

5.3 – Strategic Planning Policy

Date Adopted: August 11, 2009

Amended & Restated: February 10, 2026

Revised: August 4, 2026

I. Purpose and Intent.

The Board and senior staff of New Hampshire Retirement System (“NHRS”) recognize that the best way to be efficient and orderly in fulfilling the mission of the organization is through strategic planning.

The purpose of this policy is to establish a framework for long-range strategic planning that will guide the shorter-term (annual) business plans of the organization. By adopting this policy, the Board states its intention to engage with senior staff in a systematic planning process to assess the needs of NHRS members, evaluate new opportunities to fulfill the mission of the organization, focus resources on high-value activities, and establish a plan that sets the general parameters within which decisions will be made.

II. General Policy.

A. Principles. The principles that the Board has adopted for strategic planning are:

- 1. Timing.** NHRS’ strategic plan will be a rolling 3- to 5-year plan that will be updated annually through the cooperative efforts of the Board and senior staff. Discussions of new initiatives or significant changes in direction for NHRS that arise during regular Board meetings will be held in abeyance and incorporated into the agenda for the next strategic planning session unless the matters are urgent and cannot wait to be addressed.
- 2. Input.** Input from NHRS staff, stakeholders, and other interested parties will be solicited throughout the year.
- 3. Communication.** When the strategic plan has been updated, it will be communicated to the entire staff of the organization and to other stakeholders, as appropriate.
- 4. Monitoring Progress.** Each year, progress under the plan will be provided in the form of a written report to the Board for its review and evaluation. Brief quarterly progress reports will also be provided to the Board by the Executive Director. The Board’s consensus view of progress under the plan will be one factor in the performance assessment of the Executive Director, and the Executive Director will, likewise, use planning progress as a factor when assessing the performance of the other executives.

B. Board Responsibilities:

- 1. Plan Development and Updates.** Identifying the critical success factors for the overall plan. Reaching consensus and providing input to senior staff on the strategic planning process. Reaching consensus and adopting the initial strategic plan for NHRS, including the Vision, Mission, Core Values, Goals, and Objectives. Updating the plan annually by adding, modifying, or deleting Goals and Objectives.
- 2. Implementation and Measurement.** Monitoring the implementation of the strategic plan. Approving the method for performance measurement, including metrics and benchmarks, in order to evaluate progress under the strategic plan. Assessing NHRS' strengths and weaknesses as well as the opportunities and threats in its environment. The Board will review the Strategic Planning Policy at least every three years to ensure that it remains relevant and appropriate.
- 3. Budgeting.** Approving an operational budget that takes into account the upcoming year's activities under the strategic plan.

C. Executive Director Responsibilities:

1. Plan Development and Updates.

- Identifying and prioritizing strategic issues.
- Coordinating with the Board Chair so that the Board and the senior staff work together to review and update the plan's Goals and Objectives.
- Identifying business risks, opportunities, and needs for NHRS.
- Preparing white papers and other research to aid the Board in the discussion of strategic issues.
- Recommending to the Board any Objectives that should be added to or deleted from the plan as well as any other modifications to the contents of the overall plan.

2. Implementation and Measurement.

- Creating strategies that align with the Board's priorities and managing the staff implementation of the plan.
- Assigning responsibility to staff and others through Action Plans that include timelines and budgets.

- Closely monitoring progress under the plan and promptly informing the Board of any obstacles that are impeding progress.
- Preparing annual progress reports for the Board and organizing an annual strategic planning session for the purpose of updating the plan.
- Seeking input from staff and stakeholders about key strategic issues prior to the annual planning session.
- Preparing brief quarterly progress reports regarding strategic initiatives for the Board's review.