



# Board of Retirement Regular Meeting

## Sacramento County Employees' Retirement System

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### Agenda Item 16

**MEETING DATE:** October 15, 2025

**SUBJECT:** Strategic Vision Plan: Discussion Draft

**SUBMITTED FOR:**  X  Action          Information

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#### **RECOMMENDATION**

Receive and file draft Strategic Vision Plan, as presented by Mosaic Governance Advisors.

#### **PURPOSE**

This item informs the Board on progress with the new Strategic Vision Plan.

#### **DISCUSSION**

Following the Board's July 30-31, 2025, strategic planning workshops, Mosaic Governance Advisors has drafted a Strategic Vision Plan for consideration and discussion. A final report will be presented for approval at the November 19, 2025, Regular Board Meeting.

The draft report includes updates to SCERS' vision and mission statements, core values, and strategic priorities as SCERS' nears its 100<sup>th</sup> anniversary as a retirement system in 2041.

#### **ATTACHMENTS**

- Board Order
- Mosaic Presentation
- Strategic Vision Plan: Discussion Draft

Prepared by:

/S/

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Eric Stern  
Chief Executive Officer



# Retirement Board Order

## Sacramento County Employees' Retirement System

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Before the Board of Retirement  
October 15, 2025

AGENDA ITEM:

### Strategic Vision Plan: Discussion Draft

THE BOARD OF RETIREMENT hereby approves Staff's recommendation to receive and file draft Strategic Vision Plan, as presented by Mosaic Governance Advisors.

I HEREBY CERTIFY that the above order was passed and adopted on October 15, 2025 by the following vote of the Board of Retirement, to wit:

AYES:

NOES:

ABSENT:

ABSTAIN:

ALTERNATES (Present but not voting):

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Chris Giboney  
Board President

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Eric Stern  
Chief Executive Officer and  
Board Secretary



**MOSAIC**  
Governance Advisors

# SCERS Strategic Vision Plan: First Reading

**Presentation to the SCERS Retirement Board | October 15, 2025**

Amy McDuffee | Debra Smith | Natasha Smith

# Agenda

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- Review revised vision, mission and core values statements
- Review strategic priorities, goals and objectives
- Additional feedback on Strategic Vision Plan elements





# SCERS Vision, Mission and Core Values

# What Makes a Good Vision Statement?



## One concise and aspirational sentence that states:

- what you hope to become,
- the ideal future you aim to create,
- for whom.



## Functional Tips (Do's)

- Easy to remember and use as a decision-making filter
- Applies to every aspect of the organization
- Reflects a cause-and-effect relationship with your mission statement
- Written in your target audience's voice



**Formula:** To be/achieve *{aspirational role or outcome}* in which *{desired condition or transformation exists}*.



# What Makes a Good Mission Statement?



## One concise, timeless sentence capturing:

- what you do,
- for whom,
- the benefit or impact you create.



## Functional Tips (Do's)

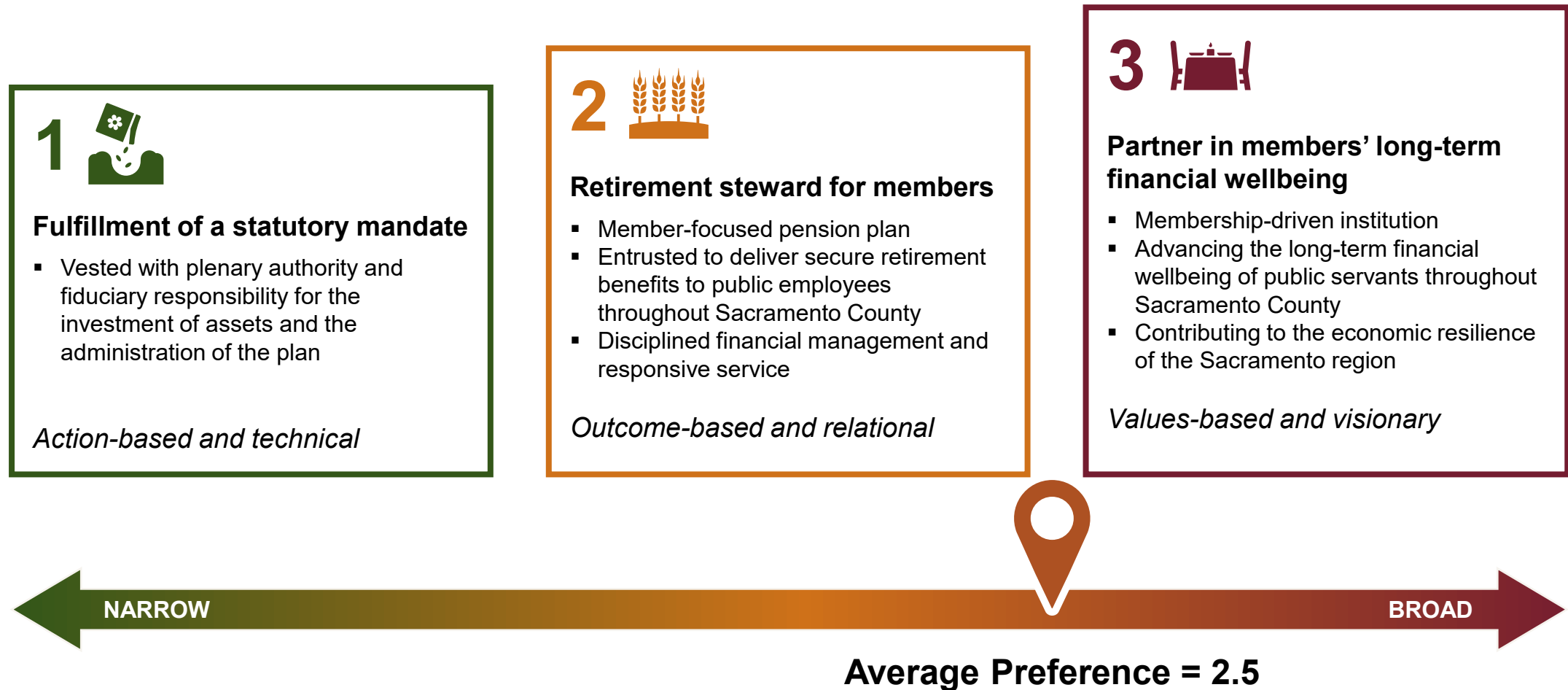
- Easy to remember and use as a decision-making filter
- Applies to every aspect of the organization
- Reflects a cause-and-effect relationship with your vision statement
- Written in your target audience's voice



