

AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 to 2025

BY

TEXAS EMERGENCY SERVICES RETIREMENT SYSTEM

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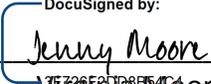
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June 1, 2020

Signed: 
Virginia Moore, Chairman

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Texas Emergency Services Retirement System Strategic Plan (2021-2025)

Agency Mission

Our mission is to provide secure and meaningful benefits for members and their families, prudently manage assets, and recruit/retain additional members by offering a cost-effective solution to the sponsoring entities.

Agency Goals and Action Plan

AGENCY OPERATIONAL GOAL AND ACTION PLAN
Ensure Sound Pension System for Emergency Services Personnel: To ensure that pension funds for emergency services personnel are actuarially sound and that they receive the benefits to which they are entitled.
SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL
<ol style="list-style-type: none"> 1. Maintain a disciplined investment process that minimizes risk while achieving long-term money-weighted investment returns of 7.75 percent. 2. Seek supplemental contributions from the state, municipalities, counties, and emergency service districts when TESRS's amortization period exceeds 30 years. 3. Protect against financial losses related to cyber-crime by continuing cybersecurity risk governance processes and activities. 4. Recruit emergency services departments and their governmental entities to participate in the system and provide pension system benefits to their members who provide fire and emergency services to their communities. 5. Conduct reviews of participating departments, local boards, and their sponsoring governmental entities and provide training and assistance to improve compliance with pension system requirements, including the pension system enrollment of all eligible department members, and to ensure that system members receive their entitled benefits.

Specific Action Items to Achieve Your Goal

1. Maintain an actuarially sound pension fund.

Article 16 Section 67 of the Texas Constitution directs that the financing of benefits must be based on sound actuarial principles and that the assets of a system are held in trust for the benefit of members and may not be diverted. The enabling statute of TESRS also directs that the fund must be maintained for the exclusive benefit of members, retirees, and their beneficiaries.

The long-term actuarial soundness and viability of the System is dependent upon the success of the investment program. The Board will continue to refine its investment policy to clarify the roles and duties of the investment consultant and investment managers and will diversify its asset allocation to create a portfolio that balances the appropriate levels of risk and return. It will continue to monitor the performance of each investment manager against appropriate benchmarks and will replace underperforming managers when appropriate.

Each Board member will continue to receive training in plan governance, investments, actuarial matters, benefits administration and risk management as required Government Code section 802.2011. The Board and agency staff will also work closely with its contract programmers and its actuary to enhance the functionality of its information management systems to support the administration of benefits and the valuation of future liabilities.

In the event that the actuarial valuation indicates that the System is actuarially unsound, the Board will consider making changes to the plan design and/or to collecting supplemental contributions (“Part Two”) from local departments to assist the System in achieving an adequate contribution rate for System obligations.

Related Outcome Measures

- Period to Amortize the Unfunded Actuarial Accrued Liability
- Annual Investment Return
- Actuarial Funding Percentage of Plan Assets to Liabilities

2. Administer the System with an emphasis on customer service for internal and external customers.

Administration of the System includes having well trained employees who recruit departments and their governmental entities to join the System; who provide compliance training and technical assistance to participating departments, their local boards, and their sponsoring governmental entities, and who make benefit determinations for active members, retirees, and their beneficiaries, including the processing of benefit payments.

The agency administers the System to ensure that all members receive accurate information to make informed decisions about their membership benefits. We also provide compliance technical assistance and training to participating departments, local board members, and community leaders regarding their statutory roles and responsibilities in the enrollment of department members into the System and in providing benefits and ensuring the quality of the System.

The recruitment of new participating departments and their governmental entities promotes the value of System membership to provide on- and off-duty and retirement benefits for their emergency services personnel through monthly contributions paid by the governmental entity and at no cost to the member. By recruiting new participation in the System and by ensuring the pension system enrollment of all participating department members, TESRS provides benefits to additional Texas firefighters, emergency services personnel, and related support staff. Additional

contributions to the fund paid by the sponsoring governmental entity on behalf of each active member provide support to enable TESRS through its investment policy to provide current and future retirement benefits to members of the System.

We have a responsibility to our members, their families, and communities to administer the TESRS System with accuracy and excellent customer service. We monitor our performance through targeted Customer Service Surveys and through our performance measures.

Related Efficiency Measures

- Average Annual Administrative Cost Per Pension Plan Member
- Average Days to Respond to Inquiries from TESRS Participants

Related Explanatory Measures

- Number of Active Members
- Number of Benefit Recipients
- Number of Vested-Terminated Service Records

Related Output Measure

- Number of Benefit Payments Distributed
- Number of Benefit Determinations for Emergency Services Personnel

3. Recruit new departments into the System.

There are thousands of emergency services personnel who are not protected by a public retirement system offering member death, disability, and retirement benefits. Approximately 1,600 Texas fire departments (both volunteer and combination paid/volunteer departments) do not participate in the pension system. Through the recruitment strategy, TESRS works with many of these departments and their local governmental leaders to offer secure retirement system benefits for those who volunteer and work in service to their communities. The recruitment of new departments into TESRS offers department members an incentive to serve and to protect their families with member death and disability benefits while growing system retirement benefits that are unique to the TESRS System.

Following the recruitment strategy, agency staff provide information about the benefits of participating in the TESRS System to department chiefs, department volunteers, civic leaders and decision makers. Staff attend emergency services-related conventions, conduct virtual and onsite meetings with individual departments and local governing bodies, provide educational material to department members and the general public, host virtual webinars and webcasts, and provide web and email-based communication. TESRS staff provide membership seminars at conferences and at other recruiting events to promote TESRS benefits for volunteer firefighters and first responders. Agency staff work with interested departments and their local governing entities. Staff also develop targeted recruiting campaigns designed to solicit inquiries about system membership from Emergency Services Districts and other governmental entities across the state.

Related Explanatory Measures

- Departments Participating in the Texas Emergency Services Retirement System

Related Output Measure

- Number of Recruiting Events
- Number of On-Site Visits

4. Monitor Compliance.

To monitor compliance with pension system requirements, TESRS staff consult with member department chiefs, local board members, and sponsoring governmental entity staff regarding local operations and compliance with TESRS statutes and rules. Through on-site visits, online virtual meetings, teleconferences, and webcasts, TESRS staff review the adherence to requirements and provide technical assistance and training to improve compliance and to provide updates due to Texas legislative changes and publication of TESRS rules.

System membership is provided at no cost to the member. The sponsoring governmental entity pays monthly contributions to the fund on behalf of each member enrolled in the pension system who is an active member of the participating department. Monitoring member departments and local board operations for compliance with TESRS statutes and rules provides the opportunity to ensure all eligible volunteers are members of the System and that each volunteer is covered by TESRS retirement benefits.

Monitoring includes review of department processes and procedures as well as local board operations. During an on-site monitoring visit, staff may interview the department chief, volunteers, members of the local board, and employees of the governing entity and review local records. If needed, training and technical assistance regarding roles and responsibilities is provided to improve compliance. Required improvements to meet compliance are provided to the department, the local board, and the governing entity and staff conduct follow-up reviews to ensure requirements are met.

