



## **Strategic Planning**

### **City of San Jose Federated City Employees' Retirement System Board**

### **Office of Retirement Services/ORS**

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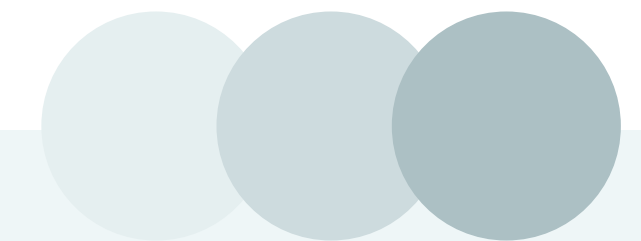


# Why Engage in Strategic Planning?

- 1 Allows all ideas to be heard and given due consideration
- 2 Creates a structure to recognize opportunities and avoid mistakes
- 3 Makes planning a process-driven effort
- 4 Promotes the efficient use of Board time, Staff resources, and the budget
- 5 Encourages Board and staff to work together cooperatively
- 6 Provides focus and a clear path for all to follow
- 7 Establishes guidelines for measuring success

# Mission

All the strategies and action plans in the strategic plan should support the System's mission.



*Our mission is to:*

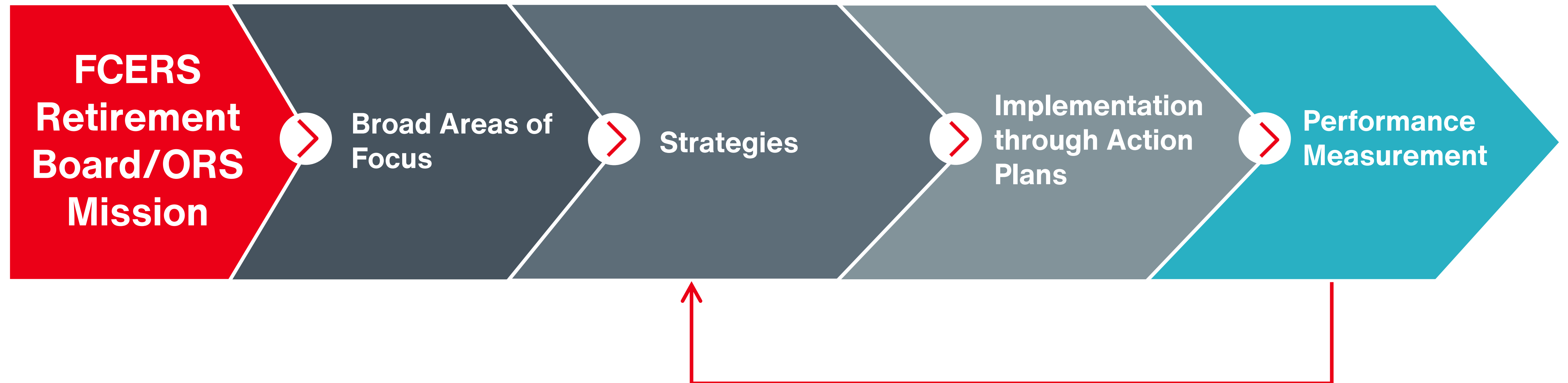
*govern and manage the System in accordance with applicable fiduciary standards; provide accurate, timely benefits and high-quality service to our members and beneficiaries; and collect, invest, and expend system assets in a cost-effective manner.*