**Formula:** We {do what} for {whom} so they can {benefit or outcome}.



# Recap from July 2025: How do you interpret SCERS' purpose?



# Current Mission Statement

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- We are dedicated to providing the highest level of retirement services and managing system resources in an effective and prudent manner.



# Draft Vision & Mission Statement Options

2

**Vision:** Empowering our members to retire with confidence.

**Mission:** We protect the retirement security of our members by managing assets responsibly and staying connected to their needs.

2.5

**Vision:** We are the trusted foundation for Sacramento County public employees — helping create secure retirements and confidence for the future.

**Mission:** We serve our members by responsibly managing assets and delivering retirement benefits, education, and services.

3

**Vision:** SCERS is a trusted steward of our members' long-term financial well-being.

**Mission:** We deliver retirement benefits and steward system resources for Sacramento County's public employees so they can retire with clarity and confidence.



# Feedback

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- Which vision / mission pair do you like best?
- In light of the “formulas” shared, are there any missing concepts that need to be incorporated?



# Draft Core Values Statements

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## We are committed to:

- **STEWARDSHIP:** We hold ourselves accountable to the trust members place in us to sustain SCERS for future generations.
- **COMMUNICATION:** We are responsive, provide clear and accurate information, and act with respect and transparency.
- **EXCELLENCE:** We maintain high expectations of ourselves and focus on results.
- **RESPONSIBILITY:** We take ownership of our work, embrace ethical behavior, and act with integrity and honesty.
- **SOLUTIONS:** We work as one team to ensure SCERS meets its mission.





# Strategic Priorities & Objectives

# Strategic Priorities & Goal Statements

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## **Engage & Inform**

Educate and engage members and employers to build understanding, trust, and long-term financial confidence.



## **Own Our Future**

Embrace and drive change that strengthens SCERS' long-term effectiveness.



## **Know, Face, & Mitigate Risks**

Build smart systems and embed risk awareness.



## **Invest in Talent & Technology**

Equip ourselves to deliver on our mission.



# Focused Feedback

- **What's in focus:**

- Strategic Priorities
- Goals
- Objectives
- Outcomes

- **What's not in focus:**

- Examples of Key Actions

## Strategic Priority 1: Engage & Inform

**Goal.** Educate and engage members and employers to build understanding, trust, and long-term financial confidence.

We will seek opportunities to improve the retirement-readiness of our members, thereby strengthening their overall financial well-being.

**Objective A: Increase meaningful engagement with members and employer representatives to build understanding of SCERS' role, resources, and long-term value.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- Increase employer training and understanding of roles and responsibilities by developing an Employer Handbook and subject-specific education sessions.
- Go where the members are: Increase retirement information sessions at County departments and employer job sites,
- Expand web-based resources for employers regarding SCERS' policies and procedures.

