

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, OCTOBER 2, 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 September 4, 2024

IV. PUBLIC COMMENT

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

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

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

V. REPORTS

A. **LACERA Operations Briefing**

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

B. **New Calendar for Pensionability Determinations**

Jean J. Kim, Senior Staff Counsel
Ching Fong, Quality Assurance
(Presentation) (Memo dated September 13, 2024)

VI. ITEMS FOR STAFF REVIEW

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

VII. ITEMS FOR FUTURE AGENDAS

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

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

IX. 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

1:18 P.M. – 1:35 P.M., WEDNESDAY, SEPTEMBER 4, 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
Antonio Sanchez, Vice Chair
Jason E. Green, Trustee
Wayne Moore, Trustee

ABSENT: David Ryu, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Nancy Durazo, Trustee
Vivian H. Gray, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer
Luis Lugo, Deputy Chief Executive Officer

STAFF, ADVISORS AND PARTICIPANTS (Continued)

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

John Harrington, Senior Staff Counsel

Celso Templo, Information Technology Manager II, Systems

Kathy Delino, Chief, Information Technology

Chaitanya Errande, Information Security Officer

Louis Gittens, Division Manager, Benefits

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 1:18 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

Trustee Green made a motion, Trustee Moore seconded, to approve the minutes of the regular meeting of June 5, 2024. The motion passed by the following roll call vote:

Yes: Sanchez, Green, Moore, Harris

No: None

III. APPROVAL OF MINUTES (Continued)

B. Approval of the Minutes of the Regular Meeting of July 3, 2024

Trustee Moore made a motion, Trustee Green seconded, to approve the minutes of the regular meeting of July 3, 2024. The motion passed by the following roll call vote:

Yes: Green, Moore, Harris

No: None

Abstained: Sanchez

IV. PUBLIC COMMENT

There were no requests from the public to speak.

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)

V. NON-CONSENT ITEMS (Continued)

Trustee Green 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. **Board of Retirement Strategic Plan – Quarterly Update**

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

This item was received and filed.

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

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

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.)

There was nothing to report.

IX. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

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

There being no further business to come before the Committee, the meeting was adjourned at 1:35 p.m.

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

FOR INFORMATION ONLY



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



October 2, 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>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>Communications Plan</u>	Superior Member Experience	06/30/2024	Pushed Back
<u>eDiscovery Solution</u>	Compliance & Enterprise Risk Management	12/30/2024	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	12/31/2024	Delayed
<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>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>Prepaid Bank Card Project</u>	Superior Member Experience	06/30/2025	Pushed Back
<u>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</u>	Superior Member Experience	12/31/2024	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>Actuarial Valuation Reports: Retirement Benefits</u>	Compliance & Enterprise Risk Management	12/31/2024	On Schedule
<u>COLA Bank Retroactive Changes</u>	Compliance & Enterprise Risk Management	12/31/2024	Delayed
<u>Pre-2003 Pension Reserve Clean-up</u>	Superior Member Experience	12/31/2024	On Schedule
<u>Retirement Estimate Redesign</u>	Superior Member Experience	12/30/2024	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
<u>960-hour Rehired Retiree audit process</u>	Superior Member Experience	6/30/2023	Completed
<u>Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program</u>	Compliance & Enterprise Risk Management	09/04/2024	Completed
<u>Data Digitization Sharing Project</u>	Innovation Through Technology	12/30/2024	Completed
<u>Microsoft Copilot Search Implementation</u>	Innovation Through Technology	07/31/2024	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 2024	December 2024	
Project Lead(s): Ted Granger					
On Schedule					
Current Update					
Actuarial Valuation Reports: Retirement Benefits The Government Code requires that valuations of the Retirement Benefits Fund (Pension Plan) be performed at least once every three years. The Board of Investments' 2013 Retirement Benefit Funding Policy requires valuations be completed annually. These reports are prepared to determine employer and employee contribution rates and to measure the funded status of the Retirement Plan. In addition, the valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB) Statement Numbers 67 & 68 reports. Plan Administrators (LACERA) and Plan Sponsors (County) use the GASB reports to obtain information required for their financial statement disclosures.	<i>Milliman will present the final 2024 Valuation Report to the Board of Investments at their December 2024 meeting.</i>				
	Historical Perspectives				
	August 2024 – Milliman provided and LACERA staff completed the annual information request. LACERA's Systems Division prepared and transmitted the year-end member census data to Milliman. LACERA prepared a project timeline and Milliman reviewed and approved the timeline.				



