

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](#).

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 N. LAKE AVENUE, SUITE 650, PASADENA, CA

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, APRIL 3, 2024**

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

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.

*Teleconference Location for Trustees and the Public under California Government Code Section 54953(b)
731 Lexington Ave., New York City, NY 10022*

COMMITTEE TRUSTEES:

JP Harris, Chair
Antonio Sanchez, Vice Chair
Wayne Moore, Trustee
Jason Green, Alternate Trustee

- I. CALL TO ORDER
- II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449, California Government Code Section 54953(f)
 - A. Just Cause
 - B. Action on Emergency Circumstance Requests
 - C. Statement of Persons Present at AB 2449 Teleconference Locations

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of March 6, 2024

IV. 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.)

V. 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)

- B. **Board of Retirement Strategic Plan 2024-2028 Quarterly Update**

Luis A. Lugo, Deputy Chief Executive Officer
(Presentation) (Memo dated March 27, 2024)

VI. 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.)

VII. 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.)

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

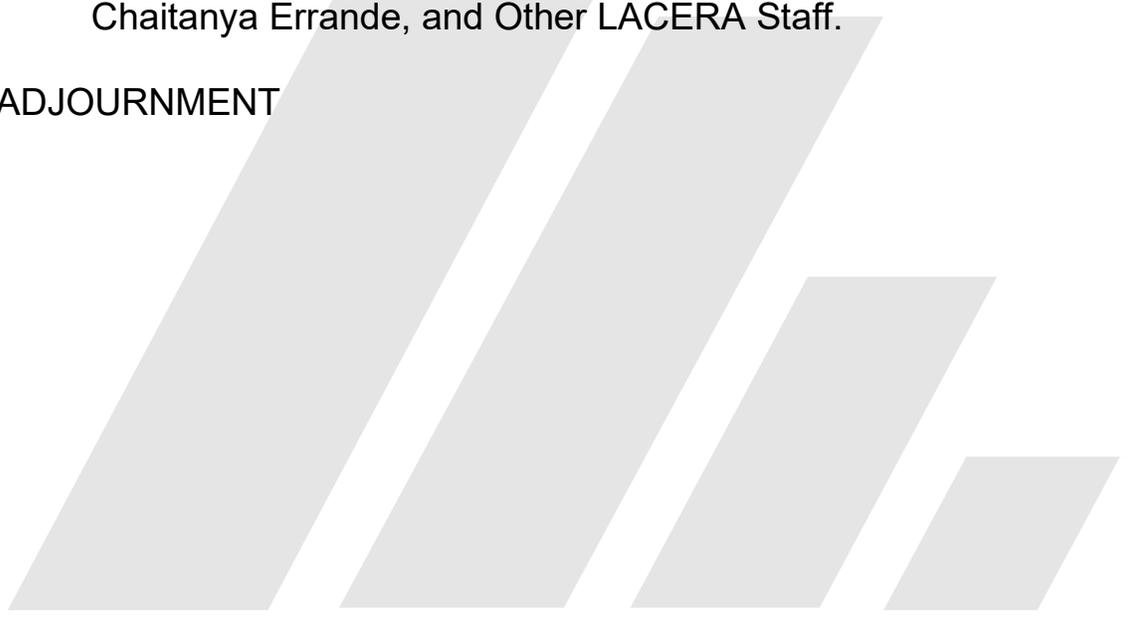
IX. EXECUTIVE SESSION

A. **Potential Threats to Public Services or Facilities**

(Pursuant to Subdivision (a) of California Government Code Section 54957)

Consultation with: LACERA Chief Executive Officer Santos H. Kreimann, Deputy Chief Executive Officer Luis Lugo, Assistant Executive Officers JJ Popowich and Laura Guglielmo, Chief, Information Technology Kathy Delino, Information Security Officer Chaitanya Errande, and Other LACERA Staff.

X. 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

12:03 P.M. – 12:17 P.M., WEDNESDAY, MARCH 6, 2024

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

COMMITTEE TRUSTEES

PRESENT: JP Harris, Chair (In-Person)
Keith Knox, Trustee (In-Person)
Wayne Moore, Trustee (In-Person)
Jason E. Green, Alternate Trustee (In-Person)

ABSENT: Antonio Sanchez, Vice Chair

OTHER BOARD OF RETIREMENT TRUSTEES

Nancy Durazo, Trustee (In-Person)
(Teleconference under CA Govt. Code Section 54953(f))

Vivian H. Gray, Trustee (In-Person)

Shawn R. Kehoe, Trustee (In-Person)

Ronald Okum, Trustee (In-Person)

Les Robbins, Trustee (In-Person)

STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Ricki Contreras, Division Manager, Admin Services

W. Louis Gittens, Division Manager, Benefits

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 12:03 p.m. In the absence of Trustee Sanchez, the Chair announced that Trustee Green, as the alternate, would be a voting member of the Committee.

II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449, California Government Code Section 54953(f)

A. Just Cause

B. Action on Emergency Circumstance Requests

C. Statement of Persons Present at AB 2449 Teleconference Locations

A physical quorum of the Committee was present at the noticed meeting location. There was one request received from Trustee Durazo, as a member of the Board of Retirement only, related to Just Cause (A). Trustee Durazo confirmed there were no individuals 18 years or older present at the teleconference location. No requests were received for Emergency Circumstances (B).

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of February 7, 2024

Trustee Green made a motion, Trustee Knox seconded, to approve the minutes of the regular meeting of February 7, 2024. The motion passed by the following roll call vote:

Yes: Knox, Moore, Green, Harris

No: None

Absent: Sanchez

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. 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)

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

B. **Updated BOR Collections Policy Clean-up Project**

W. Louis Gittens, Division Manager, Benefits
(For Information Only) (Memo dated February 20, 2024)

Mr. Gittens was available to answer questions from the Committee. This item was received and filed.

V. REPORTS (Continued)

C. **Privacy Incident: Personally Identifiable Information**

Elsy Gutierrez, Supervising Administrative Assistant II, Admin Services
(For Information Only) (Memo dated February 27, 2024)

Ms. Ricki Contreras was available to answer questions from the Committee. This item was received and filed.

VI. 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.

VII. 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.

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

IX. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 12:17 p.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
Fiscal Year 2023-2024**



April 3, 2024



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	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	August 2023	August 2024
	Project Lead(s): Ted Granger			
On-Schedule				
Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program The Retiree Healthcare (RHC) Program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as	2023 OPEB – Triennial Investigation of Experience Study OPEB Program actuarial projects for the 2023 reporting cycle are in progress and will include both a triennial experience study and annual valuation report. Milliman conducted an “educational session” for the Board of Retirement at their January 2024 meeting. The information presented included a high-level discussion of actuarial concepts, methods, and assumptions so Trustees are better informed for the 2023 experience study process.			



medical and dental/vision insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting. GASB Statement Numbers 74 & 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually, and experience and assumption studies are prepared triennially for Los Angeles County and LACERA'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 disclosure reporting.

The BOR approved FY 2024-2025 retiree medical insurance premiums presented by the Retiree Healthcare (RHC) Division at the March meeting. Milliman uses the latest premium information to develop the medical cost trends and projections.

In February, Milliman presented a first draft Experience Study report to the Los Angeles County Stakeholder group. The Board of Investments is expected to approve the OPEB Trust strategic asset allocation study in April. The Stakeholder group will meet again in May and then in June, Milliman will provide the Board of Investments with an educational item discussing the impacts of the updated OPEB Trust asset allocation to the investment return assumption. In July, Milliman will finish the Experience Study and present a completed draft report to the Board of Retirement. The annual valuation report will follow and is expected to be completed and presented at the Board of Retirement meeting in September 2024.

For fiscal year ending July 1, 2023, Milliman will complete an investigation of experience, which is required by the Board's Policy to be conducted every three years to review the OPEB Program economic and demographic assumptions and recommend changes. Changes in the assumptions will impact the actuarial valuation results and actuarial funding metrics including the Program's funded status and actuarially determined contributions. In addition, the valuation report provides information used to prepare the financial statement disclosure reports for Los Angeles County.



Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	08/01/2020	TBD
	Project Lead(s): Shonita Peterson			
On Schedule				
<p>Alameda Decision Implementation</p> <p>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 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</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> <p>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.</p> <p>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.</p> <p>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 were 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</p>			



LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.

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

As of March 2024, the Alameda team continues to work on Active/Exceptions cases. To date the team has discovered 92 cases that were not impacted due to various reasons: including contributions and interest withdrawals, compensation limits or PEPRA. Five additional Alameda cases that include previous service have been calculated and notifications mailed to members.

Alameda Project Status	Current Report	
	2/29/2024	
Row Labels (Type, Status, Detail, Outstanding)	Count	%
Pending Notification (Staff Reviewing and Processing)	456	9.44%
Active	0	0.0%
Retired	5	0.1%
Deferred/Inactive	0	0.0%
Retired Deceased	38	0.8%
Active Death	5	0.1%
Other – *Active/Exceptions	408	8.44%
Withdrawn	0	0.0%



	Completed	4,376	90.56%
	Active	3,035	62.8%
	Retired	874	18.09%
	Deferred/Inactive	149	3.1%
	Deceased	0	0.0%
	Other - *Active/Exceptions	206	4.26%
	Withdrawn	56	1.2%
	Not affected	56	1.2%
	Grand Total	4,832	100%

***Alameda Project – Active Members:** In addition to the Retired / Deceased / Survivor / Legal Split Payee cases, there are a total of 590 Active Exception cases that require manual review and processing by the specialist.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG/BSG)	08/24/2022	06/24/2024
Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)				
On Schedule				
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	In May of 2022, 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>metrics, and improve the member experience.</p> <p>Processes included in Phase I are: Disability Retirement Services (DRS) Disability Litigation Office (DLO) Benefits – First Payment</p>	<p>On January 3rd, Disability Litigation and Disability Retirement divisions held Case Management functionality presentation to the OOC with the emphasis on the difference between old business processes and business processes performed in Sol, and the efficiencies that the new Case Management solution introduced to the business divisions.</p> <p>The LACERA Development team continues refining the application programming interface (API) to optimize data processing and minimize data delivery time. The Benefits Division PMG team and the PMO are developing the test plan, test scenarios and test scripts in preparation for User Acceptance Testing for First Payment. Testers have been identified. Testing will start with case risk and case priority assignments and account certification. Training for developers and administrators had been scheduled as well.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	eDiscovery Solution Implement an eDiscovery solution that provides an intuitive and seamless way for the Legal Office and Information Security Teams to conduct eDiscovery, eDiscovery is the process of identifying, collecting, and producing electronically stored information (ESI) in response to a request for	Strategic	Info Sec	12/1/2023	7/1/2024
	Project Lead(s): Steven Rice, Chaitanya Errande, & Celso Templo (PM)				On Schedule
	<p>In December of 2023, the IT Coordination Council (ITCC) approved the request by the Legal Office and Information Security teams to search and select a vendor that can provide LACERA an eDiscovery Solution.</p> <p>The LACERA eDiscovery Team evaluated and selected a vendor by inviting Veritas, Smarsh and GlobalRelay to provide quotes, demo the products, and answer questions relating to eDiscovery needs. Additionally, the eDiscovery project bypassed the Request for Proposal (RFP) process because all invited vendors</p>				



production in a lawsuit or investigation. An eDiscovery solution can help automate the collection of electronic data, such as email, MS Teams messages, SharePoint storages, Bloomberg, and SMS, and automate repetitive tasks, reducing the need for manual intervention.

offered costs below the qualifying threshold set in the RFP guidelines. After performing the necessary due diligence and incorporating selection factors such as system functionalities, pricing, support availability, system integrations, User Experience (UX), and end-user training, the eDiscovery Project team selected GlobalRelay as the vendor that would partner and collaborate with LACERA to implement the eDiscovery solution.

The following items are the latest status of this project:

- Contract Finalization and Procurement - Admin Services team is finalizing the contract agreement and procurement process.
- Formal Vendor Kickoff Meeting (End of March) - The eDiscovery Project Team plans on holding a formal kick-off meeting with the vendor at the end of March. This meeting will introduce key stakeholders on both sides, clearly define project scope and timelines, and establish clear expectations for successful collaboration.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Administrative Services	03/01/2022	7/1/2024
	Project Lead(s): Ricki Contreras, Celso Templo & Michael Dozier (PM)			
On Schedule				
Enterprise Contract Lifecycle Management (ECLM) Solution Pursuant to a recommendation by Administrative Services staff, the	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			



Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LAC-ERA.com on March 4, 2022.