**Objective B: Equip members — across all career stages, from new hires to retirees — with the education they need to make informed decisions that support long-term financial well-being and retirement readiness.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- Develop practical tools and resources that help members assess retirement income needs, identify savings gaps, and explore strategies to close those gaps.
- Develop learning tracks for different member stages: new hire, early career, mid-career, pre-retirement, recently retired, post-retirement.
- Partner with the County, its 457 provider or other relevant organizations to co-deliver content (e.g., holistic retirement benefits statement, Social Security information).

**Objective C: Design service experiences that reflect member preferences and life stages, supported by intuitive digital access and self-service tools.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- Implement a process to monitor SCERS' CEM results relative to peers.
- Evaluate customer service models and implement one that best fits SCERS.
- Map out service journeys that anticipate needs and decision points. Align existing services with the service journeys and develop new services and tools to address gaps.
- Explore building interactive tools for members, such as retirement income calculators and savings gap analyzers.

**Objective D: Gather data on member and employer needs and preferences to inform improvements to the overall member and employer experience.**

Mosaic Governance Advisors, LLC  
DRAFT WORK PRODUCT

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# Additional Feedback

# Feedback

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- What are your impressions of the entire draft Strategic Vision Plan to date?
- Do you agree with the framing and additional document narrative?



# Strategic Vision Plan: Process & Timeline

1

## January – May 2025

- Initiate strategic vision planning process.
- Conduct stakeholder research, including staff focus groups (April 2-3).
- Analyze sentiment and summarize results.

2

## May – July 2025

- Facilitate Executive Team Strategic Planning Sessions (May 2025).
- Facilitate board Strategic Visioning Session (July 30-31, 2025).

3

## August – November 2025

- Draft Strategic Vision Plan.
- Collaborate with SCERS CEO and Executive Team on the draft.
- Present draft to board for first reading (Oct. 2025).
- Present final draft for second reading and board approval (Nov. 2025).