TESRS staff are dedicated to ensuring that all eligible members of a participating department are enrolled as members of the pension system. TESRS finds it imperative that local department and governmental leaders are made aware of and understand their statutory and TESRS rule responsibilities to enroll the active members of their department as members of TESRS since enrollment in the system is key to a firefighter having on- and off-duty death benefits and disability benefits and credit toward a pension benefit. TESRS staff recognizes the need to provide training and technical assistance to our local partners. The staff will continue to develop its written material and its website, including expanding its offerings of informational videos, virtual meetings, conferences and webcasts to ensure participating department chiefs/participating department heads, local board members, and other local stakeholders understand System rules and reporting requirements and procedures.

Related Output Measure

- Number of On-Site Visits

Describe How Your Goals and Action Items Support Each Statewide Objective

1. Accountable to tax and fee payers of Texas.

The Board and each TESRS staff member share in the responsibility to preserve the fund for its beneficiaries. Each TESRS Board member has a fiduciary duty to act solely in the interest of the beneficiaries of the fund. This is the strictest duty of care recognized by the US legal system. As fiduciaries, the Board is responsible for:

1. Managing the assets for the exclusive benefit of the members of the System;
2. Establishing prudent investment policies defining investment objectives and strategies;
3. Seeking to maximize investment return while maintaining the safety of principal;
4. Diversifying the assets to reduce risk of loss;
5. Monitoring and documenting investment performance; and
6. Efficiently managing the costs associated with implementation of its investment program.

Due diligence requires that the Board and staff exercise prudence in selecting service providers such as investment managers, actuaries, and consultants and that the quality of their work is monitored. The TESRS Board uses competitive processes, such as the Request for Proposals, which encourage competition and transparency.

We appreciate every dollar provided to our mission by the taxpayers of Texas. As public servants we will:

- Earn our pay each and every day;
- Treat each person with respect;
- Take responsibility for our mistakes;
- Be courteous and professional;
- Promptly return phone calls and emails; and
- Help the public to the best of our ability.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

TESRS recognizes that the administrative costs of the pension system are funded by state and local tax-payers. TESRS also acknowledges that much of the administration of the pension system is provided locally by unpaid hours worked by volunteer firefighters and first responders, as well as local citizens who volunteer to serve on the local board. This requires the agency staff to always consider the total cost of its program to all taxpayers when considering rule and procedural changes.

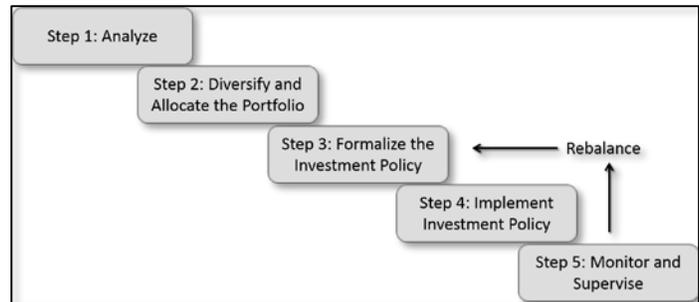
An example of this approach is the steps taken by the Board during 2019 to reduce the administrative burden on local boards. The Board recognized that there were burdensome, unnecessary responsibilities tasked to the local board. Through statutory changes and rule amendments, the Board simplified the duties of the local board. The number of required annual local board meetings was reduced from four to two, during which routine tasks can be accomplished. Local boards no longer need to meet and approve each retirement application. Uncontested retirement applications are now approved by the TESRS executive director, expediting the receipt of the first retirement payment. Applicants who disagree with their calculated benefit and the years of service credit reported to TESRS by the local board must appeal to the local board which has the responsibility to hear and resolve such contested claims.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continuously improve.

The TESRS investment program is an example of an effective core function that is built upon performance measurement, continuous policy review, and strategic planning. Its success is dependent upon the combined efforts of the Board, agency staff, investment consultants, and individual investment managers.

The Board's investment process is best described as a five-step investment process that is intended to minimize risk while funding the long-term liabilities of promised benefits. The Board's Investment Committee focuses on investment policies and monitors the activities of the investment consultant and the performance of fund managers. However, all decisions regarding the investment program are made by actions taken by the Board.

Although the Board is a long-term investor, it monitors investment performance for the System and for each individual investment manager on a quarterly basis. Performance is measured against established benchmarks using quarterly, annual, three-year and five-year performance.



4. Attentive to providing excellent customer service.

Providing customer service permeates each functional aspect of the agency. In the administration of the System and in recruiting new member departments, we frequently communicate with state and local officials and employees, volunteer firefighters and first responders, civic leaders, and community members. Each communication is considered an opportunity to provide the customer with accurate information and assistance in a professional manner that reflects the mission and vision of the agency. Our most recent Customer Service Survey Project results provide guidance to plan and develop customer service surveys and conduct periodic surveys near the time of first service delivery. Also, it is important to inform and encourage our customers that their opinions and feedback about our customer service are key to identifying and implementing changes that will improve our processes, forms, written communication, virtual and onsite meetings, and other aspects of our interactions with our customers.

5. Transparent such that agency actions can be understood by any Texan.

Information about our Board meetings (agendas, locations, approved minutes) are posted on our website and are available to the public. Through public access to our website and communications with our customers and members, we take steps to be informative in a manner that is easily understood.

Redundancies and Impediments

SERVICE, STATUTE, RULE, OR REGULATION (PROVIDE SPECIFIC CITATION IF APPLICABLE)	DESCRIBE WHY THE SERVICE, STATUTE, RULE, OR REGULATION IS RESULTING IN INEFFICIENT OR INEFFECTIVE AGENCY OPERATIONS	PROVIDE AGENCY RECOMMENDATION FOR MODIFICATION OR ELIMINATION	DESCRIBE THE ESTIMATED COST SAVINGS OR OTHER BENEFITS ASSOCIATED WITH THE RECOMMENDED CHANGE
<p>During the 86th Texas Legislative Session, HB3247 was passed which streamlined local administration and provided needed updates to pension system operations and administration; therefore, TESRS has determined that there are no redundancies or impediments in service, statutes, rules or regulations.</p>			

Part 2. Supplemental Schedules

Schedule A: Budget Structure:

The Texas Emergency Services Retirement System (TESRS) was created by the 83rd Legislature as a standalone agency and assumed the duty of administering the TESRS pension fund, which has been in existence since 1977. Associated with this task are the following goals, objectives, and strategies.

Agency Goals, Objectives and Strategies

AGENCY GOAL: SOUND PENSION FUND

To ensure that pension funds for emergency services personnel are actuarially sound and that they receive the benefits to which they are entitled.

AGENCY OBJECTIVE 1.1: ADMINISTER VOLUNTEER PENSION FUND

Administer a pension fund for emergency services personnel by receiving contributions from sponsoring entities; investing surplus funds; servicing the member database; and providing services and benefit payments to members and their dependents.

AGENCY STRATEGY 1.1.1: ADMINISTER PENSION FUND

Administer a pension fund for emergency services personnel by receiving contributions from member entities; investing surplus funds; servicing member database; and providing services and benefit payments to members and their dependents.

AGENCY OBJECTIVE 1.2: RECRUITING AND TECHNICAL ASSISTANCE

Manage both new and existing member departments by providing needed program monitoring and technical assistance and by directing resources to recruit new departments.

