

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 Board orally and in writing. To provide Public Comment, please visit the above link and complete the request form.

Attention: If you have any questions, you may email PublicComment@lacera.com.

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, APRIL 2, 2025**

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
Nancy M. Durazo, Vice Chair
Aleen Langton, Trustee
Wayne Moore, Trustee
Shawn R. Kehoe, 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 March 5, 2025

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](#).

If you select oral comment, we will contact you via email with information and instructions as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Committee. Oral comment requests 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 within the form 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. **Board of Retirement Strategic Plan – Quarterly Update**

- Luis A. Lugo, Deputy Chief Executive Officer
 - (Presentation)

VI. ITEMS FOR STAFF REVIEW

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

VII. ITEMS FOR FUTURE AGENDAS

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

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

IX. EXECUTIVE SESSION

A. **Potential Threats to Public Services or Facilities**
(Pursuant to Subdivision (a) of California Government Code
Section 54957)

Consultation with: LACERA Deputy Chief Executive Officer Luis A. 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

1:05 P.M. – 1:18 P.M., WEDNESDAY, MARCH 5, 2025

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

COMMITTEE TRUSTEES

PRESENT: Nancy M. Durazo, Vice Chair
Aleen Langton, Trustee
Wayne Moore, Trustee
(Teleconference under CA Govt. Code Section 54953(b))

ABSENT: JP Harris, Chair
Shawn R. Kehoe, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Elizabeth Ginsberg, Trustee
Les Robbins, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Luis A. Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

I. CALL TO ORDER

This meeting was called to order by Vice Chair Durazo at 1:05 p.m.

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

A. Just Cause

B. Action on Emergency Circumstance Requests

C. Statement of Persons Present at AB 2449 Teleconference Locations

There were no requests received.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of February 5, 2025

Trustee Moore made a motion, Trustee Langton seconded, to approve the minutes of the regular meeting of February 5, 2025. The motion passed by the following roll call vote:

Yes: Langton, Moore, Durazo

No: None

Absent: Harris

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 agenda item at a future meeting.)

There was nothing to report.

VII. ITEMS FOR FUTURE AGENDAS

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

There was nothing to report.

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 1:18 p.m.



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

FOR INFORMATION ONLY



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



April 2, 2025



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

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

Status Indicator Note

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

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

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



PROJECT STATUS DASHBOARD

New Projects and Updates to Existing Projects

Project Title	Strategic Plan Initiative	Target Date	Status
<u>Actuarial Valuation Report: Retiree Healthcare Benefits (RHC) (2024)</u>	Compliance & Enterprise Risk Management	05/31/2025	On Schedule
<u>Case Management Project (Sol: Phase I)</u>	Superior Member Experience	11/30/2024	Delayed
<u>Enterprise Contract Lifecycle Management (ECLM) Solution</u>	Compliance & Enterprise Risk Management	03/31/2025	Delayed
<u>HR-NeoGov Expansion & Learning Management System</u>	Investing in People	03/31/2025	Delayed
<u>LACERA Event Response Team (LERT) Management Solution</u>	Compliance & Enterprise Risk Management	TBD	Delayed
<u>Member Experience Communication Platform (MECP)</u>	Superior Member Experience	08/31/2025	Delayed
<u>Medicare Part B Verification Enhancement</u>	Innovation Through Technology	6/30/2023	Delayed
<u>PEPRA FAC: Scheduled Earnings</u>	Compliance & Enterprise Risk Management	06/30/2025	On Schedule
<u>Policy Governing Deductions for Dues and Similar Assessments From Retiree Benefit Payments Implementation Project</u>	Compliance & Enterprise Risk Management	TBD	On Schedule



Existing Projects - No Updates

Project Title	Strategic Plan Initiative	Target Date	Status
<u>COLA Bank Retroactive Changes</u>	Compliance & Enterprise Risk Management	12/31/2024	Delayed
<u>Communications Plan</u>	Superior Member Experience	06/30/2024	Pushed Back
<u>eDiscovery Solution</u>	Compliance & Enterprise Risk Management	TBD	Delayed
<u>PEPRA Implementation: Annual Benefit Statement</u>	Superior Member Experience	12/31/2025	Pushed Back
<u>Prepaid Bank Card Project</u>	Superior Member Experience	06/30/2025	Delayed
<u>Retroactive Payroll Adjustments: Prospective Correction</u>	Compliance & Enterprise Risk Management	TBD	Pushed Back
<u>Virtual Mailroom</u>	Innovation Through Technology	02/28/2025	Pushed Back



FY 24-25 Completed Projects

Project Title	Strategic Plan Initiative	Target Date	Status
<u>960-hour Rehired Retiree audit process</u>	Superior Member Experience	6/30/2023	Completed
<u>Actuarial Valuation Report: Retirement Benefits (Pension) (2024)</u>	Compliance & Enterprise Risk Management	02/28/2025	Completed
<u>Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program</u>	Compliance & Enterprise Risk Management	09/04/2024	Completed
<u>Alameda Decision Implementation</u>	Compliance & Enterprise Risk Management	N/A	Completed
<u>Annual Financial Statement Preparation and Audit (2024)</u>	Compliance & Enterprise Risk Management	01/31/2025	Completed
<u>Data Digitization Sharing Project</u>	Innovation Through Technology	12/30/2024	Completed
<u>Enterprise Budget Application (Questica) Implementation Phase II: Budget Book</u>	Compliance & Enterprise Risk Management	N/A	Project Terminated
<u>Microsoft Copilot Search Implementation</u>	Innovation Through Technology	07/31/2024	Completed
<u>PEPRA Implementation: FAC Issue</u>	Compliance & Enterprise Risk Management	12/31/2024	Project Terminated
<u>Pre-2003 Pension Reserve Clean-up</u>	Superior Member Experience	12/31/2024	Completed
<u>Retirement Estimate Redesign</u>	Superior Member Experience	12/30/2024	Completed



FY 24-25 Completed Projects

Project Title	Strategic Plan Initiative	Target Date	Status
<u>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</u>	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)

[Return to Index](#)

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 (2024) 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	March 2025 – Staff and Milliman completed the materials for the April 2025 Board of Retirement meeting. Staff and Milliman will provide a separate presentation to the Board regarding LACERA’s OPEB pre-funding efforts as an employer sponsor.				
Historical Perspectives					
	January 2025 – Milliman continued working on the annual valuation report with an earlier deadline than prior years. One lead consultant (Janet Jennings) at Milliman will retire mid-year and be replaced with another consultant (Ryan Cook) who is already assigned to the LACERA account.				



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.

December 2024 – LACERA and Milliman are working towards completing the annual valuation report under the new shortened timeline. We are also requesting that the Los Angeles County stakeholders consider a condensed timeline for the GASB 74 & 75 reports.

November 2024 – LACERA and Milliman 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.

August 2024 – LACERA transmitted the census data file to Milliman (LACERA's consulting actuary) when they began planning for the annual OPEB valuation project.



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	03/06/2025	TBD
	Project Lead(s): Fabio Ramirez			
On Schedule				
Current Update				
Policy Governing Deductions for Dues and Similar Assessments From Retiree Benefit Payments Implementation Project Implementation of the new policy governing agency deductions. This project is an effort to address existing and future members who elect to have dues or fees or premium payments for various third-party agencies deducted from their retirement benefit on a monthly basis to ensure LACERA is compliant with CERL Section 31452.5.	<p><i>The Board of Retirement adopted the new policy effective March 5, 2025. Following the Board meeting a project lead was selected. Management and the project lead have begun development of the project plan for this rollout. We will report out on the status of the project as part of the Ops Briefing. It is expected the project will be carried out in multiple phases over the next year.</i></p> <p><i>At this time no changes have been implemented as the team will first need to go through a design phase with Systems for the online Deduction Authorization Agreement application in My LACERA.</i></p>			
	Historical Perspectives			



[Return to Index](#)

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	<i>The Case Management Project Phase I is currently in the Closure Phase. All three processes included in Phase I of the Case Management Project have been implemented and are running in production. The PMO is transitioning operational support of Sol from the Case Management Project to the Business Solutions team.</i>			
	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 system’s 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.			



[Return to Index](#)

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				
<p>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.</p>	<i>No update at this time.</i>			
	Historical Perspectives			
	The project was broken down into five phases based on the complexity of the calculations needed to pay retroactive benefits to members. We will resume working on this project in July 2024.			
	Phase I-IV: As of the date of this report, LACERA has paid out just over \$3.8 million in retroactive COLA earnings. Of the 9,672 members and survivors impacted, 8,511 accounts have been systematically resolved, which represents all members and survivors currently in a payment status.			
The fourth phase of the project, which requires manually calculating the retroactive benefits, includes 1,494 cases in a payment status. The manual phase of the project began in December 2021. Staff have manually calculated COLAs for 455 members and payments were issued for this population.				
Phase V: The final phase involves deceased members with no survivors currently receiving benefits. This phase requires research to identify the appropriate beneficiary(ies) or estates to pay the retroactive benefits that were due to the deceased member. This phase is currently delayed due to staffing limitations and the focus on the Alameda Decision Implementation.				
Systems and Benefits have been reviewing the root cause for the manual processing and developing plans for redesigning some portions of our pension administration system to help alleviate the need for processing for future projects.				



