



IOWA PUBLIC EMPLOYEES' RETIREMENT SYSTEM

PERFORMANCE REPORT

Performance Results Achieved for Fiscal Year 2006

Submitted December 15, 2006 in compliance with the Iowa Accountable Government Act

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1. INTRODUCTION

Purpose and Scope

Since accountability to stakeholders is a core value for the Iowa Public Employees' Retirement System, we are pleased to present this report for fiscal year 2006 (July 1, 2005 to June 30, 2006) on the quality of services offered to our members and other performance metrics related to efficiency and effectiveness. IPERS strongly supports the goal of the Iowa Accountable Government Act to provide timely performance information to stakeholders on the progress made on meeting important strategic and operational goals. The purpose of this report is to provide a summary of the performance data either as a baseline for future comparisons to targets or actual performance as compared to targets.

Strategic Challenges

Even though IPERS is funded from the trust fund and not from general state revenues, the organization has been impacted by lower investment returns in recent years and higher benefit costs related to lower mortality and retirement patterns that have caused a significant increase in our unfunded actuarial liability (UAL). We also are acutely aware that our public employer members have experienced slow revenue growth and increasing benefit costs, especially health insurance. To address IPERS' long-term funding needs, the Iowa Legislature passed a bill and the Governor signed a bill increasing the contribution rate for regular members, the first since 1979. We have re-deployed resources to meet critical strategic needs. The development of performance metrics has helped the

organization monitor resource usage in the context of member service trade-offs.

Major Achievements

Full implementation of a comprehensive benchmarking process, begun in FY 2003, continued to be a significant achievement during this fiscal year. The benchmarking is conducted globally by Cost Effectiveness Measurement (CEM), and involves most of the larger U.S., European and Australian retirement systems. We were pleased to learn that in spite of tight resources, IPERS compares well with peer retirement systems in terms of services. For FY05, the quality of services ranked 80 out of 100 possible points which placed IPERS above the peer median of 74. Five of eleven key services were ranked in the highest quartile of our peers. In addition, IPERS implemented another important strategic goal in establishing a pre-retirement education program that assists members with better retirement planning.

Performance Planning Summary

The performance plan for FY 2006 included two core functions: retirement services and Trust Fund management. There are two outcome measures for the first function and two outcomes related to Trust Fund Management. Also, there are 8 measures for Services, Products and Activities (SPAs) under Trust Fund Management and 6 SPA measures for the Retirement Services core function. These data will be combined with benchmarking results to foster an environment of excellence and continuous improvement focused on measurable results.

We thank the IPERS Investment Board, Benefits Advisory Committee and our members for their continuing support and we welcome the assistance of the Iowa

Legislature, Governor's Office and other stakeholders in building a world-class pension system for Iowa's public employees.

2. AGENCY OVERVIEW

Vision: IPERS seeks *to be recognized as the best-administered public retirement system in the country, providing our members and beneficiaries valuable benefits and superior services.*

Mission: The core purpose and mission of the Iowa Public Employees' Retirement System (IPERS) is *to provide cost-effective services and valuable retirement benefits exclusively to members and their beneficiaries for their care in retirement, to reduce personnel turnover and to attract competent men and women to public service in the State of Iowa.*

Core Values In seeking to provide benefits and services to members, IPERS supports the following core values:

- Members and public employers are the reason we exist and providing the most efficient and effective services to our members, their beneficiaries, and public employers is our primary responsibility.
- Protection of member benefits and services are fundamental to IPERS' operations.
- Independent responsible management of the trust fund for the exclusive benefit of our members and beneficiaries is our most important fiduciary responsibility and must not be compromised for political or operational expediency.
- Honesty and integrity shall prevail in our dealings with members, other stakeholders, and with our colleagues.
- Mutual respect guides our deliberations, and we are committed

to follow the highest level of professional conduct.

- Accountability is fundamental to trust, and we stand behind our actions and their results.

Core Functions

The primary core functions assigned to IPERS are:

1. Retirement Services

Administer a responsible retirement system for the exclusive benefit of its public employee members and their beneficiaries.

2. Trust Fund Management (Enterprise or Agency)

Provides all vital infrastructure needs necessary to administer and support agency operations. Key activities include financial and personnel services such as payroll, accounting and budget; purchasing of goods and services; media management; information technology enhancement, management and support; staff development; leadership; planning; policy development; maintenance of physical infrastructure and governance system development to achieve results for Iowans.

