

IN PERSON & VIRTUAL BOARD MEETING

*The Committee meeting will be held following the Board of Retirement meeting scheduled prior.



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit the above link and complete the request form by selecting whether you will provide oral or written comment from the options located under Options next to the Committee meeting.

Attention: If you have any questions, you may email PublicComment@lacera.com. If you would like to make a public comment during the committee meeting, review the [Public Comment instructions](#).

AGENDA

A REGULAR MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE AND BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

9:00 A.M., WEDNESDAY, FEBRUARY 1, 2023**

This meeting will be conducted by the Operations Oversight Committee and Board of Retirement both in person and by teleconference under California Government Code Section 54953(e).

Any person may view the meeting in person at LACERA's offices or online at <https://LACERA.com/leadership/board-meetings>.

*The Committee may take action on any item on the agenda,
and agenda items may be taken out of order.*

COMMITTEE TRUSTEES:

Alan Bernstein, Chair
Herman B. Santos, Vice Chair
Keith Knox, Trustee
Antonio Sanchez, Trustee
Jason Green, Alternate Trustee

- I. CALL TO ORDER
- II. APPROVAL OF MINUTES
 - A. Approval of the Minutes of the Regular Meeting of January 4, 2023

III. PUBLIC COMMENT

(Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit <https://LACERA.com/leadership/board-meetings> and complete the request form by selecting whether you will provide oral or written comment from the options located under Options next to the Committee meeting.

If you select oral comment, we will contact you via email with information and instruction as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Committee. Oral comment request will be accepted up to the close of the Public Comment item on the agenda.

If you select written comment, please input your written public comment or documentation on the above link as soon as possible and up to the close of the meeting. Written comment will be made part of the official record of the meeting. If you would like to remain anonymous at the meeting without stating your name, please leave the name field blank in the request form. If you have any questions, you may email PublicComment@lacera.com.)

IV. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

(For Information Only)

V. ITEMS FOR STAFF REVIEW

(This item summarizes requests and suggestions by individual trustees during the meeting for consideration by staff. These requests and suggestions do not constitute approval or formal action by the Board, which can only be made separately by motion on an agenda item at a future meeting.)

VI. ITEMS FOR FUTURE AGENDAS

(This item provides an opportunity for trustees to identify items to be included on a future agenda as permitted under the Board's Regulations.)

February 1, 2023

Page 3

VII. GOOD OF THE ORDER
(For Information Purposes Only)

VIII. ADJOURNMENT

***The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.**

****Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Board of Retirement meeting preceding it. Please be on call.**

Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, Suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday *and will also be posted on lacera.com at the same time, [Board Meetings | LACERA](#).*

Requests for reasonable modification or accommodation of the telephone public access and Public Comments procedures stated in this agenda from individuals with disabilities, consistent with the Americans with Disabilities Act of 1990, may call the Board Offices at (626) 564-6000, Ext. 4401/4402 from 8:30 a.m. to 5:00 p.m. Monday through Friday or email PublicComment@lacera.com, but no later than 48 hours prior to the time the meeting is to commence.

MINUTES OF THE REGULAR MEETING OF THE OPERATIONS OVERSIGHT
COMMITTEE AND BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

11:12 A.M. – 11:25 A.M., WEDNESDAY, JANUARY 4, 2023

This meeting was conducted by the Operations Oversight
Committee both in person and by teleconference under California
Government Code Section 54953(e)

COMMITTEE TRUSTEES

PRESENT: Alan Bernstein, Chair (In-Person)
Herman B. Santos, Vice Chair (Teleconference)
Keith Knox, Trustee (In-Person)
Antonio Sanchez Trustee (Teleconference)
JP Harris, Alternate Trustee (Teleconference)

OTHER BOARD OF RETIREMENT TRUSTEES

Vivian H. Gray, Trustee (Teleconference)
Shawn R. Kehoe, Trustee (Teleconference)
Ronald Okum, Trustee (Teleconference)

STAFF, ADVISORS AND PARTICIPANTS

Luis Lugo, Deputy Chief Executive Officer
JJ Popowich, Assistant Executive Officer

STAFF, ADVISORS AND PARTICIPANTS (Continued)

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Cynthia Martinez, Chief, Communications

Ervin Wu, Financial and Accounting Services

Kevin Hawkins, Benefits

I. CALL TO ORDER

This meeting was called to order by Chair Bernstein at 11:12 p.m.

II. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of December 7, 2022

Trustee Knox made a motion, Trustee Bernstein seconded, to approve the minutes of the regular meeting of December 7, 2022. The motion passed by the following roll call vote:

Yes: Santos, Knox, Sanchez, Bernstein

No: None

III. PUBLIC COMMENT

There were no requests from the public to speak.

IV. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

(For Information Only)

IV. REPORTS (Continued)

The Executive team presented the monthly briefing and was available to answer questions from the Committee. This item was received and filed.

V. ITEMS FOR STAFF REVIEW

(This item summarizes requests and suggestions by individual trustees during the meeting for consideration by staff. These requests and suggestions do not constitute approval or formal action by the Board, which can only be made separately by motion on an agenda item at a future meeting.)

There was nothing to report.

VI. ITEMS FOR FUTURE AGENDAS

(This item provides an opportunity for trustees to identify items to be included on a future agenda as permitted under the Board's Regulations.)

There was nothing to report.

VII. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

VIII. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 11:25 a.m.

***The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the**

Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.



FOR INFORMATION ONLY



Operations Briefing Report

February 1, 2023





The Operations Briefing Report is divided into four distinct sections, beginning with a general highlight section where we share narratives of projects or operational issues that we feel need highlighted attention. For example, over the last few months we have provided updates on our annual “March Madness” season.

The remaining sections are designed to provide an “at-a-glance” update on projects and initiatives the organization is working on. Each section is divided into the categories listed below to make it easier for you to quickly see what has changed, what has not, and what is completed. We have assigned a color scheme to each section so that as you scroll through the report you will be able to easily identify which of the sections listed below you are in. We have alphabetized each section by project title to make it easier for Trustees to home in on a specific project of interest:

- **New and Updated Information**
- **Existing Projects/Initiatives: No New Updates**
- **Completed Projects/Initiatives**

Each “at-a-glance” section provides a summary of information so Trustees can quickly understand the project and its status. This includes the following fields:

Project/Issue Title – Brief Description:

- **Type:** Each project has been assigned a type (Strategic Plan, CEO (for CEO’s 100 Day Report), MOG (Member Operations Group projects), and BSG (for Business Services Group projects).
- **Start and Target Date:** When the project started and its expected target date for completion.
- **Project Lead(s):** We have added a new information point to describe the project lead for that specific project.
- **Color coded status section** to indicate quickly where we are on the project.
- **A brief annotated notes section** to provide more detail on the status of the project.



Status Indicator Note

Color coded statuses for a quick at-a-glance indicator to tell you how the project is proceeding.

| On Schedule | Delayed | Pushed Back |
|--|---|--|
| (The project is on schedule and the team intends to meet the stated target date) | (The project is slightly delayed. The team does expect a one to two month slip in meeting the target date. Management is more actively watching the progress of these projects) | (The project has been impacted by a significant obstacle or has been suspended due to emergent priorities. Management is actively discussing remedial steps or has a plan waiting to be implemented) |

• New and Updated Information

This portion of the Operations Briefing details projects and initiatives that are new or have updated statuses.