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

[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	02/28/2022	06/30/2025
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.	<i>No updates at this time.</i>			
	Historical Perspectives			
	The LACERA executive team met on August 30, 2022, to review and discuss the Communication Plan(s) drafted by both EKA (the Board of Retirement's public relations consultant) and the LACERA Communications division. Both plans outlined a more tactical approach to engaging our members and various stakeholders, as opposed to a strategic roadmap. The team discussed opportunities and ideas for improving the Communication plan document. We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.			
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.				
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 pending updates
--	--

[Return to Index](#)

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, & Alonso Favela (PM)			
Delayed				
Current Update				
eDiscovery Solution Implement an eDiscovery solution that provides an intuitive and seamless way for the Legal Office and Information Security Teams to conduct eDiscovery, eDiscovery is the process of identifying, collecting, and producing electronically stored information (ESI) for use in a lawsuit or investigation, to respond to a Public Records Act, or to facilitate collection of information for other business purposes. An eDiscovery solution can help automate the collection of electronic data, such as email, MS Teams messages, SharePoint storage, Bloomberg communication, and SMS, and automate repetitive tasks, reducing the need for manual intervention.	No updates at this time.			
	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 contract costs were revised to include SharePoint. The original proposal anticipated SharePoint as a future add on, but staff and management have determined that the purpose and efficacy of the project, and cost efficiency as well as project roll out and implementation, will be enhanced by including SharePoint			



	<p>from the inception. The Board of Retirement approved the revised monthly and total five-year expenditures on February 5, 2025.</p> <p>The eDiscovery Solution Team is in the Contract Development process, wherein terms and conditions are discussed with the vendor. After the proposed contract was submitted for review, the Legal Division and Executive Office determined that additional terms are needed before proceeding any further with the project.</p>
--	---

[Return to Index](#)

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	03/31/2025
Project Lead(s): Ricki Contreras, Elsy Gutierrez & Penelope Rodriguez (PM)				
Delayed				
Current Update				
<p>Enterprise Contract Lifecycle Management (ECLM) Solution</p> <p>Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.</p>	<p><i>The ECLM project is still in the Execution Phase. The ECLM project team is working closely with the vendor to complete the workflow configurations, Certify/Cobblestone integration, and hands-on training for all subject matter experts (SMEs) for Cobblestone to go live on March 31, 2025.</i></p>			
	Historical Perspectives			
	<p>On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system.</p> <p>The ECLM Solution's Iteration 4 is underway to meet the newly structured Vendor Management the basic framework for the contract administration is still intact from the initial implementation. The new process has forced a pivot to restructure user groups and security roles</p>			



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

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

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



[Return to Index](#)

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	03/31/2025	
	Project Lead(s): Alonso Favela (PM), Carly Ntoya, & Roberta Van Nortrick				
Delayed					
Current Update					
HR-NeoGov Expansion & Learning Management System: Expand LACERA's use of NeoGov to include Talent Acquisition, the Performance Module for represented staff, and the Learning Module, in line with Strategic Initiative #3.3 - Investing in People.	<p><i>The project is in the Execution Phase. The HR-NeoGov Implementation team has been collaborating with the project team regarding the implementation of the Performance (PERFORM) and Learning (LEARN) Modules.</i></p> <p><i>The configuration of the LEARN module has been completed and tested successfully. A soft launch of the LEARN module was completed in February, and a full launch is targeted for March.</i></p> <p><i>The configuration of the PERFORM module for represented employees and supervisors has been completed and tested successfully. A soft launch of the PERFORM module for represented personnel is planned for April.</i></p> <p><i>Position and employee data that is shared by the LEARN and PERFORM modules has been imported successfully. LACERA personnel have been trained to perform future manual imports independent of the vendor. The team is collaborating on automation of the data imports using source data from the Auditor-Controller. The historical import of courses to the LEARN module is in progress.</i></p>				
	Historical Perspectives				
	<p>On March 19, 2024, the IT Coordination Council (ITCC) approved the Human Resources team's proposal to expand LACERA's use of the NeoGov system. The approved enhancements include expanding the Talent Acquisition, Performance Modules for represented staff, and the Learning Module. This initiative directly supports LACERA's Strategic Initiative #3.3, which focuses on investing in the development and growth of our workforce. Funding for the additional NeoGov modules was included in LACERA's Administrative Budget for FY 2024/25.</p>				



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	Exec	Executive	01/01/2023	TBD	
	Project Lead(s): JJ Popowich, Chait Errande, and David Choe (PM)				
Delayed					
Current Update					
LACERA Event Response Team (LERT) Management Solution LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	<p><i>The LERT project Phase 1 is currently in the Closure Phase. The tasks that need to be completed are:</i></p> <ol style="list-style-type: none"> <i>Workplace Violence Events – The project team will finetune the HR reporting requirements and adjust reports to include additional data points.</i> <i>General LACERA Events – The Information Security Office will hold a workshop for stakeholders to review the LERT creation process and workflow.</i> <p><i>The LERT Phase 2 kick-off call will commence on 3/21/25. The kick-off call will re-establish the project team, scope, SME's and stakeholders and project timeline. The main deliverables for Phase 2 are: Workspace integration and letter generation with LERT, OnSolve integration with Service Now, and a UI/UX re-design of ServiceNow HRSD. We agreed to run Phase 2 asynchronously with Phase 1 Closure.</i></p>				
	Historical Perspectives				
	<p>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.</p>				



	<p>The LIRT Management Solution has been rebranded to the LACERA Event Response Team (LERT) Management Solution. The project is in the Monitoring and Control Phase. On December 19, 2024, ServiceNow modules for LERT and Workplace Violence reporting, as part of the new HR Employee Center website, were presented during the Brown Bag All Staff meeting. These modules are published and are accessible to all staff on LACERA Connect. The HR Employee Center website allows staff to confidentially self-report Workplace Violence incidents to Human Resources or Data Privacy and I/T Security events related to member data directly to LACERA's Event Response Team. This is a significant milestone as both modules support the recently adopted Workplace Violence Prevention Plan Policy and existing LACERA Event Response Team Policy.</p>
--	---

[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Cassandra Smith	9/1/2022	3/31/2025
	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.	<i>No updates at this time.</i>			
	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:			
	<ol style="list-style-type: none"> 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.

In September 2024, the team started to work with the vendor Forefront Technologies to improve the implementation of the OCR technology and get their help in resolving issues. The vendor had been asked to resolve an issue occurring when extracting data from multi-page Medicare Part B documents.

In October 2024, the vendor provided the team with a few proposed methods for resolving the issue with extracting data from multi-page Medicare Part B documents. The team began to discuss and further explore the solutions in more detail with the vendor.



The team developed the enhancement to the OCR capability that resolves multi-page document issue. This update will roll out to the staff in the near future. The team plans to monitor feedback and resolve any additional adjustments needed by the end of March.

[Return to Index](#)

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			
Delayed				
Current Update				
Member Experience Communication Platform (MECP): LACERA is looking to improve the Member Experience through innovative use of modern technology to provide better support for our omnichannel service approach. This project is to select a cloud-based communication service that provides omni-channel contact center with native MS Teams' certificated integration along with other features designed to improve and make our services more efficient.	<i>The MECP Project is in the Planning Phase.</i>			
	<i>The Team has hit some significant delays in the process of finalizing the Statement of Work and final contract with Genesys and TTEC (our implementation partner). The team is assessing our options and working to determine what the next steps are. Once the final contract has been submitted for review, Vendor Management will complete the process, and we will schedule a formal kickoff date to begin implementation.</i>			
	Historical Perspectives			
LACERA seeks a Member Experience Communications Platform software as a service (SaaS) with a proven, state-of-the-art, commercial-off-the-shelf solution with minimal modifications. LACERA's goal is to gain efficiency and update existing processes through a best-of-breed enterprise communications system, focusing on improving the timeliness, accuracy, consistency of information, and internal operations.				
At the August 7, 2024, meeting, the Board of Retirement authorized staff to engage with TTEC/Genesys to provide software and consulting services to configure, customize, and implement the Member Experience Communications Platform (MECP) – Genesys application for the Member Services and Retiree Health Care Divisions at a first-year cost of \$590,260 (implementation cost of \$157,675 and licensing fee of \$432,585). The total anticipated five-year cost is \$2,320,600. Sufficient appropriation is included as part of the FY				



	<p>2024-25 Systems Division Enterprise Software Account. Contract development is now underway</p> <p>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.</p> <p>We anticipate the Master Agreement and Statement of Work packet will be signed off by the appropriate stakeholders after completing these review sessions</p>
--	---

[Return to Index](#)

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			
	Pushed Back			
	Current Update			
PEPRA Implementation: Annual Benefit Statement	<i>No updates at this time.</i>			
LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.	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 PEPRRA 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 "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.

In November 2024, we reported 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.

Systems started processing the finalized PDF design and including working on defining the logic for each field based on the templates Communications has provided to ensure accuracy in November 2024. To ensure the correct logic is being programmed, there are several



	<p>questions that need to be addressed further by the PMG team/SMEs assigned to this project before Systems can move forward with programming/mapping of the data. However, based on staff workload and existing project priorities, this project has been pushed back. Once resources are available, we will resume work on this project.</p>
--	--



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	01/15/2025	06/30/2025
	Project Lead(s): Kevin Hawkins			
	On Schedule			
Current Update				
<p>PEPRA FAC: Scheduled Earnings On January 15, 2025, the Board of Retirement adopted a recommendation to change the methodology for calculating a PEPRA member’s Final Average Compensation due to a revised interpretation of PEPRA and CERL. Effective with this decision, LACERA will now use Scheduled Earnings to calculate the FAC, instead of Actual Earnings. The change is retroactive to all retirements under PEPRA since PEPRA’s passage in 2013. This project covers all efforts to implement this change and pay any retroactive benefits.</p>	<p><i>The Process Management Group is heading up the development of the project plan for the implementation of the Board of Retirement’s resolution. A project plan is in place and implementation has begun. The project has three phases:</i></p> <ul style="list-style-type: none"> <i>Phase I: Development of business rule, procedures, training, programming to support the change, and initial member notification,</i> <i>Phase II: Begin processing all new retirements after Phase I in accordance with the business rules and Board’s resolution, and begin updating LACERA’s online and print materials that have PEPRA FAC information, and</i> <i>Phase III: Review and calculate any required changes for retired members retroactively. Tasks will mostly be worked on in order according to their phase as numbered here but some tasks for different phases are being worked on simultaneously. The team will present a project plan to the Board of Retirement by March 2025.</i> <p><i>The revision of the existing business rule for PEPRA FAC is in progress. Systems has done some preliminary programming based on the expected revised business rules and will complete the remaining programming upon their receipt of the approved revised business rule.</i></p> <p><i>The first revision of the existing business rule has been approved and distributed to stakeholders. The forthcoming second revision of the rule is pending a final decision on how to handle FAC for part-time PEPRA members and PEPRA members with FAC periods of less than 36 consecutive months. In the interim, the first revision of the business rule gives staff enough guidance to move forward with processing most cases, and management will provide guidance for how to handle any cases that involve part-time or FAC periods of less than 36 months.</i></p>			



We are still on track to have all first payments for March 2025 and later retirement dates to be calculated based on scheduled earnings for FAC, and staff are currently validating first payments accordingly. Systems is reviewing the business rule and working on enhancements to Workspace and My LACERA programming to support everything in the rule. Workspace will be updated before the end of the month, and My LACERA is expected to be updated by the end of April. Staff tools such as checklists, spreadsheets, and procedures are being updated in accordance with the business rule. Review of the applicable Quality Assurance audit criteria is also underway.

