

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 Board orally and in writing. To provide Public Comment, please visit the above link and complete the request form.

Attention: If you have any questions, you may email PublicComment@lacera.com.

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, AUGUST 6, 2025**

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)
6953 Cedar Park Avenue, Philadelphia, PA 19138*

COMMITTEE TRUSTEES:

JP Harris, Chair
Nancy M. Durazo, Vice Chair
Aleen Langton, Trustee
Wayne Moore, Trustee
Shawn R. Kehoe, 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 July 10, 2025

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](#).

If you select oral comment, we will contact you via email with information and instructions as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Committee. Oral comment requests 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 within the form 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. **LACERA Public Domain Migration Project (lacera.gov)**

JJ Popowich, Assistant Executive Officer
(For Information Only) (July 8, 2025)

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. 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

10:55 A.M. – 12:02 P.M., THURSDAY, JULY 10, 2025

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
Nancy M. Durazo, Vice Chair
Aleen Langton, Trustee
Wayne Moore, Trustee
Shawn R. Kehoe, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Bobbie Fesler, Trustee
Elizabeth Ginsberg, Trustee
Jason Green, Trustee
Les Robbins, Trustee (*left at 11:35 a.m.*)

STAFF, ADVISORS AND PARTICIPANTS

Luis A. Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Tatiana Bayer, Division Manager, Member Services

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 10:55 a.m.

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

There were no requests received.

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of May 7, 2025

Trustee Kehoe made a motion, Trustee Harris seconded, to approve the minutes of the regular meeting of May 7, 2025. The motion passed by the following roll call vote:

Yes: Durazo, Langton, Moore, Harris

No: None

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. NON-CONSENT ITEMS

A. **Request for Proposal—Economic Impact Analysis**

Recommendation as submitted by Barry W. Lew, Legislative Affairs Officer: That the Committee approve the issuance of a Request for Proposal for a consultant to conduct an economic impact analysis of LACERA's retirement benefits. (Memo dated June 18, 2025)

Trustee Langton made a motion, Trustee Harris seconded, that the Committee recommend the Board of Retirement approve the issuance of a Request for Proposal for a consultant to conduct an economic impact analysis of LACERA's retirement benefits. The motion passed by the following roll call vote:

Yes: Durazo, Langton, Moore, Harris

No: None

VI. 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. **Board of Retirement Strategic Plan Quarterly Update**

Luis A. Lugo, Deputy Chief Executive Officer
(Presentation)

The Quarterly Update on the BOR Strategic Plan was presented, and staff was available to answer questions. This item was received and filed.

VI. REPORTS (Continued)

C. **Review of “Limited Duration” Requirement for Rehired Retirees**

Steven P. Rice, Chief Legal Counsel
(Presentation) (Memo dated June 20, 2025)

Mr. Rice presented a review of the Limited Duration Requirement for Rehired Retirees and addressed questions from the Committee, who then provided direction to staff.

D. **LACERA’s Statement of Commitment to Diversity, Equity, and Inclusion**

Laura Guglielmo, Assistant Executive Officer
(For Information Only) (Memo dated May 15, 2025))

The item was presented, and staff was available to answer questions. This item was received and filed.

E. **Retirement Comparison Report – March Madness**

JJ Popowich, Assistant Executive Officer
Tatiana Bayer, Division Manager, Member Services
(For Information Only) (Memo dated May 23, 2025)

The Retirement Comparison Report was presented, and staff was available to answer questions. This item was received and filed.

VII. 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.)

The Committee directed DCEO Lugo and staff to collaborate with the County CEO’s office to discuss limited duration for rehired retirees.

VIII. 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.

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

There was nothing to report.

X. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 12:02 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 2025-2026**



August 6, 2025



The Operations Briefing Report includes a Project Status Dashboard presenting a quick at-a-glance view of each project's status. The Dashboard is broken up into three color coded sections: New projects or projects with updates are reflected in purple and active projects with no new updates are reflected in blue. Projects completed this fiscal year are reflected in green.

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

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)

The Project Status Dashboard includes links to the project's Active Project Details summary or the Completed Projects Detail summary. This section continues to provide an overall narrative of the project's purpose and an overview of the project to date. The Project Details summary includes a section highlighting the latest updates to the project in the "Current Update" section followed by a "Historical Perspective" section to show past progress, successes, and challenges the project has gone through since it started.



PROJECT STATUS DASHBOARD

New Projects and Updates to Existing Projects

Project Title	Strategic Plan Initiative	Target Date	Status
Annual Financial Statement Preparation and Audit (2025)	Compliance & Enterprise Risk Management	12/31/2025	On Schedule
COLA Bank Retroactive Changes	Compliance & Enterprise Risk Management	6/30/2026	Delayed
eDiscovery Solution	Compliance & Enterprise Risk Management	TBD	Delayed
LACERA Event Response Team (LERT) Management Solution	Compliance & Enterprise Risk Management	TBD	Delayed
Member Experience Communication Platform (MECP)	Superior Member Experience	08/31/2025	Delayed
PEPRA FAC: Scheduled Earnings	Compliance & Enterprise Risk Management	08/30/2025	Delayed
Prepaid Bank Card Project	Superior Member Experience	11/01/2025	Delayed
Policy Governing Deductions for Dues and Similar Assessments From Retiree Benefit Payments Implementation Project	Compliance & Enterprise Risk Management	TBD	On Schedule
Public Domain Migration Project	Superior Member Experience	09/30/2025	On Schedule



