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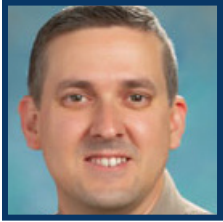
**BUILDING
A BETTER
TOMORROW**

**Board of Retirement
2023-2028 Strategic Plan**

Los Angeles County Employees Retirement Association

Board of Retirement

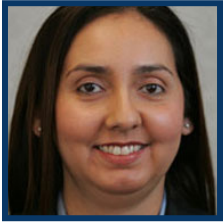
Thank you to the Board of Retirement Trustees for their service and guidance in shaping LACERA's strategic priorities and objectives.



Shawn R. Kehoe
Chair
Elected by Safety Members

Alan J. Bernstein
Vice Chair
Appointed by Board of Supervisors

Vivian H. Gray
Secretary
Elected by General Members



Elizabeth B. Ginsberg
Chief Deputy County Treasurer And Tax Collector
*Acting Ex-Officio Trustee**

Jason E. Green
Elected by Safety Members

Elizabeth Greenwood
Appointed by Board of Supervisors



James P. Harris
Elected by Retired Members

Keith Knox
County Treasurer and Tax Collector
Ex-Officio Trustee

Ronald Okum
Appointed by Board of Supervisors



Les Robbins
Elected by Retired Members

Antonio Sanchez
Appointed by Board of Supervisors

Herman B. Santos
Elected by General Members

We also want to recognize the following former Board of Retirement Trustees: Wayne Moore, William Pryor, and Gina Zapanta.

* When ex-officio trustee is absent

A Message From the CEO



I'm pleased to present the LACERA 2023-2028 Strategic Plan on behalf of the Board of Retirement. This plan covers the strategic priorities, goals, and objectives that we will implement during the next five years. It is the result of an extensive and broadly inclusive process of review, recommendations, discussion, and collaboration among LACERA's Trustees, executive and managerial teams, active and retired members, and employees from all divisions.

First, a little background about how we got here: When I started as CEO at LACERA in November 2019, LACERA divisions were working on several strategic goals that had been set by the Board of Retirement, but a formal strategic planning process had not been conducted for several years.

In March 2020, COVID-19 forced LACERA to close most of its onsite operations, and we pivoted to a largely remote workforce nearly overnight. We were able to quickly transform the organization thanks to the decisive leadership and full support of our Board Trustees; the groundwork already completed on our existing goals; and the dedicated, all-hands-on-deck efforts of the entire LACERA staff. Together we quickly developed, implemented, and adopted new technological tools to conduct our daily operations; interact with members, colleagues, and stakeholders; and continue uninterrupted service.

In early 2022, LACERA reopened for onsite work and in-person service, and we initiated a comprehensive strategic planning process as directed by the Board of Retirement. The multiple phases of the process took place throughout the year, informed by our recent experiences and advancements and incorporating input from our various stakeholders.

In addition to catalyzing our evolution, the pandemic strengthened LACERA's commitment to our mission and our members, whose heroic efforts saved lives and maintained the social fabric during this prolonged public health emergency. Throughout this plan, you will see how our strategic priorities reflect our "member first" commitment—from developing a comprehensive member experience and benefits education program, to ensuring the stability, security, and sustainability of our infrastructure and trusts, to developing and retaining our workforce and fostering internal leadership.

Consistent with our commitment to transparency and accountability, we are publicly sharing this Strategic Plan, which will serve as our road map for enhancing the member experience while strengthening our organization from within. This plan is a living document that will continually evolve to meet shifting challenges and opportunities. Along the way, we will maintain open, responsive relationships with all of our stakeholders and encourage their input.

On behalf of everyone at LACERA, we respect the trust placed in us to serve the employees of L.A. County and other districts. We will honor that trust as we set an ambitious path of constant improvement, building a stronger LACERA for today and the years to come.

Santos H. Kreimann
Chief Executive Officer

Our Strategic Planning Process

Initiation and Assessment Stage

The strategic planning process kicked off in January 2022. LACERA conducted an assessment of our strengths, weaknesses, opportunities, and threats (SWOT assessment) as part of the May 2020 100-Day Management Report. Working with the Board of Retirement, we identified short-term priorities to focus on. This strategic plan is designed to build on that work to date and define the strategic priorities, goals, and objectives for the next five years.

We also incorporated input from recent audits, including the September 2021 Eide Bailly Recruitment Audit and August 2022 Weaver Organizational Maturity Audit.

Stakeholder Engagement

Members: To get an accurate picture of our members' expectations and communications preferences as part of the member experience strategic priority, in summer 2022 we surveyed all members to learn about how they want to interface with LACERA in a variety of scenarios. This survey was the first of its kind in LACERA's history. We conducted an extensive print and digital campaign utilizing an omnichannel outreach approach to engage members across all plan types and age groups and provided print and electronic survey options to encourage maximum participation, an approach that proved to be successful based on our high response rate. (See more about the survey results under Gaining Insight on page 9.)

Employees: We held four kick-off meetings so that all LACERA employees could learn about the process. We also surveyed all LACERA employees to solicit their input.

We formed cross-divisional teams of LACERA employees to work on each strategic priority, including what we should do and how we should monitor progress to signal success of desired outcomes.