Member Communication Plans:

Communications published articles about the change in the March 2025 Spotlight and Pathways newsletters. Initial research and testing for the retired member benefit recalculations has already begun.

March Retired Members: Members who retired during the month of March 2025, will be sent a letter advising them that their FAC has been updated due to the change in the calculation methodology and their retirement benefit allowance has increased from the previous estimate.

Members Who Generated/Received Retirement Estimates Between January 1, 2025, and March 31, 2025: We will be sending letters and email notifications to members in this category to let them know that effective the end of April they can visit My LACERA and run updated estimates based on the new calculation methodology.

Historical Perspectives



[Return to Index](#)

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	<i>The contract amendment has been signed by Conduent and returned to LACERA. PMG is working with the vendor and LACERA stakeholders on the implementation process.</i>			
	Historical Perspectives			
	<p>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.</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Following the resolution of both issues contract amendments were finalized.</p>			



	<p>Additionally, discussions with Conduent continued on issues like debit card design and finalizing a Statement of Work.</p> <p>*Summary developed using AI and edited for content.</p>
--	--

[Return to Index](#)

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



[Return to Index](#)

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			
Pushed Back				
Current Update				
Virtual Mailroom: Establish a virtual mail room to provide a business continuity plan in the event that the LACERA building in Pasadena is inaccessible.	<i>No updates at this time.</i>			
	Historical Perspectives			
	<p>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.</p> <p>In November 2024, we reported that 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 milestone by preparing the documentation and information needed to collaborate with the vendor management group to create and issue the Request for Proposal (RFP).</p>			



COMPLETED PROJECT DETAILS

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

[Return to Index](#)

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



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

Historical Perspectives

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

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



[Return to Index](#)

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	February 2025
	Project Lead(s): Ted Granger			
Completed				
Current Update				
Actuarial Valuation Reports: Retirement Benefits (Pension) (2024) 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.	2024 Retirement Benefits – Annual Valuation <i>Milliman and staff presented the final report to the Board of Investments (BOI) at their February 2024 meeting. There are two additional reports that will be prepared based upon the results of the 2024 Retirement Benefits Valuation Report:</i>			
	1) <i>Staff will work with Milliman to prepare the upcoming GASB 68 report for Los Angeles County's June 30, 2025, annual financial statements.</i>			
	2) <i>Staff will work with Milliman to prepare the upcoming Risk Assessment Report, tentatively scheduled to be presented at the June 2025 Board of Investments meeting.</i>			
Historical Perspectives				
January 2025 – Board materials updated. This item is scheduled for the February 2025 BOI agenda.				
December 2024 – This item was moved to the February 2025 BOI agenda. Milliman completed the 2024 Valuation report and is working with LACERA to finalize the Board materials.				
November 2024 – Milliman prepared a draft valuation report and presentations slide for review in November.				
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.				



	<p>August 2024 – Milliman (LACERA’s consulting actuary) 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.</p>
--	---

[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	BSG	Financial Accounting Services Division	August 2023	September 2024	
Project Lead(s): Ted Granger					
Completed					
Current Update					
<p>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</p>	<p><i>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.</i></p> <p><i>LACERA slightly delayed the experience study process so Milliman could review the Board of Investment’s recently updated strategic asset allocation (SAA) for the OPEB Trust when considering the investment return assumption. The target completion date for this project was moved from August to September 2024.</i></p>				
	Historical Perspectives				
	<p>August 2023 – LACERA transmitted the census data file to Milliman when they began planning for the triennial year OPEB actuarial project cycle which includes an investigation of experience study and an annual valuation. Milliman started their work shortly thereafter.</p> <p>In February 2024, Milliman presented a first draft Experience Study report to the Los Angeles County Stakeholder group. The BOR approved FY 2024-2025 retiree medical insurance</p>				



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.

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.



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	08/01/2020	N/A
	Project Lead(s): Shonita Peterson			
Completed				
Current Update				
<p>Alameda Decision Implementation In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff's Association v. Alameda County Employees Retirement Association ("Alameda"), challenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifically, excluding pay items previously included such as unused vacation, termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature's actions. In 2021, the Legal Office notified the Board of Retirement that it had completed an initial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.</p>	<p><i>This project has been completed. LACERA identified all impacted members and calculated the required changes to the member's benefit where applicable. All impacted members have been notified and any owed or outstanding benefits have been paid.</i></p> <p><i>There is a small group of deceased members who we have been unable to locate current contact information for the beneficiaries. We will continue to follow our normal processes for locating these beneficiaries and paying out any outstanding amounts. However, for the purposes of this project, since all changes and calculations have been completed we are closing the project.</i></p>			
	Alameda Project Status		Current Report: 11/30/2024	
	Row Labels (Type, Status, Detail, Outstanding)		Count	%
	Pending Notification (Staff Reviewing and Processing)		0	0.000%
	Active		0	0.00%
	Retired		0	0.00%
	Deferred/Inactive		0	0.0%
	Retired Deceased		0	0.00%
	Active Death		0	0.00%
	Other – *Active/Exceptions		0	0.00%
	Withdrawn		0	0.0%



Completed	4,622	100.00%
Active	3,035	65.66%
Retired	879	19.02%
Deferred/Inactive	149	3.22%
Deceased	8	0.17%
Other - *Active/Exceptions	439	9.50%
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.



	<p>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.</p> <p>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.</p>
--	---

[Return to Index](#)

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	January 2025
		Project Lead(s): Ted Granger			
	Completed				
	Current Update				
<p>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</p>	<p>2024 – Annual Financial Statements/Audit</p> <p><i>January 2024 – The Annual Financial Review presentation was agendized for the January 2025 Operations Oversight Committee.</i></p> <p><i>This project has been completed for the FYE 2024 reporting cycle.</i></p>				



Angeles County Board of Supervisors within six-months following the fiscal year-end.

Historical Perspectives

December 2024 – FASD and Communications completed the 2024 ACFR and 2024 PAFR. The ACFR was posted to lacera.com and the PAFR was sent to all members with the December newsletters.

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.

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.



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	11/01/2023	12/30/2024
	Project Lead(s): Tom De Luca			
Completed				
Current Update				
Data Digitization Sharing Project A project to share previously digitized microfiche and Optical Archive System (OAS) records with the LA County Auditor/Controller	<i>The team presented the SharePoint prototype to the Auditor/Controller (A/C) and instructed them on how to navigate the site. The A/C have been reviewing the site on their own, asking probing questions such as the file-naming convention, how certain metadata values were sourced, and the pros and cons of various repository choices. The Project Team at LACERA completed and released a preliminary cost estimate on September 17th. This estimate includes both labor and material costs, covering hardware and software. The costs are categorized into two sections: those exclusive to LACERA and those that can be shared with the Auditor/Controller. Subsequently, if A/C decides to have LACERA staff further develop the prototype into a functioning tool for their department, a new project proposal and business statement have to be created for IT Coordination Council submission and approval. Additionally, the estimate features a fixed cost component and a variable cost that depends on the page volume. The next step for this project will be to return to the IT Coordination Council with feedback from the A/C, the project cost estimates, and a project proposal.</i>			
	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			



	<p>convert 30 million of the 50 million images to searchable .pdf and securely transmit them to the A/C.</p> <p>We have converted the subset of files to searchable PDF files for the prototype and are configuring the SharePoint page that will be used to search these files.</p> <p>Systems completed the configuration and set-up of the SharePoint site that will be used by the Auditor-Controller. The team continued to conduct internal testing to ensure it works as expected during the month of May. The prototype for sharing the digitized microfiche with the LA County Auditor/Controller (A/C) has been completed.</p>
--	--

[Return to Index](#)

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)			
	Project Terminated			
	Current Update			
<p>Enterprise Budget Application (Questica) Implementation Phase II: Budget Book</p> <p>LACERA nearly finished implementing its first automated enterprise budget application which will be used for budget development and budget control and will integrate with LACERA's financial system, Great Plains. This phase of the project will address the Budget Book that is submitted to the Boards during the approval process.</p>	<p><i>When LACERA embarked upon the automation of our budget process and purchased Questica, we intended to leverage a third-party software solution (Caseware) to create our Budget Book as our vendor had recommended. Over the past several months, the Budget Unit staff have worked with the vendor and were able to accurately replicate LACERA's budget book. However, the process was not seamless, required significant staff training to recreate the necessary charts and graphs and still required careful and extensive editing for the narrative portions. For these reasons, staff recommended, and management agreed that LACERA utilize PowerBI to create the numerous charts and graphs seen throughout the Budget Book and continue to manually update the budget narratives in Microsoft Word. The source for PowerBI will remain our Questica Budget System. We believe this is a better solution because PowerBI is widely used and a desirable skillset for staff and for the organization. Trustees and members will see no difference in the quality of the Budget Book</i></p>			



Historical Perspectives

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

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

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

The 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.

