

# LACERS' Strategic Plan Framework

**Mission**  
The responsibility we are entrusted with



**Vision**  
What we aspire to be

**Our Strategies for Reaching our Vision:**

- GOALS:**
- I. Enhance customer service by accurate, efficient and timely processing and delivery of member benefits
  - II. Employ data-driven strategies and tactics to rigorously manage the health care program for maximum sustainability
  - III. Achieve long-term, sustainable, risk adjusted returns to enable payment of benefits to members and minimize contributions required from the City
  - IV. Exercise fiduciary leadership by upholding political independence and implementing best practices for greater accountability and transparency
  - V. Maximize organizational effectiveness and efficiency
  - VI. Develop a high performing workforce
  - VII. Assist members in achieving and maintaining a successful retirement through an enhanced education and communication program.

**Desired Outcomes - The measurable results that define our success toward reaching our vision:**

- Financial**
1. Investment returns meeting/exceeding asset class benchmarks
  2. Minimized risk
  3. Minimized health care cost trends
  4. Ensure reasonableness of administrative
- Customer**
1. Increased members' satisfaction
  2. Increased members' knowledge of LACERS' value, benefits, and services
  3. Improvements in the delivery of member services: quality, consistency, accuracy, and timeliness
- Fiduciary**
1. Board policies and procedures that enhance transparency and accountability
  2. Enhanced Board knowledge in ethics, investments and benefits
  3. Ensure reasonableness of administrative expenditures
- Internal Operations**
1. Performance management systematized
  2. Utilization of technology maximized to improve program delivery
  3. Enhanced information management capabilities and processes
  4. Strengthened internal controls and resiliency of LACERS to operational risks
  5. Improved organizational accountability through increased development of administrative policies
- Learning and Growth**
1. Employee performance meeting/exceeding established goals
  2. Enhanced knowledge sharing
  3. Enhanced leadership development opportunities