

AGENDA OF THE SPECIAL MEETING OF THE JOINT ORGANIZATIONAL
GOVERNANCE COMMITTEE AND BOARD OF RETIREMENT
AND BOARD OF INVESTMENTS*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 NORTH LAKE AVENUE, SUITE 810, PASADENA, CALIFORNIA 91101
9:00 A.M., FRIDAY, APRIL 22, 2022

This meeting will be conducted by the Joint Organizational Governance Committee and the Board of Retirement and Board of Investments by teleconference under the California Government Code Section 54953(e).

Any person may view the meeting 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.*

- I. CALL TO ORDER
- II. APPROVAL OF MINUTES
 - A. Approval of the Minutes of the Joint Organizational Governance Committee of March 11, 2022
- III. PUBLIC COMMENT

(Written Public Comment - You may submit written public comments by email to PublicComment@lacera.com. Correspondence will be made part of the official record of the meeting. Please submit your written public comments or documentation as soon as possible and up to the close of the meeting.

Verbal Public Comment - You may also request to address the Board at PublicComment@lacera.com before and during the meeting at any time up to the end of the Public Comment item. We will contact you with information and instructions as to how to access the meeting as a speaker. If you would like to remain anonymous at the meeting without stating your name, please let us know.)

IV. CONSENT ITEMS

- A. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee approves that, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Joint Organizational Governance Committee (JOGC) consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of the JOGC to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that the JOGC shall hold teleconference meetings for the next 30 days, so long as the State of Emergency is in effect, and direct staff to comply with the agenda and public comment requirements of the statute. (Memo dated April 12, 2022)

V. NON-CONSENT ITEMS

- A. Recommendation as submitted by Santos H. Kreimann, Chief Executive Officer: That the Committee schedule the 2022 calendar year meetings and review and provide input on and additions to the proposed agenda items. (Memo dated April 12, 2022)
- B. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee consider the revised Trustee Education and Travel Policies and provide further direction, including a recommendation to the Board of Retirement and Board of Investments for approval of the revised policies. (Memo dated April 12, 2022)
- C. Recommendation as submitted by Laura Guglielmo, Assistant Executive Officer: That the Committee review and recommend to the Board of Retirement and Board of Investments for approval the proposed LACERA Budget Policy replacing the previous document applying only to the Administrative Budget dated May 9, 2009, and direct staff to include recommended updates to this Policy annually, as a companion to its preliminary budget presentation. (Memo dated April 15, 2022)

VI. REPORTS

- A. For discussion purposes as submitted by Laura Guglielmo, Assistant Executive Officer, regarding the Fiscal Year 2022-2023 Preliminary Administrative, Retiree Healthcare and Other Post-Employment Benefits Budgets. (Memo dated April 15, 2022)

VII. ITEMS FOR STAFF REVIEW

VIII. GOOD OF THE ORDER

IX. ADJOURNMENT

**The Board of Retirement and Board of Investments have each adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five (5) or more members of the Board of Retirement or the Board of Investments (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board or Boards for which a quorum is present. Members of the Board of Retirement and Board of Investments who are not members of the Committee may attend and participate in a meeting of the 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 subsequent meetings of the Board of Retirement and Board of Investments.*

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 members at LACERA's offices at 300 N. Lake Avenue, Suite 820, Pasadena, CA 91101, during normal business hours of 9:00 a.m. to 5:00 p.m., Monday through Friday.

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 SPECIAL MEETING OF THE JOINT ORGANIZATIONAL
GOVERNANCE COMMITTEE AND BOARD OF RETIREMENT
AND BOARD OF INVESTMENTS

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 NORTH LAKE AVENUE, SUITE 810, PASADENA, CALIFORNIA 91101

12:00 P.M., FRIDAY, MARCH 11, 2022

This meeting was conducted by the Joint Organizational Governance Committee
and the Board of Retirement and Board of Investments by teleconference under
California Government Code Section 54953(e).

PRESENT: Herman Santos, Chair

David Green, Vice Chair

Elizabeth Greenwood (Joined the meeting at 12:02 p.m.)

JP Harris

Shawn Kehoe

William Pryor

Antonio Sanchez (Joined the meeting at 12:04 p.m.)

Gina Sanchez

MEMBERS AT LARGE:

Vivian Gray, Board of Retirement

Alan Bernstein, Board of Retirement

Patrick Jones, Board of Investments

Joseph Kelly, Board of Investments

Keith Knox, Board of Investments/ Board of Retirement

STAFF ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis A. Lugo, Deputy Assistant Executive Officer

JJ Popowich, Assistant Executive Officer

Jon Grabel, Chief Investment Officer

Steven P. Rice, Chief Counsel

Carly Ntoya, Ph.D., Director of Human Resources

I. CALL TO ORDER

The meeting was called to order virtually by Chair Santos at 12:00 p.m.

II. ELECTION OF OFFICERS

(Election of Chair and Vice Chair)

(Ms. Greenwood joined the meeting at 12:02 p.m.)

A. Chair of the Joint Organizational Governance Committee

Mr. Santos was nominated to the position of Chair of the Joint Organizational Governance Committee by Ms. Sanchez.

Hearing no other nominations, Mr. Santos was declared Chair of the Committee for 2022.

B. Vice Chair of the Joint Organizational Governance Committee

Mr. Green was nominated to the position of Vice Chair of the Joint Organizational Governance Committee by Ms. Sanchez.

Hearing no other nominations, Mr. Green was declared Vice Chair of the Committee for 2022.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Joint Organizational Governance Committee of December 15, 2021

Mr. Pryor made a motion, seconded by Mr. Green, to approve the meeting minutes of December 15, 2021. The motion passed (roll call) with Messrs. Santos, Green, Pryor, Kehoe, Harris, Ms. Greenwood voting yes, and Ms. Sanchez abstaining. Mr. Sanchez was absent for the vote.

(Mr. Sanchez joined the meeting at 12:04 p.m.)

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. CONSENT ITEM

Mr. Kehoe made a motion, seconded by Ms. Sanchez, to approve the following consent item. The motion passed (roll call) with Messrs. Santos, Green, Sanchez, Pryor, Kehoe, Harris, Ms. Greenwood and Ms. Sanchez voting yes.

- A. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee approves that, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Joint Organizational Governance Committee (JOGC) consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of the JOGC to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that the JOGC shall hold teleconference meetings for the next 30 days, so long as the State of Emergency is in effect, and direct staff to comply with the agenda and public comment requirements of the statute. (Memo dated March 4, 2022)

VI. NON-CONSENT ITEMS

- A. Recommendation as submitted as submitted by Santos H. Kreimann, Chief Executive Officer: That the Committee schedule the 2022 calendar year meetings and review and supplemental proposed agenda items. (Memo dated February 28, 2022)

This item was pulled and will be placed on the Joint Organizational Governance Committee meeting agenda in April 2022.

- B. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee review and provide input on the Trustee Education and Travel Policies. (Memo dated March 7, 2022)

Messrs. Rice and Kreimann were present and answered questions from the Committee. The Committee discussed the Trustee Education and Travel Policies and provided suggested changes. The Committee instructed staff to return revised versions of the policies for consideration at the Committee's meeting in April 2022.

VII. ITEMS FOR STAFF REVIEW

There were no items to report.

VIII. GOOD OF THE ORDER

There was nothing to report.

IX. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 1:48 p.m.

April 12, 2022

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Steven P. Rice *SPR*
Chief Counsel

FOR: April 22, 2022 Joint Organizational Governance Committee Meeting

SUBJECT: Approval of Teleconference Meetings Under AB 361 and Government Code
Section 54953(e)

RECOMMENDATION

That, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Joint Organizational Governance Committee (JOGC) consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of the JOGC to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that the JOGC shall hold teleconference meetings for the next 30 days, subject to continuation of the State of Emergency, and if so, direct staff to comply with the agenda and public comment requirements of the statute.

LEGAL AUTHORITY

Under Section 10 of its Charter, the JOGC sets its own meeting schedule. Section 8 of the Charter provides that, "The JOGC is subject to the Ralph M. Brown Act." Therefore, the JOGC has the ability to manage the scheduling and manner of Committee meetings under the Brown Act and to evaluate and act on legal options for the conduct of its meetings, such as whether to invoke teleconferencing of meetings under the terms and conditions provided in AB 361 and Government Code Section 54953(e) of the Brown Act to protect the health and safety of Trustees, staff, and the public.

DISCUSSION

A. Summary of Law.

On September 16, 2021, the Governor signed AB 361 which enacted new Government Code Section 54953(e) of the Brown Act to put in place, effective immediately and through December 31, 2023, new teleconferencing rules that may be invoked by local legislative bodies, such as the JOGC, upon making certain findings and following certain agenda and public comment requirements.

Specifically, Section 54953(e)(3) provides that the JOGC may hold teleconference meetings without the need to comply with the more stringent procedural requirements of

Section 54953(b)(3) if a state of emergency under Section 8625 of the California Emergency Services Act impacts the safety of in person meetings or state or local officials have imposed or recommended social distancing rules, provided that the JOGC makes the following findings by majority vote:

- (A) The JOGC has considered the circumstances of the state of emergency; and
- (B) Any of the following circumstances exist:
 - (i) The state of emergency continues to directly impact the ability of the Trustees to meet safely in person; or
 - (ii) State or local officials continue to impose or recommend measures to promote social distancing.

If the JOGC makes the required findings, the Committee may hold teleconference meetings for the next 30 days without the need to comply with the regular rules of Section 54953(b)(3) provided that the State of Emergency remains in effect and that: agendas are prepared and posted under the Brown Act; members of the public are allowed to access the meeting via a call-in option or an internet-based service option; and the agenda provides an opportunity for public comment in real time and provides notice of the means of accessing the meeting for public comment.

B. Information Supporting the Required Findings and Process if the JOGC Determines to Invoke Section 54953(e).

The Governor's State of Emergency for the COVID-19 pandemic as declared in the Proclamation of a State of Emergency dated March 4, 2020 remains active. The Proclamation was issued under the authority of Section 8625 of the California Emergency Services Act. It is unclear when the State of Emergency will end, although the Governor extended certain COVID-19 emergency provisions only to March 31, 2022. See Order No. N-21-21, issued November 10, 2021.