AGENCY STRATEGY 1.2.1: RECRUITING AND TECHNICAL ASSISTANCE

Manage both new and existing member departments by providing needed program monitoring and technical assistance and by directing resources into recruiting new departments.

Schedule B: List of Measures Definitions

Outcome Measures

Outcome Measure 1.1.1 Amortization Period	
Definition	The number of years required to amortize the unfunded actuarial accrued liability.
Purpose	The importance of the actuarial valuation is to determine the financial soundness of the plan. This valuation determines the liabilities of the plan versus the assets available to pay those liabilities. The valuation reports the percentage of funding of the plan, an analysis of the progress toward funding the benefits payable under the plan, the amount of unfunded liability, if any, and the period, in years, required to amortize that accrued liability based on the calculations of the actuary.
Data Source	The plan actuary calculates this measure in every even numbered year. The study date coincides with the end of the state fiscal year of August 31. The actuarial valuation is performed by a qualified actuary, who must be a member of the American Academy of Actuaries or a fellow of the Society of Actuaries, and has at least five years of experience with public retirement systems.
Methodology	The plan actuary calculates the period to amortize the unfunded actuarial accrued liability. The actuary uses the ratio of the unfunded actuarial accrued liability to the amortization amount, and this ratio is compared to a table of amortization factors to determine the resulting amortization period. The precise period is determined by interpolating between the two applicable factors.
Calculation Method	Non-Cumulative
Data Limitations	This measure is only updated every two years when an actuarial valuation is completed on the fund.
Target Attainment	Low
New Measure	Yes

Outcome Measure 1.1.2 Annual Investment Return	
Definition	The net investment return achieved by TESRS each year.
Purpose	TESRS uses a money weighted rate of return calculation to determine the effective return of the fund relative to the long-term actuarial assumed investment rate of return of the fund.
Data Source	The TESRS Actuary calculates the annual money-weighted net rate of return based upon the following reports provided by the TESRS CFO (Combined Balance Sheet/Statement of Net Position, Combined Statement of Fiduciary Net Position, schedules of contributions and timing of those contributions which fall outside normal billing cycles) after the close of the Fiscal Year.
Methodology	The money-weighted rate of return is calculated by the TESRS Actuary, and expresses investment performance, net of investment expenses, reflecting the changing amounts actually invested during the year.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Outcome Measure 1.1.3 Actuarial Funding Percentage	
Definition	The actuarial funding percentage (ratio) is calculated by dividing the actuarial value of the plan's assets by its actuarial liabilities accrued to-date.
Purpose	A pension plan whose assets equal its liabilities is funded at 100% and is considered fully funded; any shortfall of assets is an unfunded liability, and a plan with an unfunded liability is underfunded. Underfunded typically does not mean that a plan is unable to pay the benefits for which it is presently obligated-in fact, substantially all underfunded public pension plans are able to meet their current obligations. The funding percentage compares liabilities to assets to provide a basic determination of the actuarial health of the plan.
Data Source	The plan actuary calculates this number during even number years as part of the actuarial valuation of the plan.
Methodology	The actuary divides the actuarial value of assets by the actuarial liabilities accrued to date.
Calculation Method	Non-Cumulative
Data Limitations	Actuarial valuations are only performed during even number years. During odd-numbered years, the actuary will be using projected numbers to estimate this value.
Target Attainment	High
New Measure	No

Output Measures

Output Measure 1.1.1.1 Number of Benefit Payments Distributed	
Definition	The number of payments distributed to volunteer emergency services personnel pensioners for retirement, disability, alternate payees, and survivor benefits.
Purpose	The number of benefit payments distributed is the total number of payments made from the pension program to retirees, those who are disabled, alternate payees, and survivors.
Data Source	The agency's internal pension database system and its internal accounting system (MIP) are the source of this number.
Methodology	The number of benefit payments distributed is the total number of payments made from the pension program for retirement, disability, Qualified Domestic Relations Orders (QDRO) and survivor benefit payments.
Calculation Method	Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Output Measure 1.1.1.4 Number of TESRS Benefit Determinations	
Definition	Benefit determinations are prepared by agency staff for each TESRS benefit provided; retirement, disability, spouse, QDRO, and death benefit.
Purpose	A benefit determination is the process of making a decision on whether or not an application for benefits is approved or denied.
Data Source	The Applications Tracking System Database.
Methodology	The number of benefit determinations is totalled by counting the number of applications for benefits received that show determinations were made during the reporting period.
Calculation Method	Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Output Measure 1.2.1.1 Number of Recruiting Events	
Definition	Recruiting events means trade shows and conferences, where a booth or presentation is set up for attendees to obtain information, other recruiting events such as onsite presentations to individual departments, oral presentations at events, and live marketing webcasts and webinars with departments and governmental entities. Recruiting events are essential to the success of the strategy and these events are counted to measure efforts made towards that end.
Purpose	Used to measure outreach which is the purpose of the strategy.
Data Source	The Site Visit Database.
Methodology	The Site Visit Database will be used to count the number of recruiting events attended or hosted in the reporting period.
Calculation Method	Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Output Measure 1.2.1.2 Number of Onsite Visits	
Definition	Onsite visit means that a member of the TESRS staff travels to a member department location to visit with related parties and discuss compliance with TESRS administrative rules and the Texas Government Code and related procedures. This measure tracks resources put into the strategy by tracking onsite visits.
Purpose	Onsite visits are essential to achieving the goals of the strategy, which is to increase compliance among member departments.
Data Source	The Site Visit Database.
Methodology	The Site Visit Database is used to count actual onsite monitoring and technical assistance visits conducted during the reporting period.
Calculation Method	Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Efficiency Measures

Efficiency Measure 1.1.1.1 Cost Per Pension Plan Member	
Definition	The average administrative costs per pension plan member is a calculation of the cost of providing service to active, retired and vested terminated plan participants.
Purpose	The cost allocation is used to verify that the cost of service is not exceeding the benefits to the members.
Data Source	The fund accountant determines the total administrative costs exclusive of investment related contract service costs. Payments for pension benefits and investment related services are not included. The pension administrator obtains the number of all active members, retirees, vested terminated and other beneficiaries from the database report.
Methodology	The average annual administrative cost, exclusive of investment related contract services costs, is determined by dividing total administrative costs by the number of all active, retired and vested terminated plan participants.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	Low
New Measure	No

Efficiency Measure 1.1.1.2 TESRS Inquiry Response Time	
Definition	Inquiry means any request received via the U.S. mail or emailed through the agency website from TESRS local board members and plan participants. Inquiries and response times are tracked to determine the average response time.
Purpose	This information affords the opportunity to determine the average response time.
Data Source	Inquiries are tracked in an Excel spreadsheet maintained by the Operations Assistant, who receives all incoming mail and website inquiries. The spreadsheet tracks the receipt date, the requestor, the source of the inquiry, a summary of the inquiry, the staff member assigned, the resolution date, and the calculated number of days to respond.
Methodology	The number of days on each inquiry is added up at the end of the quarter and divided by the number of inquiries received.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	Low
New Measure	No

