

Texas Municipal Retirement System Strategic Plan

2018 – 2022

Adopted December 7, 2017



Mission

Providing secure, reliable retirement benefits

Vision

To be the model for empowering retirement

Core Values

Accountability We build trust by taking proactive ownership and inviting feedback in all we do

Excellence We go above and beyond to drive superior performance, innovation, and continuous improvement

Integrity We operate ethically by doing the right thing even when no one is watching

Respect We treat others as they would like to be treated

Teamwork We perform better when we work together toward a common goal

Strategic Goals

Goal 1:

Ensure the financial stability and long-term viability of the Plan.

Goal 2:

Strengthen TMRS through excellent customer service and effective communication.

Goal 3:

Identify and implement the best governance and management structure.

Goal 4:

Transform the TMRS culture to one of innovation, collaboration, and open communication.

Goals and Objectives

Goal 1:

Ensure the financial stability and long-term viability of the Plan.

Objective A. Educate employers about the rate stabilization tools that are available to them through the current Plan design.

Objective B. Develop a future vision and implementation plan for the investment program.

Objective C. Develop and promote legislation and rule amendments to clarify certain aspects of the TMRS Act.

Objective D. Explore the effectiveness of TMRS Plan design in light of changing workforce demographics.

Goal 2:

Strengthen TMRS through excellent customer service and effective communication.

Objective A. Evaluate and present recommendations to the Board regarding the current Pension Administration System's (NextGen, MyTMRS, City Portal, etc.) ability to continue to support TMRS customer service operations in the most comprehensive, cost-effective, efficient, and secure way.

Objective B. Expand delivery of self-service capabilities.

Objective C. Enhance internal systems to improve customer service operational efficiencies.

Objective D. Develop and implement a strategic communication plan to position TMRS with major stakeholder groups.

Objective E. Develop and implement new ways to communicate, including through social media, the value of the TMRS benefit among various segments of active and retired members.

Goal 3:

Identify and implement the best governance and management structure.

Objective A. Enhance Board meeting productivity.

Objective B. Create and implement a process for the Board to review the role of its current consultants.

Objective C. Develop a Board-approved investment fee policy.

Objective D. Adopt a framework to monitor and report on organization-wide risk.

Objective E. Develop and implement a framework for monitoring and managing operational compliance throughout the organization.

Objective F. Codify into policy the Board's continuing education philosophy.

Goal 4:

Transform the TMRS culture to one of innovation, collaboration, and open communication.

Objective A. Develop a short-term (unexpected) and longer term (planned) succession plan for key leadership positions.

Objective B. Create and implement a leadership development plan.

Objective C. Elevate employee engagement levels.

Objective D. Refine the compensation and performance management philosophy.

Objective E. Develop policies and procedures that encourage leadership to improve internal communications, support innovation, and reward excellence.

Objective F. Enhance the effectiveness and efficiency of organization-wide decision-making and prioritization processes.

Timeframes for Completion

Goal 1: Ensure the financial stability and long-term viability of the Plan.

Objectives	2018	2019	2020	2021	2022
Objective A. Educate employers about the rate stabilization tools that are available to them through the current Plan design.					
Objective B. Develop a future vision and implementation plan for the investment program.					
Objective C. Develop and promote legislation and rule amendments to clarify certain aspects of the TMRS Act.					
Objective D. Explore the effectiveness of TMRS Plan design in light of changing workforce demographics.					

Goal 2: Strengthen TMRS through excellent customer service and effective communication.

Objectives	2018	2019	2020	2021	2022
Objective A. Evaluate and present to the Board recommendations regarding the current Pension Administration System’s (NextGen, MyTMRS, City Portal, etc.) ability to continue to support TMRS customer service operations in the most comprehensive, cost-effective, efficient, and secure way.					
Objective B. Expand delivery of self-service capabilities.					
Objective C. Enhance internal systems to improve customer service operational efficiencies.					
Objective D. Develop and implement a strategic communication plan to position TMRS with major stakeholder groups.					
Objective E. Develop and implement new ways to communicate, including through social media, the value of the TMRS benefit among various segments of active and retired members.					

Goal 3: Identify and implement the best governance and management structure.

Objectives	2018	2019	2020	2021	2022
Objective A. Enhance Board meeting productivity.					
Objective B. Create and implement a process for the Board to review the role of its current consultants.					
Objective C. Develop a Board-approved investment fee policy.					
Objective D. Adopt a framework to monitor and report on organization-wide risk.					
Objective E. Develop and implement a framework for monitoring and managing operational compliance throughout the organization.					
Objective F. Codify into policy the Board’s continuing education philosophy.					

Goal 4: Transform the TMRS culture to one of innovation, collaboration, and open communication.

Objectives	2018	2019	2020	2021	2022
Objective A. Develop a short-term (unexpected) and longer term (planned) succession plan for key leadership positions.					
Objective B. Create and implement a leadership development plan.					
Objective C. Elevate employee engagement levels.					
Objective D. Refine the compensation and performance management philosophy.					
Objective E. Develop policies and procedures that encourage leadership to improve internal communications, support innovation, and reward excellence.					
Objective F. Enhance the effectiveness and efficiency of organization-wide decision-making and prioritization processes.					

