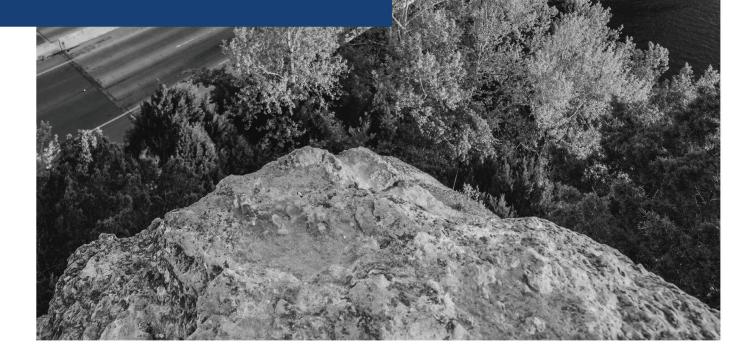
CITY OF AUSTIN EMPLOYEES' RETIREMENT SYSTEM

STRATEGIC PLAN 2022 - 2026





MISSION, VISION, CORE VALUES, & CORE COMPETENCIES



MISSION

The mission of COAERS is to provide our members their promised benefits.

VISION

Our vision is to be a best-in-class public pension plan through excellence in financial stewardship, plan administration, and investment management.

CORE VALUES

Accessibility Accountability Cooperation Ethical Behavior Fairness Innovation Integrity Open Communication Respect Responsiveness

CORE COMPETENCIES

We believe our proficiency in the following enables the organization to deliver on its mission:

- DEPENDABLE OPERATIONS: Managing the financial and operational commitments of the system within appropriate measurable standards.
- PRUDENT INVESTMENT MANAGEMENT: Fulfilling fiduciary duty through monitoring performance within adopted process and stated goals.
- TRANSPARENCY: Complying with open meeting and public information laws to ensure the decision-making process is clear to members and the public.
- CUSTOMER SERVICE: Treating customers fairly and respectfully. Utilizing effective communication and recognizing the customers' changing needs.
- EDUCATION: Promoting educational opportunities that enhance knowledge and develop appropriate skill sets for Trustees, Staff, and customers.

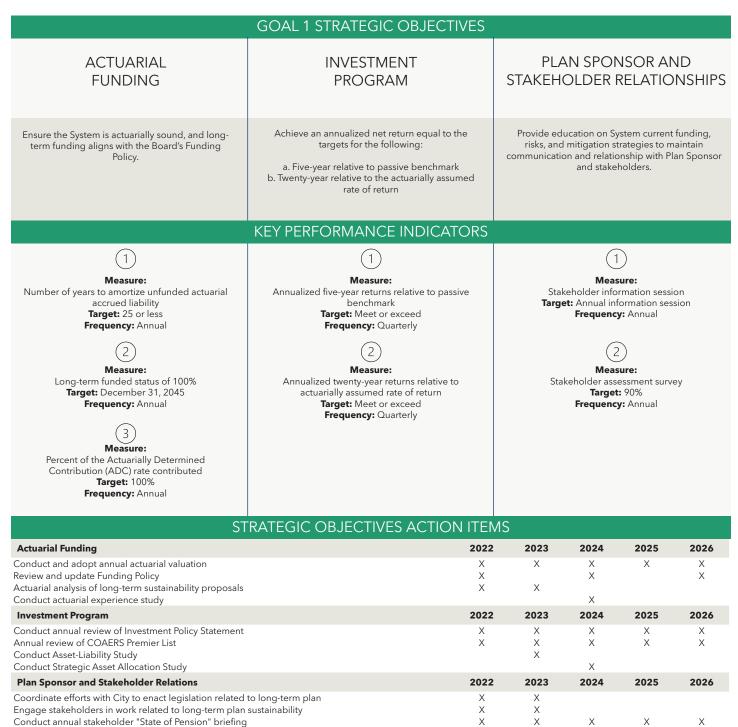
STRATEGIC GOALS 2022 - 2026

TO ACHIEVE BOTH OUR MISSION AND VISION, THE ORGANIZATION SETS FORTH THE FOLLOWING GOALS:

- 1. Achieve and maintain a funding level that ensures the long-term sustainability of the retirement system.
- 2. Responsibly manage the risks of the System.
- 3. Provide high-quality stakeholder services, education, and experience.
- 4. Identify and implement leading practices in board governance, pension administration, and investment management.
- 5. Identify opportunities to capitalize on organizational strengths.