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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>September 2024 – Plante Moran (LACERA’s external financial statement auditor) continued substantive testing and made additional informational inquiries which LACERA staff fulfilled. FASD worked on preparing draft Annual Financial Statements (AFS) while Investments reviewed investment-related note disclosures and the investments section. LACERA and Plante Moran held semi-weekly status meetings while FASD and Investments held weekly status meetings. FASD completed the final audit adjustments due to updated investment holdings information. LACERA will prepare the financial statements draft 1 and submit to Plante Moran for review by the end of September.</i>			
	<i>The project is on track to complete LACERA’s financial statements and obtain an audit opinion in mid-October.</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.				



	<p>In August 2024, 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.</p> <p>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.</p>
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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					
<p>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</p>	<p><i>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.</i></p> <p><i>This month, Benefits reviewed the full report to identify previously completed cases that now require additional processing. For example, a member who was in Active service at the time of completion may now be deceased and their case now requires coordination with the survivor. At this point, the number of open cases is 31. Now that this review is complete, we do not anticipate a future increase to this number.</i></p>				



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.

Alameda Project Status		Current Report: 08/31/2024	
Row Labels (Type, Status, Detail, Outstanding)	Count	%	
Pending Notification (Staff Reviewing and Processing)	31	0.607%	
Active	14	0.30%	
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	4,591	99.33%	
Active	3,021	65.36%	
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.

Benefits reviewed the report and determined 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.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Executive	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) 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>The Case Management First Payment Process is in the Execution Phase. User Acceptance Testing (UAT) for this process is currently in progress. UAT involves testing 205 retirement cases in parallel with the production environment. While there are some outstanding development items, they are not critical and have alternative solutions. If testing is completed successfully, we plan to move forward with user training in October and production implementation in November.</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> <p>The team identified five phases over a series of years that would benefit from the Case Management System.</p> <p>Phase I consisted of three sub-phases: Disability Retirement Services (DRS), Disability Litigation Office (DLO, and the Benefits First Payment Process. The LACERA and Eccentex teams completed the development of the case management processes for DRS going live effective: September 22, 2023. The team continues to fine tune the systems performance and making updates as needed.</p> <p>Development of the last sub-phase – the Benefits First Payment process – began simultaneously with the other projects as staff worked to develop detailed process flow maps of the process and define and refine business rules and minimum expectations for the case</p>				



	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			
	The project was broken down into five phases based on the complexity of the calculations needed to pay retroactive benefits to members. We will resume working on this project in July 2024.			
	Phase I-IV: As of the date of this report, LACERA has paid out just over \$3.8 million in retroactive COLA earnings. Of the 9,672 members and survivors impacted, 8,511 accounts have been systematically resolved, which represents all members and survivors currently in a payment status.			
The fourth phase of the project, which requires manually calculating the retroactive benefits, includes 1,494 cases in 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.				
Phase V: The final phase involves deceased members with no survivors currently receiving benefits. This phase requires research to identify the appropriate beneficiary(ies) or estates to pay the retroactive benefits that were due to the deceased member. This phase is				



currently delayed due to staffing limitations and the focus on the Alameda Decision Implementation.

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

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

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	02/28/2022	06/30/2024
	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	<i>The Communications team is in the process of updating the draft Communications Plan to incorporate the Strategic Plan priorities. The final draft will be completed by Communications on October 1, 2024. The draft will then be forwarded to the EO for review and input.</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.				