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.

The ECLM Solution's Iteration 3 has been completed. ECLM is in production and available for use. Systems, Admin Services, Legal, Investment Division, and FASD Subject Matter Experts (SME's) have completed conducting their User Acceptance Testing (UAT). Functionalities available in production are the following:

- Contract Repositories
- Vendor Portal
- Contract Approval Chain
- Consolidated Bid Responses and Evaluation – RFP Management
- AI Capabilities – Drafting, Reviewing & Executing of Contracts
- Reporting - Contract Requests, Solicitations, Contracts, and Vendors
- Systems Integration with Great Plains

To enhance the effectiveness of end-user training across all business divisions, we have restructured the approach. Instead of conducting large 2-hour training sessions, we will now break down the training into 1-hour modules for each of the 5 individual modules. This modification aims to facilitate easier retention for end users. Additionally, each training session will involve a Subject Matter Expert (SME) from each division. These sessions will be supported by customized training materials tailored to our internal processes, which will be distributed before the sessions commence.

Investments, Financial and Accounting Services Division, and Legal will receive individualized training in each module of the system. The ECLM project is expected to soft launch with Admin Services, Systems, and FASD in early July 2024. Most of the data integration issues that have required resolution are near



	<p>completion. UAT remediation is scheduled at the end of March. We anticipate distributing training materials and validating the training before engaging our end users, which will add an additional two weeks. As a result, the operational functionality and general product availability are projected for June to early July to ensure product stability. The implementation of Vendor Management will impact this process as workflows, security and access management will need to change to reflect updated policies and procedures.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	01/01/2023	06/30/2024
	Project Lead(s): JJ Popowich and Michael Dozier (PM)			
	On Schedule			
<p>LACERA Incident Response Team (LIRT) Management Solution LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.</p>	<p>In December 2022, the Information Technology Coordination Council approved a LIRT incident management solution project to automate the tracking of LACERA incidents. The LIRT project team decided to leverage a product that is already implemented at LACERA: ServiceNow Information Technology Service Management (ITSM). LACERA selected Winward as our business partner to leverage and customize the incident workflow of ServiceNow’s ITSM to support LACERA’s process regarding incident tracking, management, and reporting. Because LACERA owns this product and is only configuring one module to support our specific process, we can absorb the project's cost in the FY 2023-24 budget. We expect this project to be completed in June 2024.</p> <p>The processes of contract execution and procurement have been completed successfully. Currently, we are collaborating with key stakeholders, including the Executive Sponsor, Chief Information Technology Officer, and Subject Matter Experts, to finalize the requirements by the end of March. InfoSec staff have provided their expertise as consultants during the requirement gathering phase. Architectural markups and user</p>			



stories for the backlog have been completed along with sprint 1. The change order required to meet the regulatory requirements for the Workplace Violence Prevention Policy deadline on June 28, 2024 has been completed. All initial discovery sessions with Windward have been completed, and they are now commencing Sprint 2 working on the second draft of the business, technical, and user requirements to maintain appropriate cadence to finish within the regulatory compliance timeline.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	02/21/2024	05/30/2024
	Project Lead(s): Summy Voong, Jim Lyle			
On Schedule				
Microsoft Copilot Search Implementation The introduction of Microsoft Copilot, an Artificial Intelligence assistant for Microsoft Edge and Microsoft Office Applications.	The ITCC and Artificial Intelligence (AI) Committee approved the initial phase of the Microsoft Copilot deployment at LACERA in February (2024). The initial phase will involve the launch and training of Microsoft's generative AI chat and search features that work with Microsoft Edge. The new tool will be presented to the organization through MAC, SAC, and Brown Bag meetings as well as a series of training sessions for each division. We anticipate the launch to be finished by May 2024.			
	Project Steps: <ol style="list-style-type: none"> 1. Road Show to Division Managers – Completed* 2. The Executive Board Assistants will be scheduling two meeting for Trustees 3. Presentation/Demo to MAC/SAC teams – TBD 4. AI Policy approval and staff to sign and acknowledgement on policy 5. Demonstration during Brown Bag Meeting – TBD 6. Enable feature for all staff and send out training documents – TBD 			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2013	03/30/2024
	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 was unable to generate a PEPRA member ABS until we could accurately, automatically, calculate a member's FAC. This project is moving forward now that the FAC issue is nearly resolved.</p> <p>Progress continues on the PEPRA Implementation: FAC Issue project and that project's target date has been updated to October 30, 2023, to allow time to import historical files necessary to calculate a member's benefit estimates.</p> <p>A kickoff meeting was held on August 22, 2023, to discuss project expectations, review the Project Charter, confirm the ABS Team participants, briefly review the Active redesigned comp, and discuss next steps. It was confirmed the team will meet weekly to begin the review process of the Active redesigned comp.</p> <p>The team has decided to pursue a change in how we generate the ABS. To provide us with more flexibility in distribution of the new ABS, we'll be looking at generating a digital version which will decouple LACERA's reliance on specialized programming with our print vendors. This should also shorten the time to complete and publish a new ABS. Communications has incorporated all feedback from the team and the ABS is currently in production for update of data fields and rebranding based on the team input. Once this is completed, the team is working on defining a target date. The original target date of November 30, 2023, has been pushed back due to delays in importing the PEPRA FAC data and staffing shortages in Communications.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	01/01/2013	03/31/2024
	Project Lead(s): JJ Popowich & Lynn Francisco			
Delayed				
<p>PEPRA Implementation: FAC Issue</p> <p>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. To accurately calculate a member's benefit, these non-pensionable compensation items need to be filtered out.</p>	<p>As of late April 2023, the LACERA team and Auditor Controller's Office continue to meet regularly and make progress towards the agreed upon deadline of June 30, 2023.</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. The team has been meeting bi-weekly to ensure we remain focused on completing this project on-time.</p> <p>On March 16, 2023, AC provided a test file on the PEPRA embedded earnings. Systems and QA division collaborated on testing and confirmed the file provided the appropriate data necessary to calculate a more accurate Final Average Compensation (FAC). Systems is now working on updating our internal programs to use these files in a production environment.</p> <p>Systems has completed and implemented the program in production. The program was first run to update the September 15, 2023, PEPRA actual earning salaries and are received with each new payroll period files prospectively.</p> <p>Beginning in November the team started ingesting historical files beginning with the last three years first (August 31, 2023, down to September 15, 2020), and working back to 2013. The files are processed on an expedited basis so we can conclude this project as early as possible. The team completed ingesting the most current three years by December 31, 2023. As of 1/13/2024, the most current three years historical</p>			



PEPRA embedded files have been processed and salary records in Workspace adjusted to remove PEPRA embedded earnings.

The Process Management Group (PMG) is working on updates to the PEPRA FAC Business rules. The team is working with the Legal Office to finalize the business rule. Once the rule has been finalized (expected to be finalized by end of February) the final parameters can be provided to Systems to program the FAC.

After the ingestion of actual payroll files was completed additional testing of the programming designed to remove non-pensionable actual earnings embedded in pay code 099 indicated additional work was needed to address retroactive payroll adjustments and mid-period payroll changes. The team is working to identify methods to account for the common payroll activities.

Once additional programming to address the issues identified above, and incorporate business rules, the team will be discussing scheduling the release of the PEPRA FAC for current active members to see and for staff to use in the calculation of estimates and retirements, followed by scheduling the release for use by deferred members. . We do not have an ETA at this time due to the newly discovered programming challenges.

A secondary effort to use Robotic Processing Automation (RPA) to help automate the manual process of accessing member payroll records and entering the required information into the manual Excel sheets used to calculate the FAC is on-going. The AC and LACERA had held several discovery meetings to help AC programmers understand the manual process. The AC and ISD teams working on this application provided a demo to the LACERA team in May.

Given that the RPA will not be completed prior to the AC completing the permanent solution, the team has been evaluating the need to continue development. Ultimately, the team determined that there is value to the RPA process when having to manually research accounts for problems and appeals. The team has provided feedback to the



	<p>ISD team, and we are continuing to refine the tool. The tool will be used for supplemental research if questions are raised about the PEPRA FAC.</p> <p>RPA User Acceptance Testing (UAT) was completed on 2/14/2024 by the LACERA team. This closes Phase 1 (automatic extraction of payroll records from eHR, QSAL, and TEHW into Excel. Phase 2 (calculation of embedded non-pensionable amount to be removed) will begin shortly. We are in the process of scheduling the start with a new team from ISD and the AC.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Executive (MOG/BSG)	06/15/2022	03/31/202404/01/2024	
	Project Lead(s): JJ Popowich & Shonita Peterson (PM)				
Delayed					
<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 identified</p>				



	<p>Conduent as the vendor of choice and the recommendation was approved by the Board of Retirement at the April 2023 board meeting.</p> <p>LACERA met with Conduent at our first kick-off meeting also known as the Joint Configuration Session on Tuesday November 14, 2023. Weekly “check in meetings” have been scheduled.</p> <p>The prepaid debit card project remains on hold until the end of April. After further discussion internally, the LACERA stakeholders decided that it would be best to draft a contract amendment that specifically addresses the data security concerns with third party vendors. The Legal Office drafted the amendment, and it is currently under review with the vendor.</p> <p>In addition, there is pending legislation under consideration regarding updating CERL to specifically list payment via a debit card as a payment method for retirement benefits. Currently, the payment of government benefits is permissible under federal Regulation E.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	RHC	Exec	March 2021	2024
	Project Lead(s): Santos H. Kreimann & Luis A. Lugo			
On Schedule				
Retiree Healthcare Administration: Lifetime Maximum Benefit Project	<p>LACERA and the County CEO’s office are in active communication in addressing the Lifetime Maximum Benefit issue. LACERA provided the Board of Retirement (BOR) with a formal report and update on our progress during the August 2, 2023, meeting via closed session.</p> <p>LACERA and the County continue to meet bi-weekly to ensure elimination of the Lifetime Maximum Benefit is the point of focus. The County is in the midst of</p>			



engaging and negotiating with organized labor groups to discuss potential future retiree health benefit program changes. In November, LACERA received an information request from the County and provided the requested information to the County. The County requested additional RHC program related information from LACERA in December and January, to which LACERA responded accordingly.

LACERA staff and LACERA’s actuary continue to consult with the County’s staff and actuary. These conversations and the County’s negotiation process have resulted in additional actuarial-related information requests from the County. LACERA worked with Milliman and the County’s actuary to complete and deliver these items in February 2023:

- 1) Actuarial Model – Retiree Healthcare benefits analysis and modeling to project future healthcare cost changes due to hypothetical benefit changes.
- 2) Cost Projections – GASB 75 report projections to analyze the impact of future healthcare cost changes.
- 3) Cost Savings – Retiree Healthcare benefit analysis of Tier 2 historical cost savings.

As of March 27, 2024, The County of Los Angeles and Coalition of County Unions (CCU) continue to work through negotiations. LACERA continues to engage the County and Union representatives to provide any relevant information as they progress through their negotiations. Our next regularly scheduled meeting with the County of Los Angeles Executive Office is on Thursday, April 11, 2024.



Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	2019	12/30/2024
	Project Lead(s): Maggie Luong, Shonita Peterson			
On Schedule				
<p>Retirement Estimate Redesign With the recent launch of our new Retirement Planning Hub and the My LACERA online retirement election process, we are turning our attention to re-designing the Retirement Estimate.</p>	<p>In 2019, an effort was undertaken to beta test a new Retirement Prospectus Estimate and Election form. The project was placed on hold due to the COVID-19 Pandemic. Coming out of the immediate impacts of the pandemic the results of the beta teste were reviewed and it was determined the redesigned estimate was more complicated than would be useful.</p> <p>Subsequently LACERA pivoted to the new Retirement Planning Hub, the new Omnichannel Retirement Counseling process, and the My LACERA on-line retirement election. In March, the team began meeting regularly to review a proposed redesigned estimate.</p>			



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	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	12/01/2023	TBD
	Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)			
Delayed				
<p>Enterprise Budget Application (Questica) Implementation Phase II: Budget Book</p> <p>LACERA nearly finished 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 phase of the project will address the Budget Book that is submitted to the Boards during the approval process.</p>	<p>The implementation of the Questica budgeting solution has been divided into two phases. Phase I concerns the implementation of the budgeting application itself. Phase II consists of the review and implementation of the Budget Book function to assist with assembling the budget book that is submitted for approval to the Boards.</p> <p>Development of the budget book is a unique and detailed process that requires significant focus to migrate to a new platform. The native budget book application provided by Questica will be evaluated by the team after we have completed implementation of the budget application. The team plans to produce the FY 25 Budget Book outside of this application while this is under review. Once we have completed the roll out of the Questica application we will assign a target date for completion of this phase. The Project Team has been actively collaborating with Questica's Implementation Team to discuss project planning and schedule a kick-off for this initiative.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	04/01/2021	12/31/2024
	Project Lead(s): Louis Gittens			
Delayed				
<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 July 2024.</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 for this population.</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>			



	COLA Bank: Retroactive Payment Project		
	Status (As of 3/31/23)	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	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
		Strategic	Exec (MOG)	02/28/2022	06/30/2024
	Project Lead(s): JJ Popowich & Cynthia Martinez				
Pushed Back					
<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 is beginning the process of updating the draft Communications Plan to incorporate the Strategic Plan priorities based on the input from the assigned LEADS of each objective and other feedback provided by the Executive Team.</p>				



Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	11/01/2023	04/30/2024
	Project Lead(s): Tom De Luca			
On Schedule				
<p>Data Digitization Sharing Project A project to share previously digitized microfiche and Optical Archive System (OAS) records with the LA County Auditor/Controller</p>	<p>The Information Technology Coordination Council (ITCC) approved a prototype project to share previously digitized microfiche with the LA County Auditor/Controller (A/C) in October 2023. LACERA previously digitized 50 million microfiche and Optional Archive System (OAS) records containing LA County payroll data and built an electronic viewer for the images. The A/C only has the physical microfiche and the OAS records for this payroll data. The LACERA Systems Division would like to share our digitized images with the A/C in a portable format that is independent from all technology at LACERA. The prototype project that was approved by the ITCC will involve converting a subset of microfiche images to searchable PDF files and building a SharePoint page for searching the images. If the prototype is successful, and the A/C finds the files useful, we will make a request to the ITCC to convert 30 million of the 50 million images to searchable .pdf and securely transmit them to the A/C.</p> <p>We have converted the subset of files to searchable PDF files for the prototype and are configuring the SharePoint page that will be used to search these files. We expect the prototype to be completed by the end of April 2024.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	July 1, 2022	06/30/2024
	Project Lead(s): Louis Gittens			
On Schedule				
<p>Pre-2003 Pension Reserve Clean-up</p> <p>Prior to January 1, 2003, non-vested contributory individuals were required to withdraw their contributions upon termination as they were not entitled to future benefits. The law was changed as of that date and non-vested members are now permitted to leave funds on deposit and later retire. LACERA has attempted to contact the non-vested individuals who terminated prior to 2003 and still have funds on deposit so they can withdraw their funds.</p> <p>The purpose of this project is to ensure that LACERA sends written notice through Certified mail to the most valid address we can find. Individuals in this group who still have funds on deposit after this initiative will have their funds placed into the Pension Reserve.</p>	<p>LACERA previously sent notification to the remaining 673 affected individuals. We determined which letters were returned to LACERA and sent notifications to secondary addresses through Certified mail. In November, we began sending letters to next of kin for deceased members.</p> <p>The Process Management Group (PMG) is reviewing all accounts to ensure notification has been sent to all affected individuals. PMG will then work with FASD and Systems to have funds placed in the Pension Reserve, the final stage of this project.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Operations	Exec (MOG)	June 2021	TBD
	Project Lead(s): JJ Popowich			
Pushed Back				
<p>Retroactive Payroll Adjustments: Prospective Correction</p> <p>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 are still some situations where these contributions are not being collected.</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>In 2022, LACERA 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 will continue to work with them to develop a procedure that both the County and LACERA can support.</p> <p>No change has occurred on this issue.</p>			



• Completed Projects/Initiatives

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year 2023 - 2024.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	August 2022	June 2023
	Project Lead(s): Ted Granger			
Completed				
<p>Actuarial Valuation Reports: 2022 Actuarial Valuation of Retirement Benefits</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</p>	<p>2023 Retirement Benefits – Actuarial Risk Assessment</p> <p>LACERA staff and Milliman presented the 2023 Annual Actuarial Risk Assessment report based upon the most recently completed Valuation report, to the Board of Investments (BOI) at their June 2023 meeting. There were some follow-up questions from Trustees regarding the impact PEPRAs may have on setting actuarial assumptions. Staff expects Milliman to present some additional information at a future BOI meeting.</p>			



statement reports. Plan Sponsors use the GASB reports to obtain information required for their financial statement disclosures.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	July 2022	August 2023
	Project Lead(s): Ted Granger			
	Completed			
<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. GASB Statement Number 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually for Los Angeles County and LACERA's Board of Retirement to make funding decisions and to provide the</p>	<p>2022 OPEB – Annual Actuarial Valuation Report</p> <p>Milliman completed the July 1, 2022, OPEB Valuation Report and presented the results to the Board of Retirement on August 2, 2023.</p> <p>The upcoming 2023 OPEB actuarial reporting cycle will include both a triennial experience study and annual valuation report.</p>			



information for the GASB 75 report which is used for employer financial statement reporting.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	August 2023	December 2023
	Project Lead(s): Ted Granger			
Completed				
<p>Actuarial Valuation Reports: Retirement Benefits</p> <p>The Government Code requires that valuations of the Retirement Benefits 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 Numbers 67 & 68 reports. Plans (LACERA) and Plan Sponsors (County) use the</p>	<p>2023 Retirement Benefits – Annual Valuation</p> <p>The June 30, 2023, Retirement Benefits Valuation Report has been completed. Milliman and staff presented the final report to the Board of Investments (BOI) at their December 2023 meeting.</p> <p>There are two additional reports that will be prepared based upon the results of the 2023 Retirement Benefits Valuation Report:</p> <ol style="list-style-type: none"> 1) Staff will work with Milliman to prepare the upcoming GASB 68 report for Los Angeles County's June 30, 2024, annual financial statements. 2) Staff will work with Milliman to prepare the upcoming 2024 Risk Assessment Report, tentatively scheduled to be presented at the June 2024 Board of Investments meeting. 			



<p>GASB reports to obtain information required for their financial statement disclosures.</p>	
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	BSG	Financial & Accounting Services Division	May 2023	December 2023	
	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 the reports to the Los Angeles County Board of Supervisors within six-months following the fiscal year-end.</p>	<p style="text-align: center;">2023 – ACFR and PAFR</p> <p>LACERA completed its 2023 annual financial statements project having reached the following milestones:</p> <ul style="list-style-type: none"> LACERA distributed the Annual Financial Statements (AFS) to the LACERA Boards and Los Angeles County in early November. Plante Moran presented the audit reports and AFS to the Audit Committee at their December meeting. Communications completed and mailed the Popular Annual Financial Report (PAFR) to all members in December. Communications finalized the Annual Comprehensive Financial Report (ACFR) and post it to LACERA’s website by the end of December. FASD submitted LACERA’s ACFR and PAFR to the Government Finance Officers Association (GFOA) for their award programs by the end of December. 				



Project / Issue Title Brief Description	Strategic Plan Initiative:		Fiscal Durability: 5.1	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	10/06/2022	January 31, 2024
	Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)			
Completed				
<p>Enterprise Budget Application (Questica) Implementation Phase I</p> <p>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. The contract and statement of work were finalized, and the project kick off meeting was held with the LACERA Budget Team and Questica team on November 17, 2022.</p> <p>The Project team has continued to fine-tune Questica's Budget Modernization application in the following areas:</p> <ul style="list-style-type: none"> • Required roles for Change Request Permissions • General Ledger (GL) Account Roll-up and Reporting Requirements • Personnel Sync Integration • Amended Budget Export • View Creation <p>The Budget Team has successfully completed the Business Division Training and provided the necessary assistance and guidance for entering the FY 2024-2025 division budget into Questica. The Questica Budget Modernization Solution has now been implemented and is in production on January 31st, 2024, marking the completion of the project.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	BSG/MOG	Communications/Systems	December 2022	September 2023
	Project Lead(s): Selassie Burke, Erika Heru/Ian Duggan			
Completed				
<p>KBase Migration to SharePoint</p> <p>KBase is an older knowledge base product that staff use on a daily basis for historical information, explanations of CERL and other information. The KBase data infrastructure needed to be updated to ensure its continued viability and improve access.</p>	<p>As part of the continuous commitment to improve our digital infrastructure and enhance user experience, our current Knowledge Base (KBase) has transitioned to a newer and more advanced platform on SharePoint.</p> <p>The move to SharePoint isn't just about a new look—it's also about functionality, security, and efficiency. SharePoint offers a robust platform, with numerous advantages such as improved security, enhanced collaboration features, and scalability to meet our future needs.</p> <p>KBase remains easily accessible within LACERA Connect. KBase now has a built-in search feature on SharePoint, locating the information needed is faster and more intuitive.</p> <p>Systems, in particular, Selassie Burke, managed the migration ensuring it was a seamless transition of a total of 1,314 related Wiki web pages that are now fully indexed and searchable.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	01/01/2023	09/30/2023
	Project Lead(s): Carly Ntoya and Michael Dozier (PM)			
Completed				
<p>Human Resources (HR) Case Management</p> <p>LACERA seeks a case management solution that supports Human Resources workflow with automatic notifications, document management, and version control as well as the ability to view HR workloads on an interactive dashboard.</p>	<p>In December 2022, the Information Technology Coordination Council approved a case management project for Human Resources. Funding for the project was approved during the FY 2022-23 midyear budget adjustments. The HR project team selected ServiceNow’s Human Resources module for their case management solution.</p> <p>Since August, the Winward Implementation team has been testing the HR Case Management Module. We are pleased to report Phase 1 testing has been completed. In addition, the Phase 2 Discovery Session consisting of Knowledge Management and New Hire workflows have been accomplished, and several demonstrations of the completed workflows have been provided, recorded, and saved for training purposes and stakeholders’ consumption. Live User Acceptance Testing (UAT) of Phase II was completed in early October. This finalizes the Implementation activities, and the HR Case Management application was released to production on October 3rd. The Executive Management Presentation of the HR Case Management took place on October 5th. Post implementation plans are to use feedback gathered during the UAT for future enhancements.</p>			



Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	10/01/2022	12/30/2023
	Project Lead(s): Carly Ntoya and Don Song (PM)			
Completed				
<p>Human Resources (HR) Digitization</p> <p>LACERA is currently converting 350,000+ paper Human Resources' personnel, payroll, medical, and classification files to electronic files to allow quick retrieval of documents by a hybrid workforce, shared access to information, full text search capabilities, and an audit trail of document access.</p>	<p>In March 2022, the Information Technology Coordination Council approved the Human Resources Digitization Project. Funding for the project was approved as part of the FY 2022-23 budget.</p> <p>The scanning of the 350,000 HR Historical files has been successfully accomplished. As the project concludes, the plan is to transition the management and support of HR Digitization to Systems Infrastructure for ongoing operations.</p>			
Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	09/21/2023	Q2 2024
	Project Lead(s): Luis Lugo and Gnan Arige (PM)			
Completed				
<p>Policy Management Solution</p> <p>LACERA seeks an automated solution to support LACERA Policy Management Process.</p>	<p>In September 2022, the Information Technology Coordination Council approved a policy management project to automate the creation, review, approval, and maintenance of LACERA policies as well as track the versions and acknowledgement of policies. Funding for this project was included in the FY 2022-23 budget. The policy management project team issued a Request for</p>			



	<p>Quote (RFQ) and reviewed quotes submitted by interested vendors and consultants.</p> <p>The Executive Sponsor and Project team have decided to conclude this project and integrate its objectives and requirements into a new initiative. The upcoming initiative, tentatively named the “Organizational Governance Initiative,” will encompass additional modules, including Compliance GRC, Internal Audit, and Enterprise Risk Management. This strategic move aims to streamline and align various governance aspects under a cohesive framework for more effective management and oversight.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	MS	Executive Office		01/31/2024
	Project Lead(s): Jonathan Tran and Maritza Perez			
	Completed			
<p>Retirement Counseling Redesign Project (Omnichannel Retirement Counseling)</p> <p>The basic retirement counseling process for members considering retirement has not changed in many years. While checklists used to counsel members have been updated over time, a top to bottom review of the process has not occurred in some time.</p> <p>The Member Services team has undertaken a project to modernize the counseling process to incorporate a</p>	<p>A team of Member Services subject matter experts under the direction of the project leads have been meeting and developing a new retirement counseling model.</p> <p>The team has reviewed all data points and information shared with members during counseling sessions ranging from a few minutes to the more in-depth counseling sessions lasting an hour or more. The review is intended to ensure we are covering all of the vital information needed during our counseling sessions. The results of this review have led to updates to checklists, collateral material provided to members, and seeks to integrate the new Retirement Planning section on LAC-ERA.com and My LACERA portal into counseling.</p> <p>Over the last few months, the team has been beta testing this new counseling model during actual member counseling sessions. This beta testing process has allowed the team to collect vital member and staff feedback on the new model.</p>			



