



May 5, 2022

TO: Each Trustee,
Board of Retirement

SUBJECT: Board of Retirement Meeting on May 5, 2022 – Agenda Item IX. A.

Following you will find supplemental information regarding the above-mentioned meeting:

1. Presentation by KH Consulting Group – LACERA Strategic Planning
(Updated Presentation dated May 5, 2022)

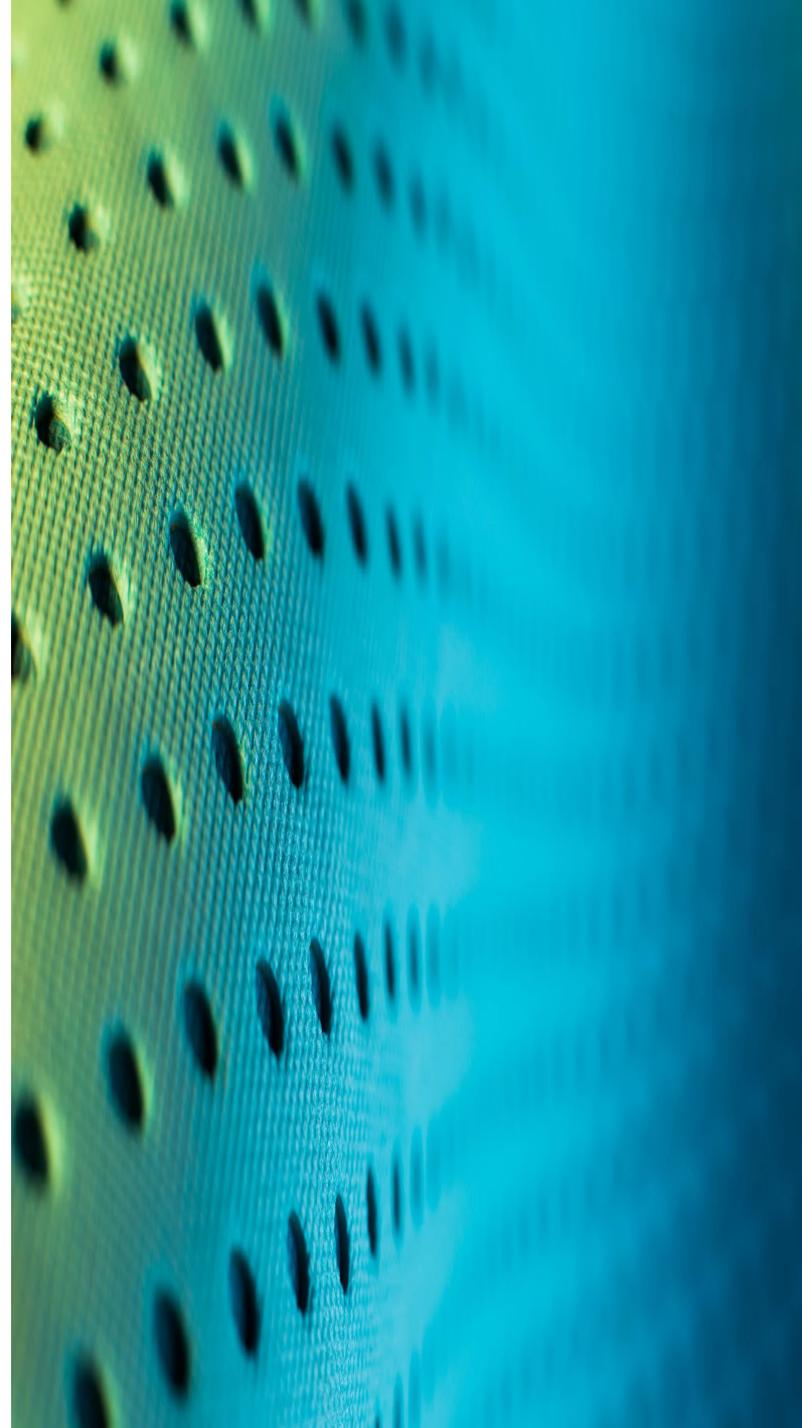
LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION (LACERA)

