



# Board of Retirement Regular Meeting

## Sacramento County Employees' Retirement System

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### Agenda Item 13

**MEETING DATE:** April 16, 2025

**SUBJECT:** Quarterly Strategic Management Plan Report—First Quarter 2025

**SUBMITTED FOR:**   X   Action        Information

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#### **RECOMMENDATION**

Receive and file Quarterly Strategic Management Plan Report for the quarter the ended March 31, 2025.

#### **PURPOSE**

This item informs the Board on progress with implementation of the Strategic Management Plan.

#### **DISCUSSION**

SCERS established the Strategic Management Program to measure and guide progress in achieving continuous improvement. The program is organized around six areas (goals):

- Customer Service and Experience
- Stakeholder Communication and Outreach
- Funding Integrity and Sustainability
- Investment Planning and Growth
- Organizational Development and Culture
- Enterprise Capability and Technology

On a quarterly basis, the Board is provided a performance update on activities and progress toward meeting objectives and targets within those goals. This quarterly report reflects a 3-month review of 2025 performance.

#### **ATTACHMENTS**

- Board Order
- Strategic Management Plan Quarterly Performance Report

Prepared by:

/S/

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Joan Kudin  
Senior Public Information Officer

Reviewed 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**  
**April 16, 2025**

AGENDA ITEM:

**Quarterly Strategic Management Plan Report—First Quarter 2025**

THE BOARD OF RETIREMENT hereby approves the Staff's recommendation of staff to receive and file Quarterly Strategic Management Plan Report for the quarter ended March 31, 2025.

I HEREBY CERTIFY that the above order was passed and adopted on April 16, 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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James Diepenbrock  
Board President

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Eric Stern  
Chief Executive Officer and  
Board Secretary



# Strategic Management Plan

First Quarter – 2025

April 2025

# Strategic Framework





## Goal 1

# Customer Service and Experience

Customers satisfied with timely, friendly, convenient, and accurate pension administration services.

### Completed

- Rolled out MySCERS member portal, added member statements
- Added online death reporting to website
- Expanded member surveys

### Looking Ahead

- Add more online services through portal and website: retirement applications, service purchase estimator
- Refresh scers.gov look and content

**Key risks:** Lack of consistent service levels

**Mitigation:** Strengthened training and procedures; improving internal dashboards to track workflow; triaging outstanding cases.



# Goal 1

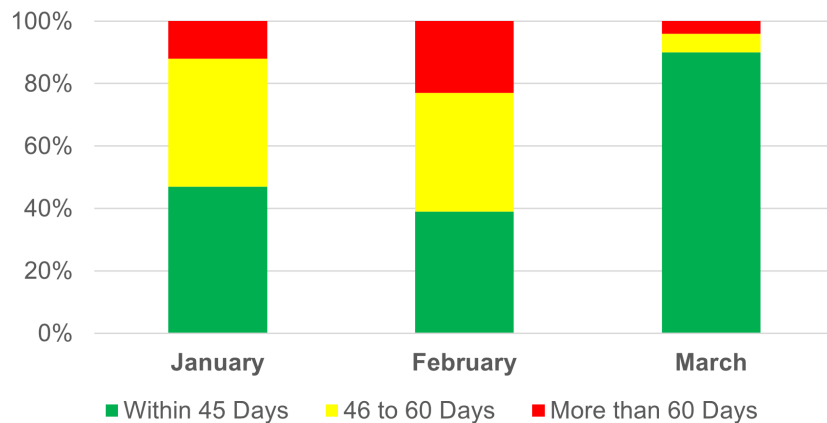
## Customer Service Dashboard - Retirees

