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, DECEMBER 4, 2024**

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

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

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

COMMITTEE TRUSTEES:

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

I.　　CALL TO ORDER

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

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

III.   APPROVAL OF MINUTES

    A.   Approval of the Minutes of the Regular Meeting of November 6, 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.   **Member Services Workforce Management**
        JJ Popowich, Assistant Executive Officer
        Tatiana Bayer, Division Manager, Member Services
        Kelly Puga, Section Head, Member Services
        Vanessa Gonzalez, Interim Section Head, Outreach
        Gerald Bucacao, Senior Retirement Benefits Specialist
        (Presentation)

    C.   **Privacy Incidents: Personally Identifiable Information**
        Tamara Caldwell, Division Manager, Disability Retirement Services
        Esmeralda Delgado, Supervising Administrative Assistant II, Admin Services
        (For Information Only) (Memo dated October 28, 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 agendized 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.   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.

X.   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

9:46 A.M. – 9:49 A.M., WEDNESDAY, NOVEMBER 6, 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

                  David Ryu, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

                  Elizabeth Ginsberg, Trustee

                  Vivian H. Gray, Trustee

                  Shawn R. Kehoe, Trustee

                  Ronald Okum, Trustee

                  Les Robbins, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Luis Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Jean J. Kim, Senior Staff Counsel

Ching Fong, Quality Assurance

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 9:46 a.m.

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

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

There were no requests received.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of October 2, 2024

Trustee Green made a motion, Trustee Moore seconded, to approve the minutes of the regular meeting of October 2, 2024. The motion passed by the following roll call vote:

Yes: Sanchez, Green, Moore, Harris

No: None

IV.   PUBLIC COMMENT

There were no requests from the public to speak.

V.   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.

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 agendized item at a future meeting.)

There was nothing to report.

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

There was nothing to report.

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

There was nothing to report.

IX.   ADJOURNMENT

There being no further business to come before the Committee, the meeting

was adjourned at 9:49 a.m.

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

LACERA

Operations Briefing Report

Fiscal Year 2024-2025

December 4, 2024

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

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

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

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

PROJECT STATUS DASHBOARD

New Projects and Updates to Existing Projects

Project Title	Strategic Plan Initiative	Target Date	Status
Actuarial Valuation Report: Retirement Benefits	Compliance & Enterprise Risk Management	1/31/2025	Delayed
Actuarial Valuation Report: Retiree Healthcare Benefits (RHC) (25)	Compliance & Enterprise Risk Management	5/31/2025	On Schedule
Annual Financial Statement Preparation and Audit	Compliance & Enterprise Risk Management	12/31/2024	On Schedule
Alameda Decision Implementation	Compliance & Enterprise Risk Management	TBD	Delayed
Case Management Project (Sol: Phase I)	Superior Member Experience	11/30/2024	Delayed
Communications Plan	Superior Member Experience	06/30/2024	Pushed Back
eDiscovery Solution	Compliance & Enterprise Risk Management	TBD	Delayed
Enterprise Budget Application (Questica) Implementation Phase II: Budget Book	Compliance & Enterprise Risk Management	TBD	Delayed
Enterprise Contract Lifecycle Management (ECLM) Solution	Compliance & Enterprise Risk Management	12/31/2024	Delayed
HR-NeoGov Expansion & Learning Management System	Investing in People	12/31/2024	On Schedule

LACERA Incident Response Team (LIRT) Management Solution	Compliance & Enterprise Risk Management	TBD	Delayed
Member Experience Communication Platform (MECP)	Superior Member Experience	08/31/2025	On Schedule
Medicare Part B Verification Enhancement	Innovation Through Technology	6/30/2023	Delayed
PEPRA Implementation: FAC Issue	Compliance & Enterprise Risk Management	12/31/2024	Pushed Back
Virtual Mailroom	Innovation Through Technology	02/28/2025	On Schedule

Existing Projects - No Updates			
Project Title	**Strategic Plan Initiative**	**Target Date**	**Status**
COLA Bank Retroactive Changes	Compliance & Enterprise Risk Management	12/31/2024	Delayed
Pre-2003 Pension Reserve Clean-up	Superior Member Experience	12/31/2024	Delayed
PEPRA Implementation: Annual Benefit Statement	Superior Member Experience	12/31/2025	Delayed
Prepaid Bank Card Project	Superior Member Experience	06/30/2025	Delayed
Retirement Estimate Redesign	Superior Member Experience	12/30/2024	On Schedule
Retroactive Payroll Adjustments: Prospective Correction	Compliance & Enterprise Risk Management	TBD	Pushed Back

FY 24-25 Completed Projects

Project Title	Strategic Plan Initiative	Target Date	Status
960-hour Rehired Retiree audit process	Superior Member Experience	6/30/2023	Completed
Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program	Compliance & Enterprise Risk Management	09/04/2024	Completed
Data Digitization Sharing Project	Innovation Through Technology	12/30/2024	Completed
Microsoft Copilot Search Implementation	Innovation Through Technology	07/31/2024	Completed
Retiree Healthcare Administration: Lifetime Maximum Benefit Project	Superior Member Experience	12/31/2024	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)**

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	January 2025
	Project Lead(s): Ted Granger			
	Delayed			
	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.

Milliman (LACERA's consulting actuary) prepared a draft valuation report and presentations slide for review in November. The Investment Office requested this item be moved to the January 2025 BOI agenda.

Historical Perspectives

September 2024 – The County sent their annual request and Milliman provided a preliminary funding estimate letter, which includes estimates of the funded ratio as of June 30, 2024 and employer contribution rates for the fiscal year beginning July 1, 2025.

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.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	BSG	Financial Accounting Services Division	September 2024	May 2025
	Project Lead(s): Ted Granger			
	On Schedule			
	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.	*November 2024 – LACERA and Milliman (LACERA's consulting actuary) met with the Los Angeles County stakeholders and decided to shorten the annual reporting timeline by several months. Some data captured in the prior reporting model which delayed the reporting process, such as late-enrollee and the next year's healthcare premium renewal rates, will be included in the following year's report. The revised timeline will ensure the County receives reports earlier and help LACERA staff better manage competing projects.*			
	Historical Perspectives			
	August 2024 – LACERA transmitted the census data file to Milliman when they began planning for the annual OPEB valuation project.			

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** *November 2024 – FASD is currently working with Communications to prepare the 2024 Annual Comprehensive Financial Report (ACFR). The ACFR is an enhanced version of the Annual Financial Statements (AFS) but includes some additional information such as LACERA Trustees, transmittal letter from the CEO, and organizational chart. We expect to complete and distribute the ACFR in mid-December.* *FASD is preparing for the annual financial results presentation to the Operations Oversight Committee at their meeting in January 2024. This presentation is a high-level summary of information presentation in LACERA's financial statements.*

Historical Perspectives
Plante Moran, LACERA's external auditor, began interim audit testing in May and June 2024, focusing on member data, benefit calculations, internal controls, and fraud interviews. By July, LACERA staff had completed the financial statement closing process and started preparing the Annual Financial Statements (AFS). In August, staff responded to audit information requests, and the auditor began substantive testing. During September, Plante Moran continued testing while LACERA staff prepared draft financial statements and investment-related disclosures, holding regular status meetings to finalize adjustments and complete the audit process. In October 2024, LACERA staff prepared and issued two draft reports for review and one final Annual Financial Statement Report (AFS). Plante Moran completed their audit inquiries,

testing, and issued their audit opinion. LACERA received an unmodified or "clean" audit opinion dated October 15, 2024. There were no audit findings or recommendations to report this year. Plante Moran will present their findings to the Audit Compliance Risk and Ethics (ACRE) Committee at the meeting in December. A copy of the audited AFS was sent to Los Angeles County by the deadline so the County can include some of LACERA's financial statement data within their financial statements.