Efficiency Measure 1.1.1.3 Days to Approve Benefit Applications	
Definition	The average number of calendar days elapsed from the date a claim for Service Retirement Annuity benefits under Rule §308.2, Texas Administrative Code is filed, to the date the request for payment is sent to the Comptroller.
Purpose	This measure shows the efficiency of the agency's efforts to provide retirement benefits under Rule §308.2, Texas Administrative Code.
Data Source	This data is obtained from a report that is created from the TESRS Application Tracking System
Methodology	Average Number of Calendar Days is calculated by the Total Number of Calendar Days divided by Total Number of Payments.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	Low
New Measure	Yes

Explanatory Measures

Explanatory Measure 1.1.1.1 Cities in Pension System	
Definition	The number of departments participating in the TESRS.
Purpose	This measure is helpful in determining the staffing and financial needs of the agency.
Data Source	The pension system database is the source of this measure.
Methodology	The number of participating departments is tallied.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Explanatory Measure 1.1.1.2 Number of Active Members	
Definition	The total number of active members serving in departments that participate in the TESRS.
Purpose	This measure is helpful in determining the staffing and financial needs of the agency.
Data Source	The pension system database provides a listing of all active members participating in the plan.
Methodology	The pension system database totals the number of active members in the system quarterly.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Explanatory Measure 1.1.1.3 Number of Benefit Recipients	
Definition	The number of members and payees receiving service retirement, disability, QDROs and survivor benefits from the System.
Purpose	This measure is helpful in determining the staffing and financial needs of the agency. The more retirees and payees, the more services the agency must provide to those members.
Data Source	The pension system database is the source of this measure.
Methodology	The pension system database calculates the number of benefit recipients.
Calculation Method	Cumulative
Data Limitations	None
Target Attainment	High
New Measure	No

Explanatory Measure 1.1.1.4 Number of Vested Terminated Service Records	
Definition	The total number of vested terminated members eligible for retirement, disability, and survivor benefit credit from the TESRS.
Purpose	This measure is helpful in determining the staffing and financial needs of the agency. The more retired, active and vested terminated members, the more services the agency must provide to those members.
Data Source	The agency's pension system database.
Methodology	The pension system database provides a listing of all vested terminated members and is the source for this measure.
Calculation Method	Non-Cumulative
Data Limitations	None
Target Attainment	High
New Measure	Yes

Schedule C: Historically Underutilized Business Plan

Texas Emergency Services Retirement System Historically Underutilized Business Plan for FY 2019

Purpose: The purpose of this Historically Underutilized Business Plan is to increase agency's use of historically underutilized businesses in purchasing and contracting as required by Government Code Sec. 2161.123.

Policy: It is the policy of TESRS to promote and encourage contracting and subcontracting opportunities for historically underutilized businesses (HUBs) in all contracts.

Goal: TESRS will promote fair and competitive business opportunities that maximize the inclusion of minority-owned and women-owned businesses that are certified HUBs.

Objective: TESRS strives to meet or exceed the Statewide Annual HUB Utilization Goals that are identified each fiscal year in the procurement categories related to TESRS' current strategies and programs.

Strategy: TESRS will:

- 1) make a concerted effort in the professional services category to identify, solicit, and utilize qualified HUBs;
- 2) attend HUB Expos and events to stay informed on HUB business owners in the marketplace; and
- 3) continue consideration of qualified businesses owned by economically disadvantaged groups in the procurement process.

INTERNAL HUB UTILIZATION ASSESSMENT

TESRS assessment on utilization of HUBs demonstrates that when general revenue funds are considered, TESRS expenditures exceed statewide HUB goals for each of the applicable categories. HUB expenditures in every category exceeded the State HUB purchasing goals in FY 2019.

TESRS is a small agency and does not have a large operating budget for which HUB purchasing is applicable. However, for purchases using appropriated funds, a concerted effort is made to purchase from HUB vendors when possible. Agency procurement staff attend local HUB vendor fairs and regularly search for new HUB vendors to satisfy agency needs. The Analysis of HUB Expenses for TESRS (see below) demonstrates that the agency's utilization of HUB vendors significantly surpasses state HUB goals.

A Historically Underutilized Business (HUB) is a for profit business that can be a sole proprietorship, partnership, joint venture, corporation, limited partnership or company with its principal place of business located in the State of Texas.

HUBs must have at least 51% of the assets and interests of all classes of stock and securities owned by one or more persons who are members of the following groups that have been identified as economically disadvantaged: Native Americans, American Women, Black Americans, Hispanic Americans, and Asian Pacific Americans.

The agency used Consolidated HUB Reports published by CPA for 2018 and 2019 and performed the following adjustments to reverse pension fund expenses out of the results:

FY 2018 Procurement Data				
Procurement Categories	Total Appropriated Expenditures	HUB Expenditures	%HUB Expenditures	State HUB Goals
Heavy Construction	\$0	\$0	N/A	11.20%
Building	0\$	0\$	N/A	21.10%
Special Trade	\$0	\$0	N/A	32.70%
Professional	\$0	\$0	N/A	23.60%
Other Services	\$149,536	\$34,177	22.9%	24.60%
Commodity Purchasing	\$22,098	\$6,120	27.7%	21.10%
Totals	\$171,634	\$40,297	23.5%	

FY 2019 Procurement Data				
Procurement Categories	Total Appropriated Expenditures	HUB Expenditures	%HUB Expenditures	State HUB Goals
Heavy Construction	\$0	\$0	N/A	11.20%
Building	\$0	\$0	N/A	21.10%
Special Trade	\$0	\$0	N/A	32.90%
Professional	\$0	\$0	N/A	23.70%
Other Services	\$108,723	\$34,638	31.9%	26.00%
Commodity Purchasing	\$9,240	\$4,504	48.7%	21.10%
Totals	\$117,962	\$39,143	33.2%	

Schedule D: Statewide Capital Plan

The Texas Emergency Services Retirement System does not have a Statewide Capital Plan.

Schedule E: Health and Human Services Strategic Plan

The Texas Emergency Services Retirement System does not have a Health and Human Services Strategic Plan.

Schedule F: Agency Workforce Plan

Texas Emergency Services Retirement System Workforce Plan (2021-2025)

Phase 1: Agency Overview (Strategic Direction)

The State of Texas created Texas Emergency Services Retirement System (TESRS) in 1977 to finance a pension system for volunteer firefighters and first responders. TESRS offers volunteer departments the opportunity to recognize, protect, and financially reward volunteers for their years of dedicated service to their communities. There are currently 237 departments participating in the pension system.

Authority for the agency exists under Title 8 of the Texas Government Code, Subtitle H, entitled Texas Emergency Services Retirement System.

Article 16 Section 67 of the Texas Constitution directs that the financing of benefits must be based on sound actuarial principles and that the assets of a system are held in trust for the benefit of members and may not be diverted.

Agency Mission

The agency's mission is to provide secure and meaningful benefits for members and their families, prudently manage assets, and recruit/retain additional members by offering a cost-effective solution to the sponsoring entities.

Agency Strategic Goals and Objectives

Agency Goal: SOUND PENSION FUND

To ensure that pension funds for volunteer emergency services personnel are actuarially sound and that their members receive the benefits to which they are entitled.

