



VISION '31

The ORS We Are Building

June 2026

From Strategic Foundation to Action Plan

Strategic Foundation

Board Approved · March 2026

- Mission Statement
- Vision Statement
- Five Core Values
- Six Strategic Themes
- Goals and Objectives



Administration Action Plan

Introduced · June 2026

35 Sequenced Initiatives

6 Strategic Themes Active

FY2027 through **FY2031**

Vision'31: The ORS We Are Building

- **Members will know what to expect.**

Service measured against board-adopted standards, reported publicly, and designed around what members tell us.

- **ORS will know its members.**

A structured listening effort opens FY2027. Member preferences shape the education program, communications, and portal modernization.

- **The organization will be built to sustain this work.**

Succession depth, competitive compensation, and the structural capacity to take on new responsibilities without overextending the people already delivering the mission.

- **Technology will advance through a deliberate path.**

Member-informed portal improvements. Workflows automated where they solve real problems. Cybersecurity formalized and verified.

- **The boards will govern with clarity and confidence.**

Structured onboarding, ongoing education, current charters, and continuous visibility into progress.

35 Initiatives. Six Themes. One Sequenced Plan.

Earlier investments create the foundation for what comes later. Reference documents on your table show the full picture.



Financial Stability and Stewardship

6

initiatives



Member-Centered Service and Excellence

5

initiatives



Transparent Communication and Engagement

3

initiatives



Technology Enablement, Innovation, and Cybersecurity

5

initiatives



Organizational Capacity, Talent, and Succession

9

initiatives



Strong Governance and Effective Board Dynamics

7

initiatives

Year One: What Is about to be in Motion

20

Active Initiatives
launching or completing
in FY2027

7

Ongoing - core fiduciary and
governance obligations
continue

All six themes are active in year one.

★ Five Priority Initiatives

1.2.2

Financial Stability

Asset Liability Study

2.4.1

Q1 Launch — foundational

Membership Voice Survey

5.2.2

Organizational Capacity

Establish Communications Function

5.2.3

Organizational Capacity

Assess Legal Services Capacity

6.3.2

Strong Governance

Budget Policy Review

What We Are Watching

External Environment

Ongoing legislative, regulatory, and judicial changes at the Federal, State, and local levels - including cases such as LACERA v. County of Los Angeles, may affect public pension governance and plan sustainability.

Plan Execution

The Membership Voice Survey (2.4.1) must launch in Q1 FY2027. It is the foundational input for the education program and communications expansion. The Communications Function (5.2.2) must be established by mid FY2028 before communications and education delivery can proceed at scale.

Known and Unknown Turnover

The Benefits Division Manager transition in December 2026 is the most immediate known succession risk and is being actively managed. Any unplanned departure carries continuity exposure risk. Trustee transitions across both boards are ongoing and will be addressed through Initiative 6.1.1.

How the Boards Stay Connected

Quarterly Progress Reports

Written progress report identifying what is on track, what has shifted, and what requires board engagement or action.

Annual Work Plan Adoption

The fourth-quarter report each year is the occasion for both boards to formally adopt the following year's work plan.

Executive Performance Evaluation

The adopted annual work plan becomes the basis for Executive performance evaluation for the year it covers.

Exception Path

When a dependency breaks or external conditions materially change the plan's assumptions, both boards hear about it at the next meeting.

*This plan is ambitious. Some initiatives will take longer than planned.
The accountability structure above is designed for exactly that reality.*

Questions and Discussion

The Real Work Begins Now

Reference materials available:

Vision'31 Document · Action Plan · Initiative Groupings · Initiatives Timeline