

IN PERSON & VIRTUAL BOARD MEETING

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



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

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

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

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

AGENDA

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

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

9:00 A.M., WEDNESDAY, SEPTEMBER 4, 2024**

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

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

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

COMMITTEE TRUSTEES:

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

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

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of June 5, 2024
- B. Approval of the Minutes of the Regular Meeting of July 3, 2024

IV. PUBLIC COMMENT

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

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

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

V. NON-CONSENT ITEMS

A. **Vendor Recommendation: Legal Matter Management Software Solution**

Recommendation as submitted by John Harrington, Senior Staff Counsel, and Celso Templo, Information Technology Manager II, Systems: That the Committee recommend the Board of Retirement authorize staff to engage with LawVu to provide software and implementation services to configure, customize, and implement a Legal Matter Management Solution for the Legal Division at a first year cost of \$118,791 (implementation cost of \$45,220 and licensing fee of \$73,571), with three one-year renewal options at the same licensing fee. The total four year cost is \$340,044. Sufficient appropriation for the initial costs has been included in the FY 2024-25 Systems Division Technology Modernization Projects budget line item. Additional appropriation will be requested as part of the budget process for future phases.

(Presentation) (Memo dated August 28, 2024)

VI. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Deputy Chief Executive Officer
JJ Popowich, Assistant Executive Officer
Laura Guglielmo, Assistant Executive Officer
(For Information Only)

B. **Board of Retirement Strategic Plan – Quarterly Update**

Luis A. Lugo, Deputy Chief Executive Officer
(For Information Only)

C. **Privacy Incidents – Personally Identifiable Information**

Louis Gittens, Division Manager, Benefits Division
(For Information Only) (Memo dated August 14, 2024)

VII. ITEMS FOR STAFF REVIEW

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

VIII. ITEMS FOR FUTURE AGENDAS

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

IX. GOOD OF THE ORDER

(For Information Purposes Only)

X. EXECUTIVE SESSION

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

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

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

XI. ADJOURNMENT

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

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

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

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

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

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

11:10 A.M. – 11:34 A.M., WEDNESDAY, JUNE 5, 2024

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

COMMITTEE TRUSTEES

PRESENT: JP Harris, Chair
Antonio Sanchez, Vice Chair
Jason E. Green, Trustee
Wayne Moore, Trustee
(Teleconference under CA Govt. Code Section 54953(b))
David Ryu, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Nancy Durazo, Trustee
Vivian H. Gray, Trustee
Ronald Okum, Trustee
Les Robbins, Trustee
(Teleconference under CA Govt. Code Section 54953(b))

STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Eugenia W. Der, Senior Staff Counsel

Chaitanya Errande, Information Security Officer

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 11:10 a.m.

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

A. Just Cause

B. Action on Emergency Circumstance Requests

C. Statement of Persons Present at AB 2449 Teleconference Locations

There were no requests received.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of May 1, 2024

Trustee Sanchez made a motion, Trustee Moore seconded, to approve the minutes of the regular meeting of May 1, 2024. The motion passed by the following roll call vote:

Yes: Sanchez, Green, Moore, Harris

No: None

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. NON-CONSENT ITEMS

A. **Request for Proposal: Taxonomy and Knowledge Management Consulting Services**

Recommendation as submitted by Eugenia W. Der, Senior Staff Counsel, Strategic Objective 2.2 Project Lead: That the Committee authorize staff to issue a Request for Proposal (RFP) for consulting services to assist LACERA in implementing an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information using appropriate taxonomy.

(Presentation) (Memo dated May 22, 2024)

Trustee Moore made a motion, Trustee Sanchez seconded, to approve staff recommendation. The motion passed by the following roll call vote:

Yes: Sanchez, Green, Moore, Harris

No: None

VI. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Deputy Chief Executive Officer
JJ Popowich, Assistant Executive Officer
Laura Guglielmo, Assistant Executive Officer
(For Information Only)

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

B. **Rehired Retirees Automated Notification Process**

Alex Ochoa, Retirement Benefits Specialist, Process Mgmt. Group
Kevin Hunter, Data Systems Analyst, Systems
(Presentation)

There being no objection from the Committee, Chair Harris announced that this item would be postponed until the July meeting.

C. **NIST Cybersecurity Framework and Introduction Education Series Part II**

Chaitanya Errande, Information Security Officer
(Presentation)

Mr. Errande gave a brief presentation and was available to answer questions from the Committee. This item was received and filed.

VII. ITEMS FOR STAFF REVIEW

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

There was nothing to report.

VIII. ITEMS FOR FUTURE AGENDAS

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

Item VI-B above, Rehired Retirees Automated Notification Process, will be agendized for the July meeting.

IX. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

X. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 11:34 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 REGULAR MEETING OF THE OPERATIONS OVERSIGHT
COMMITTEE AND BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

12:43 P.M. – 12:57 P.M., WEDNESDAY, JULY 3, 2024

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

COMMITTEE TRUSTEES

PRESENT: JP Harris, Chair
David Ryu, Alternate Trustee

ABSENT: Antonio Sanchez, Vice Chair
Jason E. Green, Trustee
Wayne Moore, Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Nancy Durazo, Trustee
Elizabeth Ginsberg, Trustee
Vivian H. Gray, Trustee
Shawn R. Kehoe, Trustee
Les Robbins, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Alex Ochoa, Retirement Benefits Specialist, Process Mgmt. Group

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 12:43 p.m.

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

- A. Just Cause
- B. Action on Emergency Circumstance Requests
- C. Statement of Persons Present at AB 2449 Teleconference Locations

There were no requests received.

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of June 5, 2024

As there was not a quorum of the Committee present, no action was taken on this item, and it will be moved to the August Operations Oversight Committee. The non-action agenda items were discussed in open or closed session as agendized and as permitted by the Brown Act.

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Deputy Chief Executive Officer
JJ Popowich, Assistant Executive Officer
Laura Guglielmo, Assistant Executive Officer
(For Information Only)

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

B. **Rehired Retirees Automated Notification Process**

Alex Ochoa, Retirement Benefits Specialist, Process Mgmt. Group
Kevin Hunter, Data Systems Analyst, Systems
(Presentation)

Mr. Ochoa gave a brief presentation and was available to answer questions from the Committee. This item was received and filed.

VI. ITEMS FOR STAFF REVIEW

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

There was nothing to report.

VII. ITEMS FOR FUTURE AGENDAS

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

There was nothing to report.

July 3, 2024

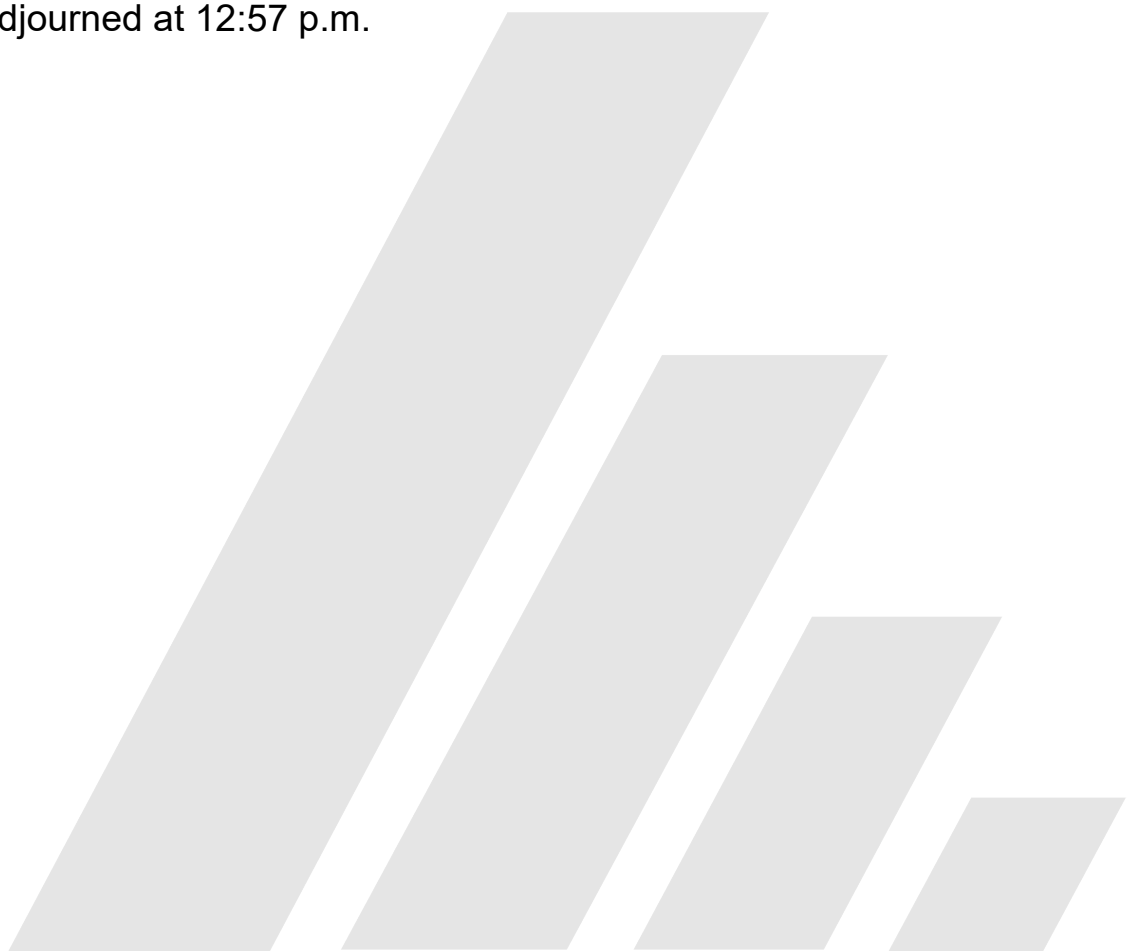
Page 4

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

There was nothing to report.

IX. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 12:57 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.**



August 28, 2024

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

FROM: John Harrington 
Senior Staff Counsel

Celso Temple 
Information Technology Manager II, Systems

FOR: September 4, 2024, Operations Oversight Committee

SUBJECT: Vendor Recommendation: Legal Matter Management Software Solution

RECOMMENDATION

That the Operations Oversight Committee recommends to the Board of Retirement to authorize staff to engage with LawVu to provide software and implementation services to configure, customize, and implement a Legal Matter Management Solution for the Legal Division at a first-year cost of \$118,791 (implementation cost of \$45,220 and licensing fee of \$73,571), with three one-year renewal options at the same licensing fee. The total four-year cost is \$340,044. Sufficient appropriation for the initial costs has been included in the FY 2024-25 Systems Division Technology Modernization Projects budget line item. Additional appropriation will be requested as part of the budget process for future phases.

EXECUTIVE SUMMARY

LACERA's current system for managing legal matters is outdated and inefficient, leading to challenges in tracking matters, managing documents, collaborating effectively, and managing outside counsel invoice payments. The desired Legal Matter Management (LMM) application will modernize and streamline how the Legal Division tracks legal matters, handles intake, automates routine tasks, optimizes workflows, and empowers the team to work more efficiently. With this powerful tool, Legal will gain valuable metrics and insights for tracking performance and making data-driven decisions, ultimately driving better outcomes. The objective is to implement a comprehensive legal operations solution that effectively manages matters, spending, vendors, documents, reporting, and workflows, bringing positive change to Legal's operations.

This memo is being submitted to the Operations Oversight Committee under Section 11.4 of the current Policy for Purchasing Goods and Services because the LMM procurement has not previously been reviewed by the Committee.

BACKGROUND

LACERA's Legal Division's current system for managing legal matters is outdated and inefficient because it relies on a fragmented system of legacy Microsoft tools like Outlook, SharePoint, Word, and Excel and time-intensive manual processes. This current system leads to challenges in tracking cases, managing documents, collaborating effectively, and maintaining accurate billing records. A modern LMM solution will integrate the various aspects of matter management by streamlining Legal operations, improving productivity, enhancing collaboration and visibility into performance and metrics, mitigating risk, and providing better service to Legal's internal clients.

As the pension fund has grown in size, the volume of investment transactions and related data that the Legal Division processes has also increased. The Legal Division's eight-member transaction team processed 400-500 or more investment transactions (such as subscription agreements, investment management agreements, purchase and sale agreements, and Non-Disclosure Agreements) valued at \$8-14 billion dollars annually over the past five years. Additionally, the team reviewed 100-150 or more non-investment commercial transactions valued at \$2-11 million annually and responded to 60-140 or more public record requests annually during the same five-year period. This volume of work will continue in the future and may grow as the size and complexity of investment portfolio increases, along with change in other aspects of LACERA's business. As a result, the ability of Legal staff to cross-collaborate and manage a large volume of data and matters is essential. The Legal Division will be better supported and more effective and efficient with a solution that can help monitor and track that activity, improve visibility into operations for enhanced decision-making, and create consistency in documentation and process in one central location. Existing systems, which are largely manual within the Microsoft 360 suite, are inadequate to meet these needs.

In order to address this need, on February 21, 2023, the Legal Division presented and obtained approval from the staff IT Coordination Council (ITCC) to search for and implement an LMM Application to mitigate its current challenges.

These current challenges are as follows:

- **Outdated and Disconnected Systems:** Legal relies on a fragmented system of legacy Microsoft tools like Outlook, SharePoint, Word, and Excel, which heavily depend on manual processes.
- **Time-Consuming Manual Reporting:** Legal creates monthly and annual Board reports manually, consuming considerable time and resources, particularly the end-of-year summary.
- **Absence of Automated Workflows:** Legal's current system lacks automated workflows, which can lead to inconsistencies, inefficiencies and potential errors.
- **Limited Calendar Integration:** The Legal calendar does not integrate with workflows, hindering its ability to track notices, project statuses, and performance metrics effectively.
- **Cumbersome Data Tracking:** Legal currently manually tracks data across more than 20 logs and 100 fields, leading to inefficiency and wasted hours spent on administrative tasks switching between systems.

In summary, Legal's current system must be updated to be more efficient and less reliant on manual processes. This manual process results in significant waste, which consumes valuable time and resources and hinders its ability to operate effectively at a time when staffing levels are already low.

REQUEST FOR QUOTATION (RFQ) PROCESS

The LMM Project Manager developed a Request for Quotations and published it to selected vendors, which were to provide their Legal Matter Management solution containing key features and capabilities along with the cost. The desired functionalities and critical features that the RFQ asked for were the following:

- **Intake Form:** The intake form will collect essential client and matter information, including contact details, a summary of the legal issue, relevant documents, deadlines, and desired outcomes. It will be tailored to Legal's specific needs, focusing on contracts, transactions, and other legal products rather than incidents.
- **Workflow Management:** A centralized platform will streamline matter management with document storage, task assignment, status tracking, and communication tools. Conditional automation rules will trigger actions based on specific events.
- **Automation:** Routine tasks like document creation, approvals, and notifications will be automated, increasing efficiency and reducing errors.
- **Productivity Enhancements:** The application will offer tools for managing workloads, prioritizing tasks, and facilitating communication to boost team productivity.
- **Performance Tracking:** Detailed analytics and reporting tools will enable performance tracking, trend identification, and data-driven decision-making.
- **Financial Management:** Fee and expense monitoring features will ensure accurate billing and budget adherence and minimize monetary risks. The system will track internal and external counsel assignments for optimal resource allocation and efficient matter completion.
- **Contract and Transaction Management:** The application will store and manage contracts, flagging key terms and provisions for easy tracking. Summaries and notes on transactions will be maintained, providing a centralized repository for all matter-related information.
- **Contact Management:** A centralized contact database will store details and communication history for all parties involved in a matter, facilitating efficient communication and collaboration.
- **Knowledge Management:** The platform will serve as a repository for documents, matter tracking, communication records, and analytics. It will promote knowledge sharing and template creation and prevent knowledge loss due to staff turnover.
- **Reporting:** Customizable reports, analytics based on relevant metrics, and tracking for budgets, time, and tasks will provide comprehensive insights into matter progress, resource allocation, and overall legal operations.