Agency Objective 1.1: ADMINISTER VOLUNTEER PENSION FUND

Administer a pension fund for volunteer emergency services personnel by receiving contributions from member entities; investing surplus funds; servicing member database; and providing services and benefit payments to members and their dependents.

Agency Objective 1.2: RECRUITING AND TECHNICAL ASSISTANCE

Sec. 2056.0021. WORKFORCE PLANNING. As part of the strategic plan required under Section 2056.002, a state agency shall conduct a strategic staffing analysis and develop a workforce plan, according to guidelines developed by the state auditor, to address critical staffing and training needs of the agency, including the need for experienced employees to impart knowledge to their potential successors.

Added by Acts 2001, 77th Leg., ch. 715, Sec. 2, eff. Sept. 1, 2001.

Manage both new and existing member departments by providing needed program monitoring and technical assistance and by directing resources into recruiting new departments.

Core Business Functions

The primary responsibility of the agency is to administer pension benefits, which requires the staff to work with retirees, active members, departments, and Local Board members, in addition to providing technical assistance to participating departments, and recruiting new departments. The agency distributes pension benefits to retirees on a monthly basis, as well as death and disability benefits.

The TESRS Board of Trustees (Board) outsources the most critical functions of the pension system to firms with the required professional and technical expertise. These include:

- Actuarial Services
- Investment Counsel
- Outside Legal Counsel
- Financial Audit Services
- Securities Custody Services
- Investment Management
- Database Administration
- Information Management Systems
- Cybersecurity
- Web Hosting

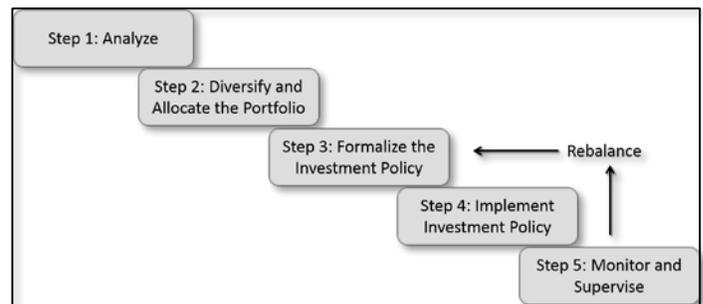
Administration

The Administrative functional area is responsible for supporting the Board, scheduling and hosting Board meetings, implementing the investment program, implementing the actuarial valuation of the System, and administering human resources.

Managing the TESRS investment process is the most dynamic business function of the agency. Success is dependent upon the combined efforts of the Board, agency staff, investment consultants, and individual investment managers.

The Board's investment process is best described as a Five-Step Investment Process. The Board's investment program is intended to minimize risk and fund the long-term liabilities of promised benefits.

The Board's Investment Committee focuses on investment policies and monitors the activities of the investment consultant and the investment performance of fund managers. However, all decisions regarding the investment program are made by actions taken by the Board.



Although the Board is a long-term investor, it monitors investment performance for the System and for each individual investment manager on a quarterly basis. Performance is measured against established benchmarks using quarterly, annual, three-year and five-year performance.

The executive director is delegated full authority and responsibility by the Board in the implementation and administration of its investment programs subject to Board policies, rules, regulations, and directives. The executive director is responsible for the following duties:

1. Assist the Board in the procurement of investment managers, consultants, and custodians;
2. Authorize guidelines and contracts for each investment manager retained by the System;
3. Recommend to the Investment Committee revisions to the Investment Policy; and
4. Supervise staff in carrying out actions of the Board and Investment Committee.

Accounting Program

The TESRS accounting program is directed by a certified public accountant who serves as the chief financial officer (CFO) for the agency and the System. The CFO is responsible for:

- Financial risk management,
- Financial planning and budgeting,
- Record keeping,
- Reporting, and
- Related compliance.

The CFO supervises monthly the activities of the securities custodian and reconciles the account of each investment manager. The CFO also serves as the TESRS liaison to the Legislative Budget Board, the State Auditor's Office, and the Comptroller of Public Accounts (CPA).

The CFO is responsible for invoicing governmental entities and collecting contributions payments paid on behalf of each active member of the system. Local accounts payable staff and TESRS staff work to resolve any issues related to invoicing and payment.

The CFO reports to the Board each quarter on agency budgets and cash balances. At the end of each fiscal year the CFO prepares and submits the annual financial report (AFR) to the CPA for inclusion in the state's comprehensive annual financial report. The AFR is then audited by outside certified public accountants to obtain objective opinions regarding the accuracy of the system's financial statements.

Operations

The Operations functional area includes the day-to-day administration of the pension system, customer support, marketing, and information management.

TESRS staff work with participating departments, their chiefs, Local Boards, and governing entities to administer a retirement system in which each member is supported and encouraged to meet eligibility requirements and receive a well-deserved retirement annuity.

When a TESRS member meets eligibility requirements to retire, TESRS staff work closely with the member and the respective Local Board to ensure accuracy and to facilitate the retirement application and approval process, which includes reviewing qualified service details, preparing documentation, and obtaining appropriate signatures in a timely manner.

For each participating department, it is required by statute that a Local Board be established. Each Local Board must include six members: one member from the governing body of the department's political subdivision, two members from the community the department serves, and three active members of the participating department.

TESRS staff provides frequent customer service with Local Board members regarding a wide array of required actions that are the responsibility of the Local Board. We meet with Local Board members and provided technical assistance and training regarding the roles and responsibilities of the Local Board. We have email, phone, and face-to-face contact with Local Board members regarding TESRS membership enrollment, required reporting, the review and certification of retirement benefits, and other duties of the Local Board.