Existing Projects - No Updates

Project Title	Strategic Plan Initiative	Target Date	Status
<u>Case Management Project (Sol: Phase I)</u>	Superior Member Experience	11/30/2024	Delayed
<u>Case Management Project (Sol: Phase II)</u>	Innovation through Technology	07/08/2025	Delayed
<u>Communications Plan</u>	Superior Member Experience	06/30/2024	Pushed Back
<u>Enterprise Contract Lifecycle Management (ECLM) Solution</u>	Compliance & Enterprise Risk Management	03/31/2025	Delayed
<u>PEPRA Implementation: Annual Benefit Statement</u>	Superior Member Experience	12/31/2025	Pushed Back
<u>Retroactive Payroll Adjustments: Prospective Correction</u>	Compliance & Enterprise Risk Management	TBD	Pushed Back
<u>SASE (Phase II: Enhance Security posture)</u>	Innovation Through Technology	09/30/2025	On Schedule
<u>Virtual Mailroom</u>	Innovation Through Technology	02/28/2025	Pushed Back



FY 25-26 Completed Projects

Project Title	Strategic Plan Initiative	Target Date	Status
SASE (Phase I migration from Netskope)	Innovation Through Technology	07/11/2025	Completed



ACTIVE PROJECT DETAILS

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)

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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 2025	December 2025
	Project Lead(s): Ted Granger			
	On Schedule			
Annual Financial Statement Preparation and Audit (2025): Government code sections require that LACERA prepare annual financial statements including footnotes and disclosures in accordance with applicable accounting standards, obtain an external audit opinion of the financial statements, and transmit the reports to the Los Angeles County Board of Supervisors within six-months following the fiscal year-end.	Current Update			
	July 2025 – Plante Moran sent a list of required documentation. Staff completed the preliminary closing of the books for June 30, 2025 and started preparing the necessary supporting schedules.			
	Historical Perspectives			
	June 2025 – LACERA staff continued internal planning for the upcoming audit. Plante Moran completed their pre-audit communication to the Audit, Risk, Compliance and Ethics Committee.			
	May 2025 – LACERA staff obtained and uploaded supporting schedules and additional documentation requested by the auditor. Meanwhile, Plante Moran completed their risk assessment, audit planning, and preliminary fieldwork during May.			
	April 2025 – Staff and Plante Moran held the annual kick-off meeting and began preparing the annual financial statement supporting schedules. Internal Audit coordinates these efforts.			
	LACERA staff prepare LACERA's Annual Financial Statements (AFS) as of June 30 th while Plante Moran, LACERA's external financial statement auditor, completes the audit process starting in May and running through October. Staff expects to complete the AFS and audit opinion by mid-October and provide LACERA's AFS to Los Angeles County, so the County can finalize their financial statement prior to calendar year-end.			

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	03/06/2025	TBD
	Project Lead(s): Fabio Ramirez			
	On Schedule			
	Current Update			
Policy Governing Deductions for Dues and Similar Assessments from Retiree Benefit Payments Implementation Project Implementation of the new policy governing agency deductions. This project is an effort to address existing and future members who elect to have dues or fees or premium payments for various third-party agencies deducted from their retirement benefit on a monthly basis to ensure LACERA is compliant with CERL Section 31452.5.	<i>In July the team finalized an update to the Deduction Authorization Agreement and distributed it to the two agencies currently using the agreement.</i>			
	<i>The team has also been working with a recently merged agency to evaluate and finalize procedures for reviewing historical authorization agreements. Criteria and a process have been developed to allow us to evaluate historical record from this agency. The results of this effort will help us further develop the historical compliance project.</i>			
	Historical Perspectives			
	Updated as of June 9 th . In collaboration with our Legal Department, we have established criteria for reviewing older Deduction Authorization forms submitted by LA Financial Credit Union and Credit Union of Southern California. These documents, referred to as Legacy Authorization Forms, are distinct from our newly updated Deduction Authorization agreements.			
	The Benefits Account Maintenance Unit (AMU) will develop a project plan to review the 800 cases provided by both credit unions. Additionally, we will be evaluating updates to our agency deduction contracts to align with recent policy changes. Once our contract policies are adopted, we will continue collaborating with our agency partners to ensure their concerns are heard and addressed.			
	We continue to refine the current process of accepting deduction changes based on feedback we received from NACo. We have agreed to adjust the requirements for a new Deduction Authorization Agreement (DAA) signed by the member for changes when a member is not adding or deleting a deduction in a specific category. Going forward, the agency will be able			



to request the change on a revised DDA. The change will be formally initiated with NACo in June.

The Board of Retirement adopted the new policy effective March 5, 2025. Following the Board meeting a project lead was selected. Management and the project lead began development of the project plan for this rollout. The project is expected to be carried out in multiple phases over the next year.

In May, the project team provided an Information Only memo outlining the status of the project to the Operations Oversight Committee outlining the phased project plan. The initial “Discovery” phase is in progress, and we have begun contacting agencies to request data regarding legacy authorizations.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive	August 24, 2022	December 2, 2024
	Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)			
	Delayed			
	Current Update			
Case Management Project (Sol: Phase I) Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience. Processes included in Phase I are: Disability Retirement Services (DRS) Disability Litigation Office (DLO)	No update at this time.			
	Historical Perspectives			
	<p>The Case Management Project Phase I is currently in the Closure Phase. All three processes included in Phase I of the Case Management Project have been implemented and are running in production. The PMO is transitioning operational support of Sol from the Case Management Project to the Business Solutions team.</p> <p>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>			