<p>true omnichannel approach by integrating the Retirement Planning section on LACERA.com and the My LACERA portal into the counseling process. Integrating these resources into the retirement counseling process will allow members to connect with LACERA in more ways than ever and help pave the way for future innovations and streamlined services.</p>	<p>The team is now in the final stages of this project. They are working with the Communications team to update the Retirement Planning section on LACERA.com with additional information that will support key discussion points and feed into new communication collateral. Additionally, the team has launched the first phase of this project with a revamped PEPRA Final Average Compensation training module for all Member Services and Disability Retirement staff, in collaboration with Quality Assurance, Benefits, and PMG. Member Services and Disability Retirement staff have received an in-depth overview of the new Business Rules applicable to calculating a PEPRA member's FAC and how this affects other processes. Additionally, the Team has expanded calculation training to other specialized Benefits units, such as Death and Legal.</p> <p>Due to new enhancements to My LACERA that were released into beta in January, the team revised their counseling plans to incorporate the new functionality. Training on the new counseling standards was completed January 11th, 2024. The Team presented an overview to the OOC on February 7, 2024, and continue to work closely with staff and gather user feedback for further improvements on implementation.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Exec (MOG)	07/01/2022	01/31/2024	
	Project Lead(s): Kevin Hawkins				
	Delayed				
<p>Tax Table Changes for 2022: Phase II: Online Tax Calculator & ADR Re-design The IRS published updated tax tables for 2022 which became effective January 1, 2022. The IRS finalized a revised Federal Withholding Certificate</p>	<p>In early 2022, 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>In Phase I, the team completed the rollout of the new Federal Withholding Certificate for Pension & Annuity Recipients (commonly referred to as a W-4P withholding form) on time. This included updating Workspace so staff can enter</p>				



for Pension & Annuity Recipients (commonly referred to as a W-4P tax withholding form). These follow up projects are designed to improve the overall Member Experience.

member tax elections in compliance with the new form design, as well as My LACERA so members can complete tax election changes themselves.

The team also identified additional tasks that need to be completed in Phase II which originally included the development of an on-line tax calculator accessible through My LACERA and the redesign of the Automatic Deposit Receipt / paycheck stub. The development of the on-line tax calculator has now been moved to Phase III.

An Automatic Deposit Receipt ADR redesign. Staff worked to develop a re-designed ADR with new fields that support the new tax withholding rules. After working with our check printing vendor to validate the new format would fit in the allotted space for the existing ADR, a business rule with an embedded copy of the proposed layout was distributed to stakeholders for approval. The redesign was approved by stakeholders in August and the team provided an informational memo to the Operations Oversight Committee in November. In November, we began notifying retired members through inserts in their November checks and various publications. Another notification was provided with the December checks. A new section has also been added to LACERA.com to provide members with detailed explanations on how to read their ADR/check stub. Members received the new ADR for the first time with their January 2024 checks or automatic deposits, which completes this part of the project.



Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Exec (BSG)	October 2021	01/30/2024
	Project Lead(s): Laura Guglielmo, Ted Granger & Cookie Jaranilla			
Completed				
<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 (AP) Module</u> The AP Certify Project Team’s User Acceptance Testing has been completed, and Live Training has started with the business divisions targeted for the Soft-Launch. These Business Solutions Group of divisions is comprised of the following:</p> <ul style="list-style-type: none"> • Admin Services Procurement • Disability Retirement Services (DRS) • Financial and Accounting Services Division (FASD) • Legal Office • Systems <p>In collaboration with Emburse’s Implementation Team, the Project Team has aligned check payment processing with the requirements set by State Street Bank, LACERA’s partner for clearing and funding checks. Simultaneously, the Project Team is actively integrating AP Certify with Great Plains (GP) Invoice payment data, finalizing critical components for data integration.</p> <p>The AP Certify Project Team has successfully concluded the End-User Training sessions for the LACERA Business Divisions. Following this, the application was seamlessly integrated into production on January 30, 2024.</p>			

DATE RECEIVED	REQUESTER	DOCS REQUESTED
01-20-24	R. Santos, FOIA Group, Inc.	<p>Request: Copy of all available information pertaining to bidding and award of the LACERA, IA QAR Project issued in 2020.</p> <p><i>Legal, on January 26, 2024, via email, requested confirmation of records information request.</i></p> <p><i>Legal, on January 30, 2024, via email, informed Requester that records have been requested and exempt information review must be done. Documents should be ready by February 9, 2024.</i></p> <p><i>Legal, on February 23, 2023, via email, informed Requester that LACERA expects to send any nonexempt records on February 26, 2024.</i></p> <p><i>Legal, on March 7, 2024, requested Systems to create a Public Records Sharepoint Page for approximately 12 files.</i></p> <p><i>Systems, on March 11, 2024, notified Legal that Ms. Santos was successfully sent an invite to a Public Records SharePoint page regarding approximately 12 files.</i></p>
01-29-24	J. Kittleworth, Individual	<p>Request: Provide all documents provided by fund managers for the two fiscal years ended June 30, 2022, and June 30, 2023. The funds are Bain Capital Real Estate Fund I-A, L.P. and TPG Real Estate Partners III, L.P.</p> <p><i>Legal, on February 9, 2024, sent Requester updated status of request to Investments for responsive information. Expected date for receipt of information is February 16, 2024.</i></p> <p><i>Legal, on February 12, 2024, received from Requester confirmation of notice to send responsive nonexempt records by February 16, 2023.</i></p> <p><i>Legal, on February 16, 2024, transmitted responsive information request to Investments.</i></p> <p><i>Legal informed Requester, on February 16, 2024, information will be provided when available. On February 20, 2024, Requester, via email, confirmed receipt of status of responsive information.</i></p> <p><i>Transmitted 2 documents.</i></p> <p><i>Legal, on February 23, 2024, transmitted to Requester the 2 responsive documents shown below.</i></p> <p><i>LACERA FY 2022 Fee Reporting.xlsx and LACERA FY 2023 Fee Reporting.xlsx.</i></p> <p><i>Transmitted 4 documents.</i></p> <p><i>Legal, on March 6, 2024, transmitted to Requester the 4 responsive documents shown below.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<p><i>2022 BCRE Fund 1.pdf; 2022 TPG II.pdf; 2023 BCRE Fund 1.pdf, and 2023 TPG II.pdf.</i></p>
02-15-24	R. Inchody, Pitchbook	<p>Request: Updated quarterly performance data for alternative asset holdings for 4Q23.</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Legal, on February 16, 2024, via email, sent to Requester the 2 responsive documents listed below.</i></p> <p><i>Private Markets Data 2023-12-31.xlsx and Hedge funds Data Jan 2022 to Dec 2023.xlsx.</i></p>
02-16-24	J. Esparza, Bloomberg, LP	<p>Request: Requesting access to and/or a copy of data pertaining to all fixed income and equity investments including the following data points shown in request for each security as of Sept 30, 2023, and Dec 31, 2023.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on February 23, 2023, via email sent to Requester the responsive document shown below.</i></p> <p><i>FOIA Request – EQ & FI Holdings Sep and Dec 2023.xlsx.</i></p>
02-19-24	C. Larson, Individual	<p>Request: Provide information for all unclassified employees that applied for disability retirement during the last 20 years.</p> <p><i>Legal, on February 23, 2024, contacted Disability Retirement for responsive information. Also, on February 23, 2024, sent to Requester extension to produce the requested 20 years of responsive information.</i></p>
02-28-24	FOIA Data Collection	<p>Request: Q3 2023 reports for Alternatives information.</p> <p><i>Legal, sent on February 28, 2024, via email, the 2 responsive documents shown below.</i></p> <p><i>Transmitted 2 documents.</i></p> <p><i>Alternatives Data 2Q23 Data.xlsx and Private Markets Data as of 2023-12-31.xlsx.</i></p> <p>Follow-up email from Requester on March 1, 2024, requesting additional information.</p> <p><i>Legal, sent on March 4, 2024, via email, the responsive document shown below.</i></p> <p><i>Alternatives Data 4Q23.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
03-06-24	X.M. Revil, with. Intelligence	<p>Request: Performance metrics of all closed-ends funds LACERA invested in for Q4 2023.</p> <p>Transmitted 1 document.</p> <p>Legal, sent on March 15, 2024, via email, the responsive document shown below.</p> <p>Alternatives Data 4Q23.</p>
03-07-24	H. Ahaiwe, HR, LA County And 1 other Recipient	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Executive Office, on March 7, 2024, via email, transmitted the responsive document shown below.</p> <p>MonthlyAgenda.csv for March 1, 2024, 2024.</p>
03-07-24	Sheriffs Dept, LA County and 4 other Recipients	<p>Per monthly request:</p> <p>Transmitted 2 documents.</p> <p>Executive Office, on March 7, 2024, via email, transmitted the responsive documents shown below.</p> <p>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated March 6, 2024.</p>
03-07-24	C. Siverson, Fire, LA County, and 5 other Recipients	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Executive Office, on March 7, 2024, via email, transmitted the responsive document shown below.</p> <p>Board of Retirement Meeting on March 6, 2024, Benefit Approval List.pdf.</p>
03-14-24	E. Raasch, American Transparency	<p>Request: Electronic documents that list all LACERA retired employees paid a monthly pension annual in fiscal or calendar year 2023.</p> <p>Legal, on March 15, 2024, contacted the Disability Division to request the responsive information. Responsive documents should be received by March 24, 2024, or sooner, at which time responsive information will be submitted to Requester.</p>

REPORT OF FELONY FORFEITURE CASES

March 28, 2024

#	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
67	LYONS	ANDREW	SHERIFF	1/12/2024	2/14/2024			PEND		
66	VEGA	MIGUEL	SHERIFF	9/5/2023	10/27/2023			PEND		
65	HERNANDEZ	CHRISTOPHER	SHERIFF	7/24/2023	10/11/2023			PEND		
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023	10/23/2023		APPEAL		
61	SHEPOS	THOMAS	CEO	1/23/2023	2/14/2023			PEND		

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
- WITHDRAWN: Member withdrew prior to conviction – no impact.

March 27, 2024

TO: Operations Oversight Committee
JP Harris, Chair
Antonio Sanchez, Vice Chair
Wayne Moore
Jason Green, Alternate

FROM: Luis Lugo 
Deputy Chief Executive Officer

FOR: April 3, 2024, Operations Oversight Committee Meeting

SUBJECT: **Board of Retirement Strategic Plan 2024-2028 Quarterly Update**

The Board of Retirement (BOR) adopted the Five-Year BOR Strategic Plan in July 2023, and since then, our team has diligently focused on progressing our strategic planning efforts through the creation of work plans for the various strategic objectives.

Please find the attached quarterly progress and corresponding strategic outlines for prioritized objectives.

LL:ll

Attachments

Presentation – Strategic Plan Quarterly Update
Attachment – Strategic Plan Initiative Outlines

cc: MAC Team

Board of Retirement (BOR) Strategic Plan Quarterly Update (2024-2028)

Operations Oversight Committee Meeting

April 04, 2024

LACERA Strategic Priorities and Objectives



BOR approved the Strategic Plan on July 6, 2023.

Board of Retirement

Strategic Priority Goals	Objectives
 1 Superior Member Experience Innovate and continuously improve the member experience	<ul style="list-style-type: none">1.1 Ensure a consistent omnichannel member experience at every stage of the member's journey1.2 Enhance member educational content at every stage in their journey and launch LACERA Communication Plan1.3 Develop, implement, and deploy a digital strategy to better serve our members1.4 Improve and enhance the retiree healthcare experience
 2 Innovation through Technology Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity	<ul style="list-style-type: none">2.1 Promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform2.2 Implement an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information
 3 Investing in People Attract, motivate, hire, and retain a highly engaged and skilled workforce	<ul style="list-style-type: none">3.1 Develop and implement a DEI framework aimed at promoting and embracing diversity, equity, and inclusion3.2 Develop enterprise-wide Training and Development Programs designed to support and encourage employee growth and development3.3 Improve and simplify the hiring process, aimed at building a solid foundation for succession planning
 4 Compliance and Enterprise Risk Management Adopt and implement compliance and enterprise risk frameworks aimed at facilitating strengthened governance around risk management and compliance	<ul style="list-style-type: none">4.1 Develop an enterprise compliance plan and program to ensure adherence to established processes, procedures, policies, and governing rules and regulations4.2 Implement a comprehensive enterprise risk management framework and structure to facilitate stronger organizational risk management
 5 Fiscal Durability Exercise care and prudence in managing our resources and fund assets	<ul style="list-style-type: none">5.1 Develop organizational tools to support enterprise-wide fiscal responsibility5.2 Support the LACERA Investment Office in implementing and achieving the BOI's Strategic Plan goals.