Staff has completed initial CaseWare training and has received final versions of the report. We are assessing and reviewing these reports.



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	02/21/2024	09/30/2024
Project Lead(s): Summy Voong, Jim Lyle				
Completed				
Current Update				
Microsoft Copilot Search Implementation The introduction of Microsoft Copilot Search, Microsoft’s AI chat interface	<i>The project has been completed.</i>			
	Historical Perspectives			
	<p>The ITCC and Artificial Intelligence (AI) Committee approved the initial phase of the Microsoft Copilot deployment at LACERA in February (2024). The initial phase will involve the launch and training of Microsoft's generative AI chat and search features that work with Microsoft Edge. The new tool will be presented to the organization through MAC, SAC, and Brown Bag meetings as well as a series of training sessions customized for each division. We anticipate the launch to be finished by the end of September 2024.</p> <p>Project Steps:</p> <ol style="list-style-type: none"> 1. Road Show to Division Managers – Completed 2. AI policy approval – Completed 3. Staff to sign an acknowledgement new AI policy - 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 <p>Staff created a draft policy and forwarded it to the Ethics and Compliance Committee (ECC) for review.</p>			



[Return to Index](#)

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				
PROJECT TERMINATED					
Current Update					
<p>PEPRA Implementation: FAC Issue The Final Average Compensation for PEPRA members is exclusive of most pay items except base pay. The County uses pay code 099 as their base pay code. This pay code has embedded pay items within the code that are not pensionable compensation under PEPRA. To accurately calculate a member's benefit, these non-pensionable compensation items need to be filtered out.</p>	<p><i>On the January 15, 2025, Board meeting, BOR approved using scheduled earnings for PEPRA FAC. This decision resolves the outstanding issues related to actual earnings. As a result we have terminated this project.</i></p>				
	Historical Perspectives				
	<p>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.</p> <ul style="list-style-type: none"> • 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.

[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	07/01/2022	03/31//2025
Project Lead(s): Louis Gittens / Shonita Peterson				
Completed				
Current Update				
Historical Perspectives				
<p>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.</p> <p>The purpose of this project is to ensure that LACERA sends written notice through Certified mail to the most valid address we can find. Individuals in this group who still have funds on deposit after this initiative will have their funds placed into the Pension Reserve.</p>	<p>LACERA previously sent notification to the remaining 673 affected individuals. We determined which letters were returned to LACERA and sent notifications to secondary addresses through Certified mail. In November, we began sending letters to next of kin for deceased members.</p> <p>The Process Management Group (PMG) is reviewing all accounts to ensure notification has been sent to all affected individuals. PMG will then work with FASD and Systems to have funds placed in the Pension Reserve, the final stage of this project.</p> <p>PMG is working with the Benefit Protection Unit within Benefits to locate individuals who have relocated. This additional effort will ensure LACERA has done all it can to notify this population.</p> <p>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.</p> <p>Project extended to allow time for recipients to respond to the final notices.</p>			



Following the deadline set for member responses (12/31/2024), LACERA is reviewed and refined the list of impacted members and updated their LACERA account as 'Unclaimed.' The project was officially closed in March 2025.

[Return to Index](#)

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



[Return to Index](#)

Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2019	12/30/2024
Project Lead(s): Maggie Luong, Shonita Peterson				
Completed				
Current Update				
Retirement Estimate Redesign With the recent launch of our new Retirement Planning Hub and the My LACERA online retirement election process, we are turning our attention to re-designing the Retirement Estimate.	<i>The estimate is in Workspace production. This project is completed.</i>			
	Historical Perspectives			
	<p>In 2019, an effort was undertaken to beta test a new Retirement Prospectus Estimate and Election form. The project was placed on hold due to the COVID-19 Pandemic. Coming out of the immediate impacts of the pandemic the results of the beta teste were reviewed and it was determined the redesigned estimate was more complicated than would be useful.</p> <p>Subsequently LACERA pivoted to the new Retirement Planning Hub, the new Omnichannel Retirement Counseling process, and the My LACERA on-line retirement election.</p> <p>In April, the workgroup made great progress on the new estimate template finalizing their design and text recommendations. The final recommended estimate was distributed for re-view and approval.</p> <p>The estimate was approved. LACERA’s Systems staff has incorporated the new design in Workspace. The new form will be in conjunction with the First Payment Case Management Project in September 2024.</p> <p>Process Management Group is currently collaborating with Systems with testing of the new estimate in Workspace.</p> <p>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</p>			



	<p>production. Once in production, it will replace the old estimate and will be used for member counseling.</p>
--	---

**LACERA Public Records Requests
February 15, 2025 – March 14, 2025**

DATE RECEIVED	REQUESTER	DOCS REQUESTED
02-17-25	R. Inchody, Pitchbook	<p>Request: Updated quarterly performance data from your plan’s alternative asset holdings for the following date(s): 4Q24.</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Legal, on February 20, 2025, via email, transmitted the 2 responsive documents listed below.</i></p> <p><i>Hedge Funds Data ITD to Dec 2024.xlsx and Private Markets Q4 2024 Best Available.xlsx.</i></p>
02-18-25	B. Campbell, with. Intelligence	<p>Request: Monthly performance data from your investment pools for all the absolute return/hedge funds LACERA is currently invested.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on February 20, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>FOIA Request - With Intelligence – Hedge Funds Dec 2024.xlsx.</i></p> <p><i>Legal, on March 13, 2025, via email, in response to Requester’s follow-up quests of March 12, 2025, re full fund names, Legal provided the names of funds listed below.</i></p> <p><i>TQ Intermediate Fund LP and ShadowFall Offshore Fund LTD.</i></p>
02-19-25	L Chatar, SmartProcure	<p>Request: Any and all purchasing records from 01/01/2019 to current.</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Legal, on February 28, 2025, via email, transmitted the 2 responsive documents listed below.</i></p> <p><i>LACERA Vendor List 2019 to 2024.xlsx and Purchase Order History Report.pdf.</i></p>
02-22-25	L. Mullikin, Individual	<p>Request: Requesting copies of all public records related to the disability payments and pension benefits received by Robert (Bob) Norris, former employee of the Los Angeles County Sheriff’s Department and current Sheriff of Kootenai County, Idaho.</p> <p><i>Transmitted 3 documents.</i></p> <p><i>Legal, on February 28, 2025, Via email, transmitted the 3 Responsive documents listed below.</i></p> <p><i>_2014-09-03_bor_actions.pdf; 2014-09-03_bor_mtg.pdf and Norris, Robert_payment_de-tail_022625.pdf.</i></p>

**LACERA Public Records Requests
February 15, 2025 – March 14, 2025**

DATE RECEIVED	REQUESTER	DOCS REQUESTED
02-23-25	A. Curry, Los Angeles Magazine	<p>Request: Pension and disability payments of Robert Brian Norris from January 1, 2014.</p> <p><i>Transmitted 3 documents.</i></p> <p><i>Legal on February 28, 2025, via email, transmitted the 3 responsive documents listed below. An explanation for Government Codes §31727.4, §31532 and §31720 was given the email.</i></p> <p><i><u>_2014-09-03_bor_actions.pdf</u>; <u>2014-09-03_bor_mtg.pdf</u> and <u>Norris, Robert_payment_de-tail_022625.pdf</u>.</i></p>
02-24-25	J. Rauh, Stanford Education	<p>Request: Obtain historical investment data on commingled funds years prior to 2019.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on March 4, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>FOIA Request – Stanford – Fund Market Values 2013-2023.xlsx.</i></p>
02-28-25	S. Harmon, SmartProcure	<p>Request: Electronic copies of the current and active contract, as well as any amendments, between Broadcom, as the vendor and Los Angeles County Employees Retirement Association</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Legal, on March 7, 2025, transmitted the 2 responsive documents listed below.</i></p> <p><i>Broadband 17327 Payment 2 of 3.pdf and Broadcom 17277 1.7.23-6.30.25.</i></p>
03-05-25	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p> <p><i>Executive Office, on March 5, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>MonthlyAgenda.csv dated March 5, 2025.</i></p>
03-05-25	Sheriffs Dept, LA County and 4 other Recipients	<p>Per monthly request:</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Executive Office, on March 5, 2025, via email, transmitted the 2 responsive documents listed below.</i></p>