<p>communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.</p>	<p>We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.</p> <p>The Communications team is 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.</p>
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<p>Project / Issue Title Brief Description</p>	<p>Strategic Plan Initiative:</p>		<p>Compliance & Enterprise Risk Management</p>	
	<p>Type</p>	<p>Project Sponsor</p>	<p>Start Date</p>	<p>Target Date</p>
	<p>Strategic</p>	<p>Information Security</p>	<p>12/01/2023</p>	<p>12/30/2024</p>
<p>Project Lead(s): Steven Rice, Chaitanya Errande, & Celso Templo (PM)</p>				
<p>Delayed</p>				
<p>Current Update</p>				
<p>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.</p>	<p><i>The eDiscovery Solution Project is currently transitioning from the Planning Phase to the Execution Phase. The eDiscovery Solution Team presented and received BOR approval for GlobalRelay as the recommended Vendor of Choice on September 4. The project kick-off meeting with sponsors, stakeholders, subject matter experts and GlobalRelay's Implementation Team is scheduled for September 26, 2024.</i></p>			
<p>Historical Perspectives</p>				
<p>In December of 2023, the IT Coordination Council (ITCC) approved the request by the Legal Office and Information Security teams to search and select a vendor that can provide LACERA an eDiscovery Solution.</p>				
<p>The LACERA eDiscovery Team evaluated and selected a vendor by inviting Veritas, Smarsh and GlobalRelay to provide quotes, demo the products, and answer questions relating to eDiscovery needs. Additionally, the eDiscovery project bypassed the Request for Proposal (RFP) process because all invited vendors 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-</p>				



	<p>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:</p> <p>Contract Finalization and Procurement –The Administrative Services team finalized the contract agreement and procurement process.</p> <p>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.</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 (Questica) Implementation Phase II: Budget Book</p> <p>LACERA nearly finished implementing its first automated enterprise budget application which will be used for budget development and budget control and will integrate with LACERA’s financial system, Great Plains. This phase of the project will address the Budget Book that is submitted to the Boards during the approval process.</p>	<p><i>The Questica Budget Book Project is currently transitioning from the Planning Phase to the Execution Phase. The project team has two important meetings coming up. The first is a Planning Meeting on Tuesday, September 24, where we’ll introduce our team’s stakeholders and subject matter experts, discuss the project timeline, and outline the basic project plan. The second is a Kickoff Meeting on Monday, September 30, where we’ll introduce the toolset we’ll be using and dive deeper into the project details.</i></p>			
	Historical Perspectives			
	<p>The implementation of the Questica budgeting solution has been divided into two phases. Phase I concerns the implementation of the budgeting application itself. Phase II consists of the review and implementation of the Budget Book function to assist with assembling the budget book that is submitted for approval to the Boards.</p>			



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
	BSG	Administrative Services	03/01/2022	12/31/2024
	Project Lead(s): Ricki Contreras, Elsy Gutierrez & Penelope Rodriguez (PM)			
Delayed				
Current Update				
Enterprise Contract Lifecycle Management (ECLM) Solution Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.	<i>The ECLM Project is currently in the Execution Phase. The ECLM project team initiated a soft launch of the solution in early September for the Administrative Services, Systems, Legal, and Financial Accounting Services Divisions. Vendor Management features are undergoing testing and modification during this period. The soft launch will last at least one month before the team decides on a go-live date. Meanwhile, the Vendor Management Team has been training contract administrators and seeking vendor support to resolve any issues that arise.</i>			
	<i>A new Project Manager has been assigned to the project and introduced to the sponsors, subject matter experts, and ECLM project team.</i>			
	Historical Perspectives			
On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system.				
The ECLM Solution's Iteration 4 is underway to meet the newly structured Vendor Management the basic framework for the contract administration is still intact from the initial implementation. The new process has forced a pivot to restructure user groups and security roles to align with the Vendor Management group and personnel. 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 re-structured 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): Celso Templo (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.	<p><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 the 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).</i></p> <p><i>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.</i></p> <p><i>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 was completed by the NeoGov’s Implementation Team on August 30th.</i></p> <p><i>The HR Subject Matter Experts have been collaborating with the NeoGov’s Implementation Team to produce the Employee and Position Import Data for NeoGov’s data upload. A new Project Manager has been assigned to the project and introduced to the sponsors, subject matter experts, and HR-NeoGov project team.</i></p>				
	Historical Perspectives				
	<p>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</p>				



	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 David Choe (PM)			
Delayed				
Current Update				
LACERA Incident Response Team (LIRT) Management Solution LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	<i>The LIRT Management Solution is in the Execution Phase. A new Project Manager has been assigned to the project and introduced to the sponsors, subject matter experts, and project team. While the User Acceptance Testing of the solution was completed before the project was reassigned, the Project Manager is meeting with the product owner and subject matter expert to assess the project's health, analyze its current progress against the plan, and identify any risks or issues. As soon as the assessment has been completed, the project team will publish any changes to the project plan and announce a soft launch date.</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>The MECP Project is in the Planning Phase. Contract negotiations between TTEC, our BOR approved Vendor, and LACERA are underway. After several review cycles between TTEC and LACERA, the Master Agreement is in its final review stage with LACERA Legal. The Statement of Work is also under careful review by LACERA's MECP Project Team.</i>			
	<i>We anticipate the Master Agreement and Statement of Work packet to be ready for signature by mid-October.</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.				
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				