Key Services, Products (Benefits) and/or Activities

IPERS is a defined benefit plan with a formula equal to two percent per year of service multiplied by the average of the three highest years annual covered wages and adjusted for years of service, age, and death benefit selected. Additional benefits to members are death benefits for beneficiaries including lump sums, converting annuities to lump sums, and continuing monthly

payments, depending on the choice of the member, and disability retirement benefits to members whose eligibility is determined by Social Security.

IPERS' participation in the CEM benefits administration benchmarking process requires that administrative costs be assigned to various services or activities that are used to conduct the comparisons. The AGA also requires that core functions and Services, Products and/or /Activities (SPAs) be developed to complete performance measures and for determining cost centers for budgeting purposes. To encourage uniformity between different methodologies, CEM services and activities have been chosen as the basic cost categories for services and benefits, but the AGA core functions and definitions are more appropriate for resource management. The CEM activities and services are as follows:

1. **Paying pensions**
2. **Pension inception**
3. **Preparing and mailing estimates**
4. **Counseling (in-house and group)**
5. **Member contacts**
6. **Mass communication**
7. **Data management, billing and services to employers**
8. **Processing and paying refunds**
9. **Processing service purchases**
10. **Disability**
11. **Financial control and governance**
12. **Rules development, interpretation and implementation**
13. **Major projects**

SPAs by Core Function used in the FY 2006 Performance Plan

1. **Retirement Services – These were derived mainly from the CEM categories:**
 - **Member Counseling**

- **Member Telephone Calls**
- **Retirement Payments**
- **Employer Training**
- **Refund Payments**
- **Service Purchases**

2. Trust Fund Management – These are based primarily on the AGA definitions:

- **Budget Development**
- **Assignments Processing**
- **Appeals Coordination**
- **Technology Acquiring and Managing**
- **Application Developing**
- **Cost-Effective Investment**
- **Employee Satisfaction and Development**
- **Internal Audit Effectiveness**

Stakeholders, Delivery Capacity and Organizational Structure

Members are one of IPERS' two most important customer groups, and the term "member" denotes the highest stakeholder status. The Benefits Division provides most of the direct benefits and services to members with strong support from the Operations Division and the General Counsel Office.

Public employers share co-equal status with members as stakeholders. The Employer Relations and Account Maintenance Bureau in the Retirement Benefits Division and the Accounting Bureau of the Operations Division provide most employers' services. The Operations Division is also responsible for the deployment and maintenance of technology that serves members and employers.

The Benefits Advisory Committee (BAC) represents members and employers and is composed of employer and employee representatives that are designated by statute or are elected by committee members. The

BAC provides advocacy for members, employers and retirees relating to plan design, benefits enhancements, efficiency and effectiveness of services, coordination of legislation, and other matters that affect these major stakeholders.

The Investment Board, acting directly through the Investment Division and based upon recommendations of their investment consultants (Wilshire Associates, Inc. and The Townsend Group) and staff, establishes investment policy and oversees its implementation. Based on this policy, approximately 15 external professional investment management firms are contracted with to actively manage the various portfolios of the fund. Investment Division staff, assisted by the Board's contracted investment consultants, have the responsibility to fully understand and monitor the external managers' activities.

Other external customers include the IRS (qualified plan status, distribution rules, tax withholding, levy administration), Iowa DHS (QDROs), the Iowa Department of Management (Accountable Government Act), the Governor's Office (Strategic Planning, budget coordination, legislation), the Legislative Services Agency (coordination of legislation, budget coordination, program implementation), legislators, Iowa Department of Administrative Services, and other retirement systems (information sharing).

The DAS is a supplier of services in that they print the checks for retirement and refund distributions, provide access to the state accounting system, provide human relations services to IPERS, and provide technology support and consultation. The Iowa Attorney General provides legal consultation. IPERS' actuarial consultant, Milliman USA, Inc., determines the System's actuarial assets, liabilities and funding level, and recommends any needed changes in IPERS contribution rates.

The State Treasurer of Iowa is the custodian of the IPERS trust fund.

IPERS moved to its current location in south Des Moines at 7401 Register Drive in 2000. There are 95 employees and 4 Divisions: Benefits, Investments, Operations and Chief Executive Officer's Office. IPERS' is funded from the trust fund created by the contributions of employees and employers and returns from investments. The approved operating budget for FY 2006 was \$10.8 million, and \$599,938 was returned to the trust fund at the end of FY2006.

