

# IN PERSON & VIRTUAL BOARD MEETING



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

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

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



**EVERY STEP COUNTS TOWARDS  
A BETTER TOMORROW**

**AGENDA**

**A SPECIAL MEETING OF THE BOARD OF RETIREMENT AND  
BOARD OF INVESTMENTS**

**LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**

**WESTIN HOTEL | 333 E. OCEAN BLVD., LONG BEACH, CA 90802**

**9:00 A.M., TUESDAY, MAY 28, 2024**

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

Teleconference Location for Trustees and the Public under California Government Code Section 54953(b).  
6527 Whitworth Drive, Los Angeles, CA 90035

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

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

**9:00 a.m.            Call to Order**

**Pledge of Allegiance**

## **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

### **Public Comment**

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

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

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

**9:05 a.m.**

### **Welcome & Opening Remarks**

*Santos H. Kreimann, Chief Executive Officer*

**9:15 a.m.**

### **Aligning our Purpose and Values: Our Strategic Journey**

*Luis Lugo, Deputy Chief Executive Officer; JJ Popowich, Assistant Executive Officer; Tatiana Bayer, Member Services Manager; Tionna Fredericks, Senior Retirement Benefits Specialist*

Update on the Board of Retirement's strategic plan, with a focus on how LACERA is improving the member experience.

**10:30 a.m.**

### **Break**

**10:45 a.m. IT Modernization and Roadmap**  
*Kathy Delino, Summy Voong, Celso Templo, and Chait Errande*

The Systems Division and the Information Security Office leadership team will provide an overview of LACERA's IT advancements and future modernization strategies, highlighting the role of the Project Management Office (PMO) and the Information Security Office in supporting these initiatives.

**12:00 p.m. Lunch**

**1:00 p.m. Fiduciary Training**  
*Ashley Dunning, Attorney at Law, LACERA Fiduciary Counsel Partner and Co-Chair, Pensions, Benefits & Investments Group, Nossaman, LLP*

This training describes the fiduciary framework within which California public retirement system trustees are to operate so as to comply with applicable law. The training also addresses aspects of fiduciary compliance that are specific to LACERA trustees and staff, and it includes both hypotheticals and “do’s” and “don’ts” for discussion purposes. The training is intended to be interactive and actionable for both trustees and staff.

**2:15 p.m. Break**

**2:30 p.m. Advancing LACERA's Board Governance and Ethics**  
*Moderator: Steven P. Rice, Chief Counsel*  
*Panel Speakers: Jonathan Grabel, Chief Investment Officer; Ricki Contreras, Administrative Services Manager; Chait Errande, Information Security Officer; Luis Lugo, Deputy Chief Executive Officer*

The panel will facilitate an interactive and forward-looking discussion with Trustees on the importance, meaning, and practice of good governance, ethics, leadership, fiduciary decision-making, and strategic outlook at LACERA. The session will close with takeaways and next steps for future dialog and action to advance LACERA in these areas.

**3:45 p.m. Closing Remarks & Good of the Order**

***Documents subject to public disclosure that relate to an agenda item for an open session of the Board of Retirement and Board of Investments that are distributed to members of the Boards 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 Board Members at LACERA's offices at 300 N. Lake Avenue, Suite 820, Pasadena, CA 91101, during normal business hours of 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](mailto:PublicComment@lacera.com), but no later than 48 hours prior to the time the meeting is to commence.***

# Every Step Counts Towards **A Better Tomorrow**

Tuesday | May 28, 2024

**L//CERA**

Los Angeles County Employees Retirement Association

# LACERA Trivia

*All Participants*



## Scan QR Code for Smartphones

- 1) Open the Camera App
- 2) Point the Camera at the QR Code
- 3) Tap the Notification
  - A notification or link should appear on the screen.
  - Complete the survey

Every Step  
Counts Towards  
**A Better Tomorrow**

**WELCOME**

**L//CERA**

Los Angeles County Employees Retirement Association



# *POLL RESULTS*

# AGENDA AT A GLANCE

Up Next	Aligning our Purpose and Values: Our Strategic Journey
10:30 a.m.	Break
10:45 a.m.	IT Modernization and Roadmap
Noon	Lunch
1:00 p.m.	Fiduciary Training
2:15 p.m.	Break
2:30 p.m.	Advancing LACERA's Governance and Ethics
3:45 p.m.	Closing Remarks & Good of the Order

# The Bridge Builder

By Will Allen Dromgoole

An old man going a lone highway,  
Came, at the evening cold and gray,  
To a chasm vast and deep and wide.  
Through which was flowing a sullen tide  
The old man crossed in the twilight dim,  
The sullen stream had no fear for him;  
But he turned when safe on the other side  
And built a bridge to span the tide.

“Old man,” said a fellow pilgrim near,  
“You are wasting your strength with building here;  
Your journey will end with the ending day,  
You never again will pass this way;  
You’ve crossed the chasm, deep and wide,  
Why build this bridge at evening tide?”

The builder lifted his old gray head;  
“Good friend, in the path I have come,” he said,  
“There followed after me to-day  
A youth whose feet must pass this way.  
This chasm that has been as naught to me  
To that fair-haired youth may a pitfall be;  
He, too, must cross in the twilight dim;  
Good friend, I am building this bridge for him!”



# Every Step Counts Towards A Better Tomorrow

**Aligning our Purpose and Values:  
Our Strategic Journey**

**L//CERA**

Los Angeles County Employees Retirement Association



# AGENDA

- Mission, Vision, Values
- Board of Retirement Strategic Plan and Objectives
- Every Step Counts
- Superior Member Experience
  - Strategic Objective 1.1 and 1.4



“  
**IF YOU LAUGH, YOU  
THINK, AND YOU CRY  
THAT'S A FULL DAY.  
THAT'S A HECK OF  
A DAY. YOU DO  
THAT SEVEN DAYS  
A WEEK, YOU'RE  
GOING TO HAVE  
SOMETHING SPECIAL.**

- Jim Valvano

h/t ESPYs

**L/CERA**

Los Angeles County Employees Retirement Association

## Mission

To produce, protect, and provide the promised benefits to our members.

## Vision

Empowering our members to enjoy a healthy and secure retirement.

## Values

**I** **A** **C** **T**

### Integrity

- Trust and Ethical Conduct

### Inclusivity

- Welcome all individuals

### Innovation

- Continually Improve

### Accountability

- Act with Professionalism and Respect

### Collaboration

- One LACERA working together

### Transparency

- Communicate openly and honestly

**LACERA**

Los Angeles County Employees Retirement Association

# Board of Retirement Strategic Priorities and Objectives

Approved by Board of Retirement  
July 6, 2023

## Strategic Priority Goals

## Objectives



- 1 Superior Member Experience**  
Innovate and continuously improve the member experience

- 1.1 Ensure a consistent omnichannel member experience at every stage of the member's journey
- 1.2 Enhance member educational content at every stage in their journey and launch LACERA Communication Plan
- 1.3 Develop, implement, and deploy a digital strategy to better serve our members
- 1.4 Improve and enhance the retiree healthcare experience



- 2 Innovation through Technology**  
Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity

- 2.1 Promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform
- 2.2 Implement an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information



- 3 Investing In People**  
Attract, motivate, hire, and retain a highly engaged and skilled workforce

- 3.1 Develop and implement a DEI framework aimed at promoting and embracing diversity, equity, and inclusion
- 3.2 Develop enterprise-wide Training and Development Programs designed to support and encourage employee growth and development
- 3.3 Improve and simplify the hiring process, aimed at building a solid foundation for succession planning



- 4 Compliance and Enterprise Risk Management**  
Adopt and implement compliance and enterprise risk frameworks aimed at facilitating strengthened governance around risk management and compliance

- 4.1 Develop an enterprise compliance plan and program to ensure adherence to established processes, procedures, policies, and governing rules and regulations
- 4.2 Implement a comprehensive enterprise risk management framework and structure to facilitate stronger organizational risk management



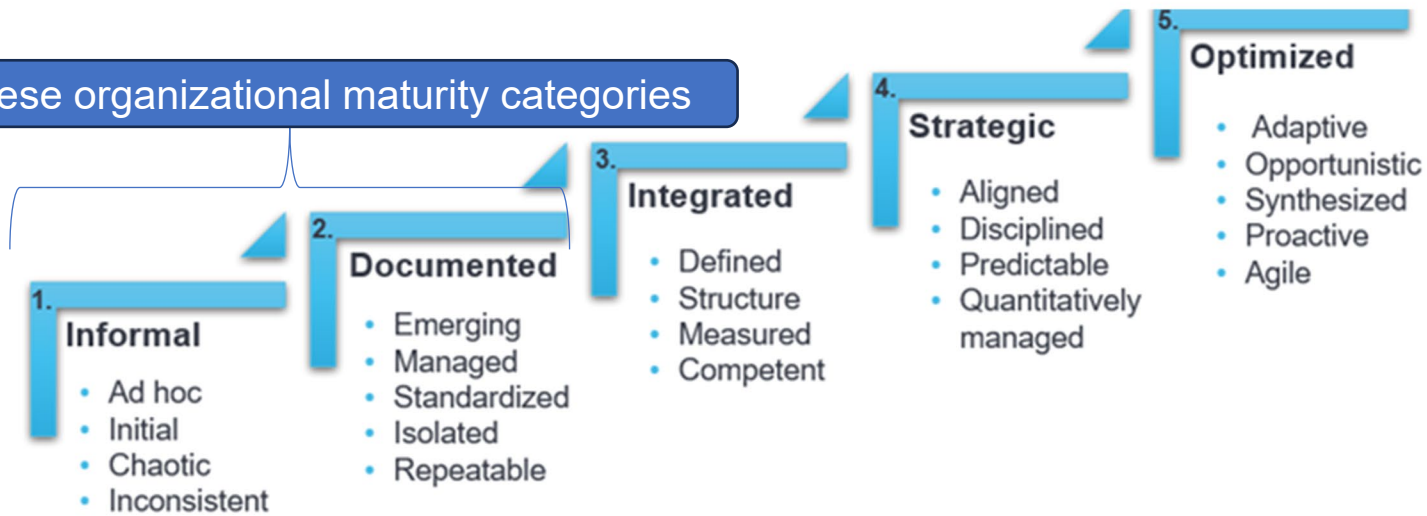
- 5 Fiscal Durability**  
Exercise care and prudence in managing our resources and fund assets

- 5.1 Develop organizational tools to support enterprise-wide fiscal responsibility
- 5.2 Support the LACERA Investment Office in implementing and achieving the BOI's Strategic Plan goals.



