

LASERS

Louisiana State Employees'
Retirement System



2011-2014 Strategic Plan



- Audit Division •
- Fiscal Division •
- Human Resources Division •
- Information Technology Division •
- Investments Division •
- Legal Division •
- Member Services Division •
- Public Information Division •



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2011-2014 Strategic Plan

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Updated 04/10/12



LASERS

the MISSION

To provide a sound retirement plan for our members through prudent management and exceptional service

the VISION

Confidence in our service, assuring financial security for your future

the GOALS

Assure the financial soundness of the System
Ensure our team's ongoing commitment to our core values
Offer exceptional customer service

the CORE VALUES

Highest Ethical Standards
Integrity
Prudent Management

LOUISIANA STATE EMPLOYEES' RETIREMENT SYSTEM

The Louisiana State Employees' Retirement System presents the Strategic Plan for fiscal years 2011–2014. A strategic plan is critical to the success of the System and this edition focuses on areas of the organization to best enhance service to our members.

LASERS team members worked together to update and improve the previous agency plan. The objectives and performance indicators were established to improve the processes, the development of employees, the enhancement of services to our members, and to effectively manage our finances. I am confident that this comprehensive and measurable Strategic Plan will make us a more efficient and innovative agency.

LASERS will continue to play a vital role in the discussions each year during the legislative session. Education and outreach to key stakeholders have proven essential in the debate to ensure the preservation of the defined benefit plan.

LASERS continues to be a strong defined benefit plan funded primarily with investments as evidenced by a return for the fiscal year ending June 30, 2011, of 24.3 percent. This is the plan's highest fiscal year return to date and a true testament of the commitment to prudent management by the LASERS team. LASERS also continues to be a significant economic partner with the State of Louisiana investing over \$230 million in Louisiana companies and providing over \$860 million in benefits and refunds to our members.

LASERS was established in 1946 by the Louisiana State Legislature and our commitment to ensuring a sound retirement plan through exceptional customer service continues to grow stronger. LASERS is positioned for success, and we are confident that this Strategic Plan will keep us on course.



Executive Director's Message

A handwritten signature in black ink, appearing to read 'Cindy Rougeou', written over a light yellow rectangular background.

Cindy Rougeou
Executive Director

Agency Goal 1

Seek to assure the financial soundness of the System

Objective:

- 1.1 Develop and recommend an asset allocation model to achieve an annual actuarial return of at least 8.25%. (Investments*)

Performance Indicators:

- Achieve an actuarial return of 8.25%
- Achieve a rating in the top 50% for investment performance

Objective:

- 1.2 Perform at least one on site alternative investment manager review by June 30th of each year. (Audit)

Performance Indicators:

- Completed audit report
- No degradation of funds due to the manager's lack of compliance with investment constraints

Objective:

- 1.3 Resolve total outstanding SOLARIS System Incidence Reports (SIRs) to less than 200 by June 30, 2014. (IT)

Performance Indicators:

- Number of SIRS currently in the queue
- Number of SIRS completed to date
- Resolution of defects to under 300 by June 30, 2013
- Resolution of defects to under 200 by June 30, 2014

*For each objective the Division primarily responsible for implementation is listed first. The divisions supporting implementation are also listed.

Audit Division – Audit,
Fiscal Division – Fiscal,
Human Resources Division – HR,
Information Technology Division – IT,
Investments Division – Investments,
Legal Division – Legal,
Member Services Division – MS,
Public Information Division – Public Information



Objective:

1.4 Implement and maintain an IT Governance Committee and maintain an agency-level IT project plan by 2014. (IT)

Performance Indicators:

- Develop an agency-level IT Project Plan and update at least twice yearly
- Manage and report on plan status monthly
- Successfully complete 90% of projects as planned by June 30, 2014

Objective:

1.5 Reduce reliance on contractors for SOLARIS system support by 75% by June 30, 2012. (IT)

Performance Indicators:

- Amount budgeted for contract vendors in 2012
- Expertise of IT staff trained to maintain SOLARIS in 2012

Objective:

1.6 Increase the accuracy of the final benefit payments within the next three years. (MS)

Performance Indicators:

- 95% accuracy rate by 2010
- 97% accuracy rate by 2012

Agency Goal 1
continued



Agency Goal 2

Ensure our team's ongoing commitment to our core values: Highest Ethical Standards, Integrity, Prudent Management

Objective:

2.1 Implement web based training tools on LASERS intranet and continue educational instruction to enhance professional development of staff by 2014. (HR/IT)

Performance Indicators:

- Percent of LASERS employees receiving training
- 50% of database implementation by 2013
- Number of web based tools produced by 2014

Objective:

2.2 Improve recruitment and retention of quality LASERS employees by 2014. (HR)

Performance Indicators:

- Number of exit interviews scheduled on all separations and requisite communication to Executive staff
- Percent of management interviews at hire date, permanent status, and promotion

Objective:

2.3 Ensure 50% of professional Investment staff successfully obtains CFA certification by 2012. (Investments)

Performance Indicators:

- Percentage of employees who achieve certification

Objective:

2.4 Ensure 60% of professional Audit staff successfully obtains either the Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), or Certified Public Accountant (CPA) certification by June 30, 2014. (Audit)

Performance Indicators:

- Percentage of employees who achieve certification

Offer exceptional customer service

Agency Goal 3

Objective:

- 3.1 Complete redesign of LASERS intranet to improve user-friendliness and promote staff collaboration by June 30, 2012. (Public Information/IT)

Performance Indicators:

- New site launched by June 30, 2012

Objective:

- 3.2 Increase education outreach by 50% to members, retirees, and agencies to reinforce retirement knowledge by June 30, 2014. (MS)

Performance Indicators:

- Number of LASERS CPTP Classes
- Number of attendees at LASERS CPTP Class
- Number of retirement workshops for members and retirees
- Number of members and retirees in attendance
- Number of members and retirees provided in office individual counseling sessions
- Number of members and retirees provided out of office individual counseling sessions

Objective:

- 3.3 Ensure 85% of stakeholders find the redesigned website effective using online feedback by June 30, 2014. (Public Information/IT)

Performance Indicators:

- Percent of positive comments received

Objective:

- 3.4 Complete review of administrative rules to ensure consistency with current statutes and internal policies by 2013. (Legal)

Performance Indicators:

- Annual review of administrative rules
- Percent complete by June 2012
- Percent complete by June 2013

Agency Goal 3
continued

Objective:

3.5 Eliminate LASERS Administrative Errors. (Fiscal)

Performance Indicators:

- Evaluate and improve efficiency of invoice processing by 2012
- Evaluate and improve safe harbor calculations by 2012
- Issue the Required Minimum Distributions (RMDs) for inactive members by December 31, 2011



Objective:

3.6 Evaluate and implement ways to efficiently provide additional face-to-face services to members by 2014. (MS)

Performance Indicators:

- Increase one-on-one field counseling sessions by 50%.

Objective:

3.7 Increase online automated features to members and retirees by 20% by 2014. (IT/MS)

Performance Indicators:

- Number of additional features to the member and retiree self-serve modules



Objective:

3.8 Increase awareness in the media and focus outreach efforts to benefit LASERS by June 30, 2013. (Public Information)

Performance Indicators:

- Number of media clips



Objective:

3.9 Conduct Audit reviews of employer agencies covering 75% of LASERS active membership on a five year cycle, beginning July 1, 2011. (Audit)

Performance Indicators:

- Percentage of total active members covered during employer agency reviews

Objective:

3.10 Reduce exposure from technical errors. (IT)

Performance Indicators:

- Evaluate e-mail processes by end of 2011
- Evaluate application development standards by end of 2012
- Evaluate technical infrastructure and datacenter processes by end of 2013

Objective:

3.11 Complete production and upload of up to six web “vignettes” on the Internet to enhance the improved presentation of all public information on the LASERS website by June 30, 2013. (Public Information/IT)

Performance Indicators:

- Number of web “vignettes” produced

Agency Goal 3
continued



LASERS Board of Trustees



Elected Members

Thomas Bickham	Undersecretary, Department of Public Safety and Correction <i>Active Member</i>
Connie Carlton	Retired as Assistant Director of LASERS <i>Retired Member</i>
Beverly Hodges	Financial Services Administrator, Department of Transportation & Development <i>Active Member</i>
William Kleinpeter	Judge, City Court of Port Allen <i>Active Member</i>
Janice Lansing	Chief Financial Officer, Office of Coastal Protection and Restoration <i>Active Member</i>
Barbara McManus	Retired from the Department of Social Services <i>Retired Member</i>
Lori Pierce	State Treasury Investment Officer, Office of the Treasurer <i>Active Member</i>
Kathy Singleton	Retired from the Department of Social Services <i>Retired Member</i>
Shannon Templet	Director, Department of Civil Service <i>Active Member</i>

Ex Officio Members

John Kennedy	State Treasurer of Louisiana Represented by designees, Whit Kling and Amy Mathews
J. Kevin Pearson	Chairman of the House Retirement Committee Louisiana House of Representatives
Elbert Guillory	Chairman of the Senate Retirement Committee Louisiana State Senate