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			
	Delayed			
	Current Update			

Alameda Decision Implementation
In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff's Association v. Alameda County Employees Retirement Association ("Alameda"), challenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifically, excluding pay items previously included such as unused vacation, termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature's

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

Benefits staff continue to work on the remaining cases, reflected in the report below.

Alameda Project Status	Current Report: 08/31/2024	
Row Labels (Type, Status, Detail, Outstanding)	Count	%
Pending Notification (Staff Reviewing and Processing)	15	0.320%
Active	0	0.00%
Retired	5	0.11%
Deferred/Inactive	0	0.0%

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.

Retired Deceased	4	0.09%
Active Death	4	0.09%
Other – *Active/Exceptions	2	0.04%
Withdrawn	0	0.0%
Completed	4,607	99.68%
Active	3,035	65.66%
Retired	874	18.91%
Deferred/Inactive	149	3.22%
Deceased	0	0.0%
Other - *Active/Exceptions	437	9.45%
Withdrawn	56	1.21%
Not affected	56	1.21%
Grand Total	4,622	100%

Historical Perspectives

This has been a multi-year project that evolved as we conducted discovery and made changes required by the Alameda Decision. The project involved updating salaries and recalculating contributions for members affected by the exclusion of Standby Pay from earnings. Staff broke the project into segments based on member status and situation, because each segmented group required unique handling. The summary below (produced with the assistance of Co-Pilot) reflects the historical progress to date:

- **Active Members**: Salaries of 4,176 members were updated, with 3,013 actively employed. Of these, 2,284 had overpaid contributions, leading to the suspension of future contributions until balances were depleted. Notifications were sent in February 2022 to avoid overwhelming the Member Services Call Center.

- **Deferred and Inactive Members**: Staff identified 149 deferred and inactive members, issuing 132 refund checks. The remaining 17 members were not owed a refund.

- **Retirees and Benefit Adjustments**: Retirees who retired on or after January 1, 2013, had their benefits adjusted prospectively from August 30, 2020. Notifications were sent in May 2022 to 710 members about benefit reductions effective July 31, 2022, with repayment options for overpaid benefits. Some members received refund checks, while others saw no changes due to specific conditions.

An important part of the historical record for this project is the acknowledgement of the Benefits commitment to self-evaluation and transparency. In August, 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.

In September, 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.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Executive	August 24, 2022	December 2, 2024
	Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)			
	Delayed			
	Current Update			

Case Management Project (Sol: Phase I) Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience. Processes included in Phase I are: Disability Retirement Services (DRS) Disability Litigation Office (DLO) Benefits – First Payment	*The Case Management First Payment Process is in the Execution Phase. User Acceptance Testing (UAT) for this process is currently in progress. The UAT includes both string testing as well as full parallel testing. Issues and enhancements that are identified during UAT are either implemented immediately or added to a future enhancement list to be implemented after the Go-Live date.* *Training sessions for all user groups within the Benefits division have been successfully completed. Our vendor is currently finalizing the user guide for Benefits specialists and LAC-ERA Sol administrators. PMG group is working on written procedures for Benefits specialists.* *We are currently deploying the solution in the production environment. Starting December 2nd, we plan to go-live and begin processing cases using the new system, with the first payments to members scheduled for January. Please note that only cases with a retirement date of December 1st or later will be processed in Sol. Cases with earlier retirement dates will continue to be handled using the current methods during the transition period.*
	Historical Perspectives
	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. The team identified five phases over a series of years that would benefit from the Case Management System.

	Phase I consisted of three sub-phases: Disability Retirement Services (DRS), Disability Litigation Office (DLO, and the Benefits First Payment Process. The LACERA and Eccentex teams completed the development of the case management processes for DRS going live effective: September 22, 2023. The team continues to fine tune the systems performance and making updates as needed. Development of the last sub-phase – the Benefits First Payment process – began simultaneously with the other projects as staff worked to develop detailed process flow maps of the process and define and refine business rules and minimum expectations for the case management system. With the completion of the DRS/DLO sub-phases the teams focused their efforts on the First Payment Process.

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.	*No update at this time.*			
	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%**

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Exec (MOG)	02/28/2022	06/30/2024
	Project Lead(s): JJ Popowich & Cynthia Martinez			
	Pushed Back			
	Current Update			

Communications Plan

The development of a strategic Communications Plan providing an overview of the guiding principles used to communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.

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

Historical Perspectives

The LACERA executive team met on August 30, 2022, to review and discuss the Communication Plan(s) drafted by both EKA (the Board of Retirement's public relations consultant) and the LACERA Communications division. Both plans outlined a more tactical approach to engaging our members and various stakeholders, as opposed to a strategic roadmap. The team discussed opportunities and ideas for improving the Communication plan document. We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.

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.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Information Security	12/01/2023	TBD
	Project Lead(s): Steven Rice, Chaitanya Errande, & Celso Templo (PM)			
	Delayed			
	Current Update			

eDiscovery Solution	*The eDiscovery Solution Project is currently transitioning from the Planning Phase to the Execution Phase. The eDiscovery Solution Team is in the Contract Development process, wherein terms and conditions are discussed with the vendor. The Legal Division is reviewing and proposing revisions to the contract.*
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.	**Historical Perspectives**
	In December of 2023, the IT Coordination Council (ITCC) approved the request by the Legal Office and Information Security teams to search and select a vendor that can provide LACERA an eDiscovery Solution.
	The LACERA eDiscovery Team evaluated and selected a vendor by inviting Veritas, Smarsh and GlobalRelay to provide quotes, demo the products, and answer questions relating to eDiscovery needs. Additionally, the eDiscovery project bypassed the Request for Proposal (RFP) process because all invited vendors offered costs below the qualifying threshold set in the RFP guidelines. After performing the necessary due diligence and incorporating selection factors such as system functionalities, pricing, support availability, system integrations, User Experience (UX), and end-user training, the eDiscovery Project team selected GlobalRelay as the vendor that would partner and collaborate with LACERA to implement the eDiscovery solution. The following milestones have been completed:
	Contract Finalization and Procurement –The Administrative Services team finalized the contract agreement and procurement process.
	Since the cost of the project was expected to exceed the CEO's approval threshold. the Project Executive Sponsor met with Executive Management to discuss the timeline and process for obtaining Board of Retirement approval.

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			

Enterprise Budget Application (Questica) Implementation Phase II: Budget Book

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.

The Questica Budget Book Project is now in the Execution Phase. The necessary application, Caseware, has been installed for the Budget's Subject Matter Experts (SMEs). The project team is currently scheduling training and testing sessions for the Budget SMEs with FH Black's Implementation Team.

Historical Perspectives

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

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

On July 15th, the Budget Modernization Project Team held a kick-off meeting with FH Black, our partner from Questica, the vendor for our new budgeting software. As a historical note, FH Black, the vendor responsible for the Budget Book implementation, was introduced by Questica in October 2023. FH Black was also included in Questica's RFP response as part of their Implementation Team in July 2022. During the kick-off, the team discussed the project's scope, requirements, implementation plan, post-implementation support, and training. We

emphasized the importance of clear communication and setting expectations among all involved parties, including our own resources, subject matter experts, key stakeholders, and the vendor's implementation team.