# Organizational Maturity Model

LACERA fell within these organizational maturity categories



An outside organization (Weaver) completed LACERA's Organizational Maturity Audit in August 2022.

**LACERA**

Los Angeles County Employees Retirement Association

# Every Step Counts

## It's a journey, not a destination

- Each step represents a milestone or key achievement of our journey
- Every LACERA trustee and staff play a significant role in our success
  - Through oversight and policy
  - Through actions and contributions
- Leaders are responsible to build and foster **OUR** desired culture by living our mission, vision, values, and guiding principles



# Superior Member Experience

Presenter: Tatiana Bayer  
Executive Sponsor: JJ Popowich

“WOW”



**L/CERA**

Los Angeles County Employees Retirement Association

## Question to the Board Trustees

When do you think a member's LACERA journey begins?

- A. Hiring date
- B. With 10 years of service (vested)
- C. 3 months before retirement
- D. After retirement



**The Member's Journey:  
Life Cycle of a Member**

# WORKPLAN - Strategic Objective 1.1



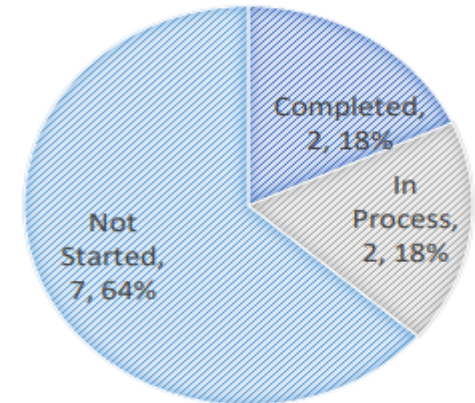
Strategic Goal: **Superior Member Experience**  
 Strategic Objective: **1.1 – Ensure an omni-channel experience at every stage of a member journey.**  
 Executive Sponsor and Leads: **JJ Popowich; Tatiana Bayer (Lead)**

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

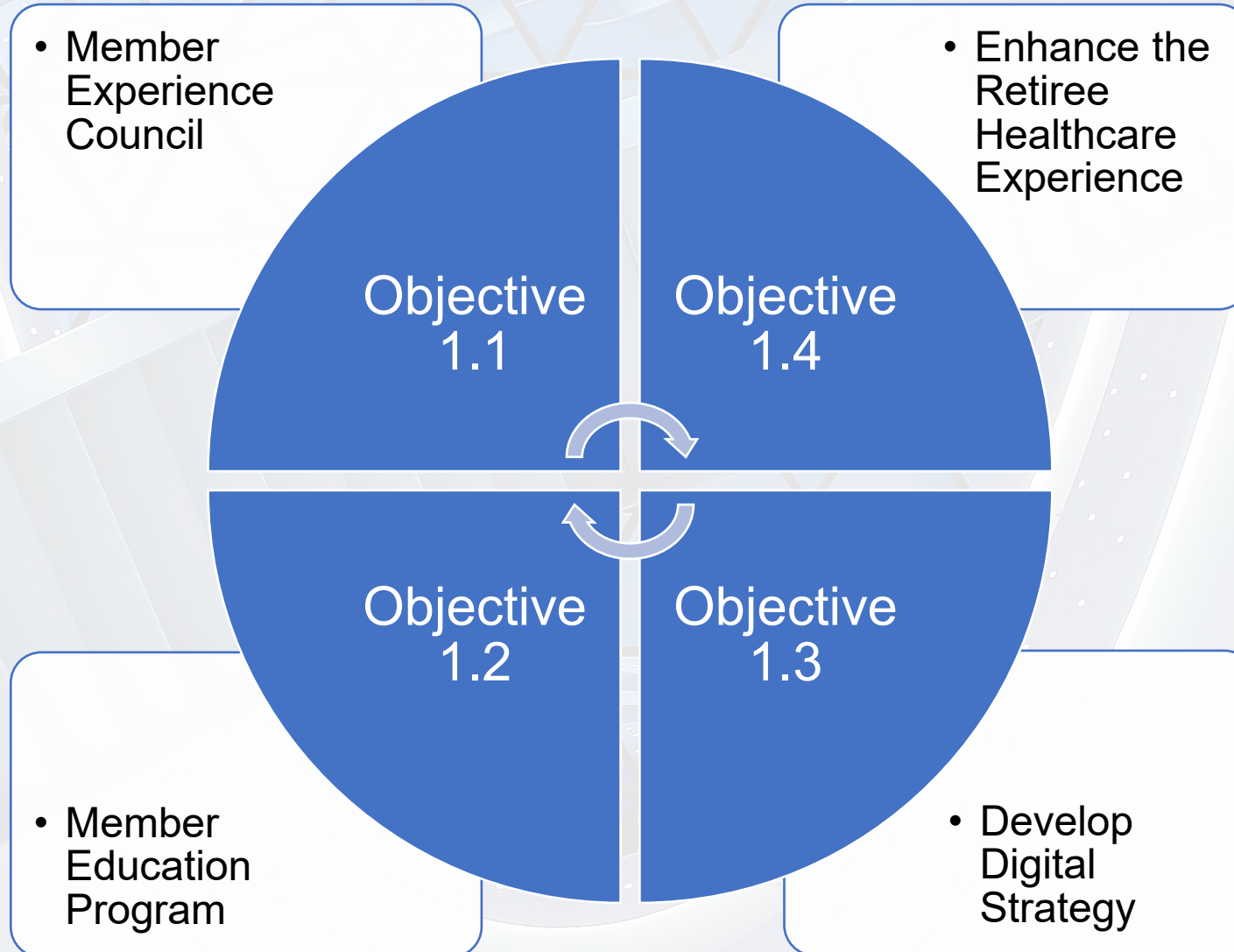
#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Determine the member's journey methodology	★	10/2023	01/12/2024
3	Member Experience Council Charter	●	10/2023	06/30/2024
4	Internal Communication Plan (BOR, OOC, Executive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

## Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



# The Superior Member Experience Scope



# Superior Member Experience Initiative

## What it means

- Understand every interactive touchpoint with members
- Seek and value member feedback about their experience
- Need for highly personalized service
- Different demographics/expectations
- Member survey

## Our Approach

- Mapping each stage of member's journey
- Omnichannel approach
- Meeting member's preferred method of communication
- Continued evaluation/surveys

# Superior Member Experience Initiative Goals

- Create a Member Experience Council
- Ensure a consistent omnichannel Member Experience
- Define and map unique member journeys



**What is an  
Omnichannel  
Experience?**



# Meet the LACERA Member Experience Council Team



Mary Arenas  
Quality Assurance



Jasmine Bath  
Legal



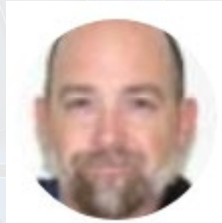
Beatriz Daryaie  
Member Services



Alfred Tirado  
Benefits



Veronica Yi-Martinez  
Communications



David Bayha Jr.  
Member Services



Renee Copeland  
Member Services



Kathy Delino  
Systems



Randy Enriquez  
Retiree Healthcare



Ganesh Gopanapalli  
Systems



Sandy Pang  
Systems



Russell Lurina  
Disability Retirement Services



Gaby Valadez  
Disability Retirement Services



Justin Lewis  
Retiree Healthcare



David Choe  
Systems

# The Member Experience Council

LACERA's Member Experience Council is a collaborative/cross functional team created to lead our strategic planning priority of Superior Member Experience.

## Objectives

- Define the initiative outline
- Write/seek approval for the initiative Charter
- Identify training on journey mapping for the Council
- Develop presentations for the BOR/OOC
- Identify unique journeys
- Establish goals and KPI's for each journey
- Identify opportunities for automation
- Identify budget needs



# POLL #1

*Trustees Only*



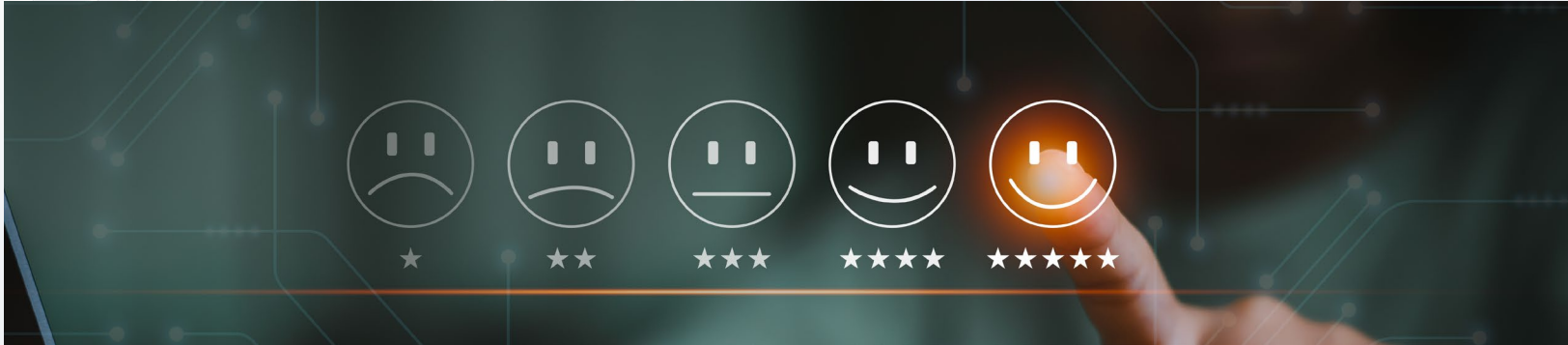
Looking towards the future, which of the following options would you think member will want to see? Please select your top 3.