Benefits – First Payment	<p>The team identified five phases over a series of years that would benefit from the Case Management System.</p> <p>Phase I consisted of three sub-phases: Disability Retirement Services (DRS), Disability Litigation Office (DLO, and the Benefits First Payment Process. The LACERA and Eccentex teams completed the development of the case management processes for DRS going live effective: September 22, 2023. The team continues to fine tune the system's performance and make updates as needed.</p> <p>Development of the last sub-phase – the Benefits First Payment process – began simultaneously with the other projects as staff worked to develop detailed process flow maps of the process and define and refine business rules and minimum expectations for the case management system. With the completion of the DRS/DLO sub-phases the teams focused their efforts on the First Payment Process.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive	05/07/2025	07/08/225
	Project Lead(s): JJ Popowich, Iveta Brecko (PM)			
	Delayed			
	Current Update			
Case Management Project (Sol: Phase II Discovery) Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.	No update at this time.			
	Historical Perspectives			
	<p>In May 2022, the Board approved LACERA's recommendation to engage Eccentex as our strategic partner for the development of a comprehensive Case Management System. This decision followed a rigorous evaluation process of thirteen vendor proposals submitted in response to our Request for Proposals (RFP).</p> <p>The Case Management System initiative was structured into five distinct phases, each designed to enhance operational efficiency across key business areas over several years. We are pleased to report that LACERA is now initiating Phase II of the project, which will focus on Death</p>			



Processing. As part of this phase, the project team has commenced a Discovery engagement with Eccentex to define and document detailed business requirements.

Key deliverables from this Discovery phase include:

- A formal Statement of Work (SOW)
- A comprehensive Requirements Document
- A detailed Project Plan
- An Estimated Budget for implementation

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	04/01/2021	06/30/2026
	Project Lead(s): Louis Gittens / Theodore King			
	Delayed			
	Current Update			
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.	<i>During the month of July, the team re-evaluated the status of the project. Based on review and available resources we have adjusted a new target date of July 30, 2026. Theodore J. King, Section Head, in our Benefits Special Benefits Services Section, has assumed leadership of the project and is developing an updated project plan to keep the project on track.</i>			
	Historical Perspectives			
	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. 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. The fourth phase of the project, which requires manually calculating the retroactive benefits, includes 1,494 cases in 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.			



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.

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.

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%

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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)	02/28/2022	06/30/2025
	Project Lead(s): JJ Popowich & Cynthia Martinez			
	Pushed Back			
	Current Update			
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,	No updates at this time.			
	Historical Perspectives			
	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.			



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.

We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.

The Communications team is continuing 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.

On October 2, 2024, the Communications team completed the update of the Communications Plan and incorporated the Strategic Plan priorities. The plan has been submitted to the Executive Office for review. Feedback has been received from the Executive Office and is pending updates.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Information Security	12/01/2023	TBD
	Project Lead(s): Steven Rice, Chaitanya Errande, & Alonso Favela (PM)			
	Delayed			
	Current Update			
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) for use in a lawsuit or investigation, to respond to a Public Records Act, or to facilitate collection of information for other business purposes. An eDiscovery solution can help automate the collection of electronic data,	<i>The no-cost Proof of Concept of Global Relay is in progress and we expect to complete it by the end of August, 2025.</i>			
	Historical Perspectives			
	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 LAC-ERA an eDiscovery Solution. 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 offered costs below the qualifying threshold set in the RFP guidelines. After performing the necessary due diligence and			



such as email, MS Teams messages, SharePoint storage, Bloomberg communication, and SMS, and automate repetitive tasks, reducing the need for manual intervention.

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 milestones have been completed:

Contract Finalization and Procurement – The contract costs were revised to include SharePoint. The original proposal anticipated SharePoint as a future add on, but staff and management have determined that the purpose and efficacy of the project, and cost efficiency as well as project roll out and implementation, will be enhanced by including SharePoint from the inception. The Board of Retirement approved the revised monthly and total five-year expenditures on February 5, 2025.

The eDiscovery Solution Team is in the Contract Development process, wherein terms and conditions are discussed with the vendor. After the proposed contract was submitted for review, the Legal Division and Executive Office determined that additional terms are needed before proceeding any further with the project.

In May, we reported the Team has hit some significant delays in the process of finalizing the final contract with Global Relay to ensure that the contract terms are clear and provide adequate protection to LACERA. The team is assessing our options and working to determine what the next steps are. Once the final contract has been submitted for review, Vendor Management will complete the process, and we will schedule a formal kickoff date to begin implementation.

As the Team continues to work through the contracting issues for purchase of the product, we have executed a no-cost Proof of Concept Agreement to enable testing of the product with actual test data to confirm that the product has the capabilities and user-friendly features that LACERA needs.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (ISO)	7/29/2025	10/30/2025
	Project Lead(s): Chait Errande			
	On Schedule			
	Current Update			
SASE Phase II Enhance security posture Implement the core features of SASE to ensure confidentiality availability and Integrity as we conduct our activities when we are logged in. Features such as SDWAN (Software defined wide area network). Secure Enterprise Browser rollout and Data Loss Prevention strategies will be deployed in this phase	Post migration from Netskope we are now implanting the core features of SASE.			
	Historical Perspectives			
	The LACERA ISO team along with the Executive team decided not to renew the contract with Netskope that was set to expire on July 11 th , 2025. This ISO team, after conducting research on the latest available technologies, presented an RFP to the Board on 2/5/2025 where we evaluated vendors and selected a vendor to the Board on 6/4/2025. Phase I of the project involved migrating all the functionality that Netskope provided and migrating users from Netskope to the new platform.			