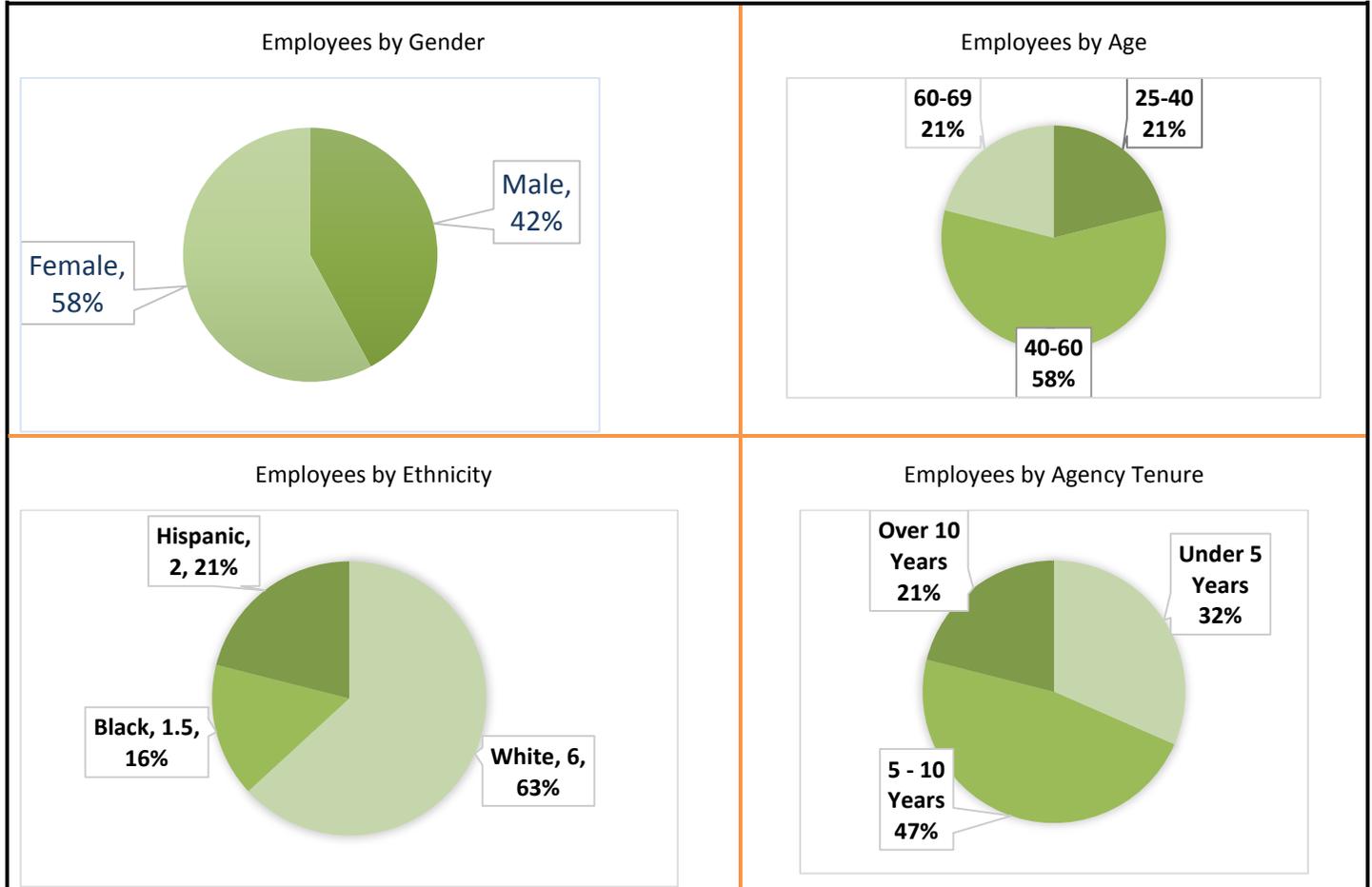
Anticipated changes to the mission, strategies, and goals during the next five years.

The Agency does not anticipate any changes to the mission, strategies, and goals of the agency during the next five years.

Phase 2: Current Workforce Profile (Supply Analysis)

Workforce Demographics

As of March 10, 2020, TESRS had 9.5 employees to carry out its mission. The following charts illustrate the demographic make-up of TESRS' workforce.



Employees by Ethnicity and Occupational Category			
Occupational Category	Black	Hispanic	White
Accounting, Auditing, and Finance		1	1
Administrative Support	.5		1
Human Resources			1
Information and Communication			1
Information Technology		1	
Insurance	1		1
Property Management and Procurement			1
Total	1.5	2	6

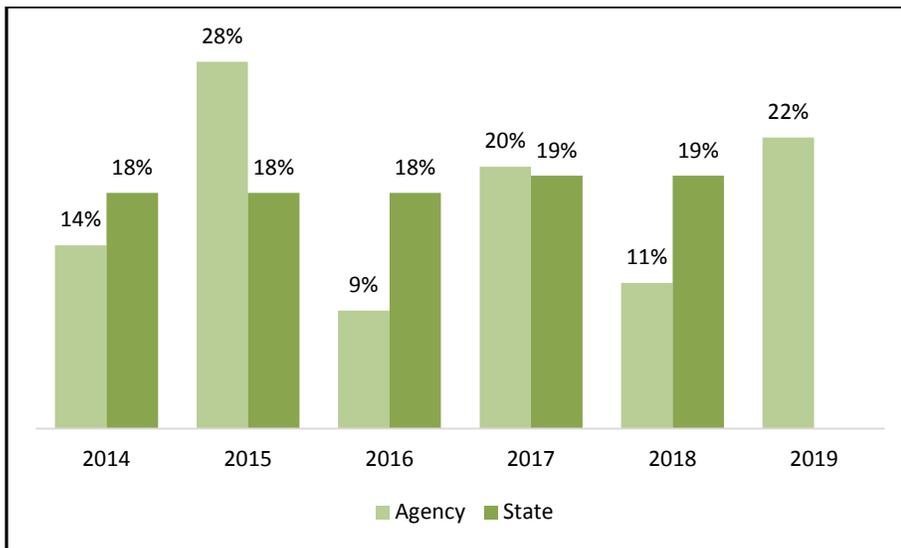
Percent of workforce eligible to retire and return to work

The agency projects that during the next four fiscal years, approximately 20% of agency's workforce will be eligible to retire, taking with them institutional knowledge and expertise. This will require that the agency to prepare for the retirement of these critical employees through succession planning, cross-training and employee development.

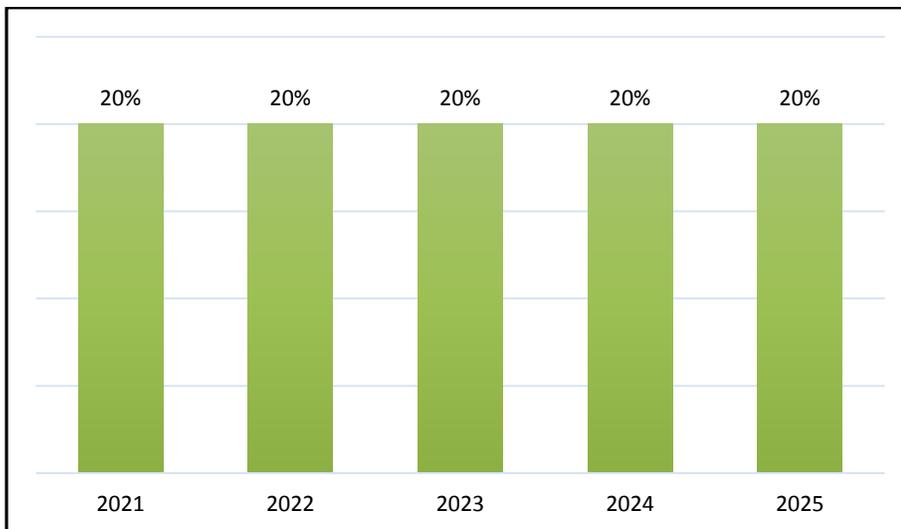
Percent of veterans employed by the agency

The agency does not currently employ any veterans.

Agency Turnover



Projected employee turnover rate during the next five years



Future Workforce Analysis

The agency is making the following assumptions regarding the 2021-2025 planning period:

- **Growth in Retirees:** The agency anticipates that the number of retirees receiving retirement benefits will increase by over 25 percent by 2025. This will substantially change the allocation of staff time away from supporting Local Boards and active member enrollment to processing retirement applications and maintaining retirement accounts.
- **Increased Cybersecurity Complexity and Cost:** Cyber-related risk is the most challenging risk faced by the agency and will require the Board and agency to continue cybersecurity and risk governance practices to improve information security. It will also require the agency to continue to be more realistic about its vulnerability to cyber-attack and become more resilient in the face of cyber-attacks.
- **Increased Productivity Needed:** Productivity will need to increase in order to process the growing number of retirement applications because it does not anticipate a growth in the number of employees. This will require the agency to carefully review each task and to determine its necessity in meeting the objectives of the program. It will also require the implementation of new technologies and the retraining of agency staff.
- **Team Performance Focus:** Management will continue to focus on team performance instead of individual performance. This will require each staff member to become more flexible, learn new tasks, and assume responsibility for decision-making. Management will also need to identify team goals and provide financial incentives to the team members when program goals are exceeded.
- **Increase in State Red-Tape:** The agency expects the overhead associated with being a state agency to grow due to additional reporting requirement which will reduce the time dedicated to the core mission of the agency.