GOAL 1:

Achieve and maintain a funding level that ensures the longterm sustainability of the retirement system



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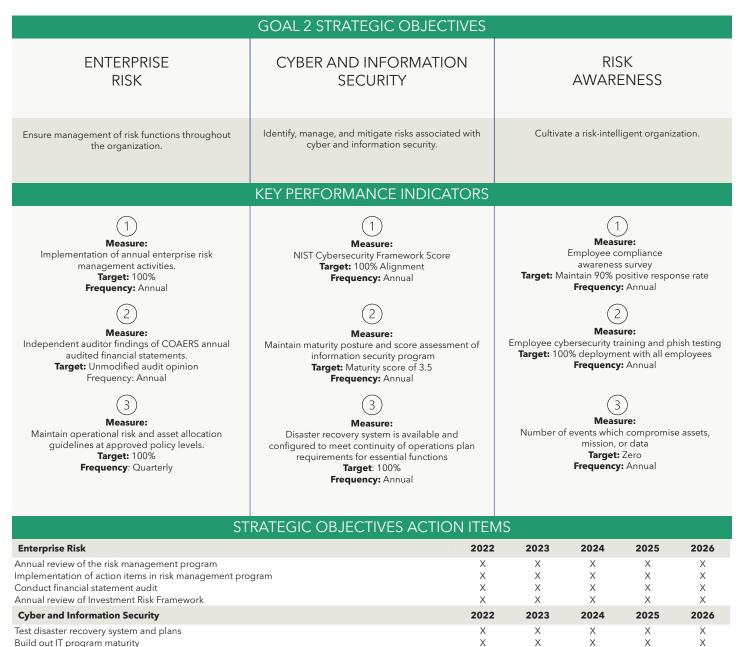
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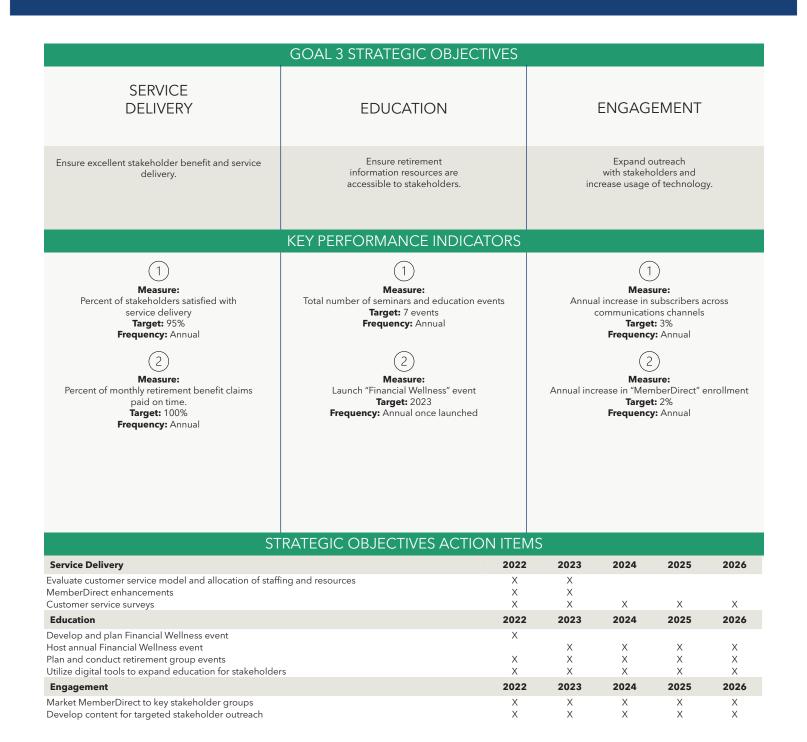
Deploy stakeholder assessment survey

GOAL 2: Responsibly manage the risks of the System



Dund Out in program maturity	~	~	~	~	~
Third-party vendor risk assessment	Х	Х	Х	Х	Х
Penetration testing			Х		
Risk Awareness	2022	2023	2024	2025	2026
Employee compliance awareness survey	Х	Х	Х	Х	Х
Cybersecurity training and phish testing	V	~	×	~	\sim

GOAL 3: Provide high-quality stakeholder services, education, and experience.



GOAL 4: Identify and implement leading practices in board governance, pension administration, and investment management.



Foster candidates for future Board positions	Х	Х	Х	Х	Х
Administration	2022	2023	2024	2025	2026
Develop the IT roadmap for pension and financial administration Implement roadmap to optimizer Evaluate personnel structure to meet the future demands of customers Conduct CEM Pension Administration Benchmarking Actuarial Consultant RFP	x x	x x	x x	Х	Х
Investment Management	2022	2023	2024	2025	2026
Board Survey of Investment Beliefts Investment consultant RFP	Х		Х		Х
Conduct CEM Investment Cost Benchmarking		Х			Х

Х

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Conduct Investment Practices and Performance Report

GOAL 5: Identify opportunities to capitalize on organizational strengths.



Assessment	2022	2023	2024	2025	2026
Conduct organizational assessment	Х				Х
Analyze strengths and weaknesses		Х	Х	Х	
Develop and implement plans to build on strengths and improve weaknesses		Х	Х	Х	
Talent Management	2022	2023	2024	2025	2026
Conduct market compensation study	Х			Х	
Conduct employee culture assessment	Х	Х	Х	Х	Х
Develop and implement staff professional development plans	Х	Х	Х	Х	Х
Austin Model	2022	2023	2024	2025	2026
Establish internal innovation committee	Х				
Review existing processes and vendor/third-party relationships to identify areas for enhancement	Х	Х			
Engage staff in promoting innovative ideas for COAERS		Х	Х	Х	Х