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Governance Advisors

# Questions & Open Discussion

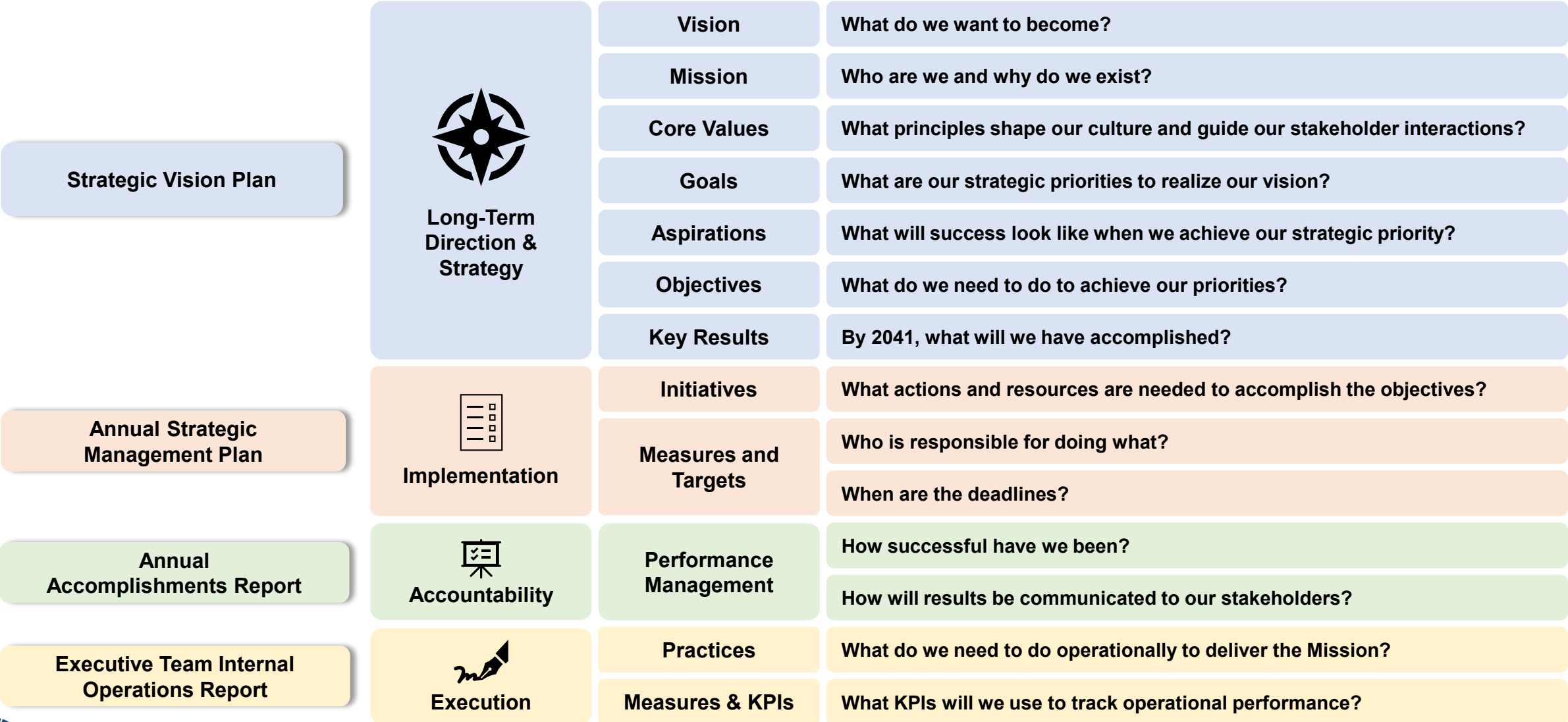
**THANK YOU**

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# Appendix

# Strategic Performance Management Framework



# THE CENTENNIAL BLUEPRINT

Built on Financial Strength. Designed for  
the Future.

SCERS Strategic Vision Plan to 2041.

## Letter from the Board President and CEO

Dear Members, Participating Employers, and Partners,

As we look ahead to SCERS' 100th anniversary in 2041, we recognize that this milestone is more than a celebration of time — it's a celebration of the people who made it possible. Every member, every retiree, and every public servant who has served Sacramento County with dedication and care is part of our story.

This Strategic Vision Plan reflects our commitment to you. It is the result of a deliberate and inclusive process that brought together voices from across our organization and stakeholder community. Trustees, staff, members (active and retired), employer representatives, and board consultants all contributed their insights through a comprehensive stakeholder research effort. Their feedback helped us surface the most important challenges and opportunities facing SCERS today — and shaped a strategy that satisfies best practices in strategic planning.

The plan outlines how SCERS will continue to be the retirement partner generations rely on — with pride, confidence, and care. It's a roadmap for how we will evolve, modernize, and strengthen our service, while staying true to the mission that has guided us since 1941.

*“Everything about the mission statement provides a sense of stability and security for a retiree. After working for the majority of one’s life, with all the sacrifices that are made to provide a means of living, it’s good to know that I will have monetary benefits post-retirement.” – SCERS Member Survey Response, April 2025*

This quote from one of our retirees reminds us that our mission is not just words — it's a commitment. A commitment to honor lifetimes of public service with financial security and peace of mind.

Your retirement matters. It always has. It always will. SCERS is here to make sure of that — for the next 100 years and beyond.

With gratitude,

Chris Giboney  
Board President  
Sacramento County Employees'  
Retirement System (SCERS)

Eric Stern  
Chief Executive Officer  
Sacramento County Employees'  
Retirement System (SCERS)

## Rooted in Legacy. Focused on the Future.

SCERS was established in 1941 under the County Employees' Retirement Law of 1937 to administer pension benefits and invest contributions from members, Sacramento County, and participating employers. Its purpose was clear: to secure retirement income for generations of public servants through sound financial stewardship and trusted service.

Since then, SCERS has proudly fulfilled that mission with a strong commitment to financial integrity, member service, and fiduciary responsibility. Over the decades, SCERS has built a reputation for excellence in governance, funding discipline, and investment performance. Today, we pay out more than \$700 million annually in benefits to Sacramento County retirees as our portfolio has grown past \$15 billion. Each year, we answer more than 12,000 phone calls and counsel more than 700 employees as they prepare for retirement, consistently delivering service that reflects the value we place on every member's future.

What drives us is simple: being helpful and providing expert service to the talented, hardworking public employees who make Sacramento County a great place to live and work. A significant portion of their retirement futures — and their financial well-being — is in our hands. That stewardship responsibility is top of mind for us every day.

Much has changed since 1941. Retirement systems like SCERS once relied on paper files, typewriters, and landline phones. Today, members expect digital tools, mobile access, and real-time support. While SCERS has made progress, we recognize the need to modernize legacy systems to meet these expectations and deliver a seamless member experience.

Looking ahead to our 100th anniversary in 2041, we know the world will continue to evolve. Technology will advance, and the way people think about retirement will shift. While we can't predict the future, we can prepare for it — by embracing change, anticipating risks and opportunities, and being intentional about the impact we want to make for our members, retirees, and participating employers.

That's what this Strategic Vision Plan is about. It guides SCERS from today — 2026 — through our centennial milestone in 2041. It reflects SCERS' evolving role: from a technical administrator to a trusted steward and visionary partner in long-term financial well-being.

The plan is built around four strategic priorities that position SCERS to deliver high standards of service, adapt to future needs, and build lasting trust among members, employers, and stakeholders. Once accomplished, these priorities will:

- Reinforce SCERS' role as a trusted guide across all career stages
- Ensure SCERS remains resilient and effective for future generations
- Build the infrastructure needed to support member confidence and financial well-being
- Equip SCERS to deliver high-quality, future-ready service

This is a transformative plan. It marks a deliberate shift toward a broader, more visionary purpose — one that centers on advancing the long-term financial well-being of Sacramento County's public servants.