- A. More In-Person Counseling Sessions
- B. More Virtual Counseling Sessions
- C. Additional Video Content on lacera.com
- D. Improved Printed & Online Materials
- E. Expanded Webinar Offerings
- F. My LACERA Self-Service Enhancements



# *POLL RESULTS*

# Ensure a Consistent Omnichannel Member Experience



How do members prefer to interact with LACERA?

- Phone
- Virtual counseling
- In person
- My LACERA messages
- Written correspondence

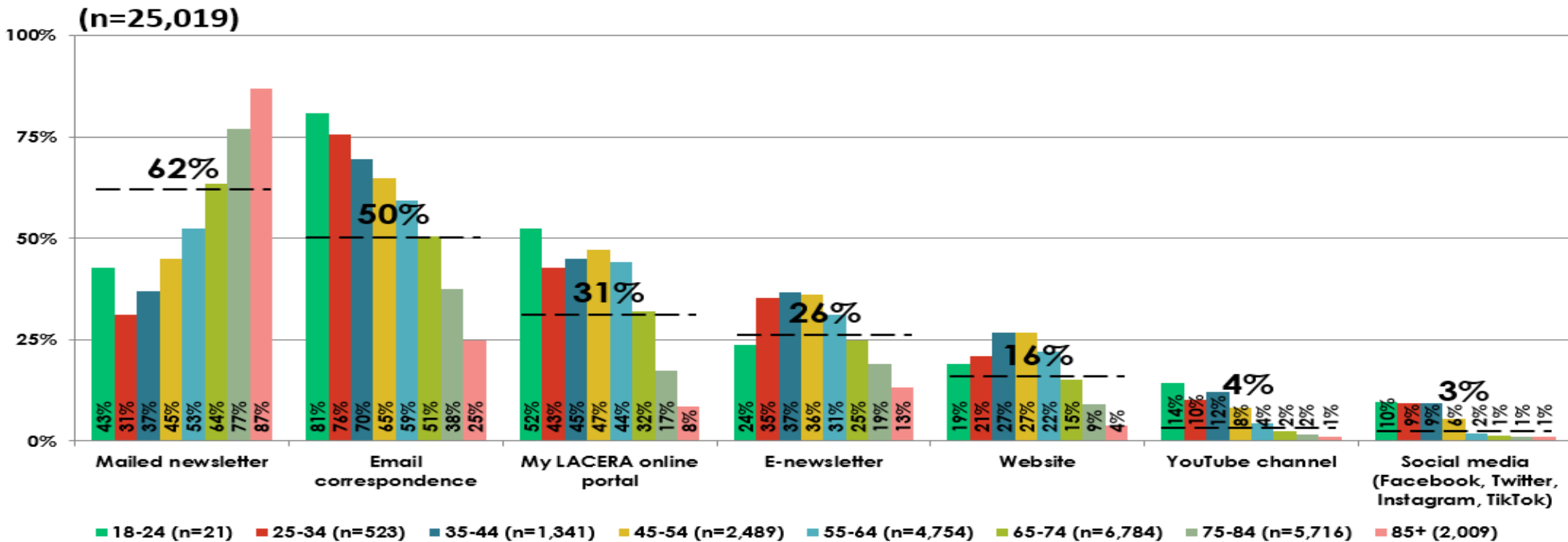
Omnichannel Experience



Provide our members a consistent experience across all channels  
Integrated services

# Gaining Insight

## Preferred Method of Communication for LACERA General News and Information By Age





# New Member Journey

Welcome  
on Board

New Hire



Review  
Current  
Process



Improve  
Member  
Experience



- Welcome on board:
  - Opportunity to engage with departments
  - Online Member Sworn Statement
- Review current process:
  - Webinars, website information, checklists, brochures, welcome packages, previous time purchase information
- Improve member experience:
  - Send surveys, automate emails



# POLL #2

## *Trustees Only*



Please select which journey we should focus on next:

- A. Mid-career Journey
- B. Retirement Planning Journey
- C. Retirement Journey
- D. Disability Retirement Journey

# *POLL RESULTS*

# MEMBER EXPERIENCE COUNCIL ROADMAP

## START POINT

- Project starts
- Define methodology
- Create Council and Charter
- Set up goals for the team
- Initiate journey mapping
- Identify training needs
- Select 1<sup>st</sup> journey for evaluation and improvement

## BUILDING FOR THE FUTURE

2025

- Continue to build journeys
- Review all interaction points
- Map all Journeys
- Build and analyze surveys
- Select 2<sup>nd</sup> journey for evaluation and improvement

2026

## CONTINUED VISION

2027/2028

- Continue to focus on objectives
- Verify opportunities for automation
- Deliver on the Superior Member Experience
- Continual monitor of mapped/improved journeys to ensure a continued positive member experience

Thank you!

**Any questions?**



A close-up, low-angle shot of a person's feet wearing dark brown and red hiking boots, stepping on a rocky trail. The ground is covered with dry, golden-brown grass and small grey rocks. The background shows a hazy, rolling landscape under a bright sky.

# Every Step Counts Towards A Better Tomorrow

Improving the Retiree Healthcare Member Experience

Presented by: Tionna Fredericks  
Executive Sponsor: JJ Popowich



**I CAN'T.  
MY KID HAS  
PRACTICE,  
A GAME OR  
SOMETHING.**

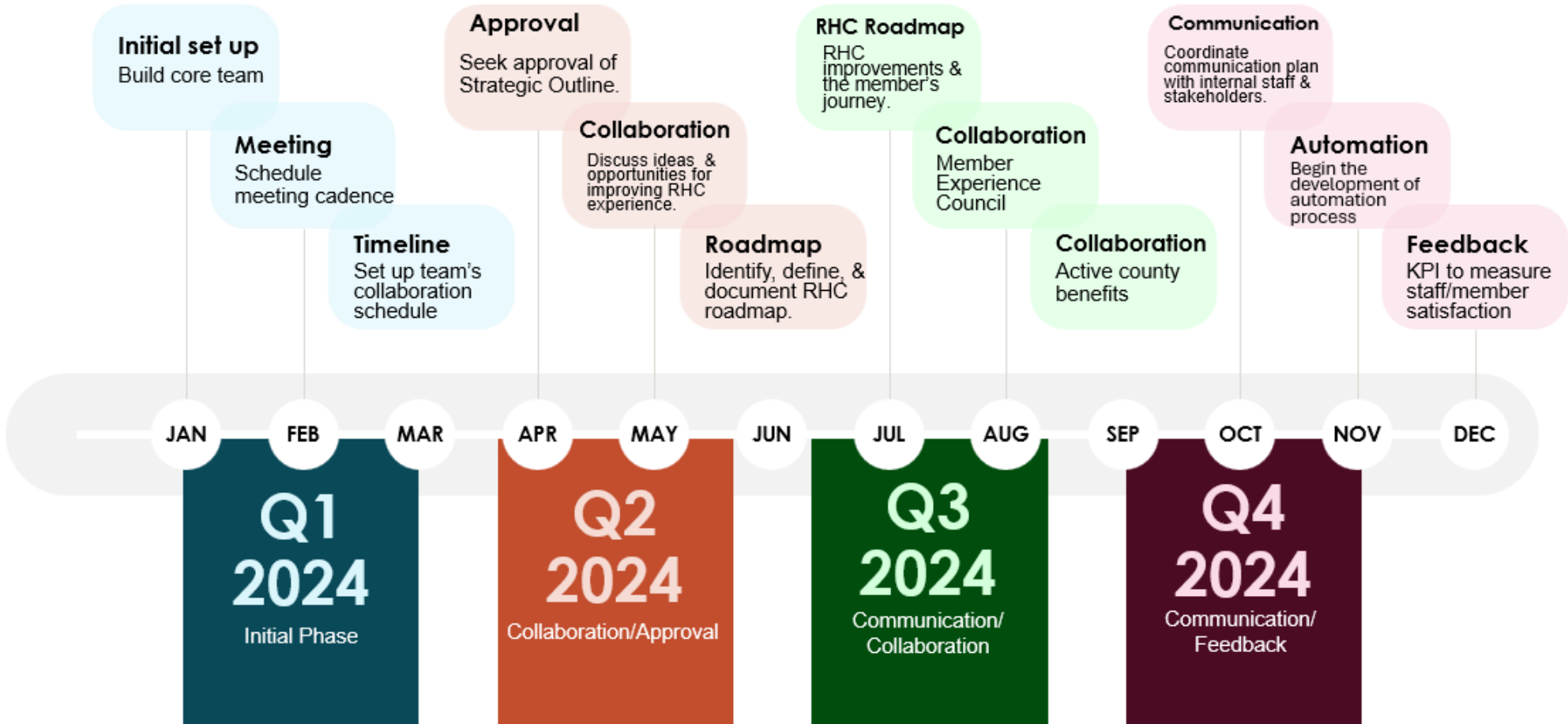
# Meet The Guardians

## Retirement

Relax and  
enjoy life



# Improving the Retiree Healthcare Experience Timeline





# FOCUS



## **Improving the Retiree Healthcare Member Experience**

- Evaluate communication methods
- Highlight key indicators of the member's experience.
- Streamline enrollment & Medicare eligibility processes through automation
- Encourage self-service usage on My LACERA for members



## Improving the Retiree Healthcare Member Experience

- Recognize training needs for staff
  - Providing ongoing healthcare enrollment procedure training
  - Be familiar with Medicare enrollment process & timeline
- Assess Retiree Healthcare experience from members' & staff's viewpoints

# Improving the Retiree Healthcare Member Experience



Transitioning to Retiree Healthcare Roadmap

Retiree Healthcare Hub Redesign

Automation (Increase Efficiency & Quality Control)

# Transitioning to Retiree Healthcare Roadmap

- Members' & staff survey
- Create informative material for Pathways to Retirement, helping active members prepare for transition to Retiree Healthcare
- Create a Retiree Healthcare newsletter



# What are your thoughts on member communication?

What format would you find most helpful in communicating the mapping of the current active plans to retiree healthcare plans?