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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.	*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 ECLM project team is collaborating with the vendor to complete the configuration of ECLM and the user manual The project team will continue testing the workflow for users and approvers throughout the month of November. Training sessions will begin at the end of November and will take place throughout the month of December. The Go-Live date for the solution is December 31st.*

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

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): Alonso Favela (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.

The project is in the Execution Phase. The HR-NeoGov Implementation team has been collaborating with the project team regarding the implementation of the Performance (PERFORM) and Learning (LEARN) Modules.

The Project Kickoff has been successfully completed, during which the scope, timelines, and project plans were discussed. The configuration of the PERFORM Module for represented supervisors and employees has been finalized, and the project team is planning the User Acceptance Testing (UAT). Additionally, HR Subject Matter Experts have been importing and testing LACERA's employee and position data into the LEARN module as part of the deliverables. Upon obtaining signoffs for these importation tasks, the project team will proceed to import historical data into the LEARN module. Subsequently, the HR-NeoGov Implementation team will review the results before moving forward to UAT.

Historical Perspectives

On March 19, 2024, the IT Coordination Council (ITCC) approved the Human Resources team's proposal to expand LACERA's use of the NeoGov system. The approved enhancements include expanding the Talent Acquisition, Performance Modules for represented staff, and the Learning Module. This initiative directly supports LACERA's Strategic Initiative #3.3, which focuses on investing in the development and growth of our workforce. Funding for the additional NeoGov modules was included in LACERA's Administrative Budget for FY 2024/25.

	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
Project / Issue Title Brief Description	**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.	*The LIRT Management Solution is in the Execution Phase. In October, the LIRT Solution Team agreed on the soft launch of the LIRT Management Solution and Workplace Violence Incident application, communication plans and staff training strategies. The Ethics and Compliance Committee also approved the Workplace Violence Prevention Plan Policy. Next, the Information Security Office and Project Management Office (PMO) will develop user manuals and documentation, HR will validate and sign-off on the documentation and present the LIRT application at an upcoming December MAC and Brown Bag meetings, and for the project team to finalize the soft-launch date.*
	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 were able to absorb the project's cost in the FY 2023-24 budget. Although the project was initially scheduled for completion in June 2024, we have extended the timeline to incorporate additional compliance requirements related to new Workplace Violence regulations.

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.

The MECP Project is in the Planning Phase.

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

We anticipate the Master Agreement and Statement of Work packet will be signed off by the appropriate stakeholders after completing these review sessions.

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

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Exec (MOG)	01/01/2013	12/31/2024
	Project Lead(s): Cynthia Martinez			
	Delayed			
	Current Update			

PEPRA Implementation: Annual Benefit Statement LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.	*The project is pending development of programming required to generate the data and print the new ABS format. However, the project has been significantly delayed due to resource challenges as System resources are dedicated to the Case Management project.* *Once resources are available Systems will provide their timeline for development, beta testing, and logistics. Systems will also provide Communications with a sample test file for the print vendor. After print vendor testing of the sample files and there are no issues, Communications will determine a final timeline and estimated completion date. The final stage is expected to be a campaign to inform our members two to three months prior to distribution of the new digital and print ABS and a launch date will be announced.*

Historical Perspectives
LACERA was unable to generate a PEPRA member ABS until we could accurately, automatically, calculate a member's FAC. This project is moving forward now that the FAC issue is nearly resolved. In the meantime, Progress continues on the **PEPRA Implementation: FAC Issue** project and that project's target date has been updated to October 30, 2023, to allow time to import historical files necessary to calculate a member's benefit estimates. A kickoff meeting was held on August 22, 2023, to discuss project expectations, review the Project Charter, confirm the ABS Team participants, briefly review the Active redesigned comp, and discuss next steps. It was confirmed the team will meet weekly to begin the review process of the Active redesigned comp. The team decided to change how we generate the ABS. To provide us with more flexibility in distribution of the new ABS, the team decided to move to a digital version which will decouple LACERA's reliance on specialized programming with our print vendors, reduce print and mailing costs, expedite receipt of the ABS by members, and was expected to shorten the development time for the new ABS.

	Communications has incorporated all feedback from the team and the ABS is currently in production for update of data fields and rebranding based on the team input. The project continued to be negatively impacted by delays in finalizing the PEPRA Final Average Compensation (FAC) amount. While work with the Auditor-Controller and our Systems teams continued a decision in May of 2024 was made to provide an estimated benefit amount based on an estimated FAC with caveats regarding accuracy and then focus on providing an accurate representation of the member's current and future percentage of FAC to provide insight into how their benefit is growing over time. A new target date was set for July 30, 2024, with the status of the project changing from from "Pushed Back" to "Delayed." Since May, Communications drafted two ABS "comps" based on the team review and input (draft examples of what the new ABS will look like) and worked with Systems and our design vendor to refine the concepts. Feedback was sought from the team and then the Executive Office. A "final" review as conducted by all involved parties. After the final review, a few additional changes were required, and the ABS format was finalized. The project has been delivered to Systems to complete development of the programming to generate the new ABS.

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			

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.

This project has been placed on hold due to an ongoing evaluation of business rules required to finalize calculation methodology for the PEPRA FAC.

Historical Perspectives

The LACERA team and the Auditor Controller's Office have been diligently working on a project with a target completion date of December 31, 2024, despite encountering several challenges.

- **Initial Progress and Deadlines**: As of late April 2023, both teams have been meeting regularly and made significant progress towards the initial deadline of June 30, 2023, with a commitment to complete the project by July 2023.

- **Technical Developments**: Significant advancements include the implementation of a program to update PEPRA earnings and the ingestion of historical files, which were completed by January 2024 by the Auditor-Controller's Office. Since January LACERA's Systems and Quality Assurance teams have been coordinating to validate and adjust internal programming to utilize the data provided by the Auditor-Controller.

- **Challenges and Adjustments**: Several issues, such as handling retroactive payroll adjustments, and finalization of Business Rules have delayed the project, pushing the target date to December 31, 2024.

- **Robotic Processing Automation (RPA)**: The RPA tool has been developed to assist in the manual verification process, although it is not yet capable of fully automating the FAC calculation due to data insufficiencies.

*This summary is AI generated and edited for content.

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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	01/31/2025
	Project Lead(s): Louis Gittens / Shonita Peterson			
	Delayed			
	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 funds on deposit so they can withdraw their funds. 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.	*Final Notices have been sent to all impacted former members. The recipients have until 12/31/24 to respond. Based on the recipients' responses, we will make final adjustments to the accounts and disburse any funds necessary or transfer all the remaining accounts accordingly. In order to accommodate processing time, we have adjusted the project completion date to 01/31/2025.* **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. 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. Project extended to allow time for recipients to respond to the final notices.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Executive (MOG)	06/15/2022	06/30/2025
	Project Lead(s): JJ Popowich & Shonita Peterson (PM)			
	Delayed			
	Current Update			

Prepaid Bank Card Project

Introduction of a prepaid bank card option for monthly benefit payments

The Vendor Management team is working with the project team and Conduent to finalize the amendments to the contract and the accompanying statement of work. The team expects to have this stage finalized before the end of the year.

Based on current progress made after the state passed AB2474, the project's status has been moved from "Pushed Back" to "Delayed". We have also adjusted the Target Date to June 30, 2025. This will account for time to finalize the contract, statement of work, set up and communication plans to our members. As directed by the Board of Retirement, this will be presented to the members and their survivors as an optional delivery method.