01 Milestones and Focus

Strategic Planning Milestones



Our Focus and Commitment



Superior Member Experience

Objective 1.1 Member Journey

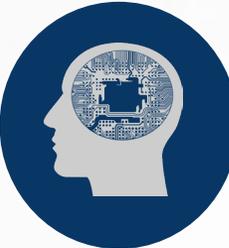
LEAD: Tatiana Bayer

Executive Sponsor: JJ Popowich

Objective 1.4 Retiree Healthcare

LEAD: Tionna Fredericks

Executive Sponsor: JJ Popowich



Innovation Through Technology

Objective 2.1 Business Intelligence

LEAD: Kathy Delino

Executive Sponsor: Luis Lugo

Objective 2.2 Knowledge Management

LEAD: Eugenia Der

Executive Sponsor: JJ Popowich



Investing in People

Objective 3.1 D.E.I

LEAD: Jasmine Bath

Executive Sponsor: Laura Guglielmo

Objective 3.3 Simplify and Improve Hiring

LEAD: Carly Ntoya

Executive Sponsor: Laura Guglielmo

The nine strategic objectives serve as our focus this year, along with other strategic initiatives already underway.



Compliance and Enterprise Risk

Objective 4.1 Build Ethics and Compliance Program

LEAD: Steve Rice and Allison Barrett

Executive Sponsor: Luis Lugo



Fiscal Durability

Objective 5.1 Improve Organizational Tools and Controls to Support Fiscal Responsibility

LEAD: Ricki Contreras

Executive Sponsor: Laura Guglielmo

Objective 5.2 Review and Revise Funding Policy

LEAD: Vache Mahseredjian

Executive Sponsor: Luis Lugo



02 Workplan Dashboards

WORKPLAN - Strategic Objective 1.1



Strategic Goal: **Superior Member Experience**
 Strategic Objective: **1.1 – Ensure an omni-channel experience at every stage of a member journey.**
 Executive Sponsor and Leads: **JJ Popowich; Tatiana Bayer (Lead)**

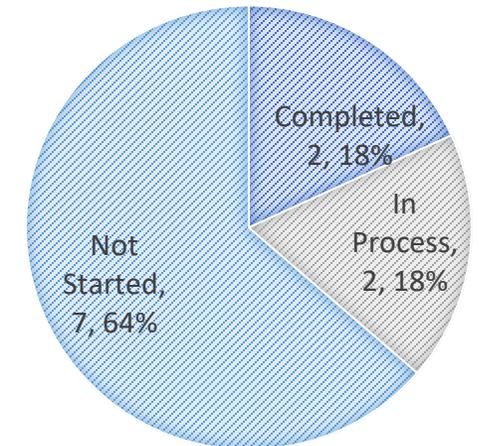
Legend

- On Schedule ●
- Delayed/Stopped ▲
- Not Started ◆
- Complete ★

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Determine the member’s journey methodology	★	10/2023	01/12/2024
3	Member Experience Council Charter	●	10/2023	06/30/2024
4	Internal Communication Plan (BOR, OOC, Executive Team, and Staff)	●	10/2023	06/01/2024
5	Identify and define Member Journeys	◆	TBD	07/01/2024
6	Create tools to review and track progress on objective/initiatives	◆	TBD	06/30/2026
7	Identify the channels of service required for each member journey	◆	TBD	06/30/2026
8	Establish goals and KPI’s for each member journey	◆	TBD	10/31/2026
9	Assess the consistency and service quality across each channel	◆	TBD	12/31/2026
10	Identify member interaction pain points and opportunities for improvement	◆	TBD	12/31/2026
11	Identify Budget Needs	◆	TBD	12/31/2026

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 1.4



Strategic Goal: **Superior Member Experience**
 Strategic Objective: **1.4 – Improving the Retiree Healthcare (RHC) experience.**
 Executive Sponsor and Lead: **JJ Popowich; Tionna Fredericks (Lead)**

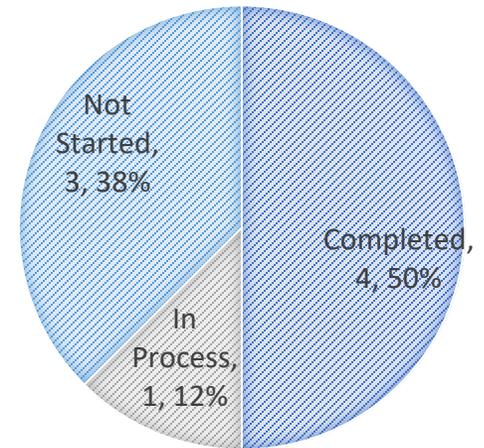
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Build core team and schedule meeting cadence	★	10/2023	01/04/2024
2	Set-up team's collaboration timeline	★	10/2023	01/12/2024
3	Discuss ideas and opportunities for improving the Retiree RHC experience	★	10/2023	06/30/2024
4	Approval of Strategic Outline objective	★	10/2023	06/01/2024
5	Identify, Define, and Document Retiree Healthcare Roadmap	●	01/2024	12/31//2024
6	Coordinate communication plan with internal and stakeholders	◆	TBD	12/31/2024
7	Identify and implement automation opportunities i.e. SSA Data Exchange	◆	TBD	12/31/2025
8	Develop actionable KPI's to measure retiree and member satisfaction	◆	TBD	
9				
10				
11				

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 2.1



Strategic Goal: **Innovation Through Technology**
 Strategic Objective: **2.1 – Implement Enterprise Business Intelligence Solution**
 Executive Sponsor: **Luis Lugo; Kathy Delino (Lead)**

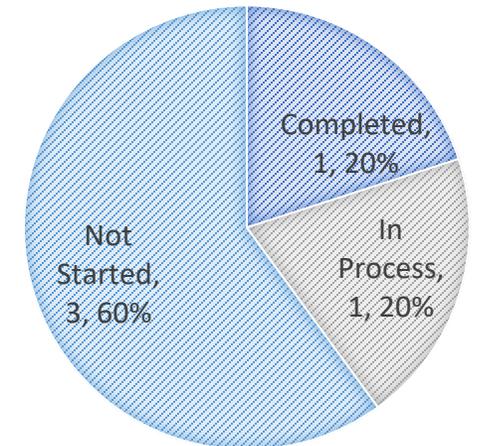
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Develop objective scope and goals	★	10/2023	01/01/2024
2	Communication Plan, Communicate objective goals to various stakeholders	●	01/2024	06/30/2024
3	Centralize Data Governance- Establish Data Management Team	◆	TBD	12/31/2024
4	Publish Dashboards for Enterprise/Member Data (Explore Enterprise Solution)	◆	TBD	12/31/2026
5	Replace reporting requests with on-demand dashboards	◆	TBD	07/01/2024
6				
7				
8				
9				
10				
11				

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 2.2



Strategic Goal: **Innovation Through Technology**
 Strategic Objective: **2.2 – Implement Enterprise Knowledge Management System**
 Executive Sponsor: **JJ Popowich; Eugenia Der (Lead)**

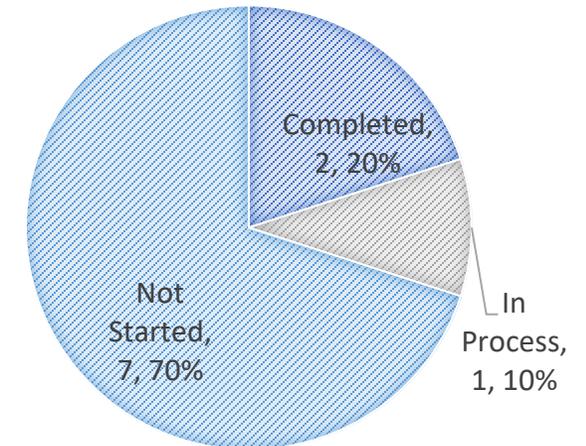
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Project Approval by the IT Coordination Council	★	10/2023	03/31/2024
3	Communication Plan- Educate and Engage stakeholders on Knowledge Mgmt.	●	10/2023	07/01/2024
4	RFP for taxonomy consultant and selection of consultant	◆	03/2024	12/31/2024
5	Complete assessment of organizational needs and specifications	◆	TBD	03/31/2025
6	Update and reconcile data and knowledge	◆	TBD	06/30/2025
7	Select vendor and product	◆	TBD	06/30/2026
8	Project Launch	◆	TBD	07/31/2026
9	Create and adopt knowledge playbook/policy/guidelines	◆	TBD	12/31/2028
10	Project Completion	◆	TBD	12/31/2028
11				

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 3.1



Strategic Goal: **Investing in People**
 Strategic Objective: **3.1 – Develop and implement framework aimed at promoting D.E.I.**
 Executive Sponsor: **Laura Guglielmo; Jasmine Bath (Lead)**

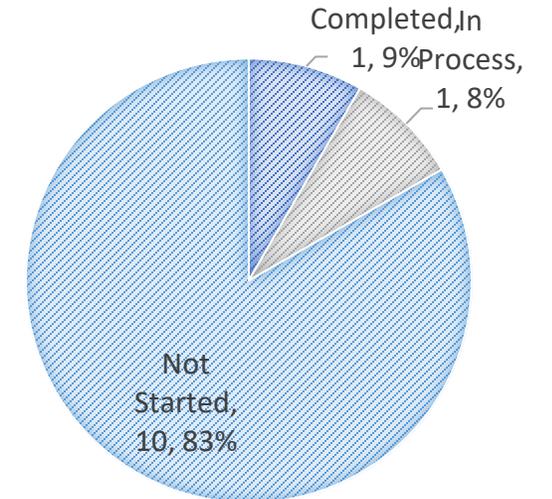
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Communication Plan – IDEA (Inclusion, Diversity, Equity, and Accessibility)	●	10/2023	07/26/2024
3	Assemble a staff driven IDEA Council	◆	TBD	07/26/2024
4	Prepare Charter for IDEA Council	◆	TBD	07/26/2024
5	Identify scope of work for Diversity, Equity, Inclusion, Belonging, and Accessibility (DEIBA) Advisor	◆	TBD	08/25/2024
6	Interview and hire DEIBA advisor	◆	TBD	09/25/2024
7	Collect data from staff, members, vendors, and business partners re: DEIBA	◆	TBD	11/24/2024
8	Develop topical library for internal and external users	◆	TBD	02/25/2025
9	Post IDEA initiative and educational content within LACERA Connect	◆	TBD	02/25/2025
10	Identify external business partners/vendors	◆	TBD	02/25/2025
11	Develop Organizational Training Plan re: DEIBA	◆	TBD	03/25/2025
12	Review KPI's and assess LACERA policy and procedures through DEIBA lens	◆	TBD	05/25/2025

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 3.3



Strategic Goal: **Investing in People**
 Strategic Objective: **3.3 – Improve and simplify hiring process**
 Executive Sponsor: **Laura Guglielmo; Carly Ntoya (Lead)**

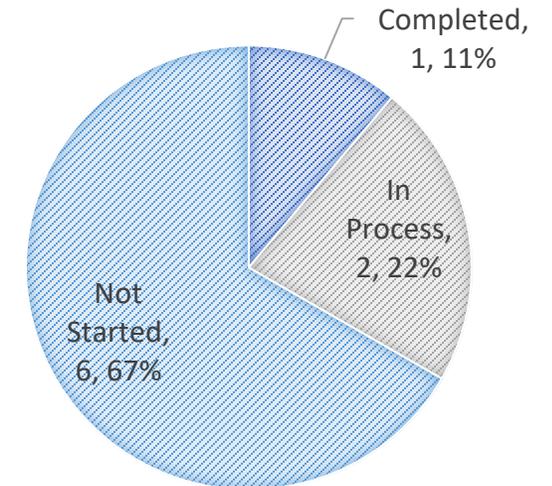
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Labor Agreement for performance management changes	◆	TBD	06/30/2024
3	Explore opportunities to simplify LACERA Hiring Playbook	●	TBD	09/30/2024
4	Revise and publish employee handbook and orientation	●	10/2023	06/30/2024
5	Revise rater training	◆	TBD	12/31/2024
6	Expand use of NEOGOV for performance management	◆	TBD	06/30/2026
7	Achieve an organizational vacancy rate of 15% (determine internal KPI)	◆	TBD	12/31/2024
8	Enhance recruitment and applicant communication in NeoGov	◆	TBD	12/31/2024
9	Implement use of a job analysis tool to use and create competency-based assessment	◆	TBD	03/31/2025
10				
11				