Several vendors responded to the RFQ and submitted their quotes and proposals on how their organization’s Legal Mater Management could satisfy LACERA’s Legal Division’s Requests. The leading vendors that the LMM Project team believed to be primarily qualified were the following:

- FileVine
- LawVu
- Litify
- Xakia

Then, the LMM Project Team performed the Vendor Evaluation process, which included a systematic approach to assessing and comparing potential suppliers of goods or services. The process aimed to identify the most qualified vendor to meet LACERA’s Legal Division’s specific needs, requirements, and budget.

EVALUATION PROCESS

The LMM Project team thoroughly evaluated several qualified LMM vendors, including software demonstrations, prototype testing, reference checks, and a detailed analysis of their proposals and pricing. The evaluation criteria included:

- **Functionality:** Does the solution offer a comprehensive suite of LMM features to meet Legal’s needs?
- **Usability:** Is the interface intuitive and easy to learn, ensuring quick adoption by the Legal team?
- **Customization:** Can the solution be tailored to Legal’s specific processes and workflows?
- **Scalability:** Can the solution grow with the Legal Division and adapt to changing needs?
- **Integration:** Can the solution seamlessly integrate with existing systems and tools?
- **Support:** Does the vendor offer responsive and knowledgeable customer support?
- **Value:** Does the solution offer the best overall value for the cost?

Diagram 1 and Diagram 2 (below) illustrate the results of the Phase I and Phase II vendor evaluations conducted by LACERA’s Legal Subject Matter Experts.

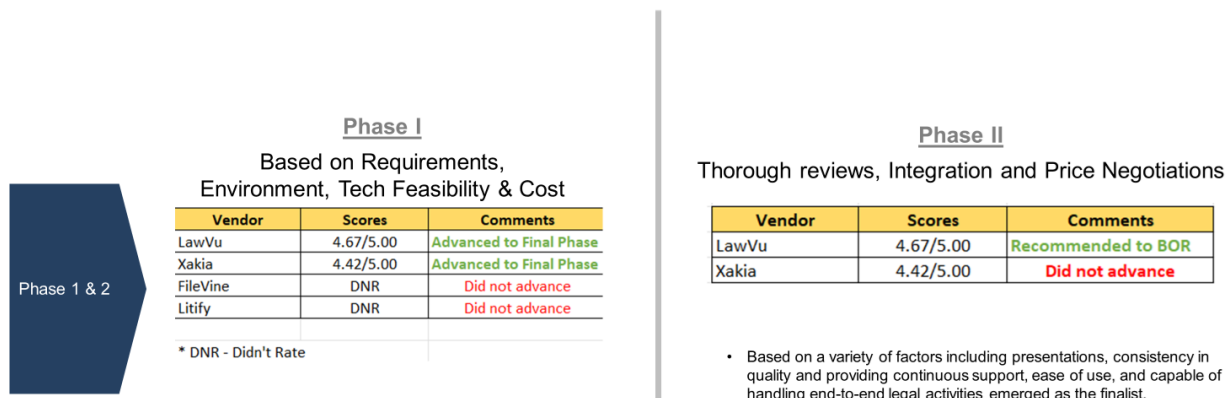


Diagram 1

Details	Criteria	LawVu	Xakia
Organization Background (25%)	Legal Matter Management Experience	↑ 5	↗ 4
	Vendor's Company Overview (Number of years in the business/Any referrals/online reviews&ratings)	↑ 5	↗ 4
Evaluation of Approach to Performance of Required Services (40%)	Remote access & cloud storage	↗ 4	↗ 4
	Indexing, OCR, searching, meta-tags	↑ 5	↗ 4
	Customizability of fields	↑ 5	↗ 4
	Calendaring with reminders	↑ 5	↑ 5
	Microsoft suite integration	↑ 5	↗ 4
	Contact management	↑ 5	↑ 5
	Ability to set access rights	↑ 5	↑ 5
	Customized & integrated reporting – both dashboards and hard copy/pdf report generation including charts and graphs	↑ 5	↑ 5
	Workflow management and automation	↑ 5	↑ 5
	Spend management – report on annual spend and by law firm	↑ 5	↑ 5
	Ability to create templates	↑ 5	↑ 5
	Entity Management	↑ 5	↑ 5
	Third party uploading and sharing capability	↑ 5	↑ 5
Data security, bulk upload, download, and retrieval	↑ 5	↑ 5	
Team Credentials(15%)	Aligns with LACERA Objectives	↑ 5	↑ 5
	Training	↑ 5	↗ 4
	Customer Support	↑ 5	↗ 4
Fee Proposal (20%)	Fee Structure	↑ 5	↗ 4
Overall average rating		4.67	4.42

Scoring Criteria	Leading	↑ 5
	Strong	↗ 4
	Satisfactory	→ 3
	Building	↘ 2
	Not meeting expectations	↓ 1

Diagram 2

VENDOR RECOMMENDATION

On May 17th, 2024, based on the Legal Subject Matter Experts' vendor evaluation and rating results, LawVu and its product, Legal Workspace, emerged as the clear leader. Legal Workspace offers a comprehensive suite of LMM features, including:

- Matter intake
- Document management and collaboration
- Calendaring, docketing, and task management
- Spend management and Invoice tracking
- Reporting and analytics/metrics

- Workflow creation and automation
- Entity management
- Contact management
- Microsoft suite integration

LawVu also demonstrated a solid commitment to customer success, offering extensive training and support resources to ensure a smooth implementation and ongoing optimization.

In terms of Diversity, Equality, and Inclusion (DEI), LawVU is deeply committed to fostering a diverse, equitable, and inclusive workplace. LawVU believed that creating a safe and welcoming environment where everyone feels valued and empowered to reach their full potential is essential for its success. Diagram 3 outlines LawVU DEI overview and policy highlights.

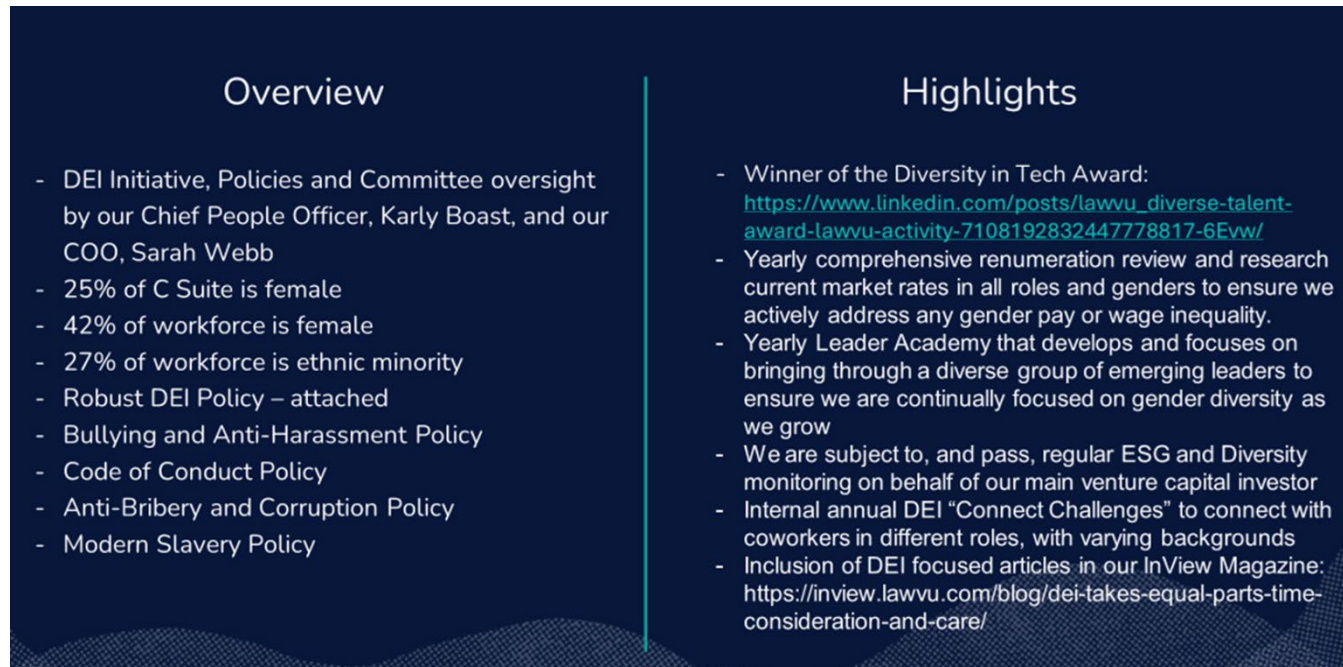


Diagram 3

STAKEHOLDERS

The Legal Matter Management stakeholders who were part of this initiative and who also participated in the vendor evaluation and selection were the following staff members:

Executive Sponsor

- Steven Rice (Legal)

Primary Sponsor (Division Chief)

- Kathy Delino (Systems)

Legal Subject Matter Experts (Vendor Evaluators)

- Christine Roseland (Legal)

- John Harrington (Legal)
- Lisa Garcia (Legal)

Systems

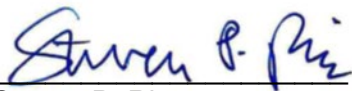
- Celso Templo (Systems PMO)
- Gnan Arige (Project Manager Systems PMO)
- Penelope Rodriguez (Systems PMO)

Information Security

- Chait Errande (Information Security)
- Zia Fatemi (Information Security)

IT IS THEREFORE RECOMMENDED THAT the Operations Oversight Committee recommend to the Board of Retirement to authorize staff to engage with LawVu to provide software and implementation services to configure, customize, and implement a Legal Matter Management Solution for the Legal Division at a first-year cost of \$118,791 (implementation cost of \$45,220 and licensing fee of \$73,571). The total four-year cost is \$340,044, with three one-year renewal options at the same licensing fee. Sufficient appropriation for the initial phase has been included in the FY 2024-25 Systems Division Technology Modernization Projects.

Noted and Reviewed:



Steven P. Rice
Chief Counsel

CC:

Luis Lugo
Kathy Delino
Christine Roseland

Laura Guglielmo
Lisa Garcia
Gnan Arige

Penelope Rodriguez
Chaitanya Errande
Zia Fatemi

Legal Matter Management (LMM) Vendor Recommendation

Operations Oversight Committee Meeting
September 4, 2024

Recommendation and Overview



Recommendation

That the Operations Oversight Committee recommends to the Board of Retirement to authorize staff to engage with LawVu to provide software and implementation services to configure, customize, and implement a Legal Matter Management Solution for the Legal Division at a first-year cost of \$118,791 (implementation cost of \$45,220 and licensing fee of \$73,571). The total four-year cost is \$340,044. Sufficient appropriation for the initial costs has been included in the FY 2024-25 Systems Division Technology Modernization Projects budget line item. Additional appropriation will be requested as part of the budget process for future phases.

Overview (Key Benefits)

- **Centralized "Engine Room":** LawVu creates a single source of truth for legal operations, consolidating matters, spending, reporting, and knowledge. This streamlines workflows and improves efficiency across the legal team.
- **Robust Matter Management:** LawVu's powerful tools act as a Customer Relationship Management (CRM) for legal teams, tying together internal and external activities. It covers intake, triage, document management, and provides actionable data and analytics.
- **Cloud-Based and Secured:** LawVu offers a secure, cloud-based platform for matter, contract, and spend management, ensuring data accessibility and protection.
- **Addresses Common Pain Point:** LawVu's research reveals that 61% of legal teams waste significant time switching between systems. LawVu consolidates these functions into one platform.
- **Proven ROI:** LawVu saves teams an average of 3.0 hours per legal professional per week, leading to a significant ROI and freeing up time for higher-value tasks. For a team of 5 legal counsel, this represents a 295% ROI per year, not to mention faster cycle times and more time for high-value work.
- **Experienced and Reputable:** Founded in 2015 by legal tech and Software as a Service (SaaS) experts, LawVu has grown to 130 employees across 15 countries, serving notable clients like PricewaterhouseCoopers (PWC), Telstra, Estee Lauder, and Linktree.
- **Location Advantage:** LawVu is primarily located in New Zealand, but the agreement with LACERA would be governed by California law.

Scope of Services



Selected firm is to provide LACERA with the following scope of services:

Scope of the work

- ✓ **Matter management**
- ✓ **Document management**
- ✓ **Knowledge management**
- ✓ **Integrated document comparison**
- ✓ **Dashboards and reporting**
- ✓ **Out-of-the-box integrations**
- ✓ **Full-text, advanced content search**
- ✓ **Flexible intake and self-service features, including the LawVu business portal**
- ✓ **Outside Counsel Collaboration and Billing**
- ✓ **Unlimited 24/7 support and dedicated customer success associate**

Stakeholders



Sponsors

Executive Sponsor	Steven Rice Chief Counsel
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Primary Sponsors	Kathy Delino Chief, Information Technology
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Legal Subject Matter Experts (Vendor Evaluators)

Legal Office	Christine Roseland Senior Staff Counsel
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Legal Office	John Harrington Senior Staff Counsel
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Legal Office	Lisa Garcia Legal Analyst
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Additional Team Members

Systems	Celso Templo Information Technology Manager II
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Systems	Gnan Arige Project Manager
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Systems	Penelope Rodriguez Systems PMO
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Information Security	Chait Errande Information Security
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Information Security	Zia Fatemi Information Security
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Evaluation Criteria



The Evaluation Team scored proposals based on the following categories:

Organization Background (25%)

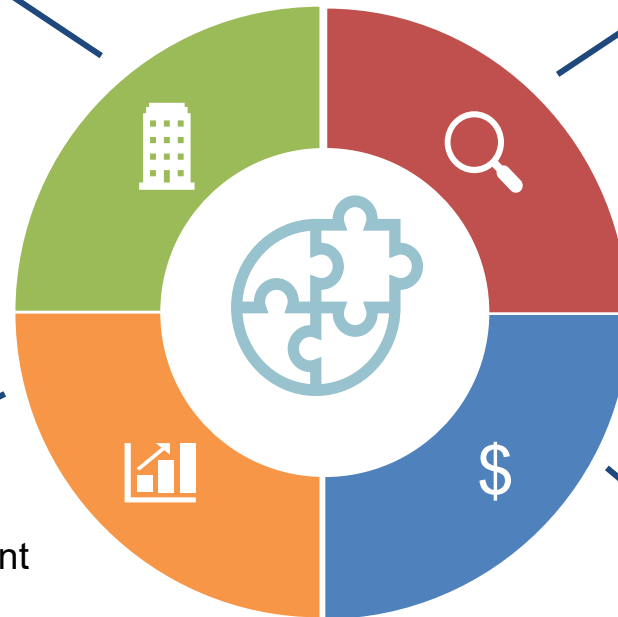
- Vendor history and structure
- Vendor's experience relevant to the engagement

Evaluation of Approach to Performance of Required Services (40%)

- Matter Management
- Document Management
- Integration with other applications
- Customization & Configuration
- Dashboard & Reporting Capabilities
- Proof of Concept (Sandbox validation)
- Client references

Team Credentials (15%)