Historical Perspectives

LACERA is working on implementing a Prepaid Debit Card Service to provide an alternative to paper checks for retired and survivor benefit payments, aiming to reduce costs and improve reliability due to significant degradation of USPS mailing reliability and difficulty with delivering to some foreign countries.

- **Project Initiation and Vendor Selection**: In June 2022, LACERA issued an RFP for a Prepaid Debit Card Service and received two proposals by September 30, 2022. Conduent was selected as the vendor, with the Board of Retirements' approval in April 2023.

- **Contract and Legislative Developments**: Contract and Statement of Work discussions with Conduent proceeded as planned. However, after a tentative agreement the project was delayed as Conduent and LACERA worked to address data security concerns expressed by the Information Security Office. Following successful discussions contract amendments were prepared for review.

	Concurrently, LACERA worked with the State Legislature to seek changes to relevant state laws to authorize this new method of delivering benefit payments. The State Legislature passed AB 2474, authorizing a test program for the debit cards, which was signed by the Governor in July 2024. Following the resolution of both issues contract amendments were finalized. Additionally, discussions with Conduent continued on issues like debit card design and finalizing a Statement of Work. *Summary developed using AI and edited for content.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Cassandra Smith	9/1/2022	12/31/2024
	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 work objects for resolution by the business users.	*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 provided a few proposed methods for resolving an issue with extracting data from multi-page Medicare Part B documents. We are currently reviewing the vendor's proposed methods of resolving the issue.* *Project closure is now estimated to be at the end of December 2024 due to the additional time needed to enhance the OCR capability for multiple page documents.*			
	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.

	Strategic Plan Initiative:		Superior Member Experience	
Project / Issue Title Brief Description	**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.

Workspace QA. The new estimate template is being tested by select Benefits and Member Services staff. Once testing is completed, the estimate will be available in Workspace production. Once in production, it will replace the old estimate and will be used for member counseling.

Historical Perspectives

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.

Subsequently LACERA pivoted to the new Retirement Planning Hub, the new Omnichannel Retirement Counseling process, and the My LACERA on-line retirement election.

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 review and approval.

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.

Process Management Group is currently collaborating with Systems with testing of the new estimate in Workspace.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	MOG	Exec	06/01/2021	TBD
	Project Lead(s): JJ Popowich			
	Pushed Back			
	Current Update			

Retroactive Payroll Adjustments: Prospective Correction

The Auditor-Controller is responsible for collecting contributions on all compensation earnable and pensionable earnings compensation at the time of payment. For many years, the AC has not been collecting contributions on retroactive payroll adjustments. In 2021, the AC made changes to their programming to take deductions at the time of payment. However, there are still some situations where these contributions are not being collected.

No update at this time.

Historical Perspectives

Following the AC's programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected.

In August, the AC notified LACERA that they were adjusting the time frame that they would be withholding contributions for retroactive adjustments to 60 months (from the current 99 months). All retroactive earnings paid for pay periods more than 60 months in arrears would no longer have contributions deducted from them. This change was made by the County due to excessive degradation in their payroll system's performance.

In 2022, LACERA met with the AC's team to discuss collection of contributions for adjustments more than 60-months old. A few ideas were generated, and we continue to work with them to develop a procedure that both the County and LACERA can support.

Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	**Project Sponsor**	**Start Date**	**Target Date**
	Strategic	Laura Guglielmo (Exec - BSG)	11/12/2024	02/28/2025
	Project Lead(s): Ahmad Chisty (PM), Ricki Contreras, & Esmeralda Delgado			
	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 in-accessible.	*This project is in the Planning Phase. The project team gathered the necessary knowledge and completed the Request for Information (RFI) from the vendors. The results of the RFI were presented to and conditionally approved by the IT Coordination Council, garnering Executive Sponsorship for cost and resource allocation. The team has started the next mile-stone by preparing the documentation and information needed to collaborate with the vendor management group to create and issue the Request for Proposal (RFP).*			
	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.

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			

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.	*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 an 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.* *In March 2024, the first audit process was executed to identify rehired retirees and send notifications to both the members and their departments.* *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.* *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.*

	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.

	Strategic Plan Initiative:		Superior Member Experience	
Project / Issue Title Brief Description	**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.

	Strategic Plan Initiative:		Innovation Through Technology	
Project / Issue Title Brief Description	**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

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.

Historical Perspectives

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

	convert 30 million of the 50 million images to searchable .pdf and securely transmit them to the A/C.
	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.
	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.

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	*The project has been completed.*			
	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: 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.

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			
	Completed			
	Current Update			

Retiree Healthcare Administration: Lifetime Maximum Benefit Project
Going forward we will do an annual review with the County CEO as we move towards ultimately eliminating the lifetime maximum.

October 2024 – The county CEO will raise the lifetime maximum from $1 million to $1.5 million dollars effective with the next renewal cycle, July 1, 2025. LACERA will then provide the county CEO with migration data quarterly with the goal of gradually increasing lifetime maximum.

Historical Perspectives

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.

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.

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.

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:

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.

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

LACERA Public Records Requests
October 15, 2024 – November 14, 2024

DATE RECEIVED	REQUESTER	DOCS REQUESTED
10-16-24	J. Crawford, Individual	Request: Updated list of all personnel in the Investment team / function Individual personnel information employed in the Investment team (base salary, bonus, benefits, other) for 2023 and Organization Chart for the Investment team / function (or alternatively list the direct reports for each employee). ***Transmitted 1 document.*** ***Legal, on November 1, 2024, via email, transmitted to Requester the responsive document listed below.*** ***Investment Staff Start Date 11 1 2024.xlsx.***
10-17-24	K. Kuczynski, Hyland	Request: Artificial Intelligence Solution for Disability Records Issue Date: August 1, 2024 Submission Due Date: September 12, 2024 Amended: August 21, 2024 The request is as follows: • Please provide all vendor responses, submissions, proposals, pricing, and forms of agreement regarding this RFI • Please provide any scoring/evaluation done in the process of selecting a vendor ***Legal, on October 30, 2024, informed Requester that LACERA is in the process of setting up a SharePoint folder for the downloading of public files. Upon completion of the process, Requester will be sent a site link.***
10-21-24	B. Campbell, with. Intelligence	Request: Request monthly performance data from your investment pools for all the absolute return/hedge funds in which LACERA is currently invested for July & August 2024 (or most recent month available). ***Transmitted 1 document.*** ***Legal, on October 30, 2024, via email, sent the responsive document listed below.*** ***FOIA Request – With Intelligence – Hedge Funds Data – Jul & Aug 2023.xlsx.***
10-28-24	G. Burke, Navrate, Inc.	Request: LACERA's Investment data for private fund investments. ***Transmitted 1 document.*** ***Legal, on October 28, 2023, via email, sent the responsive document listed below.*** ***Private Markets Data Q1 to Q2 2024.xlxs.***

LACERA Public Records Requests
October 15, 2024 – November 14, 2024

DATE RECEIVED	REQUESTER	DOCS REQUESTED
10-27-24	R. Abrahams, Individual	Request: Details regarding the private market holdings of the pension fund *Transmitted 1 document.* *Legal, on October 28, 2023, via email, sent the responsive document listed below.* *Private Markets Data Q2.xlxs.*
10-31-24	G. Burke, Navrate	Request: Data from Q4 2021 to Q1 2002) to Private Equity and Real Estate Reports. *Transmitted 1 document.* *Legal, on November 1, 2024, via email, sent the responsive document listed below.* *Private Markets Dat 2013-2021.xlsx.*
11-13-24	H. Ahaiwe, HR, LA County and 1 other Recipient	Per monthly request: *Transmitted 1 document.* *Executive Office, on November 13, 2024, via email, transmitted the responsive document listed below.* *MonthlyAgenda.csv for November 1, 2024.*
11-13-24	Sheriffs Dept, LA County and 4 other Recipients	Per monthly request: *Transmitted 2 documents.* *Executive Office, on November 13, 2024, via email, transmitted the responsive documents listed below.* *Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated November 6, 2024.*
11-13-24	C. Siverson, Fire, LA County, and 5 other Recipients	Per monthly request: *Transmitted 1 document.* *Executive Office, on November 13, 2024, via email, transmitted the responsive document listed below.* *Board of Retirement Meeting on November 6, 2024, Benefit Approval List.pdf.*