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|--|------------|-------------|
| | BSG | Financial & Accounting Services Division | July 2022 | August 2023 |
| | Project Lead(s): Ted Granger | | | |
| | On Schedule | | | |
| <p>Actuarial Valuation Reports: 2022 Other Post-employment Benefits (OPEB) Actuarial Valuation</p> <p>The retiree healthcare (RHC) program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting.</p> | <p><u>2022 OPEB – Annual Actuarial Valuation Report</u></p> <p>The July 1, 2022, OPEB Valuation Report is in progress. LACERA is monitoring the project timeline while Milliman is completing the valuation process. Milliman sent over, and LACERA staff completed, the annual information request. Systems prepared and transmitted the year-end member census data to Milliman. Milliman requested, and staff provided, some additional information regarding employer OPEB funding policies, financial data, and investment return information. Staff and Milliman are working together with the South Coast Air Quality Management District (SCAMD) to review their retiree population data set.</p> | | | |



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|---|---|
| <p>GASB Statement Number 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually for Los Angeles County and LAC-ERA's Board of Retirement to make funding decisions and to provide the information for the GASB 75 report which is used for employer financial statement reporting.</p> | <p>Staff will present the annual healthcare insurance premium renewals to the Board of Retirement in March 2023. Milliman will use this updated insurance plan cost information as part of the valuation calculations. Milliman will present the final OPEB Valuation Report to the Board of Retirement in August 2023.</p> |
|---|---|

| | Type | Project Sponsor | Start Date | Target Date |
|---|---|--|---------------|-------------|
| <p>Project / Issue Title Brief Description</p> | BSG | Financial & Accounting Services Division | December 2022 | March 2023 |
| Project Lead(s): Ted Granger | | | | |
| On-Schedule | | | | |
| <p>Actuarial Valuation Reports: 2022 Actuarial Valuation of Retirement Benefits The Government Code requires that valuations of the Retirement Fund (Pension Plan) be performed at least once every three years. The Board of Investments' 2013 Retirement Benefit Funding Policy requires valuations be completed annually. These reports are prepared to determine employer and employee contribution rates and to measure the funded status of the Pension Plan. In addition, the</p> | <p>2022 Pension – Annual Actuarial Valuation Report Retirement benefits (Pension) actuarial projects for the June 30, 2022 reporting cycle are in progress.</p> <p>For the 2022 fiscal year ended, Milliman completed an investigation of experience, which is required by CERL to be conducted every three years to review the retirement benefit economic and demographic assumptions and recommend changes. Changes in the assumptions will impact the actuarial valuation results and employer and employee contribution rates. The Board of Investments approved the 2022 Triennial Investigation of Experience (Experience Study) report at their December 2022 meeting.</p> <p>In December 2022, Milliman began preparing the 2022 Actuarial Valuation Report which will include both the re-confirmed and the new actuarial assumptions and</p> | | | |



| | |
|--|--|
| <p>valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB) Statement Number 68, financial statement reports. Plan Sponsors use the GASB reports to obtain information required for their financial statement disclosures.</p> | <p>methods approved by the BOI. The Actuarial Valuation Report will include funding metrics such as LACERA funded status and recommend new employer and employee contribution rates. LACERA is developing a plan to communicate these new contribution rates to the employers and employees prior to their implementation date which is July 1, 2023.</p> <p>In addition, Cavanaugh Macdonald Consulting (CMC), LACERA’s reviewing (audit) actuary, will conduct an actuarial review of the annual valuation report results prepared by Milliman, per the Board’s Policy. CMC will complete a parallel valuation and determine if CMC’s results are similar to Milliman’s.</p> <p>Milliman and CMC will present their 2022 draft reports (Actuarial Valuation Report and Actuarial Valuation Review) at the March 2023 Board of Investments meeting.</p> |
|--|--|

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | MOG | Benefits | 08/01/2020 | TBD |
| | Project Lead(s): Shonita Peterson | | | |
| | On Schedule | | | |
| <p>Alameda Decision Implementation: In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff’s Association v. Alameda County Employees Retirement Association (“Alameda”), challenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifically, excluding pay items previously</p> | <p>Since the project started, staff have updated the salaries for 4,176 members to exclude Standby Pay and computed the contributions on earnings that occurred on or after January 1, 2013. Of those, 3,013 were actively employed, but only 2,284 had overpaid contributions. Since Active members cannot receive a refund while in service, LACERA suspended future contributions beginning with the March 30, 2022, salary (paid on April 15, 2022) through the point each member’s balance had been depleted. Staff mailed 1,000 letters to the active members on February 11, 2022, and the remaining 1,084 letters on February 25, 2022. A split mailing was used to prevent overwhelming the Member Services Call Center.</p> | | | |



included such as unused vacation, termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature’s actions. In 2021, the Legal Office notified the Board of Retirement that it had completed an initial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.

Subsequently, staff identified 149 deferred and inactive members, most of whom were entitled to a refund. Staff issued 132 checks to those members entitled to a refund. The balance of seventeen were not owed a refund.

The Systems Division developed programming to remove the Standby pay code earnings for all retirees who retired on or after January 1, 2013, and recalculated their FAC earnings once the pay codes were removed. Per the BOR approval, these members were subject to having their benefits adjusted prospectively from August 30, 2020, following the court’s decision.

Beginning May 24, 2022, LACERA notified 710 members via email that their monthly benefit allowance will be reduced effective July 31, 2022. Of these, 405 members were notified that due to the retroactive deduction of benefits to the August 2020 monthly allowance, they have been overpaid and will be required to repay the overpaid benefits. Members will be given the option to repay by lump sum, or via deductions from their benefits over a period of time (including financing interest). The remaining 305 retirees were mailed a refund check for the overpaid retirement contributions that exceeded the overpaid retirement benefit. An additional fifty-six members with Standby Pay neither have a refund nor a benefit change due to the timing of their standby pay, while a Plan E member, or having a 30-year cancellation.

The team working on this project has identified five groups of members who will be impacted by this project. The chart below reflects the progress of the project.

| Alameda Project Status | Current Report | |
|---|----------------|------|
| | 12/31/2022 | |
| Row Labels (Type, Status, Detail, Outstanding) | Count | % |
| Pending Notification | 869 | 5.2% |



| | | |
|-----------------------------------|-------|-------|
| (Staff Reviewing and Processing) | | |
| Active | 055 | 01.1% |
| Retired | 121 | 2.9% |
| Deferred/Inactive | 0 | 0.0% |
| Deceased | 43 | 1.2% |
| Other – *Active/Exceptions | 625 | 0.0% |
| Withdrawn | 0 | 0.0% |
| Completed | 3,984 | 94.4% |
| Active | 2965 | 70.3% |
| Retired | 743 | 17.6% |
| Deferred/Inactive | 149 | 3.5% |
| Deceased | 0 | 0.0% |
| Withdrawn | 56 | 1.3% |
| Not affected | 56 | 1.3% |
| Grand Total | 4,220 | 100% |

***Alameda Project – Active Members:** In addition to the 286 Retired / Deceased / Survivor / Legal Split Payee cases, there are a total of 625 Active Exception cases that require manual review and processing by the specialist. The Workspace Support Team had informed the Benefits Team of this population. However, because we were concentrating on the retired population, we overlooked and did not report the **Active Exception** population. Our priority is still focused on the Retired / Deceased / Survivor / Legal Split Payee cases first.



