

LIVE VIRTUAL COMMITTEE MEETING

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



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

You may submit a request to speak during Public Comment or provide a written comment by emailing PublicComment@lacera.com. If you are requesting to speak, please include your contact information, agenda item, and meeting date in your request.

Attention: Public comment requests must be submitted via email to PublicComment@lacera.com no later than 5:00 p.m. the day before the scheduled meeting.

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

AGENDA

MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE and BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 NORTH LAKE AVENUE, SUITE 810
PASADENA, CA 91101

WEDNESDAY, FEBRUARY 3, 2021 - 9:00 A.M.**

This meeting will be conducted by the Operations Oversight Committee by teleconference under the Governor's Executive Order N-29-20.

Any person may view the meeting online at
https://members.lacera.com/lmpublic/live_stream.xhtml

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

COMMITTEE MEMBERS:

Shawn R. Kehoe, Chair
Herman B. Santos, Vice Chair
Ronald A. Okum
Les Robbins
Vivian H. Gray, Alternate

I. APPROVAL OF THE MINUTES

- A. Approval of the minutes of the regular meeting of December 2, 2020
- B. Approval of the minutes of the regular meeting of January 6, 2021

II. PUBLIC COMMENT

(You may submit written public comments by email to PublicComment@lacera.com. Please include the agenda number and meeting date in your correspondence. Correspondence will be made part of the official record of the meeting. Please submit your written public comments or documentation as soon as possible and up to the close of the meeting.)

You may also request to address the Boards. A request to speak must be submitted via email to PublicComment@lacera.com no later than 5:00 p.m. the day before the scheduled meeting. Please include your contact information, agenda item, and meeting date so that we may contact you with information and instructions as to how to access the Board meeting as a speaker.)

III. REPORTS

- A. LACERA Operations Briefing
JJ Popowich, Assistant Executive Officer
- B. LACERA Paperless Initiative
Allan Cochran, Member Services Division Manager
- C. Fiscal Year 2019-20 Financial Review
Ted Granger, Interim Chief Financial Officer
- D. Lacera.com Redesign Update
Cynthia Martinez, Chief of Communications

IV. ITEMS FOR STAFF REVIEW

V. GOOD OF THE ORDER

(For information purposes only)

VI. 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, Assistant Executive Officer JJ Popowich, Systems Division Interim Manager Kathy Delino, Chief Information Security Officer Robert Schlotfeld, Benefits Protection Unit Supervisor Sylvia Botros, and Other LACERA Staff.

VII. 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.

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 MEETING OF THE
OPERATIONS OVERSIGHT COMMITTEE
and
BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

GATEWAY PLAZA - 300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

WEDNESDAY, DECEMBER 2, 2020, 10:39 A.M. – 11:23 A.M.

This meeting was conducted by the Operations Oversight Committee by teleconference under the Governor's Executive Order No. N-29-20.

COMMITTEE MEMBERS

PRESENT: Thomas Walsh, Chair
Herman B. Santos, Vice Chair (*arrived at 10:41 a.m.*)
Shawn R. Kehoe
Wayne Moore (*arrived at 10:48 a.m.*)
Vivian H. Gray, Alternate

ALSO ATTENDING:

BOARD MEMBERS AT LARGE

JP Harris
Keith Knox (*left at 11:00 a.m.*)
Ronald Okum
William Pryor
Les Robbins

STAFF, ADVISORS, PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer
JJ Popowich, Assistant Executive Officer
Steven P. Rice, Chief Counsel
Louis Gittens, Process Management Group

Ashley Dunning
Nossaman

Jenni Krengel
Reed Smith

The meeting was called to order by Chair Walsh at 10:39 a.m. As Mr. Moore had not yet joined the meeting, the Chair announced that Ms. Gray, as the alternate, would temporarily be a voting member of the Committee.

I. APPROVAL OF THE MINUTES

A. Approval of the minutes of the regular meeting of November 4, 2020

Mr. Santos made a motion, Ms. Gray seconded, to approve the minutes of the regular meeting of November 4, 2020. The motion passed unanimously.

II. PUBLIC COMMENT

III. REPORTS

A. LACERA Operations Briefing
JJ Popowich

Mr. Popowich presented the monthly briefing on LACERA's operations, including the status of the Strategic Plan Goals and Operations Improvement Initiatives, progress on the "100-Day Management Report," and an update on other projects.

- Public Records Request Update
- Report of Felony Forfeiture Cases Processed

B. LACERA Agency Transmittals
Louis Gittens, Process Management group

Mr. Gittens discussed the review of the Agency Check Payment Process, including check printing vendor and agency related problems. The Process Management Group (PMG) has determined that the current process does not ensure the safe and efficient delivery of physical checks to non-members and partner agencies, and that it would be prudent to implement a new and more secure electronic delivery method. Therefore, the PMG has developed a transition plan to accomplish this task, which was presented to the Committee.

IV. ITEMS FOR STAFF REVIEW

There was nothing to report.

V. GOOD OF THE ORDER

(For information purposes only)

VI. EXECUTIVE SESSION

- A. Conference with Legal Counsel – Anticipated Litigation
Significant Exposure to Litigation (Pursuant to Paragraph (2) of
Subdivision (d) of California Government Code Section 54956.9)

Number of Cases: Unknown regarding Reciprocal Disability and
Disability Reversal Issues

The Committee met with legal counsel to discuss anticipated litigation. The Committee acted on a recommendation to the Board of Retirement, which will be reported out following the Board's action. There is nothing to report at this time from today's meeting.

VII. ADJOURNMENT

The meeting adjourned at 11:23 a.m.

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

MINUTES OF THE MEETING OF THE
OPERATIONS OVERSIGHT COMMITTEE
and
BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

GATEWAY PLAZA - 300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

WEDNESDAY, JANUARY 6, 2021, 1:35 P.M. – 1:40 P.M.

This meeting was conducted by the Operations Oversight Committee by teleconference under the Governor's Executive Order No. N-29-20.

COMMITTEE MEMBERS

PRESENT: Herman B. Santos, Vice Chair
Shawn R. Kehoe
Wayne Moore
Vivian H. Gray, Alternate

ALSO ATTENDING:

BOARD MEMBERS AT LARGE

Alan P. Bernstein
JP Harris
Keith Knox
Ronald Okum
Les Robbins

The meeting was called to order by Chair Santos at 1:35 p.m. A roll call was taken to confirm attendance. Without objection, Chair Santos adjourned the meeting at 1:40 p.m. No discussion or action was had on any item on the agenda, which is repeated below for the record.

I. APPROVAL OF THE MINUTES

- A. Approval of the minutes of the regular meeting of December 2, 2020

II. PUBLIC COMMENT

III. REPORTS

- A. LACERA Operations Briefing
JJ Popowich, Assistant Executive Officer
- B. LACERA Paperless Initiative
Allan Cochran, Member Services Division Manager
- C. Fiscal Year 2019-20 Financial Review
Ted Granger, Interim Chief Financial Officer

IV. ITEMS FOR STAFF REVIEW

V. GOOD OF THE ORDER

(For information purposes only)

VI. ADJOURNMENT


The meeting adjourned at 1:40 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

January 26, 2021

TO: Operations Oversight Committee
Shawn R. Kehoe, Chair
Herman B. Santos, Vice Chair
Ronald A. Okum
Les Robbins
Vivian H. Gray, Alternate

FROM: JJ Popowich, Assistant Executive Officer 

FOR: February 3, 2021 Operations Oversight Committee Meeting

SUBJECT: **LACERA OPERATIONS BRIEFING**

The purpose of this briefing is to share insights on staff activities, updates on goals, and discuss opportunities and/or concerns, including the status of our Strategic Plan Goals and Operations Improvement initiatives. Many of the items highlighted may recur in subsequent briefings or may result in a future comprehensive Operations Oversight Committee (OOC) presentation. The report is broken down into three main sections: Update on Current Strategic Plan Goals, Update on Other Projects, and updates on our progress meeting the goals and recommendations called for under the CEO's "100-Day Management Report to the Trustees of the Board of Retirement and Board of Investments."

Update on Our Focus on Strategic Plan Goals and Operations Improvement

The Workgroups focusing on the top four Strategic Plan goals continue to meet regularly to move our goals forward. Here is a summary of the status of their efforts:

- **Case Management Capabilities:** The mid-year budget amendment was adopted by the Boards in early December. There are no new updates on this project to report. The Case Management project addresses several similar current Strategic Plan goals (Disability Retirement Services – Case Management system, Disability Litigation's Administrative Hearing Process, Legal's Writ Management Process, and Benefits and Member Services' Job Ticket system). Since the OOC presentation in October 2019, staff have been reviewing technical requirements and evaluating integration methods. A preliminary set of business requirements

was developed and the team will be reconvening soon to further refine the business requirements and advance other tasks related to this project.

- **LACERA.com Redesign:** An update will be provided as part of today's agenda. The new launch date will be July 2021.
- **Retirement Estimate Redesign Project:** The new Retirement Application and Summary is on hold pending the re-opening of the Member Service Center (MSC). Once the MSC has been re-opened, we will review our project timeline and set a date to begin beta testing the new form.

Phase II of this project will be to develop the on-line election process. We will set a deadline for the completion of Phase II as we near the end of Phase I.

- **PEPRA Implementation:** This workgroup continues reviewing all the progress made to date on the implementation of the Public Employees' Pension Reform Act of 2013 and subsequent updates to the act passed since then. The Workgroup's main focus is on efforts by the Auditor-Controller's (AC) office to address the issue with the County payroll codes. As you may recall, for LACERA to readily assess what portion of an employee's total compensation is pensionable or not, the payroll code 099 must be made more transparent so it is easier to identify the pay codes that are embedded in this code.

Quality Assurance, the Benefits Process Management Group (PMG), and Systems have completed their testing of the files provided to LACERA after the AC completed their programming of the County's payroll system in order to provide the non-pensionable portion of the 099 payroll code. These changes were requested by LACERA to allow us to systematically remove non-pensionable payroll items from the reported actual earnings. As we reported last month, the team expressed some concerns about the results of the changes and are in the process of drafting a report for the Executive Office to explain their findings. We expect this report will be completed by the end of January. Once we receive that report, we will determine what steps to take next.

This will impact our ability to efficiently process retirement estimates and elections for this March Madness season. Rather than being able to process these estimates and elections through our pension system, each of these must be processed manually. Manual processing can take anywhere from four hours to more than a day to complete as each payroll period must be reviewed and adjusted to ensure only pensionable pay items are included in the Final Average Compensation (FAC). This could mean some delays paying members if we see a significant

number of PEPRA retirement elections. The Member Operations Group continues to monitor the situation and take whatever proactive steps we can to mitigate any impacts on our members.

There are no new updates on the Workgroup focusing on the redesign of the Annual Benefit Statement (ABS). Our current statement only supports legacy plan members and is not supported for PEPRA members. Considerable progress was already made on the redesign efforts by the Communications team. We are working to get a better timeline when we can bring an RFP to the Operations Oversight Committee.