The Los Angeles County Department of Public Health maintains guidance to "Keep your distance. Use two arms lengths as your guide (about 6 feet) for social distancing with people outside your household when you are not sure that they are vaccinated." <http://publichealth.lacounty.gov/acd/ncorona2019/reducingrisk/>. The County Public Health Department also maintains revised guidance that employers should, "Whenever possible, take steps to reduce crowding indoors and encourage physical distancing." <http://publichealth.lacounty.gov/acd/ncorona2019/bestpractices/>.

The City of Pasadena (City), where LACERA's offices are located and JOGC meetings are held, has substantially revised its guidance to give more flexibility. The City still offers guidance that businesses recognize that COVID-19 continues to pose a risk to communities, and it is important for employers to continue to take steps to reduce the risk

of COVID-19 transmission among their workers and visitors. <https://www.cityofpasadena.net/economicdevelopment/covid-19-business-resources/>. Earlier guidance promoting physical distancing by business also remains posted on the City's COVID web page as a reference.

The Centers for Disease Control and Prevention (CDC) has recently updated its guidance, but the CDC still advises the public to "Stay 6 feet away from others" and that, "Indoors in public: "If you are not up to date on COVID-19 vaccines, stay at least 6 feet away from other people, especially if you are at higher risk of getting very sick with COVID-19." <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html#stay6ft%20>.

The pandemic continues to present a significant health risk, as the virus presents itself in different variants. LACERA has not yet returned to the office. Management has prepared return to office vaccination and testing protocols to ensure the safety of LACERA employees, members, and others, including Trustees.

Under these circumstances, the JOGC may reasonably conclude and find that teleconferencing under Section 54953(e) is appropriate for Committee meetings during the next 30 days, so long as the State of Emergency remains in effect, because (1) the State of Emergency continues to directly impact the ability of the Trustees to meet safely in person, and (2) the County and other authorities continue to recommend measures to promote social distancing, as required by the statute.

If the JOGC makes these findings and directs teleconferencing under Section 54953(e), procedures exist and will be implemented to ensure compliance with the agenda and public comment requirements of the statute, as stated above.

CONCLUSION

Based on the above information, staff recommends that, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the JOGC consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of the Committee to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that the JOGC shall hold teleconference meetings for the next 30 days, subject to continuation of the State of Emergency, and if so, direct staff to comply with the agenda and public comment requirements of the statute.

c:	Santos H. Kreimann	Luis A. Lugo	JJ Popowich
	Jonathan Grabel	Laura Guglielmo	Carly Ntoya

April 12, 2022

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Santos H. Kreimann *SHK*
Chief Executive Officer

FOR: April 22, 2022 Joint Organizational Governance Committee Meeting

SUBJECT: 2022 Joint Organizational Governance Committee Proposed Meeting
Calendar and Agenda Items

RECOMMENDATION

That the Joint Organizational Governance Committee (JOGC) schedule the 2022 calendar year meetings and review and provide input on and additions to the proposed agenda items.

DISCUSSION

In addition to the March meeting, the JOGC is scheduled to meet four additional times in calendar year 2022. A draft of the 2022 schedule of topics for your review is provided below.

Staff would like the Committee's input on any additional topics and/or educational sessions that can be added to the remaining meetings for 2022. In addition to these items, the committee will hold closed sessions as needed on matters within the JOGC's scope under its Charter. The Charter provides for meetings in February to elect officers (which will be done at the March meeting this year), in April for budget review, and such further meetings as needed with the concurrence of the Board Chairs or the JOGC committee Chair. The Charter further provides that, to the extent possible, meetings will alternate between BOR and BOI meetings, as needed.

Month	Potential Meeting Dates to Consider	Item Description
Friday, April 22, 2022 at 9 a.m.		FY 22-23 Proposed Preliminary Budget for Discussion, Timeline and Direction; Revised Trustee Educational and Travel Policies; and Budget Policy
August 2022	Wed., 8/17, Thurs., 8/18, Wed., 8/24, Thurs., 8/25	Items to Be Determined.
November 2022	Thurs., 11/3, Thurs., 11/10, Wed., 11/16, Thurs., 11/17	FY 22-23 Mid-Year Budget Adjustment
December 2022	Thurs., 12/8, Fri., 12/9, Thurs., 12/15	FY 21-22 Final Budget Control Report

Re: 2022 Joint Organizational Governance Committee Planning

April 12, 2022

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Staff looks forward to the Committee's discussion and agenda input at the JOGC meeting on Friday, April 22, 2022 at 9 a.m.

SK:bn

April 12, 2022

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Steven P. Rice *SPR*
Chief Counsel

FOR: April 22, 2022 Joint Organizational Governance Committee Meeting

SUBJECT: Revised Trustee Education and Travel Policies

RECOMMENDATION

That the Joint Organizational Governance Committee (JOGC) consider the attached revised Education and Travel Policies and provide further direction, including a recommendation to the Board of Retirement and Board of Investments for approval of the revised policies.

LEGAL AUTHORITY

Under Section 7.2 of its Charter, the JOGC has the responsibility to “assist in the development of and make recommendations with respect to all joint policies, such as ... education and travel.”

BACKGROUND

At its March 11, 2022 meeting, the Committee closely reviewed the Education and Travel Policies based on input collected from a poll conducted of trustees on the Board of Retirement and Board of Investments. The JOGC members discussed the poll results and provided input and general direction. At the end of the discussion, the Committee directed that staff consider the Committee’s input and direction and return at the April 2022 JOGC meeting with redlined policies for the Committee’s further review and consideration of a recommendation to the Boards.

Following the JOGC’s direction, a revised, redlined version of the Trustee Education Policy is attached as Attachment A and a revised, redlined version of the Trustee Travel Policy is attached as Attachment B. Attachment B also include redlines for changes to the Travel Policy approved at the JOGC’s December 15, 2021 meeting.

DISCUSSION

The redlined revisions to the policies are summarized as follows:

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A. Trustee Education Policy (Attachment A)

1. Section I – Purpose

Definitions of “Educational Conferences” and “Administrative Meetings” are added to align with definition in the Trustee Travel Policy. The definition of Administrative Meetings is revised as described below to include Educational Conferences at which a Trustee will make a speech. Other changes are made throughout the Education Policy to further consistency in use of these terms.

2. Section II – Principles, Section A (Performance of Fiduciary Duty)

The descriptions of the Trustees’ fiduciary duties of loyalty and prudence are revised to be consistent with other governing documents, including the Board Charters, the Investment Policy Statement, and the Code of Ethical Conduct, by quoting the Constitution and providing citations to the Constitution and the relevant section of the County Employees Retirement Law of 1937. The same change is made in the Trustee Travel Policy.

3. Section III – New Trustee Orientation and Support

Section C (Development and Content) is revised to delete the long list of required elements of new Trustee orientation. This list is replaced with language that provides high level description of general subject matters.

Section D (Orientation Materials) is revised to provided that materials will be provided to new Trustees electronically or in such format as they prefer, including a binder of materials covering the orientation topics.

Section E (Mentoring) is revised to provide that the Chief Executive Officer will establish a mentoring program to assist interested Trustees.

4. Section IV – Ongoing Trustee Education, Section C (Methods of Education)

Subsection 1 (In-House Education) is revised to provide that training by fiduciary counsel will be regular, rather than annual, and that the Chief Executive Officer will develop a fiduciary counsel training schedule.

The title of Section 2 is changed to “Virtual Education and Self-Study” to reflect the breadth of remote education options. Language was added clarifying that virtual education and self-study are not limited by cost.

5. Section V – Administrative Meetings

The definition of “Administrative Meetings” is deleted since it was moved to Section I (Purpose), as noted above. The language is also simplified in recognition of the policy that any Administrative Meetings may be approved in advance on such terms as deemed appropriate.

6. Section VII – Gifts and Conflicts

A minor change is made to clarify that gift and conflict issues should be considered in all educational contexts, as in all Trustee activities.

7. Section IX – Other Charters and Policies, Section A (Prevention of Sexual Harassment)

Changes is made to clarify that the training is entitled and addresses Prevention of Sexual Harassment Training.

8. Section X – Policy Provisions and Applicable Law

This is a new section added based on Travel Policy language, so that the policies are the same with respect to the Board’s ability to waiver policy provisions for good cause presented in writing and with respect to interpretation of the policy under applicable governing law.

B. Trustee Travel Policy (Attachment B)

1. Section I – Purpose

Minor changes are made to reflect that the revised policy language permits cash advances in limited circumstances and to reflect that a domestic Education Conference at which a Trustee gives a speed will be regarded as within the definition of “Administrative Conferences” that the Boards may approve on such terms as appropriate.

2. Section II – Principles

Section A (Performance of Fiduciary Duty) is modified to describe the Trustees’ fiduciary duties of loyalty and prudence consistently with other governing documents, including the Board Charters, the Investment Policy Statement, and the Code of Ethical Conduct, by quoting the Constitution and providing citations to the Constitution and the relevant section of the County Employees Retirement Law of 1937.

Section B (Member-Centric Concentration) is retitled “Focus on Mission” to more accurately reflect its content.

Section C (Transparency) is revised to add the interests of other stakeholders, in addition to members. Language is also added to clarify that Trustees may sign the policy attestation electronically as provided by staff on a calendar year basis.

3. Section III – Trustee Travel

Section B (Cease Travel) is retitled to clarify that the provision also related to “Other Expenses.” The language was also revised to state that travel to Administrative Meetings must cease, as well as Educational Conferences. The language was clarified that appointed Trustees should also cease travel when they are told they will not be reappointed and that elected Trustees should also cease travel when they decide not to run for reelection.

Section C (Authorized Expenses) is simplified to state that reimbursement will be made in accordance with the policy and its Appendix A.

Section D (Costs of Administration) is clarified that meals, under FPPC standards, can be considered a gift of travel.

Section E (Claims for Reimbursement) is revised to clarify that reimbursement forms may be obtained from the Executive Board Assistants and to give examples of information that made be redacted from expense records produced under the Public Records Act. This section also includes redlines approved at the December 2021 JOGC meeting that each Board Chair and the CEO may approve expense deviations from policy of less than \$1,000 per trip.

Section F (Cancellation of Travel Arrangements) is revised to make clarifying heading changes and to state that the CEO is responsible to provide notice to Trustees of costs due for untimely cancellation.

Section G (Cash Advances) is revised to provide that airfare and hotel are to be purchased in advance by the Executive Board Assistants and that cash advances may be given, as determined by the CEO for good cause, only for per diem expenses. All cash advances must be accounted for on the trip expense report.

