Satisfaction Survey

Overview

Conducted annually to measure how PERS-participating employers rate PERS on aspects such as:

- Online resources, including instructional documents.
- Ease at working with PERS.
- The PERS Employer webpages, including navigation and ease of finding information.
- Employer training sessions and tools.
- Customer service.

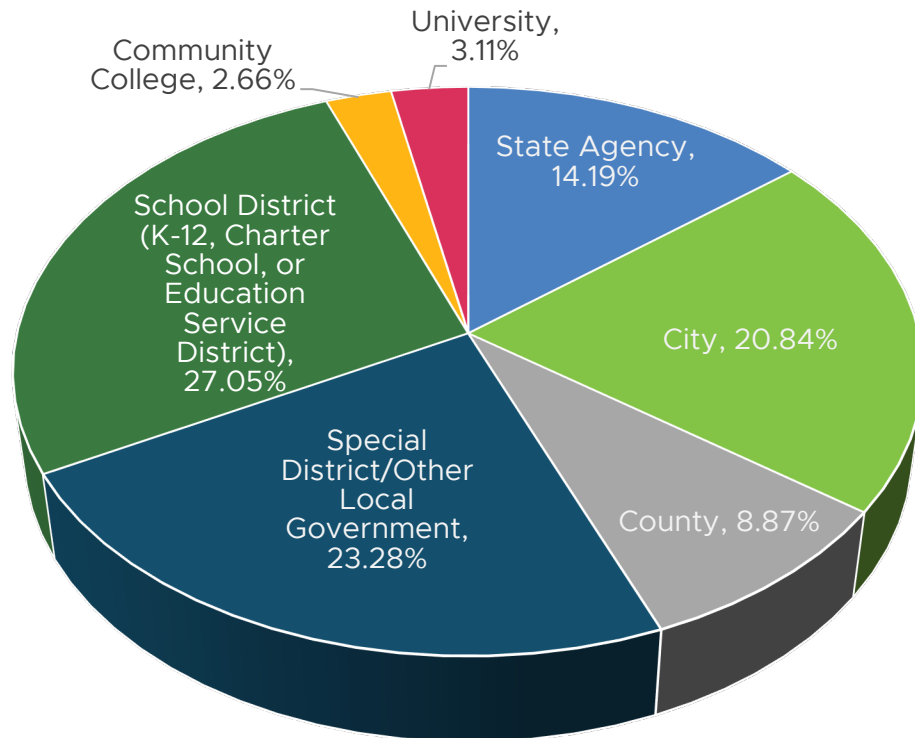
Provides PERS feedback on where opportunities exist and what employers believe should be the focus of improvement efforts.

Broad range of targeted participants, including Employer Data Exchange (EDX) reporters, human resources (HR) specialists, budget professionals, and agency heads.

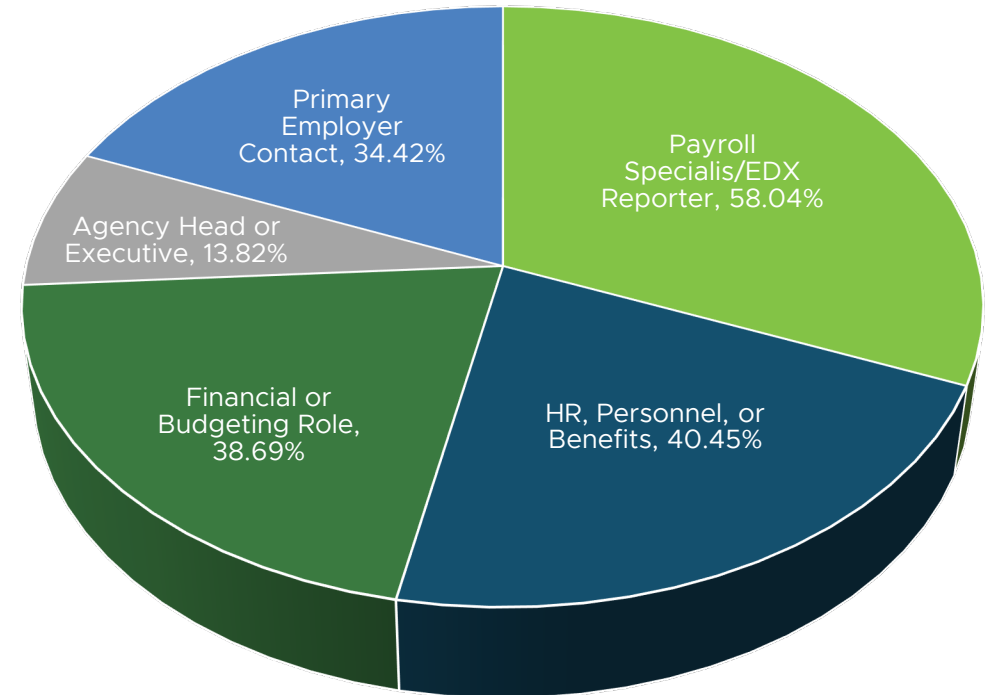
Employer types and roles

Breakdown of employer category and job function

Employer category

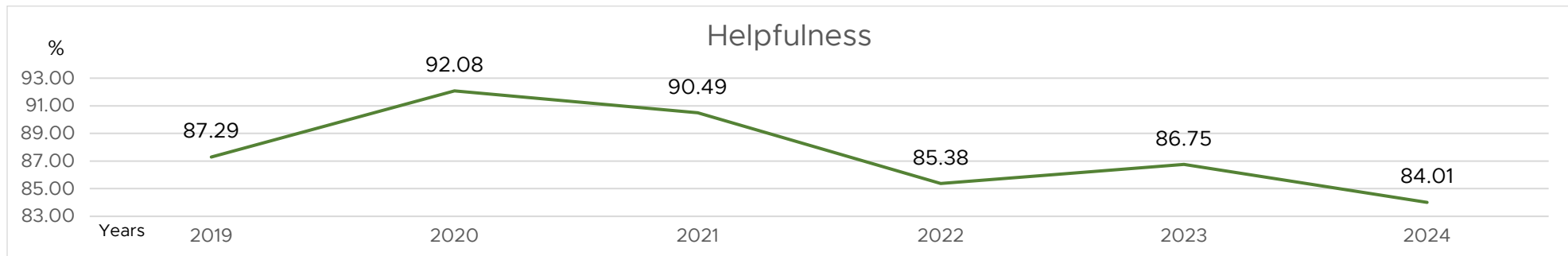
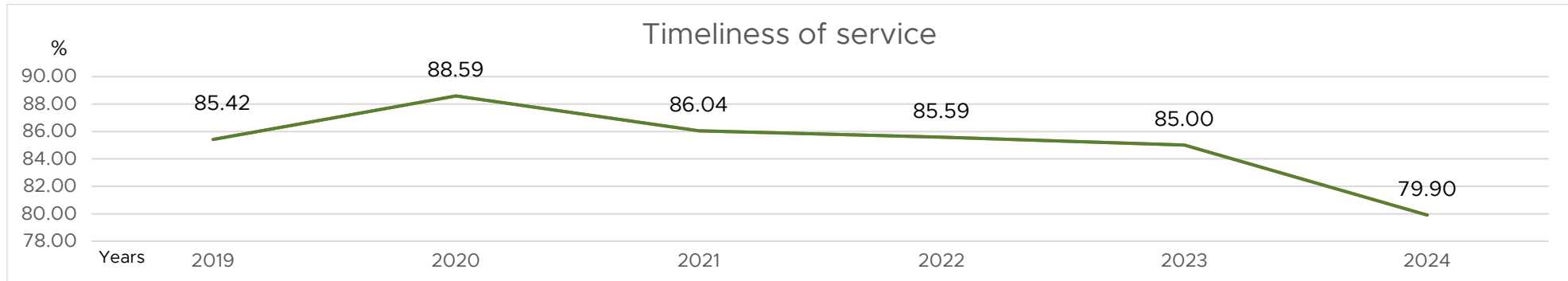
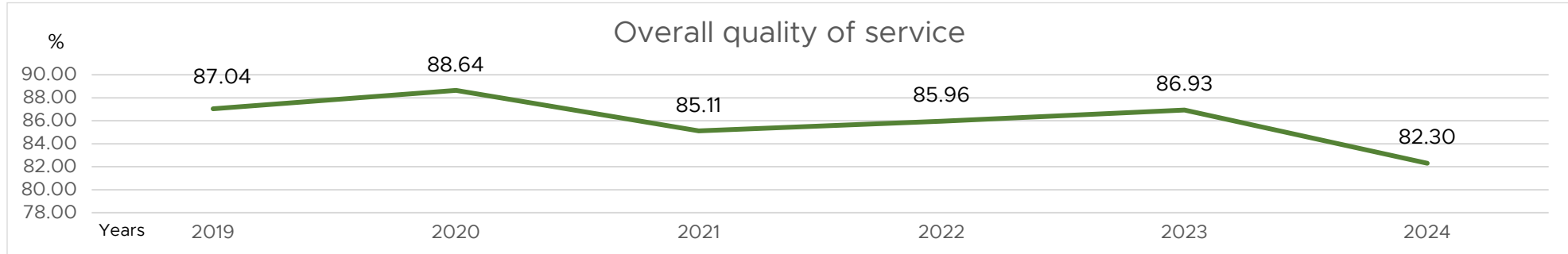


Job function



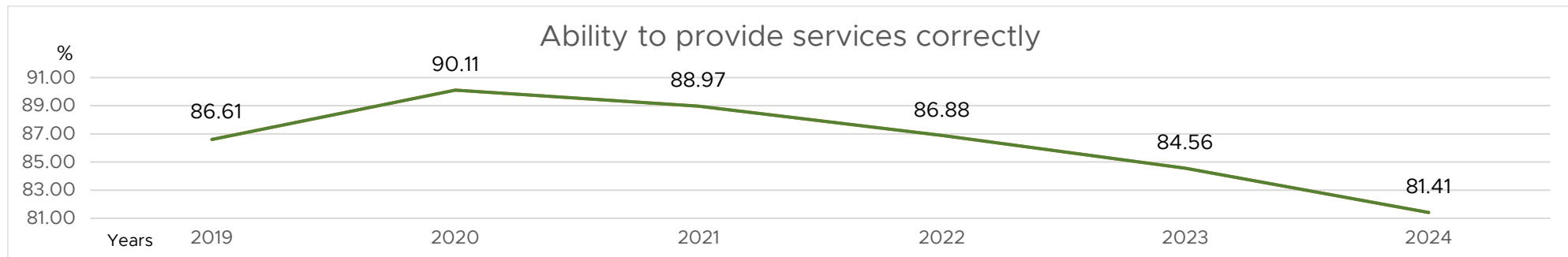
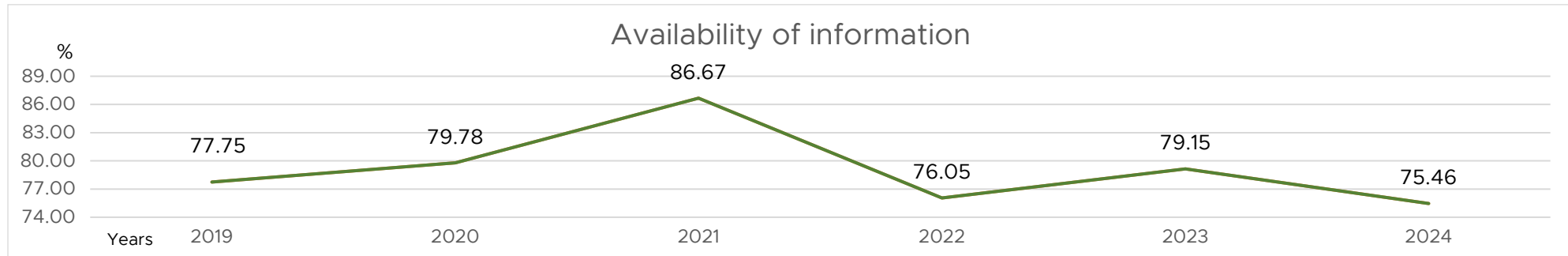
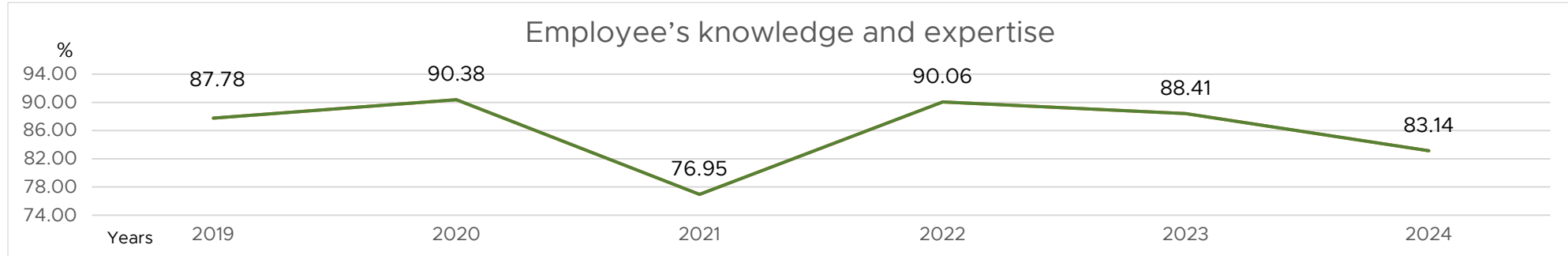
2019 – 2024 year-over-year performance

Quality/Timeliness/Helpfulness, employer surveys



2019 – 2024 year-over-year performance

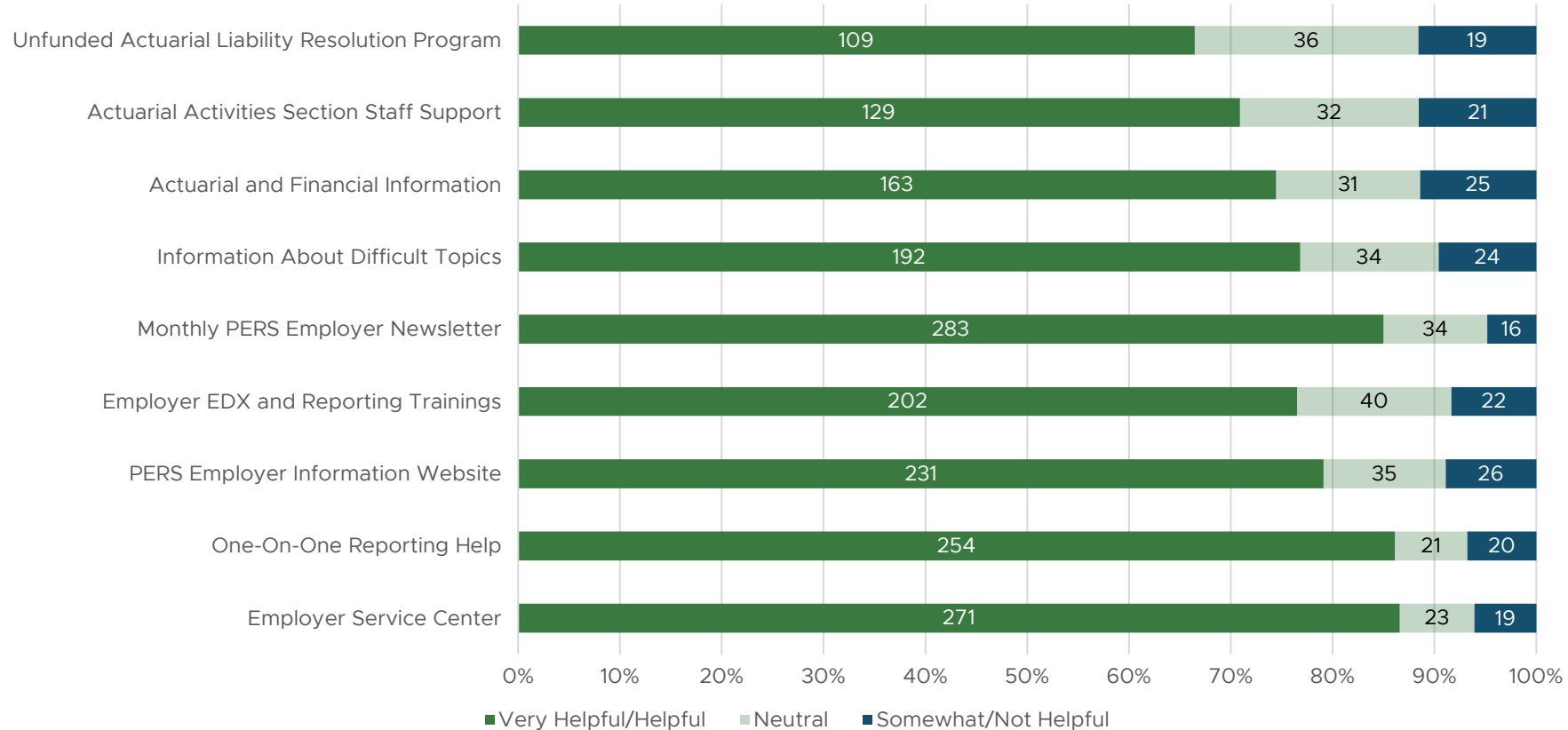
Employee knowledge/Availability/Correct service, employer surveys



Employer resource ratings

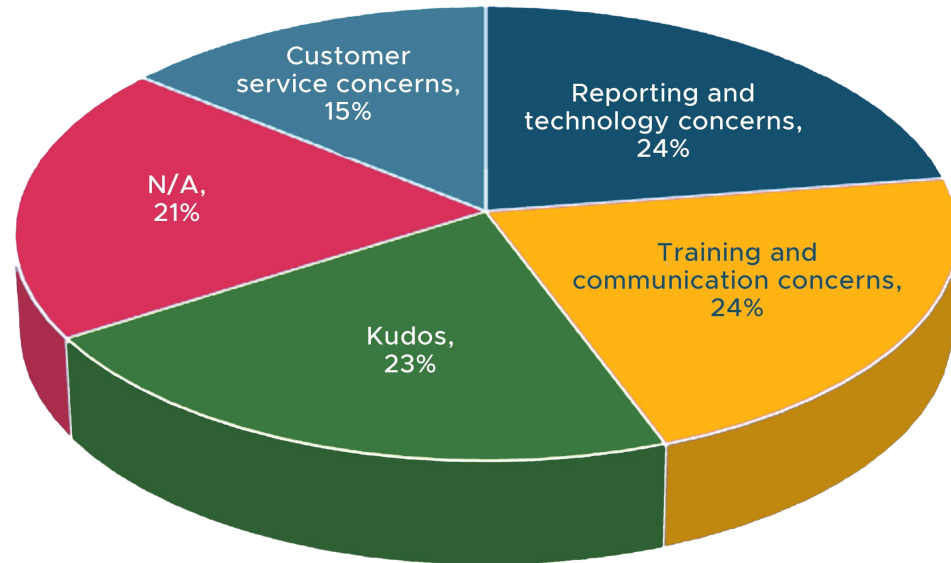
Targeted activity performance

How helpful are the following?



Employer comments

High-level overview



Summary

- 164 responders, comments.
- 185 total responses.
- The top area of concern (24%) was reporting and technology, followed closely by training and communication (23%).
- 23% of the comments were kudos and appreciation for PERS staff and/or services.

Employer comments, details

Area of concern	# Responders	% Responders	Takeaway
Reporting and technology concerns	40	24%	40 responders (24%) expressed reporting and technology concerns. Concerns in this category include challenges with employer reporting and a desire for updated features in EDX.
Training and communication concerns	38	23%	38 responders (23%) expressed training and communication concerns. Concerns in this category include wanting more training available and not knowing what training is available.
Kudos	37	23%	37 responders (23%) expressed kudos, or appreciation for PERS staff and/or services.
N/A	35	21%	35 responders (21%) did not specify any concerns or kudos.
Customer service concerns	25	15%	25 responders (15%) expressed concerns with customer service. Concerns in this category include the accuracy and timeliness of responses to employer inquiries.
Total responses	185*		
Total responders	164		

**Some responders provided multilayered comments, for example, expressing both kudos and customer service concerns. These are counted as multiple responses.*

2023 and 2024 comparison, employer surveys

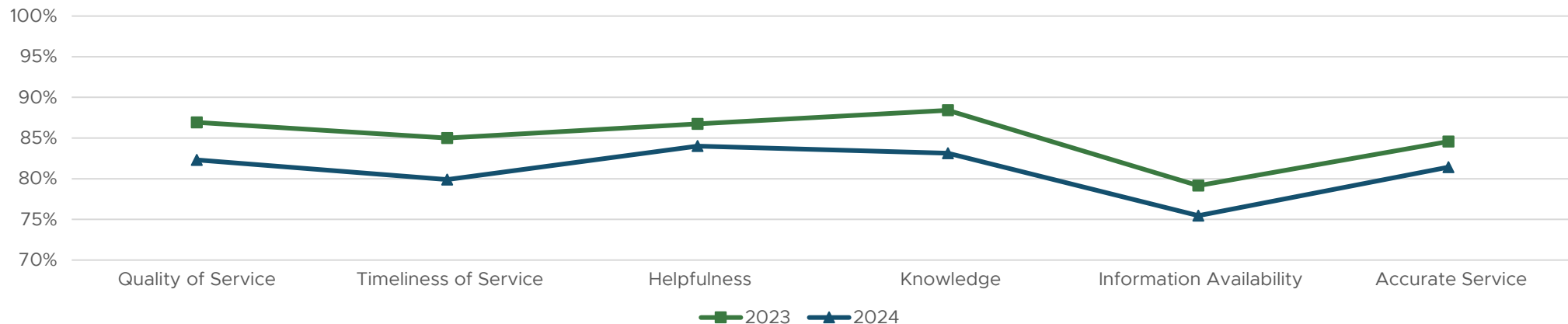
2023 summary

- 334 responders.
- 61 total comments.
- Concerns about “training and communication” received the most comments with 55% of total responses.
- Issues with “reporting and technology” made up 36% of the comments.
- 38% of the comments were kudos and appreciation for PERS staff and/or services.

2024 summary

- 457 responders.
- 185 total comments.
- The top area of concern (24%) was “reporting and technology.”
- “Training and communication” made up 23% of the comments.
- 23% of the comments were kudos and appreciation for PERS staff and/or services.

2023 versus 2024 data comparison



Themes of employer satisfaction

Opportunities



Lag in results



Greater expectations



Back to the basics

Steps in the right direction

Instructor-led offerings for employers



Steps in the right direction

Beginner Employer Training 1

Averaged 15 participants per class



Interactive knowledge check built into classes



After-class surveys demonstrate high praise



All survey participants rated the training Above Average (1-5 scale)

Steps in the right direction

In the works for employers

Employer materials

- Over 80% of 28 employer resource guides have been produced and published.
- Drastically enhanced employer website.
- Monthly digital employer newsletter.

Additional materials and mechanisms

- Recording instructor-led trainings.
- Increased outreach and engagement (Oregon Association of School Business Officials, Employer Advisory Group, etc.).

Learning platform

- Migrating learning options and materials to the Workday platform.
- Improve accessibility and provide insights into the outcomes of training and education.
- Beginning to roll out the initial foundations of this platform.

Celebrating success

Employer appreciation

- “The processes have improved greatly over time.”
- “Appreciate the improvements on getting information out quickly and especially the clearer communication in explaining the aspects of PERS.”
- “I feel you are on a great track with the breakout of manual topics.”
- “I greatly appreciate the immediate response/guidance I get from PERS representative, as I am still new to PERS.”
- “I have been using the reporting guides and quick references. They are proving to be quite helpful.”
- “PERS has improved the availability of this information. I appreciate being able to find this information more easily.”



Questions?