Critical Workforce Skills

There are several skills that are critical to TESRS ability to serve its members and to maintain an actuarially sound pension system. Without these skills, TESRS could not provide basic benefit and retirement services. These skills are the:

- Ability to interpret legislation;
- Ability to communicate detailed information;
- Ability to write guidelines and procedures for a targeted audience;
- Ability to use automated benefit systems;
- Ability to develop long-term and short-term goals for the investment program;
- Risk management skills;
- Quality assurance skills;
- Ability to effectively and efficiently manage projects;
- Ability to develop and monitor complex contract plans; and
- Ability to think critically.

Future Workforce Skills Needed

With the exception of cybersecurity, the workforce skills needed by the agency are the same skills that have been necessary for the past 20 years. The following skill sets are most needed in new hires:

- Critical thinking and problem solving;
- Interpersonal skills, and
- Ability to adapt with change.

Gap Analysis

During the 2021-2025 planning period, the agency anticipates routine turnover of 10 to 20 percent each year.

The real cost to TESRS related to employee turnover is not related to short-term productivity losses but to the loss of institutional knowledge about the agency, its mission, and the performance of routine tasks that are not well-documented. Reducing these costs in the future will require the agency to reduce the complexity of program while also improving the clarity of process documentation.

Succession planning has always been a problem at the agency because it does not have a “bench” of qualified employees that can move up the organization when a vacancy occurs. In the case of the retirement of key personnel, the agency does have the advantage of time to conduct an analysis of the functions performed by each position and document key process. Generally, TESRS will plan to recruit applicants for vacant positions from outside of agency.

The agency faces significant knowledge-gaps in its ability to manage its information technologies and to deploy cyber-defense strategies. As a result, the agency will continue to outsource critical cybersecurity functions to third-party firms with the technical capacity to assist the agency implement cyber-defense strategies and mitigation plans.

Schedule G: Workforce Development System Strategic Planning

The Texas Emergency Services Retirement System is not a partner agency with workforce programs or services.

Schedule H: Report on Customer Service

Texas Emergency Services Retirement System 2020 Report on Customer Service

Agency Overview

The Texas Emergency Services Retirement System (TESRS) administers a public retirement system for volunteer and combination emergency services departments in communities throughout Texas. TESRS participation offers sponsoring governmental entities cost-effective membership for department personnel in a professionally managed retirement system. TESRS collects membership contributions from governmental entities, manages the distribution of benefits, including the issuance of payments to retirees and member beneficiaries. TESRS is led by an executive director who is hired by the system's nine-member board, all of whom are appointed by the Governor of the State of Texas.

PART 1. INVENTORY OF EXTERNAL CUSTOMERS

a) System Retirees

When a TESRS member meets eligibility requirements to retire, TESRS staff work closely with the member to ensure accuracy of the member's monthly retirement benefit, including reviewing the member's qualified service details, preparing documents, and obtaining appropriate signatures and approvals in a timely manner.

Surveys were sent to recent retirees for whom we have an email address and who began receiving their monthly retirement benefit since January 1, 2019.

b) Local Board – Chairman

It is required by state statute that each participating department and its governmental entity establish a six-member local board. Each local board must include one member from the governmental entity, two members from the community, and three active members of the participating department who are members of TESRS. Each local board is required to annually elect a chair, vice-chair, and secretary.

TESRS staff have frequent contact with local board chairs regarding the responsibilities of local boards. We also meet with local board members and officers to provide technical assistance and training regarding roles, responsibilities, and reporting. We have frequent email and phone contact and virtual and onsite meetings with local board chairs regarding TESRS membership enrollment, required reporting, the review and approval of certain retirement system benefits, and other duties of the local board.

Surveys were sent to each current Local Board Chairman on record for whom we have an email address.

c) Local Accounts Payable Contacts

TESRS staff communicate with local accounts payable staff at governing entities who are directly involved with payment of monthly contributions to the TESRS fund. Contributions are based on the participating department's monthly rate per member. TESRS works with local accounts payable contacts to resolve any issues related to invoicing and payment.

Surveys were sent to each current Local Accounts Payable Contact on record for whom we have an email address.

PART 2. DESCRIPTION OF INFORMATION GATHERING METHODS

In March and April 2020, TESRS conducted customer service surveys with each of the above-named groups using SurveyMonkey®, an online survey collection tool.

Surveys were collected from three customer groups: System Retirees, Local Board Chairmen, and Local Accounts Payable Contacts.

PART 3. CUSTOMER-DETERMINED SERVICE QUALITY

Each of the statutorily identified customer service quality elements were included in each group-specific survey:

- a) Facilities – How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?
- b) Agency Staff – How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeable, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?
- c) Communications – How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?
- d) Internet Site – How satisfied are you with the agency’s Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?
- e) Complaint Handling Process – How satisfied are you with the agency’s complaint handling process, including whether it is easy to file a complaint and whether responses are timely?
- f) Timely Service – How satisfied are you with the agency’s ability to timely serve you, including the amount of time you wait for service in person?
- g) Printed Materials - How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

Each group surveyed responded to questions relevant to the group. The section below lists by group surveyed the agency-specific questions asked of each group.

A table for each group provides details of the responses to each agency-specific question and the levels of customer-determined service quality for each statutorily identified customer service quality element. Respondents who did not respond to questions but “Skipped” the questions were not included in the summation of “Total Responses.”

1. System Retirees:

a) How satisfied are you with your retirement benefits?

b) How satisfied were you with the ease of the retirement process?

c) How satisfied were you with the DocuSign process for signing your Service Retirement Certificate?

TABLE – SYSTEM RETIREES:

	RETIREES	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Not Applicable	TOTAL RESPONSES	TOTAL SATISFIED - VERY SATISFIED	PERCENT SATISFIED-VERY SATISFIED
1.a	Retirement Benefit	2	1	4	8	21	2	38	29	76.32%
1.b	Retirement Process	3	1	2	4	28	1	39	32	82.05%
1.c	DocuSign Process	3	0	3	7	25	1	39	32	82.05%
a)	Facilities	1	1	1	1	7	27	38	8	21.05%
b)	Agency Staff	2	0	1	4	22	10	39	26	66.67%
c)	Communications	3	0	1	12	21	2	39	33	84.62%
d)	Internet Site	3	1	2	13	14	5	38	27	71.05%
e)	Complaint Handling Process	0	1	2	4	5	27	39	9	23.08%
f)	Timely Service	1	0	2	6	18	12	39	24	61.54%
g)	Printed Materials	2	0	2	7	12	16	39	19	48.72%
	Overall Satisfaction	2	1	1	13	21	1	39	34	87.18%

2. Local Board – Chairman

- a) How satisfied are you with the new rules reducing the minimum number of meetings by the Local Board from 4 to 2 a year?
- b) How satisfied are you with allowing the Chief/Participating Department Head to enroll and terminate members without involving the Local Board?
- c) How satisfied are you with your knowledge of what is required of the Local Board?

