

**FRESNO COUNTY EMPLOYEES' RETIREMENT ASSOCIATION (FCERA)
STRATEGIC PLANNING POLICY**

I. Purpose

- 1) The purpose of this policy is to set out the general process by which the FCERA Board and management will discuss and agree upon the strategic direction of FCERA and the specific strategic planning projects to be undertaken each year.

II. Roles and Responsibilities

- 1) The role of the Board in the strategic planning process is to:
 - a) To be available to the Retirement Administrator or his/her designee to provide input on the strategic direction of the FCERA and the specific strategic planning projects to be undertaken;
 - b) To review and approve the Strategic Plan developed by staff; and
 - c) To monitor progress in implementing the Strategic Plan.
- 2) The role of the Retirement Administrator or his/her designee in the strategic planning process is to:
 - a) Identify the strategic challenges and alternatives facing the FCERA and solicit board input on how to address such challenges and alternatives;
 - b) Prepare a Strategic Plan for board review and approval, including at a minimum:
 - i. The mission and strategic priorities of the FCERA
 - ii. The projects to be undertaken by the FCERA in order to carry out the mission along with the necessary project parameters (e.g. timing, deliverables, responsible parties, budget implications, etc.)
 - c) To implement the Strategic Plan as approved by the Board; and
 - d) To provide the Board with the necessary information and reporting to enable the Board to effectively monitor the status of the Strategic Plan.

III. The Planning Process

- 1) Each fiscal year, the Retirement Administrator or his/her designee will review the Strategic Plan for the next bi-annual plan, that will include, at a minimum:
 - a) A review of the appropriateness of FCERA's mission statement and its long-term strategic objectives;

- b) A review of the progress made in implementing the previous years' Strategic Planning projects;
 - c) A general assessment as to whether FCERA is well positioned to achieve its mission and long-term objectives. Potential issues to be considered include, but are not limited to:
 - i. Investments and funding;
 - ii. Member services and administration;
 - iii. Human resources;
 - iv. Systems and operations; and
 - v. Governance and public relations.
 - d) Potential new strategic planning projects to be initiated in the current year along with relevant project parameters (e.g. project deliverables and timing).
- 2) The Retirement Administrator or his/her designee, shall present the draft Bi-annual Strategic Plan to the Board for review, discussion, revision, and eventual approval.
- 3) The FCERA recognizes that it is important that the Board and other stakeholders have an opportunity to provide input into the broad strategic direction and objectives of the Association. However, the most appropriate methods for providing such input may vary from year to year depending upon the circumstances. It shall be the responsibility of the Retirement Administrator each year to determine the most appropriate approaches, which may include, but are not limited to:
- a) Holding a special meeting of the Board to discuss or brainstorm strategic planning issues;
 - b) Making staff presentations to the Board on strategic issues;
 - c) Holding a strategic planning retreat; and
 - d) Discussing the draft strategic plan at one or more regularly scheduled board meeting(s).
- 4) Should the Retirement Administrator determine that changing circumstances will not allow staff to complete a particular project as planned, the Board will be informed in a timely manner.
- 5) Once approved by the Board, the Strategic Plan will be made available to all staff members of FCERA, and to interested external parties upon request.

IV. Reporting

- 1) The Retirement Administrator or his/her designee will provide the Board with periodic reports on the status of the Strategic Plan.

V. Policy Review

- 1) The Board will review this process at least every three (3) years to ensure that it remains relevant and appropriate.

VI. Policy History

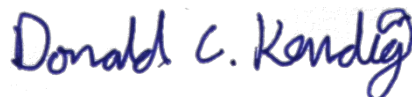
- 1) The Board adopted this process on April 4, 2007.
- 2) The Board of Retirement reviewed and modified this policy on August 4, 2010, December 16, 2015, December 5, 2018, and October 6, 2021.

VII. Secretary's Certificate

I, Donald Kendig, the duly appointed Secretary of the Fresno County Employees' Retirement Association, hereby certify the adoption of this Policy.

October 6, 2021

Date of Action:



By: Retirement Administrator