This is a stakeholder-informed plan. We conducted extensive research in early 2025 with our trustees, members, SCERS staff, participating employer representatives, and SCERS board consultants. Through it, we gathered sentiment about SCERS' performance and the needs and expectations of the members we serve. This outward-facing lens helped ensure the plan is not only strategically sound, but also deeply responsive to the people it is designed to benefit.

It is also a risk-based plan. We identified the most pressing themes facing SCERS — from financial sustainability and cybersecurity to member education and our internal business practices — and built a strategy to proactively address them. By embedding enterprise risk management and aligning strategic planning across all functions, SCERS is building resilience into every layer of its operations.

The plan is comprehensive. It spans member and employer services, benefits administration, investment management, governance, operations, technology, and talent development. Each strategic priority is supported by clear goals, actionable objectives, and measurable outcomes to ensure accountability and transparency.

Finally, the plan is paced over 15 years to reflect the realities of day-to-day operations while enabling forward-thinking action. This long-term horizon allows SCERS to build capacity, adapt to change, and align its operations with a future vision that reflects the values and needs of its members.

## Listening Forward: What We Heard, What We're Building

This Strategic Vision Plan is grounded in extensive research conducted in early 2025, when we listened and engaged with our key stakeholders — trustees, members, staff, participating employer representatives, and board consultants. Their insights helped us identify the most pressing challenges SCERS faces today as well as the opportunities we must seize to build a resilient, member-centered organization for the future.

One theme stood out above all: stewardship. Stewardship reflects SCERS' long-term responsibility to manage our members' retirement assets with care, deliver secure benefits, and earn the trust of both our members and stakeholders.

*{Callout quote: "At the end of the day, making sure we manage the assets well is the most important way to ensure retirement security for our members and that employers can sustain their participation." - SCERS Board Trustee}*

We also heard strong support for our modernization efforts, especially in technology. Legacy systems must be updated to deliver the kind of digital experience members expect. Staff and employer representatives emphasized the need for automation, streamlined workflows, and better tools to serve members more effectively.

Talent and leadership development emerged as another top priority. Trustees, staff and executives highlighted the importance of succession planning, leadership continuity, and a workplace culture that supports growth and retention. There's a clear call to invest in people and strengthen SCERS' ability to thrive through change.

SCERS members value their interactions with us, but we heard there is room to improve access, consistency, and education. Members and employers want more personalized engagement and clearer communication about benefits and resources.

On the investment side, SCERS is well regarded for its strong program and sound governance. Stakeholders encouraged us to protect what's working while making thoughtful, incremental improvements as the plan matures, especially in managing portfolio complexity, liquidity, and risk oversight.

Finally, stakeholders identified a range of external risks from market volatility and demographic shifts to political uncertainty. These underscore the need for the type of proactive planning and scenario thinking this Strategic Vision Plan represents.

Together, these themes form the foundation of the strategy that will take us to and through our 100<sup>th</sup> anniversary. They reflect SCERS' enduring commitment to delivering long-term value and supporting the financial well-being of the members we serve.

# Timeline Placeholder

# VISION & MISSION

## **Pair A: Stewardship-Focused (Closer to 2)**

**Vision:** Empowering our members to retire with confidence.

**Mission:** We protect the retirement security of our members by managing assets responsibly and staying connected to their needs.

## **Pair B: Balances 2 and 3**

**Vision:** We are the trusted foundation for Sacramento County public employees — helping create secure retirements and confidence for the future.

**Mission:** We serve our members by responsibly managing assets and delivering retirement benefits, education, and services.

## **Pair C: Broad & Visionary (Closer to 3)**

**Vision:** SCERS is a trusted steward of our members' long-term financial well-being.

**Mission:** We deliver retirement benefits and steward system resources for Sacramento County's public employees so they can retire with clarity and confidence.

## How will our future vision create impact?

Imagine a future where every Sacramento County employee and retiree — regardless of where they are in their career or retirement journey — feels a deep sense of pride, peace of mind, and connection to their pension. SCERS is not just a pension plan; it's a lifelong partner that evolves with its members, from their first paycheck to their final pension payment and beyond.

By 2041, active members will feel confident and informed, knowing their future is being built with care. Retirees will feel valued and supported, knowing their retirement promise is being honored with excellence and compassion.

SCERS will deliver intuitive digital experiences and make every interaction feel seamless and human. Whether it's a new hire learning about their benefits, a mid-career member planning ahead, or a retiree checking in on their monthly payment, SCERS will be there — reliable, responsive, and rooted in trust.