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|-----------------|------------|-------------|
| | MOG | Executive (MOG) | 06/01/2022 | 05/30/2023 |
| | Project Lead(s): JJ Popowich, Cookie Jaranilla (PM) | | | |
| | Delayed | | | |
| <p>Call Center Improvements: Phase VII – Voice Authentication – AI Assisted Validation</p> <p>Using AWS voice chat and voice authentication services to validate a member/survivor prior to speaking to a Specialist.</p> | <p>Our contact center service provider, AWS, offers two services which we have identified as possible member experience enhancements that will help further reduce call center wait times by reducing call duration. Members calling LACERA must pass a Basic Validation to allow us to access a member’s account, and then a Secure Validation before we can discuss their account in detail or make changes.</p> <p>AWS has an AI voice chat function which we believe can be used to interact with the member before talking to a Specialist and complete both validation steps. If successful we can reduce call duration by 1-2 minutes per call. Additionally, if fully integrated we would be able to personalize the call.</p> <p>Additionally, AWS offers a voice authentication service which can be used to validate callers by voice. Members who have opted into this service would be recognized and validated by AWS and able to bypass the validation process. This would be offered to members as an option upon completing a Secure Validation process.</p> <p>The Statement of Work (SOW) with AWS has been signed and an initial kickoff meeting was held on Monday, November 29, 2022. The team is now discussing resource allocation and timing of the work plan. The team is balancing current work assignments, planned leaves, and potential impacts on March Madness.</p> <p>The team has opted to push development meetings to the beginning of March 2023 in light of priority system implementations scheduled for the end of December 2022 through January 2023 and impacting Member Services operations through the March Madness peak.</p> | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|------------------------|------------|-------------|
| | Strategic | Executive (MOG/BSG) | 08/24/2022 | 05/24/2023 |
| | Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM) | | | |
| On Schedule | | | | |
| <p>Case Management Project (SOL): Phase I: Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.</p> <p>Processes included in Phase I are: Disability Retirement Services Disability Litigation Office Benefits – First Payment</p> | <p>In May, the BOR approved LACERA’s recommended vendor, Eccentex, to partner with LACERA to develop our Case Management System. Eccentex was selected after an extensive review of thirteen vendor proposals received from our RFP.</p> <p>Sol Implementation for Disability Retirement has been progressing. Currently, DRS Subject Matter Experts have been performing Quality Assurance (QA) Testing for the past 2 weeks, starting on January 4th. Official User Acceptance Testing (UAT) and training would begin on January 25th (1/25). Projected completion of the UAT process and related activities will be in 2 weeks. Expected GO-Live Date of the Disability Retirement functionalities would be mid-February.</p> <p>Disability Litigation functional requirements document has been completed and is being reviewed. Right now, we are in Sprint two. Sol configuration and implementation have been ongoing.</p> <p>First payment requirements sessions will start on 01/31. The Benefits group was meeting bi-weekly to review and refine the first payment business process. The final version should be approved the week of January 16th.</p> | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|-----------------|------------|-------------|
| | BSG | Executive (BSG) | 10/06/2022 | 06/30/2023 |
| | Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM) | | | |
| | On Schedule | | | |
| <p>Enterprise Budget Application: LACERA is implementing its first automated enterprise budget application which will be used for budget development and budget control and will integrate with LACERA's financial system, Great Plains. This system replaces a manual budget development process that relies on Microsoft Excel and Word. It will also ensure that managers have real-time budget to actual reporting capabilities for data informed decision making.</p> | <p>After an extensive RFP and selection process, the Board of Retirement approved the selection of Questica on October 6, 2022. Staff worked with Questica and have finalized the contract and statement of work. Staff met with the vendor representative on November 17, 2022 for the project kick-off meeting and began the discovery sessions to implement the software solution.</p> <p>As of January 2023, discovery sessions are ongoing and are currently focused on understanding and adapting the budget process, existing chart of accounts and reporting structure to Questica's framework.</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-------------------------|------------|-------------|
| | BSG | Administrative Services | 03/01/2022 | 03/01/2023 |
| | Project Lead(s): Celso Templo & Michael Dozier (PM) | | | |
| | On Schedule | | | |
| <p>Enterprise Contract Lifecycle Management (ECLM) Solution: Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and</p> | <p>On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system.</p> | | | |



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| <p>consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.</p> | <p>The formal Vendor Project Kick-Off with Cobblestone was scheduled on January 18 to discuss and formalize the following items:</p> <ul style="list-style-type: none"> • Requirements and Statement of Work • Scope and Timeline • Sponsor’s and Stakeholder’s Expectations between LACERA and Cobblestone project teams |
|--|--|

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|-----------------|------------|-------------|
| | Legal | Legal | 08/16/2022 | 03/01/23 |
| Project Lead(s): Jessica Rivas | | | | |
| On Schedule | | | | |
| <p>Form 700 Project (Granicus): Implementing the Granicus Form 700 electronic filing system. This will allow us to improve our efficiency and tracking of the annual mandated form 700 filing process.</p> | <p>We have completed the contracting process and have started being onboarded to Granicus’ Form 700 software. We have continued to coordinate with the County and are working to ensure that both those who already file with LACERA and those who have filed with the County in the past will be able to file on LACERA’s new Granicus system for this year’s Form 700 filing period (March 1-April 1).</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|-----------------|------------|-------------|
| | EXEC | Executive (MOG) | 10/01/2022 | 12/31/2022 |
| Project Lead(s): Cynthia Martinez | | | | |
| On Schedule | | | | |
| <p>Member Experience: Celebrating a Lifetime of Public Service The working title for a new effort to increase the LACERA communities’ awareness of the lifetime of service that some of our members contribute to the public through a variety of</p> | <p>Many of our members devote most of their working lives to serving the community through their employment as County employees. This new project will set in place a selection process to highlight the service of a retiring member with a significant number of years of service. The goal is to share a bit about their journey and recognize their accomplishments and contributions. These highlights will be shared on a scheduled basis (currently envisioned to be quarterly) across multiple</p> | | | |



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| <p>communication channels with our members.</p> | <p>channels (newsletters, and at Board of Retirement meetings [with the consent of the trustees]).</p> <p>The team is currently in the pre-production phase. We're currently working on preparing a Release Form. We are also working with Member Services Center to select members to interview, and we are developing the interview questions. In addition, we are creating a detailed outline (Project Charter) of what this program will look when it's fully developed.</p> |
|---|--|

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | | | | | | | | | | |
|---|--|--------------------------------------|------------|-------------|--------------------------|----|--------------------------------------|----|--|----|-------------------------------|-----------|----------------------------------|-----------|
| | Strategic | Disability Retirement Services (MOG) | 05/04/2021 | 02/23/2023 | | | | | | | | | | |
| | Project Lead(s): Tamara Caldwell & Kathy Delino | | | | | | | | | | | | | |
| On Schedule | | | | | | | | | | | | | | |
| <p>On-Line Disability Retirement Application: To facilitate member self-service, improve the member experience, and streamline the intake of disability retirement applications, the Systems Division has been working jointly with the Disability Retirement Division to develop an on-line disability retirement application on My LACERA.</p> | <p>The online application was deployed to LACERA membership on September 8, 2022 (soft-launch). After submitting their application, members are provided with a link to a member experience survey. Staff continues to monitor survey responses and application activity and obtain information directly from members concerning functionality and member experience in an effort to improve and enhance the tool prior to the official launch, scheduled for later this year.</p> <p style="text-align: center;">Application Activity – As of 01/18/23</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td>Applications In Process*</td> <td style="text-align: right;">39</td> </tr> <tr> <td>Applications completed and submitted</td> <td style="text-align: right;">12</td> </tr> <tr> <td>Application Cancelled – No Activity or by request</td> <td style="text-align: right;">40</td> </tr> <tr> <td>Total since deployment</td> <td style="text-align: right;">91</td> </tr> <tr> <td>Total surveys completed**</td> <td style="text-align: right;">12</td> </tr> </table> | | | | Applications In Process* | 39 | Applications completed and submitted | 12 | Application Cancelled – No Activity or by request | 40 | Total since deployment | 91 | Total surveys completed** | 12 |
| Applications In Process* | 39 | | | | | | | | | | | | | |
| Applications completed and submitted | 12 | | | | | | | | | | | | | |
| Application Cancelled – No Activity or by request | 40 | | | | | | | | | | | | | |
| Total since deployment | 91 | | | | | | | | | | | | | |
| Total surveys completed** | 12 | | | | | | | | | | | | | |