**Strategic Planning Update for the
Board of Retirement**

May 5, 2022

Topics to be Covered

- **Strategic Planning Framework**
- **Project Overview**
- **Work Completed to Date**



RFP Objectives and Scope

Objective

Implement and guide LACERA through a strategic-planning process to:

- Update Mission, Vision, and Values
- Develop goals and objectives
- Develop supplemental planning and implementation tools
- Develop performance metrics

Scope

All areas under the oversight of the BOR, ensuring that the plan is compatible with and supportive of the BOI strategic plan

RFP Deliverables



Strategic Plan

A five-year plan with mission statement, vision statement, values, and strategic goals



Action Plans

Outlines objectives, action steps, milestones, and accountabilities for addressing the goals outlined in the Strategic Plan



Performance Metrics

Developed to measure success and can be updated and revised as progress is made and lessons are learned



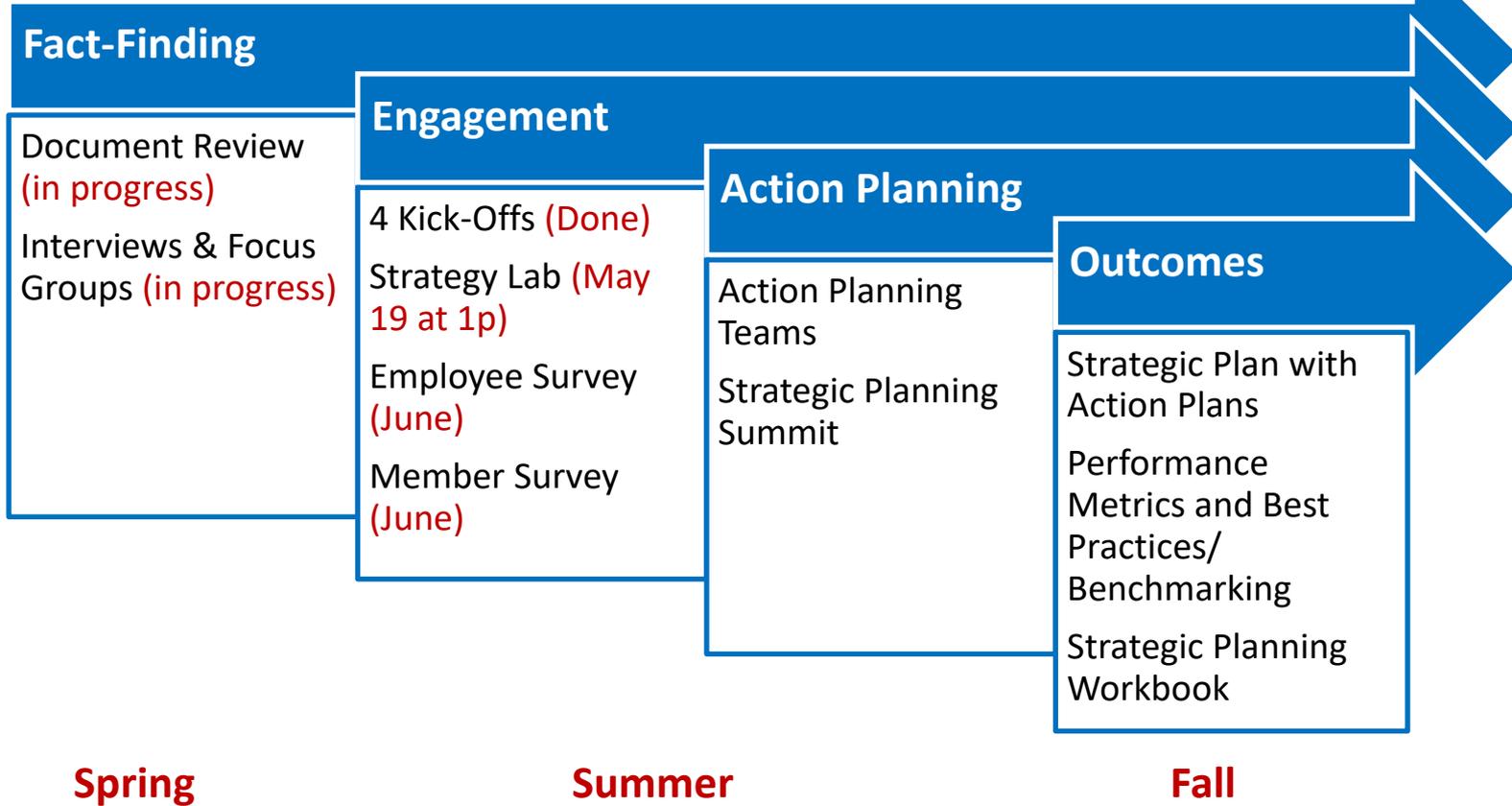
Strategic Planning Workbook

Developed to guide implementation of the Strategic Plan and guide future strategic planning efforts