3. STRATEGIC PLAN RESULTS

Key Strategic Challenges

IPERS is facing a number of important strategic issues concerning unfunded liability, governance, technology utilization and compliance with new or revised state or federal laws. To encourage multiple approaches to solutions, the challenges are worded as “How” questions. How will IPERS...:

1. Solve the actuarial unfunded liability problem that has resulted in the amortization period increasing to an infinite level?
2. Better educate members, employers, and other stakeholders about fiduciary responsibility, the overall fiscal soundness of the system, and the good value they receive for their contributions?
3. Ensure that the CEO position, strengthened Investment Board, and empowered Benefits Advisory Committee lead to greater independence for the system resulting in clearer lines of authority, less complexity, and greater responsiveness to members needs, and move the Investment Board and the Benefits Advisory Committee into a more effective and cooperative partnership arrangement?
4. Effectively counter legislative and executive initiatives that, however unintended, in fact undermine the viability and future soundness of our defined benefit plan?
5. Determine the changing needs of our members, and how will it obtain additional staff and other resources to meet the main wave of baby boomers expected to begin approximately 2007?
6. Maintain the functionality of the current computer system, prioritize among the backlogged technological needs of the System, while obtaining the resources for reengineering of work processes and replacement of the core system to meet the needs of members, employers and staff?
7. Utilize its benchmarking information (rated against other public and private retirement plans), maintain and expand competitiveness, and increase its ability to consistently think and plan strategically in an environment that is rapidly changing?
8. Meet the increasing need for training, credentialing and developing technical and professional competencies for staff to ensure organizational credibility and provide growth opportunities for staff?
9. Meet the requirements of the Iowa Accountable Government Act in a manner, which ensures compliance, but which also, improves the quality of services to members?
10. Ensure that legislative changes are implemented in a timely and effective manner?
11. Meet its responsibilities as Social Security Administrator for the state with limited staff resources?

Greatest Opportunities

- To significantly reduce the System unfunded liability.
- To meet the demand of baby boomers.
- To strengthen IPERS' through improved governance and structure.

- To enhance direct communication with all members and employers.
- To take leadership role in pension world.
- To reaffirm the valuable role played by defined benefit plans and meet the challenge of defined contribution competition.
- To demonstrate sound investment policy in difficult economic times.
- To educate elected leaders and other key policy makers and other key stakeholders on fiduciary responsibility and the need for IPERS' autonomy.
- To focus on services offered to segments of membership that adds greater value for each segment.

GOALS

Only Goals 1-3 will be covered in this report since Goals 4 and 5 have completion dates in FY 2006.

Goal # 1: By June 30, 2005 IPERS will have made significant progress in solving the unfunded actuarial liability problem including increasing contributions, maintaining benefits for current and future members and participating employers and achieving improved administrative efficiencies.

Strategies:

1. Continue to emphasize fiduciary responsibility and statutory compliance to maintain the structural and financial integrity of the system and its benefits program.
2. Expand communication and education efforts to increase involvement of stakeholders, especially employers and active members, in the decision making process of IPERS.
3. Increase legislative activity on issues of highest priority to gain support for necessary changes.

Tasks Accomplished

- Developed draft legislation that provided for an increase in contribution rates to be phased in over 8 years.
- Developed and implemented information strategies to inform major stakeholders of problems and proposed solutions.
- Presented draft legislation to the Investment Board and Benefits Advisory Committee for review, comment and recommendations.
- Through a benefit consultant, monitored what other public retirement systems are doing about unfunded liability problems (benchmarking).
- Informed staff of major developments with the legislation, especially on the options being considered and any changes in the bill provisions.
- Informed the BAC, Investment Board and other stakeholders of progress with legislation and changes in provisions.
- Met with leadership of both houses to answer questions and consider status of proposed legislative remedies.
- Developed a department bill to increase administrative efficiency that was passed by the Legislature and signed by the Governor.

Results

Performance Measure:

Percent of recommendations adopted by Legislature.

Data Sources:

Iowa Legislative News Service Bulletins and observations by legislative liaisons.

No Legislation related to UAL was passed by both houses during the 2005 Session of the Legislature.

Data reliability:

Very reliable since it is based on published information and direct observations.