## CORE VALUES

### We are committed to:

- **STEWARDSHIP:** We hold ourselves accountable to the trust members place in us to sustain SCERS for future generations.
- **COMMUNICATION:** We are responsive, provide clear and accurate information, and act with respect and transparency.
- **EXCELLENCE:** We maintain high expectations of ourselves and focus on results.
- **RESPONSIBILITY:** We take ownership of our work, embrace ethical behavior, and act with integrity and honesty.
- **SOLUTIONS:** We work as one team to ensure SCERS meets its mission.

*{Callout quote option: "I have always received a timely response whenever I've made an inquiry and greatly appreciate the kind sincerity from all staff whom I have interacted with." – SCERS Member}*

# Our Strategic Response

Our plan to achieve our 2041 vision requires us to address four strategic priorities.

1. Engage & Inform
2. Own Our Future
3. Know, Face & Mitigate Risks
4. Equip Ourselves to Deliver

*{Callout quote options:*

*“I want SCERS to be known for its unwavering financial stability, exceptional member service, and forward-thinking investment strategies.” - SCERS Board Trustee*

*“Thanks to SCERS I'm able to feel reasonably confident in my retirement.” – SCERS Member}*

# Strategic Priority 1: Engage & Inform

**Goal.** Educate and engage members and employers to build understanding, trust, and long-term financial confidence.

We will seek opportunities to improve the retirement-readiness of our members, thereby strengthening their overall financial well-being.

**Objective A: Increase meaningful engagement with members and employer representatives to build understanding of SCERS' role, resources, and long-term value.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Increase employer training and understanding of roles and responsibilities by developing an Employer Handbook and subject-specific education sessions.*
- *Go where the members are: Increase retirement information sessions at County departments and employer job sites,*
- *Expand web-based resources for employers regarding SCERS' policies and procedures.*

**Objective B: Equip members — across all career stages, from new hires to retirees — with the education they need to make informed decisions that support long-term financial well-being and retirement readiness.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Develop practical tools and resources that help members assess retirement income needs, identify savings gaps, and explore strategies to close those gaps.*
- *Develop learning tracks for different member stages: new hire, early career, mid-career, pre-retirement, recently retired, post-retirement.*
- *Partner with the County, its 457 provider or other relevant organizations to co-deliver content (e.g., holistic retirement benefits statement, Social Security information).*

**Objective C: Design service experiences that reflect member preferences and life stages, supported by intuitive digital access and self-service tools.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Implement a process to monitor SCERS' CEM results relative to peers.*
- *Evaluate customer service models and implement one that best fits SCERS.*
- *Map out service journeys that anticipate needs and decision points. Align existing services with the service journeys and develop new services and tools to address gaps.*
- *Explore building interactive tools for members, such as retirement income calculators and savings gap analyzers.*

**Objective D: Gather data on member and employer needs and preferences to inform improvements to the overall member and employer experience.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Evaluate existing survey tools for improvement.*
- *Develop and implement a process to gather regular feedback from employers and members.*
- *Develop and implement a process to routinely assess member retirement readiness and satisfaction.*
- *Develop and implement a process to apply insights from feedback to business decisions.*

## Outcomes

- **CEM Service Score**
  - Key Result: Track SCERS' score against the peer median
  - Why it matters: Benchmarks SCERS' service performance against peer pension systems globally.
- **Education Engagement Rate**
  - Key Result: Percentage of members participating in educational offerings (e.g., webinars, counseling, tools) across career stages as well as percentage of employers participating in training offerings.
  - Why it matters: Indicates the usefulness and relevance of new content.
- **Digital Self-Service Adoption**
  - Key Result: Members' use of online tools and portals.
  - Why it matters to us: Gauges how valuable and easy to use digital tools are.
- **Retirement Readiness Confidence Score**
  - Key Result: Member-reported confidence in their retirement preparedness.
  - Why it matters: Reflects SCERS' ability to inform members.
- **Member and Employer Experience Feedback Score**
  - Key Result: Aggregated rating from member and employer surveys on service quality, communications, and ease of access.
  - Why it matters: Indicates progress toward improved member & employer experience as well as uncovers opportunities for further improvement.

*{Callout quote options:*

*“Over the next 15 years, SCERS members will expect seamless digital access and personalized retirement planning, while employers will seek better integration with payroll/HR systems. To meet these needs, SCERS should expand self-service tools, enhance automation, and strengthen employer collaboration for a more efficient, user-friendly experience.” – SCERS Executive*

*“I would like SCERS to be known for its unwavering financial strength and innovation in member service, ensuring that every member feels secure and confident in their retirement future.” – SCERS Executive*

*“Retiring is not something that you do on a regular basis. I am not well versed in how to go about this, so having someone to provide this service is meaningful to me.” – SCERS Member}*

## Strategic Priority 2: Own Our Future

Goal. Embrace and drive change that strengthens SCERS' long-term effectiveness.