TABLE – LOCAL BOARD CHAIRMAN:

	LOCAL BOARD CHAIRS	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Not Applicable	TOTAL RESPONSES	TOTAL SATISFIED - VERY SATISFIED	PERCENT SATISFIED - VERY SATISFIED
2.a	Reduction in Meetings	1	0	2	2	24	1	30	26	86.67%
2.b	Chief/PDH Responsible for Enrollment	4	2	5	1	13	0	25	14	56.00%
2.c	Knowledge of Requirements	1	1	3	10	9	1	25	19	76.00%
a)	Facilities	0	0	1	2	9	13	25	11	44.00%
b)	Agency Staff	0	0	1	4	15	7	27	19	70.37%
c)	Communications	1	0	1	4	20	1	27	24	88.89%
d)	Internet Site	1	0	5	5	14	2	27	19	70.37%
e)	Complaint Handling Process	0	0	2	4	5	16	27	9	33.33%
f)	Timely Service	0	1	3	1	16	6	27	17	62.96%
g)	Printed Materials	0	2	2	8	11	4	27	19	70.37%
	Overall Satisfaction	1	0	0	10	15	1	27	25	92.59%

3. Local Accounts Payable Contact

a) How satisfied are you with the billing process?

b) How satisfied are you with the ACH payment process?

c) How satisfied are you with the Financial Information tab on TESRS website www.tesrs.org?

TABLE – LOCAL ACCOUNTS PAYABLE CONTACT:

	ACCOUNTS PAYABLE CONTACTS	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Not Applicable	TOTAL RESPONSES	TOTAL SATISFIED - VERY SATISFIED	PERCENT SATISFIED - VERY SATISFIED
3.a	Billing Process	0	0	1	3	6	1	11	9	81.82%
3.b	ACH Payment Process	0	0	1	0	7	3	11	7	63.64%
3.c	Website Financial Information	0	0	1	1	5	4	11	6	54.55%
a)	Facilities	0	0	0	1	4	6	11	5	45.45%
b)	Agency Staff	0	0	0	3	7	1	11	10	90.91%
c)	Communications	0	0	0	2	7	2	11	9	81.82%
d)	Internet Site	0	0	1	3	6	1	11	9	81.82%
e)	Complaint Handling Process	0	0	0	1	4	6	11	5	45.45%
f)	Timely Service	0	0	0	2	7	2	11	9	81.82%
g)	Printed Materials	0	0	1	1	6	3	11	7	63.64%
	Overall Satisfaction	0	0	1	3	6	1	11	9	81.82%

PART 4. ANALYSIS OF FINDINGS**a) Improvements to the Survey Process**

As a public retirement system, our primary customers are our members and retirees. We have daily contact with our retirement system members. Each participating department and sponsoring governmental entity (city, county, emergency services district) are required to establish a six-member local pension board, and we work with these local partners to administer the membership enrollment and the benefits available to each member of the retirement system.

The following were identified as improvements to be made to the survey process:

1. Prepare potential respondents. Inform and educate our customers about the importance of our receiving their opinions and feedback. Provide a notification that an online survey will be made available to them on a particular date.
2. Conduct periodic surveys. Periodic surveys will provide feedback about customer service, agency processes, new statutory and rule requirements, and other aspects of agency administration.
3. Expand survey questions. Surveys should include questions that will provide details about the customer's experience with the agency.

b) Summary of Findings

It is important to state that TESRS has one physical office which is the headquarters location in Austin, Texas. Very few, if any, system members, local board officers, or accounts payable contacts come to our office.

Responses from each survey for each key question were summed and the results are in the table below:

	SUMMARY	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	Not Applicable	TOTAL RESPONSES*	TOTAL SATISFIED - VERY SATISFIED	PERCENT SATISFIED-VERY SATISFIED
a)	Facilities	1	1	2	4	20	46	74	24	32.43%
b)	Agency Staff	2	0	2	11	44	18	77	55	71.43%
c)	Communications	4	0	2	18	48	5	77	66	85.71%
d)	Internet Site	4	1	8	21	34	8	76	55	72.37%
e)	Complaint Handling Process	0	1	4	9	14	49	77	23	29.87%
f)	Timely Service	1	1	5	9	41	20	77	50	64.94%
g)	Printed Materials	2	2	5	16	29	23	77	45	58.44%
	Overall Satisfaction	3	1	2	26	42	3	77	68	88.31%

It is significant to note that many respondents selected “Not Applicable” for several of the survey questions. Since all selections of “Not Applicable” are included in the count of Total Responses, which is the denominator used to determine “Percent Satisfied – Very Satisfied,” the resulting percentage indicator of customer satisfaction is significantly reduced.

The table below illustrates the level of customer satisfaction with regard to the key questions when calculated using the five options for satisfaction and eliminating the selections of “Not Applicable.”

	SUMMARY	Very Unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	TOTAL RESPONSES (EXCLUDING NOT APPLICABLE)	TOTAL SATISFIED - VERY SATISFIED	PERCENT SATISFIED-VERY SATISFIED
a)	Facilities	1	1	2	4	20	28	24	85.71%
b)	Agency Staff	2	0	2	11	44	59	55	93.22%
c)	Communications	4	0	2	18	48	72	66	91.67%
d)	Internet Site	4	1	8	21	34	68	55	80.88%
e)	Complaint Handling Process	0	1	4	9	14	28	23	82.14%
f)	Timely Service	1	1	5	9	41	57	50	87.72%
g)	Printed Materials	2	2	5	16	29	54	45	83.33%
	Overall Satisfaction	3	1	2	26	42	74	68	91.89%

Using an evaluation of those responses that indicated a range of “Very Unsatisfied” to “Very Satisfied” provides information indicating our customers’ opinions of agency customer service, as shown in the comparison table below:

	SUMMARY	PERCENT SATISFIED-VERY SATISFIED Includes "N/A"	PERCENT SATISFIED-VERY SATISFIED Excludes "N/A"
a)	Facilities	32.43%	85.71%
b)	Agency Staff	71.43%	93.22%
c)	Communications	85.71%	91.67%
d)	Internet Site	72.37%	80.88%
e)	Complaint Handling Process	29.87%	82.14%
f)	Timely Service	64.94%	87.72%
g)	Printed Materials	58.44%	83.33%
	Overall Satisfaction	88.31%	91.89%

PART 5. OUTCOME, OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

OUTCOME MEASURES:	
Percent of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received:	88.31% ¹
OUTPUT MEASURES:	
Total Customers Surveyed:	597
Response Rate:	13.40%
Total Customers Served:	10741
EFFICIENCY MEASURES:	
Cost per Customer Surveyed:	\$5.75
EXPLANATORY MEASURES:	
Total Customers Identified:	597
Total Customer Groups Inventoried:	3

¹ The denominator to determine Percent of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received includes "Neutral" and "Not Applicable" responses.