4. Section IV – Administrative Meetings

The language is clarified and simplified to state that Administrative Meetings

must be approved by the relevant Board in advance on such terms as deemed appropriate.

5. Section IX – Sustainability

This new provision provides that “Trustees are encouraged to consider sustainability in making education and travel choices, including whether and how to travel, the viability and efficacy of alternative forms of participation (such as geographically closer or virtual meetings), the impact of business class vs. coach, the number of trips taken, and the number of Trustees participating in a single event, avoidance of car transportation when possible, and obtaining an estimate of the carbon footprint of travel and lodging options through available online tools and inclusion of estimates in board recommendation memos.” The Executive Boards Assistants will be familiar with resources that provide sustainability estimates.

6. Policy Appendix A (Reimbursement Schedule)

Section I.A (Airline Travel) is redlined, as approved at the December 2021 JOGC meeting, to provide that business class travel is permitted when total non-stop or connecting roundtrip travel time is ten hours or more. An addition is made to provide that Trustees may not use travel points to pay for LACERA travel and that the use of LACERA points is determined by the CEO

Section II. D (Travel Not Connected with an Established Hotel Venue) is clarified that per diem rates are as set by the General Services Administration, not the Internal Revenue Service.

Section III (Meals) is revised to state that meals paid for by a third-party are not reimbursed except as determined by the CEO.

CONCLUSION

Staff requests that the JOGC provide input on the attached annotations, as listed above, and any other changes the Committee deems appropriate.

Attachments

c:	Santos H. Kreimann	Laura Guglielmo	Ted Granger
	Jonathan Grabel	JJ Popowich	Christina Logan
	Luis A. Lugo	Richard Bendall	Ervin Wu

ATTACHMENT A

Revised and Redline Trustee Education Policy



TRUSTEE EDUCATION POLICY

LACERA Board of Retirement & Board of Investments

Adopted ~~December 16, 2020~~ _____, 2022

TRUSTEE EDUCATION POLICY

I. PURPOSE

The purpose of this policy is to align the elements of LACERA's Trustee education program with the Mission, Vision, Values, and work culture of the organization. More specifically, the program is intended to assist all Trustees to obtain knowledge and receive relevant information that will enhance their understanding of the issues facing LACERA and equip the Trustees to discharge and further their fiduciary duties for the sole benefit of active members, retirees, and their beneficiaries under a framework compliant with applicable law and policy, including the 24-hour biennial education requirement of Government Code Section 31522.8 and the beliefs set forth in LACERA's Investment Policy Statement. The program will be administered in a manner that can be overseen by the Board of Retirement and Board of Investments and understood by LACERA's members and other stakeholders as reasonable and cost-effective in fulfilling LACERA's Mission to Produce, Protect, and Provide the Promised Benefits. This policy applies to LACERA Trustees only.

"Educational Conferences" are those conferences, seminars, and meetings that have an educational purpose. "Administrative Meetings" are meetings attended by Trustees in their LACERA capacity and furthers LACERA's interests, including legislative advocacy, speaking engagements, including a domestic Educational Conference at which a Trustee gives a speech, positions in the administration of pension related organizations, and similar events.

II. PRINCIPLES

The following principles shall govern what, why, when, where, and how Trustee education is obtained and the interpretation of this policy.

A. Performance of Fiduciary Duty. Education is necessary and should be encouraged and undertaken in order that Trustees may obtain knowledge relevant to the proper performance of their fiduciary duty under the California Constitution, the County Employees Retirement Law of 1937 (CERL), and other applicable laws by a reasonable method and at reasonable cost for the value received, and further LACERA's interests. Specifically:

1. Duty of Loyalty. Education must assist the Trustees to perform their fiduciary duty of loyalty to "discharge their duties with respect to the system solely in the interest of, and for the exclusive purposes of providing benefits to, participants and their beneficiaries, minimizing employer contributions thereto, and defraying reasonable expenses of administering the system. A retirement board's duty to its participants and their beneficiaries shall take precedence over any other duty." Cal. Const., art. XVI, § 17(b); see Cal. Gov't Code § 31595(a). ~~act solely in the interest of providing benefits to members and their beneficiaries, minimizing employer contributions, and defraying reasonable expenses of administering the system, with the duty to members and their beneficiaries being paramount.~~

2. Duty of Prudence. Education must assist the Trustees to perform their fiduciary duty of prudence to “discharge their duties with respect to the system with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with these matters would use in the conduct of an enterprise with a like character and like aims.” Const., art. XVI, § 17(c); see Cal. Gov’t Code § 31595(b). ~~to act with the care, skill, prudence, and diligence that a prudent person acting in a like capacity would use in the conduct of a public pension system.~~

B. Further a Common Foundation of Knowledge. A foundation of common knowledge, or Trustee Competencies, relevant to LACERA and its Mission is necessary among all Trustees to fulfill their fiduciary duty.

C. Opportunities for Enrichment. The fiduciary value of education includes alternatives and choices for individual Trustees to pursue enrichment in areas of interest and specialization related to LACERA and its Mission, and to stay abreast of current developments.

D. Sharing of Information. Because education ~~is~~ a group effort as well as an individual endeavor, Trustees are encouraged to share information and perspectives concerning the education they separately pursue with fellow Trustees. For this reason, education should also include the flexibility and opportunities for Trustees to network with and obtain relevant knowledge from others in the public pension and investment communities.

E. Leverage LACERA Resources. A concerted effort should be made to present educational presentations in the boardroom to take advantage of the expertise of LACERA staff, LACERA consultants, and other outside experts to create a shared educational environment for all Trustees to interact, question, and receive common benefit.

F. Annual Review of Education and Needs. The fiduciary value of Trustee education is enhanced by each Trustee, on an individual basis, reviewing their past education each year and planning in advance when possible for how to meet their educational goals in the coming year. An annual review process recognizes that Trustees and their individual educational needs evolve over time, and no single method of educating Trustees is optimal. Instead, the ability of Trustees to develop flexible education plans for themselves and to employ a variety of methods is necessary and appropriate and will assist staff to source and provide appropriate choices and opportunities that meet Trustee needs.

G. Transparency and Monitoring. Trustee education and its fiduciary value and cost should be transparent to LACERA’s members and other stakeholders. The Boards should be provided with information on a periodic and consistent basis to enable effective oversight of the Trustee education program.

III. NEW TRUSTEE ORIENTATION AND SUPPORT

- A. Attendance.** Each new Trustee and alternate, including the Treasurer and Tax Collector's Chief Deputy, shall attend orientation.
- B. Timing for Orientation.** Orientation should occur before a new Trustee attends their first Board meeting.
- C. Development and Content.** Orientation will be developed and overseen by the Chief Executive Officer. Orientation and will, at a minimum, include an overview of LACERA's independence, Mission, organizational structure, and key functions, Board and Trustee responsibilities and fiduciary duty, pension benefits and member services, retiree healthcare and the OPEB Trust, investments, legal issues, conflicts of interest and ethics, strategic planning, budget, and accounting, actuarial matters and contribution-setting, internal audit, Trustee education, and Trustee technology, resources, and support. the following topics:
- ~~1. Overview and importance of LACERA's Mission, Vision, and Values.~~
 - ~~2. The California Constitution (Proposition 162), CERL, and the other primary laws, with an emphasis on the fiduciary duty of Trustees.~~
 - ~~3. LACERA's status as an independent public agency under the law, including the role of the plan sponsors.~~
 - ~~4. The regulations, charters, policies, procedures, and rules governing LACERA and its Boards.~~
 - ~~5. Transparency, including the Ralph M. Brown Act regarding open meetings, Robert's Rules of Order, and the Public Records Act.~~
 - ~~6. LACERA's benefit structure and processes, including membership, service retirement, and disability retirement, including the relationship with the County-offered 457(b) and 401(k) plans.~~
 - ~~7. Pension funding and processes, including actuarial valuations and experience studies, employer and employee contributions, investment earnings, and the Boards' funding policy.~~
 - ~~8. LACERA's strategic plan and strategic planning process.~~
 - ~~9. System expenses, budgeting, and accounting protocols.~~
 - ~~10. The Investment Policy Statement, strategic asset allocation, and investment processes.~~
 - ~~11. The retiree healthcare program (including governing healthcare agreements), and the role of LACERA and the participating employers in the administration of the program.~~
 - ~~12. Retiree healthcare program funding, including current payments and the OPEB Trust.~~
 - ~~13. The Internal Audit function, including the independent role of the Audit Committee.~~
 - ~~14. Principal fund consultants and their role, including consulting and reviewing actuaries, financial auditor, investment consultants, healthcare consultant, and fiduciary counsel. Meetings with the consultants will be arranged, if possible.~~
 - ~~15. Conflicts of interest and ethics, including Form 700, Political Reform Act, and LACERA's Code of Ethical Conduct.~~

- ~~16. Board composition, including the committees and their purposes, and best practices for Board governance.~~
- ~~17. Trustee education and travel.~~
- ~~18. Current and emerging issues before the Board.~~
- ~~19. LACERA's Executive Management team, division managers, and other staff, including the organizational chart, roles and responsibilities, and communication protocols.~~
- ~~20. Media and public relations, including lacera.com and member and stakeholder communications.~~
- ~~21. Technology, including equipment and support.~~
- ~~22. A tour of the LACERA offices, if practicable.~~

D. Orientation Materials. At or before orientation, the following materials shall be made available to new Trustees in electronic format or such other format as a Trustee request:

1. A confidential roster of names, addresses, and contact information for the Board Trustees.
2. A confidential roster of names, addresses, and contact information for the Executive Management team.
3. Board agendas, minutes, policies and procedures, the strategic plan, applicable law, and other available resources, and how to access them.
4. Other relevant material requested by the new Trustee or deemed appropriate by the Chief Executive Officer, including a binder of materials covering the orientation topics listed in Section III(C).

E. Mentoring. The Chief Executive Officer will establish a formal mentorship program to assist interested Trustees. Any new Trustee may request a mentor to assist them in becoming familiar with their responsibilities on the Board. If a request is made, the Board Chair(s) will designate one experienced Trustee to be a mentor to the new Trustee for a period of one year.

F. Returning Trustees. Trustees who have previously served non-consecutive terms on the Boards shall attend orientation to refamiliarize themselves with the content described in Section III.C and changes to the system during their absence. The content of returning Trustee orientation will be developed by the Chief Executive Officer in collaboration with each returning Trustee.