*Application was started but required elements still pending
 **Survey results will be shared as more data becomes available

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|-----------------|------------|-------------|
| | Strategic | Executive (MOG) | 01/01/2013 | 06/30/2023 |
| | Project Lead(s): JJ Popowich & Lynn Francisco | | | |
| | On Schedule | | | |
| <p>PEPRA Implementation: FAC Issue: The Final Average Compensation for PEPRA members is exclusive of most pay items except base pay. The County uses pay code 099 as their base pay code. This pay code has embedded pay items within the code that are not pensionable compensation under PEPRA. In order to accurately calculate a member's benefit, these non-pensionable compensation items need to be filtered out.</p> | <p>The team focusing on this project has been working with the County Auditor-Controller to find a way to automatically filter out the non-pensionable compensation items. The team believes it has made progress on filtering out most of the non-pensionable compensation items.</p> <p>In mid-January, the two teams met, along with LACERA CEO Santos Kreimann, and LA County Auditor-Controller Arlene Barrera, to discuss the urgent necessity of completing the project. Based on availability of AC resources, the two teams will begin working on the final stages of this project in February and have committed to working towards a July 2023 completion date. In an effort to keep focus on this project, bi-weekly meetings have been scheduled throughout the end of the project.</p> <p>The team also revisited the deliverables and identified three to four files that, when combined, should allow LACERA to accurately calculate a PEPRA member's FAC.</p> <p>In addition, the AC has offered to look at our current manual process of accessing their member payroll records and see if we can improve efficiency in the short-term using Robotic Processing Automation. The AC shared they have had some successes using this technology with some County departments.</p> | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|------------------------|------------|-------------|
| | Strategic | Executive (MOG/BSG) | 06/15/2022 | 08/31/2023 |
| | Project Lead(s): JJ Popowich & Shonita Peterson (PM) | | | |
| | On Schedule | | | |
| <p>Prepaid Bank Card Project: Introduction of a prepaid bank card option for monthly benefit payments</p> | <p>In June 2022, the OOC approved the release of a Request for Proposal (RFP) for a Prepaid Debit Card Service. LACERA seeks an easily accessible alternative to paper checks for monthly participant retirement and survivor benefit payments. The goals are three-fold: to provide a lower cost alternative to issuing checks for those participants without a banking relationship who are likely to pay fees to access their benefit payment, to reduce the number of monthly benefit payment checks issued by LACERA, and to create a more reliable payment process in the event of a disaster that impacts the ability to mail monthly paper checks. A secondary goal is to reduce or eliminate paper checks that are mailed to one-time payees by offering prepaid bank cards and direct deposit for death benefits and withdrawals.</p> <p>On September 30, 2022, LACERA received two proposals for Prepaid Debit Card Services. A cross functional evaluation team reviewed the proposals, and the vendors presented their services to the team. The selection team has identified a final vendor and expects to bring a recommendation to the Board of Retirement for consideration at the March 2023 board meeting.</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|-----------------|------------|-------------|
| | Legal | Legal | 07/08/2022 | 02/24/2023 |
| | Project Lead(s): Jessica Rivas | | | |
| | On Schedule | | | |
| <p>Privacy Policy Review, Update, and Training Update of the agency's Privacy policy and training slides, which have not</p> | <p>Revised versions of the policy and training slides have been drafted, gone through numerous revisions, and will be on the Policy Committee's agenda for a second reading on January 26, 2023. Additionally, once the policy and slides</p> | | | |



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| <p>been updated since 2011 and 2017, respectively. This will provide clearer guidance to staff on how to protect confidential information.</p> | <p>have received final approval, Legal will coordinate with HR and Systems to provide training to all staff in February 2023.</p> |
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| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|-----------------|------------|-------------|
| | | RHC | Exec | March 2021 |
| Project Lead(s): Santos H. Kreimann & Luis A. Lugo | | | | |
| Delayed | | | | |
| <p>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</p> | <p>As of December 2022, the County CEO’s office has convened a workgroup to discuss a potential solution to address the LMB and other county related benefits. The County CEO’s office has invited LACERA staff to participate in a workgroup. The workgroup is expected to meet in January 2023.</p> <p>Once details of a solution are shared, LACERA will provide the Board of Retirement (BOR) with a report back.</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | | Strategic | Exec (MOG) | |
| Project Lead(s): Allan Cochran & Vanessa Gonzalez | | | | |
| On Schedule | | | | |
| <p>Retirement Estimate Redesign: A legacy strategic plan goal to redesign the retirement estimate and election form as a retirement prospectus to provide members with all the information they need to make an informed decision about their retirement.</p> | <p>The initial redesign work was completed in 2019 and a beta test with members at the Member Service Center (MSC) was scheduled for after the 2019 March Madness. However, the COVID-19 Pandemic placed this project on hold.</p> <p>The team re-evaluated the redesigned estimate, taking into account staff and member feedback gathered over the last few months. The first re-design turned out to be more complicated than would be useful.</p> <p>In late 2022, LACERA updated the Retirement Planning section on LACERA.com and released a new Retirement Election form. The team will be using this election</p> | | | |



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| | <p>form and the feedback gathered to create a new retirement estimate. This coincides with a larger Member Experience effort to standardize and streamline retirement counseling across all available channels and incorporating LACERA.com in the counseling process.</p> <p>The team also recognized the previous work on this project may be useful in creating the online retirement application.</p> |
|--|---|

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | |
|--|--|---------------------------------------|------------|-------------|------------|
| | | Strategic | Exec (MOG) | 07/01/2022 | 12/31/2022 |
| | | Project Lead(s): Kevin Hawkins | | | |
| | | On Schedule | | | |
| <p>Tax Table Changes for 2022: New Tax Withholding Form The IRS published updated tax tables for 2022 which became effective January 1, 2022. The IRS finalized a revised Federal Withholding Certificate for Pension & Annuity Recipients (commonly referred to as a W-4P tax withholding form), in early 2022. The IRS is not requiring the new form be used until the 2023 tax year.</p> | <p>Earlier this year, the Project Management Group worked with tax counsel to understand the intricacies of the changes to the W-4P tax withholding form for 2022.</p> <p>Member Communication:</p> <p>We've completed the following actions to ensure members are adequately informed of the new Federal Tax table and revised W-4P.</p> <ul style="list-style-type: none"> LACERA.com was updated with an announcement that the new tables may cause a slight change to some members' net benefit amount. LACERA will no longer accept the prior forms as we have transitioned to using the 2022 form exclusively. A Q & A section was added to LACERA.com (also accessible through My LACERA) to explain how LACERA is adjusting the new withholding guidance. As of January 1, 2023, LACERA staff can process tax elections directly on Workspace My LACERA has been updated and members are able to use the new tax election process | | | | |