LACERA

REPORT OF FELONY FORFEITURE CASES

November 14, 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
69	CASTRO	RICARDO	SHERIFF	9/5/2024	10/16/2024	N/A	N/A	PEND	N/A	N/A
68	ESSEX	SEAN	SHERIFF	6/7/2024	7/22/2024	N/A	N/A	DELAY – CD	N/A	N/A
67	LYONS	ANDREW	SHERIFF	1/12/2024	2/14/2024	N/A	N/A	PEND	SCD	N/A
66	VEGA	MIGUEL	SHERIFF	9/5/2023	10/27/2023	10/17/2024	N/A	PEND	PENDING	N/A
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023	10/23/2023	N/A	APPEAL	N/A	N/A

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

Member Services Workforce Management

MS Contact Center and Member Service Center

By JJ Popowich, Tatiana Bayer, Kelly Puga, Vanessa Gonzalez & Gerald Bucacao

Member Services

Member Services Division has two front line sections that service all account and retirement inquiries from Active Members, Retired Members, Survivors, Beneficiaries, County Departments and third-party agencies.

Member Service Contact Center

Member Service Center (MSC)

This presentation will focus on the workforce management practices and how its being utilized by both sections of Member Services (Contact Center and MSC). This practice helps us optimize staffing in Member Services with the goal of providing the Superior Member Experience.

Member Service Contact Center

Member Services

Workforce Management in Member Services

Optimizing Efficiency and Providing Superior Member Experience

- **Workforce management (WFM) is a critical operational function designed to ensure that the right number of specialists with the appropriate skills are available to handle member interactions at any given time.**

- **Effective workforce management seeks to optimize both productivity and member satisfaction by balancing workload demands with staffing levels.**

Key Components of Workforce Management

- Forecasting
- Scheduling
- Performance Analysis
- Real Time Management
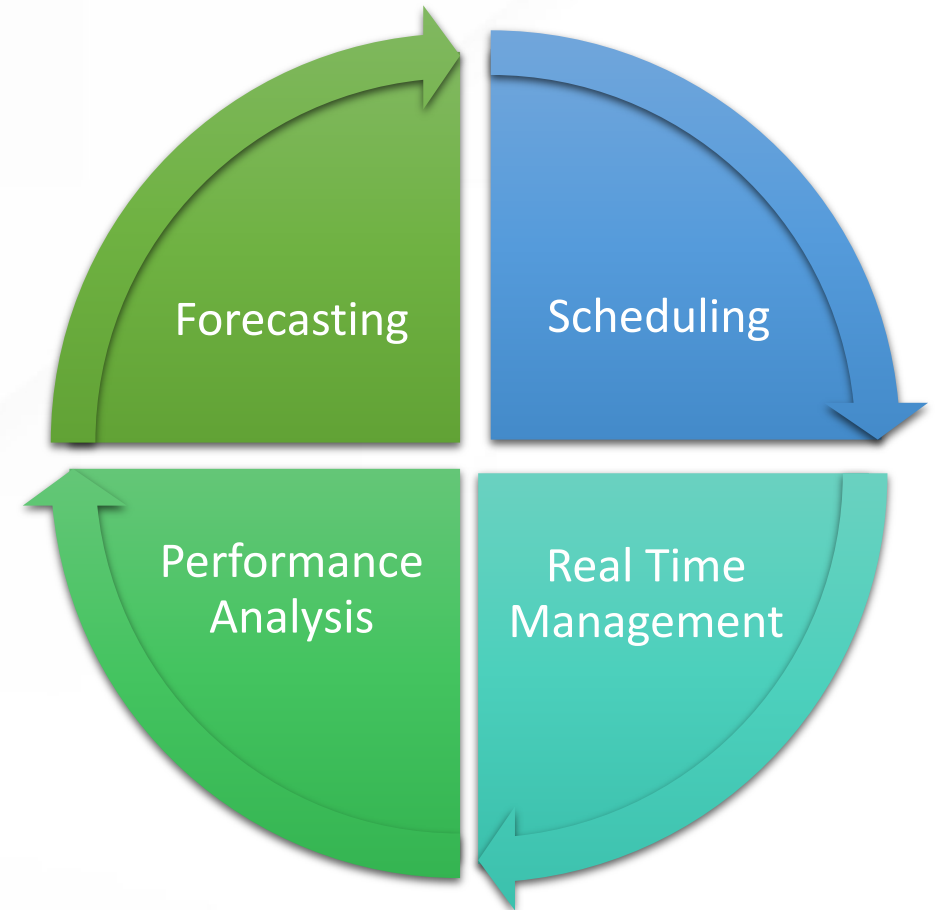
Member Services

Forecasting – Contact Center

- **Forecasting - predicting future contact volumes based on historical data, trends, and seasonal variations such as March Madness and Tax season.**

Call Volumes vs Forecast
(calendar year)