Update Progress on the “100-Day Management Report to the Trustees of the Board of Retirement and Board of Investments”

This section will discuss some of the efforts in place to move forward on the recommendations in the 100-Day report. It may not address all progress, but will focus on certain goals being worked on at the time.

- **Business Metrics:** We continue to make progress on the development of a metrics and data driven management process for the Member Operations Group. Staff members who process member requests follow a process designed to capture the amount of time spent on each work object. This data, along with the number of work objects received and processed, will provide valuable insight into our operations and help us make informed business decisions, forecast resource requirements more accurately, and target efforts to improve our operations.

The cross functional team designing and implementing these metrics are currently working to resolve some data collection issues that have delayed full implementation of version 1.0. Once we have resolved these issues we will schedule a briefing for the Operations Oversight Committee. We estimate this will occur in the second quarter of this Fiscal Year.

Update on Other Projects

My goal is to continue to keep the Committee updated on other cross-functional teams that are working hard to provide improvements to LACERA's operations and the services we provide to our members.

- **Business Continuity:** As discussed in the CEO Report, we conducted our first Business Continuity Table Top in conjunction with a Disaster Recovery Exercise. We will be providing a report to the Operations Oversight Committee in March.

- **Member Demographic Information:** There is no new update on this project at this time. Our Systems Division continues to work with the Auditor Controller to secure that data in future data feeds. This process is expected to take a few months and will include the Auditor-Controller making changes to the data they send LACERA and LACERA's Systems modifying our internal systems to store the data once we receive it. We will keep the Committee updated on our progress.
- **Retroactive Salary Projects:** Our Benefits team is processing the last of the adjustments for Commissioners impacted by the Mallano v. Chang case. We have completed all of the Plan E member cases. When last we reported on this project, we had about 86 contributory cases that were scheduled to be completed by the end of January – depending on competing resource needs for March Madness. The team discovered two additional cases which needed to be addressed since that report. We completed 18 of these cases and expect to complete the remaining 70 cases. Again, this is dependent on resources needed to process retirements.
- **Telecommuting Policy:** A Workgroup consisting of the Executive Office, Human Resources, and Systems is in the final stages of completing a draft policy for the CEO to review. The County is also updating their Telecommuting Policy and LACERA will evaluate and compare our draft to the County's once it has been released.

Attachments:

Public Records Request Update

Report of Felony Forfeiture Cases Processed

DATE RECEIVED	REQUESTER	DOCS REQUESTED
12-16-20	N. Lee, Preqin	<p>Requested information regarding Hedge Fund Performance.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Sent, on December 17, 2020, via email:</i> <i>Total Fund Performance Book 2Q2020.pdf</i></p>
12-17-20	V. Alvarez, HR, LA County	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Sent, on December 17, 2020, via email: Board of Retirement Meeting of December 2, 2020, Benefit Approval List.pdf.</i></p>
12-17-20	S. Ayers, Tristar Group	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Sent, on December 17, 2020, via email: Board of Retirement Meeting of December 2, 2020, Benefit Approval List.pdf.</i></p>
12-17-20	J. Hammond, RELAC	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Sent, on December 17, 2020, via email: Board of Retirement Meeting of December 2, 2020, Benefit Approval List.pdf.</i></p>
12-18-20	B. Barragan, Bisnow	<p>Requested PDFs of any reports created or presented in 2018 and 2019 by LACERA investment staff including John Grabel to any LACERA board meetings or members that discuss transferring management of any properties from Capri Capital Partners to DWS Group.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Sent, on December 28, 2020, via email:</i> <i>RE IP Dec 2018_Redacted.pdf</i></p>
12-21-20	D. Wells, Law offices of Gregory W. Smith	<p>Requested DVD of audio of June 3, 2020 Board of Retirement and June 25, 2020 Audit Committee meetings.</p> <p><i>Sent, on December 21, the links to video and audio of the June 3, 2020 and Board of Retirement meeting and the June 25, 2020 Audit Committee meeting.</i></p> <p>Requested DVD of audio of video of April 9, 2020 Board of Retirement Meeting as partial response to request.</p> <p><i>Sent DVD on December 28, 2020, via FedEx Standard Overnight Delivery.</i></p> <p><i>Sent, on January 15, 2021, responsive comments via email and document shown below:</i> <i>Request No. 10 Part 1 Production_Redacted.pdf</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
12-22-20	N. Lee, Preqin	<p>Requested confirmation of approximately 20 redeemed Hedge Funds.</p> <p>Transmitted 1 document.</p> <p>Sent, on 12-28-20, via email: HF redemption dates.xlsx</p>
12-31-20	H. Dushani, S&P Global	<p>Requested confirmation of details on Transition Manager for LACERA and does board providing any information on bench of transition management service providers. Are there any corrections or updates they should make?</p> <p>Transmitted via email, on January 4, 2020, responsive comment shown below</p> <p>All the information regarding transition manager is included public documents available in the Board package at https://www.lacera.com/about_lacera/boi/meetings/2020-12-09_boi_agnd.pdf</p>
01-07-21	V. Alvarez, HR, LA County	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Sent, on January 7, 2021, via email: Board of Retirement Meeting of January 6, 2021, Benefit Approval List.pdf</p>
01-07-21	S. Ayers, Tristar Group	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Sent, on January 7, 2021, via email: Board of Retirement Meeting of January 6, 2021, Benefit Approval List.pdf</p>
01-07-21	J. Hammond, RELAC	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Sent, on January 7, 2021, via email: Board of Retirement Meeting of January 6, 2021, Benefit Approval List.pdf</p>
01-07-07	LA Sheriffs	<p>Per monthly request:</p> <p>Transmitted 2 documents.</p> <p>Sent, on January 7, 2021, via email: Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing each dated January 7, 2021.</p>
01-08-21	D. Martin, Proxy Insight	<p>Requested proxy voting records of LACERA for the period of 1st July 2020 to 31st December 2020.</p> <p>Transmitted, on January 12, 2021, responsive comment shown below.</p> <p>LACERA votes its shares in accordance with our Corporate Governance and Stewardship Principles located here: http://www.lacera.com/investments/corporate_governance/corporate_governance.html</p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<p><i>Transmitted 1 document.</i></p> <p><i>Sent, on January 12, 2021,</i> <i>Via email:</i> <i>Proxy Vote 070120 123120.xlsx</i></p>
01-11-21	N. Lee, Preqin	<p>Requested historical performance data you might have on investments made in Caxton Global Investments USA fund/Caxton Associates and Atlas Institutional Fund (Onshore)/Balyasny Asset Management and Brevan Howard Fund/Brevan Howard Capital Management.</p> <p>Transmitted 1 document.</p> <p>Sent, on January 15, 2021, via email: Caxton and Brevan Data.xlsx</p>
01-12-21	D. Gregory, Public Plan IQ	<p>Requested DVD recordings for the open sessions of the Board of Investments and Committee Meetings held in November-December 2020.</p> <p>Transmitted link to Zoom meetings via email on January 21, 2021</p>

FOR INFORMATION ONLY

January 15, 2021

TO: Operations Oversight Committee
Shawn R. Kehoe, Chair
Herman B. Santos, Vice Chair
Ronald A. Okum
Les Robbins
Vivian H. Gray, Alternate

FROM: Allan Cochran
Member Services Division Manager

FOR: February 3, 2021 Operations Oversight Committee Meeting

SUBJECT: **LACERA Paperless Initiative**

Executive Summary

LACERA is committed to providing service and communicating with our members within the channels they feel comfortable and in efficient and safe methods. Some members prefer to communicate over the phone, some in person, some by mail, and some electronically. These channels are choices that we respect. Regardless of the channel the member chooses, our goal is to be accurate, efficient, and safe.

In addition, the recent COVID-19 pandemic has demonstrated the inherent risks to some channels of communication. During this pandemic, we have experienced delays in mailing physical documents to members, survivors, and beneficiaries and have found operating an in-house mail operation places staff members at greater risk during a pandemic. In order to mitigate both issues, and to support a greater range of channel choice for our members, we recognize we must continue to innovate and adapt. To increase options for our members and reduce the amount of physical mail we generate, the Member Operations Group, working in conjunction with Systems, Internal Audit, Legal, and the Executive Office, has launched a Paperless Initiative project. This project is two-fold:

- One area involves paperless correspondence by promoting and encouraging receiving most correspondence electronically, while still supporting traditional mailed communication by member choice. In place of paper mail, members will agree to access correspondence via our My LACERA secure member portal.

- The second aspect pertains to paperless payments where we can begin to offer additional paperless payment options to members who are unable to elect direct deposit.

This memo will discuss these two initiatives.

Paperless Correspondence

LACERA sends out volumes of letters and paper correspondence to members, survivors, and payees each month. Some of this correspondence is processed by our vendor who prints and mails the Automatic Deposit Receipts (ADR) and our Annual Benefit Statements (ABS). However, the remainder of our correspondence is generated and mailed internally and can range from standard notifications like those sent when a member has a missing period of service, to service credit purchase contracts, confirmation letters that let members know we received a submitted document, and other customized correspondence.

During the pandemic it has been extremely challenging to mail the internally generated documents to our members and survivors. Mailing documents requires staff members to be physically in the office. However, due to the safety precautions we must take, we have had to operate on a reduced onsite staffing model. This has led, on average, to about a one to two week delay in mailing documents to members. Additionally, at least twice during the pandemic, LACERA had to close the DPC due to potential exposure incidents. These closures lasted anywhere from a day to a week in duration.

In recent years, we have also experienced some challenges with our printing and mailing vendor and the post office. This has contributed to instances of delays in member's receiving their ADR and checks. A recent RFP to search for a new printing and mailing vendor failed to garner sufficient responses.

These unfortunate delays create both a risk and an inconvenience for our members and survivors who rely on LACERA to provide timely responses to their requests.

It is also not lost on us that with the advance in technology making secure online access to financial documents common, and with the weakening confidence in the timeliness and security of our postal system, members and survivors are increasingly asking for an alternative to receiving this information (some of it confidential) by mail. These requests are increasing as more and more members prefer the ease and safety of receiving communications electronically.

The first step in our process to prepare to encourage the adoption of receiving correspondence electronically was to review approximately 600 different types of correspondence that are generated by both the Member Operations Group and Retiree Healthcare to determine which are candidates for electronic delivery. When we say "received electronically" we are referring to the posting of documents to a member's My LACERA portal account, along with an email notification to a member that the document is available for viewing. In some cases, when we are confirming the receipt of a document,

we will be moving to an electronic notification via email only if a member has a valid email on account.

The initial review has been completed and we have identified about 25 documents which must be excluded from delivery electronically only. That is not to say that these documents cannot be received electronically, only that they **must** be received by mail or certified mail. The determining factor is based on legal and risk based requirements. For example, we have provided an initial list of documents we will require to be mailed. This list may change over time.

Mailed Delivery Required (Electronic Delivery Also Provided)
Retirement Board Letters
Disability Decision Letters
Address Change Confirmations (mailed to current and new addresses)
Termination Letters (Mailed when a member leaves County service)
Documents Required to be Mailed via Certified Mail

This list is a living document. We will continue to constantly review and modify the list as we learn from experience and new data becomes available.