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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	12/31/2025
	Project Lead(s): Ricki Contreras, Elsy Gutierrez & Penelope Rodriguez (PM)			
	Delayed			
Enterprise Contract Lifecycle Management (ECLM) Solution Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.	Current Update			
	No update at this time.			
	Historical Perspectives			
	July 2025 - The ECLM project is in the Execution Phase. The Vendor Management team has successfully adopted the new solution and completed the initial round of training with business owners.			
	The project team's next steps include: <ul style="list-style-type: none">Finalizing procedural documentation for business ownersConducting a second round of training sessionsExecuting a phased rollout of the solution to all business owners			
	<i>These efforts will ensure a smooth transition and consistent adoption across the organization. We hope to finish the phased rollout of the solution by December 2025. We have adjusted the Target Date to match this new phased rollout plan.</i> On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system. The ECLM Solution's Iteration 4 is underway to meet the newly structured Vendor Management, the basic framework for the contract administration is still intact from the initial implementation. The new process has forced a pivot to restructure user groups and security roles			



to align with the Vendor Management group and personnel. The ECLM Vendor Management system is functional and available for testing as the workflows are updated. Systems, Admin Services, Legal, Investment Division, and FASD Subject Matter Experts (SME's) have completed rendering the final requirements imposing the process change and the final items of restructuring are in-flight. We are currently Projecting project to launch on time.

- 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.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Exec	Executive	01/01/2023	TBD
	Project Lead(s): JJ Popowich, Chait Errande, and David Choe (PM)			
	Delayed			
	Current Update			
LACERA Event Response Team (LERT) Management Solution LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	<p><i>The LERT project Phase 1 is currently in the Closure Phase. The tasks that need to be completed are:</i></p> <ol style="list-style-type: none"><i>1. Workplace Violence Events – The project team will finetune the HR reporting requirements and adjust reports to include additional data points.</i><i>2. General LACERA Events – The Information Security Office will hold a workshop for stakeholders to review the LERT creation process and workflow.</i> <p><i>The LERT Phase 2 Integration between Workspace and ServiceNow is in development with an expected completion of August 2025.</i></p>			
Historical Perspectives				
<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 were able to absorb the project's cost in the FY 2023-24 budget. Although the project was initially scheduled for completion in June 2024, we have extended the timeline to incorporate additional compliance requirements related to new Workplace Violence regulations.</p>				



The LIRT Management Solution has been rebranded to the LACERA Event Response Team (LERT) Management Solution. The project is in the Monitoring and Control Phase. On December 19, 2024, ServiceNow modules for LERT and Workplace Violence reporting, as part of the new HR Employee Center website, were presented during the Brown Bag All Staff meeting. These modules are published and are accessible to all staff on LACERA Connect. The HR Employee Center website allows staff to confidentially self-report Workplace Violence incidents to Human Resources or Data Privacy and I/T Security events related to member data directly to LACERA's Event Response Team. This is a significant milestone as both modules support the recently adopted Workplace Violence Prevention Plan Policy and existing LACERA Event Response Team Policy.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	JJ Popowich (Exec - MOG)	10/18/2022	TBD
	Project Lead(s): Cookie Jaranilla, Tatiana Bayer, & Cassandra Smith			
	Delayed			
	Current Update			
Member Experience Communication Platform (MECP): LACERA is looking to improve Member Experience through innovative use of modern technology to provide better support for our omnichannel service approach. This project is to select a cloud-based communication service that provides an omnichannel contact center with native MS Teams' certificated integration along with other features designed to improve and make our services more efficient.	The MECP Project is in the Execution Phase.			
	All internal stakeholders and development resources have been identified. A formal kickoff meeting was held on 7/17 with the TTEC Project Team and all LACERA stakeholders			
	The project team is engaged in a series of 3 Genesys Cloud design sessions per week.			
	Historical Perspectives			
	LACERA seeks a Member Experience Communications Platform software as a service (SaaS) with a proven, state-of-the-art, commercial-off-the-shelf solution with minimal modifications. LACERA's goal is to gain efficiency and update existing processes through a best-of-breed enterprise communications system, focusing on improving the timeliness, accuracy, consistency of information, and internal operations.			



At the August 7, 2024, meeting, the Board of Retirement authorized staff to engage with TTEC/Genesys to provide software and consulting services to configure, customize, and implement the Member Experience Communications Platform (MECP) – Genesys application for the Member Services and Retiree Health Care Divisions at a first-year cost of \$590,260 (implementation cost of \$157,675 and licensing fee of \$432,585). The total anticipated five-year cost is \$2,320,600. Sufficient appropriation is included as part of the FY 2024-25 Systems Division Enterprise Software Account. Contract development is now underway.

The MECP Project Team successfully completed the review and discussion sessions with the primary stakeholders, subject matter experts, and the vendor. The review and finalization of the Statement of Work is ongoing. Integration with Eccentex, the Case Management vendor, is considered part of the deliverables.

In May 2025 we reported the Team has hit significant delays in the process of finalizing the Statement of Work and final contract with Genesys and TTEC (our implementation partner). The team has been assessing our options and working to determine what the next steps are. Once the final contract has been submitted for review, Vendor Management will complete the process, and we will schedule a formal kickoff date to begin implementation.