### Targets:

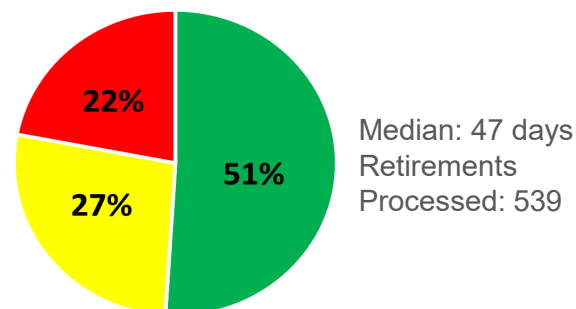
#### New retirees paid –

- >75% within 45 days
- >90% within 60 days

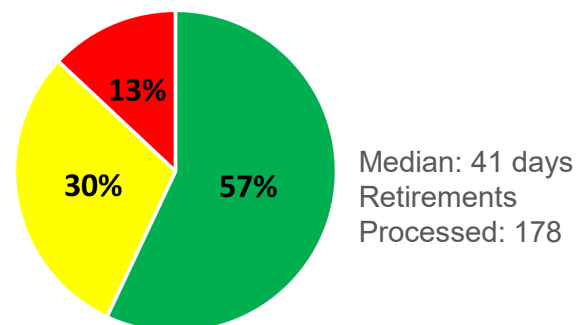
### Processing Time Summary



2024



2025 Year to Date



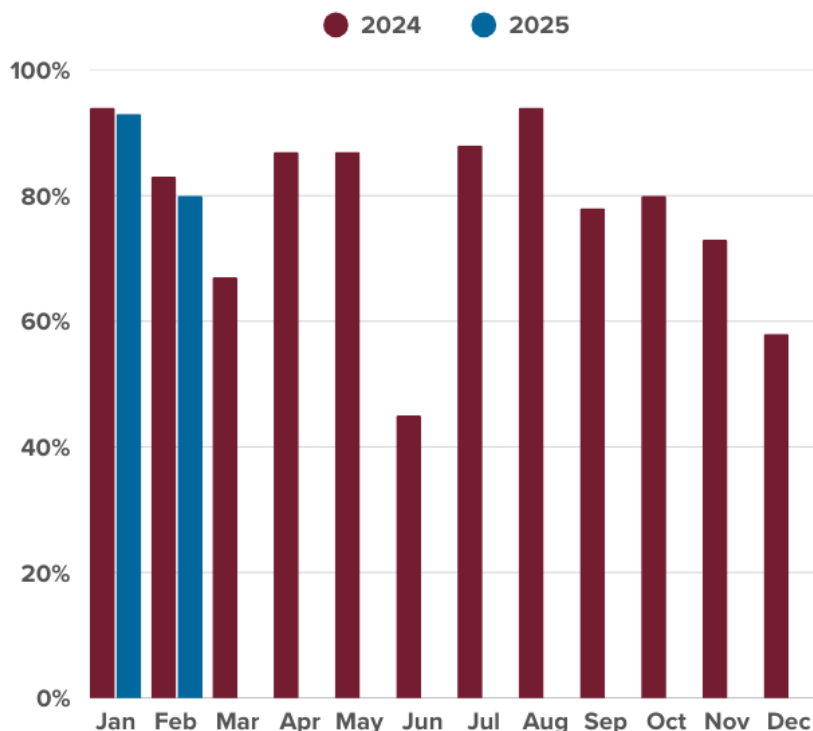
■ Within 45 Days ■ 46 to 60 Days ■ More than 60 Days



# Goal 1

## Customer Service Dashboard - Retirees

### Member Satisfaction



### Target

Satisfaction of new retirees surveyed > 80%

### Response Rates

#### 2025

Jan - 38%

Feb - 47%

#### 2024

Jan - 55%

Feb - 41%

Mar - 22%

Apr - 36%

May - 33%

Jun - 35%

Jul - 36%

Aug - 32%

Sep - 38%

Oct - 36%

Nov - 35%

Dec - 46%





# Goal 1

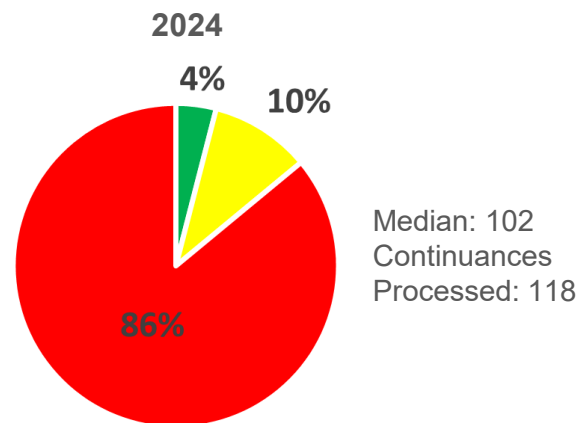
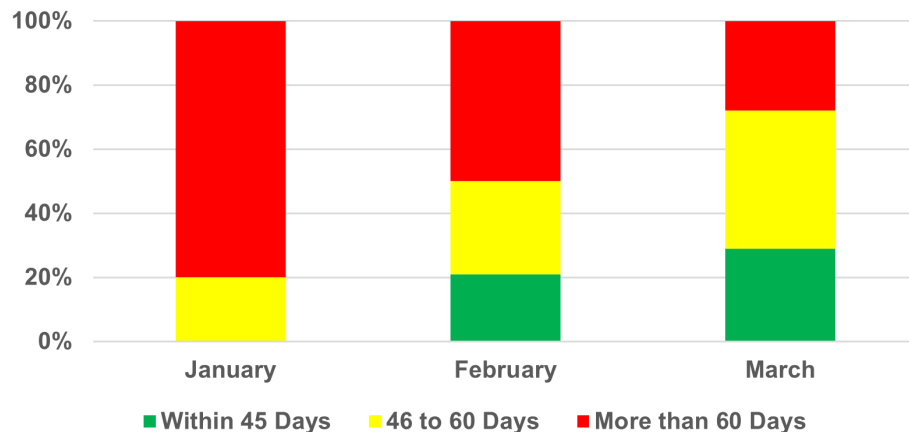
## Customer Service Dashboard - Continuance

