

# Case Study: Establishing a Strategic Planning Process

**Client Type:** Statewide public pension system

**Membership:** 440,000+ active and retired public employees

**Assets Under Management:** Approximately \$65 billion

## CHALLENGE

This large public pension system set out to create a strategic plan that would position the organization for long-term sustainability, improved service delivery and strengthened stakeholder trust. To achieve this, they needed a process that engaged both internal and external voices, aligned board and executive leadership and clarified the organization's identity and future direction.

## OUR APPROACH

Mosaic partnered with the executive leadership team and board to design and lead a strategic planning process that was comprehensive, inclusive and forward-looking.

Key elements of our approach included:

### Stakeholder Engagement

- Designed, administered and analyzed multiple surveys of the system's members, retirees, employer representatives and board consultants.
- Conducted an online trustee survey, supported by in-depth virtual interviews.

### Environmental Scan

- Completed a structured assessment of the organization's internal and external operating environment, including a full SWOT analysis.

### Inclusive Facilitation

- Facilitated multiple strategy sessions with the executive team, a focus group of aspiring internal leaders and a joint visioning session with the board and executive team.

### Mission, Vision & Values

- Guided the organization in revising its mission statement, establishing a clear, forward-looking vision and articulating a renewed set of core values to ground its culture and future actions.

### Strategic Framework Development

- Developed multi-year strategic goals, supporting initiatives and performance measures aligned with the organization's fiduciary mission and responsibilities.

### Board Adoption & Ongoing Support

- Presented the final strategic plan to the board, which was formally adopted in Summer 2023.
- Mosaic continues to support the organization in its implementation and ongoing alignment efforts.

## OUTCOME

The new strategic plan reflects a shared sense of purpose and direction across leadership and stakeholders. It positions the organization to proactively meet future challenges and continue delivering the long-term pension promised to the system's members.