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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)	01/01/2013	12/31/2024
	Project Lead(s): Cynthia Martinez			
	Pushed Back			
PEPRA Implementation: Annual Benefit Statement LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.	Current Update			
	<i>The team had placed a temporary pause on this project due to resource constrictions. We are pleased to announce that the team has reassigned Subject Matter Experts from Member Services to the team. Communications is currently working on an updated project plan to select a new target date.</i>			
	Historical Perspectives			
	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. In the meantime, 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.			
	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. The team decided to change how we generate the ABS. To provide us with more flexibility in distribution of the new ABS, the team decided to move to a digital version which will decouple LACERA's reliance on specialized programming with our print vendors, reduce print and mailing costs, expedite receipt of the ABS by members, and was expected to shorten the development time for the 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.			
	The project continued to be negatively impacted by delays in finalizing the PEPRA Final Average Compensation (FAC) amount. While work with the Auditor-Controller and our Systems teams continued a decision in May of 2024 was made to provide an estimated benefit			



amount based on an estimated FAC with caveats regarding accuracy and then focus on providing an accurate representation of the member's current and future percentage of FAC to provide insight into how their benefit is growing over time. A new target date was set for July 30, 2024, with the status of the project changing from "Pushed Back" to "Delayed."

Since May, Communications drafted two ABS "comps" based on the team review and input (draft examples of what the new ABS will look like) and worked with Systems and our design vendor to refine the concepts. Feedback was sought from the team and then the Executive Office. A "final" review was conducted by all involved parties. After the final review, a few additional changes were required, and the ABS format was finalized.

In November 2024, we reported the project is pending development of programming required to generate the data and print the new ABS format. However, the project has been significantly delayed due to resource challenges as System resources are dedicated to the Case Management project.

Once resources are available Systems will provide their timeline for development, beta testing, and logistics. Systems will also provide Communications with a sample test file for the print vendor. After print vendor testing of the sample files and there are no issues, Communications will determine a final timeline and estimated completion date. The final stage is expected to be a campaign to inform our members two to three months prior to distribution of the new digital and print ABS and a launch date will be announced.

Systems started processing the finalized PDF design and including working on defining the logic for each field based on the templates Communications has provided to ensure accuracy in November 2024. To ensure the correct logic is being programmed, there are several questions that need to be addressed further by the PMG team/SMEs assigned to this project before Systems can move forward with programming/mapping of the data. However, based on staff workload and existing project priorities, this project has been pushed back. Once resources are available, we will resume work on this project.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	01/15/2025	08/30/2025
	Project Lead(s): Kevin Hawkins			
	Delayed			
	Current Update			
PEPRA FAC: Scheduled Earnings On January 15, 2025, the Board of Retirement adopted a recommendation to change the methodology for calculating a PEPRA member's Final Average Compensation due to a revised interpretation of PEPRA and CERL. Effective with this decision, LACERA will now use Scheduled Earnings to calculate the FAC, instead of Actual Earnings. The change is retroactive to all retirements under PEPRA since PEPRA's passage in 2013. This project covers all efforts to implement this change and pay any retroactive benefits.	<i>Phase III: We have now shifted to working on retirement benefit adjustments and retroactive benefit calculations.</i> <i>Beginning with the June 2025 scheduled payments, we started making retirement benefit adjustments to reflect scheduled earnings for FAC. In July 2025, we started issuing retroactive payments. The retirement benefit adjustments and retroactive payments are expected to be completed by August 31, 2025.</i> <i>We have updated the Target Date to reflect the slight delay in completing this project.</i>			
	Historical Perspectives			
	The Process Management Group is heading up this implementation plan. A project plan is in place and implementation has begun. The project has three phases: <ul style="list-style-type: none">Phase I: Development of business rule, procedures, training, programming to support the change, and initial member notification,Phase II: Begin processing all new retirements after Phase I in accordance with the business rules and Board's resolution, and begin updating LACERA's online and print materials that have PEPRA FAC information, and			



- Phase III: Review and calculate any required changes for retired members retroactively. Tasks will mostly be worked on in order according to their phase as numbered here but some tasks for different phases are being worked on simultaneously. The team will present a project plan to the Board of Retirement by March 2025.

The revision of the existing business rule for PEPRA FAC is in progress.

The first revision of the existing business rule has been approved and distributed to stakeholders. Systems completed preliminary programming based on the approved portion of the revised business rules and will complete the remaining programming upon their receipt of the approved revised business rule.

The forthcoming second revision of the rule is pending a final decision on how to handle FAC for part-time PEPRA members and PEPRA members with FAC periods of less than 36 consecutive months. In the interim, the first revision of the business rule gives staff enough guidance to move forward with processing most cases, and management will provide guidance for how to handle any cases that involve part-time or FAC periods of less than 36 months.

All first payments, beginning with the March 2025 first payments, were calculated based on scheduled earnings for FAC. Workspace has been updated to calculate PEPRA FAC using scheduled earnings.

The My LACERA PEPRA retirement benefit estimator has been updated to automatically provide the highest FAC based on scheduled earnings. Staff tools such as checklists, spreadsheets, and procedures, and the applicable Quality Assurance audit criteria have been reviewed for compliance with the business rule.

Member Communication Plans:

Communications published articles about the change in the March 2025 Spotlight and Pathways newsletters. On the LACERA.com News and Announcements, Communications published an announcement about LACERA's change to using scheduled earnings for PEPRA FAC, including details and a timeline for how the different impacted member populations are being



addressed. Also, additional information was added to the LACERA.com Compensation page to explain how 36-month FAC is calculated.

March First Payments: Members whose benefit payments started in March 2025, were sent a letter advising them that their FAC was updated to comply with the change in the calculation methodology and their retirement benefit allowance increased from the previous estimate.

April or Later First Payments: Retired members whose benefit payments were expected to start in April 2025 were sent a letter advising them that their FAC was updated to comply with the change in the calculation methodology and their retirement benefit allowance increased from the previous estimate.

Members Who Generated/Received Retirement Estimates Between January 1, 2025, and March 31, 2025: We sent letters to members in this category to let them know they can visit My LACERA and run updated estimates based on the new calculation methodology.