IV. ONGOING TRUSTEE EDUCATION

A. Required Education. CERL requires that all Trustees receive a minimum of 24 hours of Trustee education within the first two years of assuming office and for every subsequent two-year period the Trustee continues to serve on the Board. This requirement sets a minimum standard. Trustees may obtain additional education consistent with the provisions of this policy.

B. Appropriate Subject Matter. All education must be relevant to the duties and responsibilities of Trustees. In accordance with CERL, the Boards identify knowledge in the matters and areas set forth in the Trustee Competencies

stated in Appendix A as appropriate for required education. All Trustees must seek education in and should strive to have knowledge in these areas to assist in the performance of their fiduciary duty and delivering on LACERA's Mission. In addition to these areas, Trustees may obtain education in other areas relevant to their fiduciary responsibilities. Members of Board committees are encouraged to focus a portion of their education on the subject matter of their committee.

C. *Methods of Education.* Since no one method of education is optimal, a Trustee's annual education should include various methods. In considering the various methods, Trustees should weigh the costs and benefits of each method. Trustee education may be obtained through the following:

1. In-House Education. The Chief Executive Officer will obtain annual Board approval for a program of in-house education for Trustees during regularly scheduled Board meetings, offsites, and other settings as may be permissible under the Brown Act. Such education will be provided by staff, LACERA consultants, and outside experts, except that the Chief Investment Officer will be responsible to plan and oversee investment-related education. LACERA consultants will be required in their contracts to provide Trustee education.

In addition to such other in-house education as may be provided, the Trustees shall ~~annually~~ receive regular training from fiduciary counsel in (1) fiduciary duty, (2) ethics and conflicts of interest, (3) governance, and (4) the Brown Act and Public Records Act. The Chief Executive Officer will develop a fiduciary counsel training schedule.

2. In-Person External Educational Conferences. Trustees may pursue in-person external education as provided in this policy, including conferences, seminars, and meetings. The Chief Executive Officer will obtain annual Board approval, maintain, and update on a current basis, a list of external educational options, organized by subject matter, appropriate for Trustees. The conferences listed in Appendix B are pre-approved. Trustees may attend external education that meets the criteria of this policy without additional approval, subject to the Boards' Trustee Travel Policy, provided that all international education must be approved by the applicable Board. For purposes of this policy Mexico and Canada are not considered international locations.

Every Trustee is authorized to attend up to 4 in-person external education opportunities per fiscal year (of which no more than 1 may be international), and up to 6 if the Trustee is serving simultaneously on both Boards at any time during the fiscal year (of which no more than 1 may be international), except that a Board may approve education in excess of these limits upon good cause. External education must have at least 5 hours of educational content per day. "International" education is all education that takes place outside the United States. Two conferences separated by no more than one day, with no additional travel, count as one conference.

Conferences located in California are not subject to the hour and number limits stated in the preceding paragraph.

The Chief Executive Officer will maintain Domestic and International Education Priority Lists for each Board for use when attendance at an event is limited. Trustees will be offered the opportunity to attend based on their place on the appropriate priority list. Trustees on each Board initially will be placed on applicable lists in order of the start date of their earliest term of continuous service on the Board (for appointed Trustees, a gap of 18 months or less will not break continuity of service). Trustees with the same priority date will be given priority in alphabetical order. A Trustee who attends an event based on their priority will be placed at the bottom of the list. New Trustees with no prior Board service or a gap of more than 18 months will be placed at the top of the list to facilitate their education.

Prior to attending an international benefits conference, a Trustee is required to attend an American Health Insurance Plans (AHIP) National Policy Forum or World Health Care Congress. Prior to attending an international investment conference, a Trustee is required to attend the State Association of County Retirement Systems (SACRS) Public Pension Investment Management Program or the University of Pennsylvania Wharton School of Business Portfolio Concepts and Management course. These courses are within the limits described above in this Section IV.C.2.

3. Virtual Education and Self-Study. Trustees are encouraged to attend webinars and other forms of virtual education, self-study, and other forms of education that do not require travel relating to LACERA and the performance of a Trustee's duties, including the conferences described in Section IV.C.2 above and Appendix B when offered virtually. If attendance is limited at a ~~virtual-such education event~~, the same priority list as described in Section IV.C.2 will be used. Attendance at ~~virtual-such~~ education is exempt from the limits stated in Section IV.C.2 as to the number of in-person educational opportunities that may be attended. Virtual education and self-study are not limited by cost.
4. Periodicals. Trustees are encouraged to read periodicals related to the performance of their fiduciary duties as a valuable method of keeping current on relevant news and pension and investment trends, including but not limited to those selected from a list of pension and investment-related periodicals maintained by the Chief Executive Officer. All subscriptions must be arranged through the Executive Office, and LACERA will bear the expense. The Chief Executive Officer will annually review and update the periodical list with input from Trustees.
5. Evaluation. Trustees may complete and submit to the Chief Executive Officer for distribution to all Trustees, an evaluation or syllabus of all in-person external conferences and virtual education attended. A suggested sample evaluation form is attached as Appendix C. Trustees are also encouraged to share knowledge from education at Board meetings during

a Report on Trustee Education agenda item or when relevant during specific agenda items.

D. Assessment and Planning. Trustees are encouraged to assess their educational status and needs against the Trustee Competencies in Appendix A at the beginning of each calendar year and to use such information as the basis for establishing the Trustee's own self-development goals and education plan for the year. A suggested sample education plan format is attached as Appendix D.

E. Reporting and Monitoring. All Trustee education will be reported to the Chief Executive Officer. The Chief Executive Officer shall provide the Boards quarterly reports concerning the amount and type of Trustee education and post them on lacera.com. In addition, in compliance with CERL, the Chief Executive Officer will annually provide the Boards and post on lacera.com a report of each Trustee's compliance with the education requirement described in Section IV.A of this policy.

V. ADMINISTRATIVE MEETINGS

~~"Administrative Meetings" are meetings attended by Trustees in their LACERA capacity and that have a non-educational purpose in furtherance of LACERA's interests, including legislative advocacy, speaking engagements, positions in the administration of pension-related organizations, and similar events.~~ The relevant Board will be informed of a Trustee's need to attend Administrative Meetings and provide advance approval on such terms as deemed appropriate. ~~Attendance at Administrative Meetings is exempt from the limits stated in Section IV.C.2 as to the number of in-person educational opportunities that may be attended.~~

VI. BROWN ACT COMPLIANCE

Attendance at external education and Administrative Meetings by more than four members of a Board is not a violation of this provision, provided that the members may not discuss any item of LACERA business.

VII. GIFTS AND CONFLICTS

The Boards desire to avoid even the appearance of impropriety in connection with education, and related expenses. The Boards acknowledge that acceptance of gifts of education and related expenses, such as registration, transportation, meals, and lodging by a public agency, though permitted under certain circumstances by applicable law, can create the appearance that LACERA encourages "pay to play" and may, unwittingly, create opportunities for undue influence on Trustees. This policy therefore does not permit LACERA as an entity to accept gifts of education, and related expenses. This policy does not prohibit certain payments for education and/or related expenses as part of the negotiated consideration under agreements with vendors, consultants, and managers, although all such payments should be reviewed in advance with the Legal Division to ensure compliance with applicable law, regulations, and reporting.

Items provided during education may constitute reportable gifts.

Trustees should be familiar with the provisions of LACERA's Code of Ethical Conduct as it may apply to ~~certain~~ education and interaction with and items received from the sponsors or other attendees.

VIII. TRAVEL POLICY AND PROCEDURES

This policy is subject to and will be read and interpreted in conjunction with the Trustee Travel Policy.

IX. OTHER CHARTERS AND POLICIES

To reconcile this policy with the Board Charters and other Board policies:

- A. **Prevention of Sexual Harassment.** ~~Sexual harassment~~ training will be obtained by Trustees as provided in the Boards' Policy on Sexual Harassment Prevention Training for Board Members.
- B. **Board Charters.** This policy constitutes the development policy and addresses Trustee education programs, as referenced in Section 6.1.4 of the Board of Retirement Charter and Reserve Power 5 of the Board of Investments Powers Reserved and Delegated Authorities and Powers Reserved Defined.
- C. **Prior Board Educational Requirements Policies.** This policy supersedes and replaces the LACERA Board of Retirement Board Member Educational Requirements Policy and LACERA Board of Investments Board Member Educational Requirements Policy, which are of no further force or effect.

X. POLICY PROVISIONS AND APPLICABLE LAW

- A. **Waiver of Policy Provisions.** For good cause presented in writing, and in the exercise of its sound discretion, the Board of Retirement or the Board of Investments may waive compliance with specific requirements of this policy when in the best interest of LACERA.
- B. **Applicable Law.** This policy is to be implemented in compliance with the relevant provisions of the California Government Code and other applicable law, and in harmony with existing philosophy, objectives, policies and guidelines previously approved by the Board of Retirement and the Board of Investments.

~~X.~~ XI. REVIEW

This policy shall be reviewed by the Joint Organizational Governance Committee, the Board of Retirement, and the Board of Investments every three years or as needed and may be amended by both Boards at any time.

Policy History: Restated and Approved by the Board of Retirement and Board of Investments on December 16, 2020, and updated and approved by the Board of Retirement and Board of Investments on _____, 2022. Prior versions are superseded and of no effect as of the stated approval date.

APPENDIX A TRUSTEE COMPETENCIES

- **Governance**

- Understanding Board function, processes, committee structure, exercise of discretion, delegation of responsibilities and oversight role.
- Understanding the organizational structure and roles of staff and consultants, including the actuary, auditors, healthcare consultant, investment consultants, and fiduciary counsel,
- Understanding the laws and rules governing the system.
- Understanding the Boards' governing documents.
- Understanding the system's independence under applicable laws.
- Understanding best practices for public pension board governance.
- Understanding information technology and data security.
- Understanding the meaning and role of diversity, equity, and inclusion.
- Understanding Robert's Rules of Order.

- **Fiduciary Duties and Responsibilities**

- Understanding the duty of loyalty.
- Understanding the duty of prudence.
- Understanding the paramount fiduciary duty to members and beneficiaries.
- Understanding the fiduciary duty to minimize employer contributions.
- Understanding the fiduciary duty to defray the reasonable costs of administering the system.
- Understanding how to delegate authority while retaining appropriate oversight.