**LACERA Public Records Requests
February 15, 2025 – March 14, 2025**

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<i>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated March 5, 2025.</i>
03-05-25	C. Siverson, Fire, LA County, and 5 other Recipients	Per monthly request: <i>Transmitted 1 document.</i> <i>Executive Office, on March 5, 2025, via email, transmitted the responsive document listed below.</i> <i>Board of Retirement Meeting Benefit Approval List dated March 5, 2025.pdf.</i>
03-07-25 (Legal Received on 03-14-25)	E. Mkrtchian, Individual	Request: Records created, sent, or received between January 1, 2023, and January 1, 2024, re hiring process for Staff Counsel, Investments as LACERA. <i>Legal, on March 17, 2025, via email and USPS First Class email sent requester an extension letter notice due to the voluminous information requested. LACERA anticipates a response by April 2, 2025.</i>
03-10-25	D. Toll, Toll Communications	Request: List of private equity/venture capital funds in the LACERA portfolio. <i>Transmitted 1 document.</i> <i>Private Equity Consultant, on March 11, 2025, via email, transmitted the responsive document listed below.</i> <i>FOIA Request – LP Allocator News – Private Equity Data as of 2024-12-31.xlsx.</i>
03-12-25	R. Wong, PEI Group	Request: Confirm the following data listed below. <ul style="list-style-type: none"> • The fair value of your total investment portfolio (AUM) as of 31 Dec 2024: \$82.2B USD • The fair value of your private equity portfolio as of 31 Dec 2024 (in millions): \$13,157 • The fair value of private real estate portfolio as of 31 Dec 2024 (in millions): \$4,276 • The fair value of infrastructure portfolio as of 31 Dec 2024 (in millions): \$4,029 • The fair value of private debt/private credit portfolio as of 31 Dec 2024 (in millions): \$8,305 <i>Legal, on March 19, 2025, via email, provided the following responsive information provided to Requester.</i> <i>Per Investments Division response to inquiry, the updated numbers as of 12/31/2024 are shown below.</i> <ul style="list-style-type: none"> • <i>The fair value of your total investment portfolio (AUM) as of 31 Dec 2024: \$81.2B</i> • <i>The fair value of your private equity portfolio as of 31 Dec 2024 (in millions): \$13.3B</i> • <i>The fair value of private real estate portfolio as of 31 Dec 2024 (in millions): \$4.1B</i> • <i>The fair value of infrastructure portfolio as of 31 Dec 2024 (in millions): \$2.5B</i>

**LACERA Public Records Requests
February 15, 2025 – March 14, 2025**

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<ul style="list-style-type: none"> • <i>The fair value of private debt/private credit portfolio as of 31 Dec 2024 (in millions): \$7.1B</i>
03-14-25	B. Hoffman, CEO, Sheriffs Dept, County of Los Angeles	<p>Request: Provide the number of Sheriff staff who Retired in March 2020, March 2021, March 2023, March 2024, and March 2025 (papers filed for March 2025).</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on March 17, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>CEO – Retirement Department and Member Type.xlsx.</i></p> <p><i>Legal, on March 17, 2025, via email informed Requester that an update to the responsive document is being worked by Systems.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>Executive Office, on March 18, 2025, via email, transmitted updated responsive document listed below. The document is broken down into General and Safety Members, with further breakdown into active and deferred members since 2021 through March 17, 2025.</i></p> <p><i>Sheriffs Department 2021-2015.xlsx.</i></p>
03-14-25	T. Yankov, Realfin	<p>Request: Access to Records re investments in real estate, infrastructure, and natural capital funds, as well as joint ventures and separate accounts within these asset classes from the initiation of such investments through the present.</p> <p><i>Transmitted 1 document.</i></p> <p><i>Legal, on March 19, 2025, via email, transmitted the responsive document listed below.</i></p> <p><i>FOIA Request – Realfin – Real Assets Data 2024-12-31.</i></p>

REPORT OF FELONY FORFEITURE CASES

March 19, 2025

#	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
73	KIRK	TREVOR J.	SHERIFF	2/6/2025	3/5/2025	N/A	N/A	DELAY – CD	N/A	N/A
72	BENZA	JOSEPH M.	SHERIFF	12/17/2024	2/11/2025	N/A	N/A	DELAY – CD	PEND	N/A
71	SAAVEDRA	ERIC C.	SHERIFF	1/16/2025	2/6/2025	N/A	N/A	DELAY – CD	N/A	N/A
70	PINEDA	REMIN	SHERIFF	11/19/2024	1/10/2025	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	APPEAL	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
- **GLOSED: RET:** Retired member, case is complete
- **GLOSED: DEF:** Deferred member, case complete
- **GLOSED: 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

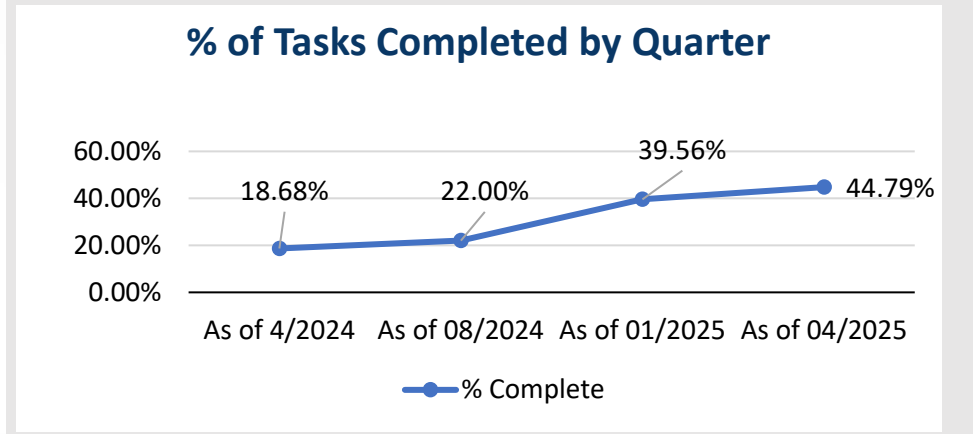
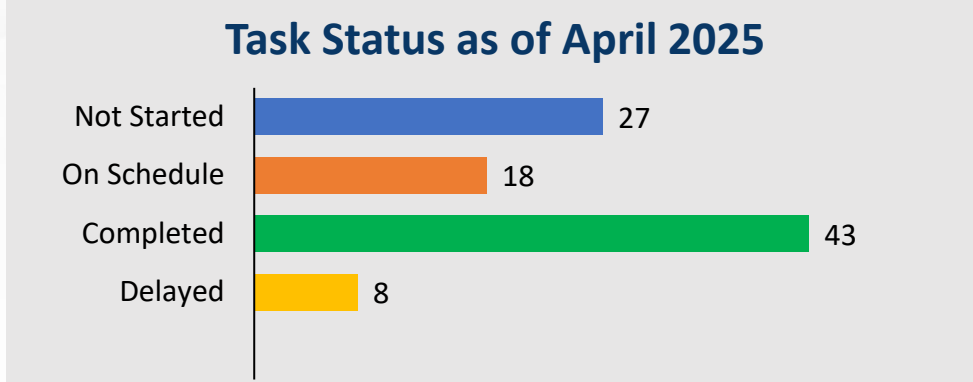
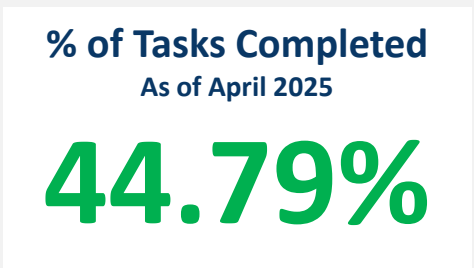
Board of Retirement (BOR) Strategic Plan Quarterly Update (2024-2028)

Operations Oversight Committee Meeting
April 2025



01 Progress Dashboard

Strategic Planning Dashboard – April 2025



Strategic Priority Goals	Objectives
<p>1 Superior Member Experience Innovate and continuously improve the member experience</p>	<ul style="list-style-type: none"> 1.1 Ensure a consistent omnichannel member experience at every stage of the member's journey 1.2 Enhance member educational content at every stage in their journey and launch LACERA Communication Plan 1.3 Develop, implement, and deploy a digital strategy to better serve our members 1.4 Improve and enhance the retiree healthcare experience
<p>2 Innovation through Technology Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity</p>	<ul style="list-style-type: none"> 2.1 Promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform 2.2 Implement an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information
<p>3 Investing in People Attract, motivate, hire, and retain a highly engaged and skilled workforce</p>	<ul style="list-style-type: none"> 3.1 Develop and implement a DEI framework aimed at promoting and embracing diversity, equity, and inclusion 3.2 Develop enterprise-wide Training and Development Programs designed to support and encourage employee growth and development 3.3 Improve and simplify the hiring process, aimed at building a solid foundation for succession planning
<p>4 Compliance and Enterprise Risk Management Adopt and implement compliance and enterprise risk frameworks aimed at facilitating strengthened governance around risk management and compliance</p>	<ul style="list-style-type: none"> 4.1 Develop an enterprise compliance plan and program to ensure adherence to established processes, procedures, policies, and governing rules and regulations 4.2 Implement a comprehensive enterprise risk management framework and structure to facilitate stronger organizational risk management
<p>5 Fiscal Durability Exercise care and prudence in managing our resources and fund assets</p>	<ul style="list-style-type: none"> 5.1 Develop organizational tools to support enterprise-wide fiscal responsibility 5.2 Support the LACERA Investment Office in implementing and achieving the BOI's Strategic Plan goals.