### Targets:

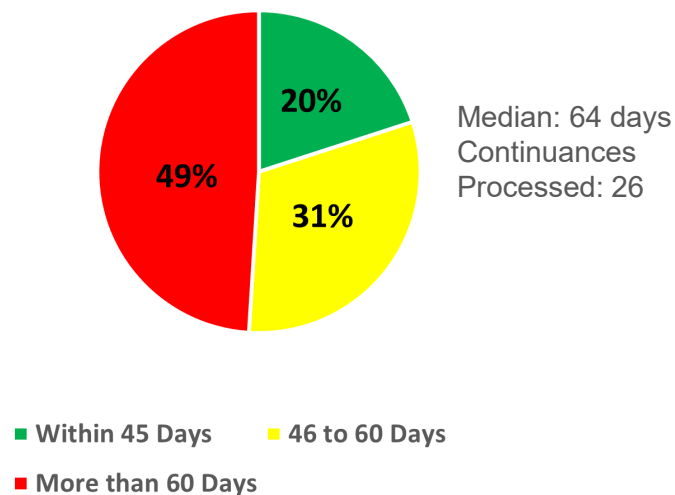
#### Continuances paid:

- >75% within 45 days
- >90% within 60 days

### Continuance Processing Time - Death Reported Date



### 2025 Calendar Year to Date





# Goal 1

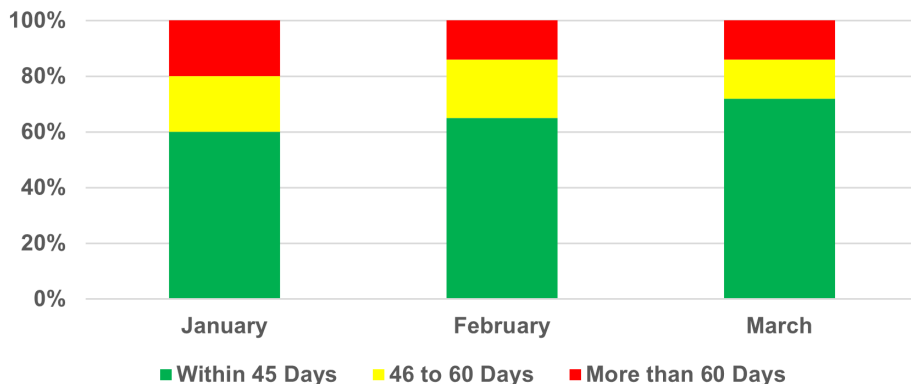
## Customer Service Dashboard - Continuance

### Targets:

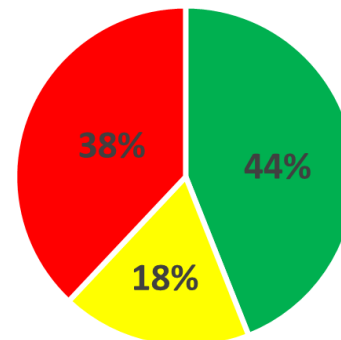
#### Receipt dates:

- >75% within 45 days
- >90% within 60 days

### Continuance Processing Time - Final Documents Receipt Date

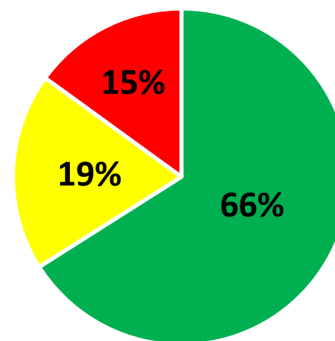


2024



Median: 51 days  
Continuances  
Processed: 118

2025 Calendar Year to Date



Median: 39 days  
Continuances  
Processed: 26

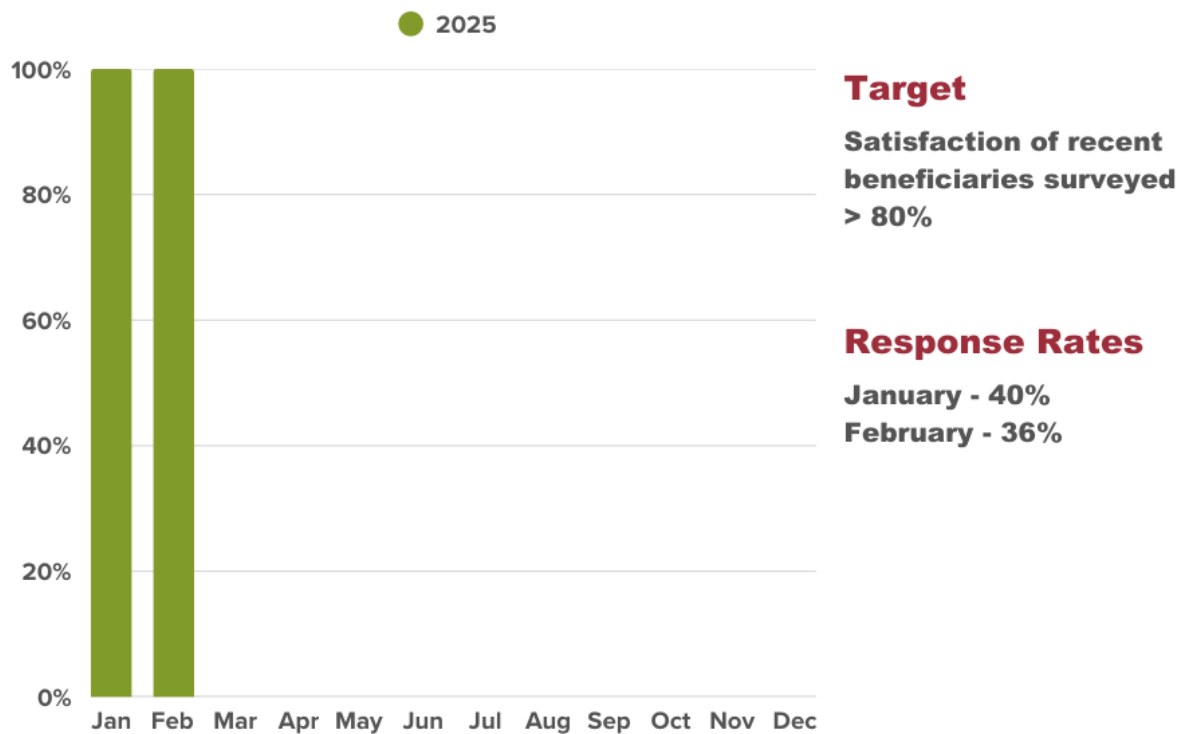
- Within 45 Days ■ 46 to 60 Days  
■ More than 60 Days



## Goal 1

# Customer Service Dashboard - Beneficiaries

### Beneficiary Satisfaction





## Goal 2

# Stakeholder Communication and Outreach

Transparent communication among stakeholders to support clear understanding of roles and responsibilities, and the value of defined-benefit pensions.

### Completed

- Registered members for the MySCERS portal
- Hosted employer forum and joint retirement planning webinar
- Adopted key policies; Media and Legislative Relations Policy

### Looking Ahead

- Continue portal registration drive
- Host off-site and specialized retirement planning webinars
- Execute MOUs with county departments for shared services

**Key risks:** Competing priorities for County to negotiate SCERS MOUs

**Mitigation:** Maintain relationships and collaboration; develop SCERS policies in the absence of MOUs



## Goal 2

# Stakeholder Communication and Outreach

### Employer Forum

February 2025



100%

"Agree" and "Strongly Agree" on Presentation Helpfulness

4.6/5

Average Score

**Target:** Effectiveness of presentations to employers and members; Satisfaction < 80%.

### Retirement Planning Webinars

March 2025



100%

"Good," "Very Good" or "Excellent" on Presentation Effectiveness

4.2/5

Average Score



## Goal 3

# Funding Integrity and Sustainability

Prudent and effective funding policies and practices that assist in producing low contribution rate volatility and plan sustainability.