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 4.1



Strategic Goal: **Compliance and Enterprise Risk**
 Strategic Objective: **4.1 – Develop and implement an Enterprise Ethics and Compliance Program.**
 Executive Sponsor: **Luis Lugo; Steven Rice and Allison Barrett (Leads)**

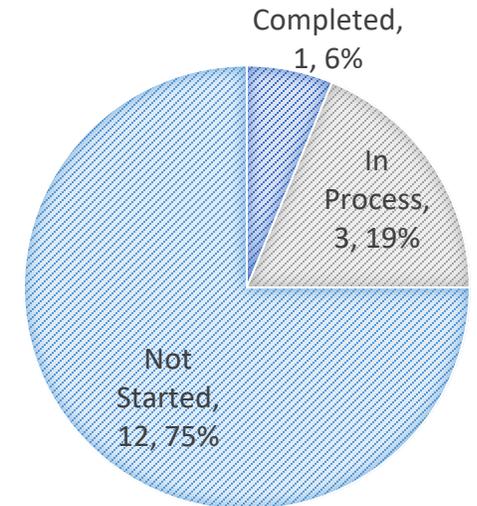
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Ethics Compliance Program (ECP) Communication campaign	★	10/2023	Ongoing
2	Approval of ECP Charter (BOR, OOC, JOGC, Audit Committee, Boards)	●	10/2023	07/03/2024
3	Update and obtain approval of updated ACRE Charter	●	10/2023	07/03/2024
4	Chief Ethics and Compliance Officer (CECO) job description and class spec.	●	10/2023	09/01/2024
5	Ethics and Compliance Orientation for MAC, SAC, and staff	◆	TBD	09/01/2024
6	Complete inventory of all Policies, Procedures, and Charters	◆	TBD	10/01/2024
7	ECP First Year Workplan	◆	TBD	10/01/2024
8	Update LACERA Code of Ethical Conduct	◆	TBD	10/01/2024
9	ECP Training Program Plan	◆	TBD	10/01/2024
10	Determine critical risk areas and Scope of Program Oversight	◆	TBD	11/01/2024
11	County Approval of CECO position	◆	TBD	12/01/2024
12	PPC Management Software Solution/Compliance GRC solution (GRC 360)	◆	TBD	12/01/2024

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 4.1



Strategic Goal: **Compliance and Enterprise Risk**
 Strategic Objective: **4.1 – Develop and implement an Enterprise Ethics and Compliance Program.**
 Executive Sponsor: **Luis Lugo; Steven Rice and Allison Barrett (Leads)**

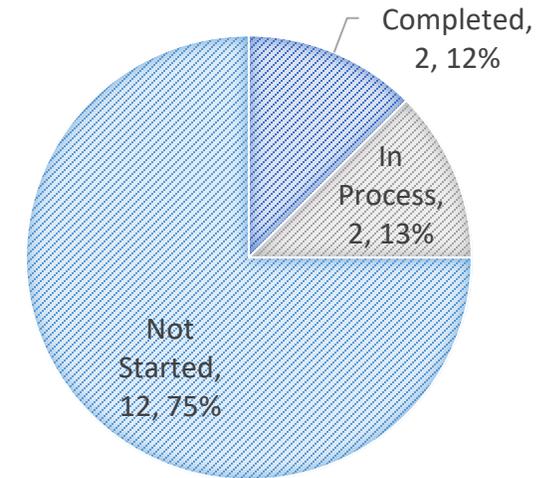
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
13	Initial/Baseline Divisional EC Risk Assessments and Ethical Culture Measurement	◆	TBD	12/21/2024
14	Development of recruitment process for ECO staff	◆	TBD	01/01/2025
15	Recruit/Hire CECO staff	◆	TBD	03/01/2025
16	Recruit/Hire ECO staff	◆	TBD	09/01/2025

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



WORKPLAN - Strategic Objective 5.1



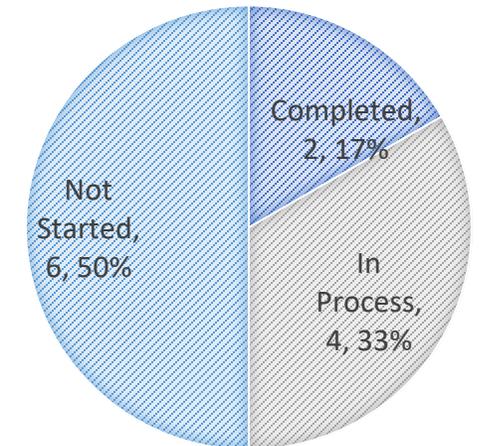
Strategic Goal: **Fiscal Durability**
 Strategic Objective: **5.1 – Develop organizational tools and mindset to support fiscal responsibility**
 Executive Sponsor: **Laura Guglielmo; Ricki Contreras (Lead)**

Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Finalize Certify AP Implementation	★	10/2023	02/28/2024
3	Finalize Budget software (Questica) Implementation/Complete full budget cycle	●	10/2023	06/30/2024
4	Finalize Contract/Vendor solution (Cobblestone) implementation/Train Users	●	10/2023	06/30/2024
5	Design and Implement Centralized Vendor Mgmt. Program	●	10/2023	07/01/2024
6	Update Procurement Policy	●	10/2023	07/01/2024
7	Create Non-Administrative Budget in Questica	◆	TBD	12/31/2024
8	Design and Assess Scope of ERP & Timing of Acquisition – Consultant Only	◆	TBD	06/30/2025
9	Design and Deliver a Comprehensive Financial Training for Managers and Supervisors (1-30/2026)	◆	TBD	06/30/2025
10	Design and Deliver Basic Financial Training for Staff	◆	TBD	06/30/2025
11	Implement Travel Module for Certify AP or equivalent	◆	TBD	06/30/2025
12	Automate the budget book publishing	◆	TBD	06/30/2025

WORKPLAN - Strategic Objective 5.2



Strategic Goal: **Fiscal Durability**
 Strategic Objective: **5.2 – Update and revise LACERA Actuarial Funding Policy**
 Executive Sponsor: **Luis Lugo; Vache Mahseredjian (Lead)**

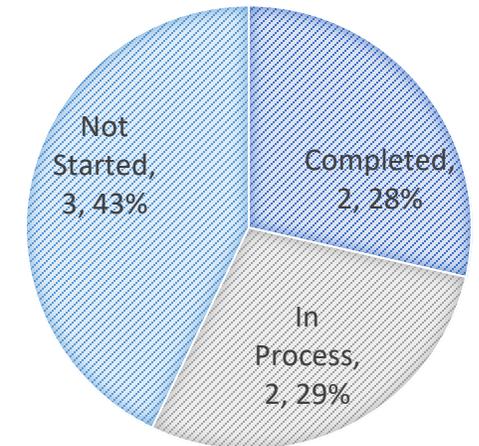
Legend

- On Schedule ● Complete ★
- Delayed/Stopped ▲
- Not Started ◆

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives. Investment team in collaboration with FASD and Legal led jumpstart during 2023 BOI offsite	★	09/2023	01/01/2024
2	Review of existing policy and discussion of desirable elements	★	10/2023	12/01/2023
3	Schedule meetings among workgroup to develop draft of new policy	●	10/2023	03/21/2024
4	FASD and LACERA Actuary (Milliman) to draft separate interest crediting proc.	●	01/2024	04/30/2024
5	Seek approval of funding policy and interest crediting by LACERA ECC	◆	TBD	05/24/2024
6	Prepare cover memo and presentation for June BOI meeting	◆	TBD	05/31/2024
7	Recommend adoption of new policy at BOI Meeting	◆	TBD	06/12/2024

Milestone Tracker

■ Completed ■ In Process ■ Not Started ■





Board of Retirement Offsite (May 28, 2024)

- **Interactive session with trustees on workplans, with a focus on member facing objectives.**
-

Quarterly Reporting Schedule

- *August 7, 2024*
- *December 4, 2024*



STRATEGIC INITIATIVE OUTLINE

Initiative Title

1.1 -Ensure a consistent omnichannel member experience at every stage of the member's journey

Lead

Tatiana Bayer - Divison Manager, Member Services Division

Background

LACERA's priority has been to provide excellent customer service to all our members, beneficiaries, and survivors. The Member Experience initiative focuses on creating a highly personalized level of service delivered consistently across multiple channels that meet member preferences during every stage of the member's journey. This omnichannel approach to service delivery helps ensure consistent, standardized, and highly accurate information, tailored to their journey, is provided to members. Based on the member survey conducted during the Strategic Planning process, we learned that members at different ages and generations have different preferences for communication with LACERA. The initial idea of a Member Experience program focused on the journey's a member experiences as they move

Scope

The Superior Member Experience program ensures a consistent omnichannel experience at every state of the member's journey. The Member Experience Council is designed to be a cross-functional team tasked to identify specific member journeys, map those journeys, and drive efforts to improve the experience during those journeys, and how we're doing in meeting member satisfaction. The Council will help respective Divisions prioritize efforts, identify the plan objectives, budget needs, define deliverables and activities needed for this priority. Our member's journey begins when members

Objectives

Our objective is to define all member journeys, define the milestones, tasks, and information needed for each journey, and continually monitor and track the members experience to ensure it fulfills our Strategic Plan initiative. Our focus is to build an omnichannel member experience based on our member preferences and needs, per each journey they experience. For this initiative to be successful, we need to ensure our member's feedback are collected and analyzed to ensure we are meeting their expectations and we are delivering what they need.

Key Components

1. Create a Member Experience Council and write a Charter
2. Define the initiative outline and define budget needs
3. Determine the member's journeys methodology
4. Identify training on journey mapping and customer service experience programs
5. Obtain approval for the Member Experience Council Charter
6. Innitiate Plan presentation to BOR, OOC and Executive Team
7. Identify and define unique member's journeys
8. Determine metrics and business intelligence collection initiatives

Outcomes

1. Define and standardize the information and needs for each journey provided consistently across all channels
2. Provide personalized, comprehensive care approach to service our members
3. Develop an in-depth understanding of member's preferences and needs on each of their journeys with LACERA
4. Superior customer satisfaction, employee engagement and standards on all channels of communications with members
5. Develop better understanding and knowledge of our staff so they can provide counseling on a consistent and efficient manner
6. Cross-team collaboration

CONSTRAINTS

Description	Comments
Time	Not enough time
Resources	Staffing, technology, Workforce management
Lack of data	Not enough information
New laws and changes	Impact of new laws, policies, constant changes
Funding	Not enough funds for improvement needs, limited funds
Procedures	Limiting our options
Change of priorities	Adjustment of resources
Knowledge	Systems AI

Work Plan Link

REQUEST REVIEWED AND APPROVED:

John Popowich

Executive Sponsor

 Mar 12, 2024

Executive Sponsor Signature

STRATEGIC INITIATIVE OUTLINE

Initiative Title

Improving the RHC Member Experience

Lead

Tionna Fredericks

Background

LACERA's priority has been to provide excellent customer service to all our members, beneficiaries, and survivors. Among the initiatives under the Superior Member Experience priority is to enhance and improve the retiree healthcare journey. Choosing a retiree healthcare plan is one of the biggest decisions a member can make during their retirement journey. Ensuring a smooth transition from a member's County provided active plan to a retired plan is critical for the member's well-being and peace of mind. Once enrolled LACERA is committed to ensuring members understand their healthcare plans and have the information and support they need to enjoy a long and healthy retirement. Access to Retiree Healthcare information is readily available on LACERA.com and through brochures and forms published by LACERA. However, processing of changes remains largely manual and reliant on members submitting manual requests.

Scope

This initiative encompasses a broad range of efforts identified by our team, slated for development and implementation over the next 3-5 years. Additional initiatives may be incorporated as they arise.