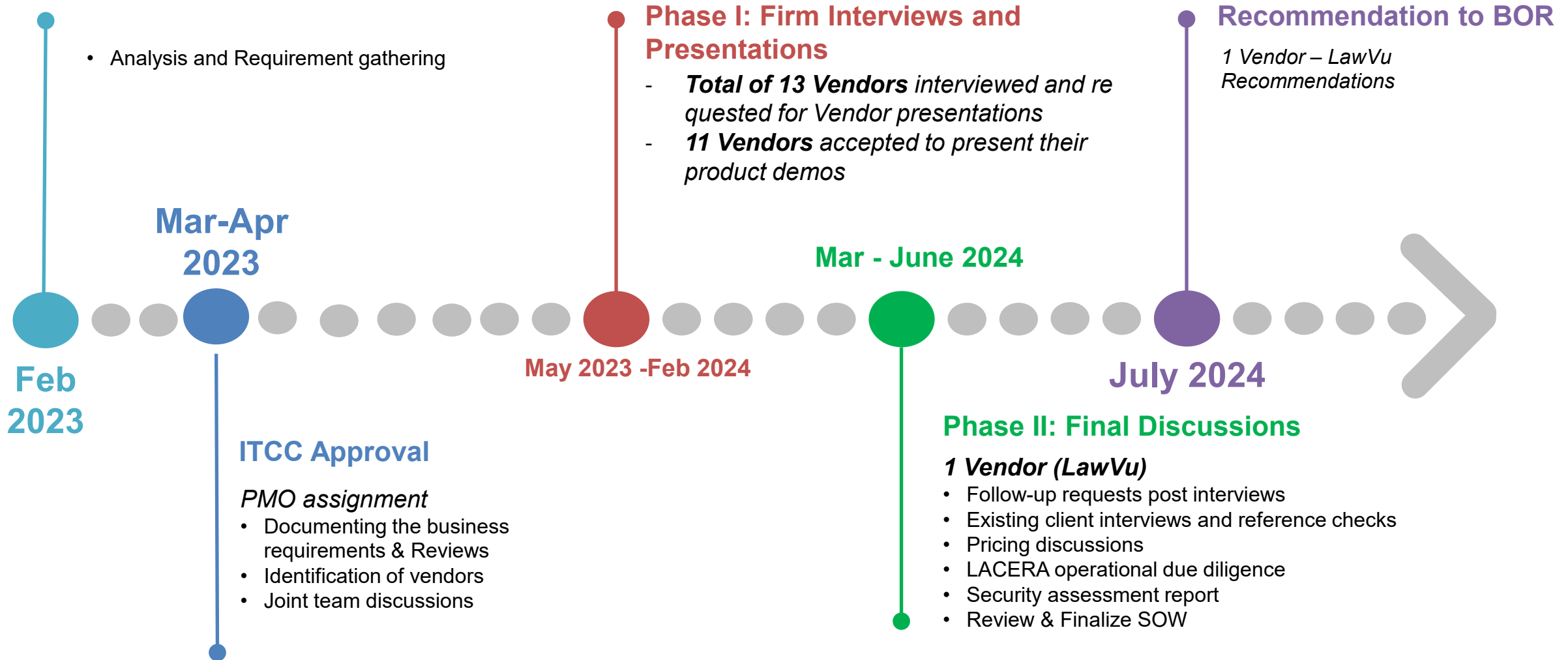
- Implementation Team's work experience
- Team's experience relevant to the engagement
- Client communications



Fee Proposal (20%)

- Fees and hours proposed to complete engagement
- Cost of Product

Evaluation Process and Timeline



List of Vendors



Vendor Name	Presentation
Clio	Completed
Rocket Master	Completed
ProLaw	Completed
HighQ	Completed
ActionStep	Completed
LawVu	Completed
Litify	Completed
Filevine	Completed
CaseFox	Completed
Xakia	Completed
Legal Tracker	Completed

Evaluations – Phase I & II



Phase 1 & 2

Phase I

Based on Requirements,
Environment, Tech Feasibility & Cost

Vendor	Scores	Comments
LawVu	4.67/5.00	Advanced to Final Phase
Xakia	4.42/5.00	Advanced to Final Phase
FileVine	DNR	Did not advance
Litify	DNR	Did not advance

* DNR - Didn't Rate

Phase II

Thorough reviews, Integration and Price Negotiations

Vendor	Scores	Comments
LawVu	4.67/5.00	Recommended to BOR
Xakia	4.42/5.00	Did not advance

- Based on a variety of factors including presentations, consistency in quality and providing continuous support, ease of use, and capable of handling end-to-end legal activities emerged as the finalist.

Evaluation Score – Phase II



Details	Criteria	LawVu	Xakia
Organization Background (25%)	Legal Matter Management Experience	↑ 5	↔ 4
	Vendor's Company Overview (Number of years in the business/Any referrals/online reviews&ratings)	↑ 5	↔ 4
Evaluation of Approach to Performance of Required Services (40%)	Remote access & cloud storage	↔ 4	↔ 4
	Indexing, OCR, searching, meta-tags	↑ 5	↔ 4
	Customizability of fields	↑ 5	↔ 4
	Calendar with reminders	↑ 5	↑ 5
	Microsoft suite integration	↑ 5	↔ 4
	Contact management	↑ 5	↑ 5
	Ability to set access rights	↑ 5	↑ 5
	Customized & integrated reporting – both dashboards and hard copy/pdf report generation including charts and graphs	↑ 5	↑ 5
	Workflow management and automation	↑ 5	↑ 5
	Spend management – report on annual spend and by law firm	↑ 5	↑ 5
	Ability to create templates	↑ 5	↑ 5
	Entity Management	↑ 5	↑ 5
	Third party uploading and sharing capability	↑ 5	↑ 5
Data security, bulk upload, download, and retrieval	↑ 5	↑ 5	
Team Credentials(15%)	Aligns with LACERA Objectives	↑ 5	↑ 5
	Training	↑ 5	↔ 4
	Customer Support	↑ 5	↔ 4
Fee Proposal (20%)	Fee Structure	↑ 5	↔ 4
Overall average rating		4.67	4.42

Scoring Criteria	
Leading	↑ 5
Strong	↔ 4
Satisfactory	→ 3
Building	↘ 2
Not meeting expectations	↓ 1

LawVu



LawVu is a leading provider of legal workspace solutions designed to empower corporate in-house legal teams. The company offers a cloud-based platform that brings together matter management, contract management, spend tracking, and knowledge repositories into a single, centralized system.

Founded in 2015, LawVu's mission is to centralize legal operations, streamline workflows, and improve collaboration within legal departments. By consolidating essential legal functions into one platform, LawVu helps legal professionals gain better visibility into their work, make more informed decisions, and work more efficiently.

LawVu serves a wide range of clients, including Fortune 500 companies, government agencies, and non-profit organizations. The company has a global presence with employees in 15 countries and serves notable clients like PricewaterhouseCoopers, Telstra, Estee Lauder, and Linktree.

LawVu – Mission & Purpose



Empowering In-House Legal Teams: LawVu aims to provide tools and solutions that enhance the capabilities and efficiency of in-house legal teams. This includes features like matter management, contract management, spend tracking, and knowledge repositories.



Centralizing Legal Operations: By bringing legal operations to the "heart of the business," LawVu aims to make legal processes more integrated with other business functions. This can lead to better collaboration, faster decision-making, and increased visibility into legal matters.



Corporate Focus: The quote specifically mentions "corporate" in-house legal teams, suggesting that LawVu's solutions are tailored to the needs of larger organizations and businesses.



Diversity, Equality, and Inclusivity: “We are constantly working towards making LawVu one of the best places to work, for everyone. LawVu is committed to providing equality of opportunity, valuing diversity and promoting a culture of inclusion.” ([Careers at LawVu](#))



LawVu – DEI & Policies

Overview

- DEI Initiative, Policies and Committee oversight by our Chief People Officer, Karly Boast, and our COO, Sarah Webb
- 25% of C Suite is female
- 42% of workforce is female
- 27% of workforce is ethnic minority
- Robust DEI Policy – attached
- Bullying and Anti-Harassment Policy
- Code of Conduct Policy
- Anti-Bribery and Corruption Policy
- Modern Slavery Policy

Highlights

- Winner of the Diversity in Tech Award: https://www.linkedin.com/posts/lawvu_diverse-talent-award-lawvu-activity-7108192832447778817-6Evv/
- Yearly comprehensive remuneration review and research current market rates in all roles and genders to ensure we actively address any gender pay or wage inequality.
- Yearly Leader Academy that develops and focuses on bringing through a diverse group of emerging leaders to ensure we are continually focused on gender diversity as we grow
- We are subject to, and pass, regular ESG and Diversity monitoring on behalf of our main venture capital investor
- Internal annual DEI “Connect Challenges” to connect with coworkers in different roles, with varying backgrounds
- Inclusion of DEI focused articles in our InView Magazine: <https://inview.lawvu.com/blog/dei-takes-equal-parts-time-consideration-and-care/>



Trusted by modern legal teams around the world

AMP
Axiom
Deloitte
DutchBros
Estee Lauder
Etsy
Joe & The Juice
PWC

Why Workspace Matters:

- Everything you need to manage your legal matters, projects, workflows and information in a single and secure source of truth
- Find value fast and match how your team and the business work with simple configuration and the ability to easily make changes over time
- Flexible intake and self-service options improve service delivery and make everyone in the business more efficient

What our customers are saying:

“Everyone in the legal team is using LawVu now. Before LawVu, there was a significant risk around documentation – it was scattered throughout emails. I now have a much more robust record of what’s happening, and LawVu has reduced our exposure for not having complete matters.”

– Andrew Hay, Head of Operations, Legal & Secretariat, Co-op

295% ROI per year

On average, LawVu Matters saves teams at least 3.0 hours per legal professional per week. **For a team of 5 legal counsel this represents a 295% ROI per year.** Not to mention faster cycle times and more time for high value work.

Cost over 4-year term



Cost of ownership

4 Year Costs

Year	Subscription Cost	One Time Costs	Total Cost
1	\$73,571	\$45,220	\$118,791
2	\$73,571	\$NA	\$73,571
3	\$73,571	\$NA	\$73,571
4	\$73,571	\$NA	\$73,571



Recommendation

That the Operations Oversight Committee recommends to the Board of Retirement to authorize staff to engage with LawVu to provide software and implementation services to configure, customize, and implement a Legal Matter Management Solution for the Legal Division at a first-year cost of \$118,791 (implementation cost of \$45,220 and licensing fee of \$73,571). The total four-year cost is \$340,044. Sufficient appropriation for the initial costs has been included in the FY 2024-25 Systems Division Technology Modernization Projects budget line item. Additional appropriation will be requested as part of the budget process for future phases.

Summary

LawVu is chosen as a matter management tool for:

- **Centralized Matter Management** - It allows for efficient organization and tracking of legal matters in one place.
- **Collaboration Tools** - Facilitates seamless collaboration among legal teams and external partners.
- **Reporting and Analytics** - Provides insights into legal operations, helping to optimize processes.
- **Customizable Workflows** - Offers flexibility to tailor workflows to specific organizational needs.
- **Integration and Automation** - Enhances productivity through integration with existing tools and automation of routine tasks.

These features support the effective management of legal matters and improve overall efficiency.

Thank You!



Legal Matter Management Project Team

Questions?

jharrington@lacera.com | 626-831-9827

ctemplo@lacera.com | 626-831-9705



Legal Matter Management (LMM)

Appendix

LawVu - Diversity, Equity & Inclusion ("DEI") Policy Statement

Date	Version	Changes made	Changed by
23/08/2021	1.0	Initial Draft	Karly Boast
24/08/2021	1.0	Review	Sarah Webb

What we believe

Our vision at LawVu is to unleash the potential of our brilliant mix of people by advancing our culture of belonging and by providing equal opportunities so every single human can reach their fullest potential. We are dedicated to making LawVu one of the most inclusive global tech organization's on the planet.

We recognise that an inclusive and diverse work environment respects the unique characteristics, skills, and experiences of all our people. LawVu is committed to providing equality of opportunity, valuing diversity, and promoting a culture of inclusion. We want our people, partners, and customers to reflect the diversity of the regional, national, and international communities that we serve.

By diversity, we mean acknowledging, accepting, and celebrating all the ways we are different in all its forms. It includes differences that relate to gender, age, culture, ethnicity, race, disability, family status, language, religion, sexual orientation, gender identity as well as differences in people's background, skills, work styles, perspectives, and experience.

We are committed to fostering an inclusive workplace for all our people around the globe, particularly for our remote workers. We want all of our people to feel safe to be themselves, and able to do the best work of their lives, by fulfilling their potential. By creating a psychologically safe working environment in which individuals can express their authentic selves, utilize their skills and talents to the full without fear of prejudice or harassment, we aim to create an inclusive culture where everyone can thrive.

We will ensure that equality is embedded in all our activities, policies, and decisions and will work with our partners to share good practices. We strongly believe that everybody has the right to be treated with respect, fairness, and dignity. We do not tolerate any form of bullying, harassment, sexual harassment, discrimination, victimization, or any form of demeaning behaviour toward any of our people.

Our Commitment

Equality is at the heart of who we are, and our aim is to make full use of people's talents and skills by creating an open and inclusive workplace culture where people from all backgrounds can work together to achieve our goals.

We will take proactive steps to fulfill our responsibilities and promote good practice by:

- Complying with legal obligations in a transparent manner
- Developing and publishing LawVu diversity objectives as well as mainstreaming diversity, equity, and inclusion ("DEI") into the Organisation's strategic planning process
- Assessing the impact of policies, content, and working practices to identify, remove or mitigate any disadvantage to underrepresented groups or recognize any cultural or religious sensitivity or differences
- Taking action to redress any gender, racial or other imbalance highlighted from monitoring data
- Promoting awareness and understanding of DEI matters among our people and other parties through policies, training, guidance, and campaigns
- Engaging with our people in respect of changes which may affect their employment
- Ensuring that our people, customers, and candidates to work, are treated fairly and judged solely on merit and by reference to their skills and abilities
- Ensuring the LawVu offices and centres are, as far as reasonably possible, welcoming and accessible to all
- Making sure reasonable adjustments are made, as appropriate, to enable our people and candidates with disabilities or additional needs to overcome barriers in the working, learning, and social environment
- Requiring that our content and material, where practical, includes positive, diverse content that is sensitive and relevant to our global community
- Ensure compliance with employment and equal opportunity legislation and regulations in the countries in which LawVu works
- Ensuring our people and other parties are provided with appropriate tools so that they feel confident to discuss DEI issues and raise any concerns
- Dealing with potential and actual acts of discrimination, harassment, and bullying appropriately under relevant LawVu policy and taking appropriate action where necessary.

Responsibilities

Everybody working for or connected with LawVu has a responsibility to promote DEI. The Executive Team has ultimate responsibility for ensuring that this policy is fully implemented. The Director of People Experience is responsible for leading the implementation of the LawVu

strategy in relation to equality, diversity, and inclusion for people, and in conjunction with the rest of the leadership team in relation to LawVu content and operational activity.

Implementation and Review

We are committed to continuous improvement in our efforts to achieve greater diversity, equity, and inclusion.

This Policy will be implemented throughout the organization and progress against actions and objectives will also be reported to the Executive Team on a regular basis.

We will assess the impact of this Policy by monitoring as follows:

- The People Experience Department will collect and analyze monitoring data on our people and report this information bi-annually to the Executive Team.
- The Marketing Team will put in place and maintain measures to ensure that, as far as possible, LawVu content is created in line with the provisions set out in this policy.

This Policy will be reviewed bi-annually to ensure that it reflects best practices and current legislation.

Training

All our people are required to take part in DEI training appropriate to their role with new people required to take DEI training as part of their induction.

Complaints Procedures and suggestions related to Diversity, Equality and Inclusion

LawVu expects all employees and the wider community to treat others equitably, with dignity and respect. Anyone who believes they have been discriminated against, harassed, or bullied has the right to make a complaint-free from victimization or fear of retaliation.

We also encourage our people to have a voice to share their suggestions and provide feedback on ways we can improve our efforts in supporting DEI in our organization. We have set up a unique and dedicated email of dei@lawvu.com for any one of our people to directly communicate with the People and Experience leadership team.