- A. Written or visual aid comparing active/retiree benefits
- B. Informative video
- C. Both



**Poll #1**  
*Trustees Only*

# *POLL RESULTS*



# Retiree Healthcare Hub Redesign

Ready to Retire

Current Retirement Planning Process



Retirement Planning

Benefit Estimates

Steps to Prepare

Ready to Retire

2 Months Before

Retirement Date and After

Workshops

Retirement Options

Beneficiaries

Power of Attorney

### Retiree Healthcare Forms

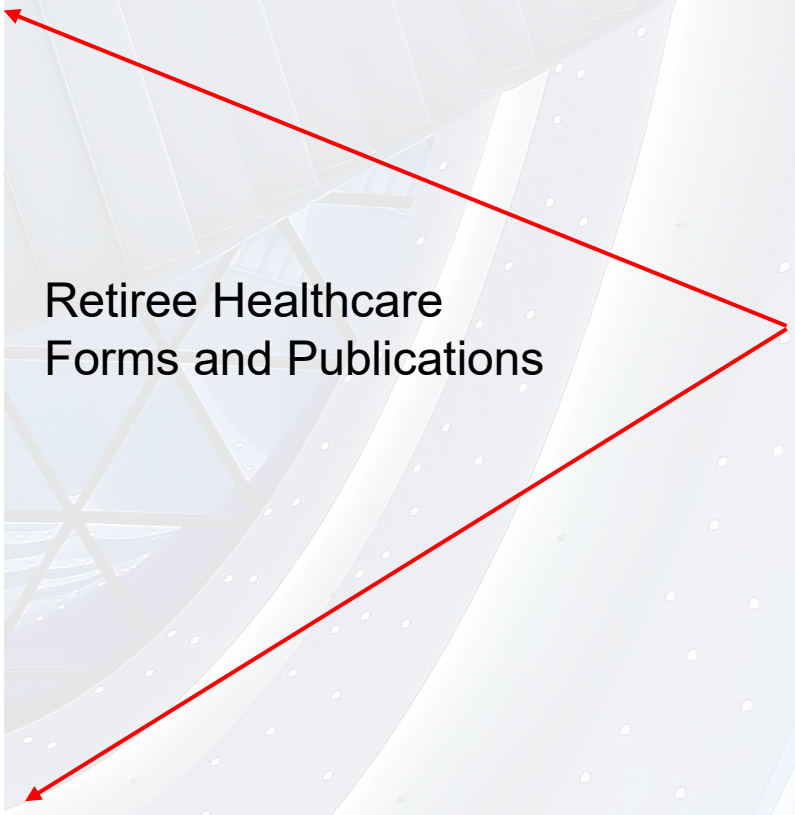
Visit our [Retiree healthcare](#) section and [Benefits Guide](#) for general information about LACERA-administered healthcare benefits and medical plan overviews. Visit the [Retiree Healthcare Forms and Publications page](#) for a full list of forms, samples, brochures and rate tables, and healthcare packets.

- [Medical Plan New Enrollment/Change/or Cancellation Form](#): See the [Medical Plan Enrollment sample](#) for step-by-step instructions on how to complete and submit your form.
- [Medicare Advantage Prescription Drug Plan \(MAPD\)](#): See the [MAPD Enrollment sample](#) for step-by-step instructions on how to complete and submit your form.
- [Dental and Vision Enrollment/Change/Cancellation Form](#): See the [Dental and Vision Enrollment sample](#) for step-by-step instructions on how to complete and submit your form.

Other helpful reference materials for your enrollment:

- [Medical Comparison Chart](#) for those not enrolled in Medicare.
- [Medical Comparison Chart](#) for those enrolled in Medicare.
- [Brochure and Chart](#) for comparing dental/vision options.
- [Retiree Healthcare Cost Booklet](#) and medical/dental/vision premium rate
- [Contact Information](#) for medical providers.

Retiree Healthcare Forms and Publications







# Improving the Retiree Healthcare Member Experience

Develop customized multiple level Retiree Healthcare journeys

- Transition to Retiree Healthcare benefits for new retirees.
- Transition to enrollment eligibility in Medicare benefits.
- Change of healthcare plans due to moving outside plan service area.



## Improving the Retiree Healthcare Member Experience

- Seamlessly integrate the Retiree Healthcare journeys with the retirement counseling process.
- Ensure a smooth transition for members as they progress from one Retiree Healthcare stage to another.
- Develop informative Retiree Healthcare videos.

# Communication Preference

## Poll #2

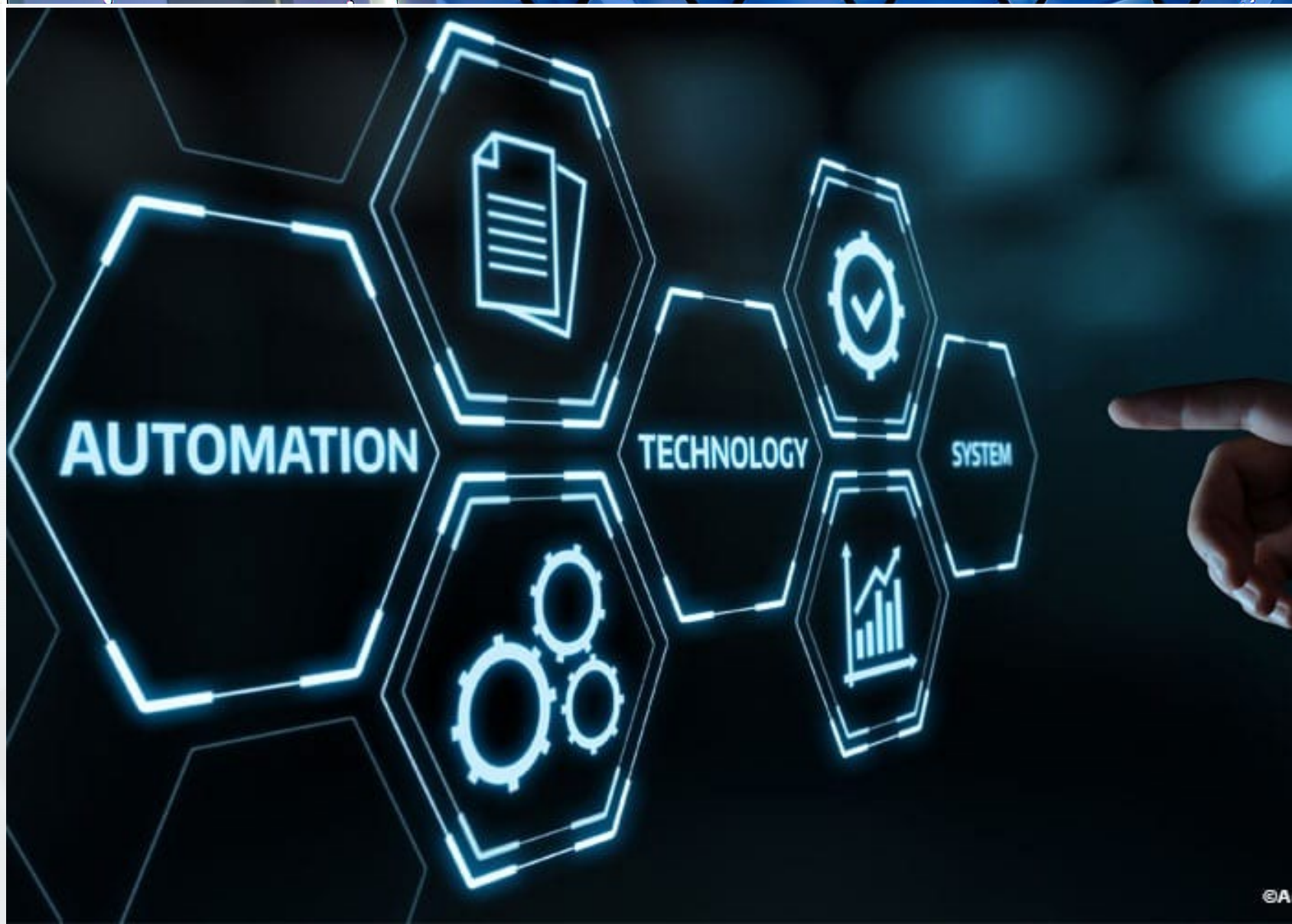
### *Trustees Only*

What's your preferred method of communication when discussing health insurance options?

- A. Phone
- B. In person
- C. Virtual meeting
- D. Online chat
- E. No preference



# *POLL RESULTS*



## Improving the Retiree Healthcare Member Experience Through Automation

- Continue automation efforts for the Medicare Part B-verification process
- Expand, document, & automate quality control functionality
- Develop Case Management System (CMS) support



# Automate Retiree Healthcare Enrollment Process

# WORKPLAN - Strategic Objective 1.4



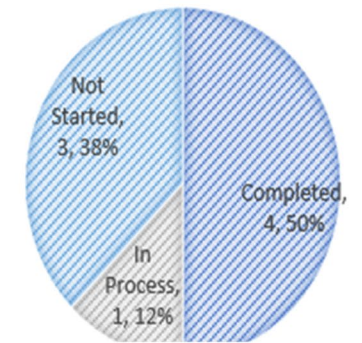
Strategic Goal: Superior Member Experience  
 Strategic Objective: 1.4 – Improving the Retiree Healthcare (RHC) experience.  
 Executive Sponsor and Lead: JJ Popowich; Tionna Fredericks (Lead)

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

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

## Milestone Tracker

■ Completed ■ In Process ■ Not Started ■



The background features a complex, futuristic architectural design. It consists of multiple curved, overlapping layers that create a sense of depth and movement. A prominent feature is a grid of lines, possibly representing a structural or lighting system, that spans across the layers. The overall color palette is dominated by light blues, greys, and whites, with some darker blue accents at the top and bottom edges. Small, glowing points of light are scattered throughout the structure, adding to its high-tech aesthetic.

Thank you



An aerial photograph of a red train with multiple passenger cars winding through a dense, green forest in a mountainous region. The train is moving along a track that curves through the trees. In the background, a large, rocky mountain slope is visible, partially covered in sparse vegetation. The overall scene is bright and clear, suggesting a sunny day.

