Draft Strategic Plan: Third Reading

Meeting of the TMRS Board of Trustees

December 8, 2017
Agenda

• Recap Strategic Planning Process

• Structured Discussions
  1. Core Values
  2. Specific Performance Measures

• Requested Board Action

• Next Steps
# Process Timeline and Activities (through October 2017)

## Preparation (March/April)
- Senior Staff prep session
- Individual Board member discussions
- Surveys
  - Members/Retirees
  - Advisory Committee members
  - All TMRS Staff
  - Vendors / consultants
- Compile pre-read materials

## Board Session (May)
- Engage in visioning
- Discuss Stakeholder Research
- Review S.W.O.T.
- Discuss progress made under the existing Strategic Plan
- Discuss and prioritize critical themes to address

## Drafting (June/July)
- Summarize and document meeting outcomes.
- Work with Senior Staff to prepare a draft Strategic Plan
- Senior Staff gets feedback from teams

## Board Meeting and Follow Up (August/Sept.)
- Mosaic presents the draft Strategic Plan for the Board’s first reading
- Follow up:
  - Incorporated Mission and Vision preferences
  - Refreshed Core Values
  - Determined Performance Targets
  - Developed Action Plans

## Board Meeting (October)
- Present the draft Strategic Plan for the Board input and direction (second reading)
October Discussion Recap

• Board approved the Mission and Vision Statements
• Additional Board direction:
  – Bring back the Core Values for a second reading* in December
  – Further refine certain Performance Measures

*Due to the timing of the Engagement Study, focused effort on the ACTIVE Principles/Core Values did not commence until after the August 2017 Board meeting. This placed the ACTIVE Principles/Core Values on a different and slightly delayed approval cycle than the other Strategic Plan elements.
Objectives for Today’s Discussion

• Engage the Board in a second reading of the Core Values

• Receive Board feedback on the updates made to certain Performance Measures

• Seek Board approval of the Strategic Plan, if possible, so that it may move into implementation

• Others?
Discussion 1

Proposed Core Values – Second Reading
Process for Developing Core Values

• The Taskforce met in September to refresh the ACTIVE Principles

• Proposed new draft Core Values to the Board in October

• The Board was appreciative of the time the Taskforce took to thoughtfully review and propose alternatives

• Specific Board direction captured:
  – Preferred no separation between all employees and leadership
  – Thought that key concepts, such as integrity, ought to be discussed and reconsidered for inclusion
  – Requested that the Core Values be further refined, infusing Board and Senior Staff input into the process
Activities Since the October Board Meeting

• Spoke with each Board member individually via telephone to solicit additional feedback on the Core Values

• Engaged in analysis of prior strategic planning discussion output to identify possible Board Core Values concepts
  – Visioning Exercise
  – S.W.O.T. Analysis

• Facilitated a working session with Senior Staff and two Taskforce representatives

• Refined Core Values are now being proposed for a second reading that reflect input from the Board, Senior Staff and the Taskforce representatives
# ACTIVE Principles

<table>
<thead>
<tr>
<th>ACTIVE Principles</th>
<th>Description</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>We operate with transparency, learn from our mistakes, and accept responsibility for our actions.</td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>We continually evaluate our operations and measure customer satisfaction to make our internal work processes and services better.</td>
</tr>
<tr>
<td>Teamwork</td>
<td>We foster a collaborative, respectful environment and promote open communication among Board, staff, members, and cities.</td>
</tr>
<tr>
<td>Integrity</td>
<td>We conduct our business and ourselves in an honest and ethical manner.</td>
</tr>
<tr>
<td>Versatility</td>
<td>We proactively adapt and respond to our environment and the changing needs of our members and cities.</td>
</tr>
<tr>
<td>Employer of Choice</td>
<td>We maintain a culture that recognizes the value of each employee; inspires creativity, mutual respect, and professionalism; and rewards employees for excellence.</td>
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Taskforce Draft Core Values – First Reading

All Employee Core Values

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Description</th>
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<tbody>
<tr>
<td>Excellence</td>
<td>Strive for exceptional performance</td>
</tr>
<tr>
<td>Innovation</td>
<td>Improve service, communication and operations</td>
</tr>
<tr>
<td>Accountability</td>
<td>Proactive ownership</td>
</tr>
</tbody>
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Additional Leadership Core Values

<table>
<thead>
<tr>
<th>Core Value</th>
<th>Description</th>
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<tbody>
<tr>
<td>Communicate</td>
<td>Cultivate transparency and accountability</td>
</tr>
<tr>
<td>Support</td>
<td>Encourage innovation and teamwork</td>
</tr>
<tr>
<td>Reward</td>
<td>Recognize employees for excellence</td>
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</table>
## Proposed Core Values – Second Reading

<table>
<thead>
<tr>
<th>Core Value</th>
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<tbody>
<tr>
<td><strong>Accountability</strong></td>
<td>We build trust by taking proactive ownership and inviting feedback in all we do</td>
</tr>
<tr>
<td><strong>Excellence</strong></td>
<td>We go above and beyond to drive superior performance, innovation, and continuous improvement</td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>We operate ethically by doing the right thing even when no one is watching</td>
</tr>
<tr>
<td><strong>Respect</strong></td>
<td>We treat others as they would like to be treated</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td>We perform better when we work together toward a common goal</td>
</tr>
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*Core Values are the attitudes, beliefs, and behaviors that define TMRS. They answer: What do we believe in? What principles guide us? How do we do business around here?*
Discussion 1: Proposed Core Values

• What comments or questions does the Board have regarding the refined Core Values?
• Are there additional concepts to consider?
• Any other comments?
Discussion 2

Performance Measures
Performance Measures: October Board Direction and Process for Developing Refinements

• The October Board discussion touched on the difference between quantitative and process-based performance measures.

• Discussion summary and direction:
  – Not every objective lends itself well to measurement
  – For those objectives in the Strategic Plan with process-based measures, ensure all steps are captured

• Since October, Mosaic has worked with Staff to further refine specific Performance Measures.

• They are highlighted in the Board’s materials for consideration and discussion.
Discussion 2: Performance Measures

- What comments or questions does the Board have on the updated performance measures?
- Are there additional concepts to consider?
- Any other comments?

Performance Measures reflect an agreement between the Board and Staff. They answer: How successful have we been? What changes, if any, do we need to make?
Requested Board Action
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• Mosaic and Staff recommend that the Board approve the remaining elements* of the Strategic Plan.
  - Core Values
  - Goals and Objectives
  - Proposed Timing
  - Performance Measures

*The Board approved the Mission and Vision Statements at the October 25, 2017 meeting.
Next Steps
Next Steps

• Mosaic will compile and integrate final feedback into the Strategic Plan.

• Staff will begin, and in some areas, continue implementation.

• The Board will receive quarterly progress updates.

• Objectives scheduled for 2018 that require the Board’s involvement have been tentatively scheduled.
THANK YOU FOR YOUR TIME!

Contact:
Amy McDuffee
Founder and CEO
O: 720.316.1919
E: Amy.McDuffee@MosaicGovernance.com