Trustees: We conducted a strategic-planning kick-off with Trustees. As we honed our options, we surveyed Trustees for their input. We also created an ad hoc committee of Trustees and key staff members to provide guidance during the process. Finally, we devoted a day of our February 2023 Board Offsite Meeting for Trustees to provide feedback and continued progressively refining the plan up to the approval stage.



Who We Are

In 1937, the County of Los Angeles established a pension trust fund to provide defined retirement and death benefits to eligible County employees. In 1938, the Los Angeles County Employees Retirement Association (LACERA) was introduced to administer it.

Today, LACERA is an independent governmental entity, separate and distinct from the County. It is the largest county retirement system in the United States.

LACERA is governed by two Boards:

- The Board of Retirement (BOR) is responsible for the overall management of the retirement system and the LACERA-administered retiree healthcare program.
- The Board of Investments (BOI) is responsible for establishing LACERA's investment policy and objectives; overseeing the management of the fund; overseeing pension actuaries and assumption-setting; and setting employer and employee contribution rates.

Together, the BOR and BOI are primarily responsible for LACERA's budget and personnel (classification and compensation). The Boards have a fiduciary duty to LACERA's stakeholders.

Our Membership

- 187,000 members, including 71,000 benefit recipients¹
- 54,600 member participants in our retiree healthcare benefit program²

Our Funds

- Pension Fund value: \$70 billion¹
- Other Post-Employment Benefits Trust value: \$2 billion¹

¹2022 Annual Comprehensive Financial Report

²March 2023 CEO Report

Our Plan Sponsors

In addition to the County of Los Angeles, LACERA administers and manages the retirement fund for four outside districts: Little Lake Cemetery District, Local Agency Formation Commission (LAFCO), Los Angeles County Office of Education (LACOE), and South Coast Air Quality Management District (SCAQMD).

LACERA's staff of 426 employees deliver retirement pension and healthcare benefits to our members, and oversee the prudent investment of funds.

LACERA's Strategic Plan takes into consideration our diverse stakeholders and audiences.

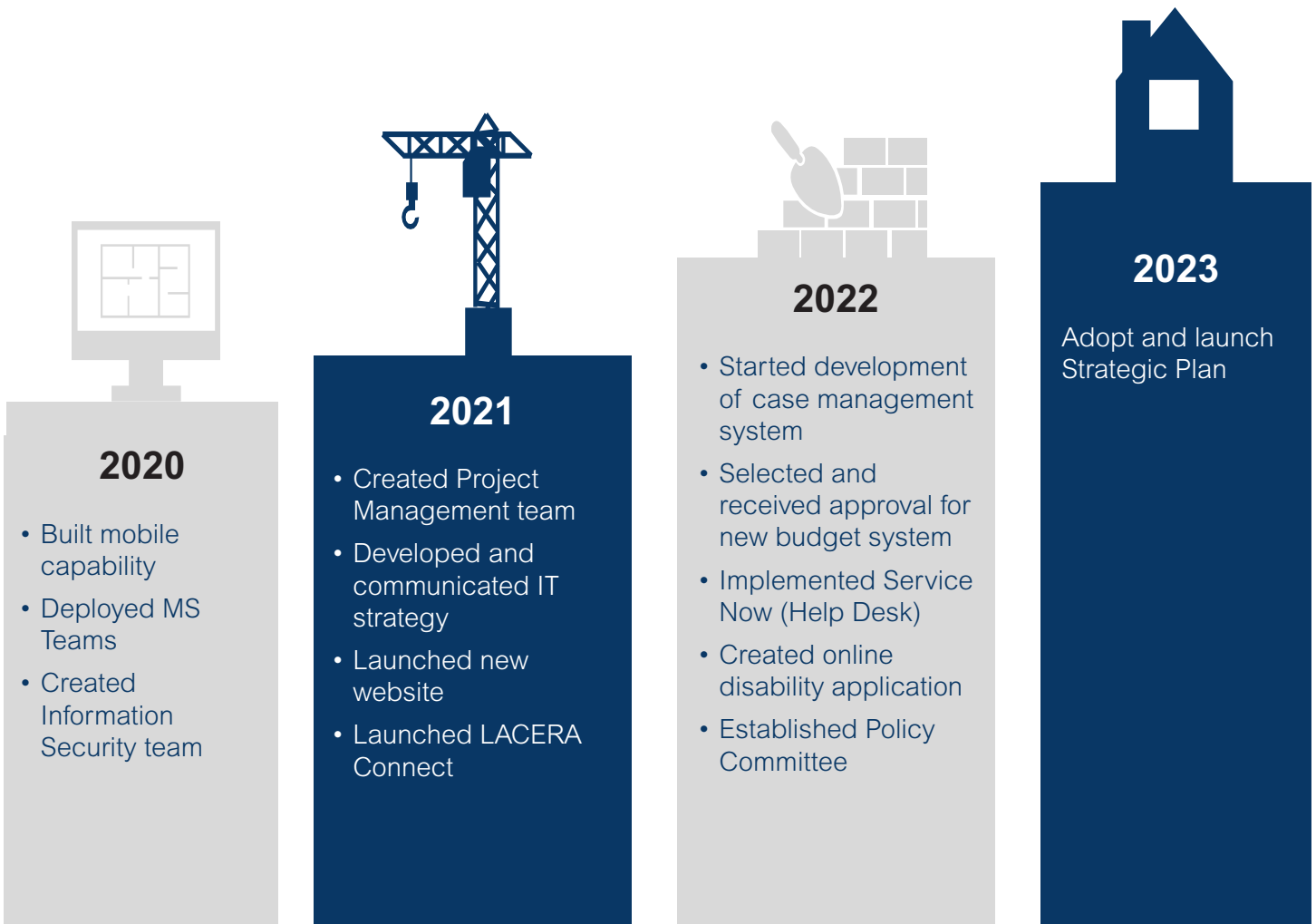


¹ County of Los Angeles, Local Agency Formation Commission (LAFCO), Los Angeles County Office of Education (LACOE), South Coast Air Quality Management District (SCAQMD), Little Lake Cemetery District