Managing the Transition

We have a multi-pronged approach to making this transition. The approach we have discussed takes into account that this will be a transition for our members, and some will adapt to electronic delivery quickly, while others may be reluctant or unable to adapt to this method. In keeping with our “preferred channel” methodology of providing service we will encourage electronic delivery, while continuing to accommodate those members who continue to prefer receiving documents via mail.

Automatic Deposit Receipt (ADR) Campaign

One mailed document most requested to be received electronically are the Automatic Deposit Receipts (ADR). Each month payees (retirees, surviving spouses, and surviving beneficiaries) are mailed an ADR. The ADR reports gross monthly income, deductions, and the monthly net payment – all important and personal information for our payees. Every month more than 68,000 ADRs are mailed to payees at an annual cost of more than \$27,000.00 per month. In addition to mailing ADRs, we currently upload each of these documents to a member’s My LACERA Document Center.

The Member Operations Group and Systems have identified ADR mailings as a logical choice to launch a paperless campaign. These documents are already electronically available to members in the Document Center on My LACERA.

Re: LACERA Paperless Initiative

January 15, 2021

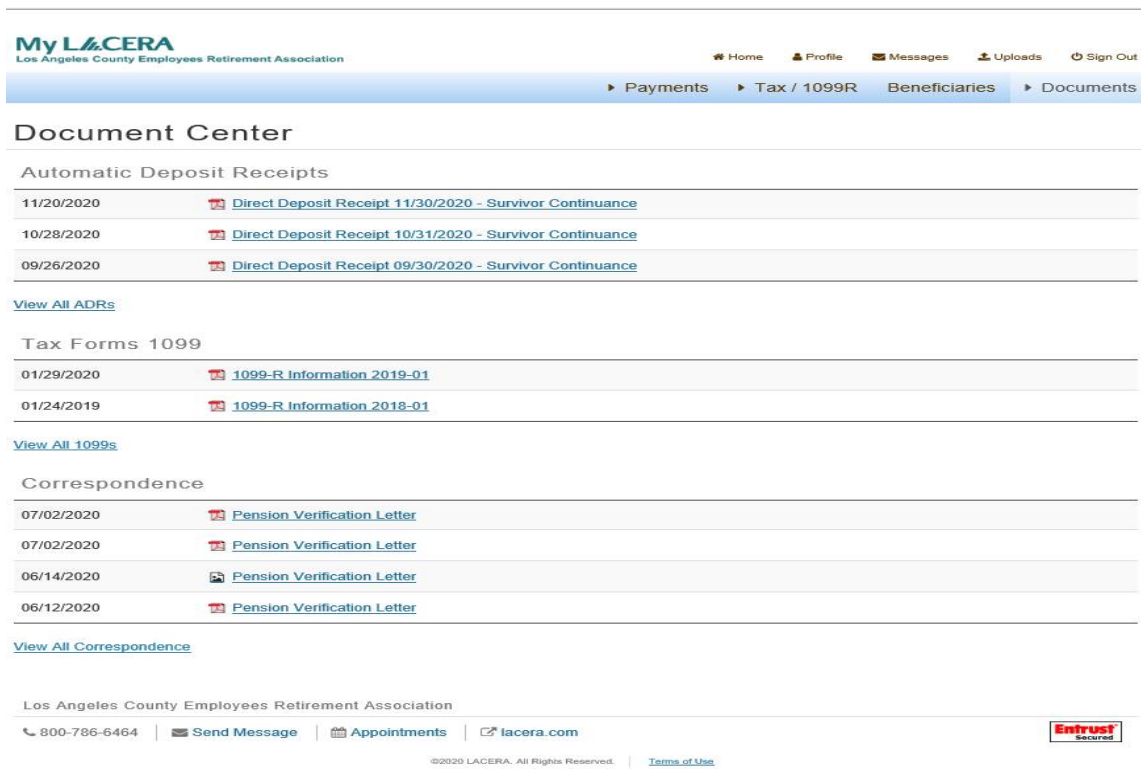
Page 4

How does this work? Through a planned campaign developed by Communications, we will let members know that the new option already exists. Members registered to access My LACERA already can access documents online. Those not already registered, but interested, will be asked to register for My LACERA, either through self-registration by visiting LACERA.com and walking through the registration steps online or by calling the Member Services Call Center where a Retirement Specialist will assist members with registering for My LACERA. Once registered successfully, the member will receive an email to confirm their email address is valid and informing them they may begin accessing My LACERA. For additional security, LACERA also employs a third-party application to identify invalid email addresses.

Each month registered members are sent an email notifying them their monthly ADR is available for viewing and printing. Members may then log into My LACERA and select "Documents".



"Document Center" will be selected from a drop-down menu in "Documents" and a list of documents uploaded to My LACERA will appear.



Re: LACERA Paperless Initiative

January 15, 2021

Page 5

Our member will click on the recently uploaded ADR, which is available 24 hours a day for viewing and for printing.

The impact is our member immediately receives vital, confidential information that can be viewed and printed at any time. Our member does not need to store or save this document, as documents uploaded to My LACERA are never removed.

LACERA released the ADR opt out process in December and will follow with a Communications campaign to let members know about the option. We also introduced the ability of active members to opt out of their Annual Benefit Statement and all members may now opt out of receiving our quarterly newsletters by mail.

In January 2021, LACERA upgraded the My LACERA portal to allow members to opt out of ADRs, Annual Benefit Statements and Newsletter via My LACERA.

Risk Based Controls to Prevent Overpayment of Benefits

LACERA employs a number of internal controls to help us make sure our members are alive and well and receiving their benefits. One of these controls has been to monitor the return of undeliverable ADRs to alert LACERA whether a payee remains alive and well. Our process has been to send a series of letters when return mail is received to alert members we are receiving returned ADRs. Member Services proactively calls members after the return of the 2nd ADR to attempt to contact our member. If unsuccessful in contacting our member to update their mailing address, then upon the return of the 3rd ADR a hold is placed on our member's account until we can verify the well-being of the member and ensure whether or not the member is receiving their LACERA benefit.

When transitioning members to electronic delivery we will mimic the physical return mail process and monitor the undelivered email notifications as well as the login frequency of members to My LACERA. When electing the electronic delivery method, members will be asked to acknowledge or attest that we will monitor their login frequency and are advised that should we see a period of inactivity we will reach out to verify their well-being via a variety of methods. If unsuccessful after multiple and varied attempts to reach the member, LACERA may suspend their account until we can verify their status. We have included a screenshot of this attestation below:

Document Delivery Options

Select your document delivery option to either "Paper Mail" or "Paperless".

Document Delivery Status

<input checked="" type="radio"/> Receive All By Mail	<input type="radio"/> Receive All Paperless
Annual Benefit Statement	<input checked="" type="checkbox"/> Paper Mail <input type="checkbox"/> Paperless
Newsletters (Spotlight or Postscript)	<input checked="" type="checkbox"/> Paper Mail <input type="checkbox"/> Paperless
ADR – Service Retirement Benefit	<input checked="" type="checkbox"/> Paper Mail <input type="checkbox"/> Paperless

Acknowledgement

I hereby certify by electing to electronically receive the documents indicated above, LACERA will no longer mail these documents to me, but instead will place them in the My LACERA Document Center and notify me via email and/or SMS (text) when the document is available for review.

In the event I have chosen to receive Automatic Deposit Receipts (ADR) electronically, I understand LACERA has processes in place to monitor my account activity on My LACERA as part of our security protocols and may periodically contact me to ensure I am receiving my benefits. We encourage you to periodically login to My LACERA so we can ensure you are receiving this important information.

Before proceeding, please verify the following contact information:

Contact Information	
Phone	(626) 555-1212
Cell	No Cell Phone on file
Email	futureisp@lacera.com

If any of the above contact information is incorrect, please change the information on your My LACERA Profile.

By checking this box I acknowledge the information above and authorize LACERA to make the changes to delivery of the documents above as indicated.

Members who call the Member Services Call Center to opt into electronic delivery will be asked to verbally agree to the attestation as well.

We also have other mitigating controls which include employing a third party vendor to notify us on a monthly basis of any reported deaths as well as other periodic audits and tools to mitigate the risk of unreported deaths and overpayment of benefits.

Internally Generated Correspondence and Documents

Given the challenges we currently face due to the pandemic and the overarching need to provide timely and safe service to our members, we will be making a concentrated effort to encourage members to receive internally generated correspondence and documents electronically.

We will be taking a two pronged approach to preparing for this conversion. The first step will be to convert all confirmation of documents received letters to be sent electronically by default for any member who has a valid email address. These letters only acknowledge that a document has been received and we are working on processing the document. For example, LACERA sends out approximately 4,000 confirmation letters for Retiree

Healthcare per month from January – February and 1,300 per month in the off season. We also send out confirmation letters acknowledging receipt of certificates, account changes received by mail or uploaded through the portal. This transition should be complete by the end of February.

The second approach will be to allow members to opt in to receive all correspondence through the portal. Once this choice is made, a member will receive an email notification that they have a document for review on My LACERA. This will be in effect for all correspondence except those documents that are excluded from electronic delivery only. It is expected that this option will be available by the end of March (members will have the ability to opt back out of electronic delivery at any time).

Once this option is available we will begin to promote it at every opportunity we can when we interact with members. This will include:

- 1) Adjusting LACERA.com to encourage members to sign up for electronic delivery through the My LACERA Document Center. The notice will encourage members who are not yet registered for My LACERA to sign up now. It will also provide instructions to members on how to contact LACERA to request we mail the documents to them. Additionally, the instructions will advise members on how to return the documents to us; documents that require a signature can be printed, signed, scanned, and uploaded to LACERA, or mailed back to LACERA physically.

NOTE: In the future, the team will be exploring and providing updates on the ability to sign documents electronically or make online elections through My LACERA for documents like contracts, claim forms, and retirement elections.

- 2) LACERA will revise all confirmation letters and emails sent to members when they make a request to explain that members can opt to receive all future documents electronically through My LACERA.
- 3) For all members who have a valid email account, when a document becomes available the member will receive an email alerting them a document has been uploaded and is ready for viewing in the My LACERA Document Center. This will include an encouragement to sign up for My LACERA if they have not already done so.
- 4) Each document sent to the member will also include instructions for how that document can be completed and returned to LACERA.
- 5) If a member makes a request through the Member Services Call Center or during a Member Service Center one-on-one, the Specialist will review the available delivery options with the member and assist them with registering for My LACERA if they are not yet registered. Members will be encouraged to sign up to receive documents via electronic delivery.

Educational Campaign

Communications is leading the Member Operations Group and Systems effort by working to develop a yearlong education campaign to notify members of the opt in options. The campaign will have a dual focus. Communications is focusing on members without a My LACERA account, to promote the benefits of registering with My LACERA, and there will also be a targeted campaign for members who are registered on My LACERA.