The initial focus includes:

1. Transitioning to Retiree Healthcare Roadmap
2. Retiree Healthcare Hub Redesign
3. Retiree Healthcare Staying Healthy Together Revamp
4. Online Retiree Healthcare Enrollment
5. Quality Control Audit Criteria

Objectives

The focus of this initiative is to thoroughly review Retiree Healthcare's communications channels, make information understandable to our members as outlined with LACERA's Strategic Plan. Collecting feedback from the member and staff perspectives will identify preferences of members' RHC experience. Additionally, we will define the member's experience by highlighting key indicators, responsibilities, and observe ensures the initiative is satisfied as outlined in our Strategic Plan.

Key Components and Tasks

1. Forge a connection with the County benefits team to gain insights into existing active County plans.
2. Establish an ongoing communication and review process.
3. Collaborate on the development of a roadmap using various communication channels for effective dissemination.
4. Conduct a comprehensive review of the Retiree Healthcare section on LACERA.com.
5. Improve information clarity, intuitiveness, and alignment with the Member Experience Council's identified journeys.
6. Enhance the Spotlight section focusing on retiree healthcare with more detailed and robust articles.
7. Align articles with the journeys defined by the Member Experience Council.
8. Develop an online enrollment process accessible via my LACERA.
9. Enable members to complete the entire process electronically.
10. Implement an alternative hybrid approach if a wet signature is required.

Outcomes

1. Roadmap to retiree healthcare benefits: Provide a comparison of active County and Retiree Healthcare benefits
2. Provide members a centralized Retiree Healthcare information center easily accessible via LACERA.com
3. Offer members in-depth retiree healthcare content via online communications that are reflective of the members journey.
4. Create an online enrollment process via mylacera.com
5. Collaboration with LACERA's Quality Assurance to automate RHC's enrollment processing auditing process.

CONSTRAINTS

Description	Comments
Insufficient Time to support objective	
Lack of adequate Resources	
Limited SME staff to support objective	
Budgetary challenges can interrupt progress	
Challenges appointing knowledgeable SME	

REQUEST REVIEWED AND APPROVED:

JJ Popowich

Executive Sponsor



Executive Sponsor Signature

STRATEGIC INITIATIVE OUTLINE

Initiative Title

2.1 Innovation Through Technology: Implement Enterprise Business Intelligence

Lead

Kathy Delino
Chief, Information Technology

Background

In today's digital landscape, data has emerged as the lifeblood of organizations, encompassing a wealth of information vital for informed decision-making, operational efficiency, and strategic planning. The Enterprise Data Initiative at LACERA seeks promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform.

Scope

All LACERA member and enterprise data with the exception of the Investments Division data.

Objectives

1. **Centralize Data Governance:** Establish governance frameworks and policies to ensure the accuracy, security, and compliance of our data assets across the organization.
2. **Enable Data Integration and Accessibility:** Seamlessly integrate disparate data sources and provide unified access to structured and unstructured data for authorized users, providing a holistic view of information.
3. **Enhance Data Quality:** Implement processes and technologies to cleanse, validate, and enrich data, ensuring its reliability and usability for analytical purposes and operational functions.
4. **Drive Data Analytics and Insights:** Cultivate a data-driven culture by leveraging advanced analytics, machine learning, and artificial intelligence to derive actionable insights, driving innovation and competitive advantage.

Key Components

1. Infrastructure and Architecture: Develop scalable, flexible, and secure data infrastructure, leveraging cloud-based solutions, data lakes, and modern storage technologies to accommodate the growing volume and complexity of data.
2. Data Management Platforms: Invest in robust data management platforms, encompassing data warehouses, data governance tools, and data cataloging solutions to streamline operations.
3. Data Privacy and Security: Prioritize data privacy and security by implementing encryption, access controls, compliance measures, and protocols to safeguard sensitive information.
4. Collaboration and Integration: Foster collaboration among divisions by integrating data systems and promoting cross-functional data sharing to maximize insights and efficiency.

Outcomes

1. Informed Decision-Making: Empowering stakeholders with timely, accurate, and comprehensive insights to make data-driven decisions across all facets of the organization.
2. Operational Efficiency: Streamlining processes, optimizing resources, and mitigating risks through a more agile and responsive operational framework.
3. Innovation and Growth: Unleashing the potential for innovation, identifying new opportunities, and driving sustainable growth by leveraging the full potential of our data assets.

CONSTRAINTS

Description	Comments
Power BI Resources	
Data Analysis Resources	

Work Plan Link

REQUEST REVIEWED AND APPROVED:

Luis Lugo

Executive Sponsor



Luis Lugo (Feb 6, 2024 08:20 PST)

Executive Sponsor Signature

STRATEGIC INITIATIVE OUTLINE

Initiative Title

2.2 - Innovation through Technology: Implement Enterprise Knowledge Management System

Lead

Eugenia Der, Senior Staff Counsel, Disability Litigation

Background

Access to knowledge is essential to providing a superior member experience, operating in an efficient manner, and mitigating risk. Currently, LACERA's collective knowledge is maintained individually or compartmentalized in business units or divisions. Knowledge is documented in various formats that range from accessible Microsoft 365 applications, to PDFs, to outdated and often nonfunctional databases. Additionally, there is no taxonomy or consistent methods of documenting knowledge, and most of it is not searchable. A knowledge management system will standardize formatting and collection procedures and make business knowledge accessible when needed.

Scope

Implement an enterprise-wide Knowledge Management System to digitally capture, document, organize, and access critical business knowledge and information.

Objectives

- 1) Create a centralized knowledge database that is accessible for both internal and external users, based on knowledge taxonomy and security controls.
- 2) Knowledge should encompass proprietary knowledge accessible on a need to know basis, as well as all procedures, policies, law, operational procedures, operating instructions, training guides, business rules, etc.
- 3) A defined ongoing maintenance process, with automated compliance reminders, to ensure information is maintained and updated.

Key Components

- 1) Centralized location of accessible information for both internal and external users.
- 2) Up to date information and knowledge and best practices.
- 3) Automated tracking process for review of accuracy of data.
- 4) Track metrics such as who is accessing the information and the frequency various topics are being accessed.
- 5) Allow users to submit feedback and/or request clarifications.
- 6) \$250,000 budgeted for a taxonomy consultant to assist with organizing and categorizing the knowledge. It will be included in the Systems PMO budget.

Outcomes

- 1) All users receive consistent and up to date information for the each topic.
- 2) Knowledge is accessible based on security profiles and shared throughout the organization, and when appropriate, to members and stakeholders.
- 3) Critical knowledge is memorialized and retained.
- 4) The knowledge is accessible to future AI applications to assist with chat, member counseling, and procedural compliance.

CONSTRAINTS

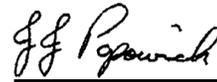
Description	Comments
Limited staff resources	Staff (especially Systems staff) have competing priorities.
Limited monetary resources	
Finding the right subject matter experts	Making sure the right people are enlisted to help in the right areas.
Divisional support	Getting Division Managers on board with project & providing support from their staff.

Work Plan Link

REQUEST REVIEWED AND APPROVED:

JJ Popowich

Executive Sponsor



Executive Sponsor Signature

STRATEGIC INITIATIVE OUTLINE

Initiative Title

3.1 Develop and implement a framework aimed at promoting and embracing Diversity, Equity, Inclusion, Belonging, and Accessibility (DEIBA) through the IDEA (Inclusion, Diversity, Equity, and Accessibility) Initiative

Lead

Jasmine Bath, Senior Staff Counsel

Background

As a prudent fiduciary, LACERA is committed to the continuous evaluation and evolution of its practices so that it can more effectively and reliably produce, protect, and provide the promised benefits for its members and their beneficiaries. LACERA is ever-mindful that the decisions it makes today will have a lasting impact on its long-term survivability and sustainability. With this in mind, a formal, organization-wide DEIBA program has been identified as a proven vehicle to help keep LACERA competitive as an employer. Implementing such a program is aimed at strengthening LACERA's recruitment and retention efforts, meeting the diverse needs of its members and their beneficiaries, the cultivation of a work culture of psychological safety by embracing inclusivity and innovation; and the enactment of best practices that embody LACERA's values, as well as diversity, equity, inclusion, belonging, and accessibility. A robust DEIBA program will enhance employee engagement, which in turn will support our vision to *empower* our members to enjoy a healthy and secure retirement.

LACERA values diversity, equity, inclusion, belonging, and accessibility, and believes that effectively introducing and embracing practices that embody these values leads to improved outcomes for our employees, members, business partners, and community partners. LACERA considers diversity broadly, inclusive of, but not limited to, educational and professional backgrounds, age, experience, race, sexual orientation, gender, gender identity, disability status, military service, ethnicity, national origin, culture, and religious beliefs.

DEIBA is ever-evolving, we will continually evaluate and further develop the IDEA (Inclusion, Diversity, Equity, and Accessibility) Initiative to meet the ever-changing needs of staff, members and their beneficiaries and exemplify LACERA's commitment to DEIBA to our business and community partners.

Scope

To develop and implement a formal, organization-wide DEIBA program that draws upon LACERA's positive experience with its TIDE program in the Investments Office, upon LACERA'S positive experiences with its informal DEIBA efforts, and upon the proven best practices in comparable industries.

To assemble a IDEA Council to make recommendations on the actions needed to develop and implement an organization-wide DEIBA program, the IDEA Initiative.

Objectives

1. Educate LACERA staff on the purpose and goals of the initiative and how they can help guide outcomes.
2. Assess the state of LACERA's de facto and existing DEIBA programs to discover opportunities for growth.
3. Develop a formal, LACERA-wide DEIBA program to accomplish that growth and to codify that portion of the de facto program that has served us well in the past.
4. Develop a plan to roll out the IDEA initiative to staff so that they become familiar with the Initiative.
5. Implement the IDEA initiative, a formal, prudently curated DEIBA program that engages staff, members, business partners, and community partners.
6. Implement the IDEA initiative in the following four areas-staff, members, business partners, and community partners as presented to the Board of Retirement in February 2023.

Key Components

1. Educate LACERA staff on the purpose and goals of our DEIBA program, including how it may impact staff, members, business partners and community and solicit involvement.
2. Assemble an IDEA (Inclusion, Diversity, Equity, and Accessibility) Council.
3. Prepare a Charter, which establishes the role of the IDEA Council and goals of the initiative and aligns with the Charter for the Member Experience Council and has (1) IDEA member and an alternate IDEA member on the Member Experience Council.
4. Identify clear scope of work for a advisor to assist with rolling out the IDEA Initiative.
5. Interview prospective advisors to guide the IDEA Council on the initial formation and implementation of the IDEA Initiative.
6. Retain advisor to guide the IDEA Council on the initial formation and implementation of the IDEA Initiative.
7. Research and identify opportunities for LACERA to better engage with staff, members, business partners and community partners.
8. Develop a training program to educate staff on a wide range of DEIBA-related topics such as Implicit Bias.
9. Identify opportunities to improve policies and procedures by assessing their purpose and impact through a DEIBA lens.
 10. Identify Key Performance Indicators to measure progress toward goals and to guide future actions.

Outcomes

1. Support and reinforce LACERA's values, particularly its value of Inclusivity.
2. Encourage and promote a sense of belonging at LACERA among staff and members, where they feel more supported, safe, valued, and heard.
3. Achieve a more engaged, productive, and innovative work culture.
4. Achieve superior member experience because staff will have been trained on DEIBA and Implicit Bias, and will be better equipped to serve members diverse needs as a result.
5. . The IDEA Initiative will exemplify LACERA's commitment to DEIBA, which will be evident to employees, members and their beneficiaries, and business and community partners.

SPONSORS AND KEY SUBJECT MATTER EXPERTS

Staff	Division
Laura Guglielmo (Sponsor)	Executive
Jasmine Bath (Lead)	Legal
Didier Acevedo	Investments
Allison Barrett	Disability Litigation
Tatiana Bayer	Member Services
Tamara Caldwell	Disability Retirement
Connie Chan	Human Resources
John Gafney	Systems
Ganesh Gopanapalli	Systems
Danny Hang	Disability Retirement
Erica Heru	Communications
Vincent Lim	Disability Litigation
Ani Mazmanyan	Member Services
Vanessa Muro	Member Services
Shonita Peterson	Benefits
Cindy Rivera	Investments
Roberta Van Nortrick	Human Resources
Scott Zdrazil	Investments

KEY MILESTONES

Milestones	Date
Present the IDEA initiative to staff, explaining its purpose, goals and objectives, and soliciting involvement	July 2024
Assemble a staff driven IDEA Council	July 2024
Prepare a Charter, which aligns with the Charter for the Member Experience Council and has (1) IDEA member and an alternate IDEA member on the Member Experience Council, and clearly outlines the programs scope and goals.	July 2024
Identify Scope of Work for Advisor	August 2024
Interview and hire a DEIBA Advisor	September 2024
Collect data / conduct surveys from LACERA staff, members, vendors, and the community to assess current DEIBA policies and understandings. Coordinate with Member Experience Council on member surveys.	November 2024
Identify, develop, and implement impactful DEIBA initiatives (trainings, employee resource groups, staff and member resource pages, as well as staff and member feedback mechanisms)	February 2025

CONSTRAINTS

Description	Comments
Limited staff resources	Possible overlapping of staff resources.
Limited monetary resources	Budget
Buy-in from both operational management and line staff	Misperception and/or biases may preclude engagement.
Apprehension from staff	Staff may not want to participate in or be honest when completing surveys, whether as a result of fear or misperception.
Buy-in from the BOR and BOI	A unified buy-in with backing from both the BOI and BOR will help ensure successful organizational implementation.