² Service Employees International Union (SEIU) Local 721, Association for Los Angeles Deputy Sheriffs (ALADS), Professional Peace Officers Association (PPOA), Coalition of County Unions, International Association of Fire Fighters (IAFF) Local 1014

Accomplishments to Date

In our current quest to build a better tomorrow, we have embarked on a number of initiatives to continuously improve our workflows and business processes.



Continuously improving workflows and business processes

Strategic Priorities

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 framework aimed at promoting and embracing diversity, equity, and inclusion (DEI)
 - 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



Strategic Priority 1: Superior Member Experience

Innovate and continuously improve the member experience

Background

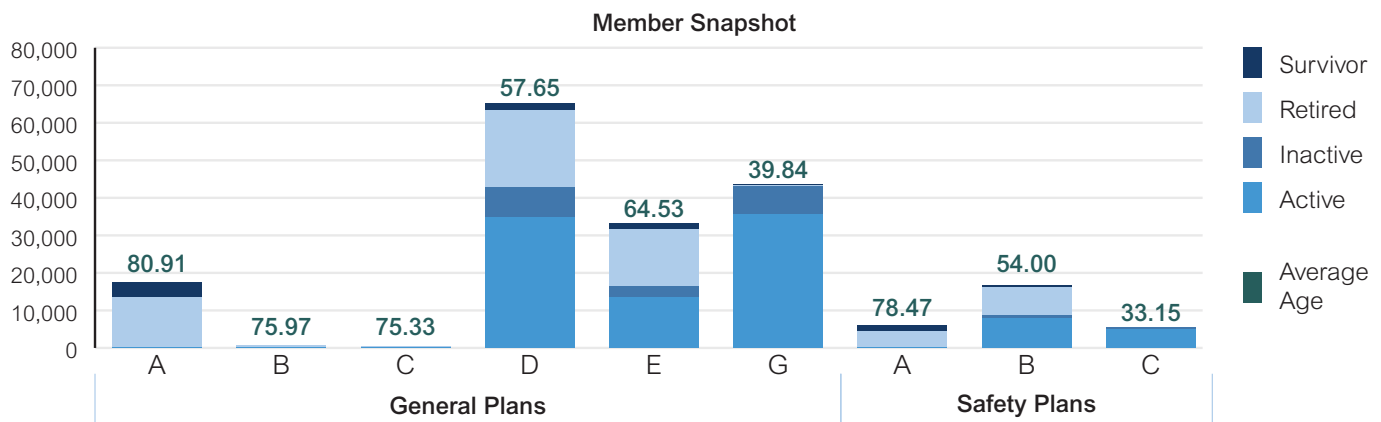
The LACERA member experience is not a one-time occurrence but a lifetime relationship—from the beginning of that member’s career through the legacy they leave their survivors. It is defined by every interactive touch-point they have with LACERA, everything they hear about LACERA, and how they feel about LACERA throughout their lives.

From planning for retirement to helping members use their healthcare benefits, LACERA is proud of our long history of providing highly personalized service. Our members’ demographics and expectations for service delivery, however, are changing, and are combined with increasing demand for LACERA customer service. In response, we must create innovative solutions for conducting member outreach and guiding our members to consistent, actionable information and modern, interactive tools for self-service.

LACERA has adopted a “member journey” approach that is tailored to the various stages of our members’ lives to shape and deliver a superior experience that meets our members’ needs.

Understanding Members Is Key

The following graph provides a high-level snapshot of our membership.



Source: March 2023 CEO Report
Data as of 2/15/23; average ages pending verification

Considering our members’ ages, generations, and preferences is foundational when conducting outreach and developing a member experience program. For example, we know Gen X and Millennials are highly competent in using computers and mobile apps, are extremely active social media users, and like to choose between self-service and in-person interactions. Other generations (Greatest Generation and Baby Boomers) are increasingly adopting mobile applications and are also active in social media, but they still tend to prefer traditional interaction points, such as mail, email, phone, and in-person service when conducting business transactions.



Strategic Priority 1: Superior Member Experience

Innovate and continuously improve the member experience

Gaining Insight

To develop a sustainable member experience program, we need a deeper understanding of our members' communications preferences, both in general and during specific member journeys.

To gain greater insight, in 2022 we conducted a member survey and directly asked our members about their comfort levels with technology and online self-services, how they want to interact with LACERA in a variety of scenarios, and how they prefer to receive information. We conducted an extensive outreach campaign (including enlisting our L.A. County plan sponsor) and distributed the survey electronically and by mail to get the highest possible response rate and input from active and retired members. The data we collected will be vital as we develop member journeys.