LACERA



02 OBJECTIVE SPOTLIGHT

WORKPLAN - Strategic Objective 2.1

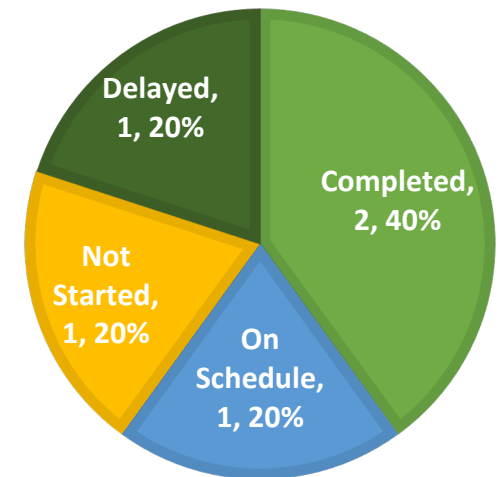


Strategic Goal: **Innovation Through Technology**
 Strategic Objective: **2.1 – Implement Enterprise Business Intelligence Solution**
 Executive Sponsor: **Luis Lugo; Kathy Delino (Lead)**

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

MILESTONE TRACKER

■ Completed ■ On Schedule
 ■ Not Started ■ Delayed



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

* Expected completion date: 6/30/2025

** Expected completion date: 06/30/2026

Enterprise Business Intelligence Goals



Communicate Scope and Goals



Centralize Data Governance



Publish Dashboard for Member Data



Publish Dashboards for Enterprise Data

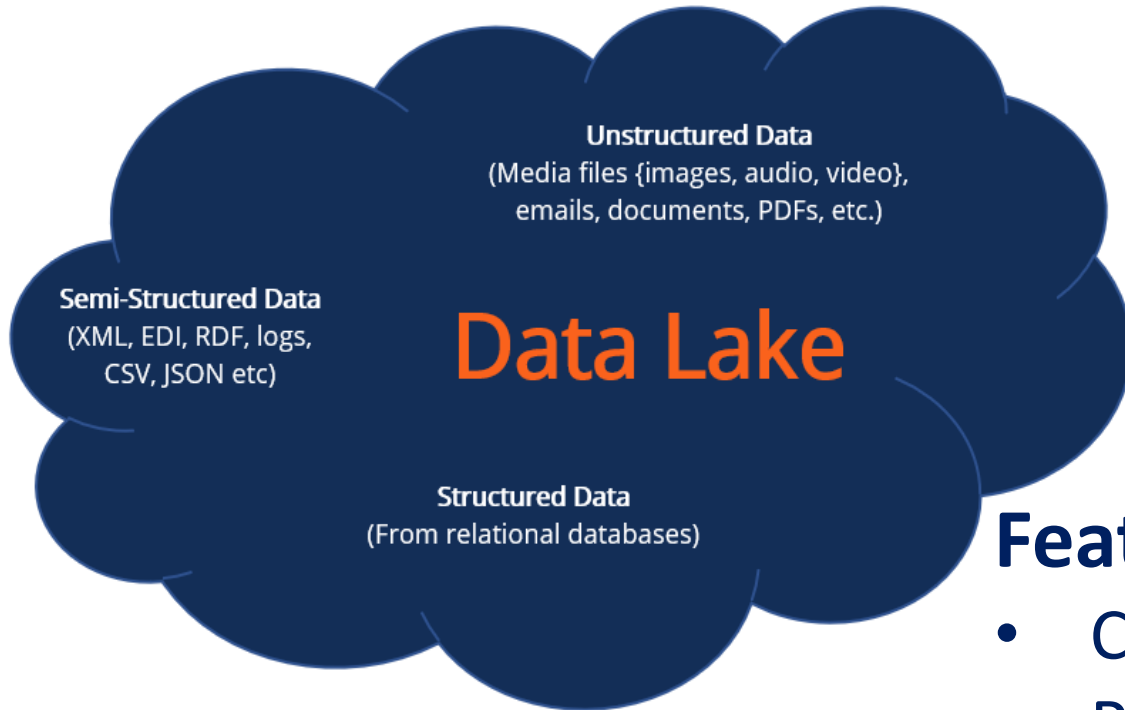


Replace Reporting Requests with On-Demand Dashboards

Key Milestones Achieved



- Established a Data Management and Business Intelligence team
- Implemented LACERA's data lake, a centralized source of data
- Completed pilot dashboards for Member Demographic Data and the CEO Report
- Initiated a Proof of Concept (POC) for Microsoft Fabric



Large Storage Area

Designed to capture and store massive amounts of data from disparate sources and of disparate types and store it all in a common format.

Features

- Connections to external data sources
- Programmable workflows for ingesting data – controls authorizations, scheduling, scope, & landing areas
- Tools to organize, classify, transform, & curate data

Benefits of a Data Lake



- **Centralized Data Storage**
Enables easier access, management, and analysis of diverse data sources
- **No Complex Schema Definitions or Fixed Data Models**
Allows quick and inexpensive scaling
- **Data Democratization and Collaboration**
Provides greater autonomy (less dependency on IT) and promoting a data-driven culture
- **Single Source of Reference**
Ensures consistency between reports and across reporting periods
- **Platform for Advanced Analytics and Machine Learning (Fabric)**
Execute complex queries and build machine learning models to extract meaningful insights and drive predictive and prescriptive analytics



Microsoft Fabric

Features

- Provides all the features of a Data Lake
- Provides all the features of a Data Warehouse:
 - Highly-curated datasets accessible by standard Structured Query Language (SQL) processes
- Provides Data Analytics and Data Reporting capabilities.
 - Including Copilot
- Delivers superior data governance
 - Accurate, secure, available



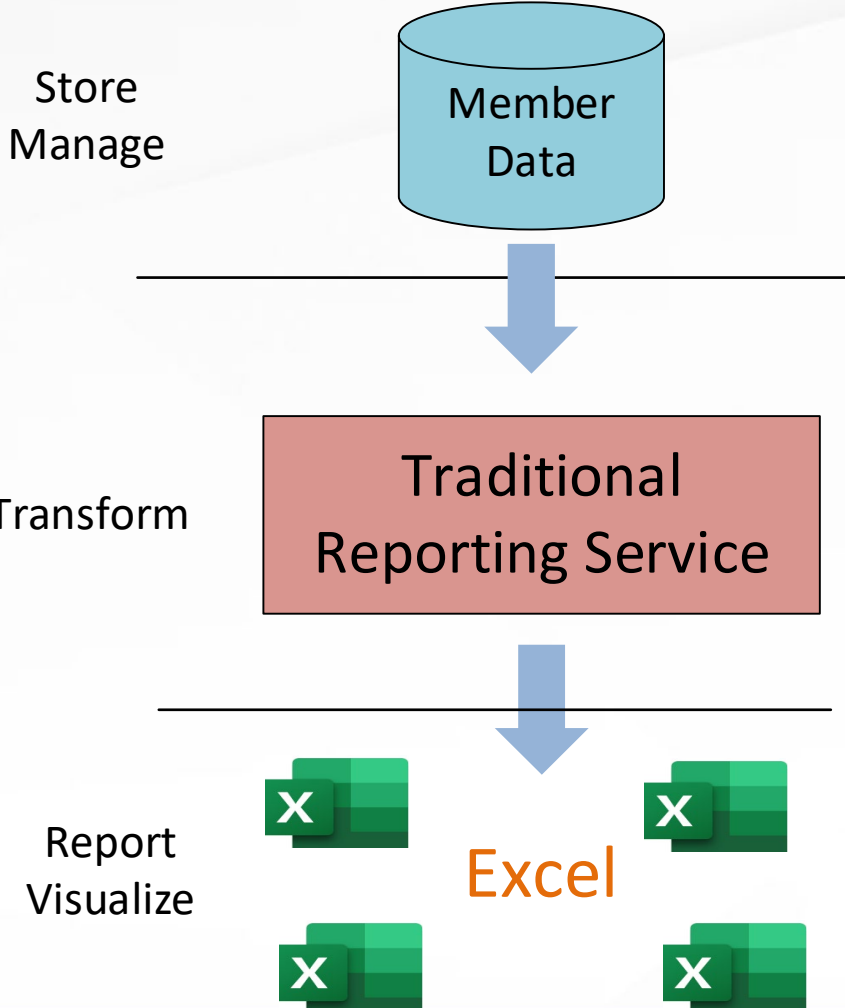
MS Fabric vs. Traditional Data Lakes

- Software as a Service (SaaS) model provides simpler maintenance and scalability
- Unified data storage and integration with Power BI provides greater autonomy for analysts and report developers
- Direct Lake query capability combines speed and currency. Get up-to-the-minute data and get it quickly
- AI-driven real-time insights via Copilot

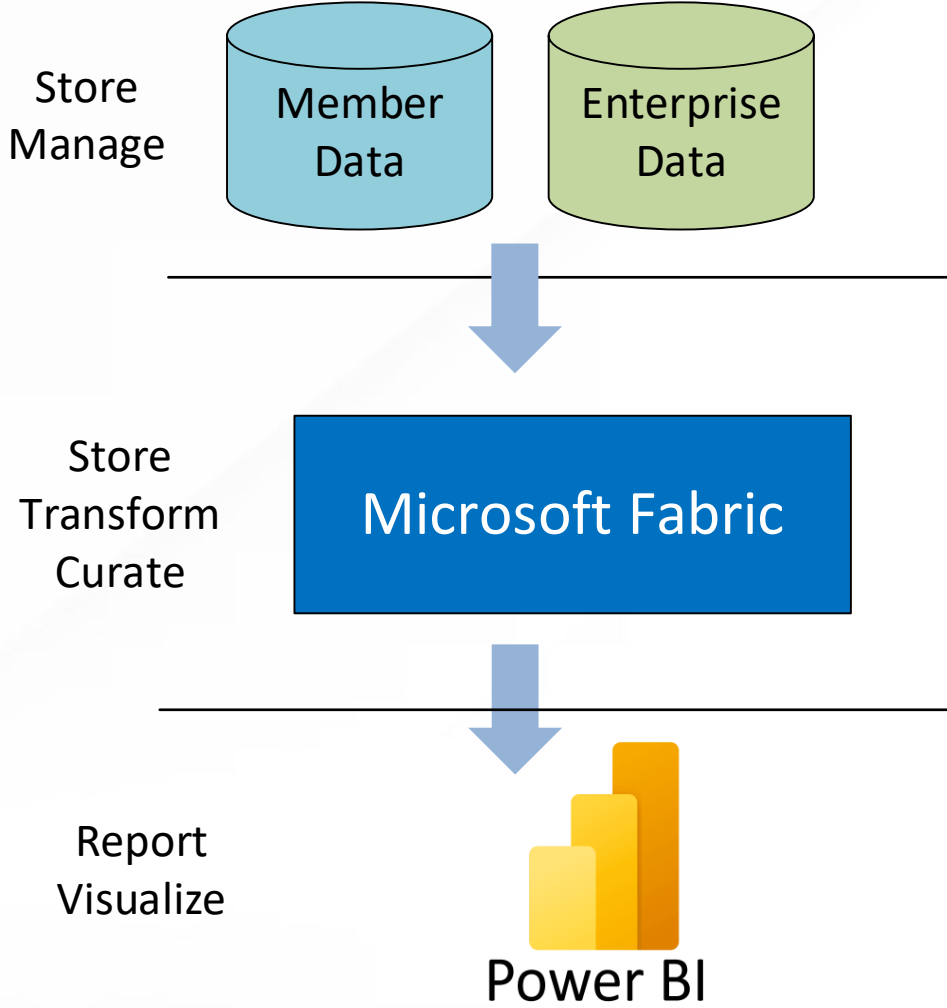
Comparing Traditional Reports and Modern Business Intelligence