### Completed

- Documented and implemented Death Benefits Project Plan
- Previewed and adopted 2025-26 budget

### Looking Ahead

- Present Funding Risk Report
- Clarify Final Compensation Policy
- Conduct Alive and Well outreach

**Key risks:** Legislative efforts to enhance benefits creates cost pressure

**Mitigation:** Maintain active role in SACRS to provide input to legislative stakeholders



## Goal 4

# Investment Planning and Growth

An investment program that meets SCERS' assumed rate of return over time and carefully manages investment risks.

### Completed

- Completed ALM study
- Updated Annual Investment Operations Report
- Continued RFP process for Custodian Services

### Looking Ahead

- Implement adjustments to Strategic Asset Allocation and IPS's
- Complete Custodian RFP process

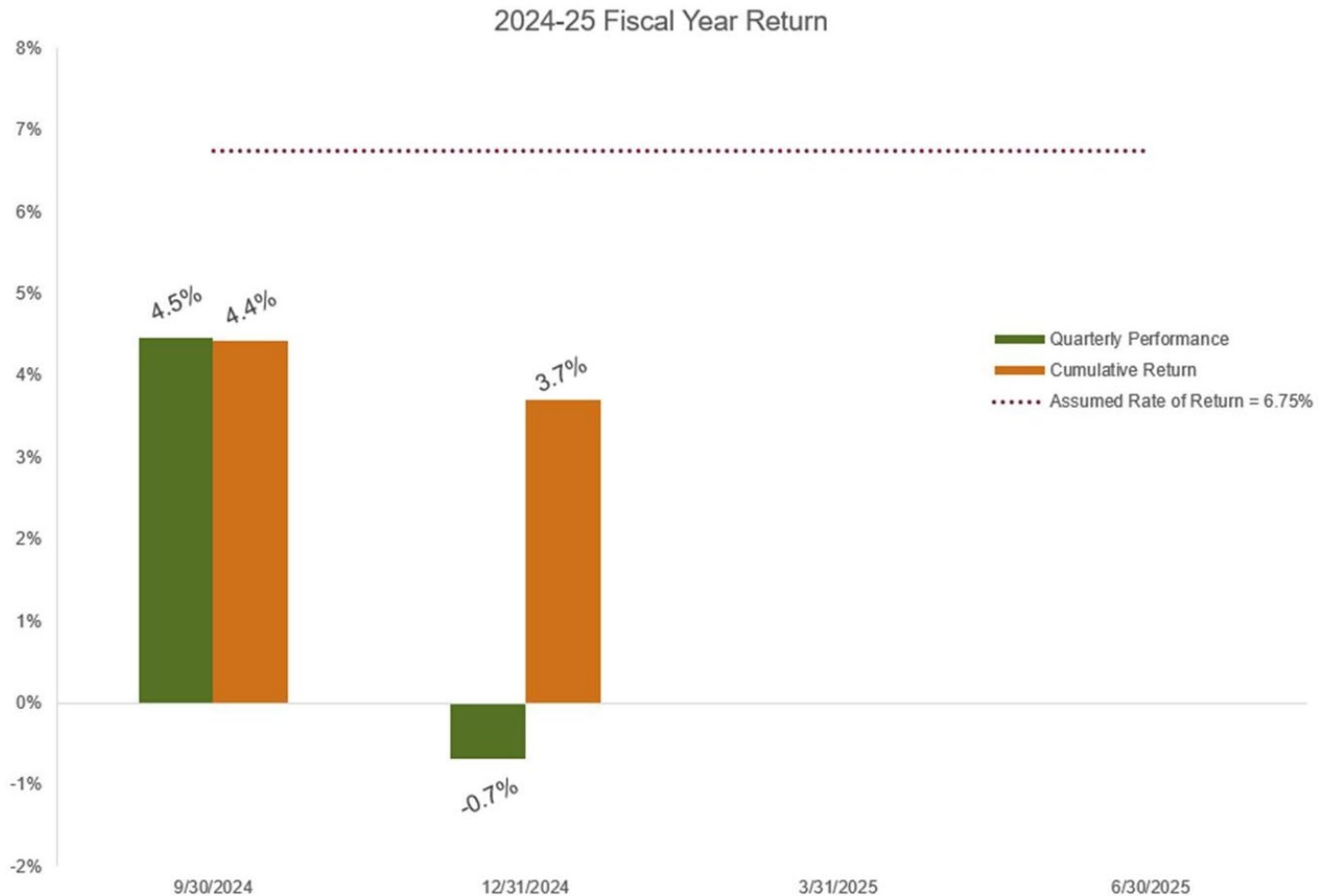
**Key risks:** Tariffs, geopolitical risks, inflation, and slowing growth

**Mitigation:** Maintain disciplined approach to strategic asset allocation



## Goal 4

# Investment Planning and Growth







## Goal 5

# Organizational Development and Culture

A high-performance organizational structure and workforce that is not dependent on any one person.