# Every Step Counts Towards A Better Tomorrow

IT Modernization and Roadmap

# Innovation Through Technology



## Strategic Objectives

**2.1** Promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform

**2.2** Implement an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information

# POLL #1

## *Trustees Only*

---

What technologies or applications would you like to see implemented in the next five years?

- A. Robotic Process Automation
- B. More Member Self Service Options
- C. More Artificial Intelligence Applications
- D. More Process Improvement
- E. Other - Please Specify



# *POLL RESULTS*

# Systems Division and Information Security Office Collective Goal

To deliver secure and innovative technology that advances the LACERA mission, enabling exceptional service to both staff and LACERA members.

LACERA = a **secure** and **productive** enterprise







1990 - 2029



1990 - 2019



# The Past: LACERA Technology Milestones 1990 - 2019

**1990**  
Integrated  
Retirement  
Information  
System



# The Past: LACERA Technology Milestones 1990 - 2019

**1990**  
Integrated  
Retirement  
Information  
System



**1995**  
Document  
Imaging and  
Workflow

# The Past: LACERA Technology Milestones 1990 - 2019

**1990**  
Integrated  
Retirement  
Information  
System



**1995**  
Document  
Imaging and  
Workflow

**1996**  
GroupWise –  
Enterprise  
Email



# The Past: LACERA Technology Milestones 1990 - 2019

**1990**  
Integrated  
Retirement  
Information  
System



**1996**  
GroupWise –  
Enterprise  
Email



**1995**  
Document  
Imaging and  
Workflow



**2002**  
MyLACERA



# The Past: LACERA Technology Milestones 1990 - 2019

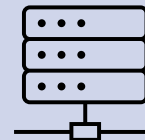
**1990**  
Integrated  
Retirement  
Information  
System



**1996**  
GroupWise –  
Enterprise  
Email



**2006**  
Pension  
Administration  
System



**1995**  
Document  
Imaging and  
Workflow



**2002**  
MyLACERA



# The Past: LACERA Technology Milestones 1990 - 2019

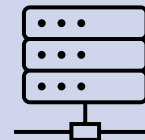
**1990**  
Integrated  
Retirement  
Information  
System



**1996**  
GroupWise –  
Enterprise  
Email



**2006**  
Pension  
Administration  
System



**1995**  
Document  
Imaging and  
Workflow



**2002**  
MyLACERA



**2014 - 2017**  
Legacy  
Technology  
Retirement



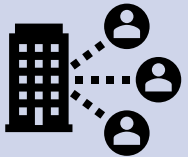
2020 - 2024





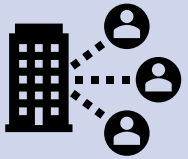
# The Present: LACERA Technology Milestones 2020 – 2024

**2020**  
Remote  
Access,  
Equipment,  
and Software



# The Present: LACERA Technology Milestones 2020 – 2024

**2020**  
Remote  
Access,  
Equipment,  
and Software



**2020**  
Information  
Security Office,  
Project  
Management  
Office

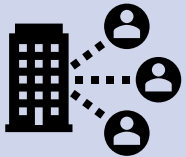
# The Present: LACERA Technology Milestones 2020 – 2024

**2020**

Remote  
Access,  
Equipment,  
and Software

**2021**

New  
LACERA.com

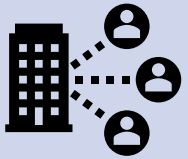


**2020**

Information  
Security Office,  
Project  
Management  
Office

# The Present: LACERA Technology Milestones 2020 – 2024

**2020**  
Remote  
Access,  
Equipment,  
and Software



**2021**  
New  
LACERA.com



**2020**  
Information  
Security Office,  
Project  
Management  
Office



**2022/2024**  
MyLACERA  
Self Service

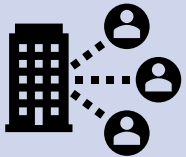


# The Present: LACERA Technology Milestones 2020 – 2024

**2020**  
Remote  
Access,  
Equipment,  
and Software

**2021**  
New  
LACERA.com

**2023**  
Cloud  
Migration



**2020**  
Information  
Security Office,  
Project  
Management  
Office

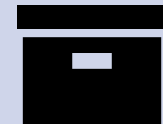
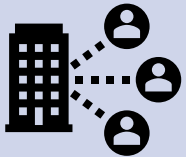
**2022/2024**  
MyLACERA  
Self Service

# The Present: LACERA Technology Milestones 2020 – 2024

**2020**  
Remote  
Access,  
Equipment,  
and Software

**2021**  
New  
LACERA.com

**2023**  
Cloud  
Migration



**2020**  
Information  
Security Office,  
Project  
Management  
Office

**2022/2024**  
MyLACERA  
Self Service

**2024**  
Case  
Management  
Phase I

2025-2028



# The Future: LACERA Technology Milestones 2025 - 2028

**2025**  
Data  
Management  
& Business  
Intelligence





# The Future: LACERA Technology Milestones 2025 - 2028

**2025**  
Data  
Management  
& Business  
Intelligence



**2025**  
Artificial  
Intelligence

# The Future: LACERA Technology Milestones 2025 - 2028

**2025**  
Data  
Management  
& Business  
Intelligence



**2025**  
Retiree  
Healthcare  
On-Line  
Enrollment



**2025**  
Artificial  
Intelligence



# The Future: LACERA Technology Milestones 2025 - 2028

**2025**  
Data  
Management  
& Business  
Intelligence



**2025**  
Retiree  
Healthcare  
On-Line  
Enrollment



**2025**  
Artificial  
Intelligence



**2026**  
MyLACERA  
Mobile App



# The Future: LACERA Technology Milestones 2025 - 2028

**2025**  
Data  
Management  
& Business  
Intelligence



**2025**  
Retiree  
Healthcare  
On-Line  
Enrollment



**2026**  
Employer  
Portal



**2025**  
Artificial  
Intelligence



**2026**  
MyLACERA  
Mobile App



# The Future: LACERA Technology Milestones 2025 - 2028

**2025**  
Data  
Management  
& Business  
Intelligence



**2025**  
Retiree  
Healthcare  
On-Line  
Enrollment



**2026**  
Employer  
Portal



**2025**  
Artificial  
Intelligence



**2026**  
MyLACERA  
Mobile App



**2027**  
Knowledge  
Management  
Solution



# Project Management Office (PMO)



# Systems Newest Addition: The Project Management Office (PMO)

“Operations keep the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward.” – Joy Gumz

# What role does the PMO play?

The Project Management Office (PMO) oversees the entire lifecycle of technology project management, from the initial idea to the final transition into production. Utilizing established methodologies, the PMO team strives to optimize project outcomes and reduce risks.



# Core Roles

- Standardization and Governance
- Efficiency and Resource Optimization
- Collaboration with Business & Technology
- Knowledge Management and Support
- Enhanced Visibility and Decision Making
- Risk Mitigation
- Alignment to Strategic Objectives

# The PMO Process



## INITIATION

Project Charter  
ITCC Approval  
Microsoft Team Site  
Project Checklist  
Project Road Map  
Project Complexity Assessment  
Budget Burndown Chart  
Project Kickoff



## PLANNING

Requirements Definition  
Vendor Assessment Form  
Solicitation Process  
Procurement Process  
Architectural Diagram  
Architectural Review  
RACI Matrix  
Project Plan  
Communication Plan



## EXECUTION

Design Documents  
Software Solution  
Testing Plan  
Training Plan  
Project Tracking  
Budget Tracking  
Data Import/Migration  
Go Live Checklist  
Go Live



## MONITORING & CONTROL

Post Implementation Review  
EO Presentation  
ITCC Presentation  
MAC Presentation  
SAC Presentation  
Brown Bag Presentation



## CLOSURE

Celebrate  
Retrospective meeting  
Transition to Operational Support  
Project closure report  
OOC Presentation  
Archive MS Teams Site

# Information Security Office



# Securing LACERA Along the Way

“As cybersecurity leaders, we have to create our message of influence because security is a culture, and you need the business to take place and be part of that security culture.” — Britney Himmertzheim

**CURRENT (0-12 months)  
2024**

## Strategic Objectives

### Superior Member Experience

- Objective 1.1 – Member Experience Council
- Objective 1.4 – Enhance the Retiree Healthcare Experience

### Innovation Through Technology

- Objective 2.1 – Implement Enterprise Business-Intelligence
- Objective 2.2 – Implement Enterprise Knowledge Management

### Investing in People

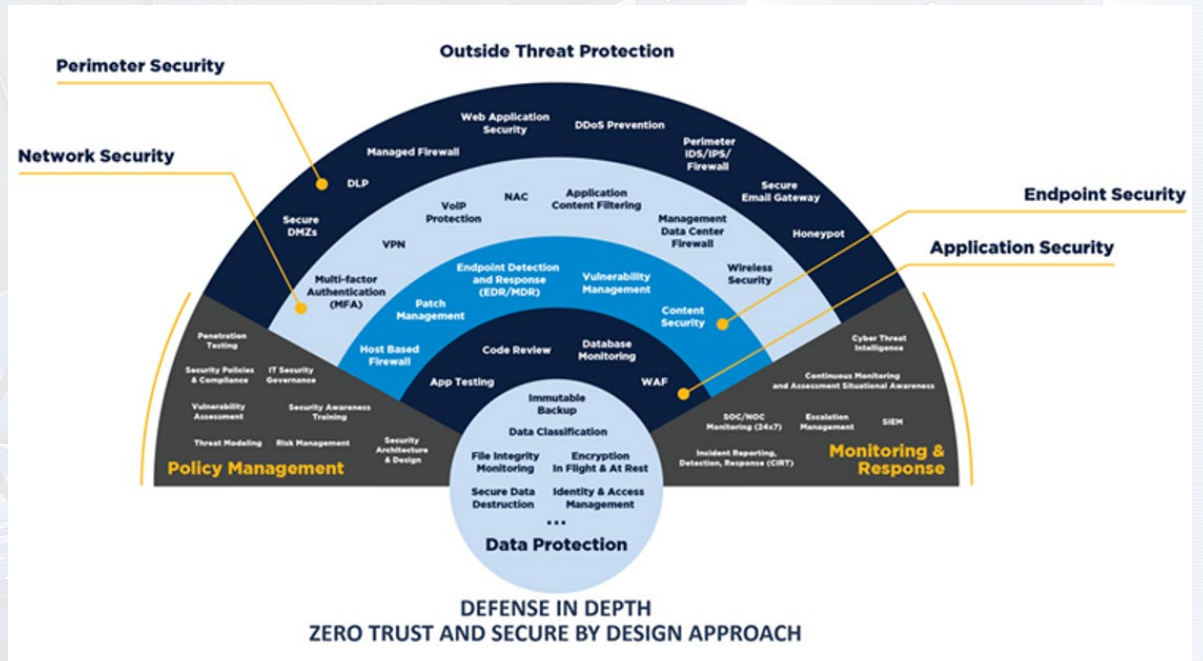
- Objective 3.1 – LEAD Initiative
- Objective 3.3 – Improve and Simplify Hiring (*Fill Vacancies*)