Here are a few key insights from the survey:

- Responses were heavily skewed toward retired members and active members in their mid- to late-career stages.
- Response rates were lower from new hires in Plan G and Safety Plan C, which gives us vital information regarding levels of engagement with LACERA and differences in communication methods for future outreach efforts.
- The majority of respondents still prefer a mailed newsletter for general news and information (62 percent on average and 77 percent for those age 65 and over). In addition, an average of 50 percent of respondents indicated they liked receiving general news and information via email.
- The majority of our survey respondents indicate they use computers, tablets, and smartphones to complete financial transactions.

Among other takeaways, we know we need to conduct extensive outreach to engage with our younger demographic while focusing on an omnichannel approach for interacting with all age groups. An omnichannel approach integrates the various ways that our members can interact with LACERA (virtually, in person, by phone, email, and My LACERA) and the ways LACERA provides information (lacera.com, YouTube, email, print, SMS, My LACERA, and mailed materials). Given our members' high comfort level with receiving digital information and conducting business online for all age groups, we know we are on the right track with expanding our digital footprint and building more online applications as we develop our member journey program.



Strategic Priority 1: Superior Member Experience

Innovate and continuously improve the member experience

Developing Member Journeys

There are multiple journeys a member takes during their life with LACERA. Journeys include a member's life events (e.g., marriage, birth of a child), career and service milestones (e.g., reaching the retirement minimum age for their plan). Each member's journey is unique, but each stage of their journey is defined and mapped so we can ensure that the member has everything they need when they need it and that services are delivered based on their preferences.

The member journey is a highly personalized, high-touch, comprehensive care approach to serving our members.



Developing an in-depth understanding of a member's preferences and needs along their journey is a key component of a sustainable member experience program.

This approach requires:

- A sustainable system to evaluate each journey to ensure a continual superior member experience
- A Member Experience Council to provide coordinated focus to all involved divisions
- Defined member journeys
- Holistic focus on journey development
- Consistent omnichannel service
- A digital strategy for instant, on-demand service
- Measurable results, with consistent dashboard metrics and reports to the Operations Oversight Committee (OOC)



Strategic Priority 1: Superior Member Experience

Innovate and continuously improve the member experience

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's 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



STEPS TO ACHIEVING OUR OBJECTIVES



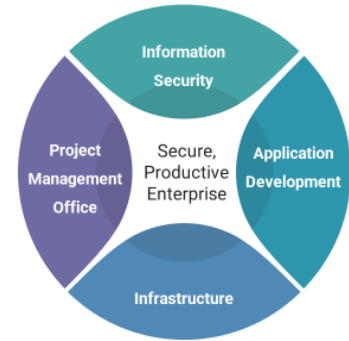


Strategic Priority 2: Innovation Through Technology

Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity

Background

LACERA's Systems Division and Information Security teams' joint mission is to continually innovate safe, secure, and productive enterprise information technology (IT) solutions that support the LACERA mission and facilitate exceptional service to staff and LACERA members. In its Information Technology and Information Security Strategic Plan (July 2021), LACERA outlined the key components of a secure, productive enterprise.



Identity & Access Management

Ensuring the proper people have the appropriate access to technology resources



End-Point Management

Securing all enterprise access points—mobile phones, laptops, servers, desktops, and tablets



Infrastructure Management

Supporting all hosted and on-premises systems to minimize downtime and maintain business productivity



Data Management

Following best practices to ensure the availability and reliability of enterprise data



Application Development

Implementing modern solutions that support the enterprise



Operations Management

Optimizing change management and incident resolution through a standardized service management methodology

A secure production enterprise provides multiple interwoven benefits by building trust, promoting collaboration, supporting mobility, and providing intelligence data for better decision-making.



Trust

Protecting LACERA's enterprise data and resources



Collaboration

Creating a productive workplace



Mobility

Enabling staff to get things done from anywhere



Intelligence

Providing insights to drive faster, better business decisions



Strategic Priority 2: Innovation Through Technology

Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity

Information technology (IT) is an invaluable tool. When well designed and implemented, it supports effective and efficient accomplishment of an organization's goals, objectives and strategies. LACERA's Information Technology and Information Security Strategic Plan supports the strategic priorities in this Strategic Plan by helping to:

- Improve the member experience, communication, and education to align with the members' journey
- Establish the structure and approach for optimal efficiency, compliance, risk management, and service delivery
- Optimize talent management and staffing planning
- Establish tools and capacity to support evidence-based decision-making
- Provide purpose, guidance, and inspiration for "One LACERA" to succeed in achieving the objectives in this Strategic Plan

Projects In Development

LACERA is currently advancing many new technology-driven projects, such as Phase 1 of the case management system and e-signature implementation. It is rethinking the roles of end-users, business operations, and system maintenance by developing Enterprise Contract Lifecycle Management (ECLM). The system is designed to enable "power users" (who are not IT staff) to develop reports and system functionality to meet their division's specific needs and expectations.

LACERA continues to strive to improve data accuracy through consistent interpretation of laws and rules, refinements of historic data added to our pension administration system since 1990, and formatting of information provided from our members, third parties, plan sponsors, and LACERA divisions.

