



BOARD OF RETIREMENT

Staff Report

File #: 22-190

Agenda Date: 5/5/2022

Agenda #: 22.

FROM: Debby Cherney, Chief Executive Officer

SUBJECT: Discussion on Additional Strategic Pillar for the Triennial Strategic Plan for Fiscal Years 2023 to 2025.

RECOMMENDATION:

Consider the addition of a sixth strategic pillar of “Data Security and Integrity” for inclusion in the Triennial Strategic Plan for Fiscal Years 2023 to 2025.

BACKGROUND:

The SBCERA Board adopted its Triennial Strategic Plan for Fiscal Years 2020 to 2022 at its meeting on May 2, 2019. The Strategic Plan is built on five aspirational pillars which are:

- Operational Excellence and Efficiency
- Superior Service Experience
- Quality Employer and Workplace
- Prudent Fiscal Management
- Effective Communications

Under each Pillar, the Plan identifies a series of Strategic Priorities which are specific, actionable projects and programs intended to implement the Pillars. Every six months since the Plan’s adoption, staff has provided an update on its progress on the Strategic Priorities, adding some additional ones along the way. The vast majority of the Priorities are multi-year efforts, and those not yet fully completed are expected to be rolled into a new Triennial Strategic Plan for Fiscal Years 2023 to 2025.

Staff does not expect to propose wholesale changes to the new plan, which will be brought to the Board in June 2022. However, prior to completing the plan update, staff recommends that the Board consider the addition of a sixth Pillar of “Data Security and Integrity”.

To date, SBCERA’s work on cybersecurity have been lumped under the *Operational Excellence and Efficiency* pillar. However, what is clear to staff is that it may be appropriate to elevate Data Security and Integrity to carry the co-equal weight of the other pillars, and to communicate internally and externally how seriously we believe this must be taken. Creating it as a co-equal pillar will also inform staff and the Board on how resources may be allocated - whether staffing needs, technology investments, and supporting consulting assistance.

With the Board’s support of this, staff will revise and propose a new Triennial Strategic Plan for Fiscal Years 2023 to 2025, including both continuing and new Strategic Priorities.

For the Board's reference, attached as Exhibit A is the current Triennial Strategic Plan.

BUDGET IMPACT:

None.

STRATEGIC PLANNING GOAL/OBJECTIVE:

Effective Communications

STAFF CONTACT:

Debby Cherney

ATTACHMENTS:

Exhibit A: Triennial Strategic Plan for Fiscal Years 2020 to 2022