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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)	06/15/2022	11/01/2025
	Project Lead(s): JJ Popowich & Shonita Peterson (PM)			
	Delayed			
	Current Update			
Prepaid Bank Card Project Introduction of a prepaid bank card option for monthly benefit payments	<i>The team has made significant headway working with Systems to design the My LACERA and Workspace enrollment process. In late June the team set a new expected “Go-Live” date of October 1, 2025. Based on the revised date we have changed the target date from July 30, 2025 to October 1, 2025.</i>			
	Historical Perspectives			
	LACERA is working on implementing a Prepaid Debit Card Service to provide an alternative to paper checks for retired and survivor benefit payments, aiming to reduce costs and improve			



reliability due to significant degradation of USPS mailing reliability and difficulty with delivering to some foreign countries.

- **Project Initiation and Vendor Selection:** In June 2022, LACERA issued an RFP for a Prepaid Debit Card Service and received two proposals by September 30, 2022. Conduent was selected as the vendor, with the Board of Retirements' approval in April 2023.
- **Contract and Legislative Developments:** Contract and Statement of Work discussions with Conduent proceeded as planned. However, after a tentative agreement the project was delayed as Conduent and LACERA worked to address data security concerns expressed by the Information Security Office. Following successful discussions contract amendments were prepared for review.

Concurrently, LACERA worked with the State Legislature to seek changes to relevant state laws to authorize this new method of delivering benefit payments. The State Legislature passed AB 2474, authorizing a test program for the debit cards, which was signed by the Governor in July 2024.

Following the resolution of both issues contract amendments were finalized.

Additionally, discussions with Conduent continued on issues like debit card design and finalizing a Statement of Work.

The contract amendment has been signed by Conduent and returned to LACERA.

PMG and the LACERA team continue to meet weekly with Conduent to discuss the implementation process. The LACERA stakeholders also hold weekly meetings to review internal implementation procedures. The team is currently focused on the launch and enrollment process for the LACERA Prepaid Debit Card campaign.

We have set a tentative launch date of July 30, 2025.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	JJ Popowich	11/04/2024	09/30/2025
	Project Lead(s): Alonso Favela (PM)			
	On Schedule			
	Current Update			
Public Domain Migration Project: Our current domain, lacera.com, does not clearly convey our status as a government entity. To address this, we plan to transition to a .gov domain that will immediately signal our official and trustworthy nature to users and email recipients. This change aims to enhance the system's credibility, ensuring that users and other agencies feel secure and confident in the legitimacy of their interactions with LACERA.	<i>The Communications, Retiree Healthcare, and Systems divisions are collaboratively preparing for the transition from lacera.com and mylacera.com to lacera.gov and mylacera.gov. The target transition date is set for 07/31/2025.</i>			
	<i>The marketing campaign to inform members, staff, vendors, and other government agencies of the move to lacera.gov is in progress. The primary e-mail changes from @lacera.com to @lacera.gov have been completed. All remaining tasks are on schedule to be completed by July 31, 2025.</i>			
	Historical Perspectives			
Domain Transition Decision				
<p>In November 2024, LACERA's Executive Office decided to transition from a .com public domain to a .gov public domain. This decision was prompted by inquiries regarding LACERA's status as a government entity due to our use of a .com domain. The .gov domain was selected for several key reasons:</p> <ul style="list-style-type: none">• Trust and Credibility: The .gov domain is exclusive to government entities, ensuring that websites with this domain are verified and legitimate. This enhances public trust, as users can be confident, they are accessing official government information.• Professionalism: A .gov domain conveys professionalism and authority, distinguishing government websites from commercial or non-profit sites and reinforcing the agency's official status.• Security: .gov domains adhere to stringent security standards and regulations, protecting sensitive information and ensuring the integrity of the website, which is crucial for maintaining public confidence in the agency's online presence.				



- **Consistency:** Utilizing a .gov domain fosters a consistent and recognizable brand identity for government agencies, helping users easily identify and remember official government websites.
- **Search Engine Optimization (SEO):** .gov domains often receive higher priority in search engine results, facilitating the public's access to official government information online.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec	06/01/2021	TBD
	Project Lead(s): JJ Popowich			
	Pushed Back			
	Current Update			
Retroactive Payroll Adjustments: Prospective Correction The Auditor-Controller is responsible for collecting contributions on all compensation earnable and pensionable earnings compensation at the time of payment. For many years, the AC has not been collecting contributions on retroactive payroll adjustments. In 2021, the AC made changes to their programming to take deductions at the time of payment. However, there are still some situations where these contributions are not being collected.	No updates at this time.			
	Historical Perspectives			
	Following the AC’s programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected.			
	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.			
	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, and we continue to work with them to develop a procedure that both the County and LACERA can support.			

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Laura Guglielmo (Exec - BSG)	11/12/2024	02/28/2025
	Project Lead(s): Ahmad Chisty (PM), Ricki Contreras, & Esmeralda Delgado			
	Pushed Back			
Virtual Mailroom: Establish a virtual mail room to provide a business continuity plan in the event that the LACERA building in Pasadena is inaccessible.	Current Update			
	No update at this time.			
	Historical Perspectives			
	On March 19, 2024, the IT Coordination Council (ITCC) approved Administrative Service's DPC team to seek a vendor for a Virtual Mailroom Pilot Program. This initiative establishes a business continuity plan in the event that the LACERA building and mail room are inaccessible. The core objective is to outsource the digitization of member documents and incoming mail to a vendor that will act as a virtual mail room for LACERA. LACERA would then receive mail digitally, eliminating or supplementing the current process of digitizing incoming paper mail in LACERA Document Processing Center (DPC). Funding for this project was included in LACERA’s Administrative Budget for FY 2024/25.			
	In November 2024, we reported that this project is in the Planning Phase. The project team gathered the necessary knowledge and completed the Request for Information (RFI) from the vendors. The results of the RFI were presented to and conditionally approved by the IT Coordination Council, garnering Executive Sponsorship for cost and resource allocation. The team has started the next milestone by preparing the documentation and information needed to collaborate with the vendor management group to create and issue the Request for Proposal (RFP).			
	A re-engagement meeting with stakeholders and business owners was held in May to review and reestablish project scope, project plan and timeline. The project team completed the Scope of Work and engaged Vendor Management to develop a Request for Proposal (RFP) for this project. The team will be working with Vendor Management as they finalize and publish the RFP.			