We will build on SCERS' strengths to sustain high performance in the following areas.

### **Objective A. Solidify SCERS' long-term financial sustainability and proactively develop strategies for sustaining a high funded ratio.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Determine timeline to implement strategies for asset allocation changes as the plan matures.*
- *Explore surplus management strategies (e.g., contribution rate strategies and modeling).*

### **Objective B. Advance the investment management function.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Assess portfolio complexity, number of managers, fees, and investment staff size and composition relative to SCERS' needs.*
- *Evaluate approaches to optimize liquidity management.*
- *Conduct "tabletop" exercises to stress test cash flow needs during a simulated crisis scenario.*
- *Periodically assess and maintain the appropriate level of staff delegation.*

### **Objective C. Sustain board governance effectiveness.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Document board governance philosophy in policy.*
- *Aggregate board policies into a board policy manual.*
- *Design and implement an annual board self-evaluation.*
- *Create an approach to identify board continuing education preferences and deliver in-boardroom education (e.g., mega trends).*
- *Engage in succession planning to be prepared for any potential board and executive staff turnover.*

### **Objective D. Evolve SCERS' operational model by strategically aligning responsibilities to balance shared services and independent functions in a way that best serves members and beneficiaries.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Evaluate SCERS' readiness to assume administrative functions as internal systems and capacity mature.*
- *Collaborate with the County to identify and transition functions that can be more effectively managed by SCERS.*
- *Establish joint decision-making protocols with the County to regularly assess the effectiveness of shared services, with clear criteria for when to insource or outsource.*
- *Collaborate with other California County public pension funds to explore the feasibility of consolidating or sharing select services.*

## Outcomes

- **Funded Status Stability**
  - Key Result: Funded ratio trend over time (e.g., 5-year rolling average)
  - Why it matters: Reflects the long-term financial sustainability of the system.
- **Investment Program Maturity**
  - Key Result: Periodic assessment of investment governance and structure (e.g., complexity, delegation, cost-efficiency).
  - Why it matters: Indicates whether SCERS is evolving its investment function in alignment with its needs and capacity.
- **Board Governance Health**
  - Key Result: Completion and consistent use of board self-evaluations and education plans.
  - Why it matters: Signals a commitment to continuous governance improvement and board effectiveness.
- **Operational Adaptability Progress**
  - Key Result: Completion and application of joint decision-making protocols through regular assessment of effectiveness of shared services.
  - Why it matters: Tracks SCERS' ability to adapt its operational model while maintaining strategic alignment with the County.

*{Callout quote options:*

*"I appreciate SCERS. I'm thankful for my retirement check each month." – SCERS Member*

*"Many people depend on the system, and I appreciate knowing that those managing it are doing so prudently." – SCERS Member}*

# Strategic Priority 3: Know, Face, and Mitigate Risks

**Goal.** Build smart systems and embed risk awareness.

We will build a resilient, integrated, and secure organization that supports strategic and informed decision-making.

## **Objective A. Formalize and integrate enterprise risk management (ERM) to enhance organizational resilience and decision-making.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Develop a comprehensive ERM framework – inclusive of the investment function – that includes risk identification, assessment, mitigation, and monitoring (including determining a board reporting cycle).*
- *Align ERM with strategic planning and compliance functions to ensure organization-wide visibility.*
- *Conduct regular risk assessments and update the risk register and heat maps.*
- *Educate staff and trustees on ERM principles and their roles in risk oversight.*
- *Develop a board policy on risk management.*

## **Objective B. Embed strategic planning practices throughout the organization.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Adopt a multi-year strategic planning cycle to refresh the Strategic Vision Plan and dovetail into annual strategic management plans and accomplishments reports.*
- *Develop and implement a tool to facilitate internal tracking of progress against the Strategic Vision Plan.*
- *Align budgeting and resource allocation (including significant capital allocation needs) with strategic priorities.*
- *Establish a standardized project management framework to guide planning, execution, and internal communication for major initiatives.*

## **Objective C. Strengthen cybersecurity to protect member and investment data and ensure operational continuity.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Implement a cybersecurity roadmap that includes cloud migration, automation of asset inventory, and incident response.*
- *Align cybersecurity strategy with business priorities and applicable requirements.*
- *Evolve staff training.*

## Outcomes

- **Enterprise Risk Integration Score**

- Key Result: Percentage of SCERS functions (e.g., investment, operations, compliance) actively using the ERM framework in decision-making and reporting.
- Why it matters: Indicates how deeply risk management is embedded across the organization and its influence on strategic resilience.
- **Strategic Planning Alignment Index**
  - Key Result: Percentage of budget and resource allocations aligned with strategic priorities over time.
  - Why it matters: Tracks how effectively SCERS' strategic planning cycle drives operational decisions and resource use.
- **Cybersecurity Maturity Level**
  - Key Result: Achievement of key milestones in the cybersecurity roadmap (e.g., cloud migration, automated asset inventory, incident response readiness).
  - Why it matters: Reflects SCERS' ability to protect sensitive data and maintain operational continuity in a changing threat landscape.