Future Direction

To achieve our technology vision, LACERA plans to both modify or enhance existing applications and acquire, integrate, and support new ones. Systems' staff will need a different mix of required skill sets, including:

- Project management related to acquisition and implementation of information technologies
- Information security assessments
- System integration
- Database management
- Network planning
- System administration
- Programming in various languages, thereby reducing our dependency on specific vendors' technical coding to make the systems work
- User training and support



Strategic Priority 2: Innovation Through Technology

Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity

LACERA is keenly aware that our ideas and needs outstrip our current capacity to undertake all of them. Therefore, through strategic planning, LACERA will:

- Set priorities through our IT Coordination Council (ITCC)
- Evaluate decisions to internally develop versus buy off-the-shelf technology solutions
- Integrate end-users into the successful selection, implementation, and support of new systems so that the technology works for them
- Develop an IT succession plan to ensure we leverage the efficiencies offered by technology and customer and member service enhancements

Objectives

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



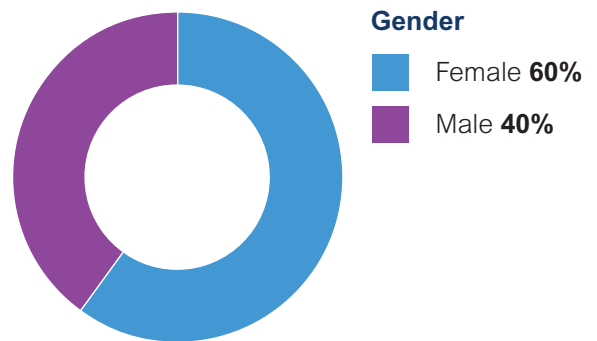
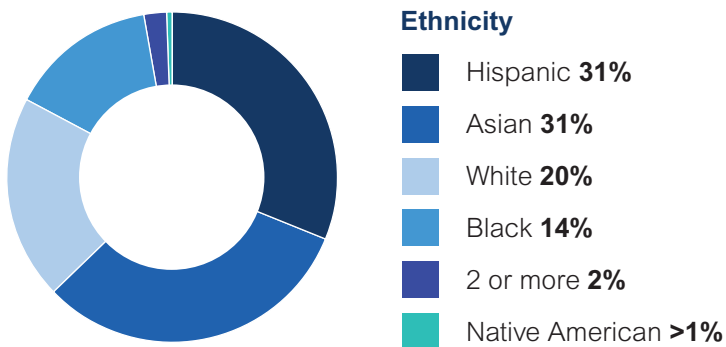


Strategic Priority 3: Investing in People

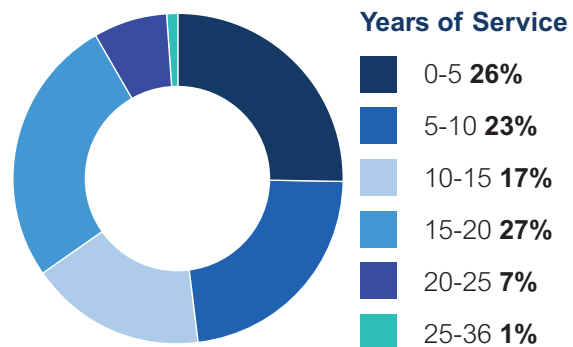
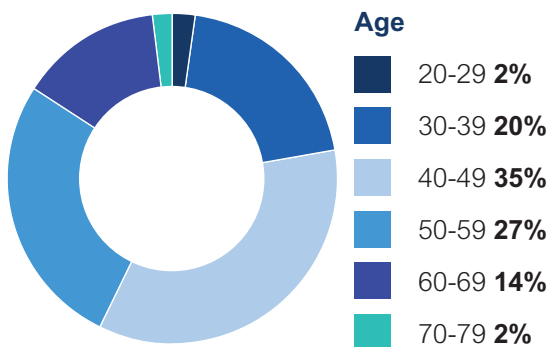
Recruit, motivate, hire, and retain a highly engaged and skilled workforce

Background

LACERA has a long-standing commitment to diversity, equity, and inclusion (DEI), as reflected in our investment strategies and diverse staff. As of our January 2023 employment records, approximately one-third of our LACERA staff identify as Hispanic, one-third as Asian, and the balance as White, Black, Native American, or two or more races. Approximately 60 percent of our workforce, as reported by the County, identifies as female.



We have a professionally experienced, stable workforce. More than one-half of our employees are between the ages of 30 and 49, while nearly three-quarters of our staff members have worked at LACERA for five years or longer.





Strategic Priority 3: Investing in People

Recruit, motivate, hire, and retain a highly engaged and skilled workforce

Internal and External DEI Efforts

In March 2021, the Board of Investments approved the Toward Inclusion, Diversity, and Equity (TIDE) initiative, which focused on DEI principles for investments, including internal practices, due diligence, active ownership, capital formation, and industry advocacy.

LACERA has now developed the LEAD initiative (see graphic below) to complement TIDE. The purpose of LEAD is to establish a positive and welcoming work culture, provide our members with exceptional service in an inclusive manner, and engage our business and community partners. We believe LEAD will:

- Build a sense of inclusiveness for employees and aid in recruitment and retention
- Provide superior member service by better understanding our members’ unique and diverse needs
- Involve our business partners in delivering better results that meet LACERA’s mission
- Engage and support our community in a shared vision for diversity, equity and inclusion

Objective

3.1 Develop and implement a framework aimed at promoting and embracing diversity, equity, and inclusion (DEI)

Lead Effectively	Ensure Equity	Achieve Inclusivity	Drive Diversity
Integrate the LEAD initiative into our work culture and how we engage with our members and convey the LEAD initiative to our business and community partners.	Commit to fair treatment and access to promotional opportunities and member resources.	Practice diversity by welcoming, supporting, respecting, and valuing individuals and groups.	Seek representation of different and unique identities, characteristics, experiences, and perspectives.