What was achieved:

IPERS did succeed in getting a bill to raise contributions rates to be introduced by the Governor. The Iowa House of Representatives passed a separate bill, but the Iowa Senate took no action. As indicated above, however, several actions were taken to educate stakeholders about the need for change and legislation to achieve improved administrative efficiencies was approved.

Analysis of results:

The Senate was not willing to consider contribution rate increases during this session. Also, better investment returns were interpreted by some legislators as grounds to not take action during the 2005 session. Action is still urgently needed because the period to amortize the UAL is still infinite and will become more costly with further passage of time if no action is taken.

Link(s) to Enterprise Plan: Accountable Government

Goal 2

By July 1, 2006, IPERS will have its own board of trustees – composed of significant numbers of members and participating employers and empowered with comprehensive budgeting, operational and staffing authority.

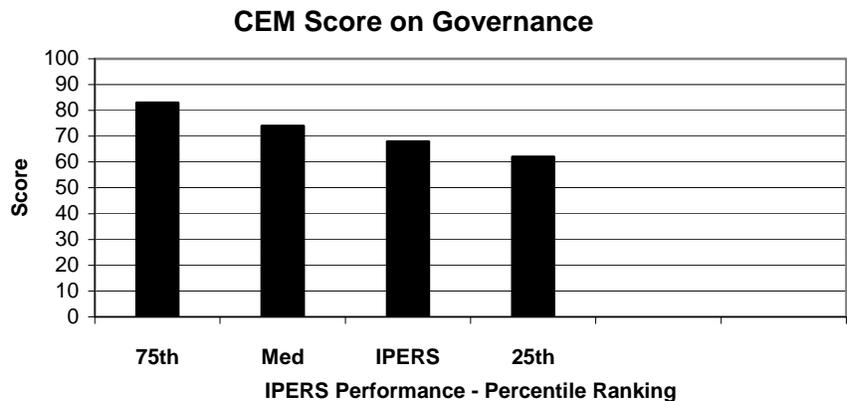
Results

Performance Measure:

IPERS will rank in the upper quartile among CEM peers in terms of effective structure and governance.

Data Sources:

CEM FY 03 Defined Benefit Administration Benchmarking Report



Data reliability:

CEM performance information is generally accurate and meets the tests of validity and reliability.

What was achieved:

We rated between the median and 25 percent, which was well below the highest quartile.

Analysis of results:

The CEM benchmarking process is excellent for member services, but is not as comprehensive for management functions. As a result, we will probably benchmark management performance through other methodologies in addition to CEM.

Link(s) to Enterprise Plan: Accountable Government

Goal 3

By January 1, 2004 IPERS will have integrated its planning functions, performance measures and strategic initiatives into a comprehensive strategic plan that accurately identifies threats and opportunities.

Strategies:

1. Expand communication and education efforts to increase involvement of stakeholders, especially employers and active members, in the decision making process of IPERS.
2. Reduce complexity in administration by ensuring greater accountability through appropriate performance standards focused on results.

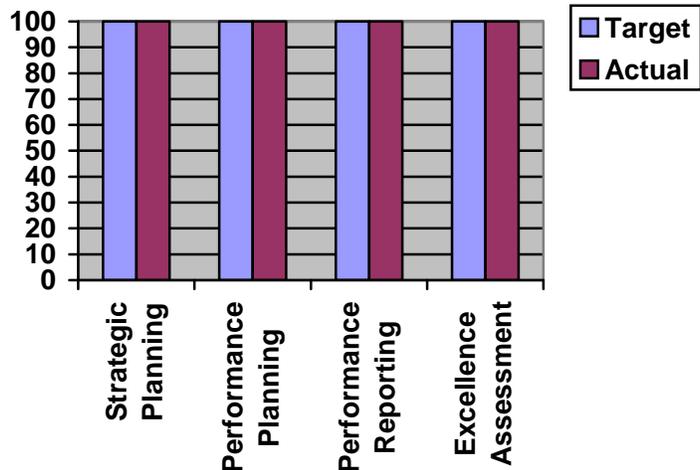
Results

Performance Measure:

IPERS will achieve 100 percent compliance with the Accountable Government Act, which includes strategic planning, Iowa Excellence Assessment, and performance planning and reporting.

Data Sources:

Non-compliance is based on notification from DOM on lack of timeliness, inaccuracy or not meeting other requirements.