- **Benefits Administration**

- Service Retirement
 - Understanding the different plans available to employees and retirees.
 - Understanding how the system communicates with members.
 - Understanding the difference between the responsibility for plan design (plan sponsor) and plan administration (LACERA).
 - Understanding the administrative appeal process.
- Disability Retirement
 - Understanding the qualifications for a disability retirement and the benefits that are provided.
 - Understanding the process that is followed in disability applications, from intake through determination of eligibility.
 - Understand the medical and legal issues that are discussed during consideration of disability matters.
 - Understanding the disability hearing and appeal process.
 - Understanding fair hearings and decision-making standards.
- Retiree Healthcare
 - Understanding the healthcare program structure.

- Understanding the history, agreements, and relationship with the County and other participating employers in connection with the funding and administration of the program.
- ***Ethics, Conflicts of Interest, and Disclosures***
 - Understanding the Form 700 process, and Conflict of Interest Code.
 - Understanding applicable conflict of interest laws and the duty to avoid participating in a decision that affects a Trustee's economic interests.
 - Understanding the LACERA Code of Ethical Conduct.
 - Understanding the RFP quiet period and Trustee disclosure obligations.
- ***Open Meeting and Public Records***
 - Understanding the importance of transparency to stakeholders.
 - Understanding the notice requirement for meetings, including teleconference meetings under the Brown Act.
 - Understanding the limitations on discussing matters that have not been noticed on the agenda.
 - Understanding the circumstances under which communications outside of noticed meetings can be deemed to be a prohibited meeting under the law.
 - Understanding what may and may not be discussed during a closed session.
 - Understanding what constitutes a “public record” under the law and circumstances under which records must be disclosed or withheld.
- ***Financial Controls and Audits***
 - Understanding the role of LACERA staff, Internal Audit, the outside financial auditor, and the Audit Committee.
 - Understanding the Comprehensive Annual Financial Report (CAFR).
 - Understanding the concepts of “risk assessment” and developing internal controls to address those risks.
 - Understanding the responsibility for maintaining the security of confidential information kept by the system, including privacy rights.
 - Understanding vendor selection policy and practices.
- ***Pension Funding and Actuarial Process***
 - Understanding of how assets and liabilities of the system are calculated on an actuarial basis, and the role of actuarial consultants.
 - Understanding the difference and relationship between the actuarial value of assets and the market value of assets and the asset smoothing process.
 - Understanding how changes in actuarial assumptions have an impact on system assets and liabilities.
 - Understanding the nature of the plan sponsors’ funding obligations and the responsibility of the Board of Investments to determine the annual required contribution and employee contributions and provide oversight of the actuarial process.
 - Understanding OPEB pay-as-you-go and trust funding mechanisms for retiree healthcare, and the Board of Retirement’s oversight role.

- ***Investments***

- Understanding the comprehensive nature of the investment process.
- Understanding portfolio construction.
- Understanding different asset categories and portfolio complexity.
- Understanding responsible stewardship of LACERA's investments in a manner that promotes and safeguards the economic interests of LACERA and its members, including robust investor rights, strong corporate governance practices and policies at the firms in which LACERA invests, and sound public policies governing financial markets help generate long-term economic performance.



APPENDIX B

APPROVED EXTERNAL EDUCATIONAL CONFERENCES

The following list of approved external Eeducational Conferences is provided under Section IV.C.2 of the Trustee Education Policy as a resource to Trustees in selecting pre-approved education that will support required education, Trustee Competencies, and educational assessment and planning. Education is organized by primary subject matter, although some events may provide education in multiple areas. All conferences on this list are intended only to refer to domestic U.S. events.

Governance

National Association of Corporate Directors (NACD) conferences, seminars, and meetings

Pension Benefits and System Administration

California Association of Public Employee Retirement Systems (CALAPRS) conference, seminars, and meetings, including Principles of Pension Management Course

Government Finance Officers Association (GFOA) conferences, seminars, and meetings

Harvard Law School Labor and Worklife Program conferences, seminars, and programs

Koried conferences, seminars, and programs

National Conference on Public Employees Retirement Systems (NCPERS) conferences, seminars, and meetings

National Institute on Retirement Security (NIRS) conferences, seminars, and meetings

Public Retirement Journal conferences, seminars, and meetings

State Association of County Retirement Systems (SACRS) conferences, seminars, and meetings

Retiree Healthcare

America's Health Insurance Plans (AHIP) conferences, seminars, and meetings, including Annual Institute, Annual Medicare Conference, and Annual National Policy Forum

California Retired County Employees Association (CRCEA) semi-annual conferences

Federal and state legislative hearings on pension and retirement health care issues

International Foundation of Employee Benefit Plans (IFEBC) conferences, seminars, and meetings, including Annual Employee Benefits Conference, Annual Benefits Conference for Public Employees, Annual Health Care Cost Management Conference, Annual Investments Institute, and Annual Washington Legislative Update Conference

Investments

Association of Asian American Investment Managers conferences, seminars, and meetings

Association for Private Capital Investment in Latin America (LAVCA) conferences, seminars, and meetings

Council of Institutional Investors (CII) conferences, seminars, and meetings

Harvard Kennedy School, Trustee Leadership Forum for Retirement Security and Initiative for Responsible Investment

Harvard Law School Forum on Corporate Governance

Information Management Network (IMN) Beneficial Owners' International Securities Lending Summit Annual Conference

International Corporate Governance Network (ICGN) conferences, seminars, meetings

Institutional Limited Partners Association (ILPA) conferences, seminars, and meetings

Milken Institute conferences, seminars, and meetings

National Association of Investment Companies conferences, seminars, and meetings

National Association of Securities Professionals (NASP) conferences, seminars, and meetings, including Annual Pension and Financial Services Conference

New America Alliance conferences, seminars, and meetings

Pacific Pension & Investment Institute (PPI) conferences, seminars, and meetings

Pension Bridge conferences, seminars, and meetings

Pension Real Estate Association (PREA) annual spring and fall conferences and institute

United Nations Principals of Responsible Investing (UNPRI) conferences, seminars, and meetings

University of Pennsylvania Wharton School's Pension Fund and Investment Management and the Portfolio Concepts and Management courses

Women in Institutional Investments Network conferences, seminars, and meetings

APPENDIX C
SUGGESTED SAMPLE CONFERENCE EVALUATION FORM

Under Section IV.C.5 of the Trustee Education Policy, Trustees are encouraged to complete an evaluation form or provide a syllabus for all in-person external conferences and virtual education attended.

TRUSTEE NAME:

CONFERENCE NAME:

CONFERENCE DATE:

RANKING 1-10:

1 (lowest) 2 3 4 5 6 7 8 9 10 (highest)

DO YOU RECOMMEND THE COURSE TO OTHER TRUSTEES? Yes No

WHY?

DESCRIPTION OF SUBJECT MATTER (attach syllabus if available):

HIGHLIGHTS:

WEAKNESSES:

Return to:

Board Offices

BoardOffices@lacera.com

APPENDIX D
SUGGESTED TRUSTEE EDUCATION PLAN

Under Section IV.D of the policy, Trustees are encouraged to assess their personal educational status and needs as against the Trustee Competencies in Appendix A at the beginning of each calendar year and to use such information as the basis for establishing the Trustee's own self-development goals and education for the year.

TRUSTEE NAME:

PLAN FOR YEAR: 20____

HAVE I COMPLETED MY 24 HOURS OF CERL-REQUIRED EDUCATION EVERY TWO YEARS? Yes No

FIVE AREAS WHERE I WOULD LIKE TO GET ADDITIONAL EDUCATION THIS YEAR TO HELP IN THE PERFORMANCE OF FIDUCIARY DUTY:

- 1.
- 2.
- 3.
- 4.
- 5.

SUGGESTIONS FOR INTERNAL EDUCATION I WOULD LIKE TO SEE THIS YEAR
(you may email them to the CEO, skreimann@lacera.com):

IDEAS FOR EXTERNAL EDUCATION I WOULD LIKE TO PURSUE THIS YEAR:

ARE THERE ANY ADDITIONAL EDUCATIONAL RESOURCES I NEED FROM THE EXECUTIVE OFFICE THIS YEAR (you may email them to the CEO, skreimann@lacera.com):

ATTACHMENT B

Revised and Redline Trustee Travel Policy



TRUSTEE TRAVEL POLICY

LACERA Board of Retirement & Board of Investments

Adopted ~~December 16, 2020~~ _____, 2022



TRUSTEE TRAVEL POLICY

I. PURPOSE

The purpose of this policy is to align travel by Trustees in connection with educational conferences and administrative meetings on LACERA's behalf with the Mission, Vision, Values, and work culture of the organization. The Board of Retirement and Board of Investments recognize that travel associated with education and administrative meetings on LACERA's behalf is a component of building the knowledge base and operational understanding of Trustees given their fiduciary responsibilities and will equip them to discharge their fiduciary duties for the sole benefit of active members, retirees, and their beneficiaries. To ensure ~~reimbursement for incurring and paying~~ travel ~~is expenses are~~ allowed for only those expenses deemed reasonable and necessary for the proper administration of the system, the policy will be administered in a manner that can be overseen by the Boards and understood by LACERA members and other stakeholders as reasonable, cost effective, value-driven, and necessary to fulfill LACERA's Mission to Produce, Protect, and Provide the Promised Benefits.

This policy applies to travel in connection with Educational Conferences and Administrative Meetings. "Educational Conferences" are those conferences, seminars, and meetings that have an educational purpose. "Administrative Meetings" are meetings attended by Trustees in their LACERA capacity and ~~that have a non-educational purpose in furtherance of~~ LACERA's interests, including legislative advocacy, speaking engagements, including a domestic Educational Conference at which a Trustee gives a speech, positions in the administration of pension related organizations, and similar events. This policy applies to LACERA Trustees only.

II. PRINCIPLES

The following principles shall govern Trustee travel in connection with Educational Conferences and Administrative Meetings on LACERA's behalf and the interpretation of this policy.