PERS 2024 Employer Satisfaction Survey

PERS 2024 Member Satisfaction Survey

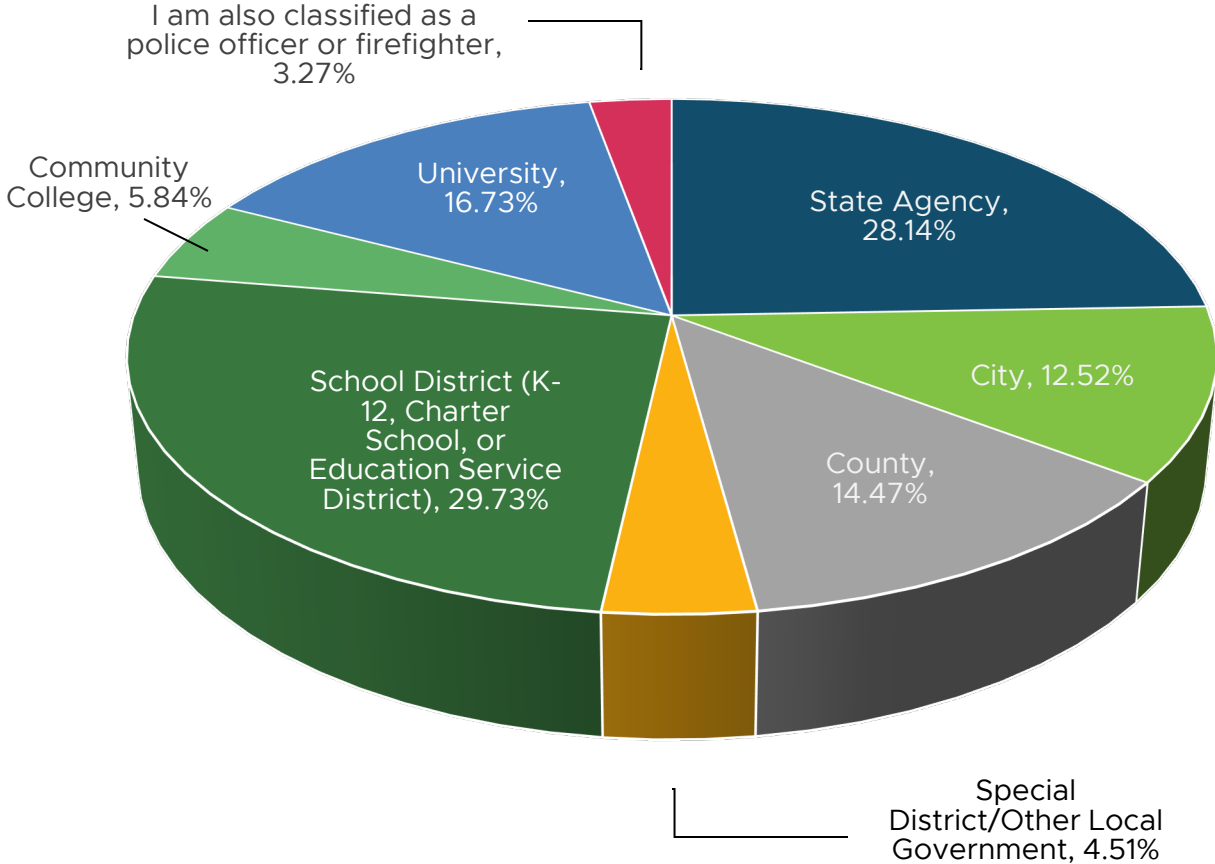
Analysis

Commentary

Action items

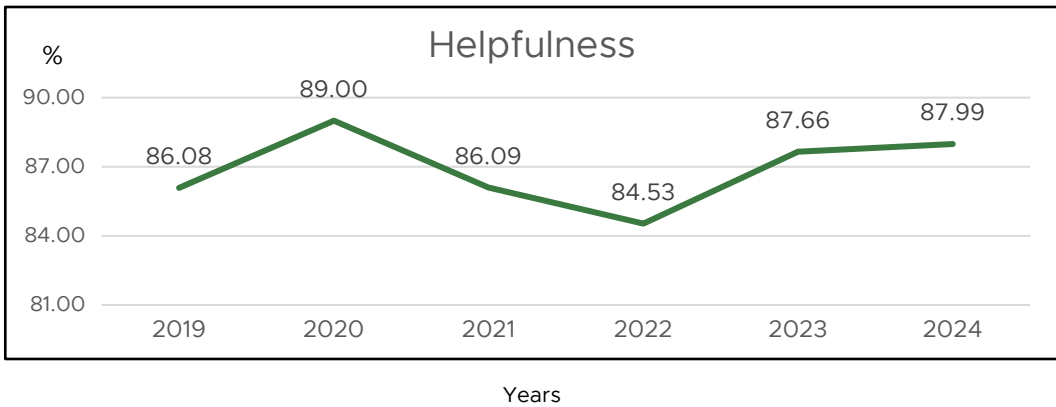
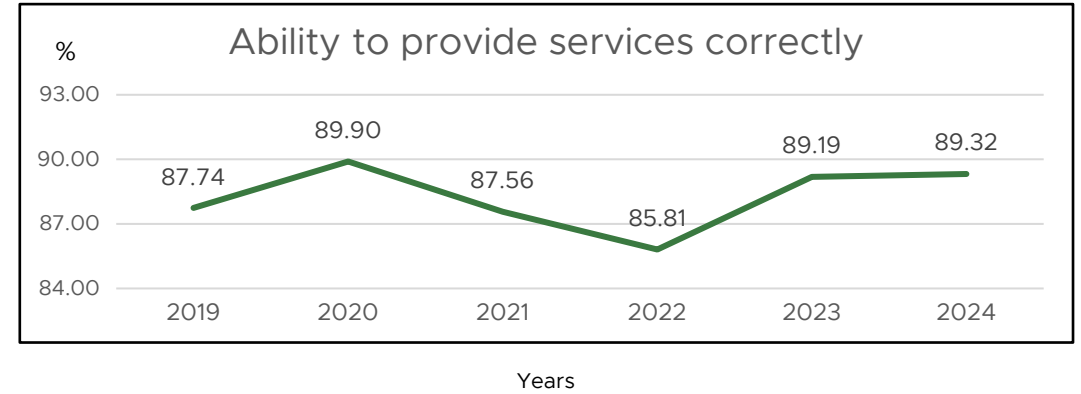
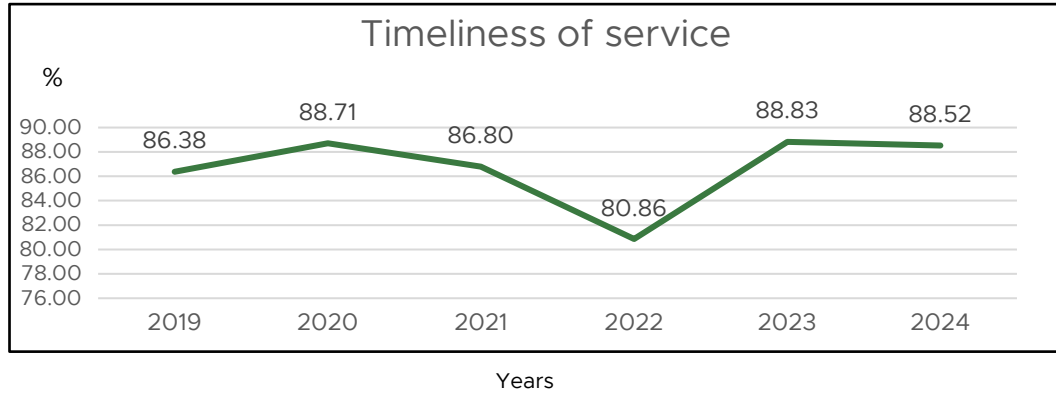
John Lockwood
Member Services

Where nonretired members work



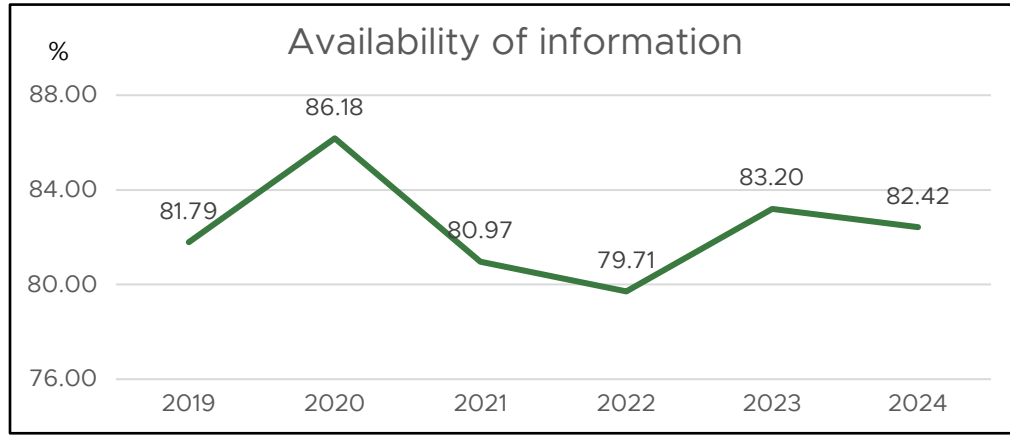
2019 – 2024 year over year performance

Timeliness/Correct service/Helpfulness/Knowledge and expertise, member surveys

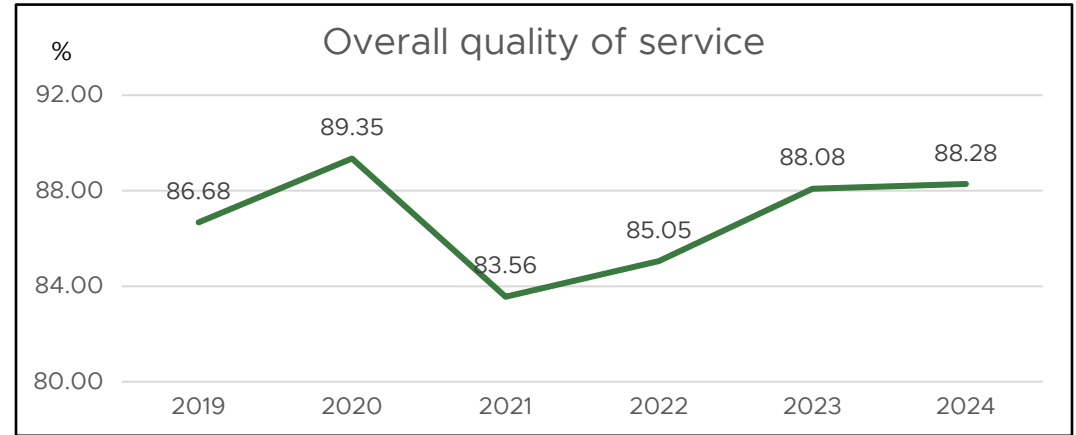


2019 – 2024 year over year performance

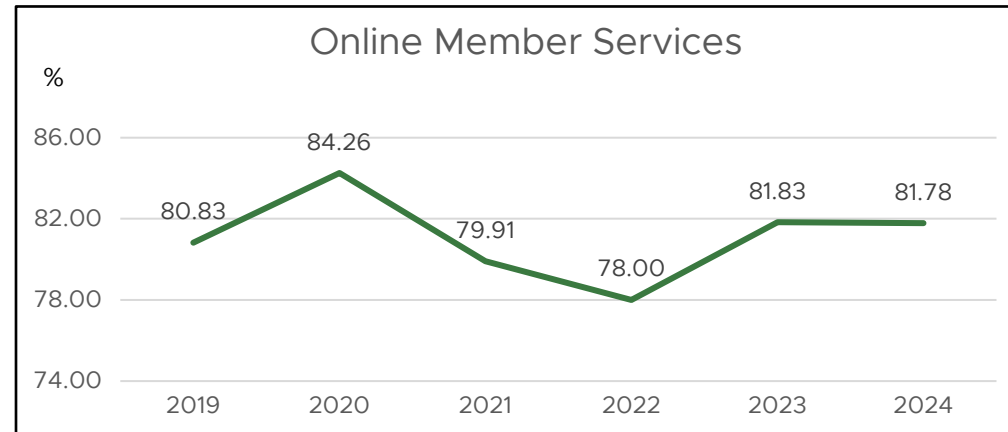
Availability of information/Quality of service/Online Member Services, member surveys



Years



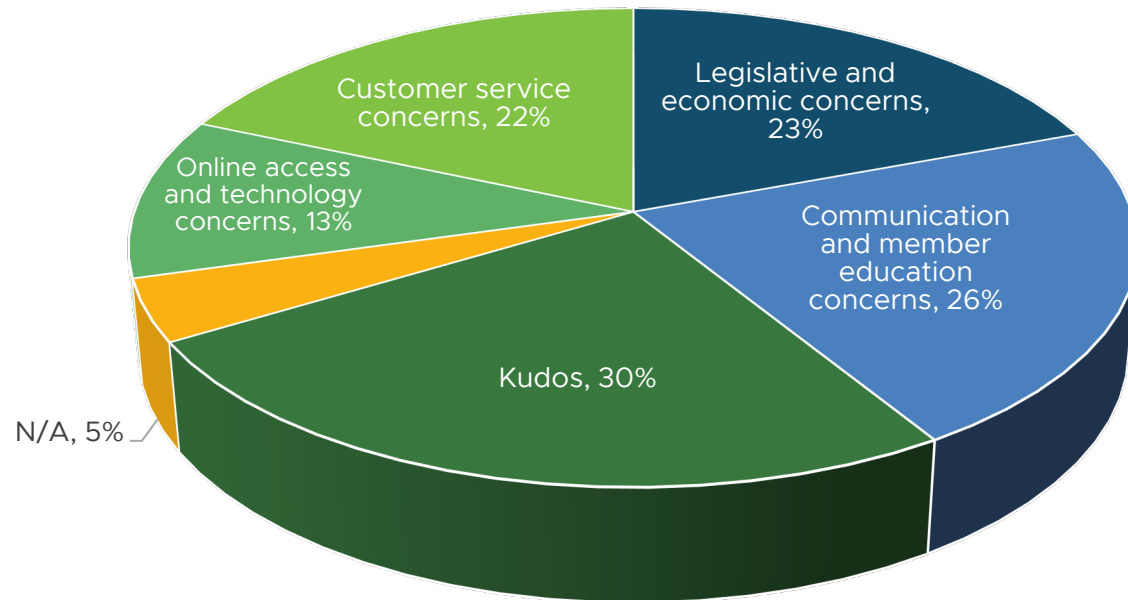
Years



Years

Member comments

High-level overview



Summary

- 1,854 responders.
- 2,207 total responses.
- Kudos received the #1 spot with 30% of responses.
- Communication and member education concerns were the second most frequent comment, with 26% of responses.
- Legislative and economic concerns made up 23% of responses.
- Customer service concerns made up 22% of responses.

Member comments, details

Category	# Responders	% Responders	Takeaway
Kudos	552	30%	552 responders (30%) expressed kudos, or appreciation for PERS benefits, staff, and/or services.
Communication and member education concerns	478	26%	478 responders (26%) expressed communication and member education concerns. Concerns in this category include not being able to find information on the PERS website, mass member publications/communications not being adequate or clear, and feeling members don't understand their benefits, the retirement process, etc.
Legislative and economic concerns	424	23%	424 responders (23%) expressed legislative and economic concerns. Concerns in this category include the investment of PERS funds, the economy, legislative changes, and the general political environment.
Customer service concerns	415	22%	415 responders (22%) expressed customer service concerns. Concerns in this category include long call wait times and difficulty reaching staff, lack of consistency in information received from staff, call agents not being friendly, and issues not being resolved.
Online access and technology concerns	247	13%	247 responders (13%) expressed online access and technology concerns. Concerns in this category include a lack of personal account information and services available to members via OMS, availability/accuracy of online estimate tools, and the inconvenience of having a separate login for Pension, IAP, and OSGP accounts.
N/A	91	5%	91 responders (5%) did not specify any concerns or kudos.
Total Responses	2,207*		
Total Responders	1,854		

**Some responders provided multilayered comments, for example, expressing both kudos and customer service concerns. These are counted as multiple responses.*

Member feedback

Balancing stability, progress, and improvement

What we said we would do in 2023

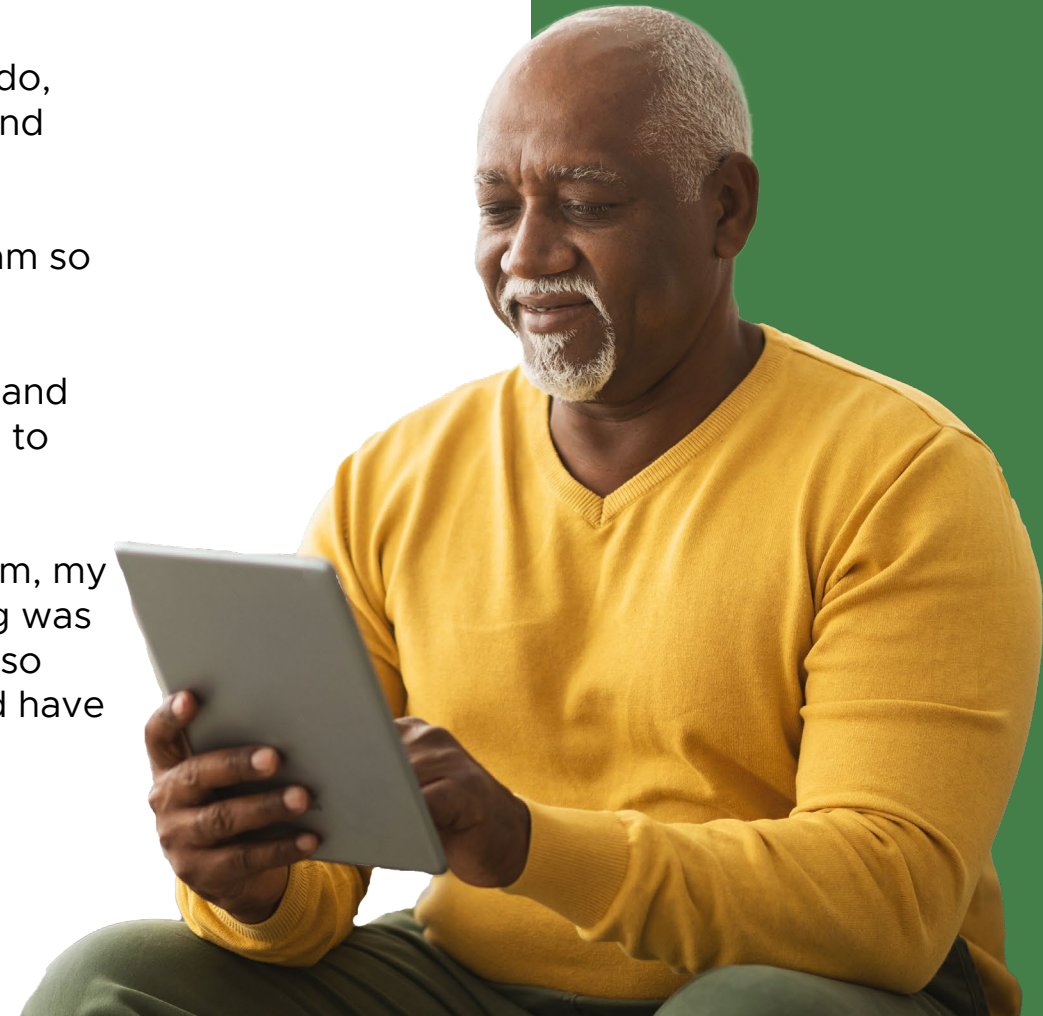
Future efforts

- Consistency — year over year, little deviation in feedback and scores.
- Maintain current world-class standards while continually seeking improvement opportunities.
- Refine and improve member forms, instructions, procedures and communication.
- Continue to seek ways to inform and keep members engaged — website, direct electronic communications, marketing, newsletters, employer benefit fairs.
- Retirement Education and assistance — Continue to market the value of education sessions and 1-on-1 application assistance. Expo 2023 and beyond.
- Modernization — participate and advocate for members and PERS throughout upcoming modernization efforts.

Member feedback

Deliver consistent world class service

- “It takes a long time to get a real person on the phone but when I do, that person is always very knowledgeable and very professional and helpful.”
- “Your wait times are horrendous, but with service like Heather's I am so much more confident in my upcoming retirement!”
- “Everyone I speak with on the phone has treated me with respect and kindness! After calling multiple times, I now understand why I have to wait so long to talk to a phone agent.”
- “Once I connected with the right person and filled out the right form, my request was processed in a timely manner. Finding and connecting was not easy, but being able to talk to a live, knowledgeable person is so helpful. The wait time to speak to a person is not good - I trust and have confidence in PERS to manage my retirement.”



Member feedback

Communication and engagement

- “I attended a PERS retirement seminar recently - it helped put my mind at ease about the future. I'm glad I went and learned practical information.”
- “Every time I call with questions, the rep who answered my call was friendly and extremely knowledgeable. I am very impressed with the quality of service. Thank you PERS staff!”
- “I am just starting to think about retirement and, maybe there is one, but a roadmap of sorts would be helpful relating to retirement education. Like pre-retirement 101, an overview of different things that need to be attended to, when to do them and how to get them completed.”



Member feedback

Deliberate and manageable improvements

Member feedback:

- “It was SO overwhelming trying to figure out all the ins-and-outs of the PERS retirement. Timing, places, choices, way too much. It'd be nice to have a mentor or someone to help through things.”
- “Noticed that the retirement workshops are mostly on the west side of the state... need not to neglect the eastern mostly rural side of Oregon.”
- Paper forms and sending documents via mail is antiquated. Digital signatures and faxes that go directly to an email inbox rather than a fax machine would greatly improve PERS customer service. Maybe implement an online virtual chat for frequent FAQs.”
- PERS does an excellent job, overall. Effective and necessary communication, on website and by mail and email, is well-done. Customer service has always been top-notch, especially on phone. Employees are universally pleasant, knowledgeable, and professional. Good job!”



Member satisfaction

Kudos

Member feedback:

- “The PERS staff were incredibly helpful, knowledgeable and very patient in explaining everything I need help clarifying. I spent a year preparing for my final retirement date and felt very confident after taking several classes that I was well educated by the time I retired on 4/1/24. It has only been one month, and I have already received my first entitlement payment! Thank you for guiding me through a very complicated process. Your teams are incredible!!”



Questions?

PERS 2024 Member Satisfaction Survey

2024 Employer and Member Surveys Communications-Related Responses

Guides and quick references

Newsletter

Website

Information about difficult
topics

Relevant materials

Information availability

Kudos

Feedback and responses

Elizabeth Rossman Weber
Agency Communications

Employer communications

Reporting guides and quick references

2024

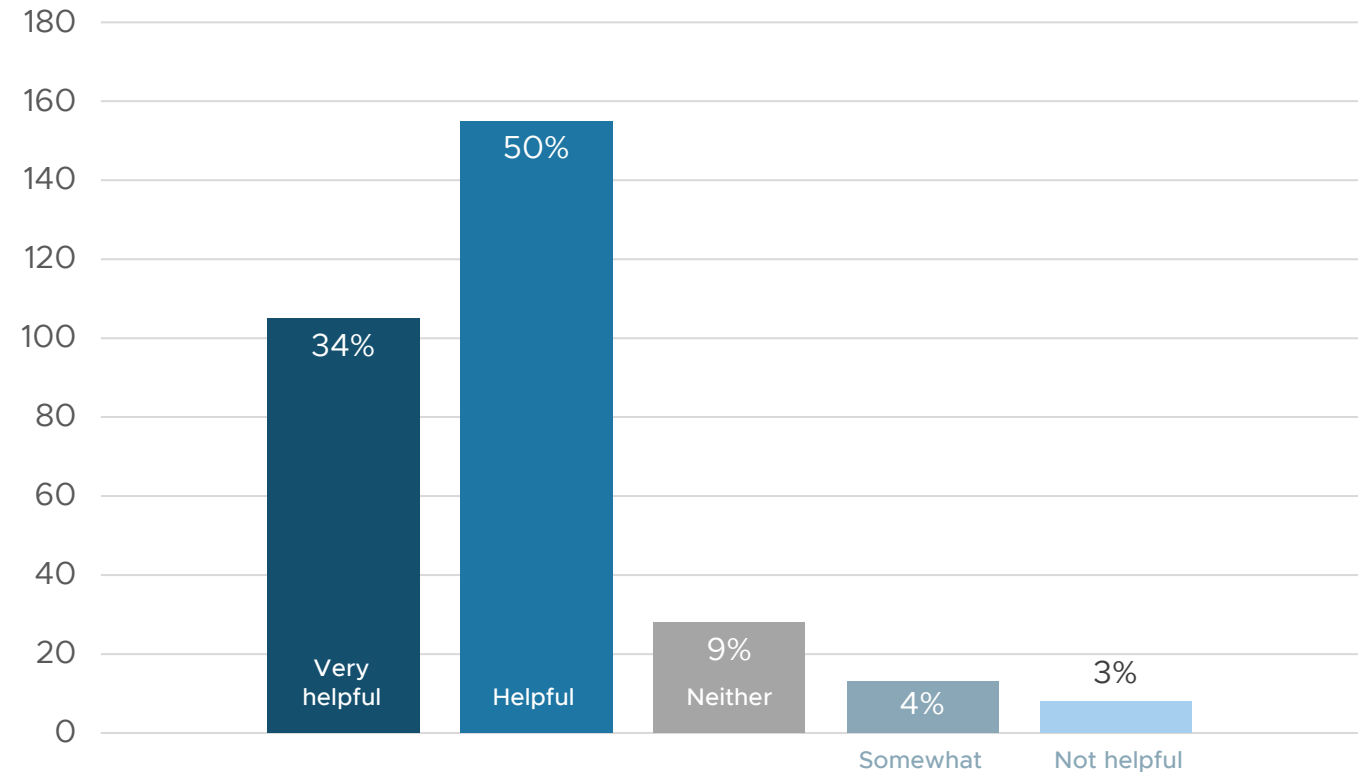
84% very helpful + helpful

7% somewhat helpful + not helpful

2023

Question wasn't asked. **New in 2024.**

In your role, how helpful are the employer reporting guides and quick references?



"N/A, I do not use this resource" excluded (45). Percentages rounded.

Employer communications

UAL Resolution Program (UALRP) guides

2024

66% very helpful + helpful

11% somewhat helpful + not helpful

2023

94% very helpful + helpful

5% somewhat helpful + not helpful

2022

90% very helpful + helpful

10% somewhat helpful + not helpful

In your role, how helpful are the Unfunded Actuarial Liability Resolution Program guides?

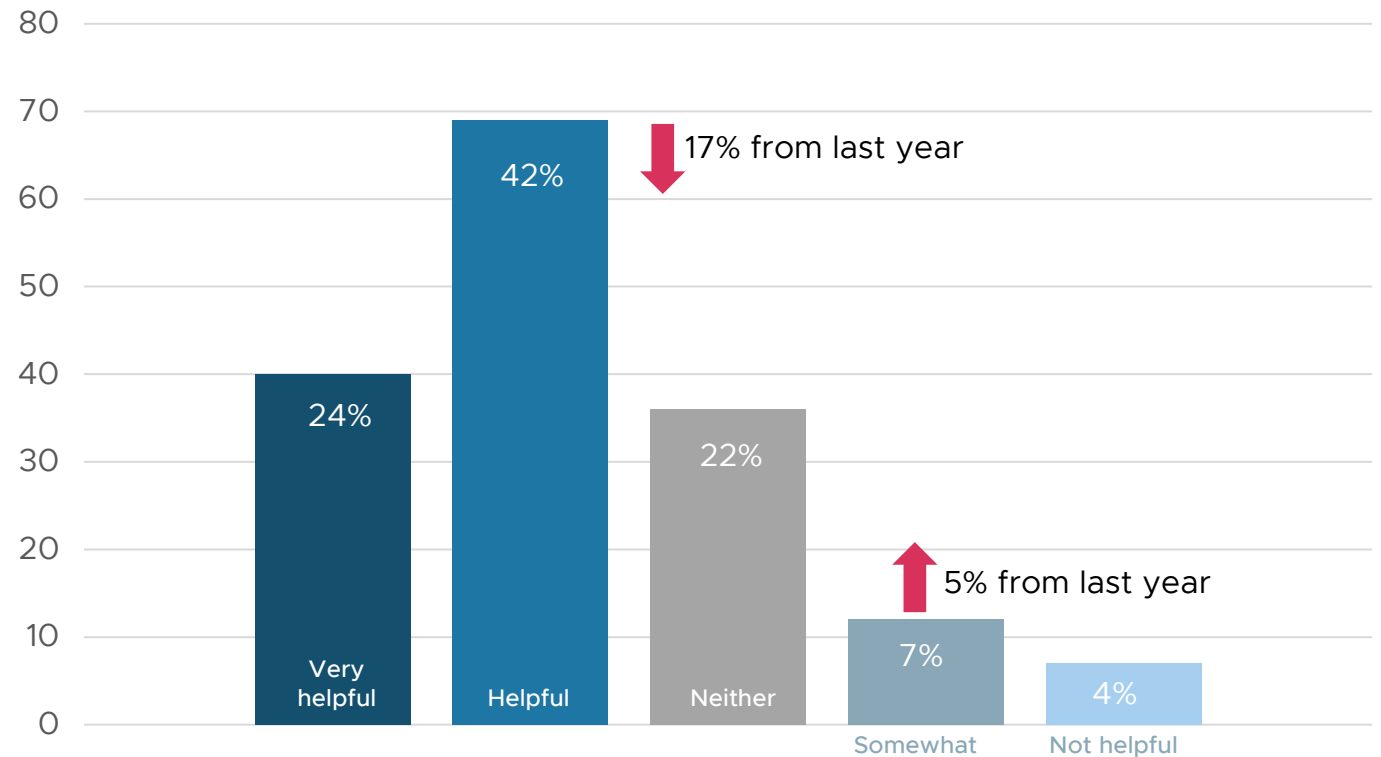


Chart shows number of responses. "N/A, I do not use this resource" excluded (188). Percentages rounded.