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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				
<p>PEPRA Implementation: Annual Benefit Statement</p> <p>LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.</p>	<p><i>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.</i></p>			
	<p><i>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.</i></p>			
	<p><i>After the final review, additional edits were required. Edits are being made and with these final edits, we will request the final files to hand off to Systems and Communications for their review in determining their timeline for beta testing and logistics. Once the estimated timelines have been determined, a proposed completion date will be determined. A campaign to inform our members will be created and initiated two to three months prior to distribution of the new digital and print ABS and a launch date will be announced</i></p>			
Historical Perspectives				
<p>LACERA was unable to generate a PEPRA member ABS until we could accurately, automatically, calculate a member’s FAC. This project is moving forward now that the FAC issue is nearly resolved.</p>				



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 PEPRA 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 PEPRA 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



	<p>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.</p>
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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 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 is currently testing these changes.</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>				



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.

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 evaluating the need to continue development. Ultimately, the team determined that there is value to the RPA process when having to manually research accounts for problems and appeals. The team has provided feedback to the 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



	<p>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.</p> <p>As a result of this setback, the team pushed back the Target Date back to 12/31/2024.</p> <p>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.</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			
Pre-2003 Pension Reserve Clean-up 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	<i>Project extended to allow time for recipients to respond to the final notices.</i>			
	Historical Perspectives			
	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.			
	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>funds on deposit so they can withdraw their funds.</p> <p>The purpose of this project is to ensure that LACERA sends written notice through Certified mail to the most valid address we can find. Individuals in this group who still have funds on deposit after this initiative will have their funds placed into the Pension Reserve.</p>	<p>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.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Prepaid Bank Card Project Introduction of a prepaid bank card option for monthly benefit payments	Strategic	Executive (MOG)	06/15/2022
Project Lead(s): JJ Popowich & Shonita Peterson (PM)				
Pushed Back				
Current Update				
<i>The amended contract has been signed by LACERA and forwarded to Conduent for their signatures. The LACERA team has also submitted a mockup debit card design to vendor for their review.</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	<p><i>September 2024 – The county CEO has sent a letter to the LACERA CEO on the status of the LMB. We have reviewed their letter and have provided a response to the County CEO. Their response is due back to LACERA later in the month, at which point we'll update the IBL on status.</i></p>			
	<p align="center">Historical Perspectives</p>			
	<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. 2) Cost Projections – GASB 75 report projections to analyze the impact of future healthcare cost changes. 3) Cost Savings – Retiree Healthcare benefit analysis of Tier 2 historical cost savings. <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			
Medicare Part B Verification Enhancement Status Update 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	<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. We expected a solution by August 31, but the vendor needs additional time to resolve the issue.</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>					



work objects for resolution by the business users.

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 Team looked 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>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.</p>			



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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			
	<p>Following the AC’s programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected.</p> <p>In August, the AC notified LACERA that they were adjusting the time frame that they would be withholding contributions for retroactive adjustments to 60 months (from the current 99 months). All retroactive earnings paid for pay periods more than 60 months in arrears would no longer have contributions deducted from them. This change was made by the County due to excessive degradation in their payroll system’s performance.</p> <p>In 2022, LACERA met with the AC’s team to discuss collection of contributions for adjustments more than 60-months old. A few ideas were generated, and we continue to work with them to develop a procedure that both the County and LACERA can support.</p>			



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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. The Virtual Project Team has ongoing vendor presentations for information gathering.. The team plans to call these vendors again for a specific presentation of their solutions. At the same time, the Subject Matter Experts will rate each one based on the use cases comprising the DPC task of prepping, scanning, categorizing, and routing of digitized mail.</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 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.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial Accounting Services Division	August 2023	September 2024
Project Lead(s): Ted Granger				
Completed				
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.	September 2024 – Milliman (LACERA's consulting actuary) presented the 2023 OPEB Actuarial Valuation report and CavMac (LACERA's reviewing actuary) presented the results of their review to the Board of Retirement (BOR) at their September meeting. There were some questions regarding the future funding of the OPEB Program that will be followed-up on. This presentation and BOR's approval completed the 2023 OPEB reporting cycle.			
	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.			
	Historical Perspectives			
	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.			
	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.			
	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 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.