Traditional Reporting



Enterprise Business Intelligence



Next Steps and Timeline





03 Workplan Dashboards

(Objectives In-Progress)

WORKPLAN - Strategic Objective 1.1



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

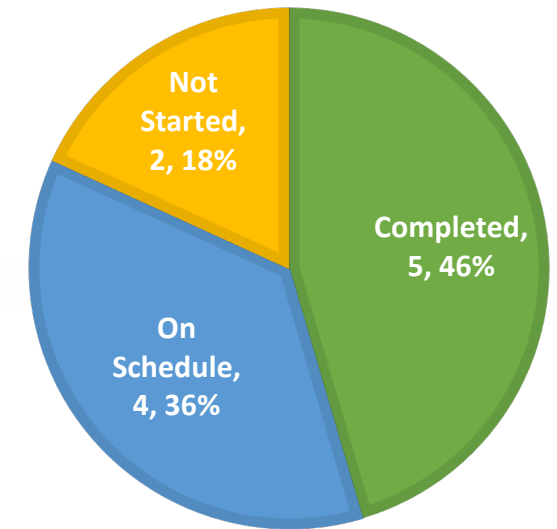
Legend

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

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

MILESTONE TRACKER

■ Completed ■ On Schedule ■ Not Started



WORKPLAN - Strategic Objective 1.4



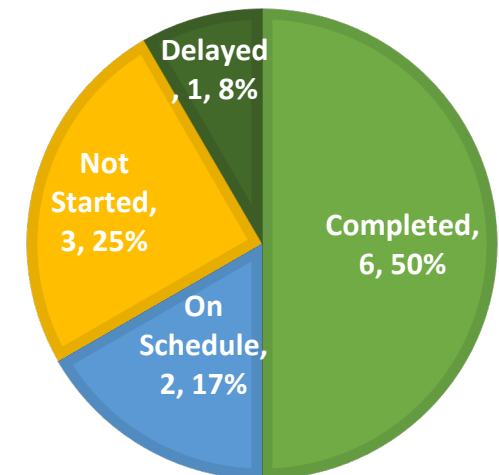
Strategic Goal: **Superior Member Experience**
 Strategic Objective: **1.4 – Improving the Retiree Healthcare (RHC) experience.**
 Executive Sponsor and Lead: **JJ Popowich; Tionna Fredericks (Lead)**

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

#	Objective Milestones	Status	Start	Expected Completion
1	Build core team and schedule meeting cadence	★	10/2023	01/04/2024
2	Set-up team’s collaboration timeline	★	10/2023	01/12/2024
3	Discuss ideas and opportunities for improving the Retiree RHC experience	★	10/2023	06/30/2024
4	Approval of Strategic Outline objective	★	10/2023	06/01/2024
5	Identify, Define, and Document Retiree Healthcare Roadmap	●	01/2024	12/31/2024*
6	Establish County – LACERA working group	★	07/2024	07/18/2024
7	Coordinate communication plan with internal and stakeholders	★	10/2023	12/31/2024
8	Automation Opportunity: RHC Online Enrollment	●	11/2024	12/31/2025
9	Automation Opportunity: SSA Data Exchange	▲	02/2023	12/31/2024
10	Automation Opportunity: RHC/County Comparison Roadmap	◆	TBD	06/30/2025
11	Collaborate with Union sponsored healthcare plans	◆	3/2025	12/31/2025

MILESTONE TRACKER

■ Completed ■ On Schedule
 ■ Not Started ■ Delayed



* Expected completion date: 7/31/2025


WORKPLAN - Strategic Objective 1.4



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

Legend

- On Schedule  Complete 
- Delayed/Stopped 
- Not Started 

#	Objective Milestones	Status	Start	Expected Completion
12	Develop actionable KPI's to measure retiree and member satisfaction		TBD	06/30/2025

* Expected completion date: 7/31/2025

WORKPLAN - Strategic Objective 2.2



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

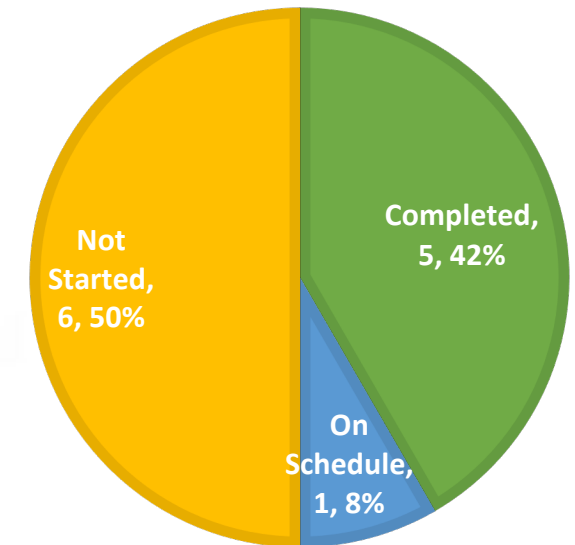
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Project Approval by the IT Coordination Council	★	10/2023	03/31/2024
3	Communication Plan- Educate and Engage stakeholders on Knowledge Mgmt.	★	10/2023	07/01/2024
4	RFP for taxonomy consultant	★	03/2024	12/31/2024
5	Selection of consultant	★	11/2024	03/31/2025
6	Complete assessment of organizational needs and specifications, consultant discovery work	●	03/2025	04/30/2025
7	Update and reconcile data and knowledge	◆	TBD	06/30/2025
8	Complete taxonomy and content tagging	◆	TBD	09/30/2025
9	Select vendor and product	◆	TBD	06/30/2026
10	Project Launch	◆	TBD	07/31/2026
11	Create and adopt knowledge playbook/policy/guidelines	◆	TBD	12/31/2028

MILESTONE TRACKER

■ Completed ■ On Schedule ■ Not Started ■



WORKPLAN - Strategic Objective 2.2



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

Legend

- On Schedule  Complete 
- Delayed/Stopped 
- Not Started 

#	Objective Milestones	Status	Start	Expected Completion
12	Project Completion		TBD	12/31/2028

WORKPLAN - Strategic Objective 3.1



Strategic Goal: **Investing in People**

Strategic Objective: **3.1 – Develop and implement framework aimed at promoting D.E.I.**

Executive Sponsor: **Laura Guglielmo**

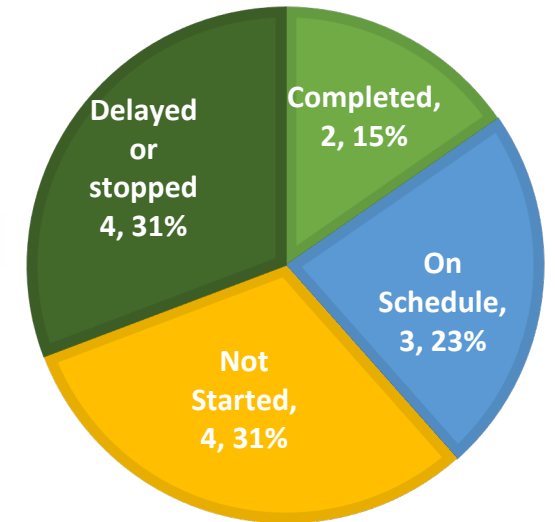
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Communication Plan – IDEA (Inclusion, Diversity, Equity, and Accessibility)	●	10/2023	6/30/2025
3	Assemble a staff driven IDEA Council	★	3/2024	07/26/2024
4	Prepare Charter for IDEA Council	▲		
5	Develop a Statement of Commitment	●	02/2025	06/30/2025
6	Identify scope of work for Diversity, Equity, Inclusion, Belonging, and Accessibility (DEIBA) Advisor	▲		
7	Issue RFP and select advisor	▲		
8	Collect data from staff, members, vendors, and business partners re: DEIBA	●	06/2024	6/30/2025 and ongoing
9	Develop topical library for internal and external users	◆	TBD	6/30/2025
10	Post IDEA initiative and educational content within LACERA Connect	◆	TBD	06/30/2025
11	Identify external business partners/vendors	▲	TBD	2027

MILESTONE TRACKER

- Completed ■ On Schedule
- Not Started ■ Delayed



WORKPLAN - Strategic Objective 3.1



Strategic Goal: **Investing in People**

Strategic Objective: **3.1 – Develop and implement framework aimed at promoting D.E.I.**

Executive Sponsor: **Laura Guglielmo**

Legend

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

#	Objective Milestones	Status	Start	Expected Completion
12	Develop an Organizational Training Plan for DEIBA	◆	TBD	12/31/2025
13	Communication Plan – IDEA (Inclusion, Diversity, Equity, and Accessibility)	◆	06/2025	12/31/2025

WORKPLAN - Strategic Objective 3.3



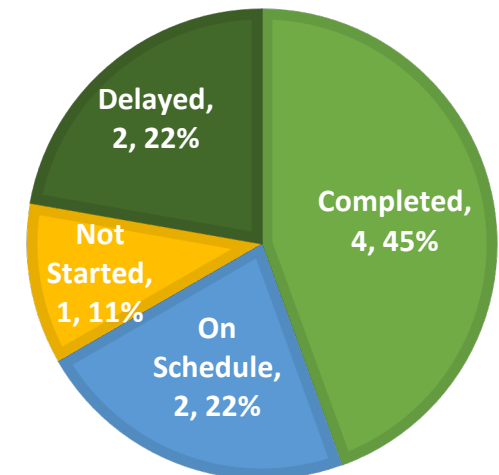
Strategic Goal: **Investing in People**
 Strategic Objective: **3.3 – Improve and simplify hiring process**
 Executive Sponsor: **Laura Guglielmo; Carly Ntoya (Lead)**

