

ICMA-RC STRATEGIC PLAN FOR 2014–2017

BUILDING FOR THE FUTURE



AN OVERVIEW

For more than 40 years since its founding, ICMA-RC has maintained an unwavering commitment to meeting the needs of state and local government plan sponsors and their employees in preparing for retirement. This commitment is boldly stated in our mission statement.

“We help public employees build retirement security”

Our mission statement is what we do. We exist to support local and state governments by helping their employees build retirement security. Through market cycles and economic turbulence, periods of prosperity and economic challenges, we have remained true to our mission, which has lessened the burdens on local government.

Our unwavering support of our mission gives us a unique, consistent and historic connection with the public sector, which defines our approach to serving our clients and embodies our values.

“Created by the public sector for the public sector. We put our clients first and serve them with a talented, diverse and respectful team of associates.”

Our values reflect the special qualities of our associates, and are reflected in our service to government employers and employees. They are the standards we live by to pursue and fulfill our mission.

We look to the future with the goal of being the retirement plan provider of choice for the public sector, and to enhance the recognition of our leadership position through the continued innovation and introduction of solutions that address the unique needs of the public sector.

STRATEGIC PILLARS

Over the next several years, our strategic focus will consist of a broad range of activities that reflect our mission and values. This strategic plan is built upon the four strategic pillars that form the foundation for the successful execution of our initiatives. The following strategic pillars, foundational as they are, represent our successes to date and achievements yet to come in advancing our mission and perpetuating our values.

I. OPERATIONAL EXCELLENCE encompasses our culture of service excellence by putting clients first, and recognizes the importance of technological and service innovation to ensure the flawless delivery of cost-effective, best-in-class service.

II. LIFELONG FINANCIAL SECURITY embodies our mission of building retirement security for those who serve in the public sector, recognizing the diverse needs of participants, who range from employees just starting in their careers to retirees who rely on their ICMA-RC accounts for retirement income and all those in between. ICMA-RC will continue to lead the industry with our robust education platform and innovative investment and income solutions, enabling our participants to successfully achieve retirement readiness.

III. INVESTMENTS reflects our historic and deliberative approach to providing valued investment choices to public sector plan participants. Consistent with our mission of building retirement security, our investment offerings are focused on diversification, risk management, prudent asset class expansion, and meeting client needs.

IV. LEADERSHIP is our unwavering commitment to and authoritative position in the public sector retirement market. Over the last decade, ICMA-RC's leadership has been visibly demonstrated by our service offerings and thought leadership in developing innovative solutions to meet the emerging needs of public sector employers and their plan participants.

ICMA-RC's leadership is reflected in our commitment to serve all segments of the public sector, regardless of plan size or individual account balance. Our unwavering and sole focus on the public sector sets us apart, and is demonstrated by our ability to increase retirement plan enrollment and savings levels while continuing to introduce innovative solutions to help participants achieve retirement readiness. Our leadership also is reflected in our growth and industry-leading plan and participant retention levels.

The actions we take to build retirement security, while delivering the highest quality service and providing innovative solutions to our clients, will continue to reinforce recognition of ICMA-RC as a truly unique organization and leader in the public sector retirement plan community.

The strategic pillars are a broad and solid foundation upon which we will implement our strategic plan, and reflect those key attributes through which we will achieve our mission and deliver value to our clients. Our success with the strategic plan in building for the future through our dedicated service to plan sponsors and participants will be reflected by:

- ▶ High Client Satisfaction
- ▶ Our Continued Growth
- ▶ Industry Leading Retention