Employer communications

Newsletter

2024

85% very helpful + helpful

5% somewhat helpful + not helpful

2023

95% very helpful + helpful

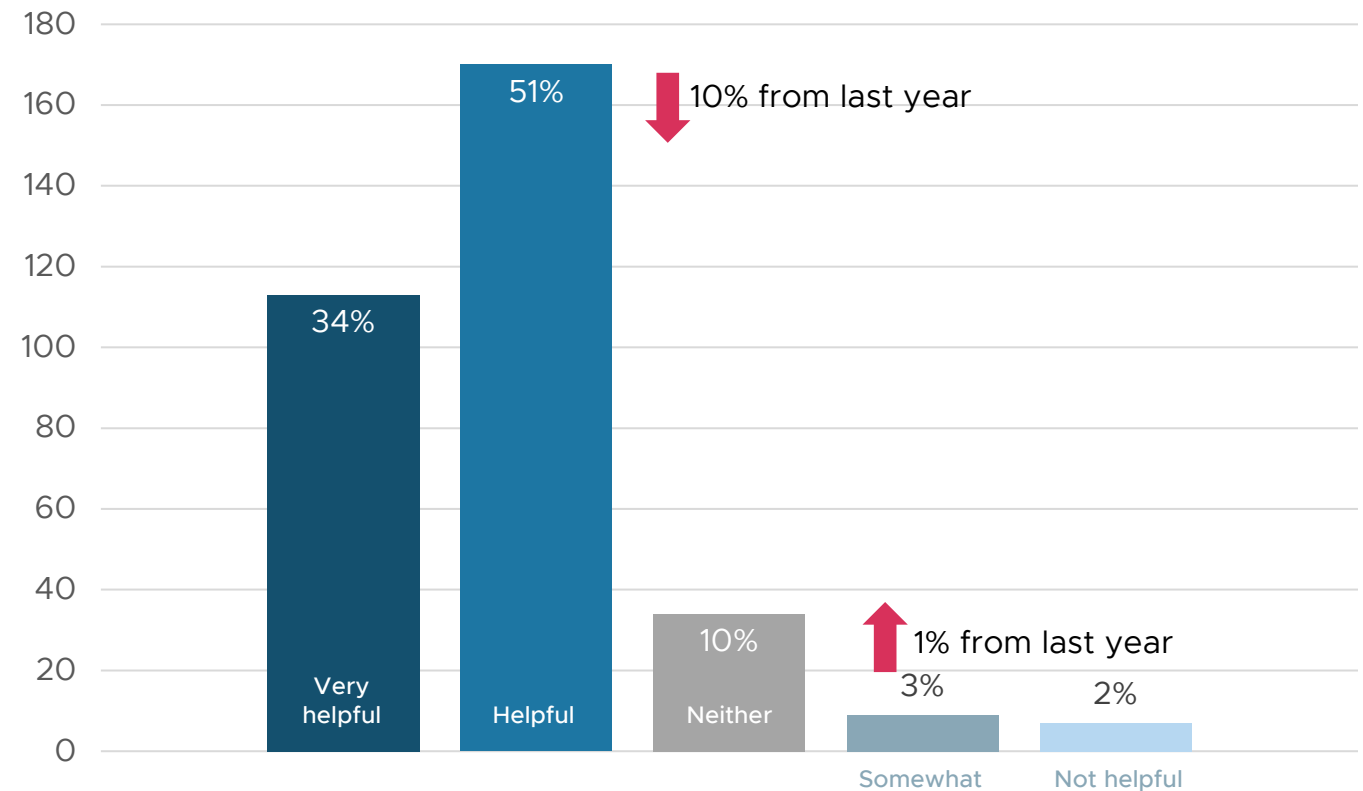
4% somewhat helpful + not helpful

2022

95% very helpful + helpful

5% somewhat helpful + not helpful

In your role, how helpful is the employer newsletter?



“N/A, I do not use this resource” excluded (21). Percentages rounded.

Employer communications

Website

2024

79% very helpful + helpful

9% somewhat helpful + not helpful

2023

92% very helpful + helpful

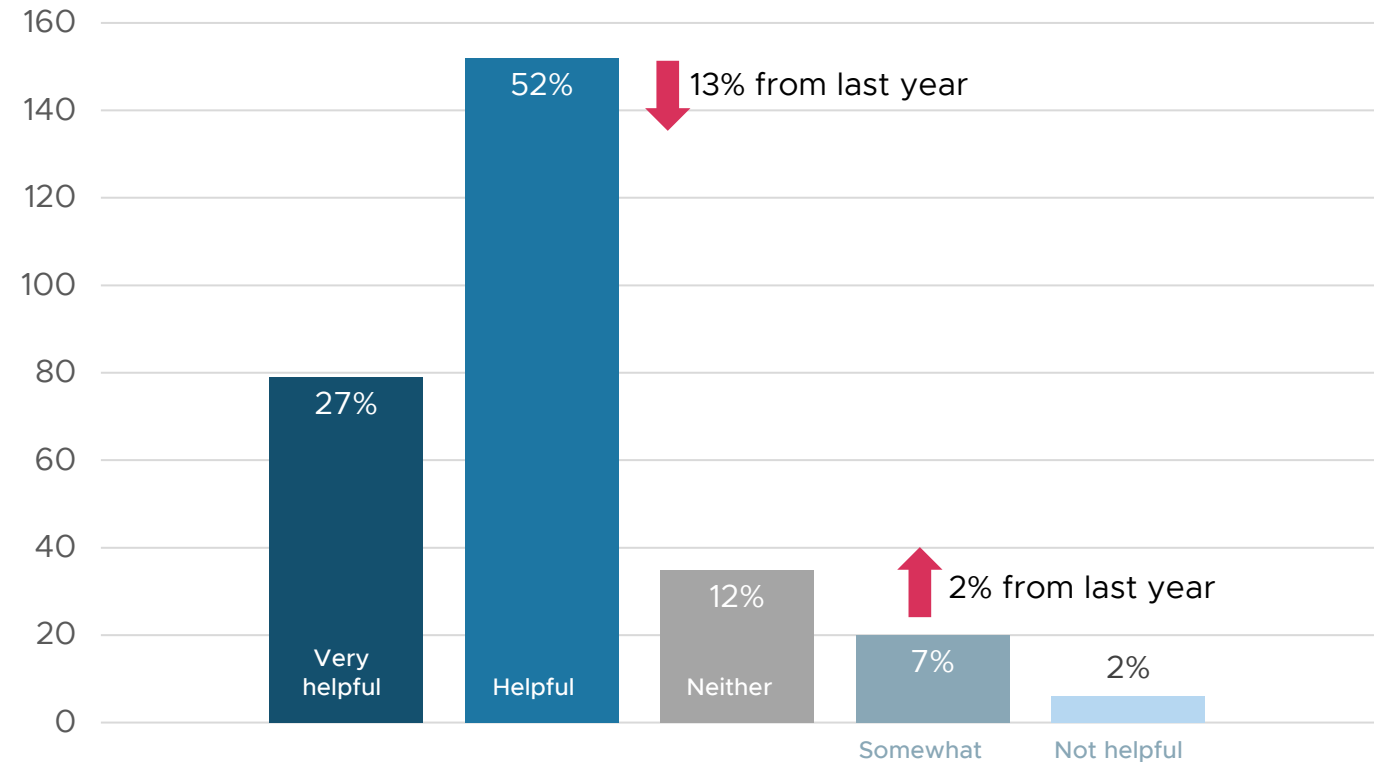
7% somewhat helpful + not helpful

2022

89% very helpful + helpful

11% somewhat helpful + not helpful

In your role, how helpful is the employer website?



“N/A, I do not use this resource” excluded (67). Percentages rounded.

Employer communications

Information about difficult topics

2024

77% very helpful + helpful

10% somewhat helpful + not helpful

2023

93% very helpful + helpful

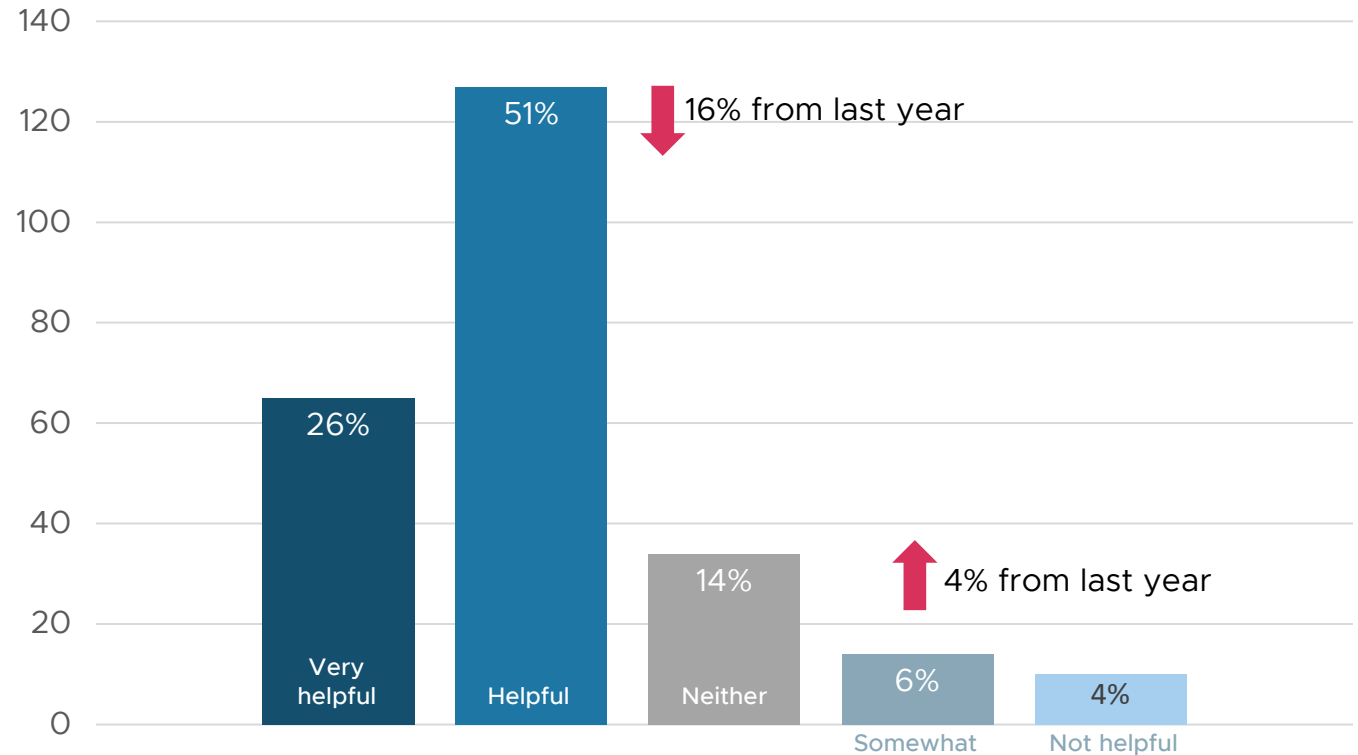
6% somewhat helpful + not helpful

2022

92% very helpful + helpful

8% somewhat helpful + not helpful

In your role, how helpful is information provided by PERS about difficult topics (e.g., death, disability, sick leave, etc.)?



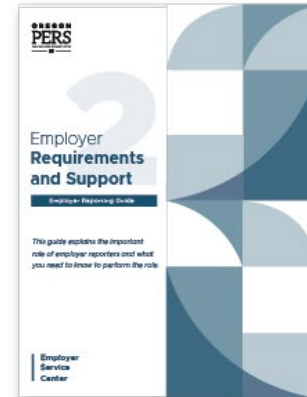
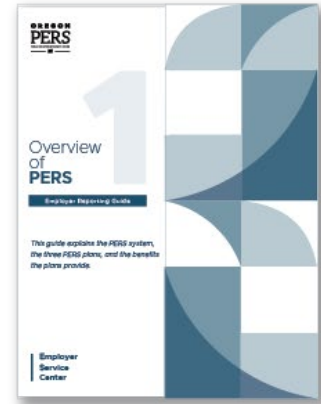
"N/A, I do not use this resource" excluded (104). Percentages rounded.

Employer communications

Kudos from users

Guides, newsletter, and site

- “I feel you are on a great track with the breakout of manual topics. I have saved and review these items regularly. There is so much information surrounding the program that it can be difficult to keep track.”
- “I have been using the reporting guides and quick references. They are proving to be quite helpful.”
- “Appreciate the improvements on getting information out quickly and especially the clearer communication in explaining the aspects of PERS.”
- “I find the newsletter offers a great benefit when it highlights...changes and points us to where to find expanded information.”
- “I appreciate the links provided on the PERS web page to easily access this information. It is much easier to locate than it once was. Thank you.”



Employer communications

Feedback and responses

	Employer comment	Response
1	You guys need some sort of guide for those who have never once used the PERS website. It's insanely confusing and truly makes no sense.	<ul style="list-style-type: none"> We are working on a short video that highlights using the site's search bar and also shows where key elements are on the website. We also reorganized the navigation of the employer webpages based on user feedback, to make it more intuitive and less confusing.
2	Quick checklist of daily, monthly, quarterly, and annual recommended tasks. Best practices. The checklist could refer people to the applicable tutorial or guide.	<ul style="list-style-type: none"> We plan to discuss this feedback with ESC for opportunities to collaborate with them on the creation of checklists.
3	A resource that provides an introduction to PERS vernacular. Something as simple as how to change an address is not easy to figure out if you don't understand the PERS lingo.	<ul style="list-style-type: none"> We will look for more opportunities to connect employers to the Glossary quick reference guides which have been created for just this kind of clarification.

Employer communications

Feedback and responses

	Employer comment	Response
4	If I type in an error code I'm receiving into the search bar, have the results bring up the quick reference for fixing that error code.	<ul style="list-style-type: none"> ▪ While Communications cannot address functionality in the EDX system, we are researching whether we can enhance the search function to access all the employer guides so that employers will be able to use those resources to search for specific keywords, including error codes. <ul style="list-style-type: none"> ○ In the meantime, we will work to boost stakeholder awareness of the current search capabilities that are built into all the guides and the website.
5	Additional training options would be helpful. Send out videos with tips and updates.	<ul style="list-style-type: none"> ▪ We are working toward creating short informational videos that support the Employer Service Center's training resources, such as tips around subjects found in the trainings. ▪ We also will continue to send out tips and tricks in our monthly employer-facing newsletter.

Member communications

Relevant-information scores

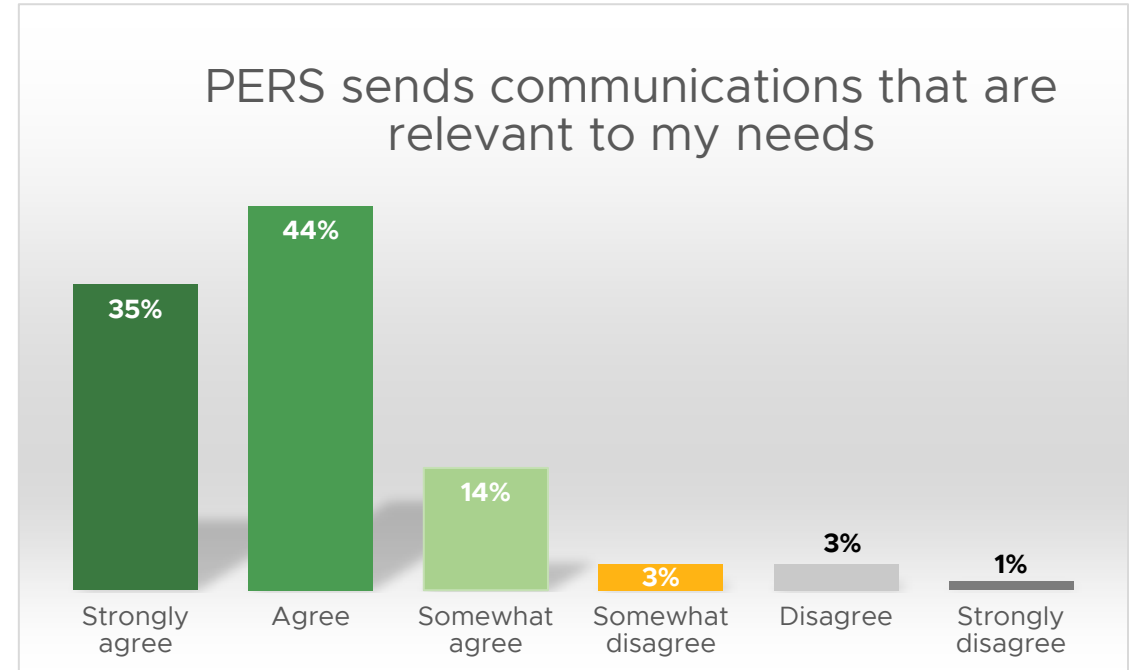
2024

93% strongly agree + agree + somewhat agree
7% strongly disagree + disagree + somewhat disagree

2023

94% strongly agree + agree + somewhat agree
6% strongly disagree + disagree + somewhat disagree

(Neutral scores not included; percentages rounded.)



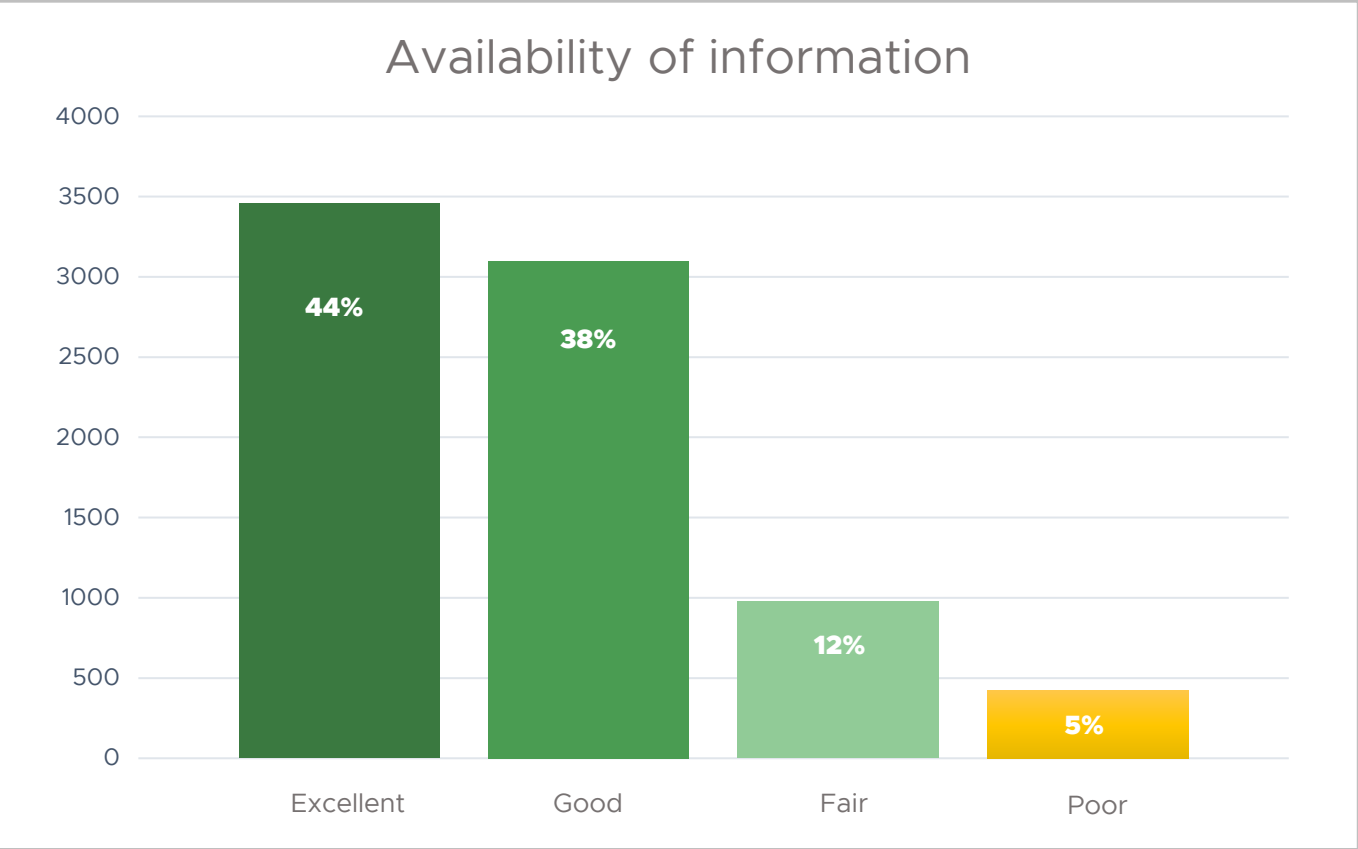
Member communications

Availability-of-information scores

2024
82% excellent + good
18% fair and poor

2023
83% excellent + good
17% fair and poor

(Percentages rounded.)



Member communications

Website scores (members)

Rated after website was redeveloped; ratings do not show a significant change.

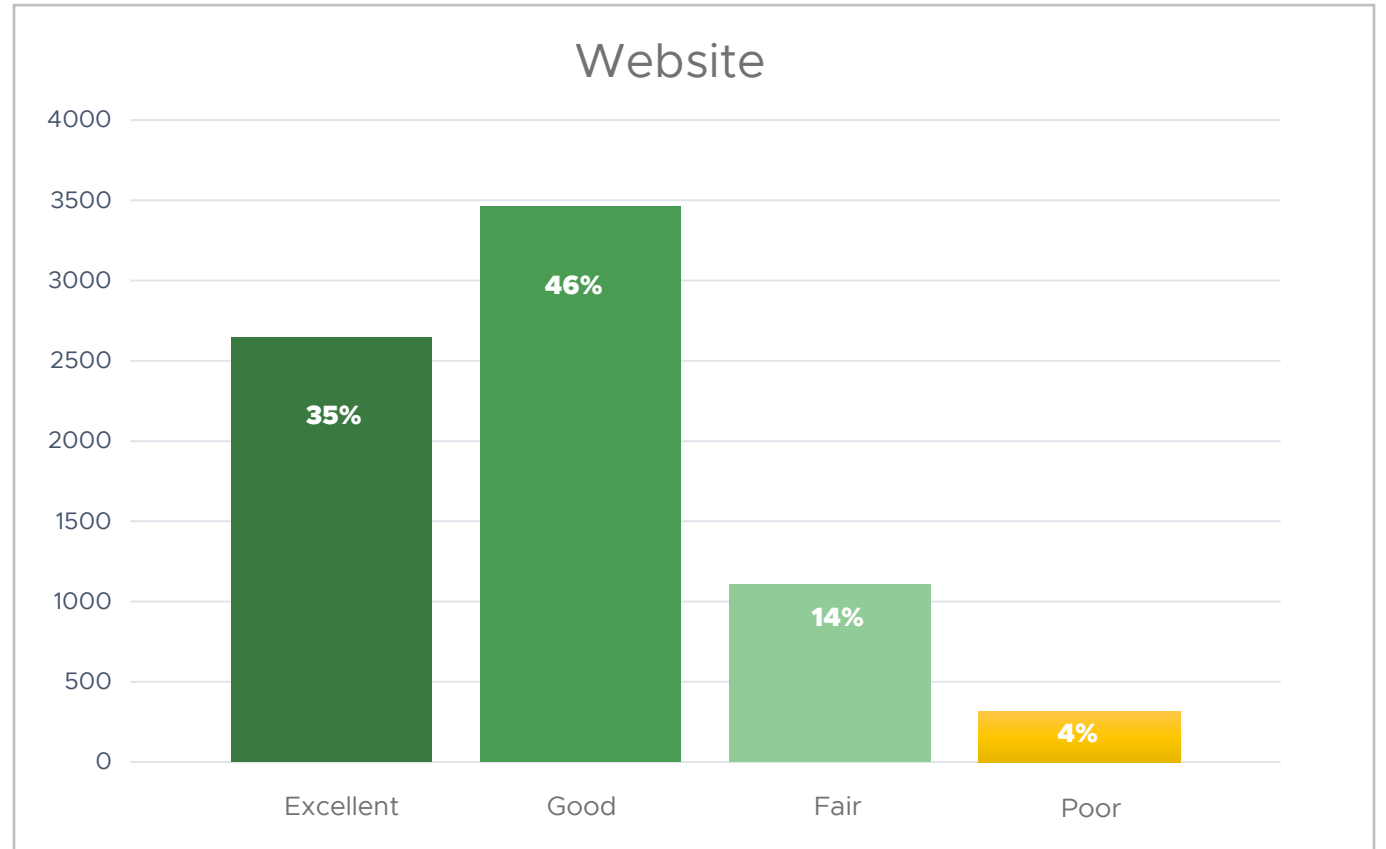
2024

81% excellent + good
19% fair and poor

2023

82% excellent + good
18% fair and poor

(Percentages rounded)



Member communications

Kudos

Newsletters, informative communications, resources, and website



- “Excellent support and communications.”
- “Website and live info session were both great.”
- “Big improvement in website recently.”
- “Communication is excellent. Your website is one of the best of all I have used. Very user friendly & so easy to find answers to questions. Keep up the good work.”
- “The website is very easy to navigate and if I have questions, help is only a phone call away. I appreciate the news I receive from PERS regarding my retirement. It's all very useful. Thank you!”
- “I find information sent out by PERS to relevant. Keep up the good work.”
- “Two things I LOVE about PERS: 1) When I do need to call the office, I know I'm speaking to a PERS Employee and... 2) The vast majority of communication I receive from PERS is easily understandable.”

Member communications Concerns

26% of members who commented are concerned that:

- Mass member publications and communications are not adequate.
- Explanations of retirement benefits and retirement process are not clear enough.



Member feedback themes, communications

Comments and proposed solutions

Member comment	Response
<p>A calculator of sorts would be helpful or linear, explicit equation of how much I've paid in (total summary); how much my employer(s) have paid in; number of years of service; etc., with a projected amount I would be earning, monthly, in retirement if I retired today, in five years, at projected time of retirement. Also, once yearly statements is not enough. Maybe quarterly emails? And go paperless.</p>	<ul style="list-style-type: none"> ▪ Support agency modernization program, which will look at more robust calculators and other paperless options. ▪ Pre-modernization, continue to review and refine content on the website and in emails and other correspondence with members. <ul style="list-style-type: none"> ○ Increase promotion of online benefit estimate tools to continue to build member awareness.
<p>A more informative newsletter (digital) that keeps PERS members up to date on important issues regarding PERS and any other information that is pertinent to retirees that can help them with cost-of-living issues, health care, and avoiding scams or financial risks.</p>	<ul style="list-style-type: none"> ▪ Consider partnerships with other state agencies to obtain general information and resources about life in retirement to add to newsletters or to point retirees toward from our digital newsletters.

Member feedback themes, communications

Comments and proposed solutions

Member comment	Response
<p>As someone who's new to PERS, I feel completely lost about this whole process. I feel like I have no information about this process. I find a five-minute video here or an FAQ there, but where is the bulk of this information? I feel like there should be a packet that goes out to new employees, giving them a good general understanding of OPSRP, IAP, OSGP, and whatever other acronyms are out there. My HR team just refers me to PERS, but what am I to even ask, if I don't know anything about this system? This is very frustrating.</p>	<ul style="list-style-type: none">▪ Updated website content has already addressed the confusion among acronyms and frequently asked questions, but we will continue to look at areas where we can make things even clearer and comprehensible to our members.• Currently in the process of creating short informational videos.<ul style="list-style-type: none">• Continue to collaborate on Member Services efforts to create topical videos that are informative and accessible.• Explore options just for new members (see next slide).