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| | Remaining tasks include the incorporation of the tax calculator on the Member Portal and the ADR redesign. |
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| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | |
|---|---|---|------------|--------------|-----------|
| | | BSG | Exec (BSG) | October 2021 | June 2023 |
| | | Project Lead(s): Laura Guglielmo, Ted Granger & Cookie Jaranilla | | | |
| | | Pushed Back | | | |
| <p>Travel/Expense/P2P Software: LACERA has procured “Certify” software created by Emburse, an accounts payable automation and expense management provider.</p> | <p><u>Accounts Payable Module</u> Staff resumed implementation of Certify’s accounts payable “core” tool. Staff held discussions with the vendor to determine electronic payment methods, review and sign associated legal agreements, and establish electronic connections with LACERA’s bank accounts. Certify developed and Staff is reviewing working the new workflow which will enhance LACERA’s processes within the software. In addition, staff is helping Certify initiate the software by setting up users, vendors, electronic payment methods, and developing approval processes.</p> <p>The accounts payable module includes a streamlined procurement and payables process that leverages optimized character recognition to reduce manual data entry. With Certify, LACERA may also make vendor payments via ACH, virtual credit card or check. This project strategically aligns with Systems’ goal of upgrading the technology of the organization and will replace the manual process with the latest technology.</p> <p><u>Travel and Expense Module</u> Staff has implemented a soft pause for the Certify travel and expense report management software. There are some internal processes that require additional review and consideration. Staff is using Microsoft SmartSheets to implement the travel and training approval processes. Systems is developing Smartsheet solutions for Human Resources’ Training and Employee Development unit that will be synchronized with the travel software implementation. In addition, staff needs to devote additional time to reviewing the travel booking software provided through</p> | | | | |



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| | Certify which includes understanding hidden fees and how to apply the tool for group events. |
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• Existing Projects/Initiatives: No New Updates

This portion of the Operations Briefing will detail on-going projects that have no current changes in status.

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | | MOG | Benefits | 04/01/2021 |
| Project Lead(s): Louis Gittens | | | | |
| On Schedule | | | | |
| <p>COLA Bank Retroactive Changes: In April of 2021, the Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation.</p> | <p>The project was broken down into five phases based on the complexity of the calculations needed to pay retroactive benefits to members. We will resume working on this project in January 2023.</p> <p>Phase I-IV: As of the date of this report, LACERA has paid out just over \$3.8 million in retroactive COLA earnings. Of the 9,672 members and survivors impacted, 8,511 accounts have been systematically resolved, which represents all members and survivors currently in a payment status.</p> <p>The fourth phase of the project, which requires manually calculating the retroactive benefits, includes 1,494 cases in a payment status. The manual phase of the project began in December 2021. Staff have manually calculated COLAs for 455 members and payments were issued earlier this year.</p> <p>Phase V: The final phase involves deceased members with no survivors currently receiving benefits. This phase requires research to identify the appropriate beneficiary(ies) or estates to pay the retroactive benefits that were due to the deceased member. This phase is currently delayed due to staffing limitations and the focus on the Alameda Decision Implementation.</p> <p>Systems and Benefits have been reviewing the root cause for the manual processing and developing plans for redesigning some portions of our pension administration system to help alleviate the need for processing for future projects.</p> | | | |



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|--|---|--------------|-------------|
| | COLA Bank: Retroactive Payment Project | | |
| | Status (As of 10/31/22) | Number | Percentage |
| | Completed | 8,511 | 88% |
| | In-Process | 1,161 | 12% |
| | Grand Total | 9,672 | 100% |

Although previously delayed, Benefits is in the process of training new staff on this project to perform manual processing.

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | |
|--|--|--|------------|-------------|------------|
| | | Strategic | Exec (MOG) | 02/28/2022 | 12/31/2022 |
| | | Project Lead(s): JJ Popowich & Cynthia Martinez | | | |
| | On Schedule | | | | |
| <p>Communications Plan: The development of a strategic Communications Plan providing an overview of the guiding principles used to communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our Communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.</p> | <p>The LACERA executive team met on August 30, 2022, to review and discuss the Communication Plan(s) drafted by both EKA (the Board of Retirement's public relations consultant) and the LACERA Communications division. Both plans outlined a more tactical approach to engaging our members and various stakeholders, as opposed to a strategic roadmap. The team discussed opportunities and ideas for improving the Communication plan document. We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.</p> <p>The Communications team has completed the updates requested by the Executive Office and the plan is currently under review by the Executive Team. The team expects to meet in January to discuss the plans and our next steps to move this project forward.</p> | | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|-----------------|------------|-------------|
| | | Strategic | Exec (MOG) | 01/01/2013 |
| Project Lead(s): Cynthia Martinez | | | | |
| Pushed Back | | | | |
| <p>PEPRA Implementation: Annual Benefit Statement LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.</p> | <p>LACERA is unable to generate a PEPRA member ABS until we can accurately, automatically, calculate a member's FAC. This project is on hold until the FAC issue is resolved.</p> <p>In January 2023, LACERA CEO, Auditor Controller (AC), and respective team members met (See PEPRA Implementation: FAC Issue Update) to discuss steps needed to resolve FAC issue. The meeting was productive, and a clear path forward was outlined to ensure LACERA is able to generate accurate ABS for PEPRA members.</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|-----------------|------------|-------------|
| | | Operations | Exec (MOG) | June 2021 |
| Project Lead(s): JJ Popowich | | | | |
| Delayed | | | | |
| <p>Retroactive Payroll Adjustments: Prospective Correction The Auditor-Controller is responsible for collecting contributions on all compensation earnable and pensionable earnings compensation at the time of payment. For many years the AC has not been collecting contributions on retroactive payroll adjustments. In 2021, the AC made changes to their programming to take deductions at the time of payment. However, there</p> | <p>Following the AC's programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected.</p> <p>In August, the AC notified LACERA that they were adjusting the time frame that they would be withholding contributions for retroactive adjustments to 60 months (from the current 99 months). All retroactive earnings paid for pay periods more than 60 months in arrears would no longer have contributions deducted from them. This change was made by the County due to excessive degradation in their payroll system's performance.</p> <p>We met with the AC's team to discuss collection of contributions for adjustments more than 60-months old. A few ideas were generated from the meeting, and we</p> | | | |



are still some situations where these contributions are not being collected.

will continue to work with them to develop a procedure that both the County and LACERA can support.



• Completed Projects/Initiatives

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year (beginning on or after May 2022).

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|-----------------|--|--------------|
| | | BSG | Financial & Accounting Services Division | January 2021 |
| Project Lead(s): Ted Granger | | | | |
| Completed | | | | |
| <p>Actuarial Valuation Reports – Retirement Fund: 2022 Retirement Benefits – Investigation of Experience (Experience Study)</p> <p>The Government Code requires that valuations of the Retirement Fund (Pension Plan) be performed at least once every three years. The Board of Investments’ 2013 Retirement Benefit Funding Policy requires valuations be completed annually. These reports are prepared to determine employer and employee contribution rates and to measure the funded status of the Pension Plan. In addition, the valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB) Statement Number 68, financial statement reports. Plan Sponsors use the</p> | <p>2022 Pension – Triennial Investigation of Experience Study Retirement benefits (Pension) actuarial projects for the 2022 reporting cycle are in progress.</p> <p>For June 30, 2022, Milliman will complete an investigation of experience, which is required by CERL to be conducted every three years to review the retirement benefit economic and demographic assumptions and recommend changes. Changes in the assumptions will impact the actuarial valuation results and employer and employee contribution rates.</p> <p>Milliman began a series of presentations to the Board of Investments (BOI) when they completed an “educational session” for the Trustees. The information included a high-level discussion of actuarial concepts, methods, and assumptions so Trustees are better informed for the upcoming investigation of experience process requiring Trustee input and decisions. Milliman presented the educational session at the August BOI meeting.</p> <p>Milliman will make three (3) presentations to the BOI this fall to review and determine the June 30, 2022, actuarial assumptions and methods. In addition, fiduciary counsel will make a presentation at the BOI meeting in October to underscore the</p> | | | |



GASB reports to obtain information required for their financial statement disclosures.

importance of this process. This session was completed at the October BOI meeting.