### Completed

- Filled vacant positions
- Continued improvements to structured training and onboarding program
- Hosted fun office activities

### Looking Ahead

- Maintain hiring pace
- Continue employee engagement activities
- Establish Ad Hoc Compensation Committee

**Key risks:** Change fatigue – maintaining morale during a period of major change

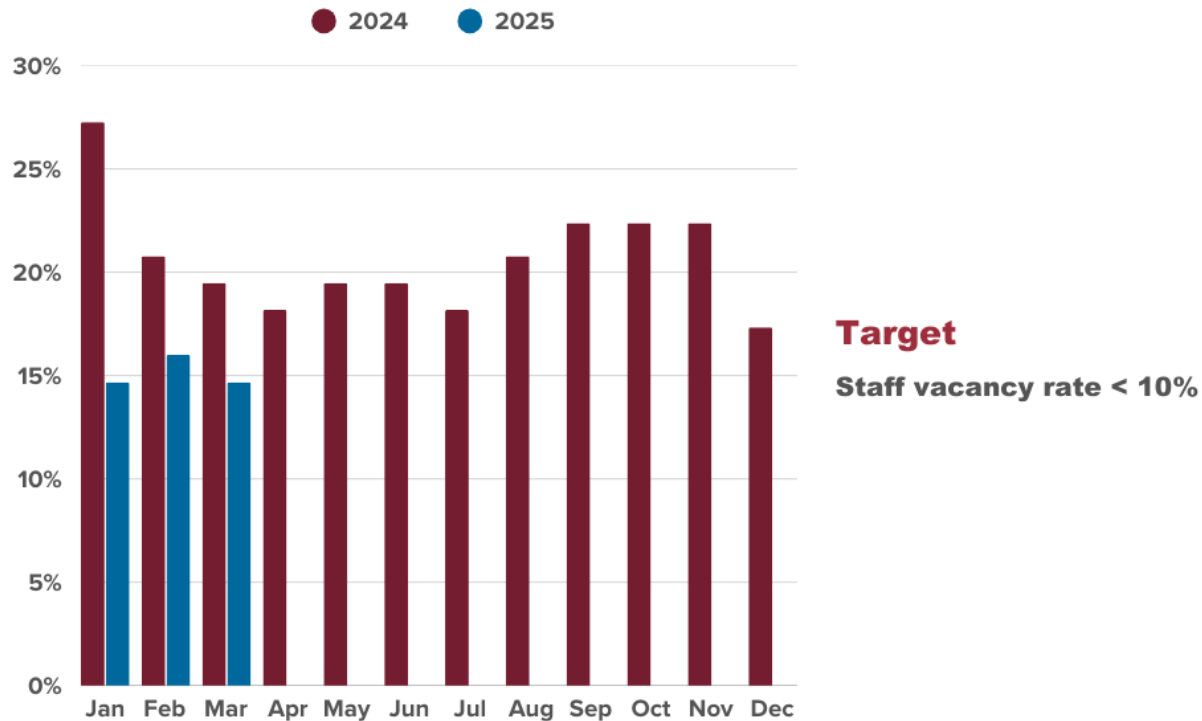
**Mitigation:** Focus on supporting staff with training, engagement, and recognition



## Goal 5

# Organizational Development and Culture

### Staff Vacancy Rates





## Goal 6

# Enterprise Capability and Technology

Enterprise capabilities and technology platforms that are continuously enhanced to improve performance, productivity, and efficiency.

### Completed

- Completed operational risk assessment
- Launched Strategic Vision Plan with stakeholder surveys
- Established priorities for next technology improvements

### Looking Ahead

- Initiate internal compliance program
- Hold Board workshops and finalize Strategic Vision Plan
- Finalize pathway for long-term Pension Administration System update

**Key risks:** Jurisdictional lines for application and data ownership not defined clearly with DTech

**Mitigation:** Develop SCERS framework for IT development and support