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

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

MILESTONE TRACKER

■ Completed ■ On Schedule
 ■ Not Started ■ Delayed



WORKPLAN - Strategic Objective 4.1



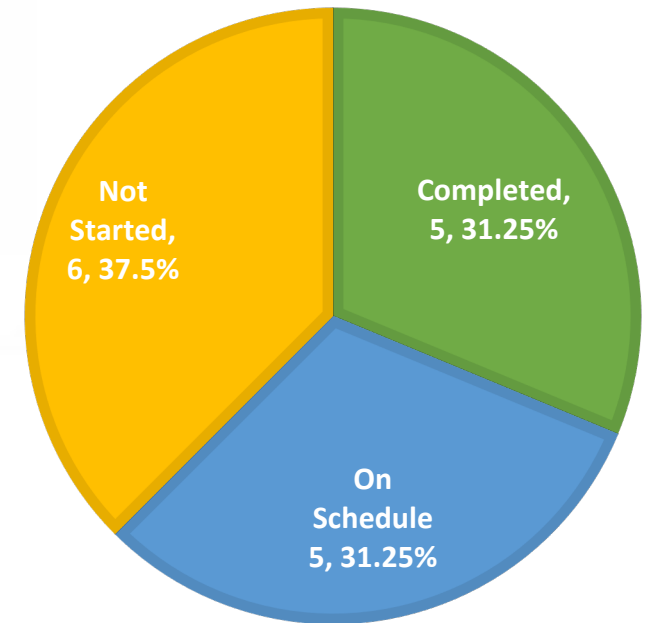
Strategic Goal: **Compliance and Enterprise Risk**
 Strategic Objective: **4.1 – Develop and implement an Enterprise Ethics and Compliance Program**
 Executive Sponsor: **Luis Lugo; Steven Rice and Allison Barrett (Leads)**

Legend

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

MILESTONE TRACKER

■ Completed ■ On Schedule ■ Not Started



#	Objective Milestones	Status	Start	Expected Completion
1	Ethics Compliance Program (ECP) Communication campaign	●	10/2023	Ongoing
2	Approval of Ethics and Compliance program Charter	★	10/2023	10/09/2024
3	Update and obtain approval of ACRE Charter	★	10/2023	10/09/2024
4	Chief Ethics and Compliance Officer (CECO) job description and class spec.	★	10/2023	12/01/2024
5	Ethics and Compliance Program Foundational Work Plan	★	7/2023	10/09/2024
6	Complete inventory of all Policies, Procedures, and Charters	●	2/2022	6/01/2025
7	Ethics and Compliance Orientation (ACRE, MAC, SAC, and Staff)	●	11/1/24	6/01/2025
8	Update LACERA Code of Ethical Conduct	●	7/2023	6/01/2025
9	Ethics and Compliance Training Program Plan	◆	TBD	12/01/2025
10	Determine critical ethics and compliance risk areas and Scope of Program Oversight	◆	TBD	6/01/2025
11	PPC Management Software Solution/Compliance GRC solution (GRC 360) - Compass	★	3/2023	12/01/2024
12	County Approval of CECO Position		TBD	6/01/2025

WORKPLAN - Strategic Objective 4.1





2 of 2



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

Legend

- On Schedule  Complete 
- Delayed/Stopped 
- Not Started 

#	Objective Milestones	Status	Start	Expected Completion
13	Initial/Baseline Divisional EC Risk Assessments and Ethical Culture Measurement		TBD	6/1/2025
14	Development of recruitment process for ECO staff		TBD	TBD
15	Recruit/Hire CECO staff		TBD	TBD
16	Recruit/Hire ECO staff		TBD	TBD

WORKPLAN - Strategic Objective 5.1



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

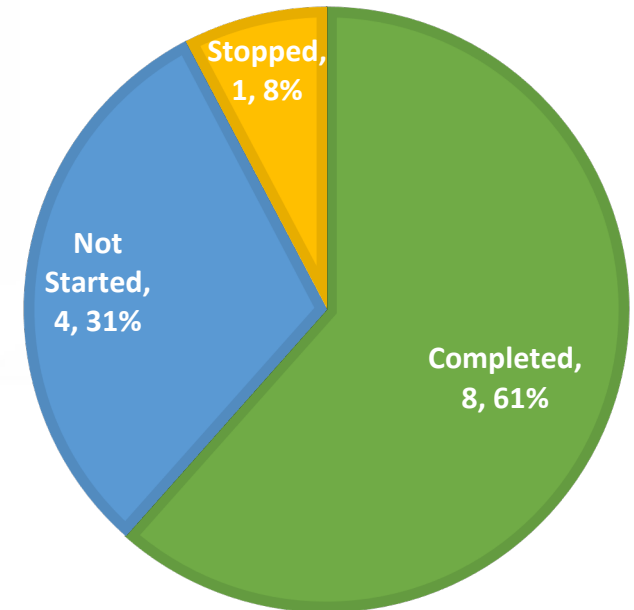
Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives	★	10/2023	01/01/2024
2	Finalize Certify AP Implementation	★	10/2023	02/28/2024
3	Finalize Budget software (Questica) Implementation/Complete full budget cycle	★	10/2023	06/30/2024
4	Finalize Contract/Vendor solution (Cobblestone) implementation/Train Users	★	10/2023	12/31/2024
5	Design and Implement Centralized Vendor Mgmt. Program	★	10/2023	09/30/2024
6	Update Procurement Policy	★	10/2023	09/30/2024
7	Create Non-Administrative Budget in Questica	★	07/2024	12/31/2024
8	Design and Assess Scope of ERP & Timing of Acquisition – Consultant Only	◆	TBD	06/30/2027
9	Design and Deliver a Comprehensive Financial Training for Managers	◆	TBD	06/30/2025
10	Design and Deliver Basic Financial Training for Staff	◆	TBD	06/30/2025
11	Implement Travel Expense Module for Certify AP or equivalent	★	10/2024	06/30/2025
12	Automate the budget book publishing	▲	10/2024	Canceled
13	Design and Deliver a Comprehensive Financial Training for Supervisors (1-30/2026)	◆	TBD	1/30/2026

MILESTONE TRACKER

■ Completed ■ Not Started ■ Stopped





LACERA Strategic Priorities and Objectives



BOR approved the Strategic Plan on July 6, 2023

Board of Retirement

Strategic Priority Goals



1 Superior Member Experience
Innovate and continuously improve the member experience



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



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



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



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

Objectives

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

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

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

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

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



COMPLETE - Strategic Objective 5.2

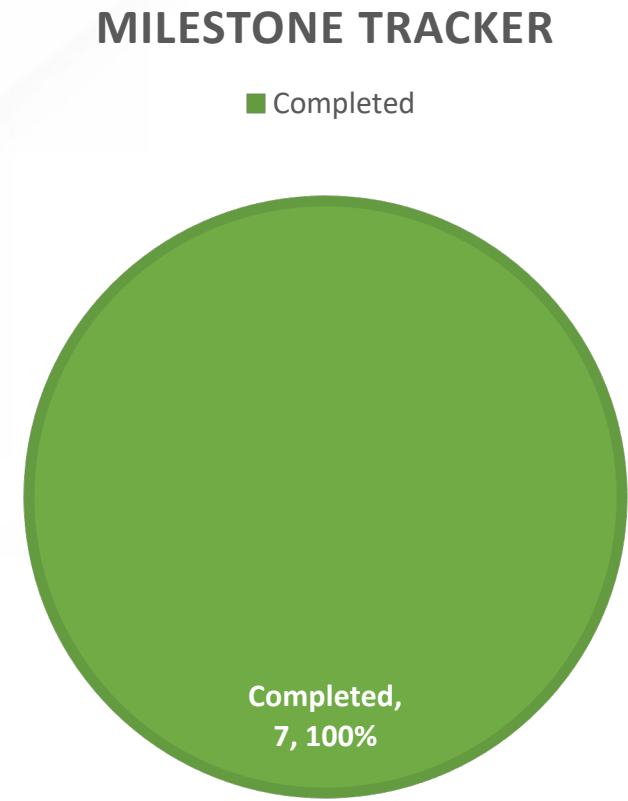


Strategic Goal: **Fiscal Durability**
 Strategic Objective: **5.2 – Update and revise LACERA Actuarial Funding Policy**
 Executive Sponsor: **Luis Lugo; Vache Mahseredjian (Lead)**

Legend

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

#	Objective Milestones	Status	Start	Expected Completion
1	Create team to define objective goals and initiatives. Investment team in collaboration with FASD and Legal led jumpstart during 2023 BOI offsite	★	09/2023	01/01/2024
2	Review of existing policy and discussion of desirable elements	★	10/2023	12/01/2023
3	Schedule meetings among workgroup to develop drafts of new policies	★	10/2023	07/2024
4	FASD and LACERA Actuary (Milliman) to draft separate interest crediting policy	★	01/2024	08/2024
5	Seek approval of funding policy and interest crediting policy by LACERA ECC	★	08/2024	08/2024
6	Seek trustee input on proposed update of Actuarial Funding Policy and new Interest Crediting Policy.	★	08/2024	09/2024
7	Both policies adopted at BOI Meeting in October	★	09/2024	10/2024





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

**For further information, contact:
LACERA
Attention: Public Records Act Requests
300 N. Lake Ave., Suite 620
Pasadena, CA 91101**