The series of meetings are meant to provide the information necessary which will facilitate discussions as Trustees provide input. Milliman's October 2022 presentation focused on economic assumptions and related actuarial methods. Milliman is moving forward with the economic assumptions and method recommended without objections from the BOI. In November 2022, Milliman discussed the demographic assumptions and related actuarial methods. The BOI had no objections to the proposed changes so Milliman will use their recommendations to complete the experience study process and prepare a draft report.

In addition, Cavanaugh Macdonald Consulting (CMC), LACERA's reviewing (audit) actuary, will conduct an actuarial review of the experience study process conducted by Milliman and the BOI, per the Board's Policy. CAVMAC will determine if actuarial standards were followed.

Milliman presented the 2022 draft Experience Study Report at the December Board of Investments meeting which contained all the actuarial assumptions and methods recommended by Milliman. CMC presented their draft Actuarial Review report where they made some minor suggestions but overall, concluded that Milliman's proposed actuarial assumptions and methods are reasonable and Milliman performed the Investigation of Experience in accordance with professional actuarial principles and practices. The Board of Investments approved the 2022 draft Experience Study Report so Milliman can move forward in completing the 2020 Actuarial Valuation Report.



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | |
|--|---|--|------------|---------------|--|
| | BSG | Financial & Accounting Services Division | May 2022 | December 2022 | |
| | Project Lead(s): Ted Granger | | | | |
| Completed | | | | | |
| <p>Annual Financial Statement Preparation and Audit: Government code sections require that LACERA prepare annual financial statements including footnotes and disclosures, obtain an external audit opinion of those statements, and transmit these reports to the Los Angeles County Board of Supervisors within six-months following the fiscal year end.</p> | <p>2022 – Annual Financial Statements/Audit Staff kicked off the June 30, 2022, financial statement reporting season. Plante Moran, LACERA’s external financial statement auditor, completed their interim fieldwork in May with audit testing focused on member data and benefit calculations. In October, Plante Moran completed their testing, audit inquiries, and issued their audit opinion. LACERA received an unmodified or “clean” audit opinion as of October 14, 2022. Plante Moran presented the financial statement audit results to the Audit Committee at their meeting on November 17, 2022 and submitted the Audited Financial Statements (AFS) to Los Angeles County thereafter.</p> <p>Communications and FASD partnered to prepare the Annual Comprehensive Financial Report (ACFR). This ACFR is essentially an enhanced version the AFS but includes some additional information such as the transmittal letter from the CEO, organizational chart, and Trustee names and photos. LACERA completed and distributed the 2022 ACFR at the end of December to Trustees, MAC, and posted it to LACERA’s website. In addition, LACERA submitted the annual financial report to the Government Finance Officers Association (GFOA) for their annual awards program.</p> <p>Communications and FASD completed the Popular Annual Financial Report (PAFR) which is a pamphlet style document that is an abbreviated version of the ACFR. The PAFR was mailed out to all members with the December 2022 newsletters.</p> | | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | MOG | Exec (MOG) | 06/01/2022 | 12/31/2022 |
| | Project Lead(s): JJ Popowich, Alex Ochoa, & Iveta Brecko (PM) | | | |
| | Completed | | | |
| <p>My LACERA Multi-Factor Authentication: Registered users of My LACERA can now use multi-factor authentication to reset passwords and to access My LACERA from an unrecognized device.</p> | <p>My LACERA previously relied on user selected challenge questions to authenticate users who forgot their password or attempted to access My LACERA from an unrecognized device. LACERA has implemented multi-factor authentication to replace the use of challenge questions. This feature was Beta Tested from November 16, 2022 to December 24, 2022 and went into production on December 29, 2022.</p> <p>As of January 17, 2023, multi-factor authentication has been used 1,577 times to reset passwords and 13,050 times to access My LACERA from an unrecognized device.</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|--|------------|-------------|
| | BSG | Financial & Accounting Services Division | July 2021 | August 2022 |
| | Project Lead(s): Ted Granger | | | |
| | Completed | | | |
| <p>Actuarial Valuation Reports: OPEB: The retiree healthcare (RHC) program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment</p> | <p><u>2021 OPEB – Annual Valuation</u> The July 1, 2021, OPEB Valuation Report is complete. Milliman presented the final Valuation Report to the Board of Retirement in August 2022. Milliman will address the LACERA OPEB liability and discuss LACERA’s funding progress and any potential funding strategies should the Board want to consider.</p> | | | |



Benefits (OPEB) for financial reporting. GASB Statement Number 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually for Los Angeles County and LAC-ERA’s Board of Retirement to make funding decisions and to provide the information for the GASB 75 report which is used for employer financial statement reporting.

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|-----------------|--|--------------|
| | | BSG | Financial & Accounting Services Division | January 2021 |
| Project Lead(s): Ted Granger | | | | |
| Completed | | | | |
| Actuarial Valuation Reports – Retirement Fund: 2022 Retirement Benefits - Risk Assessment | 2022 Pension – Annual Risk Assessment Milliman prepared the 2022 Annual Risk Assessment report based upon the most recently completed valuation report and presented a final report to the Board of Investments (BOI) at their June 2022 meeting. | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|-------------------------|------------|-------------|
| | BSG | Administrative Services | April 2022 | June 2022 |
| | Project Lead(s): James Beasley | | | |
| Completed | | | | |
| Annual Insurance Renewal – Phase I: After the Insurance Team’s completion of a successful solicitation, the BOR approved the replacement of LACERA’s current insurance brokerage firm. Alliant Insurance Services, Inc. (Alliant) was selected as the new Broker of Record for LACERA effective April 29, 2022. | LACERA’s new Broker of Record, Alliant Services, Inc., has obtained quotes and is binding policies with carriers for the June 30 th insurance renewal period. The Insurance Renewal Team and brokers provided an update on the insurance policy selection at the August Operations Oversight Committee meeting. | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|-------------------------|------------|--------------|
| | BSG | Administrative Services | July 2022 | October 2022 |
| | Project Lead(s): James Beasley | | | |
| Completed | | | | |
| Annual Insurance Renewal – Phase II: After the Insurance Team’s completion of a successful solicitation, the BOR approved the replacement of LACERA’s current insurance brokerage firm. Alliant Insurance Services, Inc. (Alliant) was selected as the Broker of Record for LACERA effective April 29, 2022. | The Risk Management Unit has completed the 2022-2023 Fiduciary, Cyber, and Crime Insurance renewals. At the September 7, 2022 Board of Retirement (BOR) meeting, staff provided the Trustees with an overview of the current insurance marketplace and discussed the challenges with purchasing Fiduciary Liability, Cyber Liability, and Crime Protection Insurance for LACERA. The Risk Management Unit provided the BOR with preliminary premium indications for each line of coverage, which was approved by the BOR, with a caveat that the final annual premiums would not exceed the estimated premium. | | | |



Alliant presented the final insurance premium quotes for each line of coverage to LACERA, which was \$251,144 less than what was presented to the BOR. The overall cost for Fiduciary Liability, Cyber Liability, and Crime Protection insurance premiums for FY 2022-2023 is \$870,162. This is a 1% decrease from FY 2021-2022 and is \$126,580 less than what was approved for FY 2022-2023. This information will be provided to the BOR at the November 2, 2022, meeting.