### Compliance and Enterprise Risk

- Objective 4.1 – Develop Enterprise Compliance & Ethics program

### Fiscal Durability

- Objective 5.1 – Develop Organizational tools and controls to support Fiscal Responsibility
- Objective 5.2 – Support Investment Office (*Review and Rewrite LACERA Funding Policy*)



# Forced Innovation

- Era of Transformation
- Governance in Information Security
- AI and Automation



## POLL #2

### *Trustees Only*

---

What is your opinion of LACERA's Information Technology and Information Security "Train"?

- A. This train is heading in right direction
- B. This train seems to be veering off course
- C. This train needs a complete change in direction



# *POLL RESULTS*

# Thank you!

**Kathy Delino  
Summy Voong  
Celso Templo  
Chait Errande**





# Fiduciary Training 2024 for LACERA Board of Retirement

**Ashley Dunning | LACERA Fiduciary Counsel**

Partner, Co-Chair, Pensions, Benefits & Investments Group, Nossaman LLP

LACERA Board of Retirement Offsite Meeting May 28, 2024



# Overview

- What Is a Fiduciary
- Fiduciary Framework: Fundamental Duties of a California Public Plan Fiduciary
- Prudent Delegation and Expert Consultation
- Fiduciary Roles and Responsibilities: Do's and Don'ts
- Fiduciary Compliance



# What is a Fiduciary?

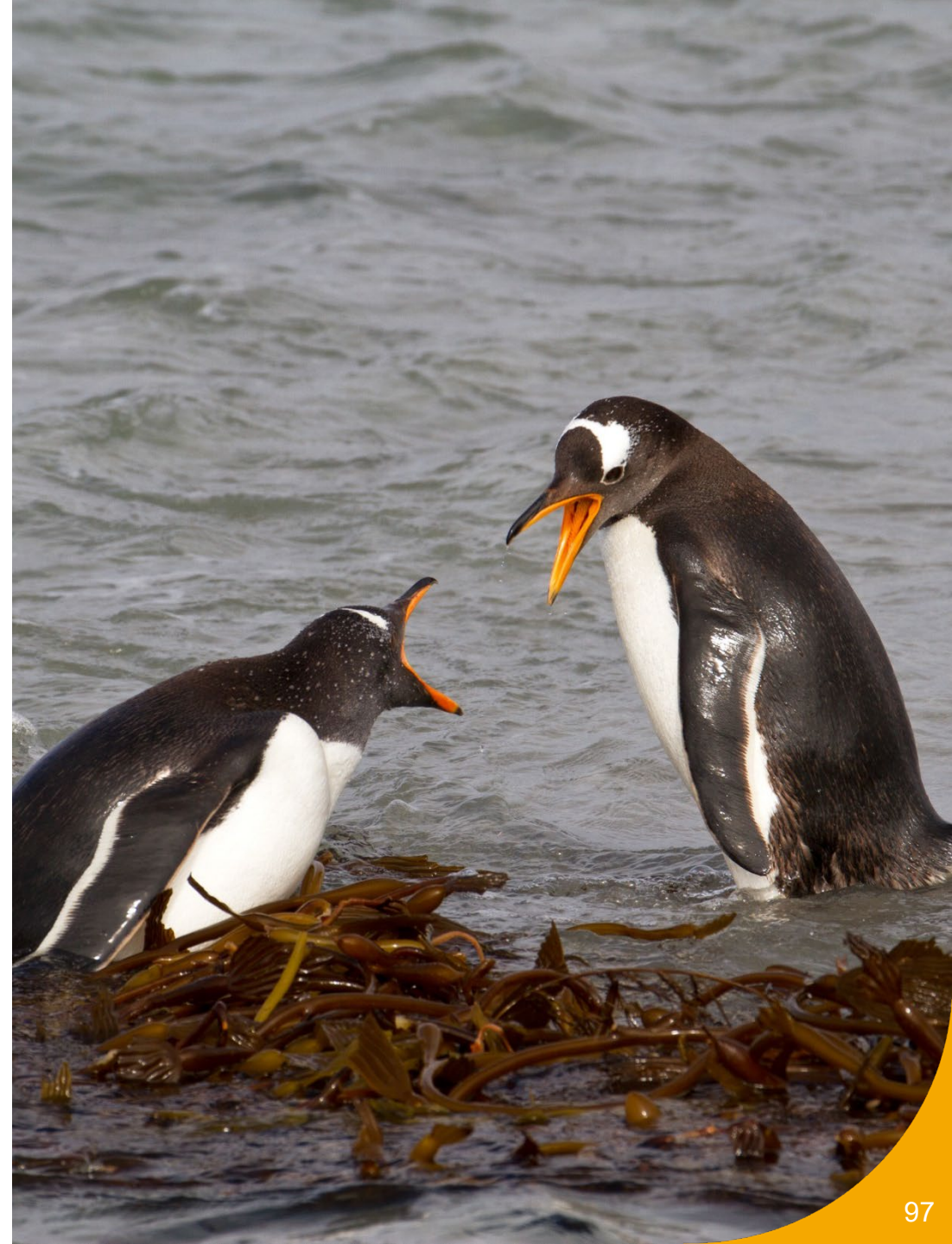
- A fiduciary is any person or organization that has discretionary authority or control over plan administration for the benefit of LACERA's members and beneficiaries and a duty to put the interests of members/beneficiaries *ahead of all other interests.*



# What is a Fiduciary?

- Not everyone who interacts with LACERA is a fiduciary, either to LACERA or its members.
  - **For example:** plan sponsors, employee and retiree organizations, state agencies, investment professionals\*, trustees of *other* public retirement systems, vendors at conferences or other events\*, and members themselves (unless they are also LACERA trustees or staff) are not LACERA fiduciaries.

\* *unless by contract with LACERA*



# Examples of Fiduciaries

- LACERA Board Trustees and their Committees (individually and collectively), with respect to their responsibility to administer LACERA in the overall best interest of its members and beneficiaries
- In-house staff who have discretionary authority or control over the administration and management of LACERA, with respect to those responsibilities
  - All staff have a responsibility to support LACERA's fiduciary duties
- Certain consultants and other advisors with fiduciary duty to LACERA (as defined by contract or applicable law)

# Fundamental Fiduciary Duties of BOR

- Duty of loyalty (exclusive benefit rule)
- Duty of prudence
- Duty to defray reasonable administrative expenses needed to accomplish the necessary work of the Board
- Duty to administer plan in accordance with plan terms and other applicable law

# Duty of Loyalty

- A fiduciary must discharge its duties solely in the interest of, and for the exclusive purposes of providing benefits to, participants and their beneficiaries, and a board's "duty to its participants and beneficiaries shall take precedence over any other duty." In trust law, this is referred to as the "primary duty" rule.
- Constitutional obligations of "minimizing employer contributions and defraying reasonable expenses of administering the system," are secondary to the primary duty. Note that duty to employer is not a "fiduciary" duty.
  - *(Cal. Const., Article XVI, Section 17.)*

# Duty of Loyalty

- Putting a plan sponsor's, union's, trustee's, or anyone else's, interests, ahead of the overall best interests of plan participants and beneficiaries in the security of their authorized LACERA benefits would be a breach of duty.
- Basic conflict-of-interest rule—fiduciaries cannot have conflicting loyalties. A fiduciary has a duty not to use or deal with trust assets for the fiduciary's profit, the benefit of a third person, including that of the plan sponsor/settlor, or for any other purpose unconnected with the trust.
  - *O'Neal v Stanislaus County Employees' Retirement Association*, 8 Cal.App.5th 1184, 1209, 1218 (2017).



# Duty of Loyalty: Conflicting Interests Among Various Members and Beneficiaries

- Can be complex and crosscutting.
- Determinations of priorities among members and beneficiaries must serve the overall best interest of members and beneficiaries of the retirement system.
  - Required to provide *fair* process and *sufficient* information to members; does not dictate outcome, which must be based on facts and law.
- Appropriate balance may not be obvious when the interests within the member and beneficiary groups are not the same.
  - **Example:** Interest of certain disability retirement applicants in less rigorous LACERA assessment of eligibility for those benefits does not outweigh obligation of LACERA only to pay benefits that are due under applicable law.

# Duty of Loyalty: Not an “agent” for another

- Trustees are not permitted to administer the retirement system as an “agent” for the party that appointed, or subgroup of members that elected, that individual to the Board.
  - Key to understand and implement the ***single “hat” rule as to LACERA responsibilities***
- On the contrary, the California Constitution, Art. XVI, Sec. 17 (Prop. 162) seeks to prevent such political “meddling” or “interference” by others and mandates loyalty to the overall best interest of members and beneficiaries.
  - See generally *NLRB v. Amax Coal Co.*, 453 U.S. 322 (1981) (no “dual loyalties”); *Hittle v. Santa Barbara CERA*, 39 Cal. 3d 374 (1985) (traditional fiduciary duties apply to public retirement system trustees); *Claypool v. Wilson*, 4 Cal.App.4th 646, 676-7 (1992) (Cal. Const., art. XVI, sec. 17 imports the existing law of trusts).