*{Callout quote option: “As technology evolves, retirement systems may need to adapt their operations, cybersecurity measures, and member services to keep pace with changing expectations and potential risks.” – SCERS Board Consultant}*

# Strategic Priority 4: Invest in Talent and Technology

## Goal. Equip ourselves to deliver on our mission.

We will evolve our technology, culture, workforce, and operational efficiency to deliver on high standards of excellence to our members and beneficiaries.

### **Objective A. Modernize SCERS' technology infrastructure and tools in alignment with SCERS' strategy.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Develop a multi-year technology roadmap aligned with SCERS' strategic priorities and member service goals.*
- *Implement scalable, secure platforms that support digital access, workflow automation, and data integration.*
- *Strengthen data governance and analytics capabilities to support strategic planning and performance measurement.*
- *Enhance cross-functional collaboration between IT, operations, and member services to ensure technology solutions meet organizational and user needs.*

### **Objective B. Apply SCERS' core values consistently to foster a high-performing culture of trust, accountability, and continuous improvement.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Integrate core values and behavioral expectations into performance management, onboarding, leadership development, and recognition.*
- *Incorporate core values into decision-making frameworks to guide strategic choices and day-to-day operations.*
- *Integrate core values into regular employee engagement surveys to measure alignment between lived behaviors and stated values.*

### **Objective C. Equip SCERS staff with the knowledge, skills, tools and facilities needed to perform effectively today and in the future.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Conduct a skills gap analysis to identify current and future competencies needed to support the Strategic Vision Plan.*
- *Create a long-term workforce plan to establish a roadmap to prioritize and address the findings of the gap analysis.*
- *Design a comprehensive training framework that includes onboarding, technical skills, manager and leadership development, and values-based learning.*
- *Track and evaluate training outcomes to ensure learning translates into improved performance and service delivery.*

- *Adopt an approach to succession planning that connects with the workforce plan to address planned and unplanned turnover in leadership and key positions within SCERS.*
- *Assess SCERS office location and space design. Monitor the impact of AI on workforce and office space.*

## **Objective D. Strengthen efficiency in everything we do.**

*Examples of Key Actions [will be removed from Strategic Vision Plan and instead inform the development of the annual Strategic Management Plans]*

- *Map core business processes and assess current workflows to identify inefficiencies and error-prone areas.*
- *Implement workflow management tools to automate and monitor key processes.*
- *Establish a continuous improvement cycle, leveraging and extending KPIs and integrating feedback loops.*
- *Align process improvements with technology modernization efforts.*

## **Outcomes**

- **Technology Modernization Milestones**
  - Key Result: Percentage of technology roadmap milestones completed.
  - Why it matters: Tracks progress in implementing scalable platforms, digital access, data integration, and analytics capabilities aligned with SCERS' strategy.
- **Culture Alignment Index**
  - Key Result: Percentage of employees reporting alignment between SCERS' core values and daily work (via employee engagement surveys).
  - Why it matters: Gauges how well values are embedded in behaviors, decisions, and systems to support a high-performing culture.
- **Workforce Capability Score**
  - Key Result: Percentage of roles with completed individual development plans and targeted training aligned with strategic competencies.
  - Why it matters: Reflects SCERS' ability to equip staff with the skills and tools needed to meet current and future demands.
- **Operational Efficiency Index**
  - Key Result: Percentage of core workflows automated or optimized, and year-over-year improvement in service delivery KPIs (e.g., processing time, error rates).
  - Why it matters: Demonstrates SCERS' commitment to continuous improvement and effective service delivery.

*{Callout quote options:*

*“Investing in talent development, process automation, and knowledge transfer initiatives will help us ensure long-term institutional resilience and adaptability.” – SCERS Executive*

*“SCERS most important capabilities and resources are its experienced personnel.” –  
SCERS Board Consultant}*

## Glossary of Key Terms

**VISION:** A statement that identifies what we want to become and what future we aspire to create.

**MISSION:** A statement about who we are and why we exist.

**VALUES:** The principles that shape our culture and guide our interactions, both internally and externally.

**MEMBERS:** The word “members” in this document is intentionally broad to encompass all types of SCERS members. It includes those working for a participating employer today (active members), our retirees and their beneficiaries, and those who previously worked for a participating employer and still maintain their accounts (inactive members) with SCERS.

**PARTICIPATING EMPLOYERS:** SCERS serves public employees of Sacramento County and special districts. An up-to-date list of participating employers can be found on our website ([scers.gov](http://scers.gov)).