Boards of Administration for the Police & Fire Department Retirement Plan and Federated City Employees' Retirement System

Joint Governance Committee-Strategic Plan Stakeholder Survey Groups

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August 7, 2025

Aon's Strategic Planning Process

- Following an established process assists in:
  - Making planning a process-driven, rather than personality-driven, effort
  - Allowing all ideas to be heard and given due consideration
  - Providing focus and a clear path for all to follow

Strategic Planning Process- Board Policy *

- The Boards' Strategic Planning Policies recognize the importance of strategic planning in assisting in articulating a shared vision as well as focusing, energizing and motivating Trustees and staff.
- The Boards will be responsible for :
  - Approving the Mission Statements
  - Approving or Concurring with Management's vision or strategies
  - Approving strategic projects and associated budgets as recommended
  - Monitoring progress

*For purposes of the Joint Governance Committee, we mention both Boards. However, Strategic Planning will take place separately.

Aon's Strategic Planning Process

- Provide introduction to strategic planning at the September Board meetings.
- Review materials related to any prior strategic planning efforts.
- Develop a discussion/interview guide to use with Board members, City Liaisons, and key staff.
- Conduct interviews with each Board member, City Liaison, and key staff to discuss current mission and to determine goals, objectives, and priorities to be included for consideration in the strategic plan.
- Utilize stakeholder surveys during interview process to ensure items of interest are discussed.

Aon's Strategic Planning Process

- Facilitate meetings with the Boards to review and validate learnings from the individual interviews.
- Present final plan for review and approval.
- Maintain the strategic plan going forward as per an established schedule.

Strategic Planning Process- Stakeholder Surveys

Board Performance Assessment Policies provide that every four years or as otherwise determined by the Board, the Board may direct the Governance Committee to coordinate an assessment of stakeholders' satisfaction with the Board. This can be done by consultations or other suitable research methods. Those consulted could include members of City Council, City Administration, or representatives of employee associations or retiree associations.

Strategic Planning Process- Stakeholder Surveys

If the Board chooses to utilize surveys, Aon has the capacity to compile and administer stakeholder surveys. The results could be central to any future strategic planning process. The Strategic Planning Policies state that, where appropriate, the Boards allow for input from the City, staff, vendors, or other stakeholders. The CEO should determine the specific sources, scope, means and frequency of such input.

Strategic Planning Process- Stakeholder Surveys

The CEO suggests the following categories of stakeholders be considered to survey:

<u>Associations</u>

POA

Retired Police Officers

Retired Firefighters

SJREA

<u>Active Members</u>

Union Leadership

<u>City Leadership</u>

Finance Director and Deputy Directors, Budget Director, HR/OER. City Manager's Office, Mayor's Office, City Council Liaisons

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