Legend: 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2024 Final Forecast

Final forecast values: January 13,226 / 13,790; February 13,442 / 12,680; March 12,456 / 13,253; April 10,545 / 12,309; May 10,175 / 10,559; June 9,487 / 9,085; July 8,793 / 10,700; August 10,687 / 10,341; September 9,157 / 9,527; October 10,808 / 10,619; November 8,650; December 10,165
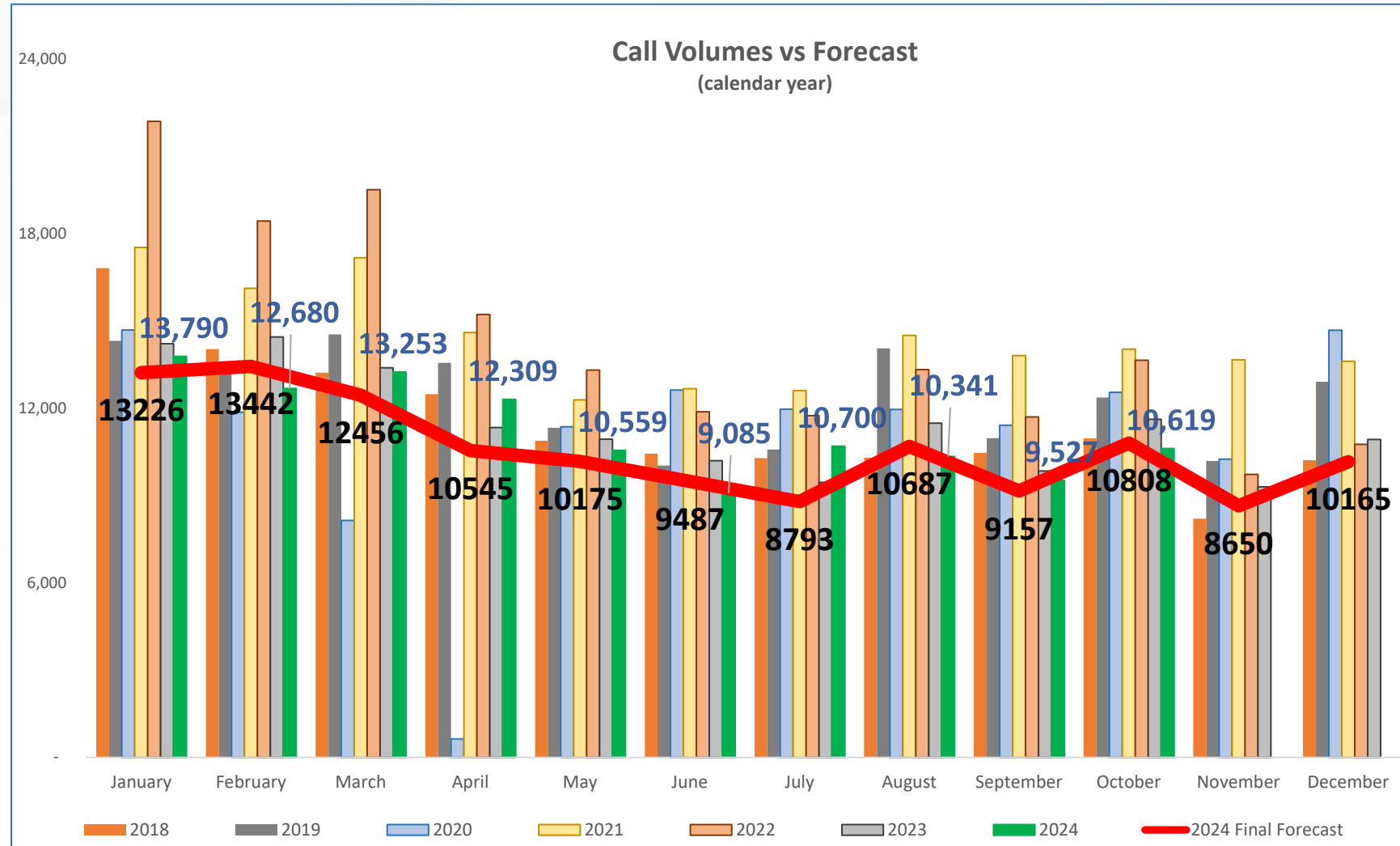
Member Services

Forecasting – Contact Center

- **Accurate forecasts are essential for determining staffing requirements and ensuring that the contact center and the member services center can handle the expected workload.**

The Power of One

Call Volume	Number of Staff	Service Level (% calls answered in 60 seconds)	Average Wait Time (in Sec)
557	25	23.73%	241
557	26	29.29%	190
557	27	32.20%	173
557	28	35.10%	155
557	29	41.41%	127
557	30	48.59%	104
557	31	52.75%	93
557	32	56.90%	82
557	33	66.31%	61
557	34	76.06%	82
557	35	80.44%	54
557	36	84.81%	26
557	37	90.19%	17
557	38	95.56%	7
557	39	96.72%	5
557	40	97.88%	3

Member Services

MS Call Center Daily Intervals

Legend: Total Calls Queued | Average March Madness Max | Current Staff | Budgeted Staff
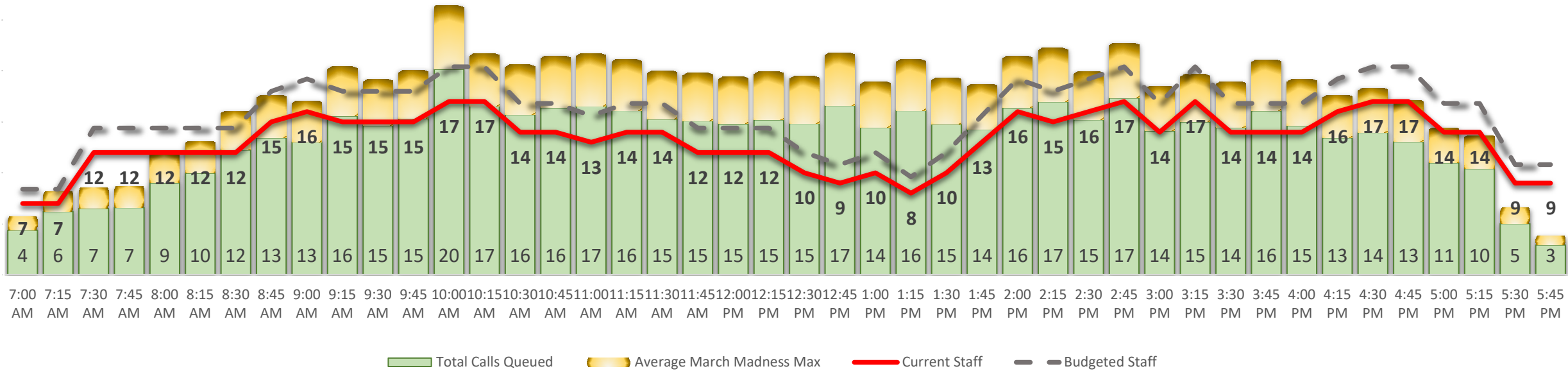
- **Scheduling translates the forecasted workload into specific work schedules and break times for specialists. This process aims to align specialist availability with expected contact volumes and optimizing coverage utilizing the systems we have in place such as Amazon Connect and Q-Flow.**

- **Part of scheduling is factoring in shrinkage which is expected time off and unexpected time off.**

Member Services

Real Time Management – Contact Center

- **Real-time management involves monitoring and adjusting staffing levels throughout the day to address unexpected changes in contact volumes or specialist availability.**

MS Call Center

Agent Login	Channels	Agent Activity	Duration	Routing Profile
	Voice	After contact work ▼	00:05:32	Member Services Q
	Voice	After contact work ▼	00:07:31	MyLACERA Member
	Voice	After contact work ▼	00:02:44	MyLACERA Member
	Voice	After contact work ▼	00:00:17	MyLACERA Member
	Voice	After contact work ▼	00:05:38	MyLACERA Member
	Voice	After contact work ▼	00:02:55	Member Services Q
	Voice	After contact work ▼	00:04:22	MyLACERA Member
	Voice	After contact work ▼	00:00:10	MyLACERA Member
	Voice	Lunch/Break ▼	00:02:27	MyLACERA Member
	Voice	Meeting ▼	00:58:28	MyLACERA Member
	Voice 👁	On contact ▼	00:05:04	Member Services Q
	Voice 👁	On contact ▼	00:07:52	MyLACERA Member
	Voice 👁	On contact ▼	00:06:32	MyLACERA Member
	Voice 👁	On contact ▼	00:04:21	MyLACERA Member

Real-time Metrics: MS Only Real Time Report

Last Update: Apr 23, 2024, 3:28:16 PM ⏸ ↻ Actions ▼ Save report

Queues

Time range: midnight to now (US/Pacific)

Name	Contacts		Performance									
	Availability	Active	In queue	Oldest	Queued	Handled	Abandoned	AHT	Avg queue answer time	Max Queued	Transferred out	SL 60 secs
Summary	0	13	6	00:12:28	580	384	76	00:13:47	00:14:56	00:53:28	54	23.45%
Member Services ⋯	0	11	6	00:12:28	406	219	72	00:13:59	00:18:42	00:53:28	28	26.85%
HR Hotline ⋯	0	0	0	00:00:00	1	1	0	00:10:33	00:01:09	00:01:09	0	0.00%
MyLACERA ⋯	0	1	0	00:00:00	54	50	4	00:13:28	00:01:33	00:04:32	19	42.59%
Callback-Member Services ⋯	0	1	0	00:00:00	119	114	0	00:13:33	00:13:40	00:30:06	7	3.36%
MS Spanish Queue ⋯	0	0	0	00:00:00	-	-	-	-	-	-	-	-

Member Services

Performance Analysis – Contact Center

- Performance analysis involves evaluating key metrics such as average handle time, service level and adherence to schedule.
- By analyzing these metrics, member service managers can identify areas for improvement, provide targeted coaching to specialists, and make informed decisions about future staffing and operational strategies.