A. Performance of Fiduciary Duty. Travel for educational conferences and administrative meetings in furtherance of LACERA's interests is necessary and should be encouraged and undertaken in order that Trustees may obtain and share knowledge relevant to the proper performance of their fiduciary duty under the California Constitution, the County Employees Retirement Law of 1937 (CERL), and other applicable laws by a reasonable method and at reasonable cost for the value received. Specifically:

1. Duty of Loyalty. Education and travel must assist the Trustees to perform their fiduciary duty of loyalty to "discharge their duties with respect to the system solely in the interest of, and for the exclusive purposes of providing benefits to, participants and their beneficiaries, minimizing employer contributions thereto, and defraying reasonable expenses of administering the system. A retirement board's duty to its participants and their beneficiaries shall take precedence over any other duty." Cal. Const., art. XVI, § 17(b); see Cal. Gov't Code § 31595(a). Education

TRUSTEE TRAVEL POLICY

~~and attendance at administrative meetings must assist the Trustees to perform their fiduciary duty of loyalty to act solely in the interest of providing benefits to members and their beneficiaries, minimizing employer contributions, and defraying reasonable expenses of administering the system, with the duty to members and their beneficiaries being paramount.~~

2. Duty of Prudence. ~~Education and travel must assist the Trustees to perform their fiduciary duty of prudence to “discharge their duties with respect to the system with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with these matters would use in the conduct of an enterprise with a like character and like aims.” Const., art. XVI, § 17(c); see Cal. Gov’t Code § 31595(b).~~ ~~Education and attendance at administrative meetings must assist the Trustees to perform their fiduciary duty to act with the care, skill, prudence, and diligence that a prudent person acting in a like capacity would use in the conduct of a public pension system.~~

- B. ~~Focus on Mission~~Member-Centric Concentration.** Trustees have a fiduciary duty to make policy decisions consistent with applicable law, including constraints imposed by the Fund’s budget. At the same time, travel may be necessary to support and enhance LACERA’s Mission to Produce, Protect and Provide the Promised Benefits on behalf of LACERA members.

Trustees are expected to be and believed to be mindful and financially prudent in all travel and trip-related expenditures that consume resources funded by LACERA members.

- i. All monies held in the Fund by LACERA are ultimately due and payable in the form of pension benefits to active and retired members. Therefore, all administrative, operational and travel expenditures should be able to withstand the scrutiny of our members, stakeholders, plan sponsors and the public at large, thereby minimizing any reputational risk to LACERA.
- ii. Trustees are accountable for their actions and responsible for appropriate use of organizational resources and establishing policy creating limits and constraining expenditures. Travel policies for staff can be more restrictive depending on circumstances and financial constraints.

- C. Transparency.** Travel administrative procedures and guidelines are established and carried out in a manner that is easy for members and all other stakeholders to identify actions taken by Trustees.

- i. Expenses incurred for travel and trips are clearly identifiable as business-related expenses only, not for personal expenses of the Trustee or any traveling companions.
- ii. Travel expenses and trip information are reported to LACERA members and stakeholders via a public forum.

TRUSTEE TRAVEL POLICY

- iii. Trustees recognize and accept their accountability and responsibility to LACERA members for travel and trip expenditures which are charged to LACERA.
- iv. All Trustees electronically acknowledge and sign a travel attestation document (Appendix B) provided by staff annually on a calendar year basis, confirming their commitment to act responsibly and prudently and in the best interest of LACERA members.

D. Simplicity, Uniformity and Consistency. Travel administrative procedures and guidelines for claiming and reimbursing expenses are designed to be simple, uniform, and consistent, and should not be overly onerous so as to negatively affect Trustees.

- i. Travel procedures should be a guide with simple, unambiguous rules for making and approving travel arrangements, and for the timely processing and accounting of trip related expenditures and reimbursements.
- ii. Travel expenditures are documented on expense claims that are clear and concise.
- iii. Travel expense reimbursement processes should be clear, consistent, transparent, convenient, efficient, and compliant with the Trustee Travel Policy.
- iv. Travel expense methods are simple and universally applied so the reimbursement claim process is streamlined (e.g., all meals are claimed under the Per Diem Method).
- v. Travel procedures, including administrative expense guidelines and reimbursement process, are maintained under the direction of the Chief Executive Officer (CEO) or their designee.

E. Ease of Execution. Travel administrative procedures and guidelines are established with administrative ease and designed to reduce the manual processes and the considerable effort required of staff. Processes related to travel reimbursements and processing expense claims should not be cumbersome and complicated for staff and Trustees.

- i. Travel accommodations and Trustee conveniences are streamlined and provide a group of appropriate choices instead a vast menu of options.
- ii. The process itself of conducting travel bookings and expense processing are considered a priority.
- iii. Expense categories, reimbursement process, and claim forms are periodically reviewed and updated by staff.
- iv. Trustees, not proxies, are responsible for obtaining, gathering, and submitting the appropriate documentation justifying expenditures in a timely manner.
- v. External providers including travel agents and other travel-related industry services are to be considered and integrated into the process for Trustees and administrative ease.
- vi. Technological tools for capturing and recording trip documentation are employed where reasonable and necessary considering cost implications.

TRUSTEE TRAVEL POLICY

- vii. Practices will periodically be reviewed to ensure best practices and industry norms are included within the Trustee Travel Policy.

III. TRUSTEE TRAVEL

- A. *Approval.*** All travel requires approval of that Trustee's Board, except that Educational Conferences and Administrative Meetings in California where the total cost of attendance is no more than \$~~23~~,000 are pre-approved for attendance and reimbursement, provided that a Trustee may not incur over \$~~40~~15,000 for all expenses of attending all such Educational Conferences and Administrative Meetings in a fiscal year without Board approval.
- B. *Cease Travel and Other Expenses.*** Trustees shall cease arranging future travel and expenses for Educational Conferences and Administrative Meetings once they become aware their term of service will end. For appointed Trustees, this occurs in the final year of their appointment and after the Board of Supervisors votes on the next appointment, or when an appointed Trustee has been told they will not be reappointed. For elected Trustees this occurs if when an elected Trustee decides not to run for reelection or when, as a candidate, is replaced once election results are certified by the Board of Supervisors. For the Ex-Officio Trustee, this occurs once a retirement is announced.
- C. *Authorized Expenses.*** Authorized travel expenses shall be determined by the Boards as set forth in Appendix A. LACERA shall reimburse trustees in accordance with this policy and Appendix A. ~~LACERA Trustees shall be reimbursed for reasonable and necessary expenses incurred, and documented, in connection with LACERA business.~~
- D. *Costs of Administration.*** Travel expenses for Trustees shall be administrative costs of the Fund and may not be paid through third party contracts. It is LACERA's policy that ~~LACERA, as an agency, and its~~ Trustees shall not accept gifts of travel. Gifts of travel, including transportation, lodging, and meals, may be reportable as gifts to individual Trustees if not paid by LACERA.
- E. *Claims for Reimbursement.***
- i. Submission. A travel expense reimbursement shall be claimed by completing an expense voucher form available ~~on the LACERA intranet website from the Executive Board Assistants~~ and submitting it to the appropriate authorizing person. Trustees may submit their expense reimbursements to their respective Executive Board Assistant. All expense reimbursement requests shall be accompanied by receipts and/or other reasonable documentation. Expense reimbursement records are subject to disclosure under the Public Records Act, with redaction of confidential information, such as personal addresses, telephone numbers, and credit

TRUSTEE TRAVEL POLICY

card information. The deadline for submitting an education and travel reimbursement claim is 90 days after completing the education, or 30 days after the fiscal year-end, whichever comes first. Extensions to this deadline may be granted by the Board Chair.

- ii. Approval. The Executive Board Assistants will receive and review, for compliance with this policy, all expense reimbursement requests prior to submission. The Financial and Accounting Services Division (FASD) will review expense reimbursement requests for compliance with this policy and shall only process and pay those that are in compliance and approved by the CEO or their designee. FASD will notify the CEO or their designee of all deficiencies in a submission by a Trustee, and the CEO or their designee will in turn notify the respective Trustee. LACERA will not reimburse a Trustee for expenses that are not authorized under this policy unless specifically exempted and approved by that Trustee's Board, except that, without Board approval, each Board Chair or the Chief Executive Officer may authorize deviations of less than \$1,000 per trip from the expense limits in this policy and subject to subsequent review of all expenses for compliance with this policy.

F. Cancellation of Travel Arrangements.

- i. Responsibility for Timely Cancellation. Trustees are responsible for timely canceling travel arrangements made on behalf of the Trustee which will not be used so that no costs will be incurred by LACERA.
- ii. Responsibility for ~~Untimely Cancellation~~ Costs Resulting from Untimely Cancellation. Trustees are responsible for all costs LACERA incurs as a result of the Trustee's failure to cancel travel arrangements before cancellation charges accrue, unless the failure to cancel was due to facts or circumstances beyond the Trustee's control. The Trustee must reimburse LACERA within 30 days after notification of the amount due. Notice will be provided by the Chief Executive Officer. If reimbursement is not made within such 30-day period, and payment is still due, the amount shall be deducted from any payment due the Trustee from LACERA. If a Trustee is enrolled for an Educational Conference or Administrative Meeting but fails to attend or timely cancel and LACERA incurs an expense as a result (e.g., conference registration, travel and lodging cancellation fees), that conference or meeting counts toward the limit under Section IV.C.2. of the Trustee Education Policy until the Trustee reimburses LACERA for all expenses incurred or cancellation is excused under Section III. F. iii. of this Trustee Travel Policy.
- iii. Approval of Cancellation Costs with Good Cause. If the Trustee believes the failure to cancel was due to facts or circumstances beyond their control, they must submit written justification to the Board Chair within 30 days after

TRUSTEE TRAVEL POLICY

receiving notification of the cancelation expenses due. For Trustees, the Board Chair will approve or disapprove the excuse in writing to the Trustee, with a copy to the Executive Board Assistant. If the individual is a Board Chair, then the written excuse must be submitted to that Board's Vice Chair who will then approve or disapprove the excuse. If the individual is a Vice Chair simultaneously serving as the acting Chair, then the Vice Chair's written excuse must be submitted to that Board's Secretary who will then approve or disapprove the excuse. Should a Trustee disagree with the Board Officer's determination, the Trustee may request the Executive Board Assistant to agendize the matter for consideration by the full Board.

G. Cash Advances. Hotel and airfare shall be purchased in advance by the Executive Board Assistants, and no cash advances will be allowed for such expenses. Cash advances for permitted per diem expenses in accordance with this policy may will not be allowed unless specifically approved for Trustees by the appropriate Board Chief Executive Officer for good cause. Trustees will account for any per diem cash advance on their trip expense report upon completion of the travel.

H. Expenses for Traveling Companions. Travel expenses for family members and/or traveling companions are not reimbursable by LACERA.