*Accurate pension checks, on time ... for life!*

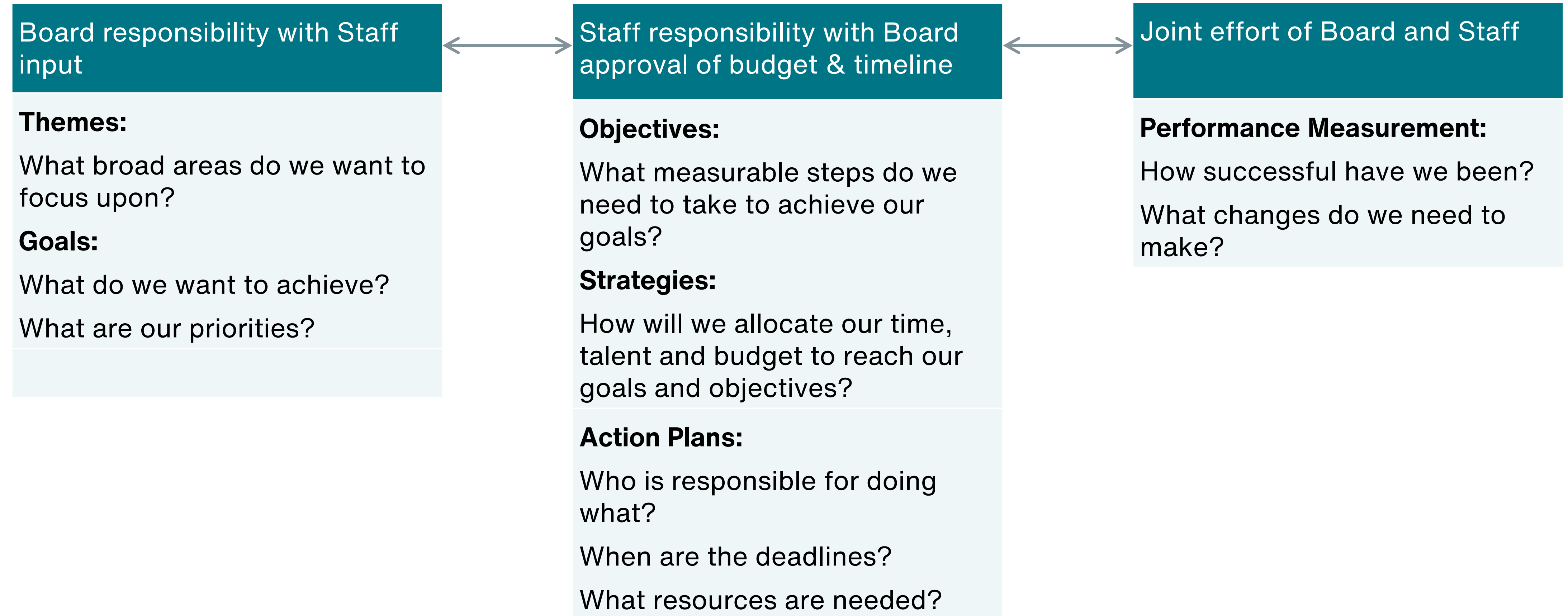
Is the mission statement understood by all?

Is the mission statement still relevant?

# Strategic Planning: A Continual Process



# Roles in Strategic Planning



# Strategic Planning Principles

- Seek input from all Trustees, key Staff and significant stakeholders
- Honestly evaluate the organization's current strengths and weaknesses
- Carefully scan the external environment to identify opportunities and threats
- Hold candid discussions about the issues to be addressed
- Be reasonable and practical in setting priorities
- Make commitments to follow the plan, meet the deadlines, and work cooperatively
- Evaluate progress, milestones, successes and failures
- Maintain the strategic plan as a rolling 3–5-year road map for the organization
- Encourage Staff to contribute to the System's success



# What are the Critical Issues?

Examples:

- Sustainability of DB Plans
- Funding
- Communication, Outreach, and Services
- Board Governance
- Others



# Creating Goals and Objectives

**Strategic plans typically have five to seven goals that focus on matters that will be:**

- costly to resolve
- involve significant staff effort
- require the Board's attention
- span several years
- be a significant change for the ORS or FCERS in any way

## **Goals**

- state what you seek to accomplish
- state what you want to change

## **Objectives**

- identify measurable steps you need to accomplish goals
- create focus and motivation toward goals



# Next Steps After Strategic Planning Discussion

- 1 Interviews to assist in developing themes
- 2 Strategic Planning meeting, if preferred
- 3 Staff discusses the Board's goals and priorities to further develop action plans
- 4 Aon and Staff update the strategic plan
- 5 Board approves the strategic plan along with the appropriate budget
- 6 Board and staff review progress regularly
- 7 The plan rolls forward through annual reviews of progress and updates

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