Orange County Employees Retirement System
2223 East Wellington Avenue | Santa Ana | 92701

2023-2025 STRATEGIC PLAN

ORANGE COUNTY
OCERS
EMPLOYEES RETIREMENT SYSTEM

MISSION, VISION AND VALUES

MISSION STATEMENT:

We provide secure retirement and disability benefits with the highest standards of excellence.

VISION STATEMENT:

To be a trusted partner providing premier pension administration, distinguished by consistent, quality member experiences and prudent financial stewardship.

VALUES:

- **O**pen and Transparent
- **C**ommitment to Superior Service
- **E**ngaged and Dedicated Workforce
- **R**eliable and Accurate
- **S**ecure and Sustainable

STRATEGIC PLAN

2023-2025 STRATEGIC GOALS

- Fund Sustainability

- Excellent Service and Support

- Risk Management

- Talent Management

- Effective Governance

FUND SUSTAINABILITY

STRENGTHEN THE LONG-TERM STABILITY OF THE PENSION FUND

Objective A: Mitigate the risk of significant investment loss

Objective B: Prudent Use and Security of Resources

EXCELLENT SERVICE AND SUPPORT

ACHIEVE EXCELLENCE IN THE SERVICE AND SUPPORT WE PROVIDE TO OUR MEMBERS AND EMPLOYERS

Objective A: Provide accurate and timely benefits

Objective B: Provide education to our members and employers

Objective C: Continuously improve business processes and procedures to be efficient and effective

RISK MANAGEMENT

CULTIVATE A RISK-INTELLIGENT ORGANIZATION

Objective A: Enhance governance of technology risk

Objective B: On enterprise scale, continuously assess technology environment and address risks

Objective C: Ensure compliance with industry frameworks and best practices

Objective D: Ensure a safe and secure workplace and public service facility

TALENT MANAGEMENT

RECRUIT, RETAIN AND EMPOWER A HIGH-PERFORMING WORKFORCE

Objective A: Recruit and retain a diverse, high-performing, knowledgeable workforce to meet organizational priorities

Objective B: Develop and empower every member of the team

Objective C: Cultivate a collaborative, inclusive and creative culture

EFFECTIVE GOVERNANCE

IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE BOARD AND STAFF BY IMPLEMENTING BEST PRACTICES IN BOARD AND ORGANIZATIONAL GOVERNANCE

Objective A: Identify and Implement Leading Practices in Board Governance, Pension Administration, and Investment Management

LOOKING AHEAD 5-10 YEARS

Objective A: Investment best practices as fund approaches $35 billion

Address by developing investment technology and team resources needed to manage the anticipated Portfolio

Objective B: Preparing for the new pension administration system

Address by determining how to maximize current pension administration system while determining level of next generation technology, including Artificial Intelligence (AI) capabilities to be added to new system.

Objective C: Short Term (Next 5 Years) – Multi-Factor Authentication for Member and Employer Accounts

Objective D: Long Term (Next 10 Years) – Use of Artificial Intelligence and Machine Learning to Detect Fraudulent Activity and Transactions

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www.ocers.org