I. Additional Travel Days to Minimize Overall Travel Cost. Travel resulting in arrival one day prior to and/or one day after an Educational Conference or Administrative Meeting will be reimbursed if reasonably necessary because of time constraints. Travel resulting in arrival two days prior to and/or one day after international travel will be reimbursed as reasonably necessary based on the location of the Educational Conference or Administrative Meeting. In addition, lodging and per diem for extra days prior to or after an Educational Conference or Administrative Meeting will be reimbursed if such extension results in lower overall trip costs. If a Trustee adds personal travel before or after a trip, the extra personal days outside of the above restrictions shall not be reimbursed. Written justification for travel expenses incurred prior to or after an Educational Conference or Administrative Meeting shall be submitted with the claim for reimbursement.

J. Ground Transportation. Trustees will be expected to use taxis or ride sharing services to and from domestic destinations. Limousine or executive car services shall not be used in domestic locations unless the cost for such services is comparable to that of taxi services and/or airport parking; they may be used without restriction in international locations. Reimbursement of rental vehicles require justification and prior approval from the Chief Executive Officer. When renting a vehicle, purchase of optional insurance is not necessary as LACERA's insurance will cover the same risks.

TRUSTEE TRAVEL POLICY

K. *International Travel Insurance.* LACERA will purchase travel insurance covering Trustees while traveling internationally on LACERA business. The insurance will include accident, medical, security assistance and evacuation, travel assistance, trip cancelation, interruption or delay, and baggage loss or delay coverage.

L. *Travel Reports.*

- i. Monthly. A monthly Travel Report shall be submitted to both Boards listing the current fiscal year's completed, anticipated, and canceled Education Conferences and Administrative Meetings (including whether excused under Section III. F. iii) for all Trustees on both Boards.
- ii. Quarterly. A quarterly Travel Report shall be submitted to both Boards listing education and administrative travel expenses paid/reimbursed by LACERA for all Trustee on both Boards. Such report shall identify whether each item of travel was for an Educational Conference or Administrative Meeting, the purpose, location, cost by expense category, and whether excused under Section III. F. iii.
- iii. Availability. The monthly and quarterly reports shall be agendized as reports for the Boards in the first month after they are available (and for privacy and personal security reasons, after travel has been completed) and shall be posted on lacera.com.

IV. ADMINISTRATIVE MEETINGS

~~The relevant Board will be informed of a Trustee's need to attend Administrative Meetings and provide advance approval of the cost on such terms as deemed appropriate. For attendance at an Administrative Meeting, as defined above, the Trustee will notify the relevant Board of a Trustee's need to attend and the Board will provide approval on such terms as deemed appropriate.~~

~~Due to the unique nature of Administrative Meetings, this travel does not have number limits, subject to the cost limits of Section III. A., and does not count towards the maximum approved number limits for travel unless in conjunction with an Educational Conference.~~

V. BROWN ACT COMPLIANCE

Attendance at external Education Conferences and Administrative Meetings by more than four Trustees of a Board is not a violation of this provision, provided that the Trustees may not discuss any item of LACERA business.

VI. GIFTS AND CONFLICTS

TRUSTEE TRAVEL POLICY

The Boards desire to avoid even the appearance of impropriety in connection with education, and related expenses. The Boards acknowledge that acceptance of gifts of education and related expenses, such as registration, transportation, meals, and lodging by a public agency, though permitted under certain circumstances by applicable law, can create the appearance that LACERA encourages “pay to play” and may, unwittingly, create opportunities for undue influence on Trustees. This policy therefore does not permit LACERA as an entity to accept gifts of education, and related expenses. This policy does not prohibit certain payments for education and/or related expenses as part of the negotiated consideration under agreements with vendors, consultants, and managers, although all such payments should be reviewed in advance with the Legal Division to ensure compliance with applicable law, regulations, and reporting.

Items provided during Educational Conferences and Administrative Meetings may constitute reportable gifts.

Trustees should be familiar with the provisions of LACERA’s Code of Ethical Conduct as it may apply to certain education and administrative meeting interaction with and items received from the sponsors or other attendees.

The Boards acknowledge that international travel, though expensive, is increasingly necessary in light of today’s global economy and LACERA’s ongoing prudent investment of a substantial portion of its assets outside the United States.

VII. EDUCATION POLICY AND PROCEDURES

This policy is subject to and will be read and interpreted in conjunction with the Trustee Education Policy.

VIII. POLICY PROVISIONS AND APPLICABLE LAW

A. Waiver of Policy Provisions. For good cause presented in writing, and in the exercise of its sound discretion, the Board of Retirement or the Board of Investments may waive compliance with specific requirements of this policy when in the best interest of LACERA.

B. Applicable Law. This policy is to be implemented in compliance with the relevant provisions of the California Government Code and other applicable law, and in harmony with existing philosophy, objectives, policies and guidelines previously approved by the Board of Retirement and the Board of Investments.

IX. SUSTAINABILITY

Trustees are encouraged to consider sustainability in making education and travel choices, including whether and how to travel, the viability and efficacy of alternative forms of participation (such as geographically closer or virtual meetings), the impact of business class vs. coach, the number of trips taken, and the number of Trustees participating in a

TRUSTEE TRAVEL POLICY

single event, avoidance of car transportation when possible, and obtaining an estimate of the carbon footprint of travel and lodging options through available online tools and inclusion of estimates in board recommendation memos.

IX.X. REVIEW

This policy shall be reviewed by the Joint Organizational Governance Committee, the Board of Retirement, and the Board of Investments every three years or as needed and may be amended by both Boards at such time.

Policy History: Restated and Approved by the Board of Retirement and Board of Investments on December 16, 2020, and updated and approved by the Board of Retirement and Board of Investments on _____, 2022. Prior versions are superseded and of no effect as of the stated approval date.

TRUSTEE TRAVEL POLICY

APPENDIX A REIMBURSEMENT SCHEDULE

Amounts which can be reimbursed for transportation, lodging, meals, and other covered items are indicated as follows:

I. TRANSPORTATION:

A. Airline Travel

1. Trustees will travel in coach/economy class except that they may travel in business class or its equivalent for:
 - a. Flights having a scheduled non-stop roundtrip flight time or total connecting roundtrip travel time ~~from original departing airport to the final destination airport of five hours or more, of ten hours or more.~~
 - b. Red-eye flights. "Red-eye flights" are defined as flights in which a majority of the flight time occurs between 10:00 PM and 6:00 AM.
 - c. Flights arriving or departing at an international location, including Canada and Mexico.
2. LACERA will reimburse the additional cost of coach/economy class seats advertised as having additional leg room regardless of flight time.
3. Air travel will only be reimbursed at the lowest available non-refundable fare at the time of purchase (for class travel authorized under this Policy). Trustee may elect to fly on United, American, Delta, JetBlue, or Southwest Airlines for the dates and times of travel. Other carriers are authorized, but reimbursement shall not exceed the lowest non-refundable fare offered either amongst the five major airlines carriers mentioned above or three other major carriers who fly to selected destination.
4. Recognizing air carriers have begun charging for incidental items historically included in the ticket price (for example, checking luggage, providing pillows, blankets, and non-alcoholic beverages during flights, etc.), LACERA also will reimburse carrier charges for such incidental items upon submission of an itemized receipt. Alcoholic beverages will not be reimbursed.
5. Substantiation of airline travel shall include a copy of the ticket or E-mail confirmation showing the cost of the air travel.
6. Trustees traveling by air to conduct LACERA business may use only regularly scheduled airline services operating by an air carrier certified by the Federal Aviation Administration or comparable foreign authority. Trustees are

TRUSTEE TRAVEL POLICY

APPENDIX A REIMBURSEMENT SCHEDULE

prohibited from traveling on LACERA business via private aircraft, including but not limited to aircraft owned, leased, or rented by the individual Trustee. Persons traveling on LACERA business via private aircraft will be deemed to be acting outside the scope of their responsibilities and employment. They will not be covered by LACERA's liability insurance. Trustees may not use travel points to pay for LACERA travel. Any points earned on LACERA's credit card will be used at the Chief Executive Officer's discretion.

B. Other Common Carrier Travel

1. Travel permitted under this policy should be accomplished in the most cost-effective and efficient manner practicable, considering the costs of the mode of transportation, travel time, accommodations, and per diem.
2. Generally, air travel is the most cost-effective and efficient means for long distance travel, with "long distance travel" defined as a travel to a site more than 300 miles from LACERA's headquarters.
3. Where a traveler has special travel needs or concerns such that travel by air for long distance travel is not practicable, then the traveler may use an alternate common carrier (e.g., train or bus) and incur such reasonable expenses associated with that mode of travel (e.g., sleeper car, additional days of per diem).
4. Substantiation of other common carrier travel shall include a copy of the ticket or E-mail confirmation showing the cost of the travel.

II. LODGING:

A. Room Cost

Reimbursement is limited to a standard class single room rate, including mandatory taxes and hotel fees. Actual expenses for lodging will be reimbursed upon submittal of receipts. For example, room upgrades, and bed and breakfast additions will be at the expense of the Trustee, unless for good cause such as the unavailability of standard rooms and/or international destinations.

B. Government Rates

Trustees traveling on LACERA business should always request government rates when making reservations and/or checking in. LACERA recognizes that the governmental rate offered for local governmental entities like LACERA may be higher than the federal government rate, or may not be available at all, especially in connection with international travel.

TRUSTEE TRAVEL POLICY

APPENDIX A REIMBURSEMENT SCHEDULE

C. Attendance at Educational Conferences and Administrative Meetings.

LACERA acknowledges that the cost of a standard room at an event hotel may exceed the standard lodging reimbursement rate. Nevertheless, Trustees attending events may stay at the designated hotel to promote convenient access, networking, and safety. Reimbursement for lodging at an event is limited to the standard room rate charged by the event hotel unless for good cause such as the unavailability of standard rooms and/or international destinations. When lodging at the event hotel is unavailable, reimbursement is limited to the best available rate for a standard room at a nearby hotel of comparable quality. The Trustee will be responsible for any excess cost.

D. Travel Not Connected With An Established Hotel Venue

The maximum lodging amounts are intended to cover the cost of lodging at adequate, suitable and moderately-priced facilities located near the destination city's airport or the specific area in the destination city where LACERA's business will be conducted without association with an established hotel venue. Reimbursement for lodging connected with such travel is limited to:

1. Domestic: Not more than three times the regular per diem rate for the location as established from time to time by the ~~Internal Revenue Service~~U.S. General Services Administration, found at www.gsa.gov (click on "per diem rates").
2. International: Not more than three times the rate for the location as established from time to time by the United States Department of State, found at: www.state.gov/m/a/als/prdm.