I confirm that I have read and understand LawVu's Diversity, Equity and Inclusion Policy:

Name:	
Date:	
Signature:	

FOR INFORMATION ONLY



**Operations Briefing Report
Fiscal Year 2024-2025**



September 4, 2024



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

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

Status Indicator Note		
Color coded statuses for a quick at-a-glance indicator to tell you how the project is proceeding.		
On Schedule	Delayed	Pushed Back
(The project is on schedule and the team intends to meet the stated target date)	(The project is slightly delayed. The team does expect a one to two month slip in meeting the target date. Management is more actively watching the progress of these projects)	(The project has been impacted by a significant obstacle or has been suspended due to emergent priorities. Management is actively discussing remedial steps or has a plan waiting to be implemented)

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



PROJECT STATUS DASHBOARD

New Projects and Updates to Existing Projects

Project Title	Strategic Plan Initiative	Target Date	Status
<u>Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program</u>	Compliance & Enterprise Risk Management	09/04/2024	Delayed
<u>Annual Financial Statement Preparation and Audit</u>	Compliance & Enterprise Risk Management	12/31/2024	On Schedule
<u>Alameda Decision Implementation</u>	Compliance & Enterprise Risk Management	TBD	Delayed
<u>Case Management Project (Sol: Phase I)</u>	Superior Member Experience	11/30/2024	Delayed
<u>Data Digitization Sharing Project</u>	Innovation Through Technology	12/30/2024	Delayed
<u>eDiscovery Solution</u>	Compliance & Enterprise Risk Management	07/31/2024	Delayed
<u>Enterprise Budget Application (Questica) Implementation Phase II: Budget Book</u>	Compliance & Enterprise Risk Management	TBD	Delayed
<u>Enterprise Contract Lifecycle Management (ECLM) Solution</u>	Compliance & Enterprise Risk Management	09/02/2024	On Schedule
<u>HR-NeoGov Expansion & Learning Management System</u>	Investing in People	12/31/2024	On Schedule



<u>LACERA Incident Response Team (LIRT) Management Solution</u>	Compliance & Enterprise Risk Management	TBD	Delayed
<u>Member Experience Communication Platform (MECP)</u>	Superior Member Experience	08/31/2025	On Schedule
<u>Medicare Part B Verification Enhancement</u>	Innovation Through Technology	6/30/2023	Delayed
<u>Microsoft Copilot Search Implementation</u>	Innovation Through Technology	07/31/2024	On Schedule
<u>PEPRA Implementation: Annual Benefit Statement</u>	Superior Member Experience	12/31/2025	Delayed
<u>PEPRA Implementation: FAC Issue</u>	Compliance & Enterprise Risk Management	12/31/2024	Pushed Back
<u>Pre-2003 Pension Reserve Clean-up</u>	Superior Member Experience	09/30/2024	On Schedule
<u>Prepaid Bank Card Project</u>	Superior Member Experience	06/30/2025	Pushed Back
<u>Retirement Estimate Redesign</u>	Superior Member Experience	12/30/2024	On Schedule
<u>Virtual Mailroom</u>	Innovation Through Technology	07/01/2024	On Schedule



Existing Projects - No Updates

Project Title	Strategic Plan Initiative	Target Date	Status
<u>COLA Bank Retroactive Changes</u>	Compliance & Enterprise Risk Management	12/31/2024	Delayed
<u>Communications Plan</u>	Superior Member Experience	06/30/2024	Pushed Back
<u>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</u>	Superior Member Experience	12/31/2024	On Schedule
<u>Retroactive Payroll Adjustments: Prospective Correction</u>	Compliance & Enterprise Risk Management	TBD	Pushed Back



FY 24-25 Completed Projects

Project Title	Strategic Plan Initiative	Target Date	Status
960-hour Rehired Retiree audit process	Superior Member Experience	6/30/2023	Completed



ACTIVE PROJECT DETAILS

Status Indicator Note

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

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



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	BSG	Financial & Accounting Services Division	August 2023	September 2024	
	Project Lead(s): Ted Granger				
Delayed					
Current Update					
Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program The Retiree Healthcare (RHC) Program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental/vision insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting. GASB Statement Numbers 74 & 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually, and experience and assumption studies are prepared triennially for Los Angeles County and LACERA’s Board of Retirement to make funding decisions and to provide the information for the GASB 75 report which is based on the actuarial valuation and used for employer financial statement disclosure reporting.	<p><i>In August, Milliman completed the draft 2023 OPEB Valuation Report while LACERA staff and Milliman hosted the third and final Los Angeles County Stakeholder meeting for this project cycle. Milliman and CavMac (LACERA’s reviewing actuary) presented their results with no major issues from the Stakeholder group. Milliman and staff prepared final reports for the September BOR meeting.</i></p> <p><i>LACERA slightly delayed the experience study process so Milliman could review the Board of Investment’s recently updated strategic asset allocation (SAA) for the OPEB Trust when considering the investment return assumption. The target completion date for this project was moved from August to September 2024.</i></p>				
	Historical Perspectives				
	<p>August 2023 – LACERA transmitted the census data file to Milliman when they began planning for the triennial year OPEB actuarial project cycle which includes an investigation of experience study and an annual valuation. Milliman started their work shortly thereafter.</p> <p>In February 2024, Milliman presented a first draft Experience Study report to the Los Angeles County Stakeholder group. The BOR approved FY 2024-2025 retiree medical insurance premiums presented by the Retiree Healthcare (RHC) Division at the March meeting. Milliman updated their analysis to include the latest premium information to develop the medical cost trends and projections.</p> <p>April 2024 – The Board of Investments approved and updated their strategic asset allocation (SAA) for the OPEB Trust. It was determined that LACERA needed to delay the experience</p>				



study process so Milliman could review the new SAA when considering the OPEB Trust investment return assumption and share this recent information with the County Stakeholder Group.

In May 2024, the Board of Investments approved and updated the OPEB Trust performance benchmarks and in June, the Investment Policy Statement (IPS) based on their recent approval of the SAA. LACERA held a second meeting to discuss draft 2 of the OPEB Experience Study with the Los Angeles County Stakeholder group including the County, Superior Court, labor groups, and their consultants, to review the remaining economic assumptions impacted by the SAA. There were no additional questions/concerns from the Stakeholder group.

June 2024 – Milliman provided an educational session to the Board of Investments at their in June meeting. The draft experience study report, which includes the actuarial assumptions, was completed by Milliman and presented at the July Board of Retirement meeting for approval. Milliman will prepare the annual valuation report and present it at the Board of Retirement meeting for approval in September.

July 2024 – The Board of Retirement approved the 2023 OPEB Experience Study draft report which included updated actuarial assumptions and methods that will be used to prepare the 2023 OPEB Valuation report. Milliman provided the draft valuation report appendices to LACERA for review.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	May 2024	December 2024
	Project Lead(s): Ted Granger			
On-Schedule				
Current Update				
Annual Financial Statement Preparation and Audit: Government code sections require that LACERA prepare annual financial statements including footnotes and disclosures in accordance with applicable accounting standards, obtain an external audit opinion of the financial statements, and transmit the reports to the Los Angeles County Board of Supervisors within six-months following the fiscal year-end.	2024 – Annual Financial Statements/Audit			
	<i>In August, LACERA staff continued working through the information request list from Plante Moran and providing the necessary information for the audit. Staff completed routine questionnaires, audit confirmations, and started preparing the financial statement notes and disclosures. The regular meeting cycle for FASD and Investments was initiated. During the last two weeks of the month, Plante Moran began substantive testing and made additional audit inquiries.</i>			
	Historical Perspectives			
In May and June, staff kicked off the June 30, 2024, annual financial statement reporting and audit season. Plante Moran, LACERA’s external financial statement auditor, completed the interim audit testing which focused on member data, benefit calculations, internal control assessments and fraud interviews. Plante Moran met with the Audit Committee in June and completed their pre-audit communication.				
July 2024 – Staff completed the annual financial statement closing process, began preparing the Annual Financial Statements (AFS) and note disclosures, and preparing for the audit. Staff sent out preliminary information requests to other LACERA Divisions and Los Angeles County.				
Plante Moran completes the audit process starting in May and running through October. Staff expects to complete the AFS and audit opinion by mid-October and provide LACERA’s AFS to Los Angeles County, so the County can finalize their financial statements prior to calendar year-end.				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	08/01/2020	TBD
	Project Lead(s): Shonita Peterson			
	On Schedule			
	Current Update			



Alameda Decision Implementation

In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff’s Association v. Alameda County Employees Retirement Association (“Alameda”), challenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifically, excluding pay items previously included such as unused vacation, termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature’s actions. In 2021, the Legal Office notified the Board of Retirement that it had completed an initial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.

Six groups of members impacted by this project have been identified in the project table. The remaining cases include previous service contracts, members subject to 401(a)(17) Compensation Limits and other complex cases that require significant time to review and correct.

Benefits reviewed the full report and determined that the actual number of affected members is 4,622. Initially, the project was handled by multiple units and there was a duplication of members. At this point, the project team has eliminated the duplicates and also completed 35 additional cases, leaving 17 cases remaining as detailed below:

Alameda Project Status	Current Report: 07/31/2024	
Row Labels (Type, Status, Detail, Outstanding)	Count	%
Pending Notification (Staff Reviewing and Processing)	17	0.37%
Active	0	0.0%
Retired	5	0.11%
Deferred/Inactive	0	0.0%
Retired Deceased	4	0.09%
Active Death	4	0.09%
Other – *Active/Exceptions	4	0.09%
Withdrawn	0	0.0%
Completed	4,605	99.63%
Active	3,035	65.66%
Retired	874	18.91%
Deferred/Inactive	149	3.22%
Deceased	0	0.0%
Other - *Active/Exceptions	435	9.41%
Withdrawn	56	1.21%
Not affected	56	1.21%
Grand Total	4,622	100%



Historical Perspectives

Since the project started, staff have updated the salaries for 4,176 members to exclude Standby Pay and computed the contributions on earnings that occurred on or after January 1, 2013. Of those, 3,013 were actively employed, but only 2,284 had overpaid contributions. Since Active members cannot receive a refund while in service, LACERA suspended future contributions beginning with the March 30, 2022, salary (paid on April 15, 2022) through the point each member's balance had been depleted. Staff mailed 1,000 letters to the active members on February 11, 2022, and the remaining 1,084 letters on February 25, 2022. A split mailing was used to prevent overwhelming the Member Services Call Center.

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

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

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

The Alameda team continues to work on Active/Exceptions cases. Staff focused on adding alerts and comments to the remaining 140 cases not impacted by the Alameda Decision.



	The project was placed on hold in April 2024 due to the need to reallocate staff to ensure March Madness cases were processed timely. Staff resumed processing cases effective May 1, 2024, focusing primarily on Alameda cases that included previous service contracts and 401(a)(17) Compensation Limits.
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Service	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG/BSG)	08/24/2022	11/30/2024
Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)				
Delayed				
Current Update				
<p>Case Management Project (Sol: Phase I)</p> <p>Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.</p> <p>Processes included in Phase I are: Disability Retirement Services (DRS) Disability Litigation Office (DLO) Benefits – First Payment</p>	<p><i>First Payment user acceptance testing (UAT) is ongoing. There are 74 cases on the September Board Agenda that are being tested in parallel with production. The vendor is working on the change request that includes 14 items requested by the Benefits Division. LACERA’s development team is finalizing the estimate document and the application programming interface (API) containing benefit estimate data and making enhancements for the final average compensation (FAC) benchmark. We will be signing a new continuous improvement agreement with the vendor to implement enhancements for DRS and DLO processes.</i></p> <p><i>Based on current development and testing status we have adjusted the target date by two months to reflect the estimated time needed to complete change requests required for our minimally viable product (MVP), test, and train staff. If users are satisfied with the test results, true implementation to production will take place in October-November 2024.</i></p>			
Historical Perspectives				
<p>In May of 2022, the BOR approved LACERA’s recommended vendor, Eccentex, to partner with LACERA to develop our Case Management System. Eccentex was selected after an extensive review of thirteen vendor proposals received from our RFP.</p>				



The team identified five phases over a series of years that would benefit from the Case Management System.

Phase I consisted of three sub-phases: Disability Retirement Services (DRS), Disability Litigation Office (DLO, and the Benefits First Payment Process. The LACERA and Eccentex teams completed the development of the case management processes for DRS going live effective: September 22, 2023. The team continues to fine tune the systems performance and making updates as needed.

Development of the last sub-phase – the Benefits First Payment process – began simultaneously with the other projects as staff worked to develop detailed process flow maps of the process and define and refine business rules and minimum expectations for the case management system. With the completion of the DRS/DLO sub-phases the teams focused their efforts on the First Payment Process.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	04/01/2021	12/31/2024
Project Lead(s): Louis Gittens / Shonita Peterson				
Delayed				
Current Update				
COLA Bank Retroactive Changes In April of 2021, the Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation.	<i>No update at this time.</i>			
	Historical Perspectives			
	<p>The project was broken down into five phases based on the complexity of the calculations needed to pay retroactive benefits to members. We will resume working on this project in July 2024.</p> <p>Phase I-IV: As of the date of this report, LACERA has paid out just over \$3.8 million in retroactive COLA earnings. Of the 9,672 members and survivors impacted, 8,511 accounts have been systematically resolved, which represents all members and survivors currently in a payment status.</p> <p>The fourth phase of the project, which requires manually calculating the retroactive benefits, includes 1,494 cases in a payment status. The manual phase of the project began in December 2021. Staff have manually calculated COLAs for 455 members and payments were issued for this population.</p> <p>Phase V: The final phase involves deceased members with no survivors currently receiving benefits. This phase requires research to identify the appropriate beneficiary(ies) or estates to pay the retroactive benefits that were due to the deceased member. This phase is currently delayed due to staffing limitations and the focus on the Alameda Decision Implementation.</p>			



Systems and Benefits have been reviewing the root cause for the manual processing and developing plans for redesigning some portions of our pension administration system to help alleviate the need for processing for future projects.

COLA Bank: Retroactive Payment Project		
Status (As of 3/31/23)	Number	Percentage
Completed	8,511	88%
In-Process	1,161	12%
Grand Total	9,672	100%

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	02/28/2022	06/30/2024
	Project Lead(s): JJ Popowich & Cynthia Martinez			
Pushed Back				
Current Update				
Communications Plan The development of a strategic Communications Plan providing an overview of the guiding principles used to communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our communications Division has been designed to be flexible and responsive to	<i>No update at this time.</i>			
	Historical Perspectives			
The LACERA executive team met on August 30, 2022, to review and discuss the Communication Plan(s) drafted by both EKA (the Board of Retirement's public relations consultant) and the LACERA Communications division. Both plans outlined a more tactical approach to engaging our members and various stakeholders, as opposed to a strategic roadmap. The team discussed opportunities and ideas for improving the Communication plan document. We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.				



our needs as we fulfill our communication goals.	The Communications team is continuing the process of updating the draft Communications Plan to incorporate the Strategic Plan priorities based on the input from the assigned LEADS of each objective and other feedback provided by the Executive Team.
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	<p>Data Digitization Sharing Project</p> <p>A project to share previously digitized microfiche and Optical Archive System (OAS) records with the LA County Auditor/Controller</p>	Strategic	Systems	11/01/2023
Project Lead(s): Tom De Luca				
Delayed				
Current Update				
<p><i>The team presented the SharePoint prototype to the Auditor/Controller (A/C) and instructed them on how to navigate the site. The A/C have been reviewing the site on their own, asking probing questions such as the file-naming convention, how certain metadata values were sourced, and the pros and cons of various repository choices. A follow-up meeting has been tentatively scheduled for August 28 to get final feedback and talk about next steps. In the meantime, the team at LACERA is preparing a cost estimate for the full project, taking into account labor, software licenses, storage, and other costs for Cloud-based resources. This cost estimate will be presented to the IT Coordination Council to seek their guidance and approval on whether proceeding with this project for LACERA is feasible.</i></p> <p><i>In order to accommodate the additional testing and inquiry time for the Auditor-Controller to review the product and to allow LACERA time to provide estimated costs, we have adjusted the target date for this project to December 2024.</i></p>				
Historical Perspectives				
<p>The Information Technology Coordination Council (ITCC) approved a prototype project to share previously digitized microfiche with the LA County Auditor/Controller (A/C) in October 2023. LACERA previously digitized 50 million microfiche and Optional Archive System (OAS) records containing LA County payroll data and built an electronic viewer for the images. The A/C only has the physical microfiche and the OAS records for this payroll data.</p>				



	<p>The LACERA Systems Division would like to share our digitized images with the A/C in a portable format that is independent from all technology at LACERA. The prototype project that was approved by the ITCC will involve converting a subset of microfiche images to searchable PDF files and building a SharePoint page for searching the images. If the prototype is successful, and the A/C finds the files useful, we will make a request to the ITCC to convert 30 million of the 50 million images to searchable .pdf and securely transmit them to the A/C.</p> <p>We have converted the subset of files to searchable PDF files for the prototype and are configuring the SharePoint page that will be used to search these files.</p> <p>Systems completed the configuration and set-up of the SharePoint site that will be used by the Auditor-Controller. The team continued to conduct internal testing to ensure it works as expected during the month of May. The prototype for sharing the digitized microfiche with the LA County Auditor/Controller (A/C) has been completed.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	12/01/2023	TBD
	Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)			
Delayed				
Current Update				
<p>Enterprise Budget Application (Ques-tica) Implementation Phase II: Budget Book</p> <p>LACERA nearly finished implementing its first automated enterprise budget application which will be used for budget</p>	<p><i>This month the project team has met with the FH Black Project Manager and Client Success Manager and provided them with the two LACERA subject matter experts that will be involved in the implementation and training. The implementation and training is anticipated to commence in early September.</i></p>			



development and budget control and will integrate with LACERA's financial system, Great Plains. This phase of the project will address the Budget Book that is submitted to the Boards during the approval process.