For those who have not yet registered for My LACERA, Communications will be introducing an online video on LACERA.com to illustrate the purpose and benefits of registering for My LACERA, which includes the option to opt out of some mailings. Emails and mail inserts promoting registration are underway, as are articles in the Postscript and Spotlight quarterly newsletters.

The Member Services and Retiree Health Care Call Center Specialists will continue to encourage My LACERA registration, which will be enhanced with additional scripting from the Communications Division. This effort will include talking points for our Specialists during counseling sessions, an increased effort to promote My LACERA, and an increased effort to encourage members to provide their email contacts so we can increase our ability to reach members electronically.

While targeting members who have registered with My LACERA, Communications has a yearlong campaign ahead to encourage registered members to consider the opt in paperless feature by pointing out the potential benefits of going paperless. Additionally, there will be weaved throughout the year, time sensitive opt in campaigns to create a sense of urgency to have members opt in to receiving documents electronically. As with those who have not yet registered, emails, mail inserts, and articles in our quarterly newsletters will be released as the paperless initiative benefits grow.

The Systems and Communications Divisions are working together to acquire statistics to measure the education campaign's effectiveness and will consult with the project participants to adjust the communication plan if needed to ensure success. They are also undertaking a review of LACERA's forms to see that we are collecting information such as email addresses and cell phone numbers to support the success of the paperless initiative.

Paperless Payments

Ninety-seven percent of LACERA payees are enrolled in and receive their monthly benefit payments by direct deposit (Automated Clearing House-ACH) while three percent of our monthly payees still receive physical checks. All 70,473 payees are mailed either a check or an ADR. While most LACERA payees (including retirees and survivors) have enrolled in direct deposit, there are a significant number who have chosen not to, or are unable to elect this option and/or have chosen to continue receiving paper checks. In recent years, we have encountered multiple challenges with paper checks that range from natural disasters, errors with the vendor, and issues with the U.S. mail. There were also issues that affected our international population because of COVID-19.

Re: LACERA Paperless Initiative

January 15, 2021

Page 9

Whereas we are able to begin the paperless correspondence initiative described above, addressing paperless payments will require additional planning and innovation.

Electronic funds transfer (also known as ACH or direct deposit) remains the preferred method of payment as it is reliable and secure and is the only option we offer new retirees. However, this is not a viable option for all our payees and, in rare cases; we still allow payment by check.

In order to provide a more secure alternative to those currently receiving a check, we are exploring the use of a prepaid payment card. We are working with Financial Accounting Services Division (FASD) to determine which financial institutions offer the best benefit to our members and our organization.

Of the three percent of payees that have not enrolled in direct deposit there are two groups of payees: domestically and internationally residing payees. For domestically residing payees that either cannot or choose not to enroll in direct deposit we are exploring a prepaid payment card that will be sent to these payees and recharged with funds each month. This manner of payment is currently done with the State of California to pay Unemployment Insurance and Worker Compensation payments and pension benefits issued to internationally residing members by the California State Teachers Retirement System (CalSTRS).

We also have just over 200 internationally residing payees and twenty-nine of these payees are mailed a check. Mailing checks to internationally residing members has presented issues of timeliness. The COVID pandemic has highlighted the need for a more reliable manner of payment to our international payees. At times during the pandemic, countries would not accept mail from the US Postal Service. In other instances, due to health conditions in countries in which members reside, the countries would not allow the delivery of the checks. For international payees who did not establish a US banking relationship for direct deposit before relocating abroad, we are exploring a secondary option to transfer retiree benefits directly to international banks, possibly by wire.

As we collect more information about options available for domestic and international payee paperless payments, we are working with the Executive Office to determine our best course of action and will provide your Board with full details in the future.

In the future, we will explore paperless payment solutions also for:

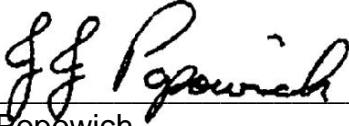
- 1) One time payees such as withdrawing members and beneficiaries receiving one time payments.
- 2) Non-member payees receiving spousal and child support

Conclusion

The COVID-19 pandemic has created unique challenges in being able to provide timely and safe service to our members through traditional channels such as mailing correspondence and documents to our members. Online access to documents has been a common offering by financial institutions for many years. Increasingly, members have been asking for these options for some time, and we believe now is the time for LACERA to take advantage of advances in technology to offer these services to our members.

The Paperless Initiative will significantly improve service to our members. It will allow members to access correspondence directly through their My LACERA portal accounts. As a result, members will receive important documents in a timely manner and can access them at any time. It will reduce security risks as well as mailing costs to LACERA. It also alleviates ongoing concerns during COVID-19. While we recognize all these benefits, we also recognize that not all members are comfortable with technology and prefer to continue receiving paper correspondence. For these members we will provide them the continuing option to receive documents by mail.

Reviewed and approved:



JJ Popowich

Assistant Executive Officer

c: Santos H. Kreimann
Steven Rice
JJ Popowich
Cassandra Smith
Bernie Buenaflor
Carlos Barrios
Cynthia Martinez
Kathy Delino
Richard Bendall
W. Louis Gittens



January 11, 2021

TO: Each Trustee
Operations Oversight Committee

FROM: Ted Granger 
Interim Chief Financial Officer

FOR: February 3, 2021 Operations Oversight Committee Meeting

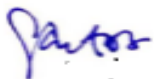
SUBJECT: FISCAL YEAR 2019-20 FINANCIAL REVIEW

Attached for your information are LACERA's annual financial statement highlights for the fiscal year ended June 30, 2020. Some of the key financial results include the following:

- Net Position Restricted for Benefits (fund balance) ended the fiscal year slightly above the prior year from \$58.3 billion to \$58.5 billion.
- Increase in Net Position of \$0.2 billion (net income) despite slight increases in offsetting expenses such as pension benefits paid to retired members and other administrative expenses.
- Total pension fund returned 1.8% net of fees, compared to the actuarial expected return assumption of 7.0%.
- Pension plan funded ratio decreased from 80.6% to 77.2%.
- In accordance with GASB Statement No. 67 reporting requirements, Net Pension Liability was \$18.0 billion for the fiscal year ended June 30, 2020. The Pension Plan's Fiduciary Net Position was 76.4% of the Total Pension Liability, which represents the accounting calculation equivalent of the funded ratio.

Should you have any questions regarding this update, I can be reached at (626) 564-6000, extension 3524.

REVIEWED AND APPROVED:



Santos H. Kreimann
Chief Executive Officer

Annual Financial Review of Fiscal Year 2019 - 2020

Operations Oversight Committee February 3, 2021

Ted Granger, Interim Chief Financial Officer

Michael Huang, Accounting Officer II

Ervin Wu, Interim Accounting Officer II

- CAFR – Comprehensive Annual Financial Report
- PAFR – Popular Annual Financial Report
- Financial Highlights and Reporting
- Pandemic Concerns
- New Information:
 - GASB 84, OPEB Custodial Fund
- Looking Ahead



Agenda

CAFR and PAFR Preparation

- **T** – Transactions are recorded during the year
- **E** – Each team member contributes to the preparation
- **A** – Auditors review the financial statements and disclosures
- **M** – Management prepares a discussion and analysis
- **W** – Work with Communications to publish reports
- **O** – Oversight provided by Executive and BOR/BOI
- **R** – Recording transactions for the new fiscal year
- **K** – Keep updated with latest GASB/GAAP/AICPA standards

CAFR Theme

- *Strong Performance in a Challenging Year:*

For more than 80 years, LACERA has been proudly fulfilling our mission to produce, protect, and provide the promised benefits of L.A. County employees and retirees. Our long-term approach to investing enables us to adapt to fluctuating circumstances and adverse events while maintaining our commitment to members and advancing toward our goals.

Adversity > Adaptation > Advancement >

Strong Performance in a Challenging Year

2020

ANNUAL FINANCIAL REPORT

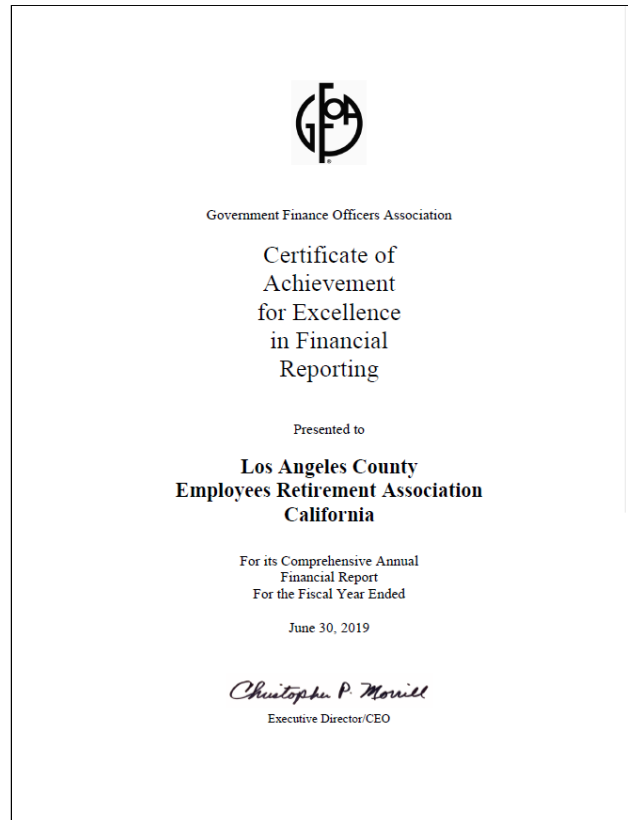
Comprehensive Annual Financial Report for the Fiscal Years Ended June 30, 2020 and 2019