In August 2024, 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.

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:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	11/01/2023	12/30/2024
	Project Lead(s): Tom De Luca			
Completed				
Current Update				
Data Digitization Sharing Project A project to share previously digitized microfiche and Optical Archive System (OAS) records with the LA County Auditor/Controller	<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. The Project Team at LACERA completed and released a preliminary cost estimate on September 17th. This estimate includes both labor and material costs, covering hardware and software. The costs are categorized into two sections: those exclusive to LACERA and those that can be shared with the Auditor/Controller. Subsequently, if A/C decides to have LACERA staff further develop the prototype into a functioning tool for their department, a new project proposal and business statement have to be created for IT Coordination Council submission and approval. Additionally, the estimate features a fixed cost component and a variable cost that depends on the page volume. The next step for this project will be to return to the IT Coordination Council with feedback from the A/C, the project cost estimates, and a project proposal.</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. 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</p>				



	<p>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:		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				
Completed				
Current Update				
Microsoft Copilot Search Implementation The introduction of Microsoft Copilot Search, Microsoft’s AI chat interface	<i>The project has been completed.</i>			
	Historical Perspectives			
	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.			
Project Steps: <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 - 99% Completed
4. The Executive Board Assistants will be scheduling two meeting for Trustees - TBD
5. Presentation/Demo to MAC/SAC teams – Completed
6. Demonstration during Brown Bag Meeting – Completed
7. Enable feature for all staff (that signed the AI Policy) and send out training documents – Completed

Staff created a draft policy and forwarded it to the Ethics and Compliance Committee (ECC) for review.