Data reliability:

Since this is an exception process, notification is the primary source of data, so it is straight forward.

What was achieved:

IPERS has worked hard to comply with the AGA requirements because we believe that the focus on strategic planning and excellence in performance results is very important to organizational effectiveness and agility. We have also integrated the processes and functions to provide continuity and continual progress.

Analysis of results:

Achieving full compliance with the AGA has required significant effort, but has also resulted in substantial improvements.

Link(s) to Enterprise Plan: Accountable Government

4. PERFORMANCE PLAN RESULTS

CORE FUNCTIONS AND SERVICES, PRODUCTS AND ACTIVITIES

As was mentioned previously in the report, IPERS has two core functions: Retirement Services and Trust Fund Management. To facilitate review of the outcome measures for the Core Functions and the measures associated with relevant Services, Products and/or Activities (SPAs), two tables are attached that are variations of the Performance Plan format. The column headings for core functions are as follows:

Core Function	Outcome Measure(s)	Data Reported/ Results	Data Source	Link to Strategic Plan Goal(s)
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These column headings contain summary information that is included in the templates, and for more complex measures, templates are included with appropriate cross references. The SPAs related to a core function are listed in the same table with the following column headings:

Services, Products, Activities,	Performance Measure(s)	Data Reported Results	Data Source	Strategies/Recommended Actions
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Except for “Performance Measure” being substituted for “Outcome Measure,” the headings are the same.

Templates will be used for core function outcome measures that have been found to be most valuable. SPA information is summarized in the tables, and if a measure did not prove useful or data could not be obtained, no data are provided.

CORE FUNCTION RESULTS

Name: Retirement Services

Description: IPERS provides retirement benefits to its members and also offers a variety of services to members, retirees and employers.

Why we are doing this: IPERS seeks to provide cost-effective and sufficient core retirement benefits and services exclusively to members and beneficiaries for their care in retirement, to reduce personnel turnover and to attract competent men and women to public service in the State of Iowa.

What we're doing to achieve results: IPERS improves its benefits and services through the Iowa Excellence Assessment, benchmarking against peer retirement systems, and strategic deployment of human, financial and technology resources.

Results

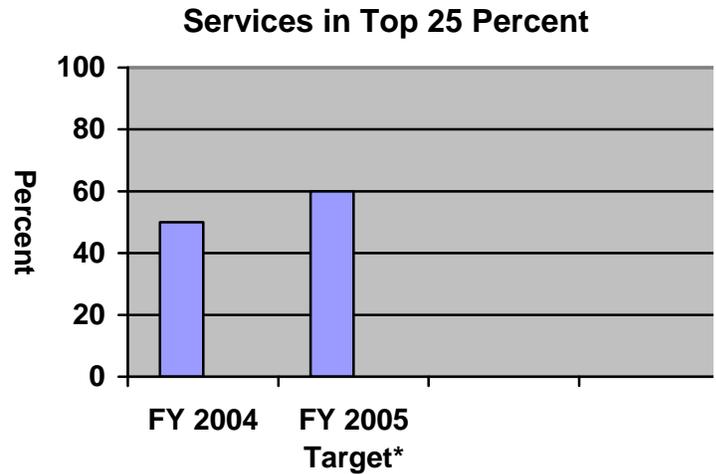
Performance Measure: Percent of services rating in the top 25 percent of peer retirement systems.

Performance Target:

60 percent

Data Sources:

CEM Benchmarking Report for FY 2005



*Actual FY 2006 Data will be available in April, 2007.

Data reliability: The CEM benchmarking survey is conducted every year following the close of the fiscal year. Comparisons to other systems are performed through an Excel macro using common definitions and criteria to ensure high reliability.

Why we are using this measure: Since IPERS has no real peers among the other agencies of state government, benchmarking provides the opportunity to compare the effectiveness and efficiency of our service delivery processes with peer retirement systems in other states and countries.

What was achieved: Over 70 percent of IPERS' key services ranked in the top quartile in comparison to peer systems.

Analysis of results: Even though IPERS' composite service quality score was in the top percentile, this measure compares individual services with peers resulting in identifying more opportunities for improvement. The target was set at 75 percent in FY 2006.

Factors affecting results: The primary factor in determining relative rankings is the definition of the benchmarks. Improvement is tied to achieving more of the quality criteria associated with the service.

Resources used: \$30,000 from IPERS Trust Fund for the CEM Survey.