Project Update

ONGOING COMMUNICATION

APPROACH

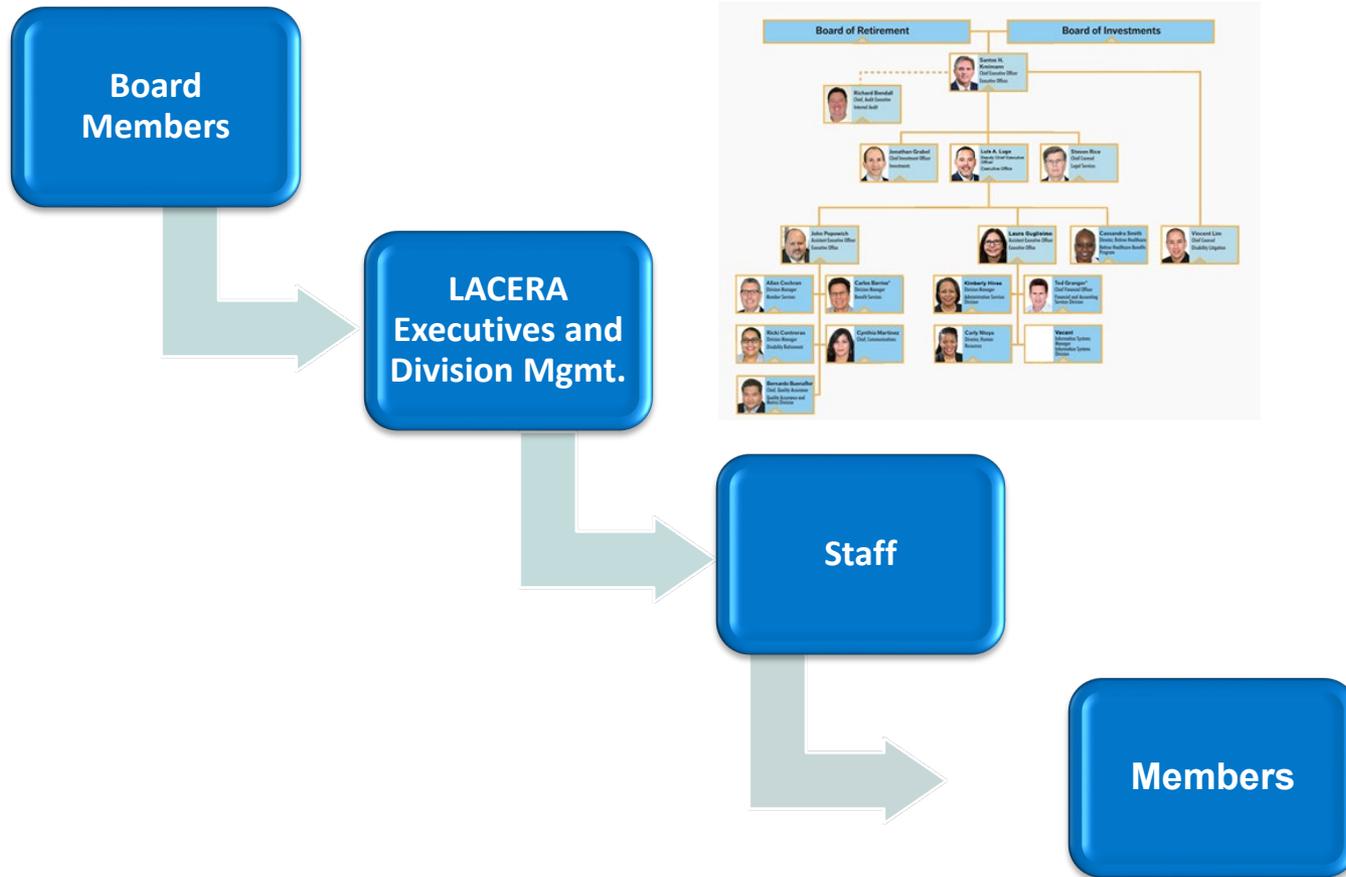


IMPLEMENTATION

Active Client Involvement for Greater Buy-In and Commitment to Implementation

Our role: Designing, fact-finding, analysis, facilitation, measurements for success, and preparation of Strategic Plan and Action Plans through a collaborative approach

SPARK Team: Strategic Planning Advisory Team



SPARK TEAM: Strategic Planning Advisory Team

4 Trustees Serve
on the SPARK Team



- Representatives from the BOR, LACERA executive management, and division management
- Provide input regarding:
 - Work approach – *met yesterday, May 4, 2022*
 - Survey content
- Participate in:
 - Strategy Lab to define Strategic Priorities
 - Strategy Summit to review Action Planning Team (APTs) work
- Review draft:
 - Strategic Plan
 - Action Plans
 - Metrics
 - Workbook

Work Completed or In Progress



Document
Review

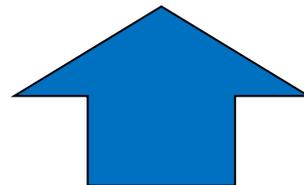


4 Kick-off Sessions:
MAC, SAC, and All Staff



17 Focus Groups, by Division,
and 1:1 Interviews

Strengths
Weaknesses
Opportunities
Threats



Start of Employee
Engagement

LACERA Employees' Perspectives on Working Remotely

What they like the most

1. Reduced commuting time
2. Better overall work-life balance
3. Enhanced productivity and efficiency
4. Attractive for recruitment and retention purposes
5. Flexibility for those with caretaking responsibilities