Strategic Priority 3: Investing in People

Recruit, motivate, hire, and retain a highly engaged and skilled workforce

Talent Management: Recruitment, Training, and Retention

Similar to challenges of other organizations today, LACERA faces staffing vacancies with a long lead time to hire, train, and fill. LACERA is working to make the recruitment and hiring processes and procedures more transparent, efficient, and collaborative while complying with the County’s civil service requirements. Human Resources (HR) is partnering with LACERA divisions to develop solutions that meet LACERA’s and its divisions’ hiring goals.

LACERA is also working to strengthen its talent management program for new hires and current staff members, including better onboarding, internal promotional opportunities, mentoring, and training, as well as supervisory, management, and leadership development. At the same time, we need to stay current on and/or develop changes in HR policy, processes, and procedures.

Objectives

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





Strategic Priority 4: Compliance and Enterprise Risk Management

Adopt and implement compliance and enterprise risk frameworks aimed at mitigating risk and vulnerabilities

Background

According to the Institute of Internal Auditors (IIA) Standards Glossary, risk is “the possibility of an event occurring that will have an impact on the achievement of objectives.” Risk is measured in terms of impact and likelihood. LACERA has various kinds of risks, including:

- Operational risks pertaining to internal policies, processes and systems, which can be affected by our employees or triggered by external events, such as the recent COVID-19 pandemic, floods, or earthquakes
- Fiduciary risks emphasizing the importance of acting in the best interest of our members
- Compliance risks relating to adequacy of internal controls to prevent violation of laws, regulations, and policies

Enterprise Risk Management (ERM) encompasses the methods and processes that organizations use to manage risks and seize opportunities related to the achievement of their objectives. LACERA's current risk governance structure includes a variety of organization-wide and divisional efforts and controls, including:

- LACERA Incident Response Team
- Policy Committee
- IT Coordinating Council
- Process Management Group
- Operations Oversight Committee and Board Reporting
- Internal Audit and Audit Committee Reporting
- Business Continuity and Disaster Recovery
- Cyber Liability Insurance

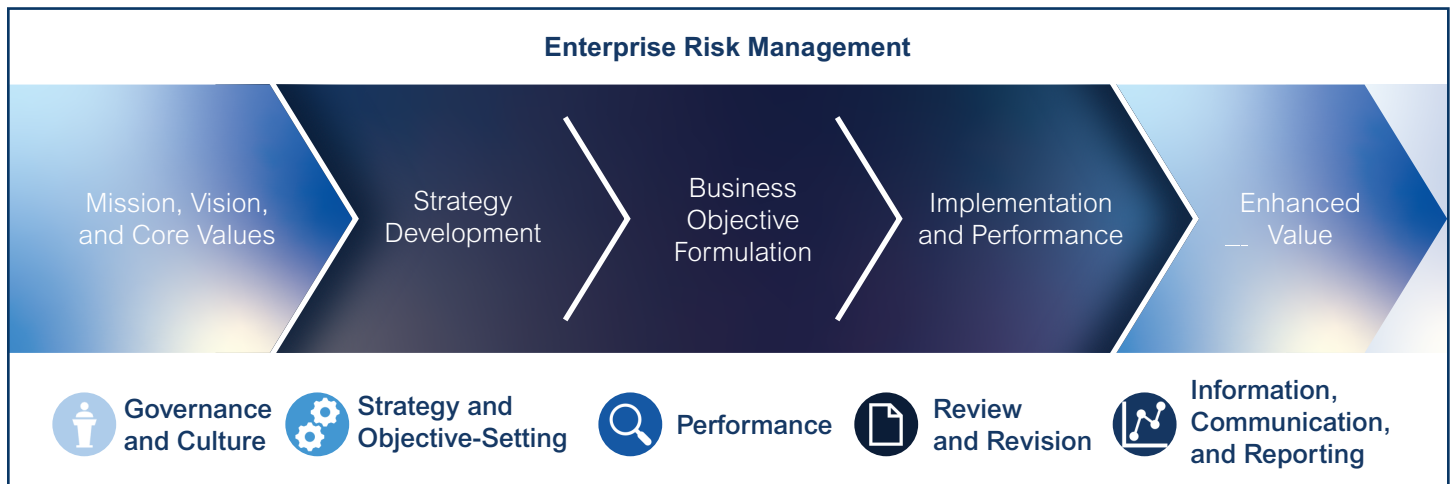
We are currently working on further formalizing the information security program, including the hiring of an Information Security Officer (ISO) and implementing this Strategic Plan.



Strategic Priority 4: Compliance and Enterprise Risk Management

Adopt and implement compliance and enterprise risk frameworks aimed at mitigating risk and vulnerabilities

LACERA will enhance and elevate our risk governance structure through the establishment of formal compliance and ERM programs that will facilitate management's efforts in regard to compliance and risk management. These efforts are continuous because risks constantly change.