Member communications direction

Additional solutions

Action steps

- ✓ Increase **new member engagement**.
 - Develop comprehensive onboarding webpage aimed at new public service hires.
 - Onboarding packet created in collaboration with Member Services that can be made available for digital download from the website or accessed as pages.
 - This can also be used by PERS-participating employers to share with their new hires.
- ✓ Continue to use member feedback to regularly **review and refine content** on the website, in member newsletters and emails, in videos, and the annual PERS Expo educational event.
- ✓ Continue to **support the agency's efforts in modernization**, which will provide us with better ways to communicate and give us access to more targeted information about our membership.
 - This will allow for more engaging interactions (demographic matching, targeted content and targeted follow up, and the ability to promote online transactional functionality, which will also be developed).

Member concerns

Legislative and economic concerns

23% of commenters concerned about:

- Investment of PERS funds.
- Economy.
- Legislative changes.
- General political environment.

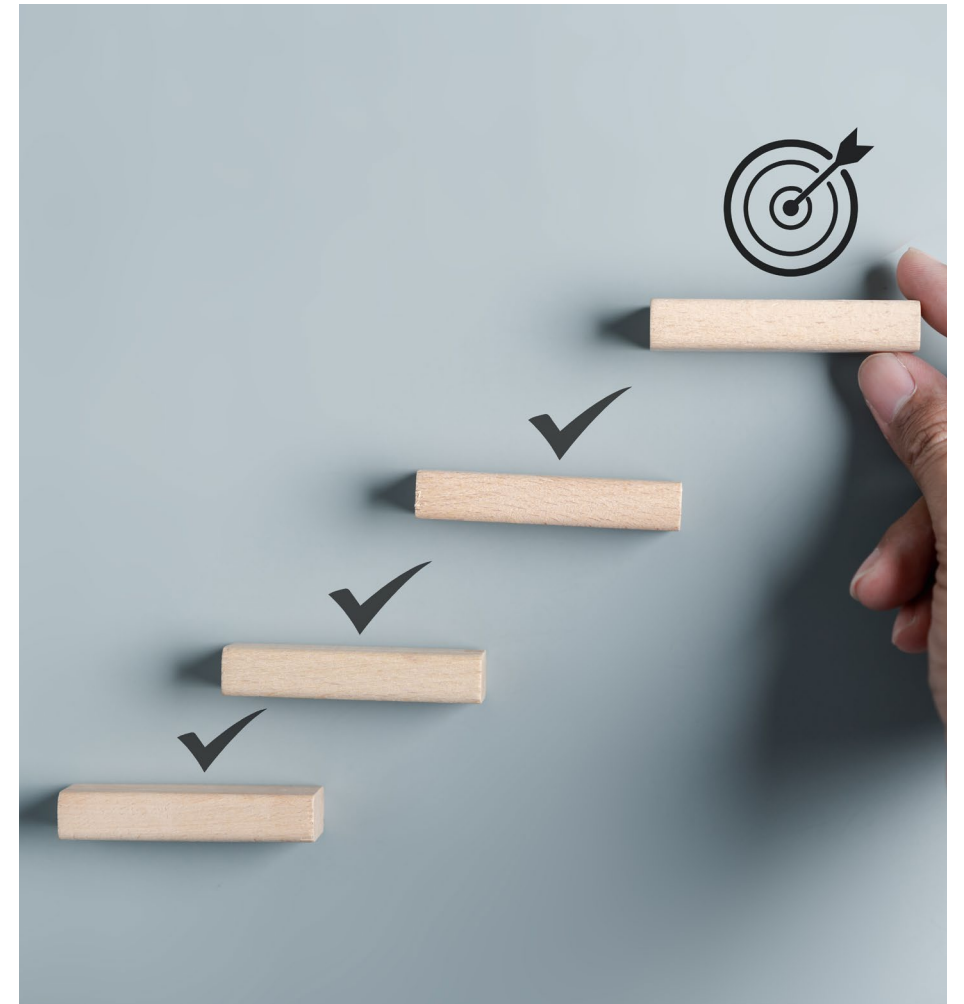


Member concerns

Legislative and economic solutions

Action steps

- ✓ Continue to work with the agency's senior policy advisor on efforts to **educate members about what they can do** when they have legislative concerns.
- ✓ Keep our legislative pages **accurate and up to date**.
- ✓ Help **members understand the roles of PERS** and other state entities in creating and administering legislation.
- ✓ Develop the following content for the **onboarding webpage and digital packet**:
 - Income replacement ratio charts.
 - Section about retirement resources beyond PERS, including Social Security and Oregon Savings Growth Plan.



Questions?

2024 PERS Surveys Communications-Related Responses

Thank you



A. Administration

1. July 26, 2024 PERS Board Meeting Minutes
2. Director's Report
3. Strategic plan update

B. Administrative rulemaking

1. Notice of rulemaking for police officer and firefighter unit purchases and retirement eligibility
2. Notice of rulemaking for Reemployment of Retired Members Rule
3. First reading of service retirement applications requirements rules
4. Adoption of Contingency Reserve Subaccount Rule
5. Adoption of Delegation to Director and Staff Rule

C. Action and discussion items

1. Modernization program update
2. Update on PERS annual employer and member satisfaction surveys
- 3. Adoption of 2025-27 employer contribution rates**



Oregon

Tina Kotek, Governor

Public Employees Retirement System

Headquarters

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Tigard, OR 97281-3700

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TTY (503) 603-7766

www.oregon.gov/pers

October 4, 2024

TO: Members of the PERS Board
 FROM: Kevin Olineck, Director
 SUBJECT: 2025-27 Individual Employer Rate Adoption

OVERVIEW

Milliman actuaries Matt Larrabee and Scott Preppernau will present recommended 2025-27 individual employer rates for board approval. These recommended rates are based on the December 31, 2023 valuation and, if approved, will be in effect for all PERS-covered payrolls dated July 1, 2025 through June 30, 2027. Milliman presented system-wide 2023 valuation results at the July 26, 2024 PERS Board meeting.

The recommended rates as calculated in the December 31, 2023 valuation are higher for most employers than the advisory rates calculated in the December 31, 2022 valuation. This is due to 2023 investment returns being lower than the assumed rate, and increased payroll growth of over 20% system-wide, which lowered the funded status for the system. This caused employer contribution rates to rise for both actuarial pools and most independent employers.

BOARD OPTIONS

The PERS Board may:

1. Pass a motion to “approve the 2025-27 individual employer contribution rates as recommended by the PERS Actuary, effective July 1, 2025.”
2. Direct the actuary to explore other options.

STAFF RECOMMENDATION

State statute, ORS 238.225, directs the PERS Board to set employer contribution rates so that they will adequately fund system liabilities.

Staff recommends that the board approve the 2025-27 individual employer contribution rates as recommended by the PERS actuary. Adoption of the proposed rates complies with the board's rate-setting principles and fulfills its statutory obligation to set employer rates for the 2025-27 biennium.

C.3. Attachment 1 – *Milliman Deck 2025-27 Rate Adoption*

C.3. Attachment 2 – *Contribution Rates All Employers 2025-27*



Adoption of 2025-2027 Employer Contribution Rates

OREGON PUBLIC EMPLOYEES RETIREMENT SYSTEM

Presented by:

Matt Larrabee, FSA, EA
Scott Preppernau, FSA, EA

October 4, 2024

This work product was prepared for discussion purposes only and may not be appropriate to use for other purposes. Milliman does not intend to benefit and assumes no duty or liability to other parties who receive this work. Any recipient of this work product who desires professional guidance should engage qualified professionals for advice appropriate to its own specific needs.

Introduction

- At the July meeting we reviewed summary valuation results as of December 31, 2023 for:
 - Tier One/Tier Two & OPSRP retirement programs
 - Retiree Health Insurance Account (RHIA), and
 - Retiree Health Insurance Premium Account (RHIPA)
- Last month we published our full detailed December 31, 2023 System-Wide Actuarial Valuation Report
- Based upon that valuation at today's meeting we are presenting 2025-2027 employer contribution rates for adoption by the PERS Board
- PERS staff will provide detailed reports for each employer

Valuation Process and Timeline

- Actuarial valuations are conducted annually
 - Valuations alternate between “rate-setting” and “advisory” valuations
 - This valuation as of 12/31/2023 is a rate-setting valuation
- Board adopts contribution rates developed in rate-setting valuations, and those rates go into effect 18 months after the valuation date

Rate-Setting Valuation Date	Employer Contribution Rates
12/31/2021 →	July 2023 – June 2025
12/31/2023 →	July 2025 – June 2027
12/31/2025 →	July 2027 – June 2029

Funded Status & Unfunded Actuarial Liability (UAL)

- Comparison of system-wide results for two most recent rate-setting valuations

Valuation Date	Excluding Side Accounts		Including Side Accounts	
	UAL	Funded Status	UAL	Funded Status
12/31/2021	\$ 20.0 B	80%	\$ 13.4 B	86%
12/31/2023	\$ 29.4 B	72%	\$ 24.0 B	77%

Summary of Valuation Results - Contributions

- Average collared base employer contribution rates **will increase 1.47% of pay starting July 2025**
 - Collared base employer rates paid by new employer contributions and/or side account transfers
- Average collared net employer contribution rates **will increase 4.08% of pay starting July 2025**
 - Collared net rates are paid by new employer contributions
- Factors affecting July 2025 – June 2027 contribution rate calculations:
 - Collared base rate increase driven mostly by updates to the individual member pay increase assumption adopted with 2022 Experience Study
 - Contributed to a 1.00% increase in the OPSRP collared UAL rate; also increased normal cost rates
 - The collared Tier One/Tier Two UAL rate is unchanged for School Districts and SLGRP
 - System-wide payroll grew by over 20% in the two years since the last rate-setting valuation
 - Reduces the average side account rate offset for employers with side accounts

System-Average Weighted Total* Pension-Only Rates

2009-2011 rates set prior to economic downturn

2011-2013 rates first to reflect -27% return in 2008 and +19% return in 2009

2013-2015 shown before (dotted line) and after (solid line) legislated changes

2015-2017 set pre-Moro reflecting 2012 (+14.3%) & 2013 (+15.6%) returns, first decrease in assumed return

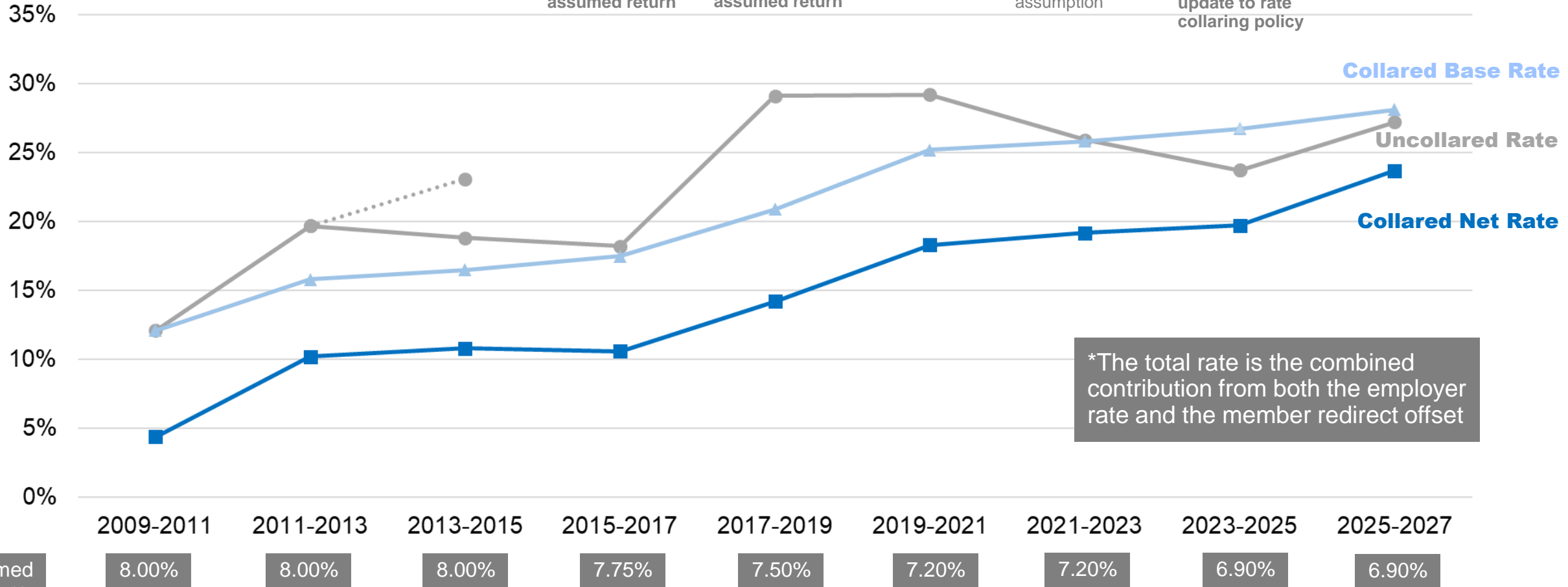
2017-2019 set post-Moro, reflecting 2015 return (+2.1%) and second decrease in assumed return

2019-2021 reflects +15.4% return in 2017 and third decrease in assumed return

2021-2023 rates reflect mandated re-amortization of Tier One/Tier Two UAL, biennial returns near assumption

2023-2025 rates reflect 2021 actual return of +20.05%, a fourth decrease in assumed return and an update to rate collaring policy

2025-2027 rates reflect 2022 return of -1.55% and higher salary increase assumptions



*The total rate is the combined contribution from both the employer rate and the member redirect offset

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Individual Employer Rates

- Employers pay separate rates on different payrolls:
 - Tier One/Tier Two payroll
 - Some SLGRP employers can pay distinct General Service and Police & Fire rates on their Tier One/Tier Two payroll
 - OPSRP General Service payroll
 - OPSRP Police & Fire payroll
- Individual rates (and accompanying detailed reports) provided for over 600 employers
 - 359 SLGRP employers
 - 128 Independent employers
 - 126 School District employers with side accounts
 - An additional 168 School District employers without a side account all receive an identical report
- Detail for State Agencies shown on the following slides
 - Note that side accounts specific to individual state agencies are reflected separately

Individual Employer Rates

- From the employer rate listing provided in today’s meeting materials
- “State Agencies” in this context includes: the agencies of state government, semi-independent agencies, boards, commissions, public universities and public corporations

Summary of PERS Employer Contribution Rates

Rates shown reflect the effect of side account rate offsets and retiree healthcare contributions, and exclude contributions to the IAP and debt service for pension obligation bonds.

Employer Number	Employer Name	Net Employer Contribution Rate 7/1/23 - 6/30/25			Net Employer Contribution Rate 7/1/25 - 6/30/27		
		Tier One / Tier Two Payroll (reflects 2.40% member redirect offset)	OPSRP General Service Payroll (reflects 0.65% member redirect offset)	OPSRP Police and Fire Payroll	Tier One / Tier Two Payroll (reflects 2.40% member redirect offset)	OPSRP General Service Payroll (reflects 0.65% member redirect offset)	OPSRP Police and Fire Payroll
State (excluding Agency specific side accounts)							
1000	State Agencies	22.91%	18.28%	23.07%	25.98%	21.94%	27.21%

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Individual Employer Rates

- From the detailed report PERS will provide to each employer (State Agencies example)

Employer Contribution Rates Effective July 1, 2025

	Payroll				
	Tier One/Tier Two			OPSRP	
	Default All Tier One/Tier Two Payroll	Optional General Service	Separate Rates Police & Fire	General Service	Police & Fire
Pension					
Normal cost rate	16.26%	15.10%	22.09%	10.47%	15.74%
Tier One/Tier Two UAL rate ¹	12.46%	12.46%	12.46%	12.46%	12.46%
Multnomah Fire District #10 UAL rate	0.06%	0.06%	0.06%	0.06%	0.06%
OPSRP UAL rate	2.69%	2.69%	2.69%	2.69%	2.69%
Pre-SLGRP pooled liability rate ²	0.53%	0.53%	0.53%	0.53%	0.53%
Transition liability/(surplus) rate ³	0.00%	0.00%	0.00%	0.00%	0.00%
Side account rate relief ³	(3.62%)	(3.62%)	(3.62%)	(3.62%)	(3.62%)
Member redirect offset ⁴	(2.40%)	(2.40%)	(2.40%)	(0.65%)	(0.65%)
Net employer pension contribution rate	25.98%	24.82%	31.81%	21.94%	27.21%
Retiree Healthcare					
Normal cost rate	0.13%	0.13%	0.13%	0.00%	0.00%
UAL rate	(0.13%)	(0.13%)	(0.13%)	0.00%	0.00%
Net retiree healthcare rate	0.00%	0.00%	0.00%	0.00%	0.00%
Total net employer contribution rate	25.98%	24.82%	31.81%	21.94%	27.21%

Total net employer contribution rate effective July 1, 2023: 22.91%

18.28%

23.07%

← This rate-setting valuation

← Prior rate-setting valuation

Individual Employer Pension Rates

- Focusing on just the Net Employer Pension Rates circled in green from the prior slide, we can illustrate the weighted average rate calculation for State Agencies, reflecting estimated 2025-2027 biennium payroll

(\$ millions) State Agencies	Tier One / Tier Two	OPSRP General Service	OPSRP Police & Fire	Total
Projected 2025-2027 Biennium Payroll	\$1,700	\$7,325	\$1,090	\$10,115
2025-2027 net employer pension contribution rates	25.98%	21.94%	27.21%	23.18%*
Contribution for weighting	\$440	\$1,610	\$295	\$2,345

* Weighted average: $\$2,345 / \$10,115 = 23.18\%$

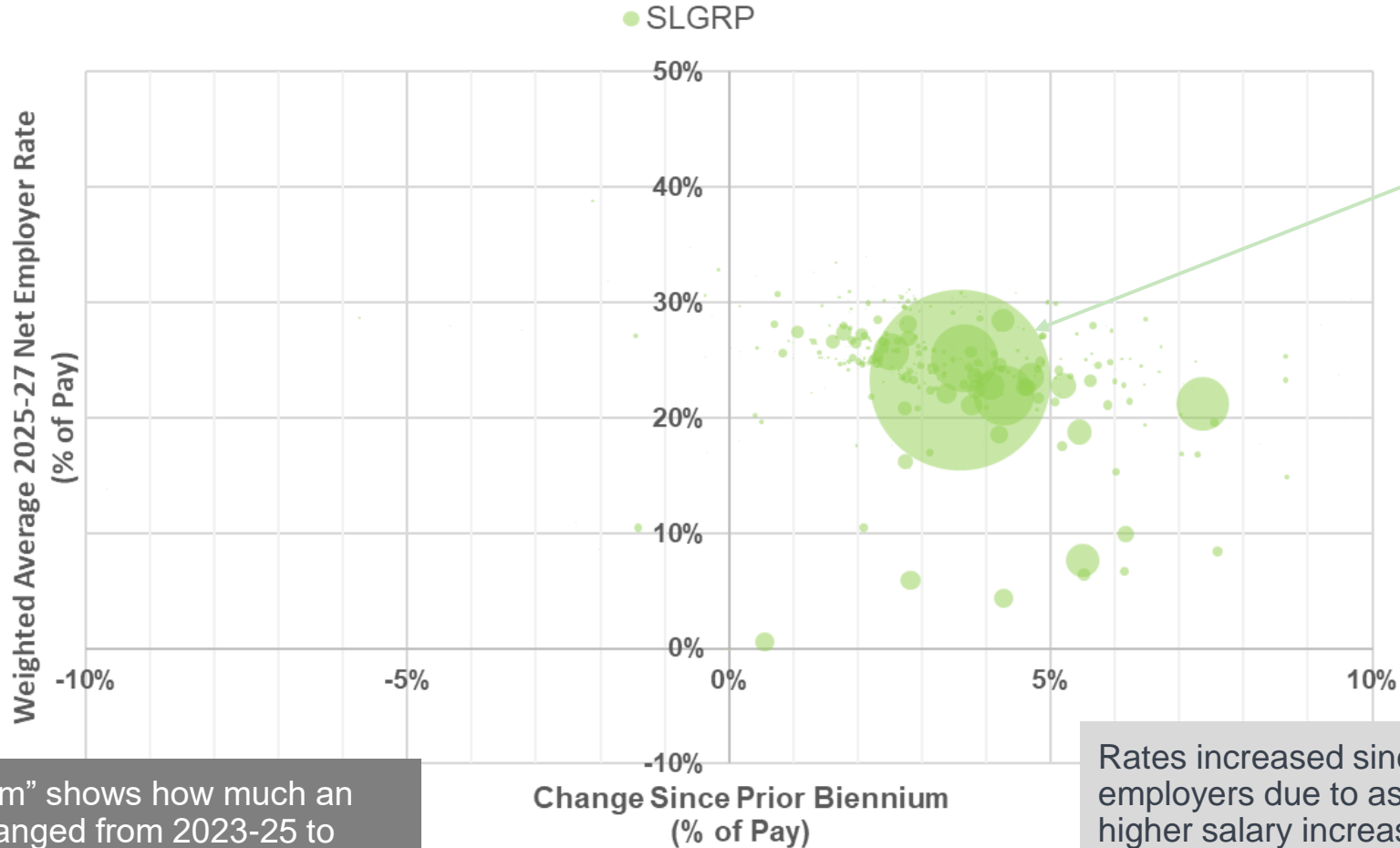
- Projected 2025-2027 payroll is based on State Agencies payroll from this valuation increased with the 3.40% annual payroll growth assumption
- For reference, the projected 2023-2025 employer contribution was \$1,865 million; a portion of the increase in the 2025-2027 amount is due to projected payroll growth but the majority is due to the increase in the net employer contribution rate

Average Net Rates by Employer and Change Since Prior Biennium

Weighted by 12/31/2023 valuation payroll (Tier One/Tier Two, OPSRP GS, OPSRP PF)

Bubble size is based on employer payroll

SLGRP employers



State Agencies are largest SLGRP employer; weighted average rate of over 23% represents about 3.6% increase from prior biennium.

“Change since prior biennium” shows how much an employer’s average rate changed from 2023-25 to 2025-27, with both biennia’s rates weighted based on 12/31/2023 valuation payroll

Rates increased since prior biennium for most employers due to asset performance and higher salary increase assumptions. Larger than average changes often related to side accounts and/or changes in employer payrolls

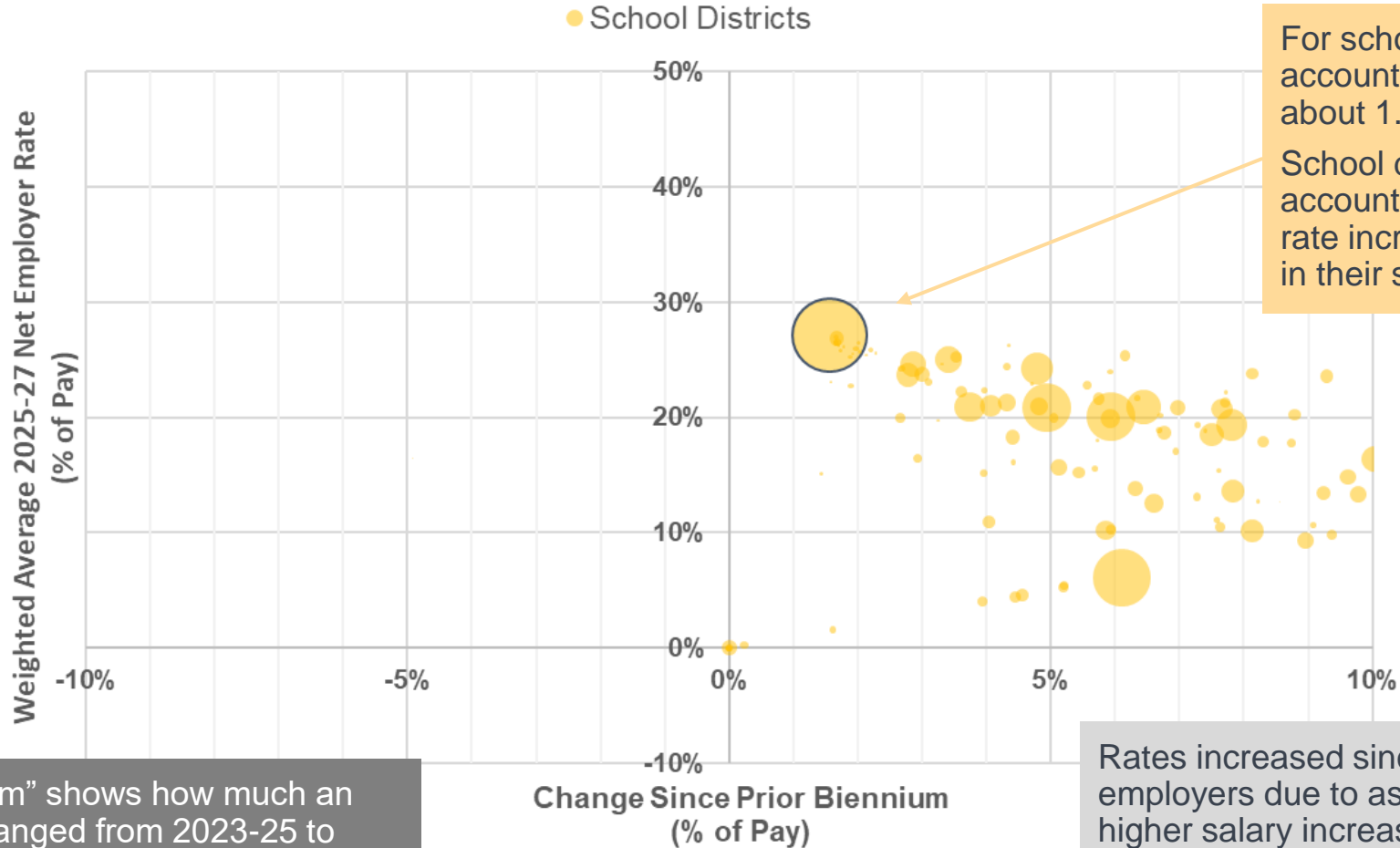
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Average Net Rates by Employer and Change Since Prior Biennium

Weighted by 12/31/2023 valuation payroll (Tier One/Tier Two, OPSRP GS, OPSRP PF)

Bubble size is based on employer payroll

School districts



For schools without side accounts, average rate increased about 1.6% of pay.

School districts with side accounts typically had higher net rate increases due to a decrease in their side account rate offset.