DATE RECEIVED	REQUESTER	DOCS REQUESTED
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 January 1, 2024, to present.</p> <p>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.</p> <p>Special Assistant to Director, HR, LA County, on July 18, 2024, confirmed receipt of above responsive email.</p> <p>Transmitted 1 document.</p> <p>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.</p> <p>LACERA Staff Members PRR 7.15.24.pdf</p> <p>Transmitted 1 document.</p> <p>Legal, on August 23, 2024, via email, sent the responsive document listed below.</p> <p>2023 LACERA Total Compensation Report.xlsx</p>
07-30-24	B. Fesler, Secretary, Board of Directors, RELAC	<p>Request: Data regarding LACERA members participating in programs offered by the Pacific Agencies Group (PGA).</p> <p>Transmitted 2 documents.</p> <p>Executive Office, on August 29, 2024, via email, transmitted the responsive letter and document listed below.</p> <p>Public_Records_Act_Request_Response_PGA_082924-Final.pdf and RELAC_PGA_Edited-071824.xlsx.</p>
08-19-24	R. Inchody, Pitchbook	<p>Request: Updated quarterly performance data from your plan's alternative asset holdings for the following date(s): 2Q24</p> <p>Transmitted 1 document.</p> <p>Legal, on August 23, 2024, via email, sent the responsive document listed below.</p> <p>Private Markets Data Q1 1024.xlsx.</p>
08-21-24	D. Johnston	<p>Request: Disclose co-investment fund names regarding private equity co-investments noted in August 14 Board of Investments Executive Session Report.</p> <p>Legal's responsive comment, on August 22, 2024, via email, notified Requester that the vehicle name in Board documents is a co-investment (alternative investment). The vehicle is named after the portfolio position and the name since it would reveal a fund portfolio position.</p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
08-21-24	B. Scott, SP Global	<p>Request: Data for approximately 15 quarters of alternative assets funding status and performance summary reports.</p> <p><i>Legal's responsive comment, on August 28, 2024, via email, notified Requester that required information is expected end of September 2, 2024, week.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on September 5, 2024, via email, transmitted the responsive document listed below.</i></p> <p><i>Private Markets Data Q1 2020 to Q4 2023.xlsx.</i></p>
08-21-24	B. Campbell, with. Intelligence	<p>Request: Performance data from LACERA investment pools for all the absolute return/hedge funds in which LACERA is currently invested for the time period June 2024.</p> <p><i>Legal, on August 27, 2024, via telecon with Requester, respectfully requested extension to produce required performance data.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on September 5, 2024, Via email, transmitted the document listed below.</i></p> <p><i>FOIA Request – With Intelligence – Hedge 2024-06-30.</i></p>
08-24-24	R. Inchody, FOIA	<p>Request: Q24 data for alternative assets holdings.</p> <p><i>Legal, on August 27, 2024, via telecon with Requester, respectfully requested extension to produce required Q24 data.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal on September 10, 2024 Transmitted the document listed below.</i></p> <p><i>Private Markets Data Q2 2024.xlsx.</i></p>
08-27-24	R. Saffra, Bloomberg	<p>Request: Copy of all documents, materials, and/or presentation, including those by external consultants, pertaining to alternative investments.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on September 5, 2024, via email, transmitted the responsive document listed below.</i></p> <p><i>Private Markets Data Q2 2024.xlsx.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
08-27-24	T. Hettinger, lpanalyst	<p>Request: Most recent information on your private asset portfolio returns since inception.</p> <p>Transmitted 1 document.</p> <p>Legal, on September 5, 2024, via email, transmitted the responsive document listed below.</p> <p>Private Markets Data Q2 2024.xlsx.</p>
07-31-24	B. Fesler, Secretary, Board of Directors, RELAC	<p>Request: Data regarding LACERA members participating in programs offered by the Pacific Agencies Group (PGA).</p> <p>Transmitted 2 documents.</p> <p>Executive Office, on August 29, 2024, via email, transmitted the responsive letter and document listed below.</p> <p>Public_Records_Act_Request_Response_PGA_082924-Final.pdf and RELAC_PGA_Edited-071824.xlsx.</p>
08-29-24	H. Parker, Preqin	<p>Request: Records for Commitment, Contribution, Distribution, Value, and IRR as of March 31, 2024 (include all partnerships).</p> <p>Legal, on September 4, 2024, via telecon with Requester, respectfully requested extension to produce responsive document.</p> <p>Transmitted 1 document.</p> <p>Legal, on September 18, 2024, via email, transmitted the responsive document listed below.</p> <p>FOIA Request – Preqin – Private Markets Data Q1 2024.xlsx.</p>
09-04-24	A. Lindstrom, Sierra Club	<p>Request: 2024 proxy voting records for LACERA.</p> <p>Transmitted 1 document.</p> <p>Legal, on September 5, 2024, via email, transmitted the responsive document listed below.</p> <p>LACERA FY24 Proxy Votes FOIA.pdf</p> <p>Transmitted 1 document.</p> <p>Legal, on September 11, 2024, via email, transmitted the responsive document listed below.</p> <p>LACERA FY24 Proxy Votes FOIA.pdf</p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
09-11-24	X.M. Revil, with. Intelligence	<p>Requester: Performance metrics of all closed-end funds including Private Equity, Venture Capital, Private Debt, Real Estate, Real Assets/Infrastructure funds you invest in for Q1 2024 and Q2 2024.</p> <p>Transmitted 2 documents.</p> <p>Legal, on September 18, 2024, via email, transmitted the responsive documents listed below.</p> <p>Private Markets Data Q2 2024.xlsx and Private Markets Data Q1 2024.xlsx.</p>
09-10-24	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Executive Office, on September 10, 2024, via email, transmitted the responsive document listed below.</p> <p>MonthlyAgenda.csv for September 4, 2024.</p>
09-10-24	Sheriffs Dept, LA County and 4 other Recipients	<p>Per monthly request:</p> <p>Transmitted 2 documents.</p> <p>Executive Office, on September 10, 2024, via email, transmitted the responsive documents listed below.</p> <p>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated September 4, 2024.</p>
09-10-24	C. Siverson, Fire, LA County, and 5 other Recipients	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p>Executive Office, on September 10, 2024, via email, transmitted the responsive document listed below.</p> <p>Board of Retirement Meeting on September 4, 2024, Benefit Approval List.pdf</p>
09-12-12	Jack Crawford, Individual	<p>Request: Job descriptions for all roles within the Investments Division and any documents outlining responsibilities and qualifications for different seniority levels across investment teams roles.</p> <p>Legal's responsive comment, on September 18, 2024, via email, transmitted the link shown below to Requester. The LACERA link provided below gives the information requested.</p> <p>Class Specifications/Sorted by Class Title ascending/Career Pages (governmentjobs.com)</p>

REPORT OF FELONY FORFEITURE CASES

September 18, 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.