Source: COSO 2017 ERM Framework

Objectives

- 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

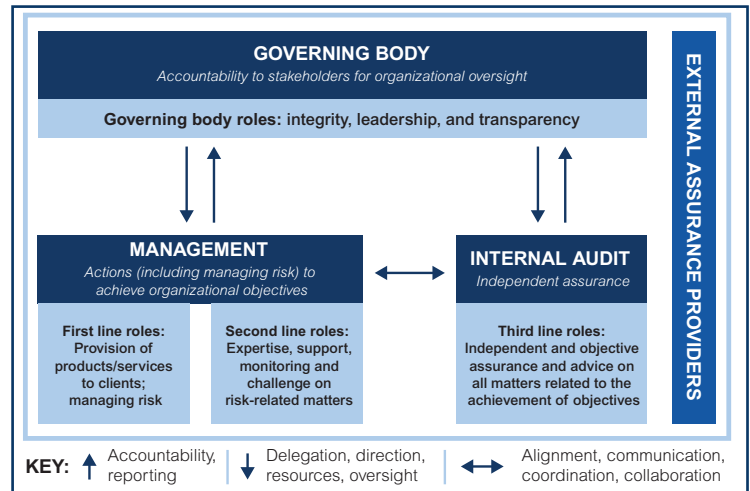


Strategic Priority 4: Compliance and Enterprise Risk Management

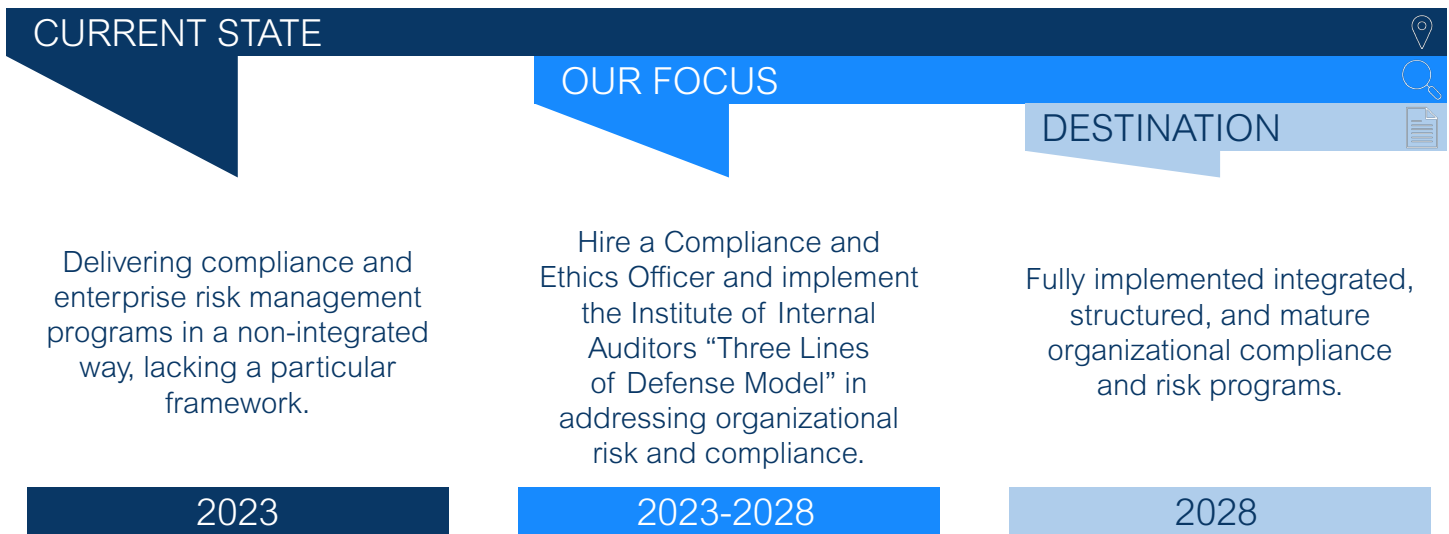
Adopt and implement compliance and enterprise risk frameworks aimed at mitigating risk and vulnerabilities

To achieve these objectives, we will generally follow these seven steps:

1. Form working groups across divisional lines to develop compliance and ERM charters
2. Establish dedicated compliance and risk leadership with accountability, starting with a Compliance and Ethics Officer in the Legal Office and ERM leadership in the Executive Office and Internal Audit Division
3. Identify compliance and risk champions in each division to assist with compliance and risk assessments, registers, and areas for focus
4. Conduct staff training for the organization on compliance and risk management, including new employee orientation supplemented by targeted training in specific compliance/risk areas
5. Develop divisional compliance and risk action plans
6. Integrate the results of compliance and ERM efforts into an organizational structure and plan
7. Monitor, report, and update the compliance and risk assessments, registers, and plans as part of a commitment to continuous improvement



Source: ISO 31000 Framework





Strategic Priority 5: Fiscal Durability

Exercise care and prudence in managing our resources and fund assets

Background

LACERA has two equally critical responsibilities when it comes to managing resources and fund assets. We must:

- Ensure prudent and durable fiscal management of LACERA's budget and resources expended to administer the benefits, and
- Ensure the Board of Investments' strategic initiatives to manage LACERA's investment portfolio are implemented and supported to maximize the performance of our funds.

In pursuit of meeting of these responsibilities the following two objectives have been defined to focus our efforts.