“Change since prior biennium” shows how much an employer’s average rate changed from 2023-25 to 2025-27, with both biennia’s rates weighted based on 12/31/2023 valuation payroll

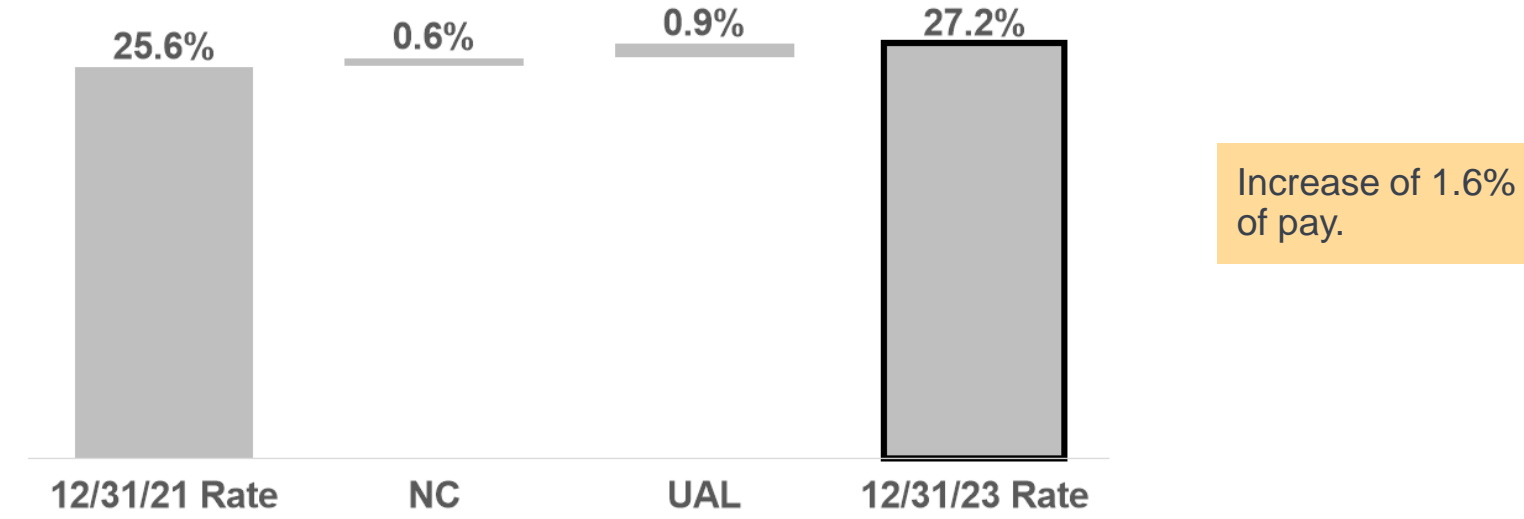
Rates increased since prior biennium for most employers due to asset performance and higher salary increase assumptions. Larger than average changes often related to side accounts and/or changes in employer payrolls

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Net Rate Change: School District Illustration

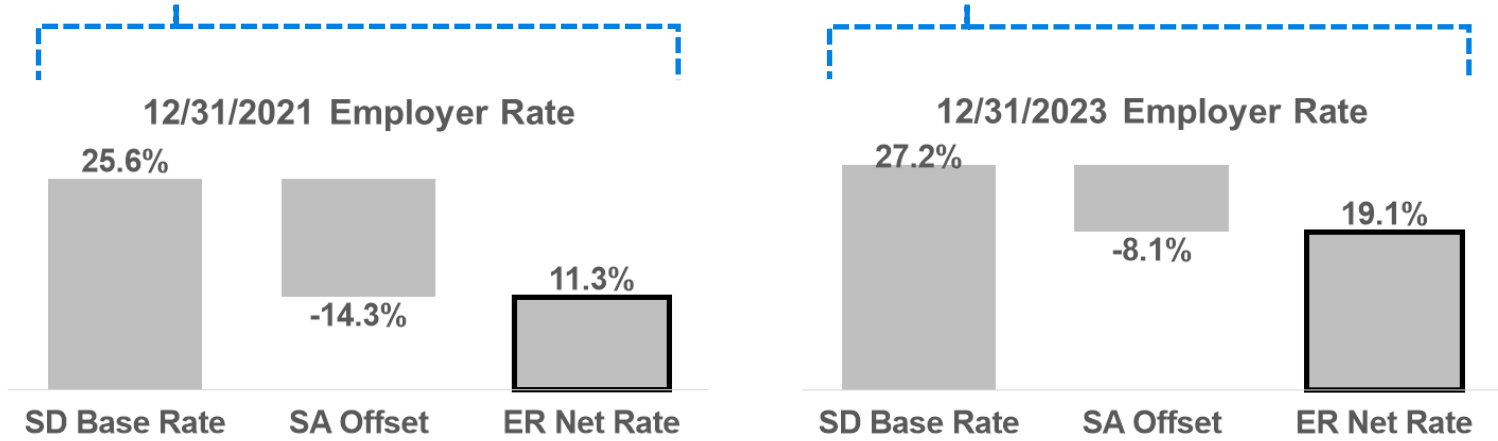
Weighted by 12/31/2023 valuation payroll (Tier One/Tier Two, OPSRP GS, OPSRP PF)

School Districts without Side Accounts



Increase of 1.6% of pay.

Illustrative School with Side Account



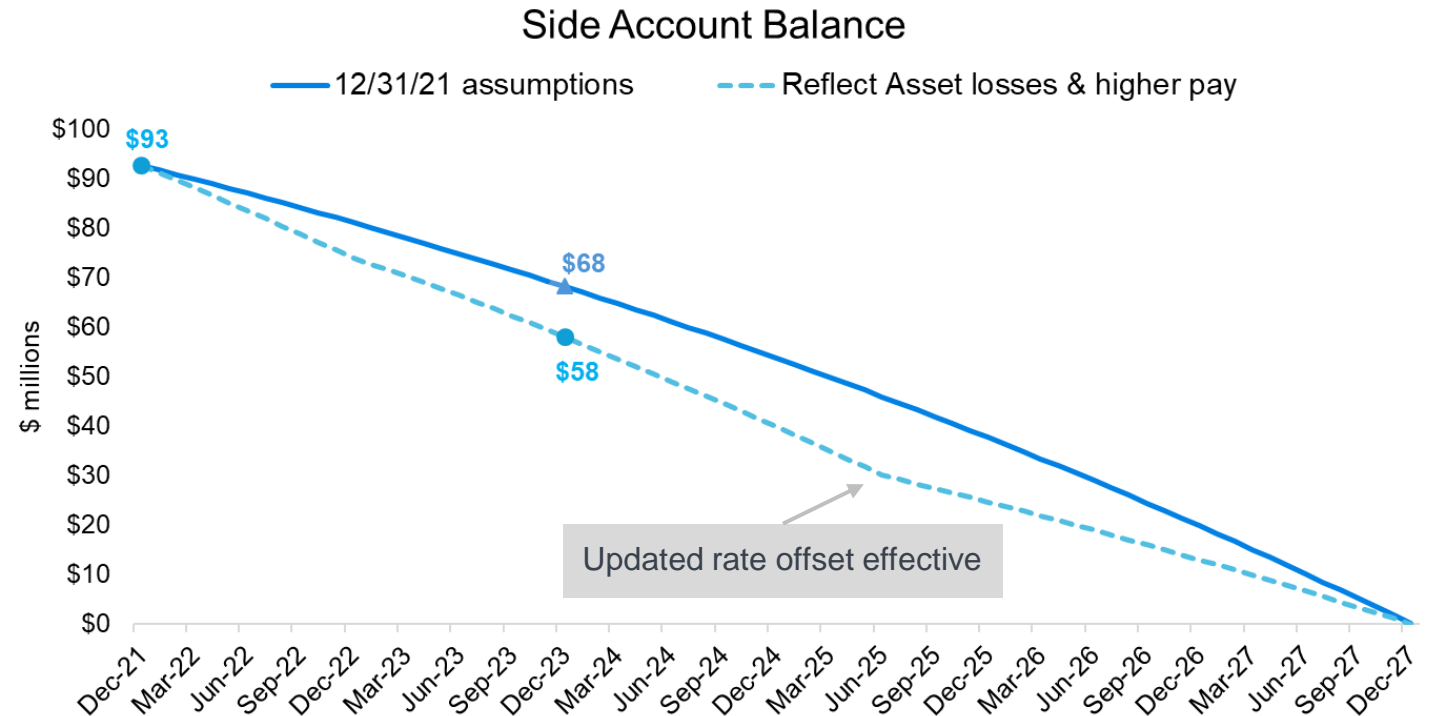
Increase of 7.8% of pay, reflects smaller side account offset.

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Net Rate Change: School District Illustration

Employer's net rate increase of 7.8% of pay driven by reduction to side account offset, due to two factors:

- Side balance decreased more than assumed from 12/31/2021 to 12/31/2023 due to asset performance and employer payroll growth
- Higher-than-assumed growth in employer payroll leads to lower percentage of pay rate offset for remaining amortization period



12/31/2023 ER Valuation Payroll	
Projected	\$130 M
Actual	\$150 M

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Average Net Rates by Employer and Change Since Prior Biennium

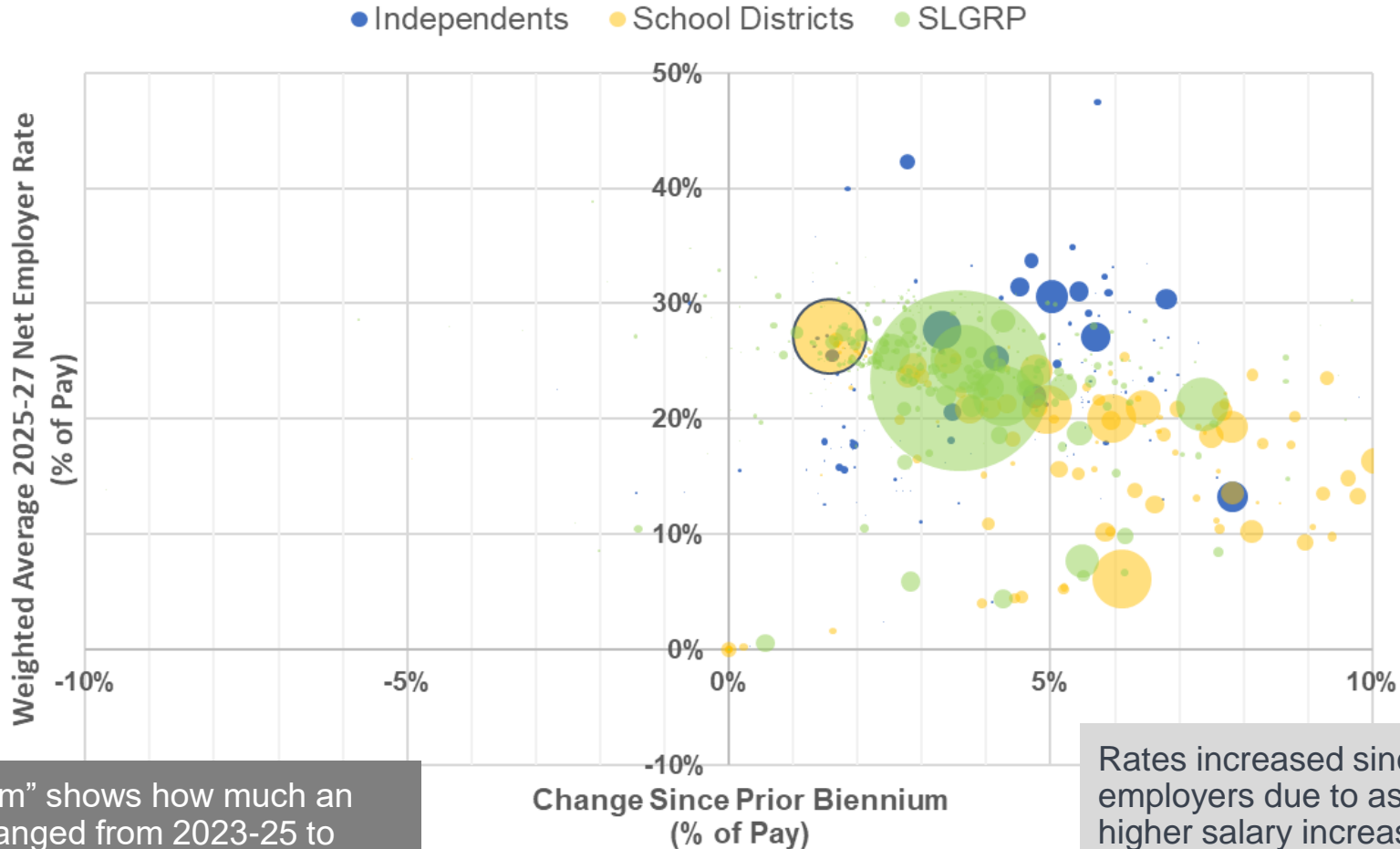
Weighted by 12/31/2023 valuation payroll (Tier One/Tier Two, OPSRP GS, OPSRP PF)

Bubble size is based on employer payroll

SLGRP employers

School districts

Independent employers



“Change since prior biennium” shows how much an employer’s average rate changed from 2023-25 to 2025-27, with both biennia’s rates weighted based on 12/31/2023 valuation payroll

Rates increased since prior biennium for most employers due to asset performance and higher salary increase assumptions. Larger than average changes often related to side accounts and/or changes in employer payrolls

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Average Net Rates by Employer and Effect of July 2025 Collaring

Weighted by 12/31/2023 valuation payroll (Tier One/Tier Two, OPSRP GS, OPSRP PF)

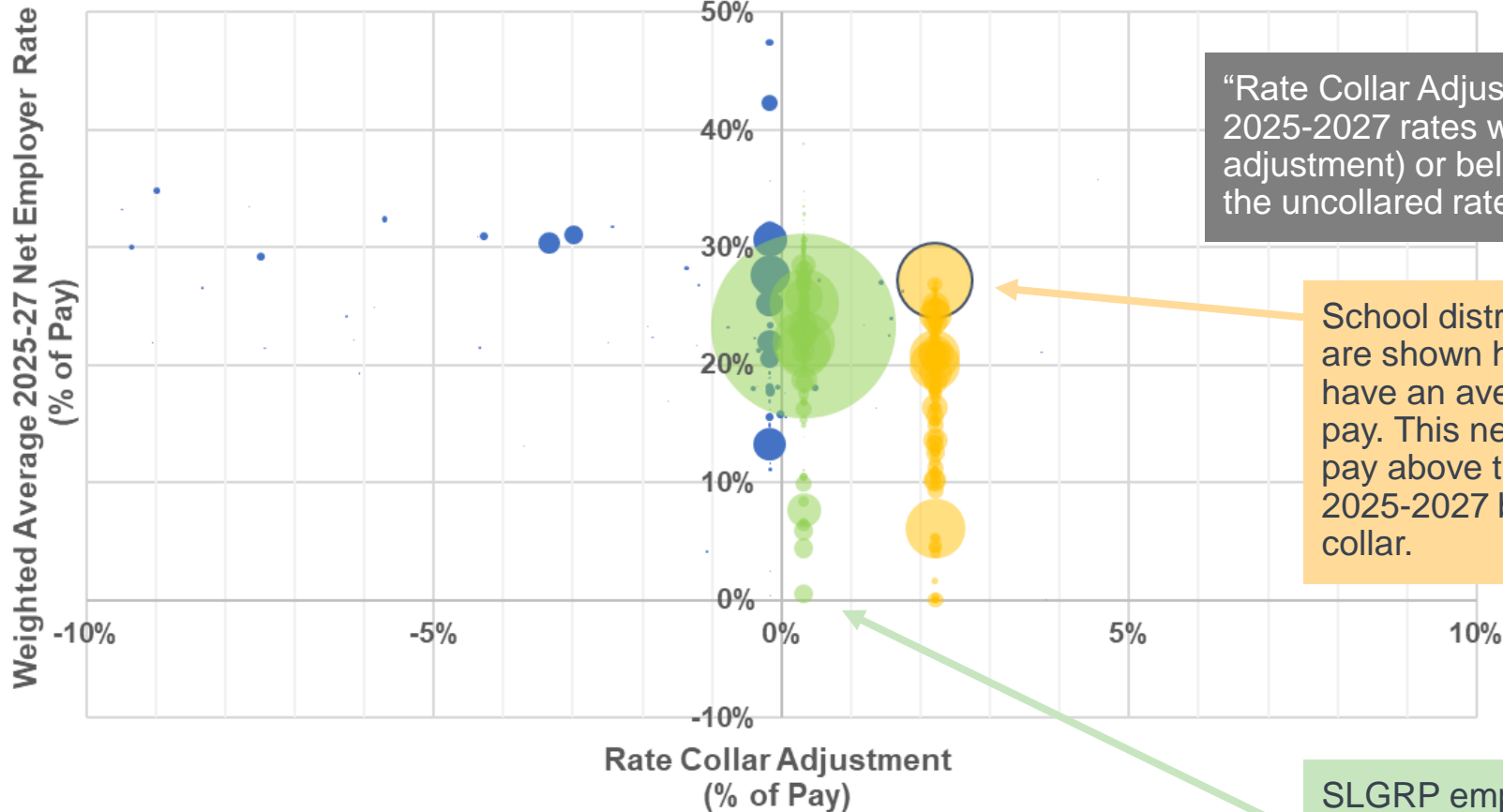
● Independents ● School Districts ● SLGRP

Bubble size is based on employer payroll

SLGRP employers

School districts

Independent employers



“Rate Collar Adjustment” shows how much 2025-2027 rates were held above (positive adjustment) or below (negative adjustment) the uncollared rate by the collar policy

School districts without side accounts are shown here as one employer and have an average net rate of 27.2% of pay. This net rate was held 2.21% of pay above the uncollared rate for the 2025-2027 biennium due to the rate collar.

SLGRP employers were held above the uncollared rate by 0.32% of pay due to the rate collar

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Wrap Up / Next Steps

- Adoption of employer-specific rates for 2025-2027 biennium
- PERS to distribute detailed valuation reports to employers
- In December, we will present contribution rate and funded status projections
 - Focus on system-average results
 - Will use the latest year-to-date investment return information at the time the projections are made
 - Projections will be developed using two types of models
 - Steady return
 - Variable return



Appendix

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Certification

This presentation summarizes key results of an actuarial valuation of the Oregon Public Employees Retirement System (“PERS” or “the System”) as of December 31, 2023, for the Plan Year ending December 31, 2023. The results are preliminary in nature and may not be relied upon to, for example, prepare the System’s Annual Comprehensive Financial Report. The full development of detailed results is shown in the formal December 31, 2023 System-Wide Actuarial Valuation Report.

Actuarial computations presented in this report are for purposes of presenting contribution rates consistent with the adopted funding policy of the System. The computations prepared for other purposes may differ as disclosed in our report. The calculations in the enclosed report have been made on a basis consistent with our understanding of the System’s funding policy. The calculations in this report have been made on a basis consistent with our understanding of the plan provisions described in the appendix of this report. Determinations for purposes other than meeting these requirements may be significantly different from the results contained in this report. Accordingly, additional determinations may be needed for other purposes.

In preparing this report, we relied, without audit, on information (some oral and some in writing) supplied by the System’s staff. This information includes, but is not limited to, statutory provisions, member census data, and financial information. We found this information to be reasonably consistent and comparable with information used for other purposes. The valuation results depend on the integrity of this information. If any of this information is inaccurate or incomplete our results may be different, and our calculations may need to be revised.

Actuarial assumptions, including discount rates, mortality tables, and others identified in this report, and actuarial cost methods are adopted by the PERS Board, which is responsible for selecting the plan’s funding policy, actuarial valuation methods, asset valuation methods, and assumptions. The policies, methods, and assumptions used in this valuation are those that have been so adopted and are described in this report. The System is solely responsible for communicating to Milliman any changes required thereto. All costs, liabilities, rates of interest, and other factors for the System have been determined on the basis of actuarial assumptions and methods which, in our professional opinion, are individually reasonable (taking into account the experience of the System and reasonable expectations); and which, in combination, offer a reasonable estimate of anticipated experience affecting the System and are expected to have no significant bias . The valuation results were developed using models intended for valuations that use standard actuarial techniques. We have reviewed the models, including their inputs, calculations, and outputs for consistency, reasonableness, and appropriateness to the intended purpose and in compliance with generally accepted actuarial practice and relevant actuarial standards of practice.

This valuation report is only an estimate of the System’s financial condition as of a single date. It can neither predict the System’s future condition nor guarantee future financial soundness. Actuarial valuations do not affect the ultimate cost of System benefits, only the timing of System contributions. While the valuation is based on an array of individually reasonable assumptions, other assumption sets may also be reasonable and valuation results based on those assumptions would be different. No one set of assumptions is uniquely correct. Determining results using alternative assumptions is outside the scope of our engagement.

Certification

Future actuarial measurements may differ significantly from the current measurements presented in this report due to factors such as, but not limited to, the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions; increases or decreases expected as part of the natural operation of the methodology used for these measurements (such as the end of an amortization period or modifications to contribution calculations based on the plan's funded status); and changes in plan provisions or applicable law. Due to the limited scope of our assignment, we did not perform an analysis of the potential range of future measurements. Our annual financial modeling presentation to the PERS Board should be referenced for additional analysis of the potential variation in future measurements. Our December 31, 2023 Actuarial Valuation Report provides additional discussion of the System's risks. The PERS Board has the final decision regarding the selection of the assumptions and actuarial cost methods.

Milliman's work is prepared solely for the internal business use of the Oregon Public Employees Retirement System. Milliman does not intend to benefit or create a legal duty to any third-party recipient of this report. No third-party recipient of Milliman's work product should rely upon this report. Such recipients should engage qualified professionals for advice appropriate to their own specific needs. No third-party recipient of Milliman's work product should rely upon Milliman's work product. Such recipients should engage qualified professionals for advice appropriate to their own specific needs.

The consultants who worked on this assignment are actuaries. Milliman's advice is not intended to be a substitute for qualified legal or accounting counsel. The actuaries are independent of the plan sponsors. We are not aware of any relationship that would impair the objectivity of our work.

On the basis of the foregoing, we hereby certify that, to the best of our knowledge and belief, this report is complete and accurate and has been prepared in accordance with generally recognized and accepted actuarial principles and practices which are consistent with the principles prescribed by the Actuarial Standards Board and the *Code of Professional Conduct and Qualification Standards for Actuaries Issuing Statements of Actuarial Opinion in the United States*, published by the American Academy of Actuaries. We are members of the American Academy of Actuaries and meet the Qualification Standards to render the actuarial opinion contained herein. Assumptions related to the claims costs and healthcare trend (cost inflation) rates for the retiree healthcare program discussed in this report were determined by Milliman actuaries qualified in such matters.

Data Exhibits

	December 31, 2023				December 31, 2022	
	Tier One	Tier Two	OPSRP	Total	Total	
Active Members						
Count	8,601	24,276	158,710	191,587	183,642	
Average Age	58.7	54.0	43.7	45.7	45.8	
Average Service	28.8	22.4	7.7	10.5	10.7	
Average prior year Covered Salary	\$ 101,575	\$ 97,078	\$ 69,408	\$ 74,358	\$ 71,601	
Inactive Members¹						
Count	7,936	12,649	33,288	53,873	52,513	
Average Age	63.3	56.7	48.7	52.7	52.7	
Average Monthly Benefit	\$ 2,450	\$ 1,041	\$ 553	\$ 947	\$ 958	
Retired Members and Beneficiaries¹						
Count	128,766	23,789	13,332	165,887	163,196	
Average Age	74.6	69.4	69.0	73.4	73.1	
Average Monthly Benefit	\$ 3,376	\$ 1,551	\$ 703	\$ 2,899	\$ 2,852	
Total Members	145,303	60,714	205,330	411,347	399,351	

¹ Inactive and Retiree counts are shown by lives within the system. In other words, a member is counted once for purposes of this exhibit, regardless of their service history for different rate pools. This contrasts with the method used to count inactive participants in some of the later exhibits.

