



LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM

STRATEGIC PLAN

Adopted June 25, 2024

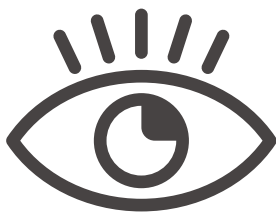
Strategic Plan

Summary



MISSION

Provide retirement and healthcare benefits to all Members by securing and growing the trust fund



VISION

A forward-thinking organization and industry leader in financial strength and service excellence to our Members

Guiding Principles

- Model Professionalism
- Respect People and Their Privacy
- Culture of Innovation
- Use Kindness Toward Our Members and Each Other in All Interactions
- Everything is Better with Teamwork

Strategic Plan

Goals and Objectives

Customer Service

Provide outstanding customer service that meets Members' needs

- A. Identify and provide department-wide service standards to meet Members' needs
- B. Make retirement planning and resources more accessible to Members through various communication channels
- C. Evaluate and improve Member experience flows and process maps

Benefits Delivery

Deliver accurate and timely Member benefits

- A. Investment in and development of internal Benefits Delivery knowledge resources
- B. Increase efficient use of technology
- C. Adopt benefit delivery standards and metrics that outperform benchmarks

Health & Wellness

Improve value and minimize costs of Members' health and wellness benefits

- A. Ensure well-utilized and affordable healthcare benefits
- B. Increase Member accessibility to wellness offerings
- C. Explore health administration technologies to streamline processes

Investments

Optimize long-term risk adjusted returns through superior investments

- A. Outperform respective benchmarks and peer comparisons over periods of time
- B. Create value through an optimal stable of active and passive investment managers
- C. Assess cost effectiveness
- D. Develop a comprehensive set of risk management policies and procedures
- E. Refine investment governance processes

Governance

Uphold good governance practices which affirm transparency, accountability, and fiduciary duty

- A. Establish a comprehensive compliance program
- B. Enhance information privacy and security oversight policies
- C. Refine and enhance Board education

Organization

Increase organizational effectiveness, efficiency, and resiliency

- A. Strengthen information security measures
- B. Standardize and execute the enterprise-wide compliance framework
- C. Enhance risk management practices
- D. Organization resources alignment and performance management
- E. Create operational efficiencies through use of technology

Workforce

Recruit, retain, mentor, empower, and promote a high-performing workforce

- A. Encourage continuing education
- B. Maintain a safe and harassment free workplace
- C. Develop career path training for permanent and as-needed Staff
- D. Promote LACERS culture in a hybrid environment
- E. Maximize effectiveness of LACERS workforce and recruitment within staffing model