

## Section 5.0 OTHER

### 5.2 STRATEGIC PLANNING POLICY

*Adopted: March 12, 2013; Revised: October 22, 2024*

The Board and executive management of LACERS recognize that the best way to be efficient and orderly in fulfilling the legal responsibilities and Mission of the organization is through strategic planning. By adopting this policy, the Board states its intention to engage with management in a regular, systematic planning process to continually improve benefits administration, assess customer service, enhance investment performance, and evaluate new opportunities to fulfill the Mission of LACERS.

The purpose of this policy is to establish a framework for long term strategic planning that will guide shorter term (annual) business plans of the organization. The strategic plan establishes general parameters for administrative and managerial decisions while the business plan focuses resources on high value activities within those parameters.

#### **The principles that the Board has adopted for strategic planning are:**

- The Board and executive management work together through cooperative efforts to develop LACERS strategic plan document every three to five years.
- The strategic plan will be a rolling multi-year plan which is initially established but allows for updates annually or as needed.
- The Board and management will engage in a strategic planning session which includes an environmental scan (SWOT analysis), and establishing/reaffirming the LACERS mission, vision, guiding principles, and multi-year goals.
- Input from staff, stakeholders, and other interested parties will be solicited throughout the process.
- The General Manager will prove an annual business plan review to the Board its consideration and evaluation and will consist of:
  1. A written progress report under the plan
  2. Discussions of new initiatives
  3. Discussions of significant changes in direction of the System
- When the strategic plan has been updated, it will be communicated to the entire staff of LACERS and to other stakeholders.
- The Board's consensus view of progress under the plan will be one factor among others in the performance assessment of the General Manager.

#### **The Board is responsible for:**

- Reaching consensus and adopting multi-year strategic plan for LACERS, including the vision, mission, guiding principles and goals.
- Assessing the System's strengths and weaknesses as well as the opportunities and threats in the LACERS environment through a strategic planning session facilitated preferably by a consultant/third party.
- Reviewing and reaching consensus on priorities under each goal and initiative.
- Approving an operational budget that takes into account the upcoming year's initiatives under the strategic plan.
- Ensuring proper management of the system, by monitoring the impact and progress of initiatives toward achieving the strategic plan goals through various reporting methods. This could include the Board establishing a schedule for detailed reports on individual initiatives,

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assigning oversight to committees for regular review, and reporting the progress of each initiative.

- The Board will review the Strategic Plan at least every three to five years to ensure that it remains relevant and applicable.

**The General Manager is responsible for:**

- Preparing for or engaging a consultant to facilitate the multi-year strategic planning session for the Board and management.
- Drafting the initial long-term strategic plan that reflects the consensus view of the Board as to mission, vision, guiding principles, and goals.
- Developing and managing the annual business plan to include strategies/initiatives for the achievement of the strategic plan goals.
- Closely monitoring progress under the plan by assigning responsibility to staff, consultants, and others, to develop detailed action plans that include timelines and budgets for the purpose of determining progress on the initiatives.
- Preparing progress reports for the Board annually and as needed.
- Preparing a timely written report to the Board to keep them apprised of any major issues with progress on a strategic initiative.
- Surveying the Board periodically to ensure they are receiving a satisfactory level of reporting on the strategic plan. Scheduling an annual business planning review for the purpose of adopting an annual business plan and updating the vision, mission, guiding principles, and goals, if needed.
- Seeking input from staff and stakeholders about key strategic issues prior to the multi-year strategic planning session and annual strategic business plan review.
- Identifying critical issues, business risks, opportunities, and needs of LACERS
- Recommending to the Board any modifications that should be made to the plan

The Strategic Planning Policy shall be reviewed by the Board at least every three to five years to ensure that it remains relevant and appropriate.