School District Weighted Total* Pension-Only Rates

2009-2011 rates set prior to economic downturn

2011-2013 rates first to reflect -27% return in 2008 and +19% return in 2009

2013-2015 shown before (dotted line) and after (solid line) legislated changes

2015-2017 set pre-Moro reflecting 2012 (+14.3%) & 2013 (+15.6%) returns, first decrease in assumed return

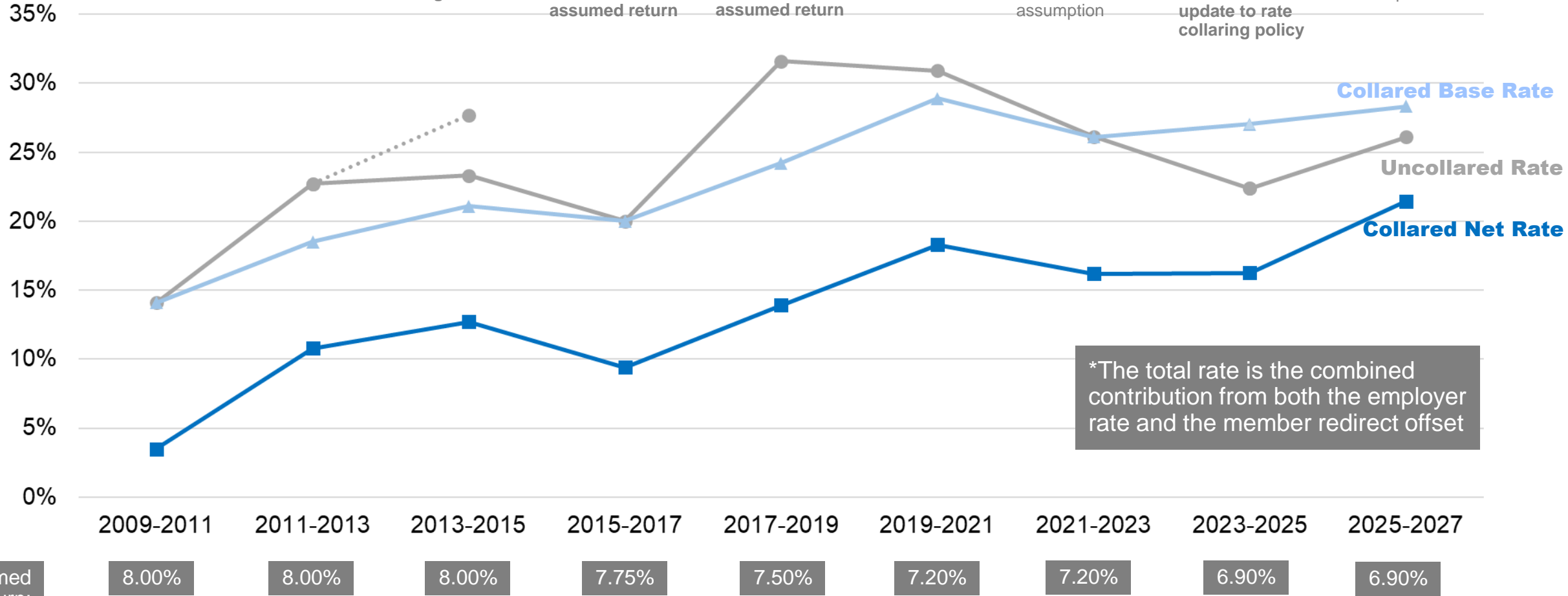
2017-2019 set post-Moro, reflecting 2015 return (+2.1%) and second decrease in assumed return

2019-2021 reflects +15.4% return in 2017 and third decrease in assumed return

2021-2023 rates reflect mandated re-amortization of Tier One/Tier Two UAL, biennial returns near assumption

2023-2025 rates reflect 2021 actual return of +20.05%, a fourth decrease in assumed return and an update to rate collaring policy

2025-2027 rates reflect 2022 return of -1.55% and higher salary increase assumptions



*The total rate is the combined contribution from both the employer rate and the member redirect offset

Assumed Return: 8.00% 8.00% 8.00% 7.75% 7.50% 7.20% 7.20% 6.90% 6.90%

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SLGRP Weighted Total* Pension-Only Rates

2009-2011 rates set prior to economic downturn

2011-2013 rates first to reflect -27% return in 2008 and +19% return in 2009

2013-2015 shown before (dotted line) and after (solid line) legislated changes

2015-2017 set pre-Moro reflecting 2012 (+14.3%) & 2013 (+15.6%) returns, first decrease in assumed return

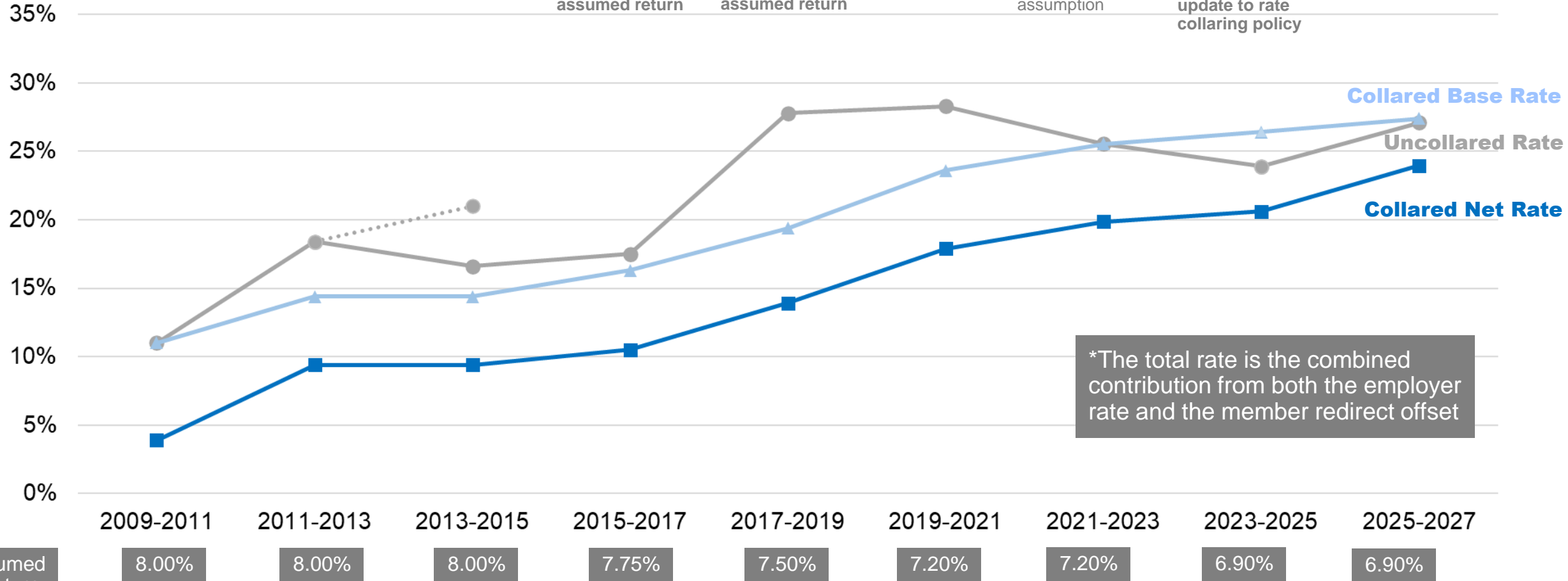
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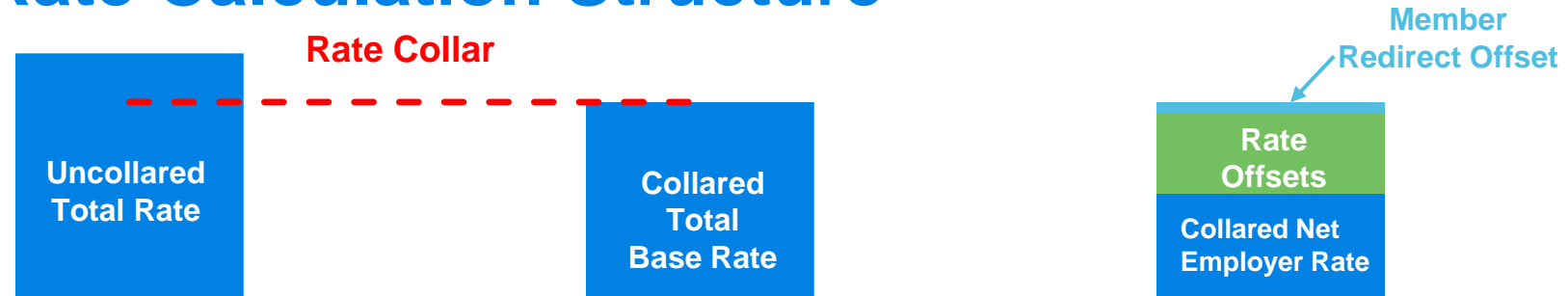
2025-2027 rates reflect 2022 return of -1.55% and higher salary increase assumptions



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Overview of Rate Calculation Structure

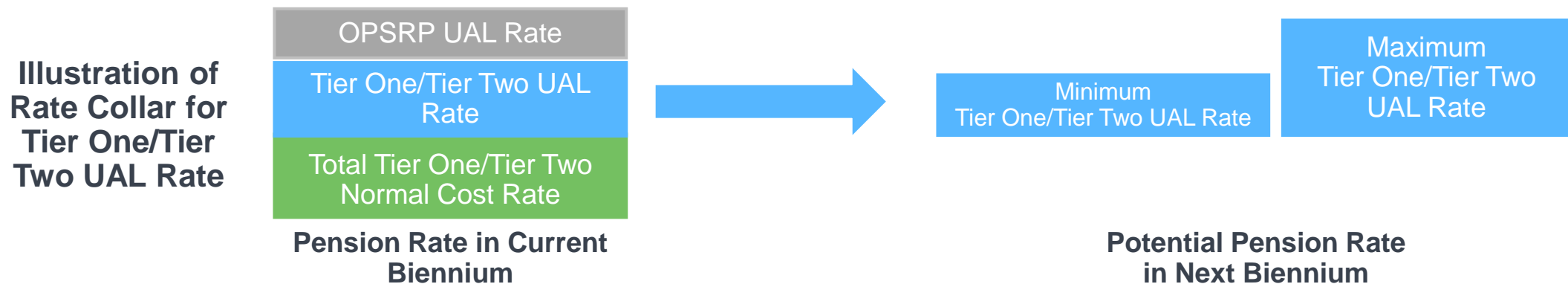


- The ***uncollared total rate*** is the theoretical contribution rate to reach 100% funded status over a specified amortization period if:
 - Contributions at that rate started on the actuarial valuation date, and
 - Actual future experience mirrors the actuarial valuation's assumptions, and
 - The normal cost rate does not change in subsequent years
- The rate collar sets a biennium's ***collared total base rate***, limiting the base rate change for a single biennium when there is a large change in the uncollared rate
- ***Member redirect offset*** reflects estimated portion of collared total base rate paid by redirected member contributions
- Employers pay the ***collared net employer rate***, which reflects the member redirect offset and any rate offset adjustments from:
 - Side account rate offsets for employers with side accounts
 - SLGRP charges/offsets (e.g., Transition Liability/Surplus)

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Rate Collar Design

- Rate collar focuses on the biennium-to-biennium change in the UAL Rate component
 - Normal Cost Rate component is always paid in full and is not subject to a rate collar limitation
- The maximum biennium to biennium change in UAL Rate permitted by the rate collar is:
 - **SLGRP and School District Pools Tier One/Tier Two UAL Rates:** 3% of pay
 - **OPSRP UAL rate:** 1% of pay
 - **Tier One/Tier Two UAL Rates of Independent Employers:** greater of 4% of pay or 1/3rd of the difference between the collared and uncollared Tier One/Tier Two UAL Rates at the last rate-setting valuation
- UAL Rate is not allowed to decrease at all unless funded status excluding side accounts is at least 87%, and a full collar width decrease is not allowed unless funded status is at least 90%



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Retirement System Risks

- Oregon PERS, like all defined benefit systems, is subject to various risks that will affect future system liabilities and contribution requirements, including:
 - **Investment risk:** the potential that investment returns will be different than assumed
 - **Demographic risks:** the potential that mortality experience, retirement behavior, or other demographic experience for the system membership will be different than assumed
 - **Contribution risk:** the potential that actual future contributions will be materially different than expected, for example if there are material changes in the system's covered payroll
- The results of an actuarial valuation are based on one set of reasonable assumptions, but it is almost certain that future experience will not exactly match the assumptions.
- Further discussion of system risks and historical information regarding system experience are shown in our annual actuarial valuations. In addition, our annual financial modeling presentation to the PERS Board illustrates future outcomes under a wide range of future scenarios reflecting variation in key risk factors.

Investment Risk

Low Default Rate Obligation Measure (LDROM)

To the extent that actual investment returns differ from the assumed investment return, the Plan’s future assets, funding contributions, and funded status may differ significantly from those presented in this valuation. Effective for measurement dates February 15, 2023 or later, Actuarial Standard of Practice 4 (ASOP 4) requires an actuary performing a funding valuation to calculate and disclose a “low-default-risk obligation measure” (LDROM) as of the measurement date. The LDROM is based on a discount rate derived from low-default-risk fixed income securities. This measure is for disclosure purposes only and does not affect or replace measurements adopted for System funding. A comparison of the LDROM to funding policy results can be viewed as providing information related to investment risk and the tradeoffs between a System’s current asset allocation and a hypothetical portfolio containing 100% low-default-risk fixed income securities.

The System’s target allocation selected by the Oregon Investment Council represents a balance of risk and return. Investing in an entirely low-default-risk fixed income allocation would be expected to reduce future investment returns and therefore increase future required contributions, but the lower risk levels may result in lower year-over-year volatility in the contribution and might provide more benefit security for plan members. Conversely, investing in higher-returning asset classes may increase future investment returns and therefore reduce future employer contributions, but would also increase the volatility of those contributions and potentially reduce benefit security for plan members.

The LDROM measure shown below reflects an interest rate based on the FTSE Liability Index (which is based on high-quality corporate bond yields) as of the valuation date, weighted based on projected benefit payments for the System. Except for the interest rate, the LDROM was calculated using the same assumptions and methods adopted for the funding valuation.

<i>\$ billions</i>	FTSE Index (LDROM)	Funding assumption
Interest rate	4.81%	6.90%
Actuarial liability at 12/31/2023	\$ 136.4	\$ 106.4
Funded status (excluding side accounts) at 12/31/2023	56%	72%

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Actuarial Basis

Data

We have based our calculation of the liabilities on the data supplied by the Oregon Public Employees Retirement System and summarized in the data exhibits on the preceding slides.

Assets as of December 31, 2023, were based on values provided by Oregon PERS reflecting the Board's earnings crediting decisions for 2023.

Methods / Policies

Actuarial Cost Method: Entry Age Normal, adopted effective December 31, 2012.

UAL Amortization: The UAL for OPSRP and Retiree Health Care as of December 31, 2007 were amortized as a level percentage of combined valuation payroll over a closed 16-year period for OPSRP and a closed 10-year period for Retiree Health Care. For the Tier One/Tier Two UAL, the amortization period was reset at 20 years as of December 31, 2013. Senate Bill 1049 was signed into law in June 2019 and requires a one-time re-amortization of Tier One/Tier Two UAL over a closed 22-year period at the December 31, 2019 rate-setting valuation which will set actuarially determined contribution rates for the 2021-2023 biennium. Gains and losses between subsequent odd-year valuations are amortized as a level percentage of combined valuation payroll over the amortization period (20 years for Tier One/Tier Two, 16 years for OPSRP, 10 years for Retiree Health Care) from the odd-year valuation in which they are first recognized.

For the Retiree Health Care programs (RHIA and RHIPA), beginning with the December 31, 2021 rate-setting valuation the amortization policy when a program is over 100% funded status will be to amortize the actuarial surplus over Tier One/Tier Two payroll using a rolling 20-year amortization basis. The resulting negative UAL Rate will offset the normal cost rate for the program, but not below 0.0%. If either program subsequently fell below 100%, the UAL would be amortized over combined payroll following the 10-year closed, layered amortization policy.

Actuarial Basis

Methods / Policies (cont'd)

Contribution rate stabilization method: The UAL Rate contribution rate component for a rate pool (e.g. Tier One/Tier Two SLGRP, Tier One/Tier Two School Districts, OPSRP) is confined to a collared range based on the prior biennium's collared UAL Rate contribution rate component (prior to consideration of side account offsets, SLGRP transition liability or surplus rates, or pre-SLGRP liability rate charges or offsets).

Collar Width: the rate pool's new UAL Rate contribution rate component will generally not increase or decrease from the prior biennium's collared UAL Rate contribution rate component by more than the following amount:

- Tier One/Tier Two SLGRP and Tier One/Tier Two School District Pool: 3% of payroll
- OPSRP: 1% of payroll
- Tier One/Tier Two rates for independent employers: greater of 4% of payroll or one-third of the difference between the collared and uncollared UAL Rate at the prior rate-setting valuation. In addition, the UAL Rate will not be allowed to be less than 0.00% of payroll for any Tier One/Tier Two independent employer with a funded status (excluding side accounts) less than 100%.

UAL Rate decrease restrictions: the UAL Rate for any rate pool will not be allowed to decrease if the pool's funded status is 87% (excluding side accounts) or lower; the allowable decrease will phase into the full collar width from 87% funded to 90% funded.

The contribution rate stabilization method is considered an output smoothing method which results in a reasonable relationship between the smoothed contribution and the corresponding actuarially determined contribution without output smoothing.

Expenses: System-wide administration expenses are assumed to be equal to \$64.0M. The assumed expenses are allocated between Tier One/Tier Two and OPSRP based on projected payroll and are added to the respective normal costs.

Actuarial Value of Assets: Equal to Market Value of Assets excluding Contingency and Tier One Rate Guarantee Reserves. The Tier One Rate Guarantee Reserve is not excluded from assets if it is negative (i.e., in deficit status). The Actuarial Value of Assets includes the value of Employee Pension Stability Accounts (EPSA).

Actuarial Basis

Methods / Policies (cont'd)

Actuarially Determined Contribution (ADC): The contribution determined by the plan's funding policy is expected to exceed the normal cost, plus interest on the unfunded actuarial accrued liability. Presuming that all actuarial assumptions are realized and that the plan sponsor makes contributions anticipated by the funding policy, the unfunded actuarial accrued liability is expected to be fully amortized no later than 20 years after the contribution rates determined in this valuation take effect. The funding policy is consistent with the plan accumulating assets adequate to make benefit payments when due. Actuarial standards require the actuary to calculate and disclose a "Reasonable ADC", which considers that the actuarial methods and actuarial assumptions are in compliance with Actuarial Standards of Practice. Based on the assumptions and methods used in this report, we believe the ADC is reasonable in accordance with actuarial standards. In our opinion, the ADC reflects a balance among benefit security for plan members, intergenerational equity among stakeholders, and stability of periodic costs.

We considered reflecting the 18-month delay between the rate-setting valuation date and the July 1 date on which newly adopted rates first take effect. The effect of the contribution time lag is not reflected for regular UAL amortizations but is reflected for amortization of side accounts and Pre-SLGRP amounts. Please see the in the 2022 Experience Study for the discussion and rationale for this methodology.

Assumptions

Assumptions for valuation calculations are as described in the 2022 Experience Study for Oregon PERS and presented to the PERS Board in July 2023.

Provisions

Provisions valued are as detailed in the 2023 Valuation Report.

Summary of PERS Employer Contribution Rates

Rates shown reflect the effect of side account rate offsets and retiree healthcare contributions,
and exclude contributions to the IAP and debt service for pension obligation bonds.

Employer Number	Employer Name	Net Employer Contribution Rate 7/1/23 - 6/30/25			Net Employer Contribution Rate 7/1/25 - 6/30/27		
		Tier One / Tier Two Payroll (reflects 2.40% member redirect offset)	OPSRP General Service Payroll (reflects 0.65% member redirect offset)	OPSRP Police and Fire Payroll	Tier One / Tier Two Payroll (reflects 2.40% member redirect offset)	OPSRP General Service Payroll (reflects 0.65% member redirect offset)	OPSRP Police and Fire Payroll
..... Independent Employers							
..... City							
2167	City of Athena	16.33%	16.36%	21.15%	21.80%	21.85%	27.12%
2106	City of Beaverton	29.55%	23.10%	27.89%	34.33%	28.59%	33.86%
2107	City of Bend	21.64%	14.66%	19.45%	25.66%	19.43%	24.70%
2149	City of Canyonville	17.73%	14.08%	18.87%	24.60%	18.90%	24.17%
2186	City of Chiloquin	12.59%	6.62%	11.41%	17.03%	12.57%	17.84%
2162	City of Clatskanie	9.31%	5.57%	10.36%	16.02%	12.33%	17.60%
2152	City of Coos Bay	31.98%	22.06%	26.85%	39.30%	27.55%	32.82%
2165	City of Cornelius	24.86%	20.85%	25.64%	29.15%	26.34%	31.61%
2127	City of Cottage Grove	33.62%	25.36%	30.15%	43.64%	30.85%	36.12%
2257	City of Culver	37.87%	32.42%	37.21%	38.95%	33.91%	39.18%
2262	City of Dufur	28.22%	21.92%	26.71%	29.11%	23.41%	28.68%
2282	City of Eagle Point	31.37%	22.45%	27.24%	33.64%	27.94%	33.21%
2111	City of Eugene	29.64%	22.90%	27.69%	33.14%	28.31%	33.58%
2112	City of Forest Grove	17.92%	11.46%	16.25%	19.53%	12.95%	18.22%
2248	City of Fossil	21.78%	15.48%	20.27%	23.85%	18.15%	23.42%
2309	City of Gearhart	25.10%	18.22%	23.01%	27.50%	23.71%	28.98%
2264	City of Gervais	24.07%	20.32%	25.11%	32.08%	25.81%	31.08%
2250	City of Gold Beach	18.23%	13.06%	17.85%	25.23%	18.55%	23.82%
2114	City of Gresham	27.88%	20.01%	24.80%	34.19%	26.77%	32.04%
2115	City of Hillsboro	24.68%	18.60%	23.39%	28.31%	22.74%	28.01%
2222	City of Jacksonville	32.12%	23.57%	28.36%	32.12%	29.06%	34.33%
2232	City of Joseph	20.36%	14.06%	18.85%	12.45%	13.78%	19.05%
2279	City of Keizer	30.05%	20.35%	25.14%	35.21%	25.84%	31.11%
2283	City of Maupin	22.25%	15.95%	20.74%	27.14%	21.44%	26.71%
2195	City of Metolius	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2290	City of Molalla	14.67%	9.54%	14.33%	21.12%	15.03%	20.30%
2174	City of Mt Angel	15.11%	14.34%	19.13%	20.02%	19.83%	25.10%
2118	City of Ontario	34.46%	25.48%	30.27%	32.42%	25.08%	30.35%
2218	City of Prairie City	27.14%	26.73%	31.52%	33.14%	33.68%	38.95%
2146	City of Prineville	19.92%	14.62%	19.41%	25.16%	21.19%	26.46%
2297	City of Rainier	24.11%	18.25%	23.04%	34.06%	23.74%	29.01%
2101	City of Salem	25.07%	18.31%	23.10%	30.29%	24.02%	29.29%
2219	City of Sheridan	19.67%	17.15%	21.94%	25.85%	22.64%	27.91%
2213	City of Stanfield	13.58%	4.53%	9.32%	20.06%	12.33%	17.60%
2129	City of Sweet Home	21.12%	11.08%	15.87%	27.74%	17.66%	22.93%
2261	City of Waldport	18.17%	15.33%	20.12%	21.36%	18.61%	23.88%

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Independent Employers							
City							
2189	City of Willamina	0.00%	0.00%	3.15%	4.89%	3.85%	9.12%
2253	Town of Butte Falls	21.78%	15.48%	20.27%	26.67%	20.97%	26.24%
County							
2001	Clackamas County	27.59%	22.57%	27.36%	30.21%	25.95%	31.22%
2002	Curry County	34.15%	27.37%	32.16%	37.09%	32.86%	38.13%
2003	Douglas County	44.42%	36.99%	41.78%	46.99%	39.68%	44.95%
2006	Jefferson County	17.16%	11.19%	15.98%	18.60%	12.85%	18.12%
2008	Lane County	9.11%	3.82%	8.61%	16.45%	11.67%	16.94%
2014	Linn County	30.46%	24.74%	29.53%	34.86%	29.19%	34.46%
2039	Malheur County	22.21%	17.64%	22.43%	27.81%	22.47%	27.74%
2897	Morrow County	17.12%	10.82%	15.61%	17.38%	11.68%	16.95%
2037	Polk County	27.68%	22.14%	26.93%	28.91%	23.73%	29.00%
2050	Wallowa County	20.95%	11.08%	15.87%	22.27%	16.57%	21.84%
2015	Yamhill County	21.30%	15.42%	20.21%	23.99%	18.94%	24.21%
Special Districts							
2898	Adair Rural Fire Protection District	N/A	N/A	N/A	17.89%	12.19%	17.46%
2664	Applegate Valley Rural Fire Protection District #9	35.66%	21.71%	26.50%	36.15%	27.20%	32.47%
2702	Banks Fire District #13	26.93%	20.63%	25.42%	24.42%	22.12%	27.39%
2596	Bend Parks & Recreation	18.44%	15.19%	19.98%	19.85%	17.27%	22.54%
2648	Black Butte Ranch Rural Fire Protection District	24.20%	17.90%	22.69%	39.39%	28.78%	34.05%
2833	Boardman Fire & Rescue District	22.29%	15.99%	20.78%	23.18%	17.48%	22.75%
2890	Central Cascades Fire & EMS	17.38%	11.08%	15.87%	18.27%	12.57%	17.84%
2403	Central Coos Fire and Rescue	N/A	N/A	N/A	30.74%	25.04%	30.31%
2678	Central Oregon Regional Housing Authority	16.24%	15.26%	20.05%	16.55%	15.41%	20.68%
2645	Chiloquin Agency Lake Rural Fire Protection District	27.81%	19.01%	23.80%	24.97%	20.50%	25.77%
2693	City-County Insurance Services	15.75%	14.45%	19.24%	18.28%	18.07%	23.34%
2518	Clackamas County Housing Authority	19.54%	14.85%	19.64%	23.23%	20.34%	25.61%
2870	Clackamas River Water Providers	12.19%	13.78%	18.57%	15.59%	17.12%	22.39%
2679	Columbia River People's Utility District	24.31%	22.21%	27.00%	26.69%	25.73%	31.00%
2828	Deschutes Public Library District	18.42%	15.79%	20.58%	19.88%	17.28%	22.55%
2527	Deschutes Valley Water District	22.44%	18.25%	23.04%	29.60%	24.79%	30.06%
2729	Douglas County Fire District #2	66.19%	55.09%	59.88%	73.01%	61.29%	66.56%
2743	Douglas Soil & Water Conservation District	N/A	N/A	N/A	19.48%	13.78%	19.05%
2529	East Fork Irrigation District	14.01%	11.08%	15.87%	20.03%	17.74%	23.01%
2618	Estacada Cemetery District	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2623	Evans Valley Fire District #6	17.61%	11.31%	16.10%	22.50%	16.80%	22.07%

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.....							
Independent Employers							
.....							
Special Districts							
2785	Fern Ridge Community Library	19.49%	13.19%	17.98%	22.66%	16.96%	22.23%
2608	Gaston Rural Fire Protection District	22.82%	16.52%	21.31%	24.96%	19.26%	24.53%
2400	Gilliam County Fire Services	N/A	N/A	N/A	18.27%	12.57%	17.84%
2891	Grant County Emergency Communications Agency	16.52%	11.17%	15.96%	19.48%	13.78%	19.05%
2698	Halsey Shedd Rural Fire Protection District	25.24%	20.46%	25.25%	29.33%	25.95%	31.22%
2771	Harbor Water PUD	25.19%	19.43%	24.22%	30.62%	24.92%	30.19%
2717	Ice Fountain Water District	25.61%	19.31%	24.10%	32.31%	26.61%	31.88%
2556	Jackson County Fire District #5	42.44%	31.86%	36.65%	43.96%	33.35%	38.62%
2841	Jefferson County Soil & Water Conservation District	12.56%	11.88%	16.67%	14.29%	13.07%	18.34%
2809	Juntura Road District #4	22.52%	16.22%	21.01%	27.41%	21.71%	26.98%
2646	Keno Rural Fire Protection District	N/A	N/A	N/A	130.76%	107.41%	112.68%
2402	Kernville Gleneden Beach Lincoln Beach Water District	N/A	N/A	N/A	18.27%	12.57%	17.84%
2515	Klamath County Fire District #1	45.51%	36.76%	41.55%	51.04%	42.13%	47.40%
2760	Knappa Svensen Burnside Rural Fire Protection District	63.48%	55.77%	60.56%	69.99%	61.26%	66.53%
2881	Lake Chinook Fire and Rescue District	17.37%	11.07%	15.86%	18.26%	12.56%	17.83%
2644	Lakeside Water District	10.67%	8.85%	13.64%	13.57%	10.56%	15.83%
2751	Lane Regional Air Protection Agency	N/A	N/A	N/A	18.27%	12.57%	17.84%
2521	League of Oregon Cities	25.41%	25.72%	30.51%	27.09%	27.21%	32.48%
2597	Mapleton Water District	18.40%	12.10%	16.89%	27.59%	21.89%	27.16%
2877	Mid-Columbia Fire and Rescue V1-801	13.04%	11.84%	16.63%	14.44%	13.33%	18.60%
2861	Mt Angel Fire District	21.26%	11.98%	16.77%	23.29%	13.79%	19.06%
2724	Nehalem Bay Wastewater Agency	22.52%	16.22%	21.01%	28.02%	22.32%	27.59%
2740	Neskowin Regional Sanitary Authority	6.14%	0.00%	4.63%	8.10%	2.40%	7.67%
2655	North Bay Rural Fire Protection District	N/A	N/A	N/A	36.06%	30.36%	35.63%
2835	North Clackamas County Water Commission	30.57%	24.27%	29.06%	31.77%	26.07%	31.34%
2637	Northeast Oregon Housing Authority	24.73%	18.43%	23.22%	29.82%	24.12%	29.39%
2550	Nyssa Road Assessment District #2	32.53%	29.50%	34.29%	33.49%	30.99%	36.26%
2685	Oregon Community College Association	13.20%	11.08%	15.87%	18.08%	16.57%	21.84%
2876	Oregon Municipal Electric Utilities Association	17.07%	10.77%	15.56%	18.45%	12.75%	18.02%
2533	Owyhee Irrigation District	31.29%	24.09%	28.88%	31.37%	25.58%	30.85%
2688	Polk County Fire District #1	27.41%	17.81%	22.60%	32.49%	23.30%	28.57%
2613	Polk Soil & Water Conservation District	21.16%	14.86%	19.65%	22.05%	16.35%	21.62%
2507	Port of Astoria	13.27%	11.99%	16.78%	16.16%	14.52%	19.79%
2633	Port of Cascade Locks	17.32%	13.30%	18.09%	23.21%	18.79%	24.06%
2570	Port of Columbia County	15.13%	8.83%	13.62%	12.27%	12.69%	17.96%
2788	Port of Hood River	18.70%	17.03%	21.82%	17.49%	19.96%	25.23%