September 13, 2024

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

FROM: Jean J. Kim 
Senior Staff Counsel

FOR: October 2, 2024 Operations Oversight Committee Meeting

SUBJECT: **New Calendar for Pensionability Determinations**

I. Introduction

The Legal Office, in close collaboration with Quality Assurance, has established a new calendar to be used in conjunction with the currently existing process for determining the pensionability of new and revised pay items. This calendar has also been reviewed and approved by the County CEO's office and the Superior Court, as well as the Executive Office of LACERA.

II. Legal Authority

The Board of Retirement is charged with determining which items of compensation qualify as pensionable earnings includable in a member's retirement allowance. For a legacy member (any individual who became a member of LACERA, or a reciprocal system, prior to January 1, 2013), if a pay item falls within the definition of "compensation earnable," as defined under California Government Code §31461, then such pay item constitutes pensionable earnings, includable in a member's retirement allowance. For a "new member" or "PEPRA member" (anyone who first becomes a member of LACERA on or after January 1, 2013 and was not previously a member of another public retirement system prior to that date), if a pay item meets the definition of "pensionable compensation," as defined under California Government Code §7522.34, then such pay item would constitute pensionable earnings, includable in a member's retirement allowance.

III. Improvement to Existing Process for Determining Pensionability: Calendar

The process for determining that a new pay item (or an existing pay item that has been revised) is pensionable as "compensation earnable" or "pensionable

compensation” involves the following key stakeholders, each of whom is responsible for an important role in each sequential step of the overall process:

Existing Process for Determining Pensionability

Stakeholder	Responsibility
LA County or Superior Court	1. Provide the new pay item (or change to the existing pay item) and information relevant to the analysis.
Quality Assurance	2. Collect and review and analyze information provided for each new (or existing) pay item that is needed for the analysis.
Benefits Legal	3. Review information and analysis provided by Quality Assurance and draft legal memo analyzing whether the new (or existing) pay item qualifies as “compensation earnable” under CERL or “pensionable compensation” under PEPRA
Executive Team	4. Review legal memo, provide feedback as needed.
Board of Retirement	5. Review legal memo and act on recommendation provided therein.
Benefits Legal	6. Send pensionability determinations for each new pay item (or change to existing pay item) to LA County or Superior Court

In order to provide full transparency regarding the multi-step process to all the parties involved, and to provide a degree of predictability regarding when a new (or revised) pay item would be presented and acted upon by the Board of Retirement, the Legal Office worked with Quality Assurance to develop the attached calendar, based off of the Board of Retirement meeting dates. This calendar, in draft form, was circulated to both the County CEO’s office and the LA Superior Court, each of whom approved the proposed schedule. While there may be exceptions (certain pay items may take a longer or shorter time to review), the calendar provides a new degree of certainty and predictability to the process, which should be helpful to all involved.

Operations Oversight Committee
September 13, 2024
Re: New Calendar for Pensionability Determinations
Page 3 of 3

Please find attached (i) the schedule for the remainder of the current year (Attachment A) and (ii) the schedule for the next calendar year (Attachment B).

Attachment A

2024 DEADLINES FOR PENSIONABILITY MEMOS

County/Superior Court deadline to LACERA QA (by Noon)	QA deadline to Legal (by Noon)	Deadline to Place on Tentative Agenda (by Noon)	Legal deadline to Support Staff (by Noon)	Deadline to Upload to One Meeting for Executive/Legal Review (by Noon)	Final PDF due to Bonnie/One Meeting (by Noon)	Board of Retirement Meeting Date
	Fri, December 8	Thurs, December 14	Thurs, December 14	Tues, December 19	Tues, December 26	Wed, January 3
	Mon, January 15	Thurs, January 18	Fri, January 19	Wed, January 24	Tues, January 30	Wed, February 7
	Mon, February 12	Thurs, February 15	Fri, February 16	Wed, February 21	Mon, February 26	Wed, March 6
	Fri, March 8	Thurs, March 14	Fri, March 15	Wed, March 20	Tues, March 26	Wed, April 3
	Fri, April 5	Thurs, April 11	Fri, April 12	Wed, April 17	Tues, April 23	Wed, May 1
Thurs, April 25	Fri, May 10	Thurs, May 16	Fri, May 17	Wed, May 22	Tues, May 28	Wed, June 5
Wed, May 22	Thurs, June 6	Thurs, June 13	Thurs, June 13	Tues, June 18	Tues, June 25	Wed, July 3
Fri, June 14	Fri, July 12	Thurs, July 18	Fri, July 19	Wed, July 24	Tues, July 30	Wed, August 7
Thurs, July 25	Fri, August 9	Thurs, August 15	Fri, August 16	Wed, August 21	Tues, August 27	Wed, September 4
Thurs, August 22	Fri, September 6	Thurs, September 12	Tues, September 17	Wed, September 18	Tues, September 24	Wed, October 2
Thurs, September 26	Fri, October 11	Thurs, October 17	Tues, October 22	Wed, October 23	Tues, October 29	Wed, November 6
Wed, October 23	Thurs, November 7	Thurs, November 14	Mon, November 18	Tues, November 19	Mon, November 25	Wed, December 4