REQUEST REVIEWED AND APPROVED:

Laura Guglielmo

Executive Sponsor



Laura Guglielmo (Mar 18, 2024 11:30 PM)

Executive Sponsor Signature

STRATEGIC INITIATIVE OUTLINE

Initiative Title

Improve and simplify the hiring process.

Lead

Carly Ntoya

Background

LACERA's hiring and onboarding processes are foundational to creating LACERA's succession plan. They also directly impact the organization's vacancy rate. Decreasing the vacancy helps stabilize the organization.

Scope

The "hiring process" includes all processes and activities starting at Step 1 of the Hiring Manager Playbook and ending at the end of a staff member's probationary period (both new hire and promotion).

Objectives

Provide a better applicant experience for new applicants and promotional candidates by clearly outlining the "hiring" process and employment expectations

Incrementally decrease the organizational vacancy rate, then determine a realistic and sustainable organizational vacancy rate.

Implement a modern orientation program.

Automate the performance evaluation process for represented staff members.

Key Components

*Test development - LACERA will use a competency model that is easy to understand and use to develop KSAs, duties, and exam components. Train assessment (interview, T&E) raters for better outcomes.

*Recruiting - LACERA can increase its applicant pool by sourcing applicants with new tools. HR and Divisions can improve communication by mapping the Hiring Manager Playbook into a business automation platform.

*Process automation - LACERA can increase communication between HR and Hiring Managers, between LACERA and applicants, and to new hires with the expanded use of NeoGov, by using process automation and with electronic forms.

*New Hire Orientation: LACERA will develop a modern orientation program that engages new hires through the end of their probationary period and provides training that builds on the Mission, Vision and Values.

*Retain a Highly Skilled Workforce: LACERA will expand the use of NeoGov for represented performance evaluations. Providing timely performance feedback improves engagement. Bridge component to 3.2.

*HR KPIs: in addition to specific outcomes related to specific tasks, LACERA will identify how we will measure success of HR activities related to recruiting, hiring, retention, and promotion.

Outcomes

*Decrease organizational vacancy rate to a sustainable percentage. Aim to be at 15% vacancy rate by December 31, 2024. Determine a sustainable vacancy rate thereafter.

*Identify, then improve retention at the 1-year, 3-year and 5-year mark for new hires.

*Identify the organizational promotion rate; then improve/sustain promotional appointment past probation.

*Identify, then increase the number of applicants completing the hiring process.

*An implemented modern onboarding/orientation process.

*A standardized rater training process that is legally compliant.

*Automate represented staff member performance evaluations, which supports improved staff communication related to performance.

CONSTRAINTS

Description	Comments
Organizational vacancy rate	Each Division should determine a min number of staff to meet SLAs
Data processing	limit manual data collection and processing
Data collection	failing HR Data Manager system
Data ownership	Reliance on eHR for certain personnel/payroll information
Civil Service Rules	Related to hiring, pay, classification processes
Labor Relations	Duty to bargain, requirements for consent
Performance Feedback	Inconsistencies throughout the organization

Work Plan Link

REQUEST REVIEWED AND APPROVED:

Laura Guglielmo

Executive Sponsor


[Laura Guglielmo \(Mar 22, 2024 15:01 PDT\)](#)

Executive Sponsor Signature

STRATEGIC INITIATIVE OUTLINE

Initiative Title

Develop and Implement an Enterprise Ethics & Compliance Program

Lead

Steven P. Rice; Allison E. Barrett

Background

Currently, LACERA does not have a formal, centralized Ethics & Compliance Program. Rather we have an organization-wide Code of Ethical Conduct (2021) and various divisions have compliance functions specific to their individual operations. The purpose of a centralized Ethics & Compliance Program (Program) is to promote a strong and engaged culture of ethical conduct and compliance with laws, regulations, policies and procedures in order to meet LACERA's fiduciary duty to its members, reduce risk, and improve business operations. The Program will assist the Audit Committee, Boards, and CEO in performing their fiduciary duty and oversight of ethics and compliance risks. An independent and objective Ethics & Compliance Program within management follows best practices in the public pension industry and adopts the standards set forth in the Institute of Internal Auditors' Three Lines Model, the United

Scope

The Program is an organization-wide initiative that will be headed by the Chief Ethics & Compliance Officer (CECO), who will manage an Ethics & Compliance Office (ECO) in the Legal Division. The CECO will report functionally to the CEO, Audit Committee, and both Boards; and administratively to Chief Counsel. The administrative/functional delineation will ensure the CECO and ECO's objectivity and independence to report directly to the CEO, Audit Committee, and Boards. The ECO's position in the Legal Division will ensure administrative support during Program

Objectives

- Formalize and facilitate an organization-wide culture of ethics & compliance.
- Obtain Committee and Board approval of the Ethics & Compliance Program Charter and updated Audit, Compliance, Risk, and Ethics (ACRE) Charter for the Audit Committee (to be renamed ACRE upon approval of the Program and updated Committee Charters).
- Develop and Operationalize an Ethics & Compliance Office, in the Legal Division, including: Drafting job description for and recruiting of CECO and other ECO staff members.
- Develop risk assessment, risk register, risk evaluation and acceptance to determine critical risk areas and scope of Program oversight.
- Develop ethical culture assessment, evaluation, and recommendations.
- Develop reporting schedule to the Audit Committee, Boards, and CEO, including ethics and compliance dashboards, work plan approval, reporting on program activities, and other key information and action items.
- Select and Implement Policy Management Software Solution/Compliance-GRC Management Software Solution.
- Continue to review and inventory all LACERA policies, procedures, charters (PPC): To determine control gaps, areas requiring brand new or updated PPCs. And to incorporate into Policy Management and Compliance GRC Management solution(s) once selected and implemented.
- Develop an Ethics & Compliance Program/Office First Year Work Plan including:
 - Recruiting/staffing;
 - Baseline Ethics & Compliance Risk Assessments per division;
 - Ethics & Compliance training and education for ECP and other key staff (ECO, ECC);
 - Policy, procedure, and charter review and recommendations;
 - Reporting and communication plan/schedule outlining how/when CECO/ECO will report out to the CEO, ACRE Committee, and Boards, respectively.
- Meet with and interview each division manager to assess divisional ethics and compliance work plans and to conduct baseline risk assessments.
- Conduct Ethics & Compliance Orientations for MAC/SAC and Staff based on position and level within the organization.
- Develop and Implement a LACERA-Wide Ethics & Compliance Training Program.
- Communication & Marketing of Ethics & Compliance Program to obtain organization-wide buy-in, participation, and to

Key Components

1. The Program Charter; ACRE Charter.
2. Training on the Program.
3. Recruitment of CEO and ECO Staff (including development of Class Specifications, obtaining LACERA Audit Committee, Boards, and CEO approval, and running recruitment process through HR or 3rd party vendor).
4. Year One Operational Work Plan.
5. Reporting templates, plan, and pacing, including ethics and compliance dashboards, for the Audit Committee, Boards, and CEO.
6. Organization-wide Orientation and Training Plans (per organizational level--Staff;MAC/SAC; Executive Office; Trustees).
7. Determining Critical Risk Areas and Scope of Program Oversight.
8. Baseline Organizational and Divisional Risk Assessments and Ethical Culture Measurement (interviews and questionnaires).
9. Inventory, update, and digitally organize all LACERA PPC into Policy Management Software Solution once vendor selected and solution implemented.
10. Select and implement Compliance-GRC Management Software Solution.
11. Update/Enhance the LACERA Code of Ethical Conduct (per regular review cycle and to incorporate new values, vision, Ethics & Compliance Program, and other relevant Strategic Initiatives).
12. Third-party and vendor ethics and compliance risk assessment process.
13. Means to ensure absence of conflicts in Program activities.
14. Means to internally and externally assess the Program on a periodic basis.

Outcomes

1. A fully operational, centralized, formal ethics and compliance program.
2. A fully operational ethics and compliance office within the Legal Division.
3. More productive and efficient teams and business processes, with continued operational evolution and improvement.
4. Facilitating Audit Committee, Boards, and CEO oversight of ethics and compliance risks.
5. Reporting to Audit Committee, Boards, and CEO, including ethics and compliance dashboards.
6. An updated/expanded Code of Ethical Conduct to include new values, vision, and strategic initiatives, e.g. DEI; hiring; fiscal responsibility.
7. A keen understanding of control gaps, ethics & compliance risks; with expanded resources (employees, technology) to recommend process improvement, mitigation, remediation as indicated.
8. Organized, functional database(s) of all LACERA Policies, Procedures, Charters, and critical business practices (aka Policy Management Software Solution).
9. Compliance GRC Management Software Solution to monitor organization-wide EC risks and conduct Program self-assessment (with KPI's).
10. Third-party and vendor ethics and compliance risk management process.
11. Reduced operational compliance risk or ethical violations.
12. Following DOJ recommendations for Effective Compliance and Ethics Program (18 USCS sec. 8B2.1) to reduce potential liability.
13. An organizational culture of ethics and compliance.

SPONSORS AND KEY SUBJECT MATTER EXPERTS

Staff	Division
Steven P. Rice	Legal
Allison E. Barrett	Disability Litigation
Richard Bendall/Christina Logan	Internal Audit
Ted Granger	FASD
Roberta Van Nortrick	Human Resources
Kevin Hawkins	Benefits
Ching Fong	Quality Assurance
Frank Boyd	Legal
Esmerelda Del Bosque	Investments
Jessica Rivas	Legal
Elsy Gutierrez	Administrative Services
Chaitanya Errande	Information Security
James Beasley	Administrative Services
Jean Kim	Legal

KEY MILESTONES

Milestones	Date
ECP Marketing Campaign to facilitate a Culture of Ethics and Compliance	Ongoing
Approval of EC Program Charter (OOC, BOR, JOGC, Boards, ACRE, Boards)	7/3/2024
Update and obtain approval of updated ACRE Charter	7/3/2024
CECO Job Description/Class Specification Completed for review by LACERA Boards	9/1/2024
Ethics & Compliance Orientation for MAC, SAC, Staff	9/1/2024
Complete Inventory of all PPC	10/1/2024
EC Program First Year Work Plan	10/1/2024
Update LACERA Code of Ethical Conduct	10/1/2024
ECP Training Program Plan	10/1/2024
Determine Critical Risk Areas and Scope of Program Oversight	11/1/2024
County Approval of CECO Position	12/1/2024
PPC Management Software Solution/Compliance GRC Software Solution (GRC360)	12/1/2024
Initial/Baseline Divisional EC Risk Assessments and Ethical Culture Measurement	12/1/2024
Development of recruitment process for ECO Staff	1/1/2025
Recruit/Hire CECO	3/1/2025
Recruit/Hire ECO Staff	9/1/2025

CONSTRAINTS

Description	Comments
Board review and approval	Time for the Program charter, job description, and updated ACRE.
	charter to travel through Board governance and be continuously
	updated with Board and Committee input.
CECO and ECO Staff Job Descriptions	New positions for LACERA; requires research; consultant; Board approval.
Recruitment	Job market; civil service limitations; LACERA HR staffing shortage.
LA County	Approval of CECO or other ECO positions.

Work Plan Link

REQUEST REVIEWED AND APPROVED:

Luis Lugo

Executive Sponsor



Luis Lugo (Mar 21, 2024 08:01 PDT)

Executive Sponsor Signature



Documents not attached are exempt from disclosure under the California Public Records Act and other legal authority.

**For further information, contact:
LACERA
Attention: Public Records Act Requests
300 N. Lake Ave., Suite 620
Pasadena, CA 91101**