Summary of PERS Employer Contribution Rates

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..... Independent Employers							
..... Special Districts							
2581	Port of Umatilla	25.23%	16.15%	20.94%	22.57%	16.48%	21.75%
2689	Redmond Area Park & Recreation District	15.12%	11.65%	16.44%	19.98%	17.01%	22.28%
2672	Rockwood Water PUD	23.13%	21.81%	26.60%	25.26%	23.30%	28.57%
2747	Salem Housing Authority	27.58%	24.84%	29.63%	28.62%	26.33%	31.60%
2401	South Clackamas Transportation District	N/A	N/A	N/A	18.27%	12.57%	17.84%
2859	South Lane County Fire and Rescue	35.58%	23.24%	28.03%	37.06%	25.98%	31.25%
2803	Southwestern Polk County Rural Fire Protection District	9.51%	9.31%	14.10%	10.79%	10.81%	16.08%
2845	Sunrise Water Authority	9.50%	7.84%	12.63%	11.85%	10.96%	16.23%
2643	Sweet Home Cemetery	16.16%	8.74%	13.53%	19.04%	11.55%	16.82%
2722	Tillamook 9-1-1	16.02%	16.88%	21.67%	22.08%	22.37%	27.64%
2821	Tillamook County Soil and Water Conservation District	12.74%	11.03%	15.82%	15.66%	13.25%	18.52%
2783	Tillamook Fire District	24.94%	16.27%	21.06%	23.40%	17.70%	22.97%
2865	Tri-County Cooperative Weed Management Area	20.65%	14.35%	19.14%	19.36%	13.66%	18.93%
2610	Turner Fire District	71.57%	11.08%	15.87%	50.96%	17.83%	23.10%
2887	Umatilla County Fire District #1	31.12%	20.67%	25.46%	33.71%	24.77%	30.04%
2874	Umatilla-Morrow Radio and Data District	13.44%	12.10%	16.89%	18.20%	17.59%	22.86%
2536	Valley View Cemetery	0.00%	0.00%	0.00%	2.22%	0.00%	1.74%
2797	Vernonia Fire	8.46%	6.99%	11.78%	13.47%	11.79%	17.06%
2796	West Side Rural Fire Protection District	18.55%	11.08%	15.87%	25.17%	16.57%	21.84%
2714	Winchester Bay Sanitary District	19.46%	13.80%	18.59%	21.65%	15.29%	20.56%
2878	Yamhill Fire Protection District	14.27%	10.95%	15.74%	15.12%	12.48%	17.75%

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Employer Number	Employer Name						
Judiciary - member redirect offset does not apply							
2099	State Judiciary	29.01%	N/A	N/A	33.71%	N/A	N/A

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School Districts							
.....							
School							
4404	Alliance Charter Academy	26.42%	23.58%	28.37%	28.43%	25.25%	30.52%
4306	Amity School District	1.18%	0.00%	3.13%	13.47%	10.29%	15.56%
3446	Ashwood School	24.27%	21.43%	26.22%	19.69%	16.51%	21.78%
3003	Baker School District #5J	5.27%	2.43%	7.22%	20.26%	17.08%	22.35%
4035	Banks School District	22.17%	19.33%	24.12%	26.74%	23.56%	28.83%
4062	Beaverton School District	17.93%	15.09%	19.88%	23.11%	19.93%	25.20%
3291	Bend-La Pine Public Schools	19.32%	16.48%	21.27%	23.32%	20.14%	25.41%
3510	Bethel School District	12.82%	9.98%	14.77%	18.23%	15.05%	20.32%
3451	Black Butte School District	24.32%	21.48%	26.27%	26.24%	23.06%	28.33%
3283	Brookings-Harbor School District #17C	8.18%	5.34%	10.13%	15.73%	12.55%	17.82%
3320	Camas Valley School District #21	25.80%	22.96%	27.75%	28.23%	25.05%	30.32%
4333	Canby School District	7.23%	4.39%	9.18%	17.09%	13.91%	19.18%
4334	Cascade School District #5	11.18%	8.34%	13.13%	22.98%	19.80%	25.07%
3859	Central School District #13J	14.00%	11.16%	15.95%	21.01%	17.83%	23.10%
4259	Clackamas Education Service District	16.38%	13.54%	18.33%	25.93%	22.75%	28.02%
3179	Clatsop County School District #1C	1.11%	0.00%	3.06%	14.93%	11.75%	17.02%
3116	Colton School District #53	26.09%	23.25%	28.04%	28.31%	25.13%	30.40%
3242	Coos Bay School District #9	20.81%	17.97%	22.76%	24.68%	21.50%	26.77%
3039	Corvallis School District #509J	16.13%	13.29%	18.08%	22.32%	19.14%	24.41%
3970	Cove School District	25.58%	22.74%	27.53%	27.72%	24.54%	29.81%
3502	Creswell School District #40	22.17%	19.33%	24.12%	25.52%	22.34%	27.61%
3274	Crook County School District	8.25%	5.41%	10.20%	20.28%	17.10%	22.37%
3850	Dallas School District	11.97%	9.13%	13.92%	17.66%	14.48%	19.75%
3843	David Douglas School District	23.86%	21.02%	25.81%	26.97%	23.79%	29.06%
4291	Dayton Public Schools	3.68%	0.84%	5.63%	13.01%	9.83%	15.10%
4237	Douglas Education Service District	24.19%	21.35%	26.14%	28.02%	24.84%	30.11%
4012	Dufur Schools	27.47%	24.63%	29.42%	29.38%	26.20%	31.47%
3927	Echo School District	6.75%	3.91%	8.70%	15.24%	12.06%	17.33%
4323	Estacada School District #108	15.97%	13.13%	17.92%	23.96%	20.78%	26.05%
3473	Eugene School District 4J	21.68%	18.84%	23.63%	26.72%	23.54%	28.81%
3887	Falls City School District	12.75%	9.91%	14.70%	27.23%	24.05%	29.32%
3494	Fern Ridge School District	13.37%	10.53%	15.32%	17.60%	14.42%	19.69%
4405	Forest Grove Community School	27.16%	24.32%	29.11%	29.17%	25.99%	31.26%
4313	Forest Grove School District	19.02%	16.18%	20.97%	23.58%	20.40%	25.67%
4034	Gaston Public Schools	7.82%	4.98%	9.77%	18.67%	15.49%	20.76%
4329	Gervais School District #1	0.00%	0.00%	1.67%	4.00%	0.82%	6.09%

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School Districts							
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School							
3160	Gladstone School District #115	2.95%	0.11%	4.90%	18.95%	15.77%	21.04%
3316	Glide School District #12	17.72%	14.88%	19.67%	24.35%	21.17%	26.44%
4219	Grant County Education Service District	23.62%	20.78%	25.57%	27.21%	24.03%	29.30%
4260	Greater Albany School District #8J	19.17%	16.33%	21.12%	23.50%	20.32%	25.59%
4332	Gresham-Barlow School District #10	12.99%	10.15%	14.94%	20.72%	17.54%	22.81%
4326	Harney County School District #3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4258	Hermiston School District #8R	5.68%	2.84%	7.63%	15.72%	12.54%	17.81%
4252	High Desert Education Service District	17.87%	15.03%	19.82%	26.26%	23.08%	28.35%
4341	Hillsboro School District #1J	16.69%	13.85%	18.64%	23.39%	20.21%	25.48%
3409	Hood River County School District	15.95%	13.11%	17.90%	23.16%	19.98%	25.25%
4223	InterMountain Education Service District	8.84%	6.00%	10.79%	19.69%	16.51%	21.78%
4220	Jefferson County Education Service District	15.78%	12.94%	17.73%	17.46%	14.28%	19.55%
3729	Jefferson School District #14Cj	5.63%	2.79%	7.58%	13.46%	10.28%	15.55%
4315	John Day School District	8.81%	5.97%	10.76%	23.09%	19.91%	25.18%
3520	Junction City School District #69	15.73%	12.89%	17.68%	18.91%	15.73%	21.00%
3965	La Grande Public Schools	6.57%	3.73%	8.52%	12.77%	9.59%	14.86%
3461	Lake County School District #7	12.20%	9.36%	14.15%	18.15%	14.97%	20.24%
4268	Lake Oswego School District	15.15%	12.31%	17.10%	23.06%	19.88%	25.15%
4276	Lane County Education Service District	21.31%	18.47%	23.26%	27.71%	24.53%	29.80%
3579	Lincoln County School District	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3447	Madras School District	7.36%	4.52%	9.31%	18.78%	15.60%	20.87%
4142	McMinnville Schools	18.26%	15.42%	20.21%	23.33%	20.15%	25.42%
4288	Medford School District #549C	23.16%	20.32%	25.11%	26.21%	23.03%	28.30%
4335	Milton-Freewater Unified School District #7	0.76%	0.00%	2.71%	7.80%	4.62%	9.89%
4423	Molalla River Academy	26.79%	23.95%	28.74%	28.87%	25.69%	30.96%
4331	Molalla River School District	0.00%	0.00%	0.00%	6.75%	3.57%	8.84%
4340	Monroe School District #1J	14.64%	11.80%	16.59%	20.65%	17.47%	22.74%
3372	Monument School District #8	5.89%	3.05%	7.84%	14.67%	11.49%	16.76%
3809	Morrow County Schools	11.72%	8.88%	13.67%	20.27%	17.09%	22.36%
4238	Multnomah Education Service District	3.09%	0.25%	5.04%	13.67%	10.49%	15.76%
4336	Nestucca Valley School District #101	20.14%	17.30%	22.09%	26.33%	23.15%	28.42%
4135	Newberg School District #29Jt	9.61%	6.77%	11.56%	16.17%	12.99%	18.26%
3245	North Bend Public Schools	19.59%	16.75%	21.54%	22.53%	19.35%	24.62%
4321	North Clackamas School District #12	13.53%	10.69%	15.48%	21.58%	18.40%	23.67%
3463	North Lake School District #14	26.54%	23.70%	28.49%	28.80%	25.62%	30.89%
3730	North Marion School District #15	1.38%	0.00%	3.33%	11.97%	8.79%	14.06%

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School Districts							
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School							
4342	North Santiam School District #29J	0.24%	0.00%	2.19%	6.49%	3.31%	8.58%
4381	North Wasco County School District #21	13.33%	10.49%	15.28%	26.22%	23.04%	28.31%
3307	Oakland School District	25.93%	23.09%	27.88%	28.41%	25.23%	30.50%
3524	Oakridge School District	13.91%	11.07%	15.86%	18.58%	15.40%	20.67%
3684	Ontario School District #8C	18.21%	15.37%	20.16%	24.24%	21.06%	26.33%
3122	Oregon City School District #62	6.36%	3.52%	8.31%	12.45%	9.27%	14.54%
4345	Oregon Trail School District 46	27.38%	24.54%	29.33%	29.31%	26.13%	31.40%
3462	Paisley School District	25.61%	22.77%	27.56%	28.17%	24.99%	30.26%
3820	Parkrose School District	9.17%	6.33%	11.12%	13.48%	10.30%	15.57%
3931	Pendleton School District #16R	2.83%	0.00%	4.78%	13.82%	10.64%	15.91%
3043	Philomath School District #17J	19.18%	16.34%	21.13%	24.97%	21.79%	27.06%
3414	Phoenix-Talent School District	13.59%	10.75%	15.54%	22.65%	19.47%	24.74%
3958	Pilot Rock School District #2R	13.64%	10.80%	15.59%	21.31%	18.13%	23.40%
3470	Pleasant Hill School District	27.26%	24.42%	29.21%	29.23%	26.05%	31.32%
3818	Portland Public Schools	0.00%	0.00%	1.29%	8.60%	5.42%	10.69%
4403	Portland Village School	26.37%	23.53%	28.32%	28.73%	25.55%	30.82%
3370	Prairie City School District #4	20.48%	17.64%	22.43%	25.45%	22.27%	27.54%
4320	Rainier School District #13	12.44%	9.60%	14.39%	19.66%	16.48%	21.75%
4311	Redmond School District #2J	8.14%	5.30%	10.09%	15.01%	11.83%	17.10%
4312	Reedsport School District	15.82%	12.98%	17.77%	22.80%	19.62%	24.89%
3824	Reynolds School District	8.43%	5.59%	10.38%	18.70%	15.52%	20.79%
3847	Riverdale School	13.98%	11.14%	15.93%	21.50%	18.32%	23.59%
3310	Roseburg Public Schools	1.38%	0.00%	3.33%	11.71%	8.53%	13.80%
3735	Salem-Keizer Public Schools	16.31%	13.47%	18.26%	22.51%	19.33%	24.60%
3665	Santiam Canyon School District	14.43%	11.59%	16.38%	21.37%	18.19%	23.46%
3000	School Districts	27.87%	25.03%	29.82%	29.70%	26.52%	31.79%
3647	Scio School District #95C	23.35%	20.51%	25.30%	25.54%	22.36%	27.63%
3187	Seaside Schools	16.97%	14.13%	18.92%	22.26%	19.08%	24.35%
4440	Sheridan Allprep Academy	24.16%	21.32%	26.11%	28.78%	25.60%	30.87%
4144	Sheridan School District #48J	26.93%	24.09%	28.88%	28.85%	25.67%	30.94%
4337	Sherman County School District	19.01%	16.17%	20.96%	22.56%	19.38%	24.65%
4317	Sherwood School District #88J	22.84%	20.00%	24.79%	26.09%	22.91%	28.18%
4270	Silver Falls School District	6.34%	3.50%	8.29%	15.83%	12.65%	17.92%
3296	Sisters School District	9.51%	6.67%	11.46%	21.16%	17.98%	23.25%
3537	Siuslaw School District #97J	14.41%	11.57%	16.36%	24.84%	21.66%	26.93%
3506	South Lane School District	0.00%	0.00%	0.00%	7.17%	3.99%	9.26%

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School Districts							
.....							
School							
3319	South Umpqua School District	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3487	Springfield School District #19	4.19%	1.35%	6.14%	12.57%	9.39%	14.66%
4279	St Helens School District #502	3.97%	1.13%	5.92%	14.84%	11.66%	16.93%
3942	Stanfield School District	10.01%	7.17%	11.96%	17.89%	14.71%	19.98%
3353	Sutherlin School District #130	4.26%	1.42%	6.21%	15.00%	11.82%	17.09%
3618	Sweet Home School District #55	5.01%	2.17%	6.96%	12.90%	9.72%	14.99%
4380	The Emerson School	26.15%	23.31%	28.10%	28.38%	25.20%	30.47%
4338	Three Rivers U J School District	15.99%	13.15%	17.94%	20.65%	17.47%	22.74%
4316	Tigard-Tualatin School District #23J	23.69%	20.85%	25.64%	27.33%	24.15%	29.42%
3902	Tillamook Public Schools	0.00%	0.00%	0.65%	7.81%	4.63%	9.90%
3928	Umatilla School District #6R	11.33%	8.49%	13.28%	20.35%	17.17%	22.44%
3966	Union County School District	16.42%	13.58%	18.37%	24.37%	21.19%	26.46%
3195	Warrenton-Hammond School District	20.94%	18.10%	22.89%	25.22%	22.04%	27.31%
3075	West Linn School District	7.92%	5.08%	9.87%	16.01%	12.83%	18.10%
4254	Willamette Education Service District	12.79%	9.95%	14.74%	25.09%	21.91%	27.18%
4314	Willamina School District #30J	23.59%	20.75%	25.54%	26.51%	23.33%	28.60%
3349	Winston-Dillard Schools	0.00%	0.00%	0.00%	1.11%	0.00%	3.20%
4166	Yamhill-Carlton School District #1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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SLGRP (Default Tier One/Tier Two Rates)							
CC							
2901	Blue Mountain Community College	14.20%	11.01%	15.80%	12.35%	9.74%	15.01%
2999	Central Oregon Community College	20.73%	17.54%	22.33%	22.98%	20.37%	25.64%
2919	Chemeketa Community College	5.40%	2.21%	7.00%	7.79%	5.18%	10.45%
2908	Clackamas Community College	6.24%	3.05%	7.84%	11.94%	9.33%	14.60%
2900	Clatsop Community College	16.31%	13.12%	17.91%	18.99%	16.38%	21.65%
2996	Columbia Gorge Community College	17.96%	14.77%	19.56%	23.67%	21.06%	26.33%
2906	Klamath Community College	27.61%	24.42%	29.21%	27.92%	25.31%	30.58%
2904	Lane Community College	0.00%	0.00%	0.64%	2.26%	0.00%	4.92%
2910	Linn-Benton Community College	16.06%	12.87%	17.66%	18.34%	15.73%	21.00%
2905	Mt Hood Community College	0.60%	0.00%	2.20%	6.44%	3.83%	9.10%
2995	Oregon Coast Community College	20.00%	16.81%	21.60%	23.43%	20.82%	26.09%
2918	Portland Community College	4.63%	1.44%	6.23%	9.67%	7.06%	12.33%
2922	Rogue Community College	3.31%	0.12%	4.91%	8.37%	5.76%	11.03%
2998	Southwestern Community College	11.11%	7.92%	12.71%	12.71%	10.10%	15.37%
2997	Tillamook Bay Community College	22.72%	19.53%	24.32%	22.60%	19.99%	25.26%
2902	Treasure Valley Community College	2.58%	0.00%	4.18%	8.75%	6.14%	11.41%
2903	Umpqua Community College	3.58%	0.39%	5.18%	10.68%	8.07%	13.34%
City							
2258	City of Adair Village	27.19%	22.48%	27.27%	28.67%	24.57%	29.84%
2103	City of Albany	27.06%	20.66%	25.45%	29.16%	23.50%	28.77%
2235	City of Amity	19.48%	13.42%	18.21%	21.63%	16.09%	21.36%
2104	City of Ashland	28.58%	22.66%	27.45%	30.15%	24.72%	29.99%
2105	City of Astoria	29.70%	23.89%	28.68%	31.79%	25.45%	30.72%
2234	City of Aumsville	25.01%	18.80%	23.59%	29.97%	23.01%	28.28%
2272	City of Aurora	20.24%	15.53%	20.32%	26.83%	22.73%	28.00%
2159	City of Baker City	27.45%	21.72%	26.51%	29.30%	24.12%	29.39%
2150	City of Bandon	25.85%	21.87%	26.66%	27.10%	24.36%	29.63%
2231	City of Banks	20.59%	15.88%	20.67%	27.05%	22.95%	28.22%
2241	City of Bay City	24.85%	20.52%	25.31%	25.98%	24.35%	29.62%
2178	City of Boardman	21.77%	16.05%	20.84%	25.12%	19.62%	24.89%
2216	City of Brookings	28.09%	21.17%	25.96%	30.35%	23.95%	29.22%
2204	City of Burns	23.46%	17.98%	22.77%	24.92%	20.82%	26.09%
2109	City of Canby	22.80%	16.89%	21.68%	26.87%	21.65%	26.92%
2223	City of Cannon Beach	25.31%	20.62%	25.41%	28.13%	23.83%	29.10%
2198	City of Carlton	19.60%	17.58%	22.37%	25.38%	23.75%	29.02%
2182	City of Cascade Locks	35.49%	29.43%	34.22%	36.58%	31.06%	36.33%

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SLGRP (Default Tier One/Tier Two Rates)							

City							
2194	City of Cave Junction	27.25%	21.19%	25.98%	29.67%	24.13%	29.40%
2181	City of Central Point	26.42%	21.30%	26.09%	27.49%	23.99%	29.26%
2201	City of Coburg	20.34%	18.32%	23.11%	25.55%	23.92%	29.19%
2271	City of Columbia City	33.56%	22.08%	26.87%	35.63%	24.42%	29.69%
2177	City of Condon	23.22%	21.20%	25.99%	25.04%	23.41%	28.68%
2110	City of Coquille	30.92%	23.29%	28.08%	32.87%	25.00%	30.27%
2155	City of Corvallis	21.04%	15.30%	20.09%	24.90%	19.90%	25.17%
2236	City of Creswell	24.96%	22.38%	27.17%	26.95%	24.52%	29.79%
2202	City of Dallas	26.85%	21.51%	26.30%	28.91%	24.05%	29.32%
2252	City of Dayton	21.97%	18.33%	23.12%	27.51%	23.41%	28.68%
2294	City of Depoe Bay	28.14%	22.08%	26.87%	29.97%	24.43%	29.70%
2131	City of Drain	28.21%	22.15%	26.94%	28.56%	24.46%	29.73%
2245	City of Dundee	17.20%	15.18%	19.97%	23.89%	22.26%	27.53%
2299	City of Dunes City	20.73%	16.02%	20.81%	24.89%	20.79%	26.06%
2269	City of Durham	23.72%	19.01%	23.80%	28.14%	24.04%	29.31%
2225	City of Echo	35.99%	29.93%	34.72%	33.91%	28.37%	33.64%
2205	City of Elgin	0.00%	0.00%	0.00%	12.37%	10.74%	16.01%
2305	City of Elkton	24.20%	22.18%	26.97%	26.09%	24.46%	29.73%
2180	City of Enterprise	25.49%	23.47%	28.26%	26.63%	25.00%	30.27%
2179	City of Estacada	25.88%	22.63%	27.42%	26.20%	24.57%	29.84%
2208	City of Fairview	18.44%	15.08%	19.87%	18.98%	17.35%	22.62%
2224	City of Falls City	24.12%	19.41%	24.20%	27.19%	23.09%	28.36%
2291	City of Florence	19.75%	15.56%	20.35%	25.41%	21.49%	26.76%
2220	City of Garibaldi	29.19%	24.48%	29.27%	29.47%	25.37%	30.64%
2242	City of Gaston	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2304	City of Gladstone	25.16%	20.11%	24.90%	25.29%	22.14%	27.41%
2274	City of Gold Hill	0.00%	0.00%	0.00%	17.93%	16.30%	21.57%
2113	City of Grants Pass	28.41%	21.28%	26.07%	29.51%	23.23%	28.50%
2284	City of Halsey	20.06%	18.04%	22.83%	23.95%	22.32%	27.59%
2296	City of Happy Valley	22.15%	19.00%	23.79%	23.15%	21.52%	26.79%
2268	City of Harrisburg	23.27%	21.14%	25.93%	25.71%	23.90%	29.17%
2193	City of Heppner	4.33%	0.00%	4.41%	1.10%	0.00%	2.27%
2160	City of Hermiston	28.10%	22.40%	27.19%	29.78%	24.57%	29.84%
2226	City of Hines	30.91%	21.18%	25.97%	33.59%	24.05%	29.32%
2138	City of Hood River	25.46%	17.83%	22.62%	27.72%	20.58%	25.85%
2196	City of Hubbard	29.13%	23.07%	27.86%	30.30%	24.75%	30.02%

Summary of PERS Employer Contribution Rates

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		Tier One / Tier Two Payroll (reflects 2.40% member redirect offset)	OPSRP General Service Payroll (reflects 0.65% member redirect offset)	OPSRP Police and Fire Payroll	Tier One / Tier Two Payroll (reflects 2.40% member redirect offset)	OPSRP General Service Payroll (reflects 0.65% member redirect offset)	OPSRP Police and Fire Payroll
SLGRP (Default Tier One/Tier Two Rates)							
City							
2191	City of Huntington	59.24%	54.53%	59.32%	62.12%	58.02%	63.29%
2306	City of Imbler	27.05%	22.34%	27.13%	28.77%	24.67%	29.94%
2267	City of Independence	26.69%	20.17%	24.96%	27.49%	23.48%	28.75%
2266	City of Irrigon	22.69%	20.67%	25.46%	25.24%	23.61%	28.88%
2211	City of Jefferson	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2229	City of John Day	11.85%	9.83%	14.62%	11.84%	7.74%	13.01%
2256	City of Jordan Valley	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2199	City of Junction City	25.61%	21.47%	26.26%	27.65%	24.11%	29.38%
2287	City of King City	29.11%	19.38%	24.17%	33.55%	24.00%	29.27%
2148	City of Klamath Falls	19.22%	12.85%	17.64%	24.54%	18.78%	24.05%
2263	City of La Grande	26.32%	16.19%	20.98%	31.89%	21.71%	26.98%
2233	City of Lafayette	23.43%	19.62%	24.41%	25.23%	23.60%	28.87%
2120	City of Lake Oswego	29.54%	22.55%	27.34%	30.29%	24.50%	29.77%
2244	City of Lakeside	6.96%	2.25%	7.04%	23.02%	18.92%	24.19%
2140	City of Lebanon	25.16%	18.90%	23.69%	28.74%	23.08%	28.35%
2298	City of Lincoln City	19.86%	14.67%	19.46%	22.52%	20.01%	25.28%
2293	City of Lowell	25.85%	21.14%	25.93%	27.89%	23.79%	29.06%
2270	City of Lyons	26.53%	20.47%	25.26%	25.61%	23.98%	29.25%
2170	City of Madras	26.18%	19.19%	23.98%	29.84%	22.35%	27.62%
2247	City of Malin	20.78%	18.76%	23.55%	26.09%	24.46%	29.73%
2281	City of Manzanita	28.95%	21.30%	26.09%	31.36%	24.31%	29.58%
2117	City of McMinnville	28.74%	22.15%	26.94%	28.60%	24.46%	29.73%
2102	City of Medford	22.73%	15.58%	20.37%	25.98%	19.41%	24.68%
2207	City of Mill City	24.31%	22.29%	27.08%	26.13%	24.50%	29.77%
2286	City of Millersburg	24.66%	22.64%	27.43%	29.13%	25.03%	30.30%
2158	City of Milton-Freewater	27.75%	23.63%	28.42%	27.65%	25.12%	30.39%
2163	City of Milwaukie	22.62%	17.40%	22.19%	26.24%	20.92%	26.19%
2157	City of Monmouth	21.69%	18.07%	22.86%	24.95%	21.27%	26.54%
2209	City of Monroe	17.51%	12.80%	17.59%	19.71%	15.61%	20.88%
2301	City of Moro	18.98%	14.27%	19.06%	27.84%	23.74%	29.01%
2302	City of Mt. Vernon	23.36%	17.30%	22.09%	21.06%	16.96%	22.23%
2197	City of Myrtle Creek	20.26%	18.24%	23.03%	27.05%	22.95%	28.22%
2183	City of Myrtle Point	18.95%	16.16%	20.95%	25.10%	21.98%	27.25%
2777	City of Newberg	22.87%	15.83%	20.62%	28.53%	21.39%	26.66%
2276	City of Newport	26.09%	16.07%	20.86%	32.03%	22.21%	27.48%
2292	City of North Bend	27.25%	19.32%	24.11%	28.42%	22.59%	27.86%