Objectives

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





Strategic Priority 5: Fiscal Durability

Exercise care and prudence in managing our resources and fund assets

Objective 5.1

Develop organizational tools to support enterprise-wide fiscal responsibility

LACERA must be fiscally responsible while fulfilling our commitment to continuously meet member expectations by delivering a superior member experience. Key to this goal is maintaining our dedication to sustainable benefit delivery while employing a cost-conscious approach to efficient utilization of resources.

Some of these fiscal elements involve improvements in:

1. Financial and budgeting systems that support LACERA's ability to make, monitor, and ensure prudent and strategic expenditure decisions
2. Technology, both member facing and internal, that may reduce unnecessary or repetitive work efforts
3. Systems and processes that can be simplified and made end-user friendly to increase staff efficiency and effectiveness
4. Staffing levels that are sufficient to complete our work, meet standards, and reflect anticipated changes from technology

These improvements will enable managers and staff to plan for, manage, and track the impact of the changes that are being implemented in the other parts of the Strategic Plan.

Objective 5.2

Implement and support the LACERA Investment Office in achieving the BOI's Strategic Plan goals

Strategic Priority 5 incorporates the BOI's key strategic investment initiatives and objectives to:

1. Share information with the BOI to promote understanding of the BOI's needs and objectives.
2. Assure availability of the operational resources necessary for the BOI to implement its strategic initiatives.
3. Assist the BOI as needed in achieving its defined priorities as well as being prepared to facilitate the BOI's ability to execute a flexible response to any unforeseen circumstances.

Strategic Plan Participants

This Strategic Plan would not have been possible without the dedication and focus of our leadership and employees in developing the action plans.

Spark Advisory Team

James P. Harris, BOR Trustee
Keith Knox, BOR/BOI Trustee
Antonio Sanchez, BOR Trustee
Herman Santos, BOR/BOI Trustee
Santos H. Kreimann, Chief Executive Officer
Luis Lugo, Deputy Chief Executive Officer
Laura Guglielmo, Assistant Executive Officer
JJ Popowich, Assistant Executive Officer
Jon Grabel, Chief Investment Officer
Steven Rice, Chief Counsel
Carly Ntoya, Human Resources Director
Vache Mahseredjian, Principal Investment Officer
Kathy Delino, Information Systems Manager

Action Planning Teams

Vision

Allison Barrett (DLO)
Iveta Brecko (SYS-PMO)
Stephanie Kawai (PMG)
Persian (Percy) Petrov (MS-MSC-OUT)
Fabio Ramirez (BEN-BPU-AMU)
Martin Sandoval (ADM)
Inga Tadevosyan (INV)
Elizabeth Tirado (LEG)
Letha Williams-Martin (RHC)

Performance Management

Gerald Bucacao (MS-CC-CC)
Tamara Caldwell (DRS)
Tom Deluca (SYS)
Eugenia Der (DLO)
Louis Gittens (PMG)
John Kim (INV)
Amy Lim (ADM-DPC)
Maggie Luong (PMG)
Sevan Simonian (BEN-CORE)
Kristina Sun (IA)

Member Experience

Maria Calderon (MS-MSC-OUT)
Allan Cochran (MS)
Stephanie Kawai (PMG)
Laura Magallanes (BEN)
Cynthia Martinez (COM)
Maritza Perez (MS-MSC-OUT)
LaTonya Robinson (BEN)
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Workforce/Talent

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David Escamilla (RHC)
Elsy Gutierrez (ADM-DPC)
Paola Johns (DLO)
Benjamin Juarez (MS-CC-COR)

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Diana Luong (DLO)
Kelly Puga (MS-CC-CC)
Julia Ray (HR)
Niki Webb (MS-CC-COR)

Technology

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Justin Chiu (DRS)
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Alex Ochoa (PMG)
Aurelia Okafor-Smith (MS-MCU)
Christian Pieratt (RHC)
Celso Templo (SYS)
Valerie Quiroz (MS-CC)
Jason Waller (DLO)

Culture

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Esme Del Bosque (INV)
Vincent Lim (DLO)
Roxanne Martin (ADM-PRO)
Valery Ptacek (MS-CC-COR)
Sarah Robles (DRS)
Ana Ronquillo (HR)
Roberta Van Nortrick (ADM)

Risk / Compliance

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Carlos Barrios (BEN)
Tom Cohen (COM)
Renee Copeland (MS-CC-CC)
Laura Gonzalez (DRS)
Barry Lew (Legal)
Christina Logan (IA)
Antonio Ramos (MS-CC-CC)
Gloria Rios (FASD)
Bob Schlotfeldt (EXEC-ISO)

Other APTs

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John Louie (MS-CC-COR)

Strategic Planning Idea Review and Implementation Team (SPIRIT)

Goal No. 1: Member Journey and Experience

JJ Popowich (EXEC), Facilitator
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Allan Cochran (MS)
Cassandra Smith (RHC)
Fern Billings (LEG)
Tamara Caldwell (DRS)

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Goal No. 2: Embracing Technology

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Goal No. 3: Compliance and ERM Responsibility

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Richard Bendall (IA)
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Goal No. 4: Fiscal Responsibility

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Goal No. 5: Human Resources

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Goal No. 6: Culture

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Goal No. 7: Accountability and Metrics

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The main purpose of this Strategic Plan is to build a better tomorrow for our members by outlining what we must do internally in terms of technology, staffing, and processes—particularly enterprise risk management, compliance, and fiscal durability—to support both the member services and investment sides of LACERA.

This document does not authorize expenditure of funds or commitment of resources.

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