2022-23 Fiduciary/Cyber/Crime Renewal Final Cost Breakdown

| Coverage | Carrier | Actual Premium | Quoted to BOR | Difference of actual vs BOR approved |
|--------------------------|---|----------------|---------------|--------------------------------------|
| Fiduciary Liability | Hudson Insurance Company/ RLI Insurance Company/ Westchester Fire Insurance Company | \$396,723 | \$408,890 | (\$12,167) |
| Cyber Liability | Tokio Marine/ Homeland Insurance Company/ Ambridge/ Corvus Insurance | \$399,464 | \$622,774 | (\$223,310) |
| Fiduciary Liability OPEB | Hudson Insurance Company | \$52,189 | \$64,012 | (\$11,823) |
| Crime Protection | Great American Insurance | \$21,786 | \$25,630 | (\$3,844) |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|-----------------|------------|-------------|
| | MOG | Exec (MOG) | 06/01/2022 | 09/16/2022 |
| | Project Lead(s): JJ Popowich & Cookie Jaranilla (PM) | | | |
| | Completed | | | |
| Call Center Improvements: Phase I – Call Wait Time – Call Back: Phase I focuses on implementing a call back request feature to allow members on hold to request a call back between the hours of 10-3. Additionally, this phase will include the ability to announce call wait times. | The Call Back feature was introduced into production effective September 30, 2022. Since then, we have been evaluating the impacts of the Call Back feature and adjusting how the feature works to try to maximize the member experience. We are not ready to make a final assessment but based on early data, the Call Back feature, as designed, may not be having the beneficial impact hoped for. As explained before deploying this project, the AWS Call Back feature is not a “hold your place” feature. Thus, we had to assign specific agents to work a new Call Back queue on a priority basis or as a full-time assignment. This has reduced the number of Specialists available to answer the main Member Services queue. This has led to increases in the wait time in the main queue. Additionally, because the feature is popular, we have experienced an extremely long “return call” wait time and complaints from members appear to be increasing. We have tweaked the messaging to prepare members for the long response time, but we are also seeing many members calling back before we are able to return their call. Essentially, this increases call volumes, and exasperates the increased wait times. We will continue to evaluate the features. We anticipate better results once trainees can take calls on their own. We anticipated these customer service level results based on current staffing levels but will look to reassess when we on-board the new trainees. | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | MOG | Exec (MOG) | 06/01/2022 | 10/20/2022 |
| | Project Lead(s): JJ Popowich & Cookie Jaranilla (PM) | | | |
| | Completed | | | |
| Call Center Improvements: Phase III – Holiday Scheduling Automation | Currently the Systems team manually turns on the holiday messaging and voicemail boxes. This phase will allow them to pre-set holidays eliminating confusion as to the availability of the call center staff during holidays. | | | |



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| <p>Automates the scheduling of holidays for the call centers, eliminating the risk of human error and accidentally opening the call center on a holiday with no staff.</p> | <p>This phase of the project is completed and will be in production by October 20, 2022.</p> |
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| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|-----------------|------------|-------------|
| | MOG | Exec (MOG) | 06/01/2022 | 10/20/2022 |
| | Project Lead(s): JJ Popowich & Cookie Jaranilla | | | |
| | Completed | | | |
| <p>Call Center Improvements: Phase IV – Emergency Access Console Provide ability to enable/disable an emergency announcement for each respective queue MS or RHC when all agents are logged out as well as during specified date/time range as may be set.</p> | <p>This phase of the project is completed and entered in production by October 20, 2022.</p> | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|---|-----------------|------------|-------------|
| | MOG | Exec (MOG) | 06/01/2022 | 10/31/2022 |
| | Project Lead(s): JJ Popowich & Cookie Jaranilla (PM) | | | |
| | Completed | | | |
| <p>Call Center Improvements: Phase V – After Call Service Survey Members will be provided with the chance to complete an “after-call” survey for Call Center interactions.</p> | <p>Call Center surveys are a key component of the Call Center KPI. This allows us to gain insight into the member experience. This feature was added to the current enhancement projects because we felt it was critical to gain member feedback on the changes we are making to the Call Center, which include the call back feature as well as introduction of the My LACERA Support queue.</p> | | | |



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| | UAT was completed on October 18, 2022, and this feature went into production on October 20, 2022. |
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| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | |
|---|--|-----------------|------------|--------------|-------------|
| | | BSG | Exec (BSG) | January 2022 | August 2022 |
| | Project Lead(s): Jude Perez & Esmeralda Del Bosque | | | | |
| | Completed | | | | |
| Custodian Bank Search: In accordance with LACERA's Procurement Policy, vendor contracts for investment and custodian banking services must be re-bid every ten years. LACERA's current custodian bank, State Street Bank, was hired in July 2013. | The Board of Investments approved the minimum qualifications at their December meeting. The Investment Office finalized and released the Request for Proposal (RFP) in January with proposals due at the end of March. Financial Accounting Services Division and other LACERA staff are evaluating the information received and conducting due diligence. In June, LACERA staff conducted an on-site visit at State Street's Sacramento offices and expects to provide a recommendation to the Board of Investments in August. The Board of Investments approved the staff recommendation to retain State Street Bank. Staff is working with the Legal Office to negotiate and finalize the contract. | | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date | |
|---|---|-----------------|------------|-------------|------------|
| | | BSG | Exec (BSG) | 03/01/2022 | 08/01/2022 |
| | Project Lead(s): Laura Guglielmo, Budget Team, & Cookie Jaranilla (PM) | | | | |
| | Completed | | | | |
| Enterprise Budget Application: Per a recommendation by Budget staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized an RFP for software and professional services to procure, configure, and implement an enterprise budget application for the Budget Unit in the Administrative Services | On April 14, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team, with guidance from the consultant, reviewed all the proposals and based on the ratings, narrowed down the list to the top two vendors. The finalists have been invited to demonstrate their solutions following a detailed proof of capabilities script. These demonstrations were completed in July. The final vendor has been identified by the selection team, and a recommendation will be made to the Board of Retirement for its consideration in October 2022. If approved, the team will negotiate an agreement with the selected vendor. The project implementation timeline is 26 weeks, depending on staff subject matter expert availability. | | | | |



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| <p>Division. The RFP was published on LACERA.com on March 7, 2022.</p> | <p>The Board of Retirement approved the selected vendor, Questica, and staff are currently finalizing the contract and statement of work with the vendor. Once the contract is fully executed, staff will engage with the vendor and begin the kick-off and discovery meetings in preparation for implementation of the software.</p> |
|--|---|

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | | BSG | Exec (BSG) | 01/2021 |
| Project Lead(s): Summy Voong | | | | |
| Completed | | | | |
| Enterprise Wi-Fi Project: Approved in the Fiscal Year 2020-21 budget adjustments by the BOR, the Systems Division is currently installing an enterprise Wi-Fi network. | All fiber, cables, access points, and switches have been installed on all LACERA floors and five segmented networks have been configured and tested. The Systems Division will deploy the final segmented network to on-site staff on August 1, 2022. | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|--|-----------------|------------|-------------|
| | | MOG | Exec (MOG) | 06/01/2022 |
| Project Lead(s): JJ Popowich, Alex Ochoa, & Iveta Brecko (PM) | | | | |
| Completed | | | | |
| My LACERA Multi-Factor Authentication: Registered users of My LACERA can now use multi-factor authentication to reset passwords and to access My LACERA from an unrecognized device. | My LACERA previously relied on user selected challenge questions to authenticate users who forgot their password or attempted to access My LACERA from an unrecognized device. LACERA has implemented multi-factor authentication to replace the use of challenge questions. This feature was Beta Tested from November 16, 2022 to December 24, 2022 and went into production on December 29, 2022. | | | |



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| | Since the production implementation of this feature, multi-factor authentication has been used 1577 times to reset passwords and 13,050 times to access My LACERA from an unrecognized device. |
|--|--|