What they like the least

1. Social interaction and isolation
2. Data, technology, and cybersecurity issues
3. Household distractions (e.g., caring for younger children, elderly, or pets)
4. Overworking – negative impact on work-life balance



KH's Strategic Planning Model



LACERA's Mission

LACERA's 3 P Mission

Produce, protect, and provide the promised benefits to our members



Staff Poll	Mission	
	n	%
Love it!	224	66%
Needs a Tweak	94	28%
Needs a Major Overhaul	12	4%
Never seen it	7	2%
Total	337	100%

LACERA's Values

LACERA's Current

P.R.O.F.I.T. Values

- Professionalism
- Respect
- Open Communication
- Fairness
- Integrity
- Teamwork

Staff Poll	Mission		Values	
	n	%	n	%
Love it!	224	66%	136	44%
Needs a Tweak	94	28%	145	47%
Needs a Major Overhaul	12	4%	25	8%
Never seen it	7	2%	4	1%
Total	337	100%	310	100%

Member Survey



Brief survey to maximize response rates



Easy to complete



Majority online with capability to complete hardcopy survey (approximately 18,000 members)



Timing – targeted distribution in June and focus on Strategic Priorities from Strategy Lab

Action Planning Teams (APTs)

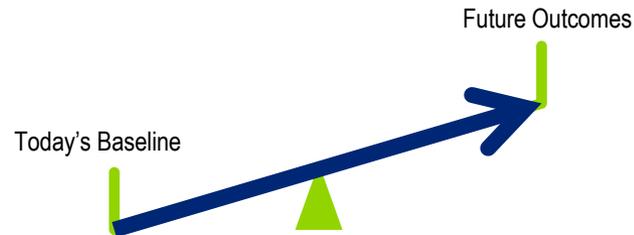
- Work group charters
- Champions and participants who meet 3-4 times over 2 months
- Workshops: 2-hour meetings
- Action plan development
- Presentation of Action Plans to BOR, Advisory Group, and executive team