# Duty of Loyalty: Hypothetical A

- Sam is a trustee on the Board of Retirement. Sam also is active in organizations that include vendors who would like to do business with LACERA.
- After having met at a conference with a representative of such a vendor, Sam approaches LACERA's executive leadership and then follows up about whether LACERA would consider retaining the vendor for an upcoming project or investment.
- Executive leadership encourages Trustee Sam to follow LACERA's normal process of submitting the vendor's interest through appropriate channels (such as suggesting interested managers use [NewOpportunities@lacera.com](mailto:NewOpportunities@lacera.com)).
- What fiduciary considerations are implicated in this hypothetical? Does the vendor's expertise, as applicable to one Board or another, impact this question?

# Duty of Loyalty: Hypothetical B

- The Board of Retirement is considering changing vendors to assist with the administration of LACERA's retiree healthcare program.
- Appointed BOR member Sarah works for a private sector retiree healthcare program provider that would like to bid for LACERA's work.
- What are fiducially appropriate, and not appropriate, considerations for Sarah and the rest of the BOR in this context.
- With whom at LACERA should Sarah consult on this topic, and when?

# Duty of Loyalty: Hypothetical C

- Saul is a LACERA BOR member who was elected by the active members of the system. He is a former official of the union that represents some members of LACERA, and he is still a member of the union.
- Saul is informed by members of his union that union leadership is planning a new initiative to persuade public retirement systems, including LACERA and others, to seek legislation expanding benefits to be provided to members of the retirement system.
- A member of that union attends a BOR meeting to present in public comment on this topic.
- What fiduciary topics are implicated here for Saul and the rest of the BOR?

# Duty of Prudence—“Prudent Fiduciary with Experience in Similar Enterprise”

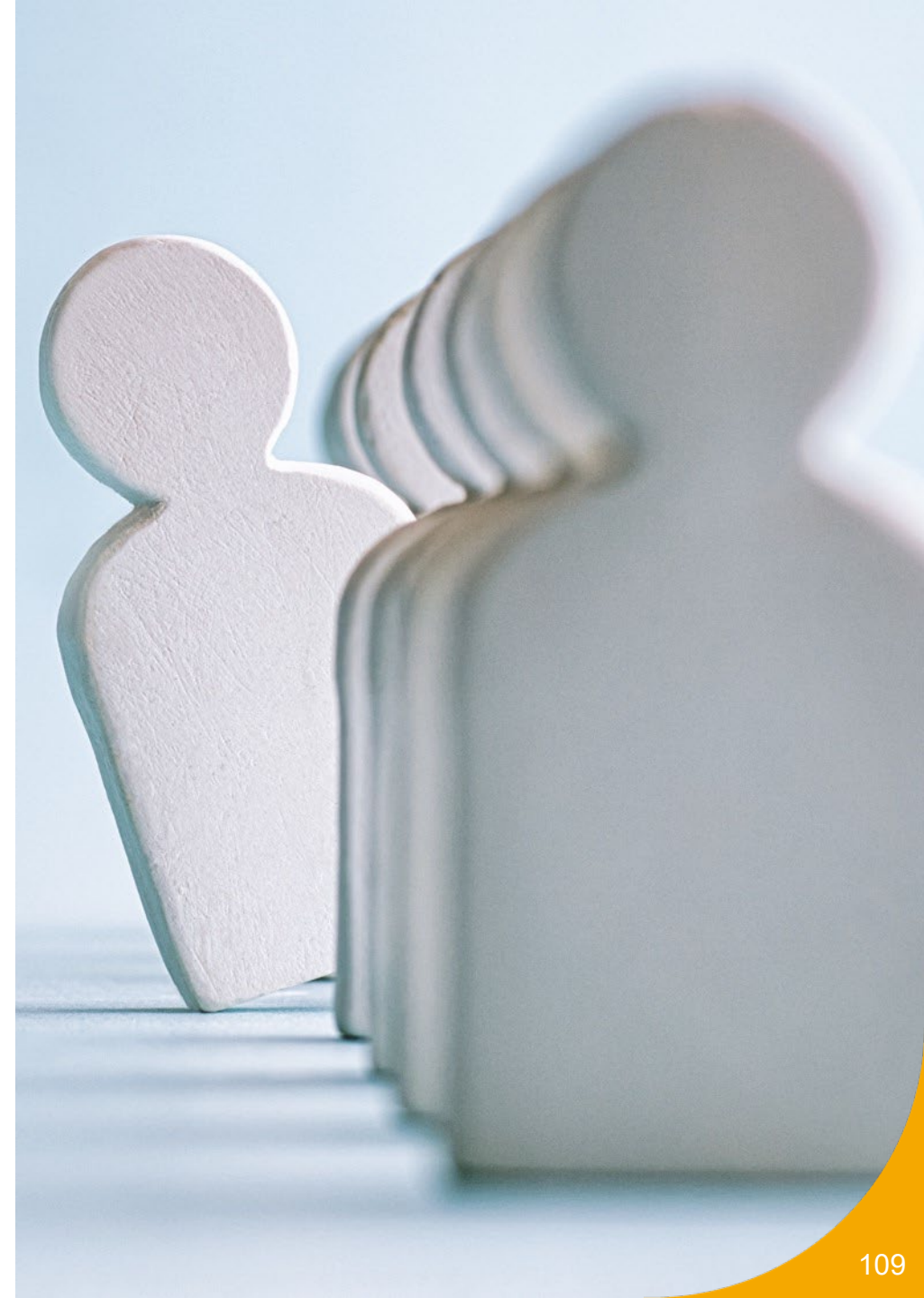
- A fiduciary must discharge its duties:
  - “With the care, skill, prudence, and diligence then prevailing that a prudent person acting in a like capacity and familiar with these matters would use in the conduct of an enterprise of a like character and with like aims.”
  - Carefully consider the particular expertise needed to address a topic within the Board’s jurisdiction.
    - Medical? Legal? Plan administration? etc.
  - The question is whether the fiduciary, at the time it made the decision, used the required level of care.
    - Reasonable consultation with experts is important, but not a substitute for independent exercise of trustee’s responsibilities (more discussion later on this)

# Duty of Prudence—“Prudent Fiduciary with Experience in Similar Enterprise”

- Good faith is not enough if not also prudent.
  - **Example No. 1:** BOR is concerned that service credit purchases will be too expensive if interest is applied to purchase prices as required by CERL, and thus BOR adopts a program not to apply required interest to such purchases for a period of time.
  - **Example No. 2:** BOR member, sympathetic to an ailing member whom the *competent* medical evidence demonstrates *is not eligible for a disability retirement*, speaks to staff (and/or advocates in a Board meeting) about granting the member a disability retirement.
- What fiduciary issues are implicated by these examples?

# Duty of Prudence—“Prudent Fiduciary with Experience in Similar Enterprise”

- A fiduciary need not be the expert but may need to consult an expert. When using experts, the fiduciary may take into consideration the advice of relevant experts, but the fiduciary is still ultimately responsible.
  - *Donovan v. Mazzola*, 716 F.2d 1226, 1235 (9th Cir. 1983).
- Expertise resides both with *in-house* LACERA staff, as well as in LACERA’s outside retained experts.
- Trustees also *develop* their own capability to provide *prudent oversight* through
  - careful review of Board materials;
  - communication with staff on questions about those materials;
  - thoughtful participation in board meetings; and
  - LACERA-provided and other appropriate and cost-effective educational opportunities on topics focused within the trustee’s board’s jurisdiction and consistent with the Trustee Education and Travel Policies.





# Duty of Prudence—Process and Soundness of Analysis Matter

- Duty of prudence does not require a fiduciary to guarantee specific outcomes but does requires use of a prudent process.
- Highlights the importance of documenting fiduciary considerations and decision-making.
- Note, however, that substantively, a prudent decision may be neither “arbitrary” nor “capricious,” and deliberations by fiduciaries should illustrate the relationship between the information presented and the action taken, if any.
  - Courts may review a fiduciary’s decisions substantively, rather than simply deferring to a determination that a fiduciary may make after a prudent process.

# Duty of Prudence—Process and Soundness of Analysis Matter

- What does prudence look like?
  - Acting consistently with laws and plan governance documents, which include Board policies and procedures (and making sure the plan governance documents match each other).
  - Where aspects of fiduciary duty are delegated, periodic and systematic monitoring.
  - Facts, analysis, questions, answers.
  - Documented decision-making.
  - Agendas, staff/consultant supporting materials, minutes, resolutions detailing facts, findings and conclusions are all ways to document procedural prudence.
  - Periodic review and reevaluation of processes and approaches—*continuous process improvements*.

# Duty of Prudence—Pitfalls for Fiduciaries

- How have fiduciaries gotten in trouble?

- Not doing what the laws and governance documents say.
  - Governance documents should be both frequently reviewed and updated.
- Having no record of what was considered, who was consulted and/or the Board's decision.
  - Fiduciaries may have consulted with experts, but if it is not in the agenda, minutes, resolutions, agenda backup, meeting recording if any, etc., generally does not help.
  - Even maintaining the status quo can be a fiduciary decision to be documented.
- Having a record of the decision but the decision itself was deemed, by a court, to be unreasonable.
  - **Example:** Applying CERL provisions in a manner with which a court disagrees.
- Exercising responsibilities without sufficient expertise.
  - **Example:** Retaining full decision-making authority on a topic that would be more prudently delegated (with oversight responsibility remaining with the Board).



# Duty of Prudence: Hypothetical A

- BOR Member Barbara became fascinated with a new document management system and asked the Chief Executive Officer to speak with the BOR about the potential use of the system at LACERA. The CEO explained the manner in which LACERA currently uses its in-house document management system that staff developed over a period of years, but agrees to bring the topic to the BOR.
- The CEO presents to the BOR on the topic, noting the potential benefits and also the cost, of the new document management system and recommends a phased approach to such a potential purchase with an RFI or RFP.