**COMPLETED PROJECT DETAILS**

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year 2025 - 2026.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (ISO)	6/17/2025	7/11/2025
	Project Lead(s): Chait Errande			
	Completed			
	Current Update			
SASE (Phase I migration from Netskope) Migrate users from the expiring Netskope solution to the new SASE solution. Migrate all the functionality of Netskope to the new solution and ensure that we do not have any loss of functionality and no downtime to our operations	<i>Migration from Netskope was completed successfully with no downtime and virtually no impact to employees at LACERA. This phase of the project is complete</i>			
	Historical Perspectives			
	The LACERA ISO team along with the Executive team decided not to renew the contract with Netskope that was set to expire on July 11 th , 2025. This ISO team, after conducting research on the latest available technologies, presented an RFP to the Board on 2/5/2025 where we evaluated vendors and selected a vendor to the Board on 6/4/2025. Phase I of the project involved migrating all the functionality that Netskope provided and migrating users from Netskope to the new platform.			

LACERA Public Records Requests

June 15, 2025 – July 14, 2025

DATE RECEIVED	REQUESTER	DOCS REQUESTED
06-05-25	M. Kruppa, The information	<p>Request: Any document pertaining to LACERA's investment in Magnetar Lake Credit Fund.</p> <p><i>Legal, on June 12, 2025, via email, informed Requester that LACERA's Investment Division was sent request re nonexempt responsive records. Expected date to produce records is June 18, 2025.</i></p> <p><i>Legal, on June 23, 2025, via email, informed Requester that items one and three of records requested were presented in closed session to the BOI as due diligence materials and are exempt from disclosure under Government Code Section 79.28.710 (a) 1-6. Certain investments returns and fee information are available through the link provided below.</i></p> <p><i>Disclosure LACERA.</i></p>
06-16-25	B. Campbell, with. Intelligence	<p>Request: Monthly performance data from your investment pools for all the absolute return/hedge funds for April 2025.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on June 23, 2025, via email, transmitted the responsive document shown below.</i></p> <p><i>FOIA Request – With Intelligence – Hedge Funds Mar 2025 to Apr 2025.xlsx.</i></p>
06-16-25	B. Campbell, with. Intelligence	<p>Request: Monthly performance data from your investment pools for all the absolute return/hedge funds in which LACERA is currently invested for March and April 2025.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on June 23, 2025, via email, transmitted the responsive document shown below.</i></p> <p><i>FOIA Request – With Intelligence – Hedge Funds Mar 2025 to Apr 2025.xlsx.</i></p>
06-16-25	J. Pransky, LA County Consumer and Business Affairs	<p>Request: Updated information of LACERA's holdings report as of March 31, 2025.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on June 18, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>FOIA Request – Jeff Pransky – Public Markets Holdings (Mar 2024).xlsx.</i></p>

LACERA Public Records Requests

June 15, 2025 – July 14, 2025

DATE RECEIVED	REQUESTER	DOCS REQUESTED
06-23-25	N. Lee, Preqin	<p>Request: List of ALL hedge funds and fund of hedge funds in which LACERA is an investor dated to December 31, 2025.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on June 23, 2025, via email mail, transmitted the responsive document listed below.</i></p> <p><i>FOIA Request – Preqin – Hedge Funds Jan25-March25.xlsx.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on June 30, 2025, via email mail, transmitted the responsive document listed below.</i></p> <p><i>FOIA Request – Preqin – Hedge Funds Jan23-March23.xlsx.</i></p>
07-03-15 (Legal received 07-15-25)	L. Rooney CEO, LA County,	<p>Request: Survey request from NYC Labor Relations Office re questions relating to Pension and RHC.</p> <p><i>Transmitted 1 document.</i></p> <p><i>The Executive Office, on July 15, 2025, via email, transmitted the responsive listed below.</i></p> <p><i>REQ0015370_Fire Fighters-edited for LA County CEO.xlsx.</i></p>
07-07-25	J. Heard, PEI	<p>Request: Report or private capital investments and private debt funds.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on July 7, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>Private Markets Q1 2025.xlsx.</i></p>
07-10-25	J. Lau, SecondaryLink Team	<p>Request: Electronic information regarding alternative investments for year 2025, Quarter 4 and Year 2025, Quarter 1.</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Legal, on July 14, 2025, via email, transmitted the 2 responsive documents listed below.</i></p> <p><i>Private Markets Q1 2025.xlsx and Hedge Funds Mar 2025.xlsx.</i></p>