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SLGRP (Default Tier One/Tier Two Rates)							
City							
2192	City of North Plains	24.40%	19.69%	24.48%	25.79%	24.16%	29.43%
2308	City of North Powder	26.20%	21.49%	26.28%	29.13%	25.03%	30.30%
2166	City of Nyssa	28.44%	21.40%	26.19%	31.84%	23.98%	29.25%
2143	City of Oakland	37.16%	31.10%	35.89%	32.40%	26.86%	32.13%
2168	City of Oakridge	35.42%	27.42%	32.21%	34.87%	26.85%	32.12%
2119	City of Oregon City	23.42%	18.09%	22.88%	25.32%	21.09%	26.36%
2154	City of Pendleton	25.14%	17.54%	22.33%	28.71%	21.10%	26.37%
2187	City of Philomath	18.41%	13.61%	18.40%	21.45%	18.63%	23.90%
2249	City of Phoenix	16.39%	11.44%	16.23%	29.43%	22.54%	27.81%
2161	City of Pilot Rock	31.65%	27.36%	32.15%	29.08%	27.45%	32.72%
2184	City of Port Orford	25.89%	21.18%	25.97%	28.33%	24.23%	29.50%
2121	City of Portland	23.60%	20.12%	24.91%	26.69%	23.79%	29.06%
2122	City of Redmond	25.56%	20.08%	24.87%	29.10%	23.76%	29.03%
2139	City of Reedsport	17.20%	10.70%	15.49%	20.18%	17.57%	22.84%
2260	City of Riddle	24.38%	20.09%	24.88%	23.83%	22.20%	27.47%
2203	City of Rockaway Beach	25.04%	18.68%	23.47%	30.13%	23.83%	29.10%
2251	City of Rogue River	27.46%	22.15%	26.94%	28.42%	24.46%	29.73%
2100	City of Roseburg	29.33%	22.15%	26.94%	30.89%	24.46%	29.73%
2172	City of Sandy	27.70%	21.58%	26.37%	29.47%	24.20%	29.47%
2176	City of Scappoose	26.92%	22.33%	27.12%	28.07%	24.58%	29.85%
2254	City of Shady Cove	9.14%	4.43%	9.22%	21.02%	16.92%	22.19%
2142	City of Sherwood	27.52%	21.96%	26.75%	29.39%	24.39%	29.66%
2273	City of Silverton	22.16%	17.26%	22.05%	24.97%	20.06%	25.33%
2221	City of Sisters	20.49%	18.47%	23.26%	24.94%	23.31%	28.58%
2278	City of Springfield	23.11%	16.28%	21.07%	26.39%	20.09%	25.36%
2123	City of St Helens	30.30%	25.08%	29.87%	31.00%	25.62%	30.89%
2757	City of Stayton	26.20%	16.47%	21.26%	28.17%	18.62%	23.89%
2217	City of Sutherlin	21.55%	17.34%	22.13%	24.53%	21.63%	26.90%
2188	City of Talent	24.79%	17.48%	22.27%	30.41%	22.88%	28.15%
2295	City of Tigard	26.22%	16.39%	21.18%	31.30%	21.75%	27.02%
2128	City of Tillamook	26.10%	20.07%	24.86%	27.85%	23.44%	28.71%
2275	City of Toledo	17.84%	11.37%	16.16%	26.34%	18.05%	23.32%
2237	City of Troutdale	18.85%	15.99%	20.78%	24.44%	22.31%	27.58%
2288	City of Tualatin	28.01%	21.43%	26.22%	29.61%	23.86%	29.13%
2228	City of Turner	29.22%	23.10%	27.89%	30.59%	24.92%	30.19%
2175	City of Umatilla	25.30%	17.29%	22.08%	28.50%	23.44%	28.71%

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SLGRP (Default Tier One/Tier Two Rates)							
City							
2145	City of Vale	33.94%	27.77%	32.56%	33.46%	27.86%	33.13%
2285	City of Veneta	23.81%	19.76%	24.55%	26.82%	22.94%	28.21%
2125	City of Vernonia	23.43%	17.37%	22.16%	27.28%	21.74%	27.01%
2200	City of Wallowa	18.99%	16.97%	21.76%	23.93%	22.30%	27.57%
2238	City of Warrenton	27.17%	21.30%	26.09%	30.83%	24.00%	29.27%
2126	City of West Linn	22.91%	19.02%	23.81%	25.82%	22.88%	28.15%
2265	City of Westfir	18.64%	13.93%	18.72%	21.98%	17.88%	23.15%
2206	City of Weston	15.40%	13.38%	18.17%	15.09%	10.99%	16.26%
2147	City of Wheeler	28.25%	23.54%	28.33%	26.66%	25.03%	30.30%
2240	City of Wilsonville	22.12%	18.29%	23.08%	24.65%	21.62%	26.89%
2280	City of Winston	22.50%	14.87%	19.66%	27.86%	21.52%	26.79%
2185	City of Wood Village	23.15%	17.09%	21.88%	26.94%	21.40%	26.67%
2303	City of Woodburn	22.23%	16.67%	21.46%	26.88%	21.77%	27.04%
2300	City of Yachats	21.57%	15.51%	20.30%	27.59%	22.05%	27.32%
2214	City of Yamhill	25.75%	18.22%	23.01%	30.56%	23.00%	28.27%
2307	City of Yoncalla	26.47%	21.76%	26.55%	26.05%	24.42%	29.69%
2255	Town of Canyon City	30.38%	25.67%	30.46%	29.41%	25.31%	30.58%
2212	Town of Lakeview	13.35%	8.38%	13.17%	30.46%	20.91%	26.18%
County							
2021	Baker County	23.05%	18.23%	23.02%	27.11%	22.41%	27.68%
2040	Benton County	21.22%	16.43%	21.22%	25.40%	21.09%	26.36%
2036	Clatsop County	19.62%	14.72%	19.51%	24.11%	19.42%	24.69%
2017	Columbia County	23.29%	17.85%	22.64%	27.38%	22.71%	27.98%
2018	Coos County	30.13%	24.25%	29.04%	30.62%	25.35%	30.62%
2044	Crook County	29.38%	19.65%	24.44%	33.84%	24.29%	29.56%
2027	Deschutes County	22.30%	17.00%	21.79%	26.54%	21.67%	26.94%
2022	Gilliam County	12.63%	7.47%	12.26%	19.53%	14.46%	19.73%
2012	Grant County	10.80%	4.03%	8.82%	18.39%	12.69%	17.96%
2004	Harney County	24.44%	20.23%	25.02%	28.41%	23.55%	28.82%
2035	Hood River County	14.48%	10.03%	14.82%	21.22%	17.81%	23.08%
2005	Jackson County	22.34%	16.67%	21.46%	25.11%	20.08%	25.35%
2042	Josephine County	28.31%	23.45%	28.24%	29.30%	25.05%	30.32%
2007	Klamath County	19.18%	9.38%	14.17%	27.28%	17.61%	22.88%
2000	Lake County	24.03%	17.56%	22.35%	27.83%	21.26%	26.53%
2043	Lincoln County	23.30%	12.98%	17.77%	27.48%	17.93%	23.20%
2009	Marion County	22.15%	16.74%	21.53%	25.53%	20.88%	26.15%

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SLGRP (Default Tier One/Tier Two Rates)							
County							
2038	Multnomah County	21.21%	16.08%	20.87%	24.97%	20.40%	25.67%
2016	Sherman County	21.89%	17.31%	22.10%	24.78%	20.59%	25.86%
2013	Umatilla County	21.46%	15.30%	20.09%	26.85%	20.87%	26.14%
2020	Wasco County	12.38%	7.69%	12.48%	18.21%	13.66%	18.93%
2011	Washington County	26.51%	21.22%	26.01%	28.76%	23.69%	28.96%
Special Districts							
2742	Amity Fire District	0.00%	0.00%	0.00%	34.01%	24.46%	29.73%
2631	Arch Cape Water-Sanitary District	19.55%	17.53%	22.32%	19.40%	17.77%	23.04%
2602	Aumsville Rural Fire Protection District	22.98%	20.96%	25.75%	25.02%	20.92%	26.19%
2804	Aurora Rural Fire Protection District	26.75%	22.04%	26.83%	29.13%	25.03%	30.30%
2728	Baker County Library District	27.43%	21.37%	26.16%	29.64%	24.10%	29.37%
2601	Baker Valley Irrigation District	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
2749	Black Butte Ranch Police	12.93%	8.22%	13.01%	26.09%	24.46%	29.73%
2595	Canby Fire District	29.57%	21.64%	26.43%	31.64%	24.08%	29.35%
2731	Canby Utility Board	25.62%	22.30%	27.09%	26.17%	24.54%	29.81%
2840	Cannon Beach Rural Fire Protection District	31.87%	22.14%	26.93%	34.01%	24.46%	29.73%
2820	Central Oregon Coast Fire & Rescue District	20.54%	15.83%	20.62%	29.13%	25.03%	30.30%
2569	Central Oregon Intergovernmental Council	11.68%	9.24%	14.03%	18.25%	16.62%	21.89%
2563	Central Oregon Irrigation District	28.33%	25.19%	29.98%	27.46%	25.83%	31.10%
2567	Charleston Rural Fire Protection District	32.36%	22.63%	27.42%	34.58%	25.03%	30.30%
2699	Chetco Library Board	27.97%	21.91%	26.70%	29.89%	24.35%	29.62%
2745	Clackamas County Fire District	29.32%	20.07%	24.86%	31.36%	22.56%	27.83%
2761	Clackamas River Water	24.99%	22.06%	26.85%	26.56%	24.38%	29.65%
2538	Clackamas Vector Control	30.77%	26.06%	30.85%	30.20%	26.10%	31.37%
2707	Clatskanie Library	27.24%	22.53%	27.32%	28.89%	24.79%	30.06%
2526	Clatskanie PUD	19.73%	17.71%	22.50%	22.32%	20.69%	25.96%
2588	Clatskanie Rural Fire Protection District	32.13%	21.15%	25.94%	35.14%	24.44%	29.71%
2617	Clean Water Services	17.48%	13.60%	18.39%	20.81%	18.01%	23.28%
2681	Cloverdale Rural Fire Protection District	35.68%	24.20%	28.99%	35.67%	24.46%	29.73%
2801	Coburg Rural Fire Protection District	31.58%	21.69%	26.48%	33.53%	23.82%	29.09%
2649	Colton Fire Department	0.85%	0.00%	0.00%	36.24%	25.03%	30.30%
2671	Columbia 911 Communications District	24.23%	21.28%	26.07%	25.68%	24.05%	29.32%
2687	Columbia Drainage Vector Control District	32.18%	30.16%	34.95%	28.72%	27.09%	32.36%
2528	Columbia River Fire & Rescue	27.17%	17.00%	21.79%	31.57%	21.65%	26.92%
2612	Community Services Consortium	23.64%	21.16%	25.95%	26.10%	24.23%	29.50%
2860	Coos County Airport District	20.06%	18.04%	22.83%	29.16%	24.04%	29.31%

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SLGRP (Default Tier One/Tier Two Rates)							
Special Districts							
2806	Corbett Fire District No. 14	26.55%	21.84%	26.63%	28.44%	24.34%	29.61%
2603	Corbett Water District	26.86%	22.15%	26.94%	28.56%	24.46%	29.73%
2545	Council of Governments	27.34%	22.14%	26.93%	29.24%	24.46%	29.73%
2834	Crescent Rural Fire Protection District	27.44%	22.73%	27.52%	34.52%	24.97%	30.24%
2844	Crook County Rural Fire Protection District #1	30.19%	22.03%	26.82%	32.74%	24.42%	29.69%
2647	Crooked River Ranch Rural Fire Protection District	26.02%	21.31%	26.10%	27.68%	23.58%	28.85%
2571	Crystal Springs Water District	24.97%	22.95%	27.74%	26.34%	24.71%	29.98%
2718	Curry Library	14.19%	9.48%	14.27%	21.84%	17.74%	23.01%
2576	Depoe Bay Rural Fire Protection District	26.73%	22.02%	26.81%	28.48%	24.38%	29.65%
2642	Dexter Rural Fire Protection District	26.73%	22.02%	26.81%	28.56%	24.46%	29.73%
2557	Estacada Fire Department	0.00%	0.00%	0.00%	34.01%	24.46%	29.73%
2132	Eugene Water & Electric Board	19.44%	16.82%	21.61%	22.76%	20.70%	25.97%
2798	Fairview Water District	26.13%	21.42%	26.21%	28.05%	23.95%	29.22%
2789	Farmers Irrigation District	13.53%	9.40%	14.19%	22.73%	19.09%	24.36%
2824	Glide Fire Department	31.91%	22.18%	26.97%	28.50%	24.40%	29.67%
2511	Grants Pass Irrigation District	27.73%	23.02%	27.81%	29.03%	24.93%	30.20%
2784	Greater St. Helens Aquatic District	20.90%	18.88%	23.67%	23.79%	22.16%	27.43%
2855	Harney Hospital	22.17%	20.15%	24.94%	24.81%	23.04%	28.31%
2819	Harrisburg Fire-Rescue	31.58%	21.85%	26.64%	28.40%	24.30%	29.57%
2838	High Desert Parks & Recreation District	27.48%	22.77%	27.56%	28.59%	24.49%	29.76%
2519	Home Forward	23.03%	19.79%	24.58%	26.90%	24.08%	29.35%
2607	Hoodland Fire District #74	29.35%	21.21%	26.00%	33.23%	23.68%	28.95%
2510	Horsefly Irrigation District	28.25%	23.54%	28.33%	29.13%	25.03%	30.30%
2773	Housing Authority of Jackson County	22.59%	20.16%	24.95%	24.86%	23.00%	28.27%
2829	Hubbard Rural Fire Protection District	27.58%	22.87%	27.66%	29.13%	25.03%	30.30%
2886	Idanha-Detroit Rural Fire Protection District	28.25%	23.54%	28.33%	34.58%	25.03%	30.30%
2564	Illinois Valley Fire District	28.70%	18.97%	23.76%	32.40%	22.85%	28.12%
2651	Imbler Rural Fire Protection District	28.38%	23.67%	28.46%	30.44%	26.34%	31.61%
2715	Jackson County Fire District #3	25.94%	16.31%	21.10%	30.32%	21.05%	26.32%
2620	Jackson County Fire District #4	28.25%	23.54%	28.33%	29.13%	25.03%	30.30%
2541	Jackson County Vector Control District	25.46%	20.75%	25.54%	24.87%	20.77%	26.04%
2846	Jefferson County Library District	23.21%	21.19%	25.98%	25.47%	23.84%	29.11%
2561	Jefferson Rural Fire Protection District	10.67%	5.96%	10.75%	34.75%	25.03%	30.30%
2763	Junction City Fire Department	23.67%	21.65%	26.44%	26.66%	25.03%	30.30%
2559	Keizer Fire Department	31.41%	20.81%	25.60%	34.10%	23.97%	29.24%
2710	Klamath County Emergency Communications District	23.82%	20.70%	25.49%	27.21%	23.11%	28.38%

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SLGRP (Default Tier One/Tier Two Rates)							
Special Districts							
2721	Klamath Housing Authority	23.04%	21.02%	25.81%	28.03%	23.93%	29.20%
2624	Klamath Vector Control	29.79%	25.08%	29.87%	29.89%	25.79%	31.06%
2579	La Pine Rural Fire Protection District	29.14%	18.78%	23.57%	33.36%	23.57%	28.84%
2768	Lake County Library District	27.70%	22.99%	27.78%	30.66%	25.12%	30.39%
2522	Lane Council of Governments	26.71%	22.50%	27.29%	28.52%	24.87%	30.14%
2883	Lane Fire Authority	31.86%	21.94%	26.73%	32.99%	23.90%	29.17%
2849	Lebanon Aquatic District	27.98%	22.60%	27.39%	26.23%	24.62%	29.89%
2705	Lebanon Fire District	31.95%	21.14%	25.93%	34.10%	23.62%	28.89%
2753	Linn-Benton Housing Authority	19.51%	16.58%	21.37%	25.72%	23.17%	28.44%
2700	Lowell Rural Fire Protection District	26.70%	16.97%	21.76%	31.95%	22.40%	27.67%
2823	Lyons Fire District	28.25%	23.54%	28.33%	26.66%	25.03%	30.30%
2580	Marion County Fire District #1	34.36%	25.08%	29.87%	35.19%	25.46%	30.73%
2598	Marion County Housing Authority	0.00%	0.00%	0.00%	12.48%	10.85%	16.12%
2628	McKenzie Fire and Rescue	28.23%	18.50%	23.29%	32.32%	22.77%	28.04%
2135	McMinnville Water & Light Department	25.50%	22.15%	26.94%	26.40%	24.46%	29.73%
2592	Medford Irrigation District	23.61%	19.61%	24.40%	25.65%	24.02%	29.29%
2837	METCOM	23.70%	19.67%	24.46%	26.28%	22.43%	27.70%
2594	Metro	20.19%	16.97%	21.76%	24.94%	22.27%	27.54%
2663	Metropolitan Area Communications Commission	25.53%	20.82%	25.61%	28.04%	23.94%	29.21%
2811	Mid-Columbia Center For Living	25.93%	22.40%	27.19%	27.01%	24.53%	29.80%
2853	Mill City Rural Fire Protection District	23.08%	13.35%	18.14%	0.00%	0.00%	0.00%
2752	Mist-Birkenfeld Rural Fire Protection District	24.11%	19.40%	24.19%	26.67%	22.57%	27.84%
2758	Mohawk Valley Rural Fire District	26.04%	21.33%	26.12%	28.56%	24.46%	29.73%
2568	Molalla Rural Fire Protection District #73	32.94%	23.21%	28.00%	34.34%	24.79%	30.06%
2555	Monroe Fire Department	32.69%	21.25%	26.04%	29.13%	25.03%	30.30%
2873	Mosier Fire District	23.58%	13.85%	18.64%	22.66%	18.56%	23.83%
2778	Mulino Water District #23	24.37%	22.35%	27.14%	26.17%	24.54%	29.81%
2508	Multnomah Drainage	24.65%	22.63%	27.42%	26.21%	24.58%	29.85%
2869	Nehalem Bay Fire & Rescue	28.25%	23.54%	28.33%	29.13%	25.03%	30.30%
2858	Nesika Beach-Ophir Water District	23.69%	18.98%	23.77%	28.72%	24.62%	29.89%
2716	Neskowin Water District	26.84%	22.13%	26.92%	28.55%	24.45%	29.72%
2674	Nestucca Rural Fire District	30.75%	21.01%	25.80%	35.71%	24.46%	29.73%
2818	Netarts Water District	21.94%	19.92%	24.71%	28.56%	24.46%	29.73%
2830	Netarts-Oceanside Rural Fire Protection District	26.49%	21.78%	26.57%	28.39%	24.29%	29.56%
2604	Netarts-Oceanside Sanitary District	18.49%	16.47%	21.26%	23.33%	21.70%	26.97%
2899	New Carlton Fire District	N/A	N/A	N/A	26.66%	25.03%	30.30%

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SLGRP (Default Tier One/Tier Two Rates)							
Special Districts							
2781	North Bend Coos-Curry Housing Authority	39.10%	34.39%	39.18%	32.74%	28.64%	33.91%
2884	North Central Public Health District	27.48%	23.54%	28.33%	30.57%	25.03%	30.30%
2638	North Douglas County Fire and EMS	33.03%	23.30%	28.09%	29.13%	25.03%	30.30%
2793	North Lincoln Fire & Rescue District #1	32.81%	23.04%	27.83%	34.58%	25.03%	30.30%
2839	North Morrow Vector Control District	24.26%	22.24%	27.03%	26.14%	24.51%	29.78%
2792	North Wasco County Parks and Recreation District	26.86%	22.15%	26.94%	28.56%	24.46%	29.73%
2825	Northern Oregon Corrections	19.01%	13.79%	18.58%	27.56%	22.24%	27.51%
2657	Northwest Senior & Disability Services	24.04%	20.75%	25.54%	26.81%	23.99%	29.26%
2888	Oak Lodge Water Services District	21.90%	18.72%	23.51%	22.50%	19.21%	24.48%
2852	Ochoco Irrigation District	22.33%	16.27%	21.06%	26.78%	21.24%	26.51%
2816	Odell Sanitary District	24.87%	22.85%	27.64%	26.35%	24.72%	29.99%
2880	Oregon Health & Science University	16.43%	12.61%	17.40%	23.39%	20.16%	25.43%
2531	Oregon School Boards Association	28.43%	23.62%	28.41%	29.56%	25.08%	30.35%
2774	Oregon Trail Library District	26.54%	21.83%	26.62%	26.00%	24.38%	29.65%
2684	Parkdale Fire District	33.67%	23.94%	28.73%	34.67%	25.12%	30.39%
2694	Philomath Fire Department	26.59%	21.88%	26.67%	28.50%	24.40%	29.67%
2408	Pleasant Hill Goshen Rural Fire Protection District	N/A	N/A	N/A	33.59%	29.49%	34.76%
2513	Port of Coos Bay	26.87%	22.11%	26.90%	25.72%	24.09%	29.36%
2741	Port of Garibaldi	25.09%	20.38%	25.17%	28.53%	24.43%	29.70%
2625	Port of Newport	23.58%	20.22%	25.01%	26.66%	25.03%	30.30%
2512	Port of Portland	16.67%	11.80%	16.59%	21.63%	17.32%	22.59%
2501	Port of The Dalles	6.22%	4.20%	8.99%	16.55%	14.92%	20.19%
2713	Port of Tillamook Bay	22.19%	20.17%	24.96%	25.21%	23.58%	28.85%
2673	Port Orford Library	23.37%	21.35%	26.14%	26.09%	24.46%	29.73%
2542	Rainbow Water District	30.01%	23.95%	28.74%	30.89%	25.35%	30.62%
2776	Rainier Cemetery District	N/A	N/A	N/A	17.97%	13.87%	19.14%
2590	Redmond Fire & Rescue	29.20%	19.37%	24.16%	32.70%	23.00%	28.27%
2549	Rogue River Fire District	26.18%	17.63%	22.42%	30.21%	21.99%	27.26%
2585	Rogue River Valley Irrigation District	24.98%	22.96%	27.75%	26.19%	24.56%	29.83%
2669	Roseburg Urban Sanitary Authority	22.95%	18.84%	23.63%	26.67%	22.96%	28.23%
2802	Rural Road Assessment District #3	27.09%	22.38%	27.17%	28.63%	24.53%	29.80%
2709	Scappoose Public Library	22.95%	18.24%	23.03%	28.34%	24.24%	29.51%
2739	Scappoose Rural Fire Protection District	31.12%	21.80%	26.59%	33.16%	24.33%	29.60%
2605	Scio Fire District	31.60%	21.87%	26.66%	36.22%	25.03%	30.30%
2786	Seal Rock Rural Fire Protection District	26.86%	22.15%	26.94%	35.67%	24.46%	29.73%
2734	Seal Rock Water District	21.70%	18.65%	23.44%	26.00%	23.32%	28.59%

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SLGRP (Default Tier One/Tier Two Rates)							
Special Districts							
2630	Sheridan Fire District	33.25%	23.52%	28.31%	32.09%	25.03%	30.30%
2790	Silver Falls Library District	23.93%	19.55%	24.34%	24.88%	20.97%	26.24%
2659	Silverton Fire District	29.26%	19.61%	24.40%	34.03%	23.37%	28.64%
2701	Sisters-Camp Sherman Rural Fire Protection District	30.33%	22.44%	27.23%	30.50%	24.16%	29.43%
2692	Siuslaw Public Library	21.79%	19.77%	24.56%	25.32%	23.69%	28.96%
2599	South Suburban Sanitary District	25.27%	21.08%	25.87%	27.76%	24.16%	29.43%
2766	Southwest Lincoln County Water PUD	24.99%	21.01%	25.80%	29.39%	23.85%	29.12%
2696	Stayton Fire District	31.13%	22.31%	27.10%	32.99%	25.03%	30.30%
2799	Sublimity Fire District	16.63%	14.61%	19.40%	25.14%	23.51%	28.78%
2641	Suburban East Salem Water District	26.49%	21.38%	26.17%	26.83%	23.16%	28.43%
2857	Sunriver Service District	26.08%	16.35%	21.14%	31.01%	21.46%	26.73%
2810	Sutherlin Water Control District	25.80%	21.09%	25.88%	27.87%	23.77%	29.04%
2847	Sweet Home Fire and Ambulance District	31.78%	21.50%	26.29%	33.71%	24.15%	29.42%
2582	Talent Irrigation District	29.82%	23.76%	28.55%	30.40%	24.86%	30.13%
2553	Tangent Rural Fire Protection District	35.02%	23.54%	28.33%	29.13%	25.03%	30.30%
2626	Tillamook Peoples Utility District	25.52%	21.89%	26.68%	27.19%	24.32%	29.59%
2864	Tri City Joint Water & Sanitary Authority	24.79%	20.08%	24.87%	27.43%	23.33%	28.60%
2660	Tualatin Valley Fire & Rescue	28.32%	18.81%	23.60%	32.01%	22.83%	28.10%
2587	Tualatin Valley Irrigation District	22.65%	20.63%	25.42%	25.55%	23.92%	29.19%
2842	Tualatin Valley Water District	14.55%	11.61%	16.40%	19.16%	16.99%	22.26%
2772	Umatilla County Soil & Water District	22.33%	17.62%	22.41%	24.13%	20.03%	25.30%
2732	Umatilla County Special Library District	22.83%	16.77%	21.56%	25.70%	22.39%	27.66%
2653	Umatilla Fire Department	33.96%	22.48%	27.27%	36.24%	25.03%	30.30%
2826	Wasco County Soil-Water Conservation District	20.97%	18.95%	23.74%	25.52%	23.89%	29.16%
2695	Washington County Consolidated Communications Agency	25.15%	22.82%	27.61%	26.75%	24.82%	30.09%
2540	West Extension Irrigation District	17.77%	15.75%	20.54%	21.81%	20.18%	25.45%
2867	West Multnomah Soil and Water Conservation District	25.23%	23.21%	28.00%	26.35%	24.72%	29.99%
2589	West Slope Water District	29.60%	23.54%	28.33%	30.57%	25.03%	30.30%
2606	West Valley Housing Authority	20.72%	17.98%	22.77%	24.93%	22.58%	27.85%
2895	Western Lane Fire and EMS Authority	33.27%	23.54%	28.33%	28.45%	22.73%	28.00%
2817	Wickiup Water District	26.78%	22.07%	26.86%	28.55%	24.45%	29.72%
2552	Winston-Dillard Fire District	44.70%	34.60%	39.39%	42.31%	32.21%	37.48%
2600	Winston-Dillard Water District	22.61%	20.59%	25.38%	25.54%	23.91%	29.18%
2676	Woodburn Fire District	36.81%	26.73%	31.52%	36.20%	26.33%	31.60%
2562	WyEast Fire District	31.88%	22.15%	26.94%	34.01%	24.46%	29.73%
2843	Yachats Rural Fire Protection District	33.38%	22.29%	27.08%	35.71%	24.50%	29.77%

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..... SLGRP (Default Tier One/Tier Two Rates)							
..... Special Districts							
2726	Yamhill Communications Agency	28.07%	22.01%	26.80%	29.94%	24.40%	29.67%
..... State (excluding Agency specific side accounts)							
1000	State Agencies	22.91%	18.28%	23.07%	25.98%	21.94%	27.21%