Attachment B

2025 DEADLINES FOR PENSIONABILITY MEMOS

County/Superior Court deadline to LACERA QA (by Noon)	QA deadline to Legal (by Noon)	Legal Deadline to Support Staff (by Noon)	Deadline to Upload to One Meeting for Executive/Legal Review (by Noon)	Deadline to Place on Tentative Agenda (by Noon)	Final PDF due to Bonnie/One Meeting (by Noon)	Board of Retirement Meeting Date
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Pensionability Schedule

October 2, 2024

Presented to the
Operations Oversight Committee by:
Jean J. Kim, Senior Staff Counsel
Ching Fong, Quality Assurance



Board Authority to Determine Pensionability for Items of Compensation

The Board of Retirement is charged with determining which items of compensation qualify as pensionable earnings includable in the member's retirement allowance.



Compensation Earnable for Legacy Members

“Compensation earnable” defined in California Government Code
California Government Code §31461 :

“Compensation earnable” by a member means the average compensation as determined by the board, for the period under consideration upon the basis of the average number of days ordinarily worked by persons in the same grade or class of positions during the period, and at the same rate of pay.

§31461(b): 4 general categories of excluded items – including OT pay, termination pay



Pensionable Compensation for PEPRA Members

“Pensionable Compensation” defined in California Government Code §7522.34(a):

“Pensionable compensation” of a new member of any public retirement system means the normal monthly rate of pay or base pay of a member paid in cash to similarly situated members of the same group or class of employment for services rendered on a full-time basis during normal working hours, pursuant to publicly available pay schedules.

§7522.34 (c): 11 specific exclusions (e.g., one time or ad hoc payments, bonuses, OT pay) and 1 catch all “any other form of compensation a public retirement board determines should not be pensionable compensation.”

Process for Determining Pensionability





Chief Executive Office.



Request Sent to LACERA

Two-way communication



Review Information

Process for Determining Pensionability

Provide Pensionability Determinations



Memo Appears in BOR Agenda

LACERA

May 17, 2024

TO: Trustees – Board of Retirement

FROM: Jean J. Kim
Senior Staff Counsel

DATE: Board of Retirement Meeting of June 5, 2024

SUBJECT: PENSIONABILITY ANALYSIS UNDER CERL AND PEPPA FOR NEW PAY ITEM

Legal Prepares BOR Memo

Attachment: Newly Created Pay Codes reviewed under Sections 31461 (CERL/Legacy) and 7522.34 (PEPPA)

Pay Event	Description	Earnings Code Description	31461 (CERL/Legacy) Reference	7522.34 (PEPPA) Reference	Analysis
Newly Created and EXCLUDED under Sections 31461 and 7522.34					
TR	ON CALL: COURT OPERATIONS MANAGER	This pay event is being created to provide additional compensation to any Court Operations Manager (Item 9832) who is assigned to be on call to supervise the Pretrial Services Team, which performs round-the-clock pretrial services work. The rate of pay is \$60 for each 24-hour shift the Court Operations Manager is on call.	(b)(3)	(c)(6) (c)(11)	This form of compensation constitutes payment for additional services rendered outside of normal working hours under Section 31461(b)(3). The recommendation is to EXCLUDE this payment from compensation payable for LEGACY members. This form of compensation constitutes payment for additional services rendered outside of normal working hours under Section 7522.34(c)(6). It is inconsistent with the requirements of subdivision (a) under (c)(11). The recommendation is to EXCLUDE this payment from pensionable compensation for PEPPA members.

Draft Analysis under \$31461 & \$7522.34



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