Pension and OPEB Trust Funds of the County of Los Angeles, CA

Awards

Government Finance Officers Association

- GFOA
 - CAFR = 30 years
 - PAFR = 22 years



Public Pension Coordinating Council

- PPCC
 - Public Pension Funding and Administration = 18 years



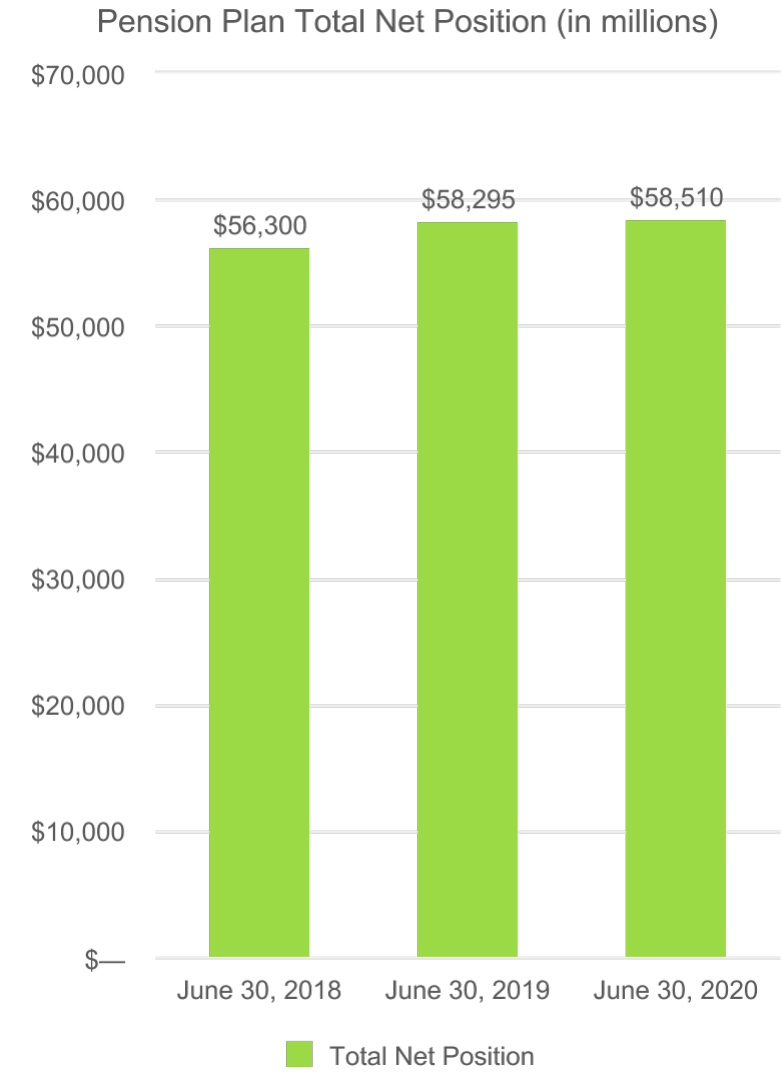
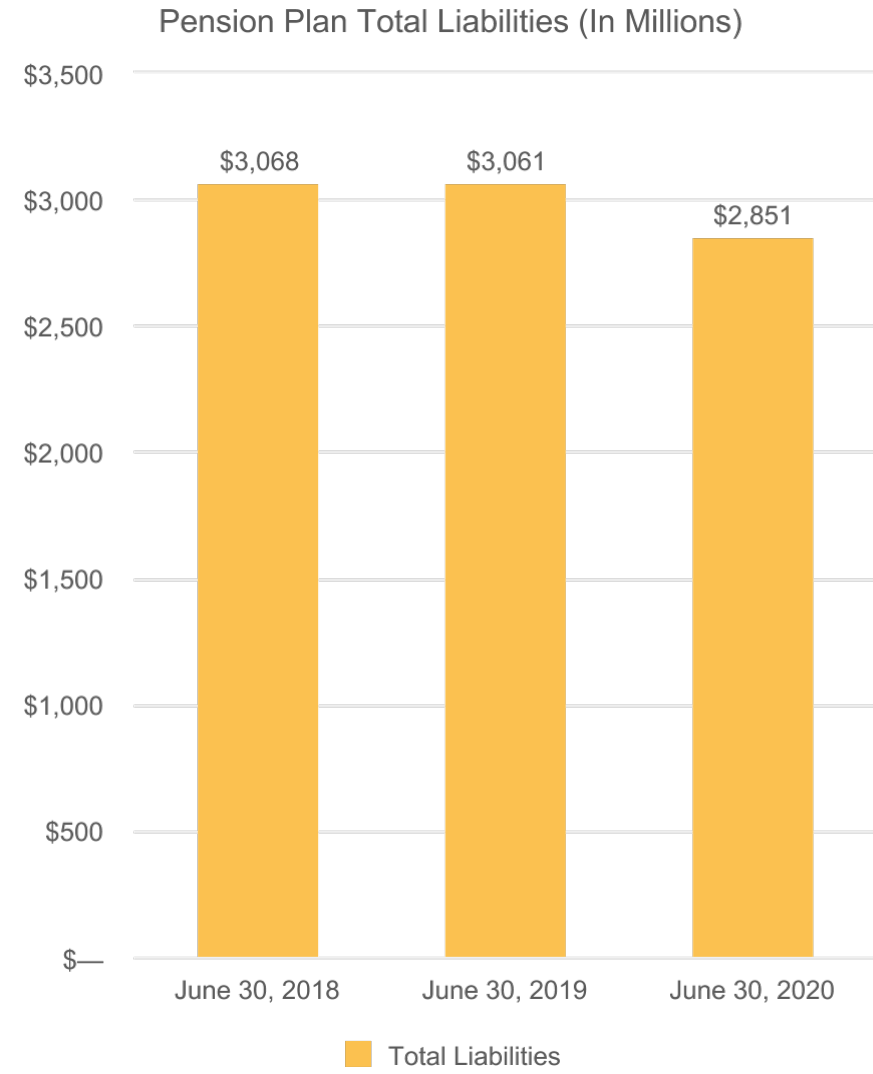
- **Net Position Restricted for Benefits = \$58.5 billion**
 - Fund Balance
- **Total Additions = \$3.9 billion**
 - Income
- **Total Deductions = \$3.7 billion**
 - Expenses
- **Total Fund Return = 1.8% (net of fees)**
 - Investment Earnings
- **Funded Ratio = 77.2% (as of the June 30, 2019 Valuation)**
 - Ratio of Assets/Liabilities

Financial Highlights

Fiduciary Net Position Restricted for Benefits



Fiduciary Net Position Restricted for Benefits (Cont.)



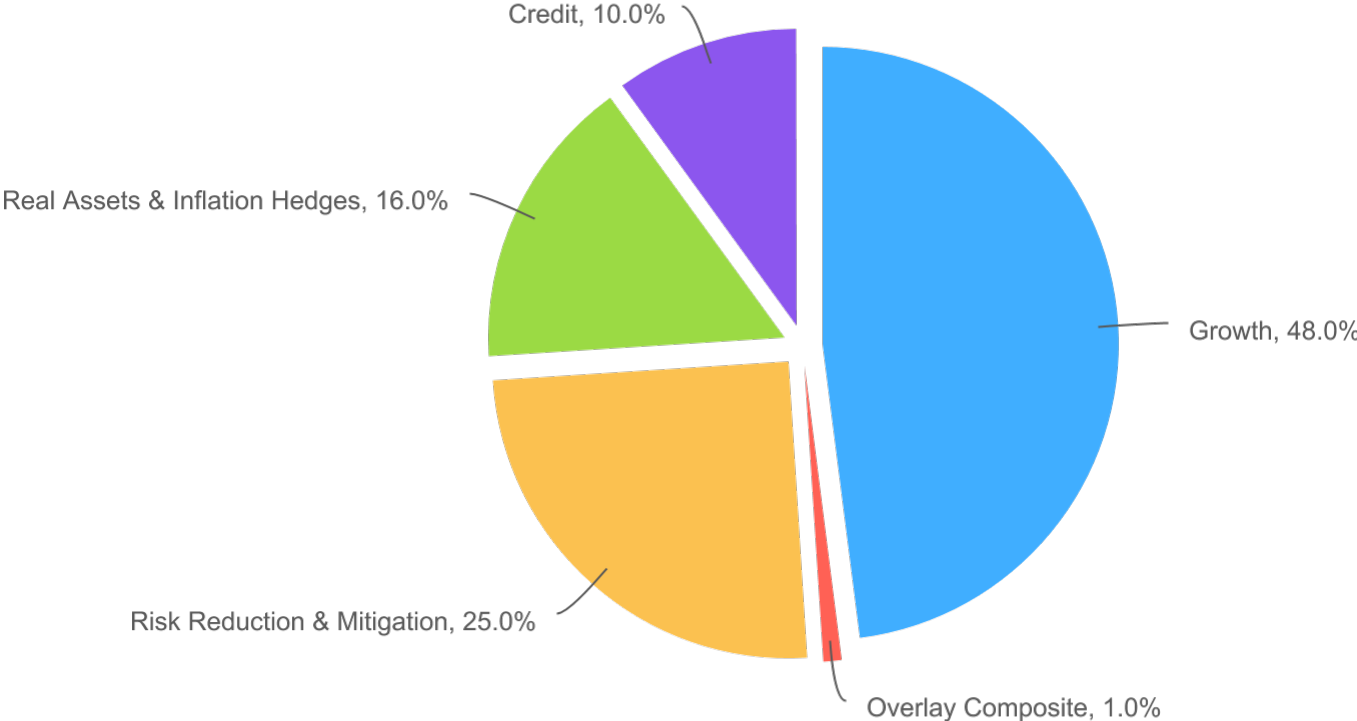
Additions and Deductions to Fiduciary Net Position

Pension Plan

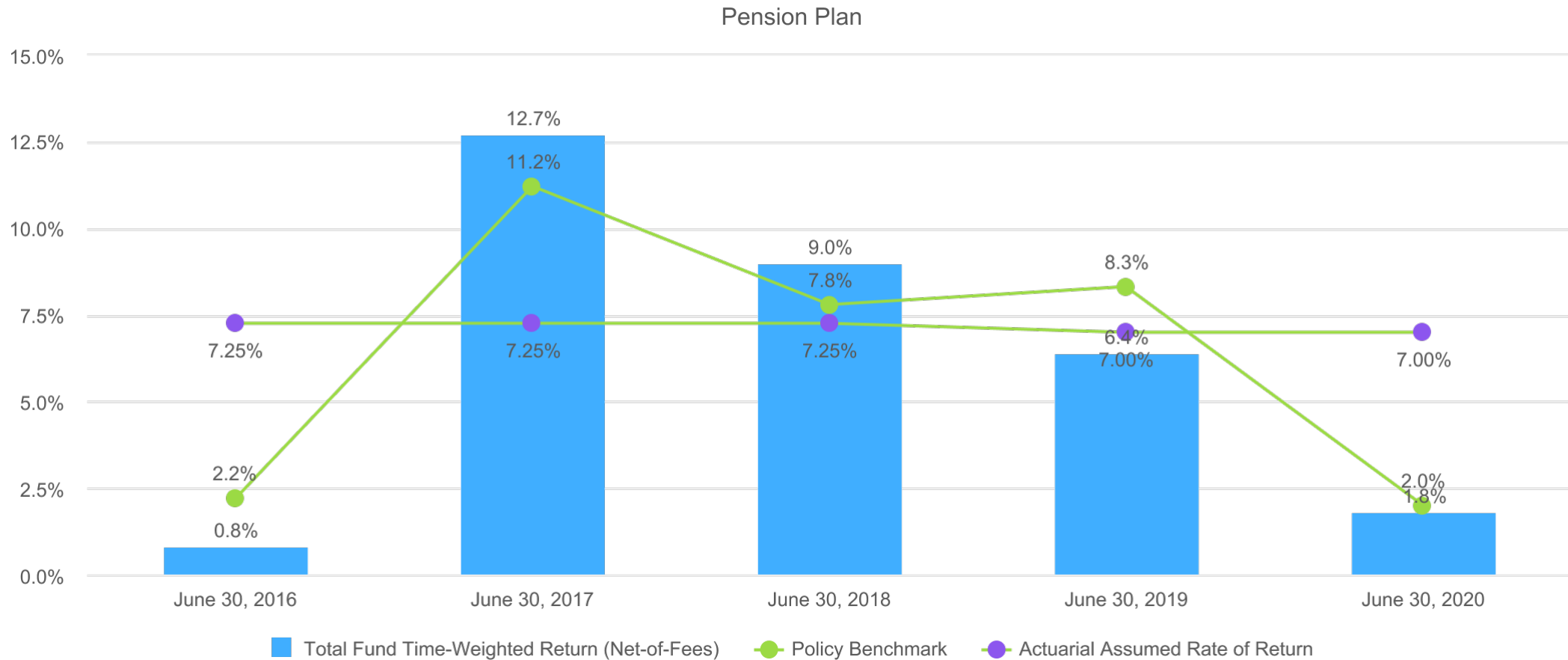
(Dollars in Millions)	2020	2019	2018
Contributions	\$2,459	\$2,304	\$2,116
Net Invest Income	1,448	3,181	4,722
Total Additions	\$3,907	\$5,485	\$6,838
Benefits & Refunds	(\$3,606)	(\$3,407)	(\$3,203)
Admin & Misc Expenses	(86)	(83)	(79)
Total Deductions	(\$3,692)	(\$3,490)	(\$3,282)
Net Increase/ (Decrease)	\$215	\$1,995	\$3,556
Beginning Net Position	58,295	56,300	52,744
Ending Net Position	\$58,510	\$58,295	\$56,300