Name: Retirement Services - Continued

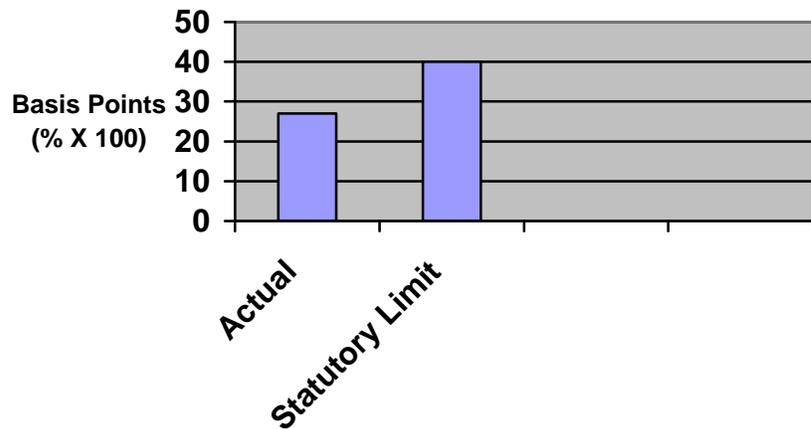
Results

Performance Measure:
Percent of total fund market value spent on investments administration.

Performance Target:
40 Basis Points

Data Sources:
Wilshire Associates, Inc.

FY 05 Investment Administrative Expense



Data reliability: Since information is collected from accounting records and is analyzed by a respected consultant, it is very accurate.

Why we are using this measure: It is important to track administrative expenses against a recognized baseline value to monitor changes related to maximum efficiency.

What was achieved: Investment administrative costs as a percentage of total fund value was about 33 percent lower than the benchmark.

Analysis of results: We are featuring this measure because it demonstrates that IPERS has worked hard to keep down administrative expenses.

Factors affecting results: The total cost for administration and allocation of costs varies somewhat by methodology, but is in a very narrow range of variation.

Resources used: Investments administrative costs are paid from the IPERS Trust Fund. The administrative costs for FY 2006 was \$832,554.

RESOURCE REALLOCATIONS

Even though IPERS develops budgets by work division, funds that will not be spent are placed in a general allocation pool, and divisions that need additional financial resources may request such funds. Requests are placed on a list that is prioritized by management, and funds are reallocated on the basis of priority when and if they become available.

Reallocation of funds in FY 2006 was very limited with about \$200,000 reallocated to member communication, graphic design, and materials.

As a result of our efforts to control costs, \$599,938 was returned to the IPERS Trust Fund at the end of FY 2006.

AGENCY CONTACTS

Performance Planning and Reporting Information and Accounting/Budgeting Information

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Other performance information is available on IPERS' website at www.IPERS.org.

Name of Agency: Iowa Public Employees' Retirement System				
Agency Mission/Core Purpose: To provide cost-effective and sufficient core retirement benefits and services exclusively to members and beneficiaries for their care in retirement, to reduce personnel turnover and to attract competent men and women to public service in the State of Iowa.				
Core Function	Outcome Measure(s)	Data Reported/ Results	Data Source	Link to Strategic Plan Goal (s)
CF: Retirement Services	553_70			
Desired Outcome(s):				
1. To provide benefits and services to members that exceed their expectations and that strongly contribute to the economic stability of the state.	<ul style="list-style-type: none"> • IPERS' quality of service score as ranked against peer public pension systems within the benchmarking services provided by CEM Benchmarking, Inc. ➤ 553_70_002 	Not Available Yet for FY06	CEM Benchmarking Report	IPERS S. Plan Core Purpose, critical issue 4.7 and Goal 6.2: IPERS will fully benchmark its benefits and services against peer and other retirement systems.
2. To maintain actuarial soundness of IPERS fund.	<ul style="list-style-type: none"> ▪ Percent by which IPERS investment return, on a rolling 10 year basis, meets the 7.5% assumed actuarial annual rate of interest. 553_70_004 	100%	Wilshire Associates, Inc. (IPERS investment consultant)	IPERS' Strategy 6.3 and IPERS Core Value: Independent responsible management of the trust fund for the exclusive benefit of our members and beneficiaries is our most important fiduciary responsibility.
Services, Products, Activities,	Performance Measures	Data Reported Results	Data Source	Strategies/Recommended Actions
1. Retirement Payments ➤ 553_70101 Org #: 4110	% of payments on time ➤ 553_70101_001	100%	Accounting Records	Maintain performance
2. Member Counseling ➤ 553_70104 Org #: 4110	% very satisfied with service ➤ 553_70104_001	96%	Surveys	Maintain efforts-currently meeting