LACERA Public Records Requests
June 15, 2025 – July 14, 2025

DATE RECEIVED	REQUESTER	DOCS REQUESTED
07-10-25	J. McCall, Cogency Global Inc. (K. Noreiga)	<p>Request: Copies of records in connection with the Request for Proposal – Non-Discretionary Hedge Funds, Credit and Real Assets Consulting Services awarded February 9, 2024. Provide RPF responses (proposals) for all responding vendors.</p> <p><i>Legal, on June 12, 2025, via email, informed Requester that LACERA's Investment Division was sent request re nonexempt responsive records. Expected date to produce records is July 18, 2025.</i></p> <p><i>Legal, on July 17, 2025, via email, informed Requester that production of documents will be July 25, 2025.</i></p>
07-10-25	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Executive Office, on June 6, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>MonthlyAgenda.csv dated June 5, 2025.</i></p>
07-10-25	C. Siverson, Fire, LA County, and 5 other Recipients	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Executive Office, on July 10, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>Board of Retirement Meeting Benefit Approval List dated July 10, 2025.pdf.</i></p>
07-14-25	L. Chatar, SmartProcure	<p>Request: Records for any and all purchasing records from April 23, 2025, to current. Would also like to know what type of financial software LACERA uses.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on July 24, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>PRA report from 04.23.25-7.11.25.xlsx</i></p>
07-14-25	B. Campbell, with. Intelligence	<p>Request: Monthly performance dates for LACERA investment pools for all the absolute return/hedge funds in which LACERA is currently invested.</p> <p><i>Transmitted 1 document.</i></p>

LACERA Public Records Requests
June 15, 2025 – July 14, 2025

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<i>Legal, on July 14, 2025, via email, transmitted the responsive document listed below.</i> <i>FOIA Request – With Intelligence – Hedge Funds May 2025.xlsx.</i>
07-21-25	Sheriffs Dept, LA County and 4 other Recipients	Per monthly request: <i>Transmitted 2 documents.</i> <i>Executive Office, July 21, 2025, via email, transmitted the 2 responsive documents listed below.</i> <i>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated July 10, 2025.</i>

REPORT OF FELONY FORFEITURE CASES

July 30, 2025

#	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
74	KAMACK	DANNIE T.	PROBATION	3/3/2025	4/22/2025	N/A	N/A	DELAY – CD	N/A	N/A
72	BENZA	JOSEPH M.	SHERIFF	12/17/2024	2/11/2025	N/A	N/A	DELAY – CD	PEND	N/A
71	SAAVEDRA	ERIC C.	SHERIFF	1/16/2025	2/6/2025	N/A	N/A	DELAY – CD	PEND	N/A
70	PINEDA	REMIN	SHERIFF	11/19/2024	1/10/2025	6/17/25	N/A	PEND	N/A	N/A
68	ESSEX	SEAN	SHERIFF	6/7/2024	7/22/2024	N/A	N/A	DELAY – CD	N/A	N/A
66	VEGA	MIGUEL	SHERIFF	9/5/2023	10/27/2023	10/17/2024	N/A	APPEAL	N/A	N/A
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023	10/23/2023	N/A	APPEAL	N/A	N/A

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
- N/A: Not Available/Applicable



July 8, 2025

TO: Operations Oversight Committee
JP Harris, Chair
Nancy Durazo, Vice Chair
Aleen Langton
Wayne Moore
Shawn Kehoe, Alternate

FROM: JJ Popowich 
Assistant Executive Officer

FOR: August 6, 2025 Operations Oversight Committee

SUBJECT: LACERA Public Domain Migration Project (lacera.gov)

Executive Summary

As part of our Superior Member Experience strategic objective, LACERA is implementing a digital strategy to enhance the member experience. A key initiative in this effort is migrating from our current **lacera.com** domain **to lacera.gov**, a designation reserved exclusively for state and local government entities verified by the U.S. government. The .gov domain is widely recognized as a symbol of legitimacy, security, and public trust.

This memo provides a project update following the initial communication on May 6, 2025. The migration remains on track for public launch on August 1, 2025. We have made significant progress in system readiness and member communication. A phased production rollout is currently underway and will be concluded by July 31, 2025.

What to Expect with the Transition

- All LACERA email addresses will be updated from @lacera.com to @lacera.gov.
- The lacera.com website will remain active and automatically redirect to lacera.gov; however, we still recommend updating any bookmarks or saved pages in your browser to ensure a smooth transition to the new site.
- Emails sent to @lacera.com addresses will automatically forward to the new @lacera.gov addresses.
- There will be no disruption in access to online services during the transition, including the My LACERA portal.

Although our domain is changing, your web experience is not. Visitors will continue to enjoy secure, uninterrupted access through search engines, bookmarks, and third-party links.

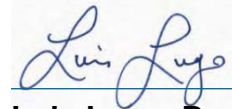
Operations Oversight Committee
Re: LACERA Public Domain Migration Project (lacera.gov)
July 8, 2025

Progress to Date

Since the initial communication, LACERA has made strong progress in both outreach and system preparation. Email notifications were sent to vendors and members on June 5th and July 1st, with supporting announcements published on lacera.com, the My LACERA portal, and in the *Spotlight* and *Pathway* newsletters. Internal communication efforts included Manager Meetings, Supervisor Meetings, and monthly Brown Bag sessions, as well as digital signage. Social media updates began July 1st. On the technical side, impacted systems are being tested in a secure staging environment, redirects are in place, and website content, email addresses, and correspondence materials are actively being updated. Print materials will be revised as inventory is replenished.

The successful execution of this migration reflects the collaborative efforts of the Systems, Communications, and Retiree Healthcare Divisions. We appreciate the Committee's continued support as we move toward a more secure and trusted digital presence at lacera.gov.

NOTED AND REVIEWED:

A handwritten signature in blue ink, reading "Luis Lugo", is positioned above a horizontal line.

Luis Lugo, Deputy Chief Executive Officer