Standing back, left to right:

State Treasurer Designee Whit Kling;
Lori Pierce;
Kathy Singleton;
Janice Lansing;
Thomas Bickham

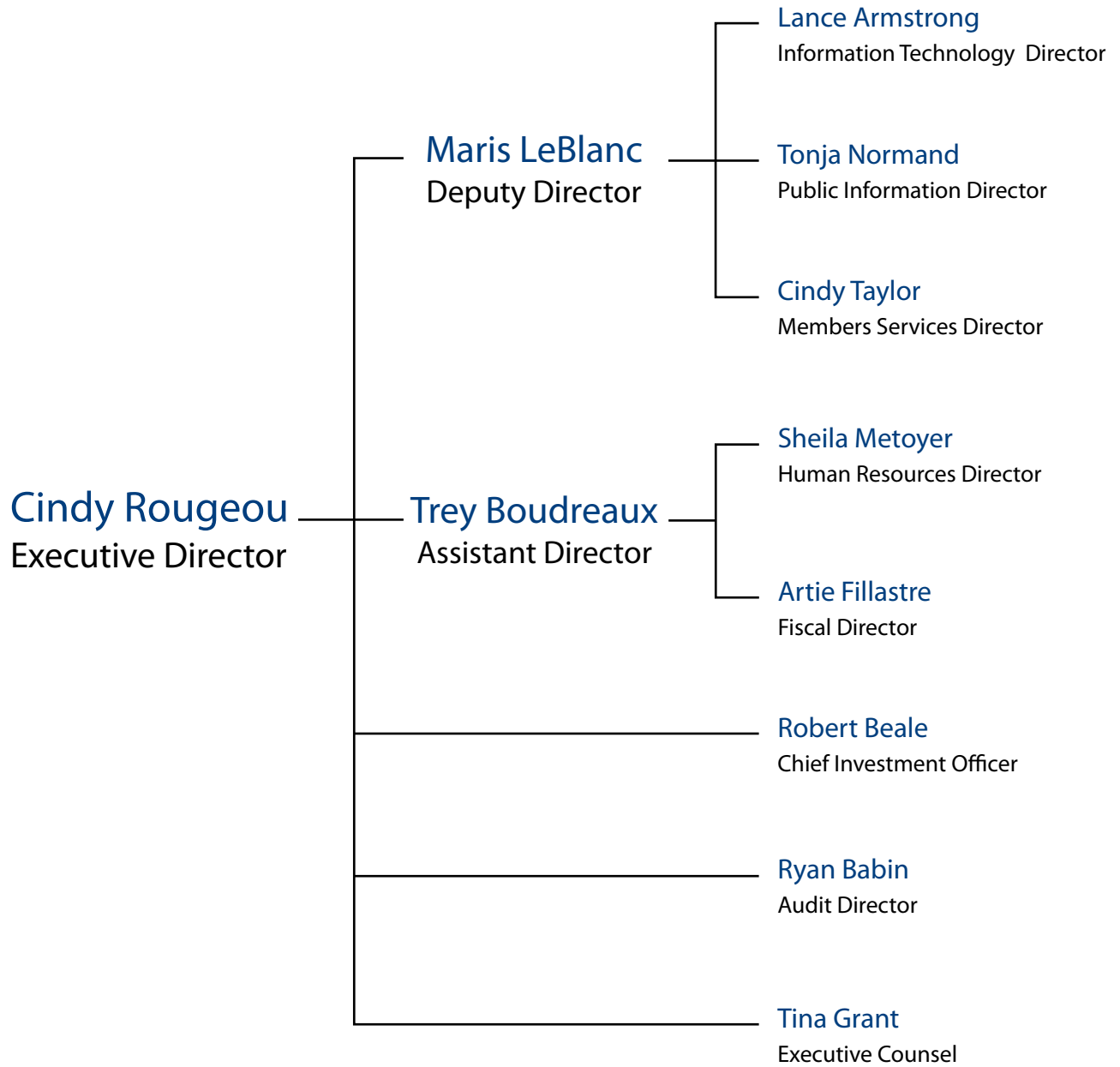
Seated front, left to right:

Barbara McManus;
Connie Carlton;
Beverly Hodges

Not Pictured:

Board Members William Kleinpeter;
Shannon Templet
& Ex Officio Members
Senator Elbert Guillory,
Representative J. Kevin Pearson
& State Treasurer John Kennedy

Organizational Chart





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