3. Service Purchases ➤ 553_70105 Org #: 4110	% of member info requests to actuary in 5 days of request ➤ 553_70105_001	12%	IPERS System Data	Track service purchase information through database.
4. Member and Retiree Publications ➤ 553_70107 ➤ Org #: 4110	% of members, retirees and employers “very satisfied” with publications ➤ 553_70107_01	Did not survey	Surveys	Place survey in publications, on website or conduct random survey of individuals receiving publications.
5. Employer Training ➤ 553_70108 ➤ Org#: 4110	% rating training as “very satisfied” ➤ 553_70108_001	52%	Surveys	Revise training based upon evaluation results.
6. Refund payments ➤ 553_70109 ➤ Org#: 4110	% of applications processed in 3 days ➤ 553_70109_001	94%	IPERS System Data	Maintain performance

Name of Agency: : Iowa Public Employees' Retirement System

Agency Mission/Core Purpose: To provide cost-effective and sufficient core retirement benefits and services exclusively to members and beneficiaries for their care in retirement, to reduce personnel turnover and to attract competent men and women to public service in the State of Iowa.

Core Function	Outcome Measure(s)	Data Reported/ Results	Data Source	Link to Strategic Plan Goal(s)
CF: Trust Fund Management	553_67			
Desired Outcome(s):				
1. To ensure IPERS' operational effectiveness and fiscal stability.	Percent by which IPERS benefit administrative costs are less than peer median administrative costs as measured by CEM per active member and annuitant. 553_67100_001	50%	CEM Benchmarking data	IPERS Strategy 5.5: Continue to emphasize fiduciary responsibility and statutory compliance to maintain the structural and financial integrity of the system.
2. To fulfill total fund investment objectives that reflect maximization of investment returns within prudent capital market risk parameters.	Percent by which IPERS investment return, on a rolling 10 year basis, meets the 7.5% actuarial annual rate of interest.	100%	Investments	IPERS Strategy 5.5: Continue to emphasize fiduciary responsibility and statutory compliance to maintain the structural and financial integrity of the system.
Activities, Services, Products	Performance Measures	Data Reported	Data Source	1. Purpose of Measure(s) 2. Significance of Results
1. Employee Satisfaction and Development Org#: 4110 553_67_004	% of Employees "very satisfied" with their jobs ➤ 553_67_004	Not collected	Enterprise	<ul style="list-style-type: none"> • Survey employees. • Establish teams • Complete employee satisfaction, recognition and involvement plan
2. Budget Development Org# 4110 553_67101	% of compliance with DOM standards on monetary resource management. ➤ 553_67101_001	100%	Enterprise	Monitor budget development against resource standards.
3. Internal Audit Effectiveness Org #: 4110 553_67101	% of accepted recommendations implemented prior to follow-up audit. ➤ 553_67101_003 ➤	67%	Internal Auditor	Track acceptance and implementation efforts

4. Invest IPERS Trust Fund in a cost-effective manner that meets statutory standards Org # 4110 553_6712	% of total fund market value spent on investment administration 553_67102_001	.02%	Investments	IPERS Strategy 5.5: Continue to emphasize fiduciary responsibility and statutory compliance to maintain the structural and financial integrity of the system.
5. Assignments Processing Org # 4110 553_67102	% of final court orders reviewed and responded to in 10 working days 553_67102_002	98%	General Counsel	Maintain performance
6. Appeals Coordination ➤ 553_67102 Org #: 4110	% of appeals from Final Agency Decision to Division of Administrative Hears in 10 working days (20 days for disability appeals) ➤ 553_67102_003	22%	General Counsel	Track and document results for appeals sent to Division of Administrative Hearings.
7. Application Developing Org # 4110 553_67104	% ADT and Systems Team resources applied to core system planning and new developments ➤ 553_67104_002	52%	Application Development Team	1. To encourage timely completion of projects
8. Technology Acquiring and Managing Org #: 4110 ➤ 553_67104	% of time the IBM i5 520 is available ➤ 553_67104_003	98%	Operations	Maintain effort and make necessary enhancements.