Historical Perspectives

The implementation of the Questica budgeting solution has been divided into two phases. Phase I concerns the implementation of the budgeting application itself. Phase II consists of the review and implementation of the Budget Book function to assist with assembling the budget book that is submitted for approval to the Boards.

Development of the budget book is a unique and detailed process that requires significant focus to migrate to a new platform. The native budget book application provided by Questica will be evaluated by the team after we have completed implementation of the budget application. The team plans to produce the FY 25 Budget Book outside of this application while this is under review. Once we have completed the roll out of the Questica application we will assign a target date for completion of this phase. The Project Team has been actively collaborating with Questica's Implementation Team to discuss project planning and schedule a kickoff for this initiative.

On July 15th, the Budget Modernization Project Team held a kick-off meeting with FH Black, our partner from Questica, the vendor for our new budgeting software. As a historical note, FH Black, the vendor responsible for the Budget Book implementation, was introduced by Questica in October 2023. FH Black was also included in Questica's RFP response as part of their Implementation Team in July 2022. During the kick-off, the team discussed the project's scope, requirements, implementation plan, post-implementation support, and training. We emphasized the importance of clear communication and setting expectations among all involved parties, including our own resources, subject matter experts, key stakeholders, and the vendor's implementation team.

The project team has scheduled a follow-up meeting for July 31st to discuss the project timeline, scope, and key resources in more detail. One important discussion topic will cover the integration and support of CaseWare, FH Black's business intelligence tool, which will be used to create dashboards and reports of the Budget Book.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Information Security	12/01/2023	12/30/2024	
	Project Lead(s): Steven Rice, Chaitanya Errande, & Celso Templo (PM)				
Delayed					
Current Update					
eDiscovery Solution Implement an eDiscovery solution that provides an intuitive and seamless way for the Legal Office and Information Security Teams to conduct eDiscovery, eDiscovery is the process of identifying, collecting, and producing electronically stored information (ESI) in response to a request for production in a lawsuit or investigation. An eDiscovery solution can help automate the collection of electronic data, such as email, MS Teams messages, SharePoint storages, Bloomberg, and SMS, and automate repetitive tasks, reducing the need for manual intervention.	<i>The eDiscovery Solution Team will present the project to the BOR on September 4, and will request that they authorize staff to move forward with the project using the recommended Vendor, Global Relay.</i>				
	Historical Perspectives				
	In December of 2023, the IT Coordination Council (ITCC) approved the request by the Legal Office and Information Security teams to search and select a vendor that can provide LAC-ERA an eDiscovery Solution.				
The LACERA eDiscovery Team evaluated and selected a vendor by inviting Veritas, Smarsh and GlobalRelay to provide quotes, demo the products, and answer questions relating to eDiscovery needs. Additionally, the eDiscovery project bypassed the Request for Proposal (RFP) process because all invited vendors offered costs below the qualifying threshold set in the RFP guidelines. After performing the necessary due diligence and incorporating selection factors such as system functionalities, pricing, support availability, system integrations, User Experience (UX), and end-user training, the eDiscovery Project team selected GlobalRelay as the vendor that would partner and collaborate with LACERA to implement the eDiscovery solution. The following milestones have been completed:					
Contract Finalization and Procurement –The Administrative Services team finalized the contract agreement and procurement process.					
Since the cost of the project was expected to exceed the CEO’s approval threshold. the Project Executive Sponsor met with Executive Management to discuss the timeline and process for obtaining Board of Retirement approval.					



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	BSG	Administrative Services	03/01/2022	09/02/2024	
	Project Lead(s): Ricki Contreras, Celso Templo & Michael Dozier (PM)				
On Schedule					
Current Update					
<p>Enterprise Contract Lifecycle Management (ECLM) Solution</p> <p>Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.</p>	<p><i>The ECLM project aims to deliver a basic working version (MVP) by the end of July 2024. Beta testing is planned for early August, pending resolution of minor data issues. New policies and procedures have necessitated workflow additions, which need to be tested by all stakeholders. The Vendor Management Group will host a real-time User Acceptance Testing (UAT) where all staff participate and complete all actions of the ECLM workflow to provide final proof of the MVP. This UAT will occur within the next two weeks. The initial launch will target the Administrative Services Divisions, Systems, Legal Office, and Financial Accounting Services Division (FASD).</i></p> <p><i>The ECLM project team is evaluating beta testing before the soft launch, scheduled for the first week of September. This testing will focus on new changes for Vendor Management and will continue for a month before a full launch date is determined. The Vendor Management Team has been training on the product and has enlisted vendor support to address any unforeseen issues.</i></p>				
	Historical Perspectives				
	<p>On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system.</p> <p>The ECLM Solution's Iteration 4 is underway to meet the newly structured Vendor Management the basic framework for the contract administration is still intact from the initial implementation. The new process has forced a pivot to restructure user groups and security roles</p>				



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

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

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



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Investing in People	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Laura Guglielmo (Exec - BSG)	03/19/2024	12/31/2024
Project Lead(s): Michael Dozier (PM), Carly Ntoya, & Roberta Van Nortrick				
On Schedule				
Current Update				
HR-NeoGov Expansion & Learning Management System: Expand LACERA’s use of NeoGov to include Talent Acquisition, the Performance Module for Non-represented staff, and the Learning Module, in line with Strategic Initiative #3.3 - Investing in People.	<i>The project is in the Execution Phase. We have recently reached several key milestones: the kickoff meeting with Primary Sponsors, Subject Matter Experts, PMO, and Vendor Implementation Team was completed for both the Attract and Learn modules and both the Attract and Learn modules were integrated with Single Sign On (SSO). Users in Human Resources are currently testing user configurations and security role access. We remain on schedule to deliver all planned features, as well as any additional enhancements that may be identified during testing. The Attract module has been delayed by the vendor one week due to a scheduling conflict. Communications has been folded into meetings and discussions for the proper utilization of template and corporate branding. Agreements between HR and Communications have been made to collaborate on the necessary branding, look and feel of the Attract recruiting module. Vendor configuration is slated for completion on Aug. 30th.</i>			
Historical Perspectives				
On March 19, 2024, the IT Coordination Council (ITCC) approved the Human Resources team's proposal to expand LACERA's use of the NeoGov system. The approved enhancements include expanding the Talent Acquisition, Performance Modules for represented staff, and the Learning Module. This initiative directly supports LACERA's Strategic Initiative #3.3, which focuses on investing in the development and growth of our workforce. Funding for the additional NeoGov modules was included in LACERA’s Administrative Budget for FY 2024/25.				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Exec	Executive	01/01/2023	TBD
	Project Lead(s): JJ Popowich, Chait Errande, and Michael Dozier (PM)			
Delayed				
Current Update				
LACERA Incident Response Team (LIRT) Management Solution LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	User Acceptance Testing Ongoing <i>User Acceptance Testing (UAT) is ongoing for Change Order #2, which includes enhancements to the Workplace Violence module. The Project Team demonstrated these enhancements to Executive Sponsor, product owners, and Subject Matter Experts on July 16th. The vendor successfully delivered all required work by the June 30th deadline. Project Management Office (PMO) and Human Resources are now focused on finalizing internal policies and procedures and preparing for end-user training. The 'Go Live' date has yet to be determined in order to accommodate these crucial steps.</i>			
	<i>Meanwhile, the LIRT Implementation team is actively working on the LIRT Privacy Phase, the next development stage. On August 28th, the PMO, InfoSec, and Business Solutions Group will meet to discuss the Data Validation approach. This meeting aims to guarantee that the data used by the Privacy Incident Response Team is accurate, complete, and trustworthy. Phase 1 Data Privacy User Acceptance Testing within the LIRT Incident Management Tracking for ServiceNow is complete, with training scheduled for end of August, early September</i>			
	Historical Perspectives			
In December 2022, the Information Technology Coordination Council approved a LIRT incident management solution project to automate the tracking of LACERA incidents. The LIRT project team decided to leverage a product that is already implemented at LACERA: ServiceNow Information Technology Service Management (ITSM). LACERA selected Winward as our business partner to leverage and customize the incident workflow of ServiceNow's ITSM to support LACERA's process regarding incident tracking, management, and reporting. Because LACERA owns this product and is only configuring one module to support our specific process, we can absorb the project's cost in the FY 2023-24 budget. Although the project was initially scheduled for completion in June 2024, we have extended the timeline to incorporate additional				



	compliance requirements related to Workplace Misconduct and Violence regulations. The adjusted target date is now August 30, 2024.
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	JJ Popowich (Exec - MOG)	10/18/2022	08/31/2025	
	Project Lead(s): Cookie Jaranilla, Tatiana Bayer, & Cassandra Smith				
On Schedule					
Current Update					
Member Experience Communication Platform (MECP): LACERA is looking to improve the Member Experience through innovative use of modern technology to provide better support for our omnichannel service approach. This project is to select a cloud-based communication service that provides omni-channel contact center with native MS Teams' certificated integration along with other features designed to improve and make our services more efficient.	<i>At the August 7, 2024, meeting, the Board of Retirement authorized staff to engage with TTEC/Genesys to provide software and consulting services to configure, customize, and implement the Member Experience Communications Platform (MECP) – Genesys application for the Member Services and Retiree Health Care Divisions at a first-year cost of \$590,260 (implementation cost of \$157,675 and licensing fee of \$432,585). The total anticipated five-year cost is \$2,320,600. Sufficient appropriation is included as part of the FY 2024-25 Systems Division Enterprise Software Account. Contract development is now underway.</i>				
	Historical Perspectives				
	LACERA seeks a Member Experience Communications Platform software as a service (SaaS) with a proven, state-of-the-art, commercial-off-the-shelf solution with minimal modifications. LACERA's goal is to gain efficiency and update existing processes through a best-of-breed enterprise communications system, focusing on improving the timeliness, accuracy, consistency of information, and internal operations.				
The MECP project was approved by LACERA's Information Technology Coordination Council (ITCC) on October 18, 2022, to select a cloud communication service that provides omni-channel contact center with native MStTeams certificated integration. On October 5, 2023, the LACERA Operations Oversight Committee greenlit a Request for Proposal (RFP) to acquire a state-of-the-art Member Experience Communications Platform. The RFP was released on November 6, 2023, and all proposals were due to LACERA on January 12,					



	2024. Vendor evaluations and interviews were conducted from January through June 2024. A leading vendor was identified in June 2024. The funding for this project was included in LACERA's Administrative Budget for FY 2024/25.
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	02/21/2024	09/30/2024
Project Lead(s): Summy Voong, Jim Lyle				
On Schedule				
Current Update				
Microsoft Copilot Search Implementation The introduction of Microsoft Copilot Search, Microsoft's AI chat interface	<p><i>LACERA's Artificial Intelligence (AI) Policy was approved by the Ethics and Compliance Committee (ECC) on Thursday, July 18, 2024. Currently, Systems and the Information Security Office are jointly working to collect electronic acknowledgements of the policy from all LACERA staff members, which incorporates a brief orientation training video on Copilot. As of now, approximately 40% of LACERA staff members have completed the training and confirmed their understanding of the AI Policy.</i></p> <p><i>Once all staff members have acknowledged the AI policy, the Infrastructure Team will begin the roll out of Copilot Search. Copilot Search is Microsoft's conversational chat interface that will allow staff members to search for specific information, generate text, and create images based on text prompts. We expect to complete the rollout by the end of September 2024.</i></p>			
	Historical Perspectives			
	<p>The ITCC and Artificial Intelligence (AI) Committee approved the initial phase of the Microsoft Copilot deployment at LACERA in February (2024). The initial phase will involve the launch and training of Microsoft's generative AI chat and search features that work with Microsoft Edge. The new tool will be presented to the organization through MAC, SAC, and Brown Bag meetings as well as a series of training sessions customized for each division. We anticipate the launch to be finished by the end of September 2024.</p> <p>Project Steps:</p>			



	<ol style="list-style-type: none"> 1. Road Show to Division Managers – Completed 2. AI policy approval – Completed 3. Staff to sign an acknowledgement new AI policy - In Progress 4. The Executive Board Assistants will be scheduling two meeting for Trustees - TBD 5. Presentation/Demo to MAC/SAC teams – 8/22 6. Demonstration during Brown Bag Meeting – 8/28 7. Enable feature for all staff (that signed the AI Policy) and send out training documents – 8/28 <p>Staff created a draft policy and forwarded it to the Ethics and Compliance Committee (ECC) for review.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2013	12/31/2024
	Project Lead(s): Cynthia Martinez			
	Delayed			
	Current Update			



PEPRA Implementation: Annual Benefit Statement

LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.

We previously reported that we determined we would move forward with the PEPRA ABS project without providing a final average compensation (FAC) amount and an estimated benefit amount. Instead, the team is working on a design that shows the trend in growth of a member’s retirement benefit based on percentage of salary over time.

Communications drafted two ABS “comps” based on the team review and input (draft examples of what the new ABS will look like) and worked with Systems and our design vendor to refine the concepts. The refinements have been made and these two ABS “comps” were presented to the team for final review and approval. The team approved (with some additional edits) and selected the preferred comp. The suggested edits were incorporated, and the final comp was provided to the Executive Team for final input and approval. With a minor edit, the final comp was approved. After this minor edit is incorporated and a final internal review is completed, we will enter the final stage and beta testing of both distribution formats (digital & print) will take place. Meanwhile, Systems and Communications are working out the final logistics to digitally distribute and mail. Once testing and logistics have been finalized, a launch date will be determined. A campaign to inform our members will be initiated one to two months prior to distribution.

The project remains in a delayed status, but progress is being made. We have updated the target date to December 31, 2024.

Historical Perspectives

LACERA was unable to generate a PEPRA member ABS until we could accurately, automatically, calculate a member’s FAC. This project is moving forward now that the FAC issue is nearly resolved.

Progress continues on the **PEPRA Implementation: FAC Issue** project and that project’s target date has been updated to October 30, 2023, to allow time to import historical files necessary to calculate a member’s benefit estimates.

A kickoff meeting was held on August 22, 2023, to discuss project expectations, review the Project Charter, confirm the ABS Team participants, briefly review the Active redesigned comp, and discuss next steps. It was confirmed the team will meet weekly to begin the review process of the Active redesigned comp.



The team has decided to pursue a change in how we generate the ABS. To provide us with more flexibility in distribution of the new ABS, we will be looking at generating a digital version which will decouple LACERA's reliance on specialized programming with our print vendors. This should also shorten the time to complete and publish a new ABS. Communications has incorporated all feedback from the team and the ABS is currently in production for update of data fields and rebranding based on the team input.

As of May 2024, we reported that LACERA is still working with the Auditor Controller on its efforts to systematically calculate a PEPPRA Final Average Compensation (FAC) amount which is critical to the ability to deliver automated retirement benefit estimates. This has been negatively impacting our ability to deliver the PEPPRA Annual Benefits Statements to members.