Employee Engagement

Commitment to Strategic Priorities, Goals, & Metrics

- Internal acceptance
- Member input via surveys
- Continuous improvement
- Sustainability of results



**Involvement in
Planning**

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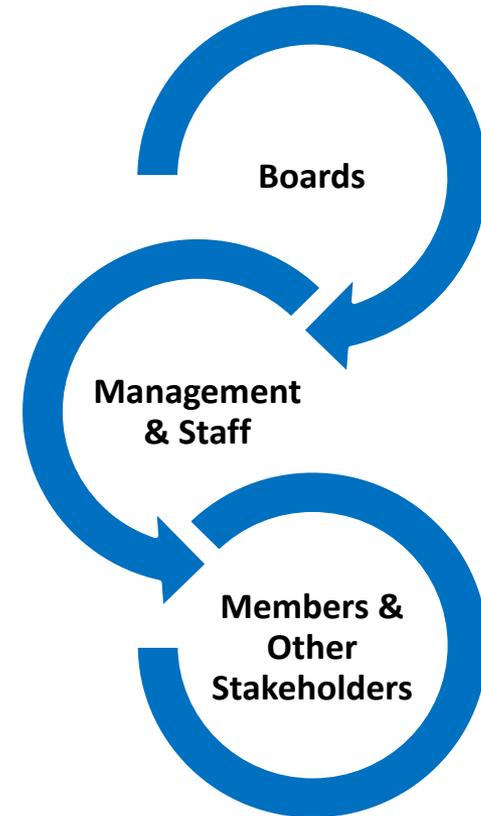
**Action Plans
for Change**

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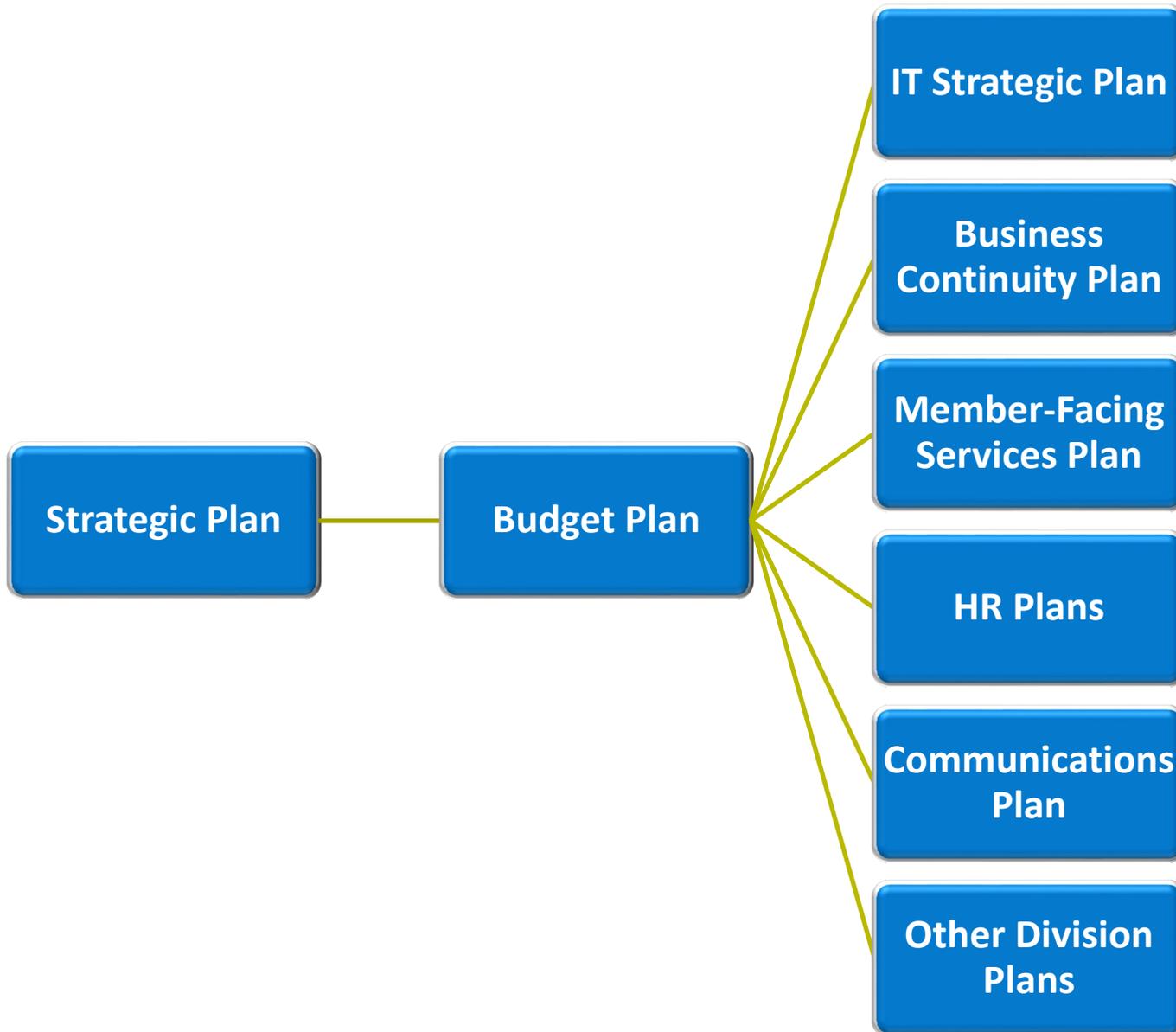
**Implementation:
Decisions That Stick**