Pension Plan Actual Asset Allocation

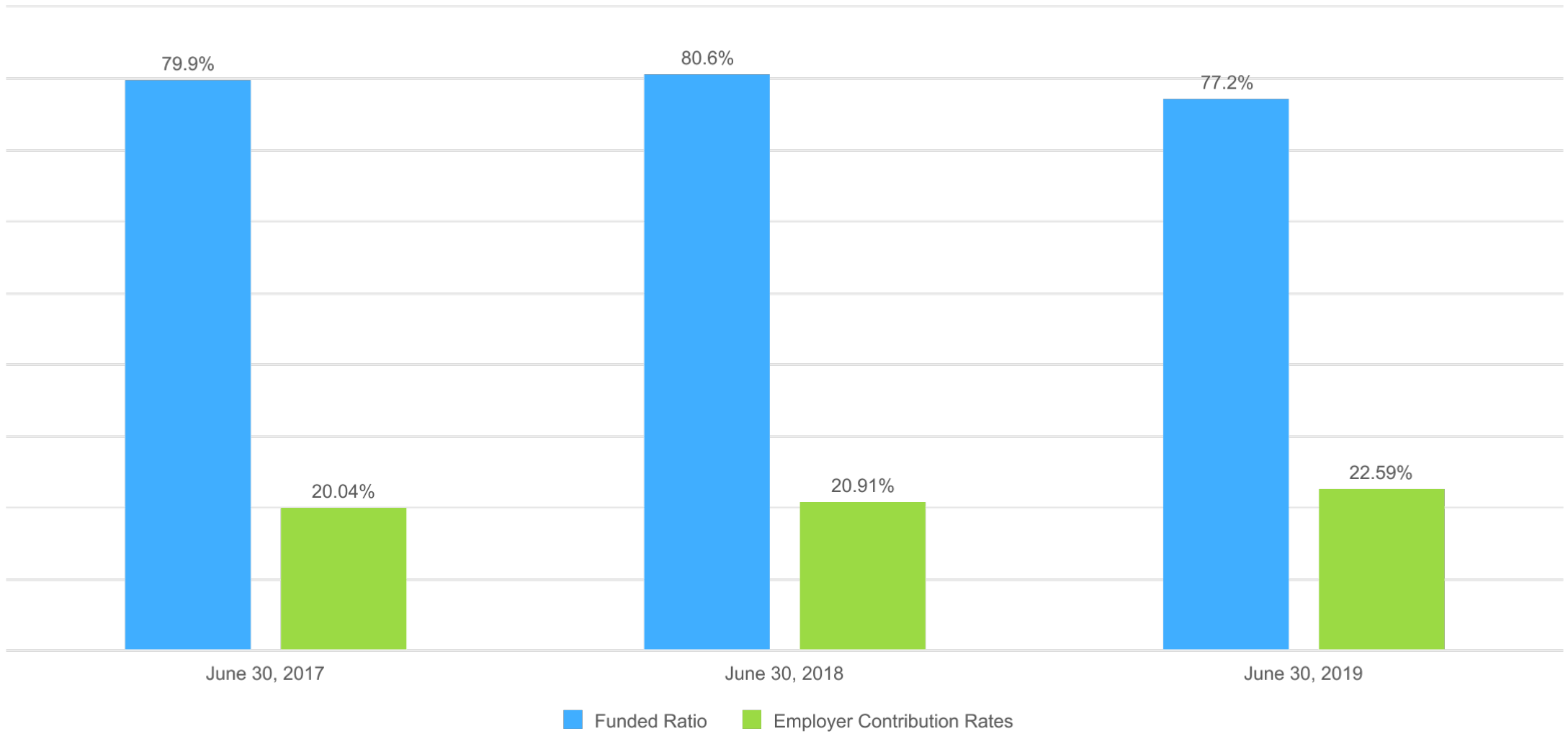
Functional asset allocation strategy
shown as of June 30, 2020