Given this delay, the team revisited the ABS design and determined that rather than providing a specific estimated benefit amount at this time we will provide an estimated FAC with caveats regarding accuracy and then focus on providing an accurate representation of the member's current and future percentage of FAC to provide insight into how their benefit is growing over time.

As a result of the progress made, our May report reflected we changed the status from "Pushed Back" to "Delayed.", with a new expected target date of July 30, 2024.

In May 2024, we also reported significant work needs to be done with our print vendor and Systems on our delivery plan for the ABS. The team has opted to make delivery of the ABS electronic by default through My LACERA. This will significantly reduce costs associated with mailing and printing. Members without My LACERA access will receive mailed ABS, and members who do have My LACERA, but wish to receive a physical copy mailed to them will have the ability to request this option.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Executive (MOG)	01/01/2013	12/31/2024	
	Project Lead(s): JJ Popowich & Lynn Francisco				
Pushed Back					
Current Update					
<p>PEPRA Implementation: FAC Issue</p> <p>The Final Average Compensation for PEPRA members is exclusive of most pay items except base pay. The County uses pay code 099 as their base pay code. This pay code has embedded pay items within the code that are not pensionable compensation under PEPRA. To accurately calculate a member's benefit, these non-pensionable compensation items need to be filtered out.</p>	<p><i>The Systems team has addressed the remaining exceptional use cases for identifying and removing non-pensionable pay components from actual earnings. The Quality Assurance Division will start their acceptance test of the changes next week. They plan to meet with the Executive Sponsor in the middle of September to review the results of their testing and decide on the next steps.</i></p>				
	Historical Perspectives				
	<p>As of late April 2023, the LACERA team and Auditor Controller's Office continue to meet regularly and make progress towards the agreed upon deadline of June 30, 2023.</p> <p>In mid-January, the two teams met, along with LACERA CEO Santos Kreimann, and LA County Auditor-Controller Arlene Barrera, to discuss the urgent necessity of completing the project. Based on availability of AC resources, the two teams will begin working on the final stages of this project in February and have committed to working towards a July 2023 completion date. The team has been meeting bi-weekly to ensure we remain focused on completing this project on-time.</p> <p>On March 16, 2023, AC provided a test file on the PEPRA embedded earnings. Systems and QA division collaborated on testing and confirmed the file provided the appropriate data necessary to calculate a more accurate Final Average Compensation (FAC). Systems is now working on updating our internal programs to use these files in a production environment.</p> <p>Systems has completed and implemented the program in production. The program was first run to update the September 15, 2023, PEPRA actual earning salaries and are received with each new payroll period files prospectively.</p>				



Beginning in November the team started ingesting historical files beginning with the last three years first (August 31, 2023, down to September 15, 2020), and working back to 2013. The files are processed on an expedited basis so we can conclude this project as early as possible. The team completed ingesting the most current three years by December 31, 2023. As of 1/13/2024, the most current three years historical PEPRA embedded files have been processed and salary records in Workspace adjusted to remove PEPRA embedded earnings.

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

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

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

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

Given that the RPA was not scheduled to be completed prior to the AC completing the permanent solution, the team has been evaluated the need to continue development.



Ultimately, the team determined that there is value to the RPA process when having to manually research accounts for problems and appeals. The team has provided feedback to the ISD team, and we are continuing to refine the tool. The tool will be used for supplemental research if questions are raised about the PEPRA FAC.

RPA User Acceptance Testing (UAT) was completed on 2/14/2024 by the LACERA team. This closes Phase 1 (automatic extraction of payroll records from eHR, QSAL, and TEHW into Excel. Phase 2 (calculation of embedded non-pensionable amount to be removed) will begin shortly. We are in the process of scheduling the start with a new team from ISD and the AC.

In April 2024, the team reported a significant setback in our ability to calculate the PEPRA FAC automatically. As we were implementing the programming developed to calculate the FAC based on the data provided by the Auditor-Controller, we determined that the data was insufficient to calculate the FAC in certain circumstances. Most notably in situations where members receive a mid-pay period adjustment. Unfortunately, mid-pay period adjustments can occur at any time in a member's career and may also be retroactive in nature which complicates the calculation further. While they are not frequent, given the 36-month rolling FAC period just one occurrence in three years can cause an inaccurate FAC. As a result, staff need to continue to manually verify FAC figures.

Additional exploration of the use of the Robotic Processing Automation tool provided by the County also occurred. The tool is successful for researching single pay periods at a time. The team continues working with the County on phase two and also discussing how this tool can be deployed in our process. Unfortunately, it is not suitable at this time to overcome the difficulties we have experienced with the more automated process.

In April, we reported that the project team was working on a report on their findings and an analysis of the available data we are aware of in the County's payroll system that may assist us in resolving the outstanding issues. The Executive Office had reviewed the report and scheduled a meeting with the team to discuss their findings and seek some clarifications.

As a result of this setback, the team pushed back the Target Date back to 12/31/2024.



	<p><i>The Executive sponsor met with the Systems team to review their findings and analysis of the data files and known data available in the County’s payroll system. The purpose of this analysis was to determine what we needed to take back to the Auditor-Controller to resolve problems with mid-pay period adjustments that team had identified. Based on this discussion the team believes we understand what we need from the County. However, between the time the team published their report and the meeting the Systems team believed they had discovered a workaround and asked for an additional month to prove their hypothesis.</i></p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	07/01/2022	12/31/2024
	Project Lead(s): Louis Gittens / Shonita Peterson			
	On Schedule			
	Current Update			
<p>Pre-2003 Pension Reserve Clean-up</p> <p>Prior to January 1, 2003, non-vested contributory individuals were required to withdraw their contributions upon termination as they were not entitled to future benefits. The law was changed as of that date and non-vested members are now permitted to leave funds on deposit and later retire. LACERA has attempted to contact the non-vested individuals who terminated prior to 2003 and still have funds on deposit so they can withdraw their funds.</p> <p>The purpose of this project is to ensure that LACERA sends written notice</p>	<p><i>Project extended to allow time for recipients to respond to the final notices.</i></p>			
Historical Perspectives				
<p>LACERA previously sent notification to the remaining 673 affected individuals. We determined which letters were returned to LACERA and sent notifications to secondary addresses through Certified mail. In November, we began sending letters to next of kin for deceased members.</p> <p>The Process Management Group (PMG) is reviewing all accounts to ensure notification has been sent to all affected individuals. PMG will then work with FASD and Systems to have funds placed in the Pension Reserve, the final stage of this project.</p> <p><i>PMG is working with the Benefit Protection Unit within Benefits to locate individuals who have relocated. This additional effort will ensure LACERA has done all it can to notify this population.</i></p>				



through Certified mail to the most valid address we can find. Individuals in this group who still have funds on deposit after this initiative will have their funds placed into the Pension Reserve.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	06/15/2022	06/30/2025
Project Lead(s): JJ Popowich & Shonita Peterson (PM)				
Pushed Back				
Current Update				
Prepaid Bank Card Project Introduction of a prepaid bank card option for monthly benefit payments	<i>The LACERA team has accepted the amended contract. The document is now with the Vendor Management Group for processing.</i>			
	Historical Perspectives			
	In June 2022, the OOC approved the release of a Request for Proposal (RFP) for a Prepaid Debit Card Service. LACERA seeks an easily accessible alternative to paper checks for monthly participant retirement and survivor benefit payments. The goals are three-fold: to provide a lower cost alternative to issuing checks for those participants without a banking relationship who are likely to pay fees to access their benefit payment, to reduce the number of monthly benefit payment checks issued by LACERA, and to create a more reliable payment process in the event of a disaster that impacts the ability to mail monthly paper checks. A secondary goal is to reduce or eliminate paper checks that are mailed to one-time payees by offering prepaid bank cards and direct deposit for death benefits and withdrawals.			
On September 30, 2022, LACERA received two proposals for Prepaid Debit Card Services. A cross functional evaluation team reviewed the proposals, and the vendors presented their services to the team. The selection team identified Conduent as the vendor of choice and the recommendation was approved by the Board of Retirement at the April 2023 board meeting.				



LACERA met with Conduent at our first kick-off meeting also known as the Joint Configuration Session on Tuesday November 14, 2023. Weekly “check in meetings” have been scheduled.

The prepaid debit card project remains on hold. The LACERA team decided that it would be best to draft a contract amendment that specifically addresses the data security concerns with third party vendors. In April and May the team worked with our selected vendor to draft contract amendments. The latest version of these amendments is under review with LACERA’s Legal Office as reported in the June briefing.

As previously reported to the Board of Retirement, AB 2474 is currently under consideration by the State legislator’s Public Employment and Retirement Committee. A hearing was held in May and minor changes were made to the proposed legislation.

The Public Employment and Retirement Committee passed AB 2474 out of Committee for consideration by the entire legislature sometime later this year. AB 2474 is a LACERA specific bill that authorizes LACERA to create a test program over three years for payment of retirement benefits via pre-paid debit cards. LACERA worked with the bill sponsor to draft language that met the Committee’s concerns and would work with LACERA’s intended program. We are now in a waiting period to see if the Legislature passes the bill and if the Governor signs the bill.

LACERA received notification on July 15, 2024, that the Governor signed AB2474. As previously reported, LACERA was also waiting on the review by Conduent of an amended contract which addressed LACERA’s security concerns. Conduent has since then returned the amended contract to LACERA for review. Staff will now resume with the implementation process of the Prepaid Debit Card project.

The project status has been updated to Delayed from Pushed Back.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	RHC	Exec	03/01/2021	12/31/2024
	Project Lead(s): Santos H. Kreimann & Luis A. Lugo			
On Schedule				
Current Update				
Retiree Healthcare Administration: Lifetime Maximum Benefit Project	<i>No update at this time.</i>			
	Historical Perspectives			
	<p>Since the beginning of 2023, LACERA and the County CEO’s Office have been in active communication by meeting biweekly to address the Lifetime Maximum Benefit issue. LACERA provided the Board of Retirement (BOR) with a formal report and update on our progress during the August 2023 meeting via closed session.</p> <p>In November 2023, LACERA received an information request from the County and provided the requested information to the County. The County requested additional RHC program related information from LACERA in December 2023 and January 2024, to which LACERA responded accordingly.</p> <p>Since March 2024, The County of Los Angeles, and Coalition of County Unions (CCU) have continued to work through negotiations. LACERA continues to engage the County and Union representatives to provide any relevant information as they progress through their negotiations.</p> <p>LACERA staff and LACERA’s actuary continue to consult with the County’s staff and actuary. These conversations and the County’s negotiation process have resulted in additional actuarial-related information requests from the County. LACERA worked with Milliman and the County’s actuary to complete and deliver these items in February 2024:</p> <ol style="list-style-type: none"> 1) Actuarial Model – Retiree Healthcare benefits analysis and modeling to project future healthcare cost changes due to hypothetical benefit changes. 			



	<p>2) Cost Projections – GASB 75 report projections to analyze the impact of future healthcare cost changes.</p> <p>3) Cost Savings – Retiree Healthcare benefit analysis of Tier 2 historical cost savings.</p> <p>July 2024 – LACERA CEO and Deputy CEO have completed our Lifetime Maximum Benefit (LMB) educational meetings with all five Board of Supervisor (BOS) offices as of July 2024. The BOS and County CEO office are expected to discuss LMB next month. We provided the BOS and County CEO office with projected premium impact should the County CEO and/or BOS eliminate or raise the \$1 million LMB on Anthem I, II, and Prudent Buyer plans. We also informed the BOS and County CEO that a decision is needed by September 2024 for a July 2025 effective date</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
		Strategic	Cassandra Smith	9/1/2022	1/21/2023
		Project Lead(s): Leilani Ignacio & Kevin Hunter			
	Delayed				
	Current Update				
<p>Medicare Part B Verification Enhancement Status Update</p> <p>This process improvement project is to have the OCR tool (Optical Character Recognition) scrape the data from the scanned/uploaded documents submitted as proof for Medicare Part B reimbursement. Another objective of this project is to use the scraped data from documents to systematically create work objects for resolution by the business users.</p>	<p><i>We are working with the vendor Forefront Technologies to improve our implementation of the OCR technology and get their help in resolving issues as they occur. The vendor has been asked to resolve an issue occurring when extracting data from multi-page Medicare Part B documents. They have been tasked with providing a solution by August 31, 2024.</i></p> <p><i>We expect to move this project from the monitoring and controlling phase to project closure by the end of November 2024, just as LACERA starts to receive the Medicare Part B Verifications for 2025.</i></p>				



Historical Perspectives

In June 2024, the software changes to support Medicare Part B Optical Character Recognition (OCR) were deployed to Workspace. The changes included new OCR web services, a new automated workflow for Medicare Part B documents, and a new user interface for Workspace.

As Medicare Part B documents are received by mail and scanned into our Enterprise Content Management (ECM) system or uploaded by members on My LACERA and automatically committed to our ECM, the following steps occur:

- 1. The documents are sent through the automated Optical Character Recognition (OCR) process*
- 2. The documents are automatically routed to the correct queue based on the data picked up during the OCR process*
- 3. When a document is selected from a queue for processing, the data automatically picked up during the OCR process is presented to the user. The user does not need to complete any data entry, they only need to make a few decisions to confirm that data and complete the processing of the document.*

The project is currently in the monitoring and controlling phase as the Systems team works closely with the subject matter experts in Retiree Healthcare. We are looking for opportunities to expand the automation and increase the accuracy of the OCR process. For example, members tend to submit multiple copies of the same document – by mailing one in, uploading another on My LACERA, and dropping a third copy off in LACERA’s drop box. The OCR capabilities allow the workflow to detect these duplicate documents, and they are sent to a specific “duplicate Medicare Part B” queue for review. If RHC finds that the duplicate detection is accurate, and they always terminate the duplicate request with an appropriate comment, we can automate this step for them. This is one of many possibilities for increased automation using OCR for Medicare Part B data.

Historically, the documents submitted for the verification of Medicare Part B reimbursements were manually reviewed by users for key data points and entered the data manually using Workspace online transactions.



	This project was created to automate the process to bypass the manual review and entry of data points into Workspace.
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2019	12/30/2024
	Project Lead(s): Maggie Luong, Shonita Peterson			
On Schedule				
Current Update				
Retirement Estimate Redesign With the recent launch of our new Retirement Planning Hub and the My LACERA online retirement election process, we are turning our attention to re-designing the Retirement Estimate.	<i>Process Management Group is currently collaborating with Systems with testing of the new estimate in Workspace.</i>			
	Historical Perspectives			
	<p>In 2019, an effort was undertaken to beta test a new Retirement Prospectus Estimate and Election form. The project was placed on hold due to the COVID-19 Pandemic. Coming out of the immediate impacts of the pandemic the results of the beta teste were reviewed and it was determined the redesigned estimate was more complicated than would be useful.</p> <p>Subsequently LACERA pivoted to the new Retirement Planning Hub, the new Omnichannel Retirement Counseling process, and the My LACERA on-line retirement election.</p> <p>In April, the workgroup made great progress on the new estimate template finalizing their design and text recommendations. The final recommended estimate was distributed for re-view and approval.</p> <p><i>In April we reported the team had finalized the design of the new Retirement Estimate. This month the design was finalized and approved for programming and development. The Systems team is currently working on finalizing the programming for Workspace and printing. The team estimates the updates to Workspace will be completed in July 2024. The changes will first be available for printing of the official estimates in July or August, with a final sprint to update the view staff see in Workspace to follow.</i></p>			



	<i>The estimate was approved. LACERA’s Systems staff has incorporated the new design in Workspace. The new form will be in conjunction with the First Payment Case Management Project in September 2024.</i>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec	06/01/2021	TBD
	Project Lead(s): JJ Popowich			
Pushed Back				
Current Update				
Retroactive Payroll Adjustments: Prospective Correction The Auditor-Controller is responsible for collecting contributions on all compensation earnable and pensionable earnings compensation at the time of payment. For many years, the AC has not been collecting contributions on retroactive payroll adjustments. In 2021, the AC made changes to their programming to take deductions at the time of payment. However, there are still some situations where these contributions are not being collected.	<i>No update at this time.</i>			
	Historical Perspectives			
	Following the AC’s programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected. In August, the AC notified LACERA that they were adjusting the time frame that they would be withholding contributions for retroactive adjustments to 60 months (from the current 99 months). All retroactive earnings paid for pay periods more than 60 months in arrears would no longer have contributions deducted from them. This change was made by the County due to excessive degradation in their payroll system’s performance. In 2022, LACERA met with the AC’s team to discuss collection of contributions for adjustments more than 60-months old. A few ideas were generated, and we continue to work with them to develop a procedure that both the County and LACERA can support.			