Strategic Planning at LACERA

- Defining LACERA's vision to continue to deliver excellent member services and investment practices
- Identifying strategic priorities
- Engaging the Board, staff, and stakeholders for greater buy-in and commitment
- Aligning other internal plans with the Strategic Plan
- Being mindful of generational differences and needs



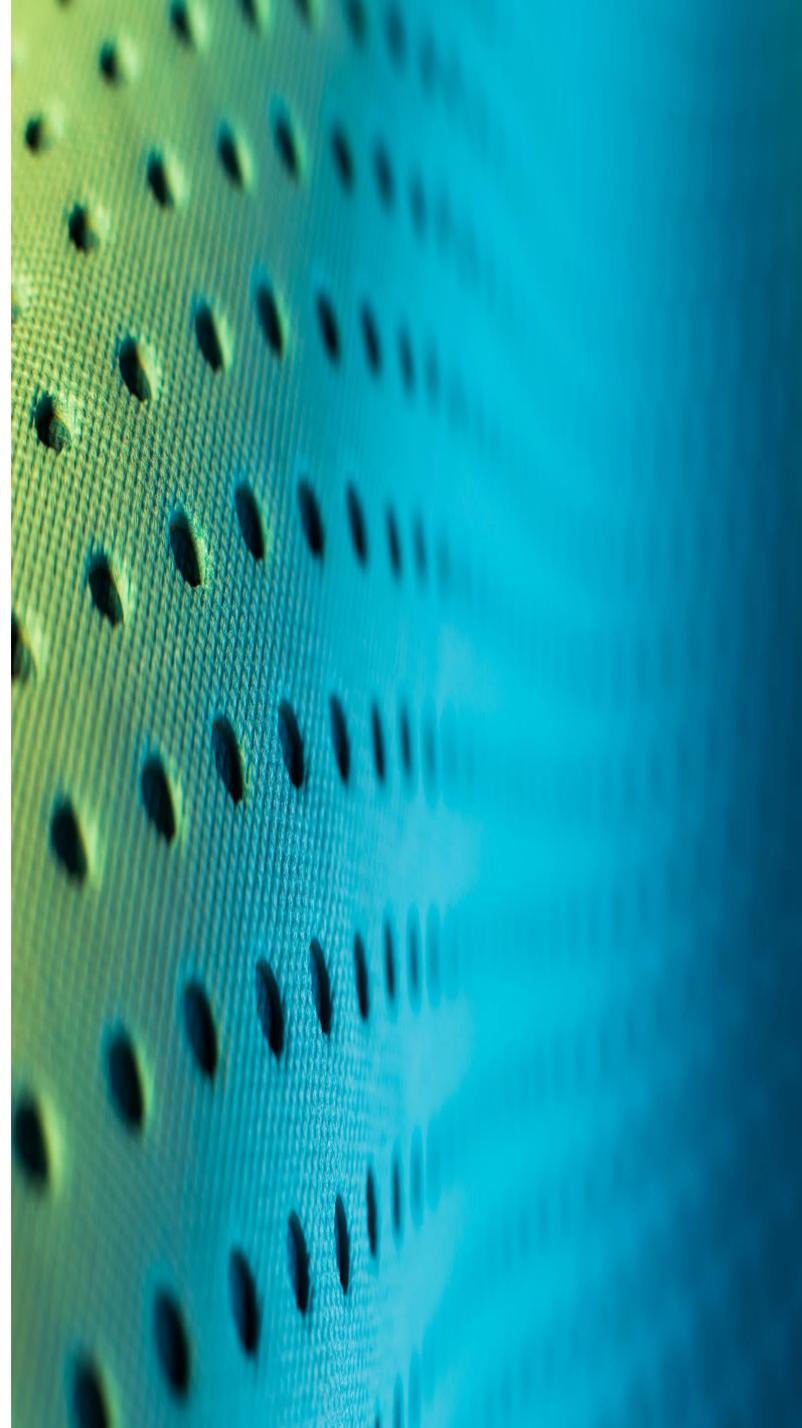
Integrated Planning Process and Plans



Attachment: Background

KH
CONSULTING
GROUP
MANAGEMENT
CONSULTANTS

- KH Team
- KH Firm



Meet the KH Team

- Extensive strategic-planning experience
- Founded KH in 1986
- 30+ years in consulting in U.S. and overseas
- Associate adjunct faculty at the University of Southern California
- Has served more than 200 clients, including many government agencies in southern California, including LACERA

Project Director



Gayla Kraetsch Hartsough, Ph.D., KH President

**Strategic Planning
 Action Planning Teams
 Performance Measurements**



Charlotte Maure, MPA, KH Vice President

- Extensive strategic-planning experience
- Former Deputy Director at Port Authority of NY-NJ
- 25 years in consulting and coaching
- 22 years at KH

**Strategic Planning
 Stakeholder Engagement
 Action Planning Teams**



Heather Sims, MAA, KH Vice President

- Extensive strategic-planning experience
- 18 years in conducting stakeholder engagement activities
- Social anthropologist
- 16 years at KH

Who We Are

- KH Consulting Group (KH)
 - LA headquartered
 - Founded in **1986**
 - LSBE, CBE, WBE certified
- Served more than **200 clients** in 25 states and 9 foreign countries