# Duty of Prudence: Hypothetical A

- What fiduciary considerations should BOR members take into account with respect to this topic? Documenting procedural process is important. It may help to answer the following questions:
  - What are the bases for the CEO's recommendation?
  - What benefits and risks did the CEO identify?
  - How are such benefits achieved over the existing in-house system and risks mitigated with each approach?
- Being able to explain the substantive rationale for the action also is important.

# Fiduciary Duty of Care:

## Duty to Defray Administrative Expenses

- “The assets of the public pension or retirement system are trust funds and shall be held for the exclusive purpose of providing benefits to participants in the pension or retirement system and their beneficiaries and ***defraying reasonable expenses of administering the system.***” (Cal. Const., art. XVI, §17(a).)
- The Boards are charged with the determination as to what administrative expenses are required to support the system and performance of fiduciary duty. (Gov. Code §§ 31522.1, 31580.2.)
- **Note:** This duty does not mandate a specific course of action, but rather that the Board have a prudent process to determine the expenses needed to perform LACERA business.

# Fiduciary Duty of Care:

## Duty to Defray Administrative Expenses

- “Cost-conscious management is fundamental to prudence” and requires that expenses be monitored and periodically reviewed. See *Tibble v. Edison Int’l*, 843 F.3d 1187, 1197-1198 (9th Cir. 2016); see also Rest. 3d Trusts, §90(c)(3) (A trustee is to “incur only costs that are reasonable in amount and appropriate to the responsibilities of the trusteeship.”).
- BOR and BOI exercise this responsibility through adoption of, and LACERA compliance with, policies such as: [LACERA Budget Policy](#), [LACERA Purchasing Policy on Goods and Services](#), LACERA Trustee [Education](#) and [Travel](#) Policies, and [LACERA Procurement Policy for Investment-Related Services](#).



# Duty to Act in Accordance with Plan Documents and Law

- Fiduciaries have a duty to administer plans in accordance with plan terms and applicable law.
  - See *San Diego City Firefighters, Local 145 v. Board of Administration of the San Diego City Employees' Retirement System*, 206 Cal.App.4th 594, 629 (2012).



# Prudent Delegation

- Delegation of duties and authority is a fiduciary decision. Prudence is the key to delegation as to all aspects of the topic:
  - Whether to delegate;
  - How to delegate;
  - To whom a task is delegated; and
  - How to supervise.

# Delegation to Other Fiduciaries

- Effective delegation is a key component of fiduciary risk management.
- Appointing a fiduciary is itself a fiduciary function, when doing so:
  - Act solely in the overall best interest of participants and beneficiaries as pertains to the security of their vested LACERA benefits.
  - Apply the required standard of care, skill, prudence and diligence required by the fiduciary standard of care.

# Prudent Delegation to, and Consultation with, Experts

- Proper delegation requires application of the duty of care:
  - Duty to select appropriate delegate
  - Duty to monitor
  - Duty to ensure delegate has adequate information and resources
  - Duty to impose standards of care and loyalty upon delegate
  - Duty to review, including periodic vendor self-evaluation, Board evaluation and RFPs to test the market

# Prudent Delegation to, and Consultation with, Experts

- Reliance on expert's opinion is reasonable when:
  - Expert has appropriate qualifications;
  - Expert has accurate and full information;
  - Expert does not have conflicting loyalties, responsibilities or interests (note that not all retained experts have fiduciary obligations to LACERA; particular caution warranted if not); and
  - The circumstances presented support such reliance.

# Prudent Delegation to, and Consultation with, Experts

- Prudent fiduciaries should question methods and assumptions that do not make sense.
- Consistent with proper fiduciary governance, trustees are to act through the BOR and not as individuals – unless they have official Board delegated roles as a Board or Committee Chair, and then only to the extent of the delegation.

# Summary of Fiduciary Framework for LACERA Board Governance

- Is the purpose of this decision to **benefit the members and beneficiaries with respect to their LACERA benefit security**?
- Has the Board adopted **sound policies and process** to guide staff?
- Is the Board exercising **prudent oversight** regarding delegated matters?
- Is the contemplated decision or other action **consistent with the terms of the LACERA plan** and with other applicable law?
- Does the action fulfill one of the **Board's governance roles** in overseeing administration of LACERA?

# Roles and Responsibilities: Examples of “Do’s and Don’ts”

Do’s	Don’ts
BOR considers how prudent administration of retirement plan ensures ability of LACERA to timely pay retirement benefits	BOR considers whether retirement plan administration furthers County’s policy goals
BOR assesses whether LACERA’s administrative policies and actions further its obligation to provide accurate information regarding plan benefits to members	BOR directs retirement staff to meet with County leaders and follow their instructions regarding implementation of plan
BOR administers retiree health plan in accordance with terms of the OPEB trust	BOR does not charge County for administration of retiree health plan, even though tax-qualification rules so require

# Roles and Responsibilities: Examples of “Do’s and Don’ts”

Do’s	Don’ts
BOR diligently considers all items properly presented to it that relate to LACERA administration	BOR exceeds its authority and agendizes topics within sole authority of Board of Investments (BOI)
BOR interprets and supports programs to enhance plan administration, member service and effective governance.	BOR develops program that results in change in plan design not authorized by CERL, increasing plan sponsor’s costs.
BOR members encourage outside parties to use LACERA’s established processes for interacting with the organization.	BOR members act as proxy or agent for others seeking access to LACERA business or promoting non-fiduciary issues and goals.



# Processes to Demonstrate Fiduciary Compliance

- Recognize that although Courts afford Boards broad discretion in decision-making, “exclusive authority” is not absolute discretion.
- Avoid “abuse of discretion”
  - Record should reflect process: minutes reflecting deliberation, written materials provided by expert consultants.
  - Education, inquiry, disclosure of reasons for action, reflecting due consideration to overall best interest of members and beneficiaries.
  - Active independent actuarial oversight.
  - Legal consultation and compliance with applicable law, Code of Ethical Conduct, and other LACERA policies and procedures.

# Fiduciary Goal

- BOR trustees must use informed judgment and act in the overall best interest of members/beneficiaries, consistent with applicable laws, when exercising their plenary authority over administration.
- BOR actions may not be “arbitrary” or “capricious” and must be rationally related to the information presented to the Board.



# Questions?



# Thank You



## **Ashley Dunning** **LACERA Fiduciary Counsel**

**Partner and Co-Chair, Pensions, Benefits &  
Investments Group**

**Nossaman LLP**

[adunning@nossaman.com](mailto:adunning@nossaman.com)

# Every Step Counts Towards A Better Tomorrow

Advancing LACERA's Governance and Ethics

**LACERA**

Los Angeles County Employees Retirement Association

# Goal and Agenda



Goal: Discuss the meaning and role of Good Governance and Ethics in performing LACERA's fiduciary duty and Mission, and Lay actionable foundation for future dialog and positive change



Agenda:

1. Good Governance
2. Ethics
3. Leadership
4. Fiduciary Decision-Making
5. Strategic Outlook
6. Takeaways and Next Steps

# 1 – Good Governance



Poll #1  
*Trustees Only*

State three words that should define Good Governance at LACERA.



Good Governance is the responsibility of:

- (A) Each Board separately,
- (B) Both Boards together,
- (C) Staff, or
- (D) All the above.

# *POLL RESULTS*



## 2 – Ethics

Poll #2  
*Trustees Only*

What should Ethics mean at LACERA?



Is Ethics:

(A) a Requirement for Trustees and Staff for which all may be held accountable by the organization, or



(B) a matter of Personal Judgment for which Trustees and Staff are only accountable to themselves?

# *POLL RESULTS*

# 3 – Leadership

Poll #3  
*Trustees Only*

What are the characteristics of good Leadership at LACERA?



The primary job of Leadership is:

- (A) Providing oversight,
- (B) Giving direction, or
- (C) Modeling LACERA's Values.

# *POLL RESULTS*

# 4 – Fiduciary Decision-Making



Poll #4  
*Trustees Only*

Rank these aspects of good Fiduciary Decision-Making at LACERA from 1 to 10 (1 best):

- ✓ Education
- ✓ Clear and adequate information in Board materials provided by Staff
- ✓ Read and consider all Board materials in advance
- ✓ Board deliberation and sharing of views
- ✓ Discussion of major decisions across more than one Board meeting
- ✓ Unbiased and conflict-free
- ✓ Delegation of authority for operational decisions, with Strategic Decisions made by Board
- ✓ Advance recommendation from Committee
- ✓ Options and pros/cons
- ✓ Explained connection to furtherance of LACERA's Mission, Vision, Values, and Strategic Goals



What are other elements of good Fiduciary Decision-Making at LACERA?

# *POLL RESULTS*

# 5 – Strategic Outlook

Poll #5  
*Trustees Only*

Rank these options to describe LACERA's best Strategic Outlook from 1-10 (1 best):

- ✓ Innovative
- ✓ Best in class and model for best practices in the public pension community
- ✓ Inclusive and defined planning process for development of Strategic Goals
- ✓ Aspirational/continuous improvement
- ✓ Better member service
- ✓ Better IT and Information Security
- ✓ Fiscal durability and financial processes
- ✓ Alignment with Mission, Vision, and Values
- ✓ Enhanced Governance and Ethics
- ✓ Systems of Accountability



What is the optimal Board balance of Strategic v. Operational focus?

- (A) Primarily strategic, or
- (B) Primarily operational.

# *POLL RESULTS*



# 6 – Take Aways and Next Steps

How should the Governance and Ethics discussion continue?

Are there concrete next steps that can be taken?

- Ad Hoc Committee of the Board(s) and Staff to identify, discuss, and develop recommendations regarding Governance and Ethics issues, such as:
  - ✓ Documentation of Governance Standards, Practices, and Expectations
  - ✓ Additional Governance and Ethics Training
  - ✓ Bringing Values and Strategic Goals into Board Presentations
  - ✓ Board-Staff Mutual Support
  - ✓ Agenda Format – Strategic v. Tactical
  - ✓ Unify LACERA's Strategic Plans
  - ✓ Accountability



# *POLL RESULTS*



**THANK YOU**

*Closing Remarks & Good of the Order*