Performance Measures

Goal 1: Ensure the financial stability and long-term viability of the Plan.

Objectives	Performance Measure / Target
<p>Objective A. Educate employers about the rate stabilization tools that are available to them through the current Plan design.</p>	<ul style="list-style-type: none"> • Provide all employers with educational material on rate stabilization by the end of 2018 • Reach 100% of those employers demonstrating interest.
<p>Objective B. Develop a future vision and implementation plan for the investment program.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved plan by 2019
<p>Objective C. Develop and promote legislation and rule amendments to clarify certain aspects of the TMRS Act.</p>	<ul style="list-style-type: none"> • Finalize and pursue a Board-approved Legislative agenda by Quarter 4, 2018 / early 2019
<p>Objective D. Explore the effectiveness of TMRS Plan design in light of changing workforce demographics.</p>	<ul style="list-style-type: none"> • Design and implement a survey methodology to assess member and employer sentiment by December 2019. • Establish a baseline metric by December 2020. • Provide targeted increase recommendations to the Board for consideration and approval by December 2020.

Goal 2: Strengthen TMRS through excellent customer service and effective communication.

Objectives	Performance Measure / Target
<p>Objective A. Evaluate and present to the Board recommendations regarding the current Pension Administration System’s (NextGen, MyTMRS, City Portal, etc.) ability to continue to support TMRS customer service operations in the most comprehensive, cost-effective, efficient, and secure way.</p>	<ul style="list-style-type: none"> • Present overview to the Board and receive feedback on desired priorities by the end of 2018 • Complete a broader assessment of the Pension Administration System by 2020
<p>Objective B. Expand delivery of self-service capabilities.</p>	<ul style="list-style-type: none"> • Assess capabilities offered versus those desired by members and employers • Increase by 5% per year the adoption rate of self-service capabilities • TMRS capabilities should meet or exceed that of select peers
<p>Objective C. Enhance internal systems to improve customer service operational efficiencies.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved plan by 2019 that contains specific measures for improved efficiencies
<p>Objective D. Develop and implement a strategic communication plan to position TMRS with major stakeholder groups.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved plan by 2019 that contains specific implementation measures for awareness and effectiveness
<p>Objective E. Develop and implement new ways to communicate, including through social media, the value of the TMRS benefit among various segments of active and retired members.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved plan by 2019 that contains specific measures for awareness and effectiveness

Goal 3: Identify and implement the best governance and management structure.

Objectives	Performance Measure / Target
<p>Objective A. Enhance Board meeting productivity.</p>	<ul style="list-style-type: none"> • Majority of Trustees perceive Board materials to be meaningful and effective in informing decisions • Majority of Trustees perceive that meeting time is productive and efficient
<p>Objective B. Create and implement a process for the Board to review the role of its current consultants.</p>	<ul style="list-style-type: none"> • Majority of Trustees perceive the process to be meaningful and effective
<p>Objective C. Develop a Board-approved investment fee policy.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved policy by 2019 • Policy meets or exceeds the standards set by the GFOA Best Practice Advisory on investment fee policies
<p>Objective D. Adopt a framework to monitor and report on organization-wide risk.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved framework by 2021
<p>Objective E. Develop and implement a framework for monitoring and managing operational compliance throughout the organization.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved framework by 2021
<p>Objective F. Codify into policy the Board's continuing education philosophy.</p>	<ul style="list-style-type: none"> • Finalize a Board-approved policy by 2018

Goal 4: Transform the TMRS culture to one of innovation, collaboration, and open communication.

Objectives	Performance Measure / Target
<p>Objective A. Develop a short-term (unexpected) and longer-term (planned) succession plan for key leadership positions.</p>	<ul style="list-style-type: none"> Finalize a Board-approved plan by 2019
<p>Objective B. Create and implement a leadership development plan.</p>	<ul style="list-style-type: none"> Finalize a Board-approved plan by 2020
<p>Objective C. Elevate employee engagement levels.</p>	<ul style="list-style-type: none"> Facilitate action-item recommendations to Leadership and/or the Board Maintain an overall score of 40% and above for Fully Engaged staff and a score of 10% or lower for Not Engaged staff
<p>Objective D. Refine the compensation and performance management philosophy.</p>	<ul style="list-style-type: none"> Finalize updated Board-approved philosophy statements by 2020
<p>Objective E. Develop policies and procedures that encourage leadership to improve internal communications, support innovation, and reward excellence.</p>	<ul style="list-style-type: none"> Continue to exceed the scores of state and local government peers in Leadership/Managing Change By 2022, increase by 5% employee engagement levels with respect to Leadership/Managing Change and My Work factors/drivers
<p>Objective F. Enhance the effectiveness and efficiency of organization-wide decision-making and prioritization processes.</p>	<ul style="list-style-type: none"> Continue to exceed the scores of state and local government peers in Leadership/Managing Change By 2022, increase by 5% employee engagement levels with respect to Leadership/Managing Change and My Work factors/drivers