- More than **80% of KH projects** in the **public sector**
- Strategic-planning track record in Los Angeles County:
 - 30%** of the Los Angeles County departments
 - 60%** of those subsequently retained



Sample KH Clients
County of Los Angeles
Department of Beaches and Harbors (DBH)
Department of Business & Consumer Affairs
Los Angeles County Department of Public Social Services (subcontractor)
Department of Human Resources (DHR)
Department of Public Health
Department of Public Social Services
Department of Public Works
Department of Public Works' Women's Leadership Council
Department of Regional Planning (DRP)
Internal Services Department
Civil Grand Jury (16 projects)
Office of the Assessor
Office of the Chief Executive Officer
Treasurer & Tax Collector (TTC)
Los Angeles County Public Library
City of Los Angeles
City Attorney: LA DOOR
Department of Transportation (LADOT)
Department of Water and Power (LADWP)
General Services Department
Office of the Mayor – Development Reform Strategic Plan
Office of the Controller
Los Angeles World Airports (LAWA/LAX)
Port of Los Angeles
Other Government Agencies
CAL-OPTIMA
Federal Housing Finance Board
Los Angeles Metrolink
Port of Long Beach
Educational Enterprises
East Los Angeles College
Glendale City College
Los Angeles Regional Adult Education Consortium: Los Angeles Unified School District (LAUSD), Burbank USD, Culver City USD, Montebello USD, and Los Angeles Community College District (LACCD)
Linked Learning: United Way, LAUSD, Los Angeles Area Chamber of Commerce, California State Universities, and LACCD
Los Angeles Trade-Technical College