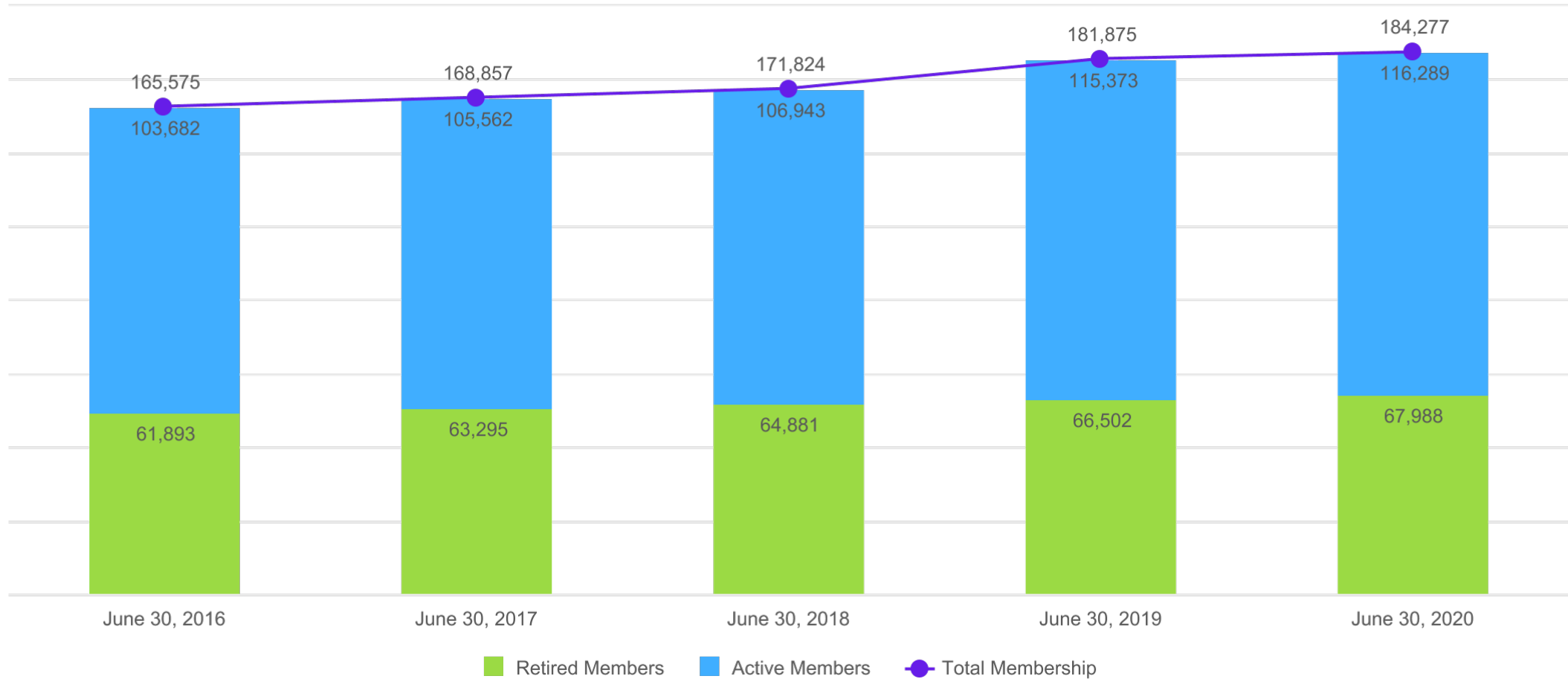
Total Investment Return



Actuarial Valuations

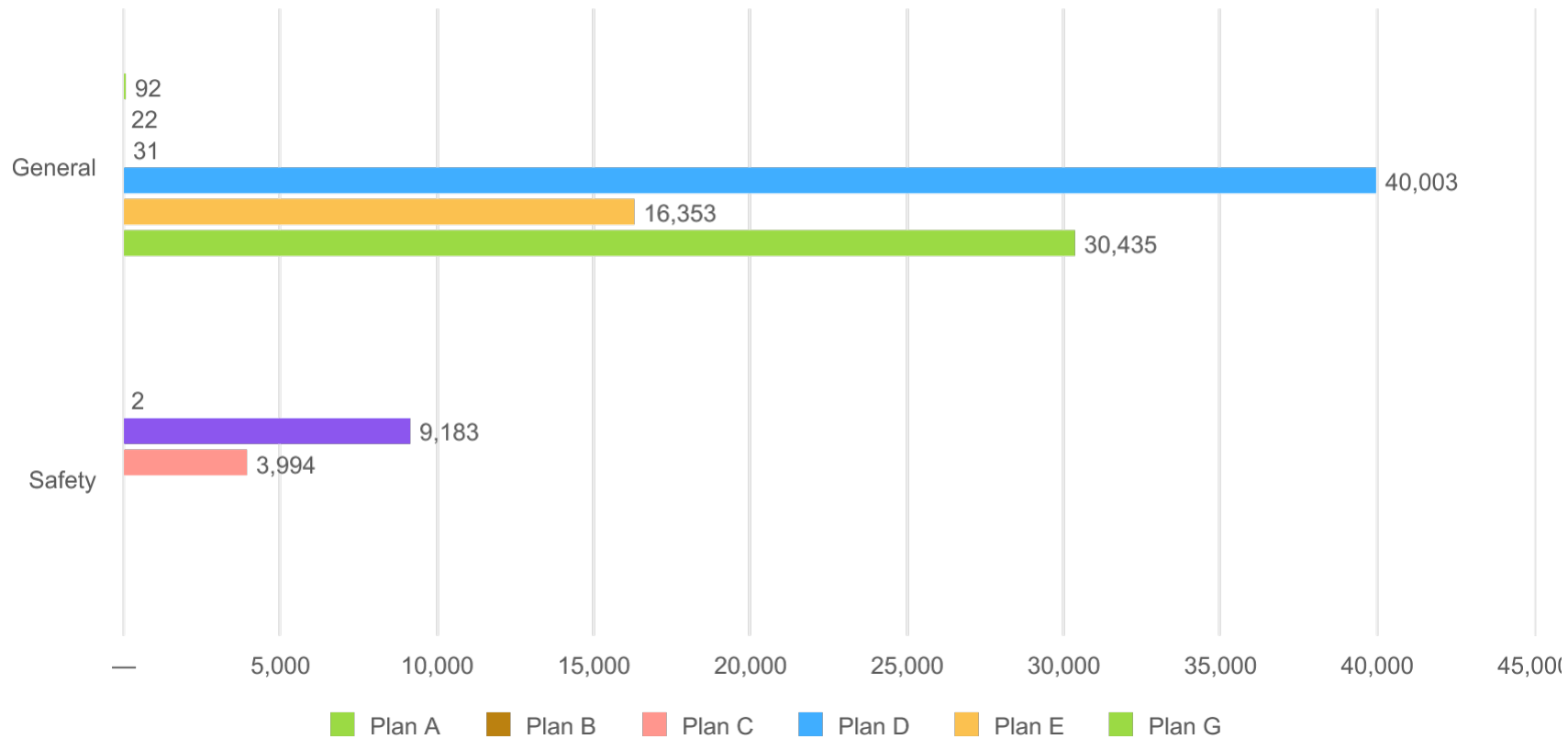


Membership



Plan Membership

As of June 30, 2020



	General
Plan A	92
Plan B	22
Plan C	31
Plan D	40,003
Plan E	16,353
Plan G	30,435

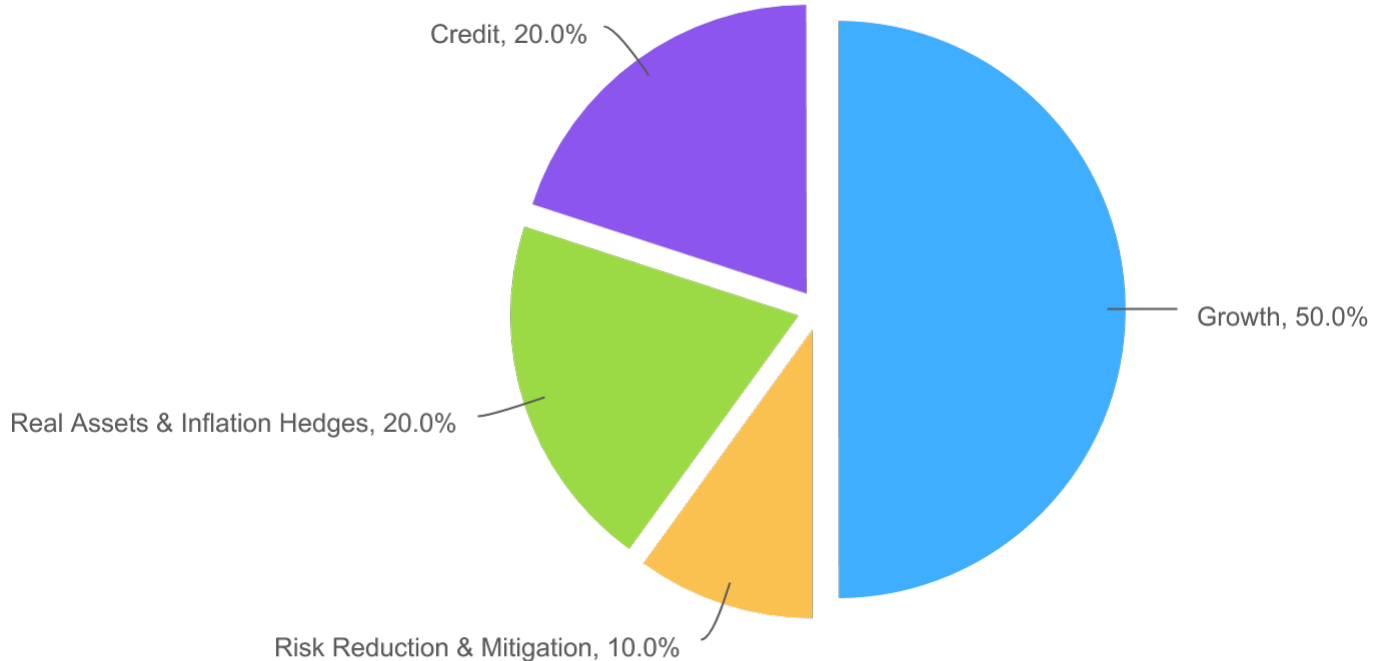
	Safety
Plan A	2
Plan B	9,183
Plan C	3,994

OPEB Trust

Fair Value by Agency

(Dollars in Thousands)	2020	2019
Los Angeles County	\$1,441,398	\$1,189,406
LACERA	5,638	4,598
Superior Court	45,592	44,473
Total Balance	\$1,492,628	\$1,238,477

OPEB Trust Actual Asset Allocation



Functional asset allocation strategy
shown as of June 30, 2020

- New Note Disclosure in CAFR, Note R
- Safety protocols implemented
- Canceled all non-essential business travel
- Received Plan sponsor contributions
- Monitored investment returns
- Provided benefits without interruption
- Operations:
 - Remote work environment
 - Member and vendor payments

Pandemic Concerns

- GASB Statement No. 84, Fiduciary Activities
 - Early implementation
 - Comparative basis
 - New terminology
 - Requires an Income Statement and Balance Sheet
 - Required disclosures

GASB 84, OPEB Custodial Fund

- Upcoming GASB pronouncements
 - GASB Statement No. 87, Leases
 - Establishes a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset.
 - Requires recognition of certain lease assets and liabilities for leases that were previously classified as operating leases.
 - UPDATE: Now effective for LACERA's fiscal year ending June 30, 2022 CAFR.

Looking Ahead



Thank You



January 22, 2021

TO: Operations Oversight Committee
Shawn R. Kehoe, Chair
Herman B. Santos, Vice Chair
Ronald A. Okum
Les Robbins
Vivian H. Gray, Alternate

FROM: Cynthia Martinez, Chief of Communications

FOR: February 3, 2021 Operations Oversight Committee Meeting

SUBJECT: **Lacera.com Redesign Update**

EXECUTIVE SUMMARY

The lacera.com website launched on October 18, 2000. Lacera.com's core functions are to provide information and education to various audiences, and act as a gateway to self-service options for our members. The content has been developed and geared to meet these needs, and it is an essential source of information for LACERA members, Boards, staff, the public, and other entities.

Like any critical tool, lacera.com requires constant maintenance and periodic upgrades to continue fulfilling its important role in meeting our mission and providing the highest level of service to our members. In 2017, the website redevelopment project was added to the Strategic Plan. The goal is to make the information on lacera.com easier to navigate and more relevant to our various audiences through a structural redesign and content review and revision. The redesigned website will also incorporate responsive design and accessibility features to ensure the website is ADA compliant.

John Gaffney, LACERA's web developer, created the basis for the site's architecture and designed the interactive elements. He brought a modern, structured information design to the pages to ensure optimal usage on tablets, handheld devices, and to meet current accessibility compliance codes. With the design and architecture of the website completed, the project was handed off to a cross-functional team in January 2019. The team, under the leadership of Cynthia Martinez from Communications, consists of members from:

- Benefits: Dmitriy Khaytovich
- Communications: Sarah Scott and Erika Heru
- Disability Retirement Services: Hernan Barrientos and Tamara Caldwell
- Executive Office: JJ Popowich
- Financial and Accounting Services: Ervin Wu and Gloria Rios
- Internal Audit: Leisha Collins
- Investments: Vache Mahseredjian, Cindy Rivera, and Mel Tsao

Each Member, Operations Oversight Committee

Re: LACERA.com Redesign

January 22, 2021

Page 2

- Legal: Johanna Fontenot and Steven Rice
- Member Services: Kelly Puga, Gerald Bucacao, and Renee Copeland
- Retiree Healthcare: Leilani Ignacio
- Systems: John Gaffney

The Process

Cynthia Martinez, with input from the team, created a nine-phase project plan. The completed phases are provided below.

Information Gathering

A discovery checklist was issued to each division's team members to complete and submit for review. On February 19, 2019, the team held its official kickoff meeting, where they reviewed a draft sitemap and decided on the top-level categories of the architecture.

After the review and discussion, the team conducted additional research by comparing the architecture to 11 other mid- to large-size pension system websites. Each team division reviewed a system and completed a questionnaire to facilitate data collection. The team met again February 26 to discuss their individual findings and give input on proposed global architecture and design changes.

Architecture

Sitemap revisions were discussed with the team over the course of several months. The Communications and Systems team members then worked closely together to create the prototype wireframe. The redesigned prototype link was distributed to the team on May 16, 2019 for additional feedback, and Communications and Systems incorporated some of the initial suggested changes.

Given the importance of incorporating the needs of each division into the final prototype, one-on-one meetings were held with each division's subject matter expert(s) to review their feedback and make sure the structure would accommodate their content needs. This allowed for another round of changes to incorporate their input, and the final prototype was developed.

Prototype Testing

In January 2020, staff members from Communications and Systems conducted two sessions of prototype testing. Using an interactive mockup on a computer in the Member Service Center, they recruited volunteer LACERA members to conduct a series of tasks in order to assess ease of navigation. After conducting close to two dozen tests, in which the overwhelming consensus from users was that the category tabs and titles were self-explanatory and information was easy to find, staff members concluded testing and made final navigation adjustments based on user feedback.

Each Member, Operations Oversight Committee

Re: LACERA.com Redesign

January 22, 2021

Page 3

Content Management System

In addition to developing, testing, revising, and confirming the architecture, Communications and Systems worked together to develop a timeline to review and select a new content management system (CMS) to manage the creation and modification of digital content (Phase II of the project plan).

The team selected Drupal to replace the current content management system, Collage. In addition to being outdated and overly complicated to use, Collage's limited capabilities do not support our new design features or expectations for interactivity and analytics, and there has been no support from the software company since 2010.

The new Drupal content management system was installed in November 2020, and Systems' and Communications' staff members have been coordinating closely as Systems builds the back-end user templates and other content management features. Drupal takes everything that Collage does and streamlines it, so everything needed to customize, edit, create, and publish a page is all within a button push. In addition to better overall content management, the system is robust enough to host the desired features, layouts, images, and videos of our new website design, while incorporating improved search engine optimization and analytics. Finally, Drupal provides branding and maintenance templates to ensure that our site stays up to date, and the company continues to update and improve its product, so we are assured of ongoing support.

Content Review and Writing Process

Starting in September 2019, Communications coordinated with divisions across LACERA to conduct an extensive content audit of the current website. Each division was provided existing webpages related to their area of expertise for review and updates.

Throughout 2020, working directly with division subject matter experts, the senior writer did a massive reorganization and reconstruction of all the existing website copy to fit the new site structure—streamlining and formatting content to meet web standards and plain language guidelines.