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | | MOG | Exec | 08/01/2022 |
| Project Lead(s): Allan Cochran | | | | |
| Completed | | | | |
| <p>My LACERA Support Queue: As part of our effort to address Call Wait times a new queue was created to provide specific My LACERA support.</p> | <p>The My LACERA member portal is designed to provide members with secure access to information about their retirement benefits and is a key part of our efforts to provide members with self-service capability. As an online portal there is an expectation that it is securely and easily accessible 24/7.</p> <p>Occasionally, members forget their passwords or their challenge questions, or need assistance using functionality within the portal, including viewing documents and uploading documents so LACERA can process their requests. When members need assistance for an online capability, there is an increased expectation that the assistance will be available on demand during normal business hours.</p> <p>As part of our efforts to improve the member experience, reduce wait time and frustration, we created a new priority call center queue specifically to assist members with My LACERA. Members now have four options when they call the LACERA 800 number: My LACERA Support Queue, Retiree Healthcare, Check Mailing Date Announcement, and Member Services.</p> <p>The new queue went live on August 10, 2022.</p> | | | |



| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|--|---|-----------------|------------|-------------|
| | Strategic | Exec (MOG) | 03/03/2022 | 12/31/2022 |
| | Project Lead(s): Bonnie Nolley & Linda El-Farra | | | |
| Completed | | | | |
| OneMeeting (PrimeGov) Implementation: The Board of Retirement approved a more effective meeting management tool to help streamline the planning and conducting of Board/Committee meetings while improving transparency and public access. | Trustees and staff have been trained on the functionality and use of the new system. OneMeeting will be going live in January 2023. | | | |

| Project / Issue Title Brief Description | Type | Project Sponsor | Start Date | Target Date |
|---|--|-----------------|------------|-------------|
| | BSG | Exec | 01/04/2022 | May 2022 |
| | Project Lead(s): Luis A. Lugo & Carly Ntoya | | | |
| Completed | | | | |
| Return to the Office: LACERA's Administrative Services Division's Health and Safety Unit have been working hard to ensure a smooth return to the office for LACERA's staff. | In preparation for staff returning to the office, the Health and Safety Unit posted updated information posters, restocked all personal protective equipment items, and provided staff with COVID-19 safety instructions. They have also worked with several staff to adjust the ergonomic configurations on their workstations as needed. The team also worked side by side with the PEP Team and the Executive Team to provide a warm welcome to returning staff. Working together with the PEP Team they decorated the Workshop room, where staff were encouraged to stop by and receive a small welcome back token and a welcome by the Executive Team, managers, and staff from Administrative Services. | | | |

| DATE RECEIVED | REQUESTER | DOCS REQUESTED |
|-------------------------------|---|---|
| 12-18-22 | M. Ceballos, With. Intelligence | <p>Request: Copies of records relating to Fund Presentation for TIAA-CREF Agriculture I LLC.</p> <p><i>On December 30, 2022, via email, Requester was informed that LACERA Staff responsible for retrieving records is out of the office and response will be sent by January 6, 2023.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>On January 4, 2023, via email, Requester was sent the responsive document shown below.</i></p> <p><i>TIAA-CREF_Global_Agriculture_Concurrence_Memo_FOIA_-_Readcted.pdf.</i></p> |
| 12-19-22 | J. Dunn, Individual | <p>Request: Copy of contract and SOW for Sungard, Assurance Software, Inc., and Castellan Solutions, d/b/a Castellan (one entity has changed management a few times)</p> <p><i>Transmitted 8 documents.</i></p> <p><i>On December 21, 2022, via mail, 8 responsive documents were sent to Requester.</i></p> |
| 12-19-22 VERBAL REQUEST | J. Fontenot, Individual | <p>Request: Via Public Records Act, Requester asked for non-exempt information regarding J. Brekk settlement</p> <p><i>Non-exempt information was verbally provided. No records were produced.</i></p> |
| 12-27-22 | A. Knappe, Custer County Human Services | <p>Request: Request all financial records for client regarding investigation of financial exploitation of older or vulnerable adult.</p> <p><i>On January 9, 2023, via email, Requester was informed that Member Services was forwarded their request and any responsive documents are expected to be received by January 17, 2023.</i></p> <p><i>On January 12, 2023, via email, Requester was informed the LACERA's Member Services does not have any records for Arthur Sullivan as a LACERA member.</i></p> <p><i>On January 12, 2023, Requestor clarified the request for Member Services. Counsel informed requestor that LACERA will transmit the records when available.</i></p> |
| 12-28-22 | N. Lee, Preqin | <p>Request: List of all hedge funds and fund of hedge funds in which LACERA is an investor.</p> <p><i>On January 5, 2023, via telephone conference, Requester was informed that the document was not yet available and will be sent as soon as received.</i></p> |

| DATE RECEIVED | REQUESTER | DOCS REQUESTED |
|---------------|---|---|
| | | <p><i>Transmitted 1 document.</i></p> <p><i>On January 13, 2023, via email, Requester was sent the document shown below:</i></p> <p><i>Preqin – Hedge Funds Data Request – Jan 2023.xlsx</i></p> |
| 01-11-23 | R. James, WSJ Pro Private Equity | <p>Request: Marketing materials, investment memos and documents related to LACERA's potential investment comments to private equity fund STG VII.</p> <p><i>Transmitted 1 document.</i></p> <p><i>On January 12, 2023, via email, Requester was sent the responsive document shown below.</i></p> <p><i>2023.01.11 STG VII BOIV@ RedactedV3.pdf</i></p> |
| 01-17-23 | H. Ahaiwe, HR, LA County | <p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Sent on January 17, via email: MonthlyAgenda.csv for January 2023.</i></p> |
| 01-17-23 | LA County Sheriffs Department and 3 others at LA County Sheriffs Department Recipients | <p>Per monthly request:</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Sent, on December 17, 2023, via email: Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing each dated January 4, 2023.</i></p> |
| 01-17-23 | C. Siverson, Fire, LA County and 5 others Fire, LA County Recipients | <p>Per monthly request:</p> <p><i>Sent on January 17, 2023, via email the link for: Board of Retirement Meeting of January 4, 2023, Benefit Approval List.pdf.</i></p> |

REPORT OF FELONY FORFEITURE CASES PROCESSED

January 25, 2023

| # | MEMBER'S LAST NAME | MEMBER'S FIRST NAME | DEPT. | CONVICTION DATE | LACERA NOTIFIED | INITIAL IMPACT NOTICE SENT | FINAL IMPACT NOTICE SENT | STATUS* | DISABILITY STATUS | SERV. LEVEL |
|----|--------------------|---------------------|---------|-----------------|-----------------|----------------------------|--------------------------|--------------|-------------------|-------------|
| 62 | FLORES | JOSE | SHERIFF | 8/26/2022 | 9/22/2022 | | | PEND | | |
| 61 | SHEPOS | THOMAS | CEO | | | | | DELAY: CD | | |
| 60 | CABRERA | MIGUEL | LASD | 3/4/2022 | 3/22/2022 | | | DELAY: CD | | |
| 57 | ANTRIM | MARC | LASD | 4/1/2021 | 5/12/2021 | | | DELAY: MI | | |

STATUS LEGEND:

- APPEAL: Pending an appeal filed with LACERA
- CLOSED: RET: Retired member, case is complete
- CLOSED: DEF: Deferred member, case complete.
- CLOSED: INA: Inactive member – not eligible until age 70, case closed
- DELAY-MI: Member input needed (i.e. pending a legal split decision)
- DELAY-CD: Pending a court decision (reduction in charges pending conditions being met)
- PEND: Case is currently in evaluation and notification stages
- WITHDRAN: Member withdrew prior to conviction – no impact.