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Laura Guglielmo (Exec - BSG)	07/01/2024	02/28/2025
	Project Lead(s): Ahmad Chisty (PM), Ricki Contreras, & Esmeralda Delgado			
On Schedule				
Current Update				
Virtual Mailroom: Establish a virtual mail room to provide a business continuity plan in the event that the LACERA building in Pasadena is inaccessible	<i>This project is in the planning phase. The PMO and DPC staff are mapping and documenting DPC's mailroom processes, including a workflow demonstration on July 18th showcasing LACERA member document management. We're now scheduling vendor demonstrations with potential candidates like Iron Mountain, VitalECM, MetaSource, and SOURCECORP/Excelsa Technologies.</i>			
	<i>To ensure effective demonstrations, the project team will create real-life DPC task scenarios involving prepping, scanning, categorizing, and routing digitized mail, allowing vendors to showcase their solutions' capabilities</i>			
	Historical Perspectives			
On March 19, 2024, the IT Coordination Council (ITCC) approved Administrative Service's DPC team to seek a vendor for a Virtual Mailroom Pilot Program. This initiative establishes a business continuity plan in the event that the LACERA building and mail room are inaccessible. The core objective is to outsource the digitization of member documents and incoming mail to a vendor that will act as a virtual mail room for LACERA. LACERA would then receive mail digitally, eliminating or supplementing the current process of digitizing incoming paper mail in LACERA Document Processing Center (DPC). Funding for this project was included in LACERA's Administrative Budget for FY 2024/25.				



COMPLETED PROJECT DETAILS

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year 2024 - 2025.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Benefits	Exec	2/1/2023	3/31/2024
	Project Lead(s): Shonita Peterson & Alex Ochoa			
Completed				
Current Update				
<p>960-hour Rehired Retiree Audit Process</p> <p>Automate the reporting and auditing of rehired retirees. Import data from the 120-day report into Workspace and automate notification letters to members approaching IRS limits.</p>	<p><i>In February 2024, the software changes to support automated auditing and reporting of rehired retirees were deployed in MyLACERA and Workspace. The changes included a new tile on MyLACERA for rehired retirees detailing the total hours that they have worked for the current fiscal year as well as audit routine in Workspace that detects rehired retiree work hours and automatically sends notifications to members and their departments as certain thresholds of work hours are reached.</i></p> <p><i>In March 2024, the first audit process was executed to identify rehired retirees and send notifications to both the members and their departments.</i></p> <p><i>From April through June 2024, the audit process was executed monthly to identify members that were exceeding certain thresholds and sending automated notifications to both the members and their departments. It is important to note that no members have exceeded the 960-hour limit since the automated audit process was implemented. We consider this a complete success.</i></p> <p><i>The Systems Division is currently transitioning the rehired retiree audit process from a monitoring and controlling phase to project closure by adding it to LACERA's enterprise systems calendar and turning operational support over to the production support team. We expect the transition to be completed and the project to be closed by August 31, 2024.</i></p>			



As of August 2024 with the new automated JLetters being sent to members and departments this project is complete. LACERA will rely on system automation to monitor Rehired Retiree hours worked.

Historical Perspectives

The California Public Employees' Pension Reform Act of 2013 (PEPRA) prescribes limitations on the activities of retired members of these retirement systems, which supersede the provisions of PERS with which they conflict. Under both PERS and PEPRA, a retired member is generally subject to a limit of 960 hours of employment within a calendar or fiscal year, depending on the administrator of the system, for specified employers without reinstating in the system.

To remain compliant with IRS regulations, LACERA must audit rehired retirees to ensure that these members do not exceed the 960-hour limit.

DATE RECEIVED	REQUESTER	DOCS REQUESTED
05-15-24	T. McCormick, Mintz and Gold, LLP	<p>Request: Copies of all emails and documents from January 1, 2019, through May 15, 2024, that have certain names including references to a partner.</p> <p><i>Legal, on May 23, 2024, sent via email, an inquiry to isolate the search to include only the Legal and Investments Divisions.</i></p> <p><i>Requester, on June 12, 2024, sent responsive email to Legal approving limited research.</i></p> <p><i>Legal, on July 19, 2024, via email, informed Requester that Systems has run a search, but the volume of records is still high to review. Legal will continue to work with Systems to further narrow the search and will report back to Requester search mode efforts that will fulfill the submitted request.</i></p> <p><i>Legal, via telephone call on August 7, informed Requestor that Systems extraction still had a high volume of results and worked to refine the search, results must be reviewed and should be available by September 6, 2024</i></p>
07-06-24	S. Marsh, Calipublic-records-request	<p>Request: Most recent salary data for all LACERA employees, including monthly salary, bonus, and other compensation or benefits from Jan. 1, 2024, to present.</p> <p><i>Legal, on July 18, 2024, via email, informed Requester that LACERA is not custodian of payroll records. LA County, as Custodian of records should be provided a response to the request.</i></p> <p><i>Special Assistant to Director, HR, LA County, on July 18, 2024, confirmed receipt of above responsive email.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on August 12, 2024, via email, sent the responsive document listed below with the comment that Systems is working on extracting the benefits data for time period of January 1, 2024, to present.</i></p> <p><i>LACERA Staff Members PRR 7.15.24.pdf</i></p>
07-11-24	B. Campbell, with. Intelligence	<p>Request: Monthly performance data from investment pools for all absolute return/hedge funds in which LACERA is currently invested for the time period May 2024.</p> <p><i>Legal, on July 15, 2024, requested responsive reports from Investments.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on August 7, 2024, sent via email, the responsive document listed below.</i></p> <p><i>Hedge Funds 2024-05-32.xlsx</i></p>
07-15-24	T. Abbass PEI	Request: Quarterly cash flow reports from Q1 2024.

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<p><i>Transmitted 1 document.</i></p> <p><i>Legal, on July 24, 2024, sent via email, the responsive document listed below.</i></p> <p><i>Private Markets Data Q1 2024.</i></p>
07-22-24	FOIA Data Aggregation	<p>Request: Information on LACERA investments in alternative assets for Q1 2024.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on July 31, 2024, via email, sent the responsive document listed below.</i></p> <p><i>Private Markets Data Q1 2024.</i></p>
07-24-43	N. Lee, Preqin	<p>Request: Requested all hedge funds and fund of hedge funds from January 1, 2024, to March 31, 2024, re market value of holdings in each fund, month by month investment and month by month net returns.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on July 25, 2024, via email, sent the document listed below.</i></p> <p><i>Hedge Funds Data Q1 2024.</i></p>
08-06-24	J. Rauh, Stanford Education	<p>Request: Obtain complete datasets reported (PPD data).</p> <p><i>Legal, on August 16, 2024, notified Requester via email that Legal is waiting on a response from Analyst that provided records and will have an answer by August 22, 2024.</i></p>
08-07-24	B. Scott, S&P Global	<p>Request: Alternative Asset Funding Status and Fund Performance Summary Report covering fund performance and cashflow data of Private Markets investment portfolio for all the quarters between 2020 to 2023.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on August 7, 2024, via email, transmitted the document listed below.</i></p> <p><i>Private Markets Data 2020-2023.xlsx.</i></p>
08-12-24 (Media)	D. Webb, PEI Group, Responsible Investor	<p>Request: Copy of LACERA response to letter to House Judiciary Committee that demanded information on LACERA's Climate Action 100+ membership and climate engagement activities.</p> <p>Senior Staff Counsel, on August 12, 2024, via email, forwarded request to Chief Counsel for review and comment.</p> <p><i>Transmitted 1 document.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<p><i>Legal, on August 15, 2024, sent via email, the responsive document listed below.</i></p> <p><i>LACERA_US House Judiciary Committee_08.2024.</i></p>
08-15-24	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Executive Office, on August 15, 2024, via email, transmitted the responsive document listed below.</i></p> <p><i>MonthlyAgenda.csv for August 7, 2024.</i></p>
08-15-24	Sheriffs Dept, LA County and 4 other Recipients	<p>Per monthly request:</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Executive Office, on August 15, 2024, via email, transmitted the responsive documents listed below.</i></p> <p><i>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated August 7, 2024.</i></p>
08-15-24	C. Siverson, Fire, LA County, and 5 other Recipients	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Executive Office, on August 15, 2024, via email, transmitted the responsive document listed below.</i></p> <p><i>Board of Retirement Meeting on August 7, 2024, Benefit Approval List.pdf</i></p>

REPORT OF FELONY FORFEITURE CASES

August 21, 2024

#	MEMBER'S LAST NAME	MEMBER'S FIRST NAME	DEPT.	CONVICTION DATE	LACERA NOTIFIED	INITIAL IMPACT NOTICE SENT	FINAL IMPACT NOTICE SENT	STATUS*	DISABILITY STATUS	SERV. LEVEL
68	ESSEX	SEAN	SHERIFF	6/7/2024	7/22/2024			DELAY - CD		
67	LYONS	ANDREW	SHERIFF	1/12/2024	2/14/2024			PEND		
66	VEGA	MIGUEL	SHERIFF	9/5/2023	10/27/2023			PEND		
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023	10/23/2023		APPEAL		

STATUS LEGEND:

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

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

Operations Oversight Committee Meeting

September 2024



01 Progress Dashboard

Strategic Planning Dashboard – September 2024



Total BOR Strategic Priorities

5

Total Strategic Objectives

13

Objectives: Current Focus

9

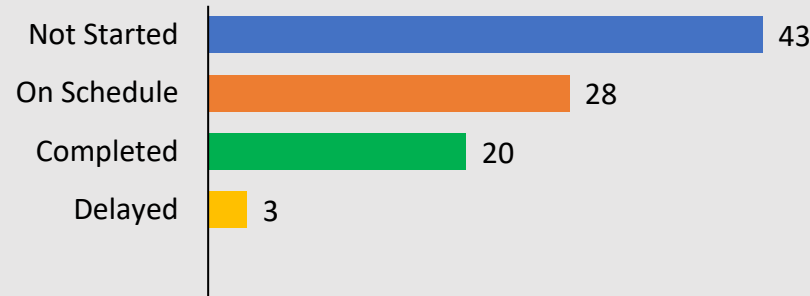
Total Tasks

91

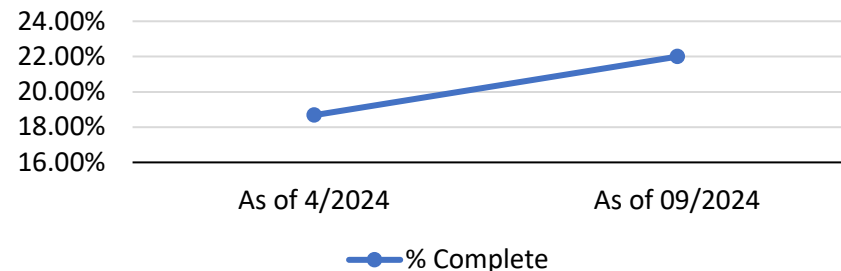
% of Tasks Completed
As of September 2024

22%

Task Status as of September 2024



% of Tasks Completed by Quarter



Strategic Priority Goals

1 Superior Member Experience
Innovate and continuously improve the member experience

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

3 Investing in People
Attract, motivate, hire, and retain a highly engaged and skilled workforce

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

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

Objectives

- 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

- 2.1 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

- 3.1 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

- 4.1 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

- 5.1 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.





02 Workplan Dashboards

WORKPLAN - Strategic Objective 1.1



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

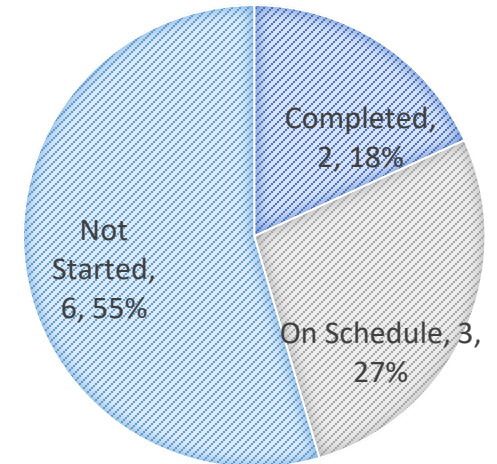
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Determine the member’s journey methodology	★	10/2023	01/12/2024
3	Member Experience Council Charter	●	10/2023	06/30/2024
4	Internal Communication Plan (BOR, OOC, Executive Team, and Staff)	●	10/2023	06/01/2024
5	Identify and define Member Journeys	●	1/1/2024	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 ■ On Schedule
■ Not Started ■



WORKPLAN - Strategic Objective 1.4



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

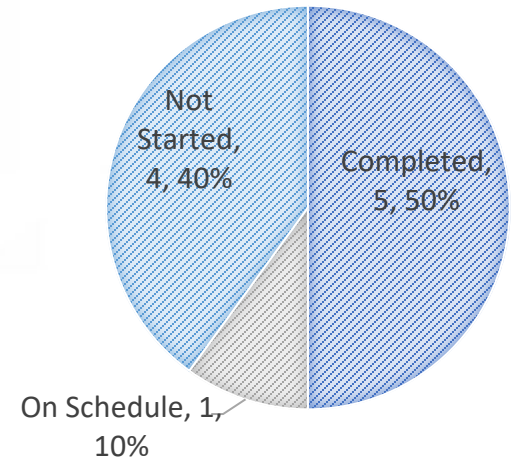
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Build core team and schedule meeting cadence	★	10/2023	01/04/2024
2	Set-up team's collaboration timeline	★	10/2023	01/12/2024
3	Discuss ideas and opportunities for improving the Retiree RHC experience	★	10/2023	06/30/2024
4	Approval of Strategic Outline objective	★	10/2023	06/01/2024
5	Identify, Define, and Document Retiree Healthcare Roadmap	●	01/2024	12/31//2024
6	Establish County – LACERA working group	★	07/2024	07/18/2024
7	Collaborate with Union sponsored healthcare plans	◆	TBD	12/31/2024
8	Coordinate communication plan with internal and stakeholders	◆	TBD	12/31/2024
9	Identify and implement automation opportunities i.e. SSA Data Exchange	◆	TBD	12/31/2024
10	Develop actionable KPI's to measure retiree and member satisfaction	◆	TBD	12/31/2024
11				

Milestone Tracker

- Completed
- On Schedule
- Not Started



WORKPLAN - Strategic Objective 2.1



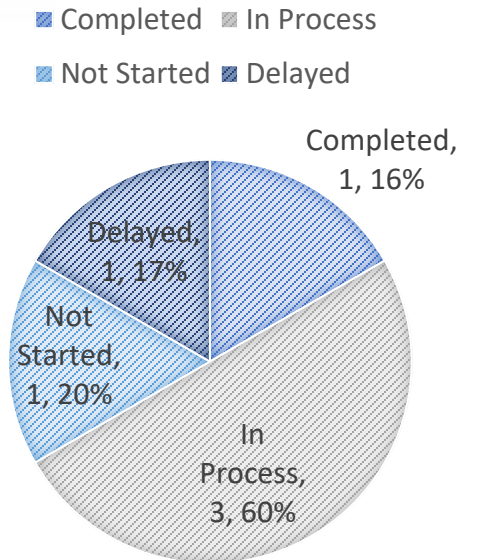
Strategic Goal: **Innovation Through Technology**
 Strategic Objective: **2.1 – Implement Enterprise Business Intelligence Solution**
 Executive Sponsor: **Luis Lugo; Kathy Delino (Lead)**

Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Develop objective scope and goals	★	10/2023	01/01/2024
2	Communication Plan, Communicate objective goals to various stakeholders	▲	01/2024	06/30/2024
3	Centralize Data Governance- Establish Data Management Team	●	7/1/2024	12/31/2024
4	Publish Dashboards for Enterprise/Member Data (Explore Enterprise Solution)	●	7/1/2024	12/31/2026
5	Replace reporting requests with on-demand dashboards	◆	TBD	12/31/2025
6				
7				
8				
9				
10				
11				

Milestone Tracker



WORKPLAN - Strategic Objective 2.2



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

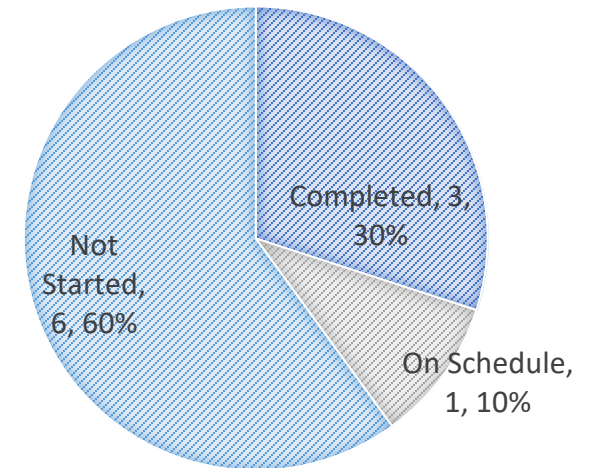
Legend

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

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

Milestone Tracker

■ Completed ■ On Schedule ■ Not Started ■



WORKPLAN - Strategic Objective 3.1



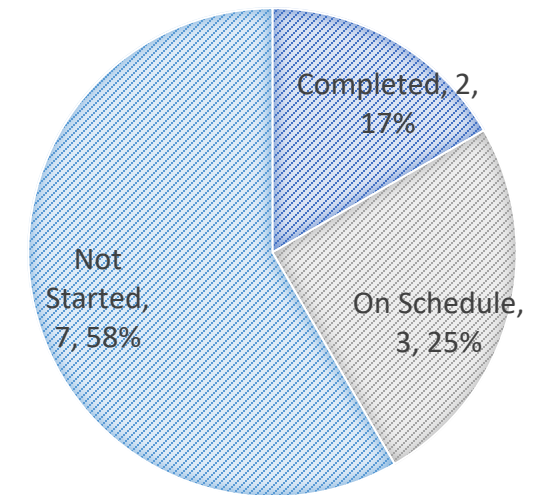
Strategic Goal: **Investing in People**
 Strategic Objective: **3.1 – Develop and implement framework aimed at promoting D.E.I.**
 Executive Sponsor: **Laura Guglielmo; Jasmine Bath (Lead)**

Legend

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

Milestone Tracker

■ Completed ■ On Schedule ■ Not Started ■



#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Communication Plan – IDEA (Inclusion, Diversity, Equity, and Accessibility)	●	10/2023	09/26/2025
3	Assemble a staff driven IDEA Council	★	3/2024	07/26/2024
4	Prepare Charter for IDEA Council	●	TBD	09/26/2024
5	Identify scope of work for Diversity, Equity, Inclusion, Belonging, and Accessibility (DEIBA) Advisor	◆	TBD	10/25/2025
6	Interview and hire DEIBA advisor	◆	TBD	10/25/2025
7	Collect data from staff, members, vendors, and business partners re: DEIBA	●	06/2024	10/25/2025
8	Develop topical library for internal and external users	◆	TBD	09/25/2025
9	Post IDEA initiative and educational content within LACERA Connect	◆	TBD	09/25/2025
10	Identify external business partners/vendors	◆	TBD	02/25/2025
11	Develop Organizational Training Plan re: DEIBA	◆	TBD	02/25/2025
12	Review KPI's and assess LACERA policy and procedures through DEIBA lens	◆	TBD	02/25/2025

WORKPLAN - Strategic Objective 3.3



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

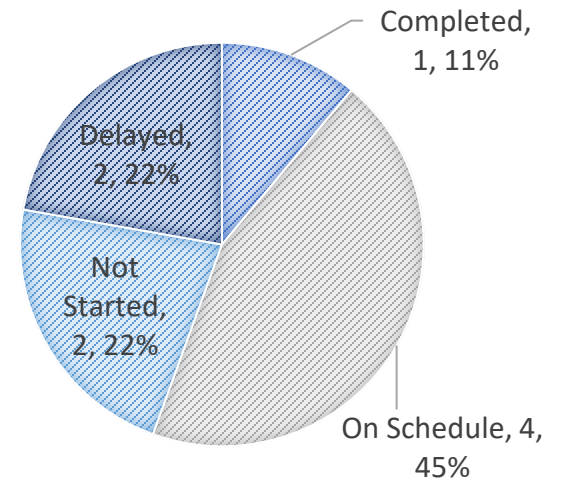
Legend

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

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

Milestone Tracker

- Completed
- On Schedule
- Not Started
- Delayed



WORKPLAN - Strategic Objective 4.1



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

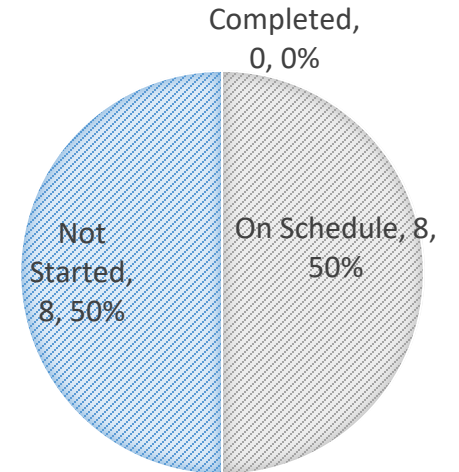
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Ethics Compliance Program (ECP) Communication campaign	●	10/2023	Ongoing
2	Approval of Ethics and Compliance program Charter	●	10/2023	10/09/2024
3	Update and obtain approval of ACRE (fka Audit) Charter	●	10/2023	10/09/2024
4	Chief Ethics and Compliance Officer (CECO) job description and class spec.	●	10/2023	1/08/2025
5	Ethics and Compliance Program Foundational Work Plan	●	7/2023	10/09/2024
6	Complete inventory of all Policies, Procedures, and Charters	●	2/2022	12/01/2024
7	Ethics and Compliance Orientation (MAC, SAC, and Staff)	◆	TBD	12/01/2024
8	Update LACERA Code of Ethical Conduct	●	7/2023	3/01/2025
9	Ethics and Compliance Training Program Plan	◆	TBD	12/01/2024
10	Determine critical risk areas and Scope of Program Oversight	◆	TBD	1/08/2025
11	PPC Management Software Solution/Compliance GRC solution (GRC 360)	●	3/2023	12/01/2024
12	County Approval of CECO Position	◆	TBD	4/01/2025

Milestone Tracker

- Completed
- On Schedule
- Not Started



WORKPLAN - Strategic Objective 4.1



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

Legend

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

#	Objective Milestones	Status	Start	Expected Completion
13	Initial/Baseline Divisional EC Risk Assessments and Ethical Culture Measurement	◆	TBD	1/08/2025
14	Development of recruitment process for ECO staff	◆	TBD	04/01/2025
15	Recruit/Hire CECO staff	◆	TBD	09/01/2025
16	Recruit/Hire ECO staff	◆	TBD	12/01/2025

WORKPLAN - Strategic Objective 5.1



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

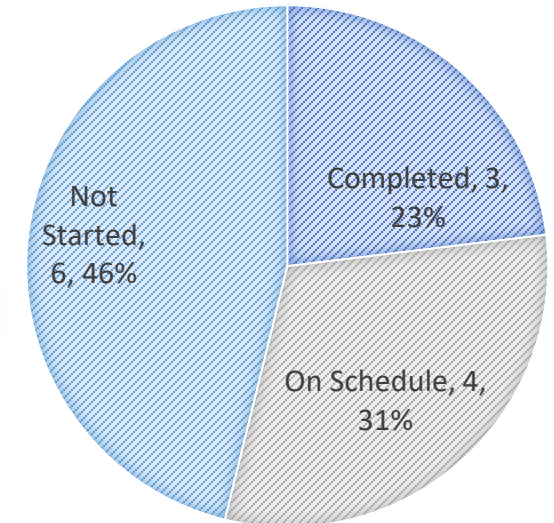
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Finalize Certify AP Implementation	★	10/2023	02/28/2024
3	Finalize Budget software (Questica) Implementation/Complete full budget cycle	★	10/2023	06/30/2024
4	Finalize Contract/Vendor solution (Cobblestone) implementation/Train Users	●	10/2023	09/30/2024
5	Design and Implement Centralized Vendor Mgmt. Program	●	10/2023	09/30/2024
6	Update Procurement Policy	●	10/2023	09/30/2024
7	Create Non-Administrative Budget in Questica	●	07/2024	12/31/2024
8	Design and Assess Scope of ERP & Timing of Acquisition – Consultant Only	◆	TBD	06/30/2025
9	Design and Deliver a Comprehensive Financial Training for Managers	◆	TBD	06/30/2025
10	Design and Deliver Basic Financial Training for Staff	◆	TBD	06/30/2025
11	Implement Travel Module for Certify AP or equivalent	◆	TBD	06/30/2025
12	Automate the budget book publishing	◆	TBD	06/30/2025
13	Design and Deliver a Comprehensive Financial Training for Supervisors (1-30/2026)	◆	TBD	1/30/2026

Milestone Tracker

■ Completed
 ■ On Schedule
 ■ Not Started
 ■



WORKPLAN - Strategic Objective 5.2



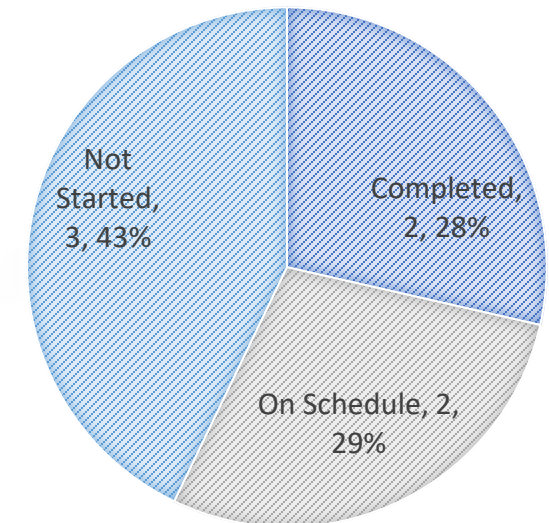
Strategic Goal: **Fiscal Durability**
 Strategic Objective: **5.2 – Update and revise LACERA Actuarial Funding Policy**
 Executive Sponsor: **Luis Lugo; Vache Mahseredjian (Lead)**

Legend

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

Milestone Tracker

- Completed ■ On Schedule
- Not Started ■



#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives. Investment team in collaboration with FASD and Legal led jumpstart during 2023 BOI offsite	★	09/2023	01/01/2024
2	Review of existing policy and discussion of desirable elements	★	10/2023	12/01/2023
3	Schedule meetings among workgroup to develop drafts of new policies	●	10/2023	07/2024
4	FASD and LACERA Actuary (Milliman) to draft separate interest crediting policy	●	01/2024	07/2024
5	Seek approval of funding policy and interest crediting policy by LACERA ECC	◆	TBD	08/2024
6	Prepare cover memo and presentation for BOI meeting	◆	TBD	08/2024
7	Recommend adoption of new policies at BOI Meeting	◆	TBD	09/11/2024




LACERA Strategic Priorities and Objectives



BOR approved the Strategic Plan on July 6, 2023.

Board of Retirement

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



**FOR INFORMATION ONLY**

August 14, 2024

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

FROM: Louis Gittens, Division Manager *LG*
Benefits Division

FOR: September 4, 2024, Operations Oversight Committee Meeting

SUBJECT: **Privacy Incidents: Personally Identifiable Information**

EXECUTIVE SUMMARY

Prior to July 1, 2024, the Benefits Division generated letters from LACERA's proprietary pension administration system in the normal process of responding to member and survivor needs during various stages of their LACERA retirement journey. Depending on the type of letter and related enclosures, the letters were either printed in LACERA's Document Processing Center (DPC) where they were packaged and mailed to the member, or they were printed in a "mini-DPC" embedded within the Benefits Division where they were prepared for mailing.

On June 24, 2024, LACERA received a portal message from a member who recently retired. In the message, the member stated he received documents addressed to him, however there was a letter addressed to another LACERA member enclosed in the envelope. The member realized the letter was sent in error and, after speaking to a LACERA Retirement Benefits Specialist, shredded the document. The mini-DPC was absorbed into the larger DPC operation effective July 1, 2024.

On July 26, 2024, LACERA received a phone call from a LACERA payee. The payee stated she received a letter addressed to another LACERA member enclosed in the envelope she received. This error was the result of staff uploading documents to the wrong account. Benefits staff was counseled about the incident as more care should be taken during the uploading process.

The LACERA Incident Response Team (LIRT) met and determined that in all incidents the letters included Personal Identifiable Information (PII) for the other LACERA members, and are, therefore, considered privacy incidents.

DISCUSSION

The June 24, 2024 incident was reported to the Benefits Division Manager, who investigated the incident and reported it to the Benefit Protection Unit (BPU) and the LACERA Incident Response Team (LIRT). The Division Manager determined both documents were generated on the corresponding dates by Benefits Division staff through the “mini-DPC” which was a centralized printing and mail preparation unit embedded in the Benefits Division. The erroneous letter contained the retiree’s name, address, and employee number, which we consider to be Personally Identifiable Information (PII).

The July 26, 2024 incident was also reported to the Benefits Division Manager, who investigated the incident and reported it to BPU and the LIRT. The mailing process requires staff to upload the letters into Workspace and request mailing. In this case, one of the pages uploaded was addressed to a different member. The letter mailed in error contained the payee’s name and address, which we consider to be Personally Identifiable Information (PII).

Upon review, the LIRT team followed normal protocol and determined that the impacted payees would be notified and offered one year of Identity Theft Protection.

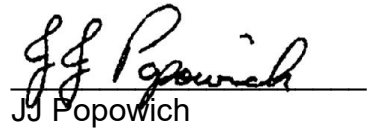
Incident Review & Action Plan to Prevent Similar Incidents

LACERA generates a significant amount of member correspondence on a daily basis. Member correspondence is generated either through LACERA’s propriety pension system, Workspace, or manually by staff who upload documents to Workspace. Many of these correspondence items generated by Workspace print in the LACERA Document Processing Center, where they are prepared, packaged, and mailed to the member.

Prior to July 1, 2024, a significant number of letters and correspondence to members were generated by staff and printed in a “mini-DPC” embedded in the Benefits Division. The “mini-DPC” like LACERA’s centralized DPC printed, packaged, and prepared correspondence to be mailed to the member by the centralized DPC. The “mini-DPC” was a temporary unit developed during the COVID-19 pandemic to centralize and automate the mailing of letters that were manually printed and prepared by the Retirement Benefits Specialists in Benefits. Due to the volume of these manual letters, it was determined that the centralized DPC could not absorb the additional volume without adding staff. The solution was to build the “mini-DPC” in Benefits. The June 24, 2024 incident occurred during the course of training new staff. The “mini-DPC” was absorbed into the larger DPC operation effective July 1, 2024.

The July 26, 2024 incident was the first of its kind within Benefits. Our templates are designed to prevent this type of error however, we discovered that staff did not use the template as instructed, resulting in the error. The supervisor has counseled staff for deviating from our established process.

Reviewed and Approved.

A handwritten signature in black ink, appearing to read "JJ Popowich", is written over a horizontal line.

JJ Popowich

Assistant Executive Officer

C: Santos H. Kreimann, Chief Executive Officer
Luis A. Lugo, Deputy Chief Executive Officer
Laura Guglielmo, Assistant Executive Officer, Business Services Group
Steven P. Rice, Chief Counsel
Richard Bendall Chief Internal Audit
Chaitanya Errande, Information Security Officer



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**