All the copy and information pages were written to match the new site structure, and completed section drafts were provided to each division for thorough review. After feedback from subject matter experts was incorporated, the section copy was provided to the Legal Division for final review and edits. To date, copy for the following web tab sections is finalized: About LACERA, Active Service and Retirement Planning, Retirees and Families, and Retiree Healthcare, except for the plan book subsection under Active Service, which is currently under review.

Each Member, Operations Oversight Committee

Re: LACERA.com Redesign

January 22, 2021

Page 4

Next Steps

Content Migration Process: In Progress

Communications' web support technician is currently adding the approved section content into Drupal. Once migrated, each section will be proofed by the senior writer and writer IIs (Phase X) before moving to the final review phases.

Internal Review and Testing

Once the webpages are completed, Communications will conduct a final focus group with member-facing internal divisions to ensure that their content is accurate and that all features are fully functional.

Launch Campaign

In conjunction with the migration process, Communications will create a launch campaign to introduce the new site to members. This will include coverage of the new site in the June newsletters and email announcements that will build to the launch, as well as ongoing messages highlighting new, beneficial features.

Testing, Review, and Launch: July 2021

Prior to going live, we will conduct member focus group testing, and present the final website design to the Operations Oversight Committee, highlighting the features and answering any questions.

Future Phases: Maintenance, Updating, and Content Management Policy

Maintenance, updates, and implementation of new features will be ongoing. Communications and the Compliance Committee are working on a new content management plan, which defines who owns specific website content and is responsible for updating it. A key part of the plan is setting a content review schedule to ensure that the most accurate, up-to-date information is always available on LACERA.com. We will keep the OOC updated on the progress of the Content Management Policy.

REVIEWED AND APPROVED



JJ Popowich
Assistant Executive Officer

Attachments

Each Member, Operations Oversight Committee

Re: LACERA.com Redesign

January 22, 2021

Page 5

C:

Steven Rice

Jon Gabel

Richard Bendall

James Brekk

Dmitriy Khaytovich

Sarah Scott

Erika Heru

Hernan Barrientos

Tamara Caldwell

Kelly Puga

Cassandra Smith

Leilani Ignacio

Ted Granger

Ervin Wu

Gloria Rios

Leisha Collins

Vache Mahseredjian

Cindy Rivera

Mel Tsao

Johanna Fontenot

Gerald Bucacao

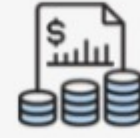
Renee Copeland

John Gaffney

Welcome to LACERA
The Los Angeles County
Employees Retirement
Association

I Would Like To

- [Apply for a job](#)
- [Apply for Retirement Benefits](#)
- [Calculate my LACERA Benefit](#)
- [Work After Retirement](#)



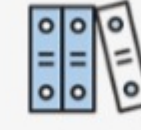
Investments

Making investment decisions that ensure growth and stability



Careers

See our Job Descriptions to view budgeted positions and future openings



Annual Reports

A detailed review of the association's financial, actuarial, and investment status



Direct Deposit

Your money goes immediately into your account



Public Safety Officer Healthcare Tax Benefit

The Pension Protection Act of 2006 (PPA) is for eligible retired public safety officers



Healthcare Resources

Lorem ipsum dolor sit amet, consectetur adipiscing elit donec sed

News and Announcements

LACERA Is Here To Serve

Published on 1.26.2021 in [Breaking News](#)

The Member Services and Retirement Healthcare Call Centers are open Monday – Friday from 7:00 AM to 5:30 PM (except holidays).

CEO Update: LACERA Retirement Webinars

Published on 1.26.2021 in [CEO Messages](#)

LACERA continues to find exciting new ways to continue providing essential services for our members.

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Board Activities



Board of Retirement

- [Agendas](#)
- [Disability Retirement Actions](#)
- [Supplemental Documents](#)

Board of Investments

- [Agendas](#)
- [Supplemental Documents](#)

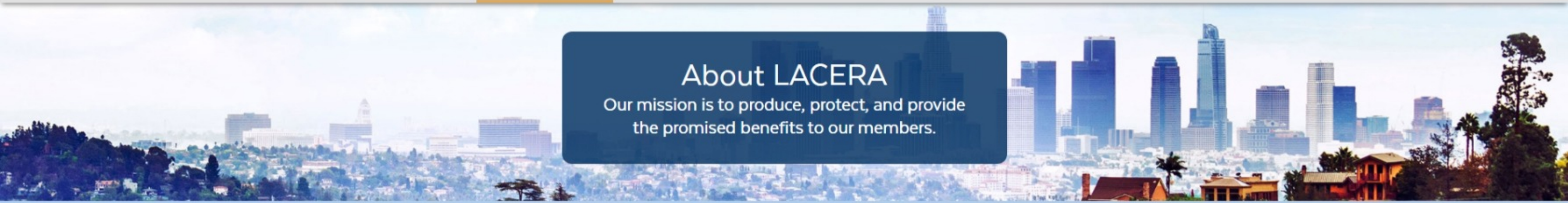
Appointments and Workshop Reservations

LACERA
Los Angeles County Employees
Retirement Association

MEMBER SERVICE CENTER
M-F 7 AM-5:30 PM
300 N. Lake Ave.
Pasadena, CA 91101
welcome@lacera.com

CALL CENTER
M-F 7 AM-5 PM
800-786-6464
RETIREE HEALTHCARE
800-786-6464, press 1

BUSINESS
M-F 8 AM-5 PM
PO Box 7060
Pasadena, CA 91109-7060
Phone 626-564-6000
Fax 626-564-6155



About LACERA

Our mission is to produce, protect, and provide the promised benefits to our members.

[View](#) [Edit](#) [Delete](#) [Revisions](#) [Scheduled transitions \(0\)](#)




Who We Are

True to our mission since our founding in 1938



Leadership

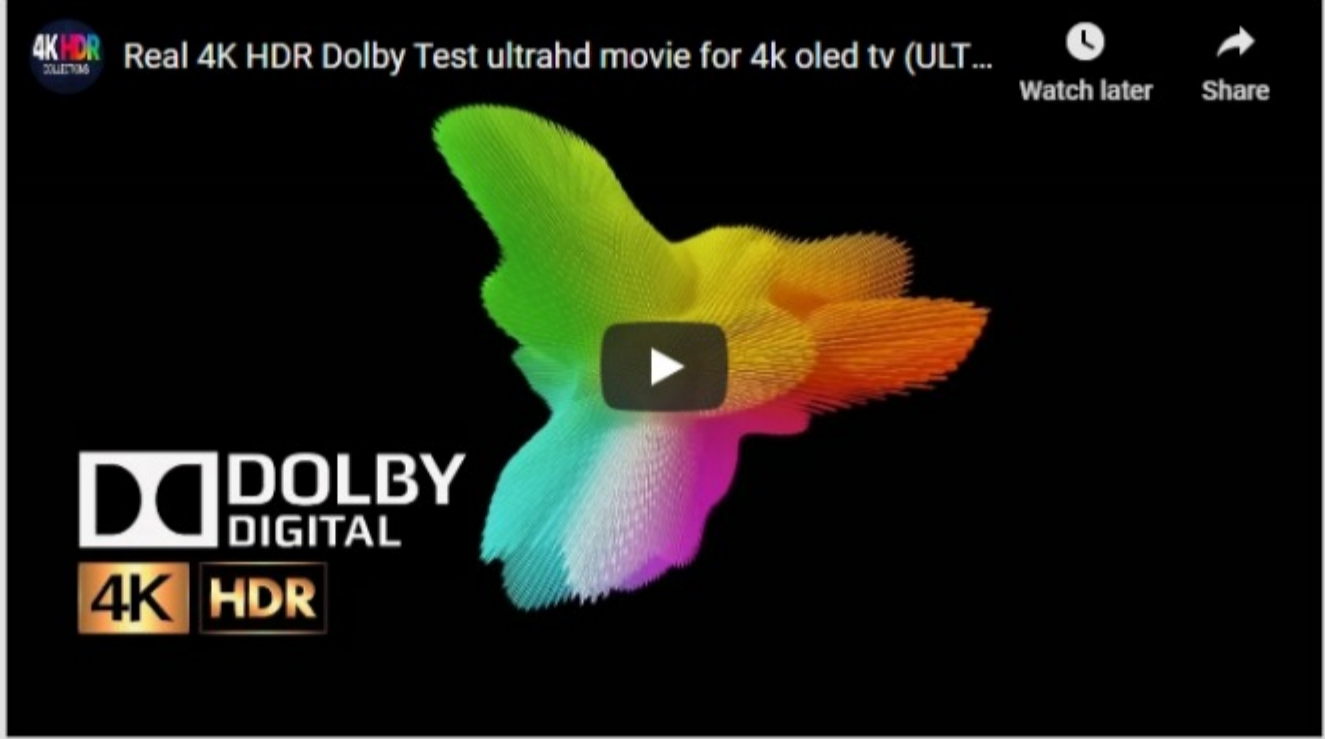
Executing our mission requires vision, expert guidance, and dedicated staff



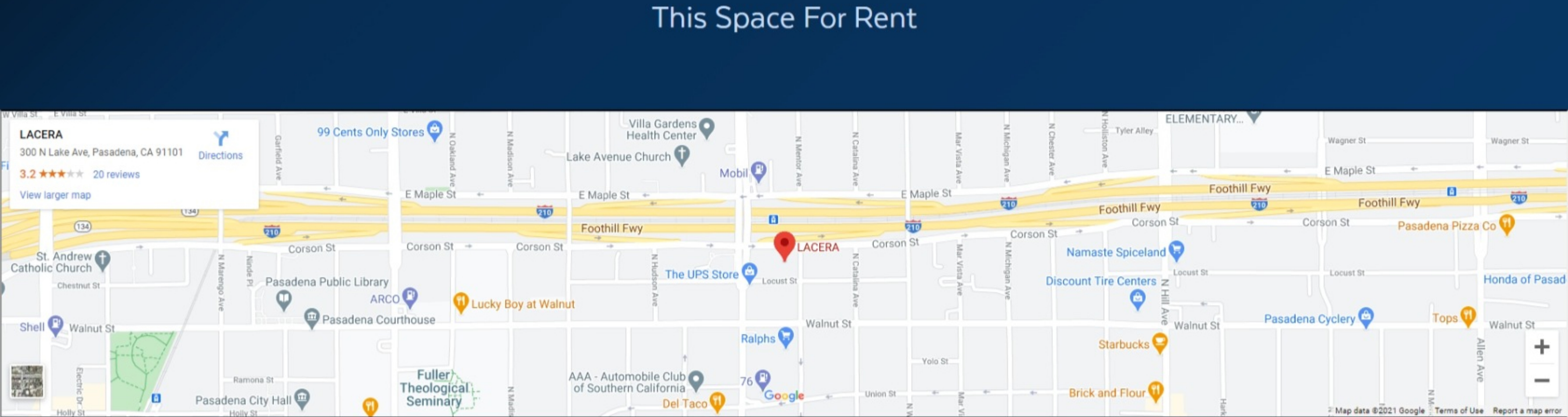
Accountability

Acting based on our values helps us achieve our mission

Amazing Video For You



This Space For Rent



Appointments and Workshop Reservations



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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**