- Contact Center Metrics (January 2023-October 2024)

MS Call Center Metric	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24
Call Volume	14,223	14,455	13,394	11,340	10,942	10,202	9,456	11,492	9,847	11,622	9,302	10,931	13,790	12,680	13,253	12,309	10,559	9,085	10,700	10,341	9,527	10,619
Service Level	38.56%	36.31%	55.41%	45.61%	63.72%	63.56%	69.97%	70.85%	67.61%	46.38%	55.98%	38.57%	33.00%	31.63%	35.52%	42.37%	80.84%	83.24%	68.41%	67.70%	63.55%	48.89%
Average Handle Time	0:17:26	0:17:56	0:16:46	0:16:36	0:16:07	0:16:06	0:16:02	0:16:34	0:16:20	0:16:08	0:16:25	0:15:53	0:16:48	0:17:17	0:17:48	0:17:16	0:17:16	0:17:13	0:16:55	0:17:12	0:17:34	0:17:24
Staff Count	19	25	29	28	26	26	26	26	26	26	26	25	25	24	24	24	34	30	28	26	25	25

- Average Call Volume/Month – 11,367 calls per month, 549 calls per day, 22 calls per staff per day
- Average Handle Time – 16 minutes 52 seconds (calls can range from 5 minutes to 1.5 hours)
- Average Service Level – 54.89% of calls answered within 60 seconds (target of 80%) in the Member Services Queue
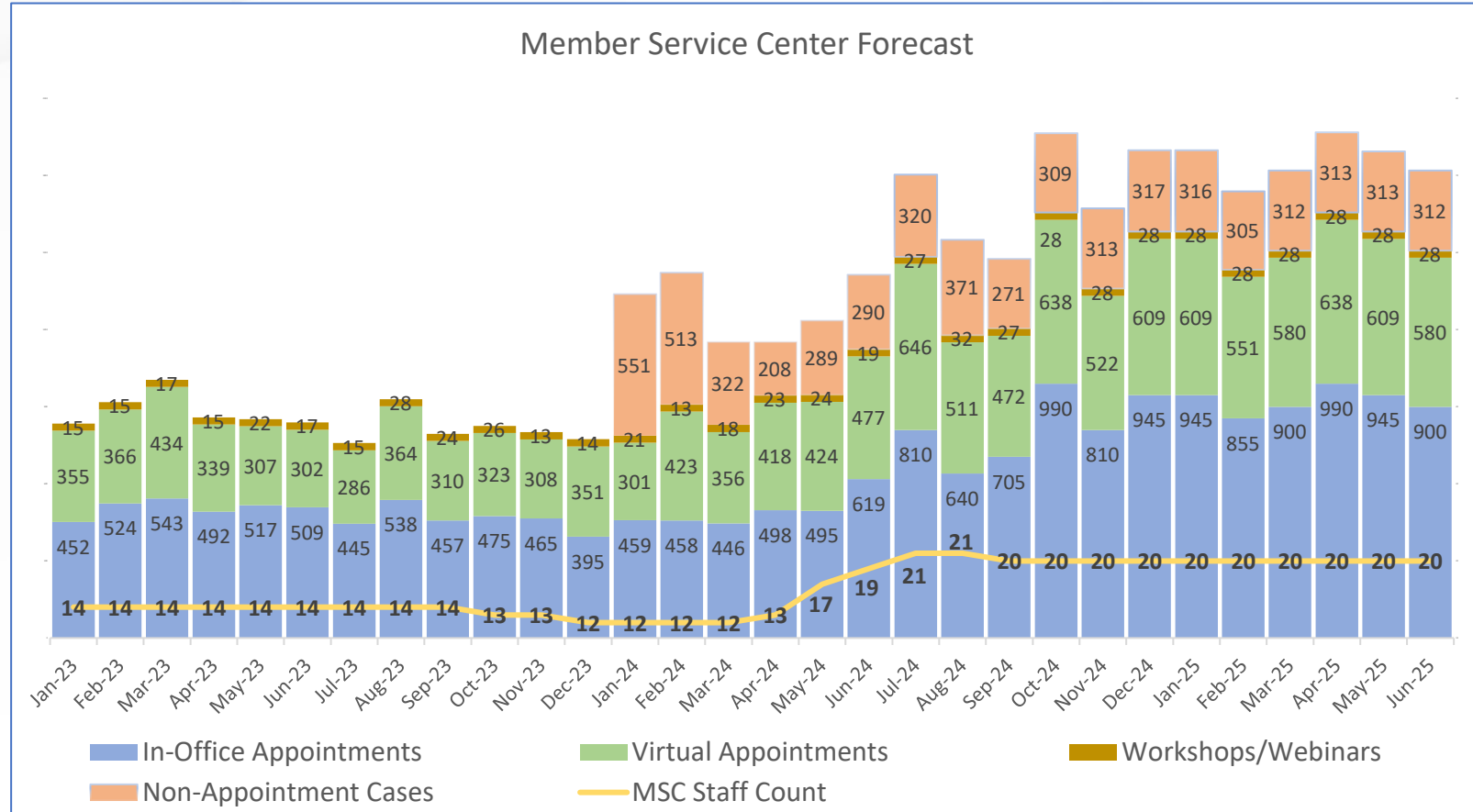- Average Number of Staff – 25

Member Service Center (MSC)

Member Services

Forecasting – Member Service Center (MSC)

- **Forecasting multiple Omnichannels that MSC service**

Member Service Center Forecast

Legend:
- In-Office Appointments (blue)
- Virtual Appointments (green)
- Workshops/Webinars (dark yellow)
- Non-Appointment Cases (orange)
- MSC Staff Count (yellow line)

Member Services

Scheduling – Member Service Center (MSC)

- **In-Office Appointments**
- **Virtual Appointment**
- **Workshops/Webinars**
- **Field Events**
- **Home Visits**
- **Walk-ins**

Member Services

Real Time Management – Member Service Center (MSC)

- **Providing real-time visibility of staff activity and productivity, ensuring staff are at the right place at the right time serving members and helping them along their journey**

Member Services

Performance Analysis – Member Services Center (MSC)

- **Monthly Cases Completed by Volume – 1,366**

- **9 additional staff as of July 2024**

- **Increase in staff lead to larger webinar/workshop numbers:**
  - **Average Workshops 28 per Month**
  - **Average Monthly Workshop Attendance 1,032 members**

- **Implementation of Appointment Reminder Notification Systems assisted in reduction of number of no shows**

Member Service Center Capacity

Legend: Appointments - Cases Completd | No Shows | Non-Appointment Cases | Total Appointments | MSC Staff Count | Exp. (Workshops/Webinars)
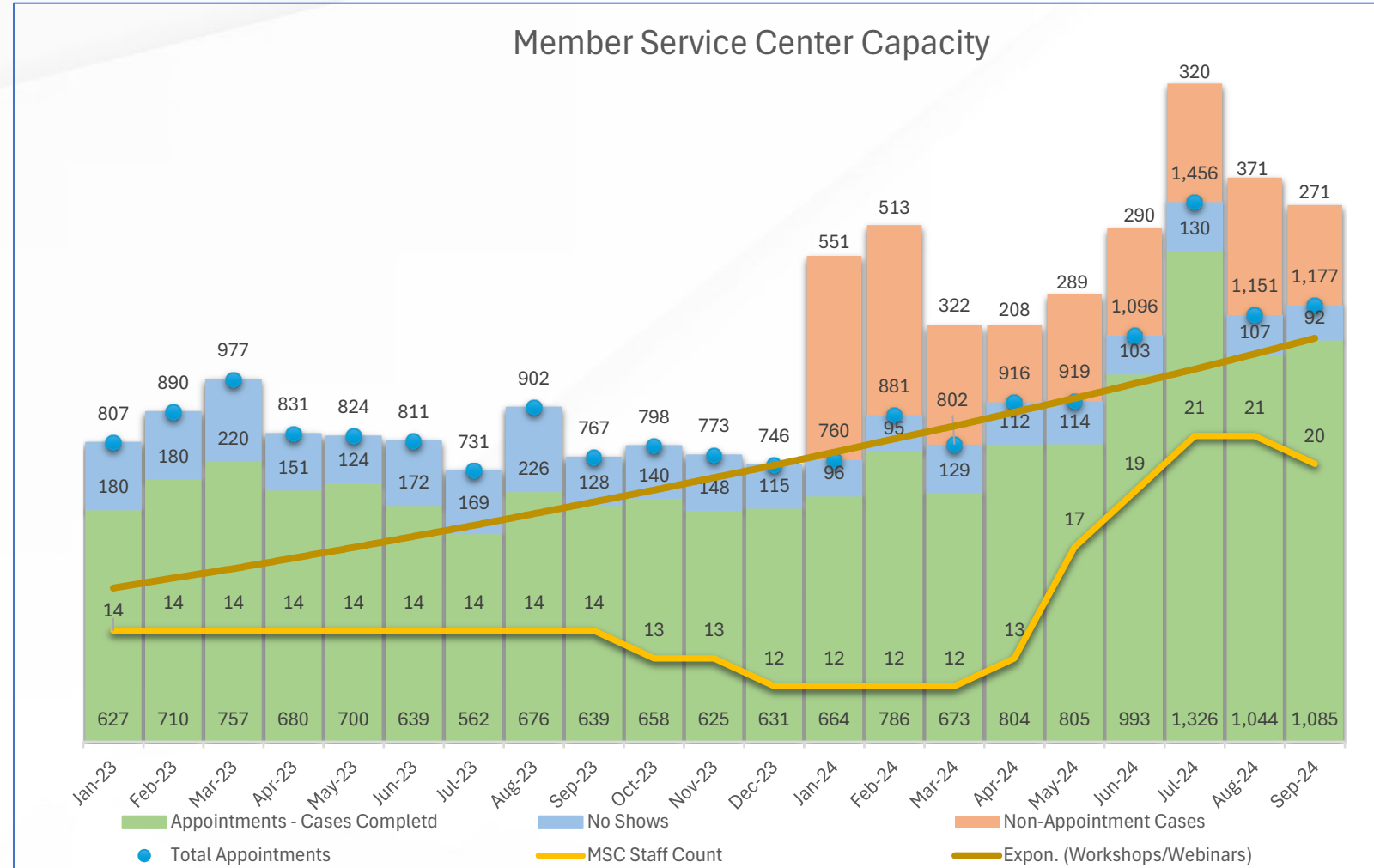
Member Services

Benefits of Effective Workforce Management

Improved Member Experience

- Timely and efficient service
- Reduces wait times and the likelihood of abandoned calls
- Improve quality of services

Enhanced Employee Engagement

- More balanced workload for specialists
- Prevents burnout and fosters a positive work environment
- More productive workforce

Cost Efficiency

- Align staffing levels with actual workload demands
- Leads to better utilization of resources

Operational Flexibility

- Agility to respond to changing business needs and external factors.
- Enable quick and informed adjustments to staffing and operations
- Success story: addition to a second queue - technical support line for member in need of assistance with their member portal

Forecasting

Reporting

Real Time Adherence

Scheduling

Workforce Management

Member Services

Challenges in Workforce Management

Accurate Forecasting

- Forecasting contact volumes can be complex
- Known and unknown events can impact forecast accuracy
- Requires continuous refinement and adjustments

Adapting to Specialist Availability

- Ability to use flexibility when creating schedules
- Managing unexpected absences and specialist availability requires flexible and responsive WFM systems

Maintaining Service Levels

- Need to ensure sufficient staffing to meet service level agreements (SLAs)
- Current Service Level set by the organization is to answer 80% of member calls within 60 seconds

Technology Integration

- Integrating workforce management systems with other contact center technologies is critical for seamless operations
- Ensuring compatibility and real-time data exchange can be complex and require significant investment

Member Services

Conclusion

Why is Workforce Management essential to ensure a Superior Member Experience?

- Improved member satisfaction
- Plays a vital role in optimizing efficiency
- Enhance employee engagement
- Cost efficiency
- Operation flexibility
- By effectively managing forecasting, scheduling, real-time adjustments, and performance analysis, contact centers can strike a balance between operational efficiency and quality member service.

The benefits of Workforce Management makes it indispensable to
Produce, Protect, and Provide the Promised benefits to our members.

LACERA

October 28, 2024

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

FROM: Tamara Caldwell, Division Manager
        Disability Retirement Services

        Esmeralda Delgado, Supervising Administrative Assistant II
        Administrative Services

FOR: December 4, 2024, Operations Oversight Committee Meeting

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

EXECUTIVE SUMMARY

LACERA is dedicated to ensuring the security and protection of member information. In August and September 2024, two unrelated incidents occurred, which affected three of our members. The LACERA Incident Response Team (LIRT) met and determined that both incidents involved the release of Personal Identifiable Information (PII) of LACERA members and are, therefore, considered privacy incidents.
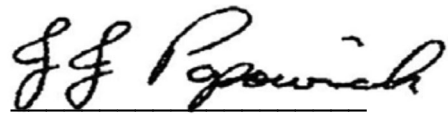
DISCUSSION

The table below summarizes the two incidents:

Date of Incident	Description	Division	Action Taken	Mitigation
9/25/2024	During the disability process LACERA shares a Disability Retirement Evaluation Summary with authorized and appropriate Department personnel working on the member's case. An incorrect Disability Retirement Evaluation Summary page was mistakenly sent to a DRS contact in the Sheriff's Department	Disability (DRS)	LACERA contacted the Sheriff's Department to advise of the error and requested and confirmed the destruction of the documents. A Notice of Destruction was signed and returned to LACERA.	Retrained staff on procedures when releasing information to third parties and added additional quality assurance control to the process.
8/28/2024	Two members received the checks intended for each other, in error.	Admin Services	LACERA placed Stop Payments on both checks and reissued them correctly to each member.	Management added a new step to the QA process and re-trained staff on the full process.

CONCLUSION

The recent incidents involving the release of Personal Identifiable Information (PII) highlight the importance of maintaining stringent security measures and protocols. In response to these incidents, LACERA has taken corrective actions, including staff re-education, process improvements, and the implementation of additional quality assurance steps. These measures demonstrate LACERA's commitment to safeguarding member information and preventing future occurrences.

Reviewed and Approved

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Assistant Executive Officer

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      Laura Guglielmo, Assistant Executive Officer-Business Services Group
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LA CERA

Documents not attached are exempt from disclosure under the California Public Records Act and other legal authority.

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