III. MEALS:

It is the policy's intent for the Trustee to be reimbursed for meals not pre-paid for by LACERA. As such, LACERA will not reimburse the Trustee for a meal which has been pre-paid for by LACERA (e.g., when conference registration includes meals), whether or not the Trustee consumed the meal, except where the Trustee could not consume the pre-paid meal because:

1. The Trustee has special dietary or medical concerns, or
2. It was reasonably necessary for the Trustee to conduct LACERA business while the pre-paid meal was being served.

TRUSTEE TRAVEL POLICY

APPENDIX A REIMBURSEMENT SCHEDULE

Written justification as to which of the above two exceptions applies will be provided with the reimbursement request. However, written justification for any dietary restrictions or medical concerns need only be provided once annually by the Trustee.

Likewise, LACERA will not reimburse the Trustee for a meal paid for by a third party unless approved by the Chief Executive Officer.

Meal Reimbursement

Reimbursement for meals shall be based on the "Per Diem Method" only as defined below.

A. The Per Diem Method

1. Under the Per Diem Method, the Trustee agrees to accept a flat rate for meals. Trustees are not required to submit receipts.
2. The per diem allowance will be computed using the Meals & Incidental Expenses rate (the "M&IE Rate") published by the Internal Revenue Service and in effect on the date of travel for the locality of travel.
3. The per diem allowance shall be claimed in accordance with the Meals & Incidental Expenses Breakdown ("M&IE Breakdown") per the IRS, based on the M&IE Rate. The portion of the per diem the Trustee receives depends upon when the travel occurs. For example, if the travel occurs during normal breakfast and lunch times, the Trustee receives the per diem for breakfast and lunch; if the travel occurs during normal lunch and dinner times, the Trustee receives the per diem for lunch and dinner, etc.

IV. PORTERAGE:

Porterage may not be claimed using the Per Diem Method, as the Per Diem Method's IRS tables already factor in porterage reimbursement.

V. PARKING:

Parking, including airport parking, will be reimbursed at actual rate (receipt required).

VI. MILEAGE:

Use of a personal vehicle will be reimbursed on a per mile basis at the rate approved by the Internal Revenue Service as of the date of travel.

TRUSTEE TRAVEL POLICY

APPENDIX A REIMBURSEMENT SCHEDULE

VII. OTHER BUSINESS EXPENSES:

Other covered business expenses reasonably incurred in connection with LACERA business, such as registration fees, business and personal telephone, fax, internet access, gym access (including the standard gym fee charged by the Trustee's hotel or, if hotel gym access is not available, the reasonable cost of daily access to a local gym or health facility), dry cleaning, and similar business expenses, shall be reimbursed upon submittal of receipts. The cost of membership in TSA Pre, Global Entry, NEXUS, SENTRI, or other expedited security and border processing programs shall be reimbursed upon submittal of receipts. Technology needs, for both international and domestic travel, may be discussed with the LACERA Systems Division in advance to develop appropriate solutions for the Trustee's needs and to manage cost.

Reimbursement for lost or damaged property is subject to a separate policy to be developed.



TRUSTEE TRAVEL POLICY

APPENDIX B TRAVEL ATTESTATION

As a LACERA Board Trustee, I acknowledge:

- a. I have received, read, and understand all of the provisions within the Trustee Travel Policy; and
- b. I attest my commitment to act responsibly and prudently in the best interest of LACERA members, in all travel-related matters.

LACERA Board


Name

Signature

Date

April 15, 2022

TO: Each Trustee
Joint Organizational Governance Committee

FROM: Laura Guglielmo 
Assistant Executive Officer

FOR: April 22, 2022, Joint Organizational Governance Committee

SUBJECT: **Consideration of a Revised LACERA Budget Policy**

RECOMMENDATION

It is recommended that the Joint Organizational Governance Committee (JOGC) review and recommend to the Board of Retirement and Board of Investments for approval the proposed LACERA Budget Policy replacing the previous document applying only to the Administrative Budget dated May 9, 2009, and direct staff to include recommended updates to this Policy annually, as a companion to its preliminary budget presentation.

SUMMARY

At its November 4, 2021 meeting, the Joint Organizational Governance Committee (JOGC) directed staff to consider developing a written budget adjustment policy. LACERA's Budget Policy was last updated in 2009. It has a more limited scope, references an out-of-date statutory authority, lacks sufficient detail in some areas, and reflects a bureaucratic process that may not meet LACERA's current and future needs. Staff reviewed sample policies from other systems and developed a new draft policy to modernize and provide greater clarity to the budget development and control processes. Because of the substantial nature of the changes, staff chose not to redline the prior policy. Both the new draft policy proposed for your consideration and the current 2009 version are attached.

BACKGROUND

Consistent with its Charter, the JOGC has responsibility for issues that impact both the Boards of Retirement and Investments (the Boards), including strategic planning and budgeting, and joint Board policy development. As the JOGC considers the Preliminary Fiscal Year 2022-2023 (FY 23) Budget, it is timely and appropriate to also consider an update to LACERA's Budget Policy as a companion document. Staff recommends this Policy be reviewed annually at the same time as the JOGC's consideration of the Preliminary Budget to ensure the policy is regularly updated.

Proposed updates include:

- Expand scope to include the Retiree Healthcare Program Budget and the Other Post-Employment Benefits (OPEB) Trust as well as the Administrative Budget.
- Update the legal authority section to reflect the current statutory sections.
- Add definitions of terms.
- Update the budget development process to add more detail and include the role of the Audit Committee's review of the Internal Audit Division's budget.
- Update language regarding the Boards' authority to appropriate funding, including proposing protocols for increasing appropriations within the statutory limits and renaming the "contingency fund" to "unallocated statutory appropriation balance."
- Create a protocol for a mid-year budget review and update protocols for budgetary control reviews.
- Grant the Chief Executive Officer (CEO) greater flexibility to transfer appropriations within the Boards' statutory authority.
- Pre-fund the OPEB trust utilizing budgetary savings.

Of these proposed changes, three warrant greater discussion and explanation:

The Boards' Authority to Appropriate Funding

Government Code Section 31580.2 of the County Employees Retirement Law requires that a budget covering the entire expense for the administration of the retirement system, shall be adopted by the Boards annually, and shall be charged against the earnings of the retirement fund. The expense incurred in any year may not exceed twenty-one hundredths of one percent (0.21%) of the accrued actuarial liability of the retirement system.

Each year as part of the budget process, staff calculates the statutory limit that the Boards may appropriate. Historically, the difference between the funds appropriated to meet the organization's operational needs and the statutory appropriation limit established by Government Code Section 31580.2 has been called the "Contingency Fund." Staff would request the Boards approval to utilize this "Contingency Fund" when expenses exceeded the budgeted levels for a particular account.

This past practice is no longer recommended. Instead, the CEO should make budgetary adjustments between accounts and major fund categories throughout the year with the goal of avoiding additional budgetary appropriations whenever possible. See discussion of the proposed new flexibility for the CEO to transfer appropriations in the section below.

In addition, it is recommended that LACERA move away from using the term "Contingency Fund" to reflect the difference between the funds appropriated to meet the organization's operational needs and the statutory appropriation limit established by Government Code Section 31580.2, and instead use the term "Unallocated Statutory Appropriation Balance." In budgetary practices, the term "Contingency Fund" generally

refers to funds appropriated for unanticipated expenditures. However, the Boards do not appropriate these funds as part of the annual budget. Should it be determined that the budget is insufficient to address an emergent need, staff will bring a mid-year budget adjustment to the Boards for consideration, and the Boards may appropriate additional fund not to exceed the amount specified in the Unallocated Statutory Appropriation Balance for that fiscal year.

Flexibility for the CEO to Transfer Funds

LACERA's Administrative Budget has two major accounts, Salaries and Employee Benefits (S&EB) and Services and Supplies (S&S). The current Administrative Budget Policy grants the CEO the authority to transfer funds between line items within a major account (such as between Office Supplies and Postage) but requires approval of the Boards to transfer funds across major accounts, such as from Salaries to Professional Services. There is no discussion of transfer limits in the current policy.

The CEO is a fiduciary and has broad executive responsibilities to manage and operate the organization. As such, he should be granted commensurate authority to make necessary financial adjustments to meet the organization's needs in a timely manner. Without such authority, the CEO risks violating policy to address urgent matters that may not rise to the level of an "emergency," or not acting timely, exposing the organization to unnecessary risks or higher costs.

It is proposed that such authority be limited to \$1 million for transfers across major funds, and that all transfers be communicated to the Boards at the next meeting after such a transfer. The budget adjustment should also be noted in the regular budget control reports. The CEO would not have the ability to increase permanent staffing or to exceed the funding appropriated by the Boards. The Boards would retain that authority within the limits of their statutory authority outlined in Government Code Section 31580.2.

Use of Budgetary Savings to Pre-Fund the OPEB Trust

LACERA provides healthcare benefits to its employees and pays premiums each month on a pay-as-you-go basis. However, the pay-as-you-go approach results in an ongoing liability that cannot be fully absorbed within the working lifetime of the member, resulting in intergenerational inequity. To address this problem, in FY 2012 - 2013, the County and LACERA established a trust to pre-fund their Retiree Healthcare Benefits Program and the Superior Court established its trust in FY17. Each agency's trust funds are reported separately in their financial statements. The Board of Investments of LACERA serves as the trustee and investment manager for the trusts.

In addition to the monthly pay-as-you-go premium costs for its employees, LACERA also makes a quarterly contribution to paydown the future OPEB liability at a rate proportional to that of Los Angeles County. As of the July 1, 2020, valuation date, the most recent

available, the OPEB program has a funded ratio of 7.0% and an unfunded accrued actuarial liability (UAAL) of more than 200%.

To achieve our goal of intergenerational equity more quickly, it is recommended that some or all year-end budgetary savings be used at the discretion of the CEO to make n additional OPEB contributions. Such funds are already appropriated by the Boards and, if used to pay down the OPEB liability in the same fiscal year that the savings are realized, will result in long term savings to the fund through reduced future OPEB contributions. The County of Los Angeles is also looking at strategies to reduce its OPEB liability more quickly.

Conclusion

Staff recommends approval of the proposed changes to the budget policy that will help guide LACERA's fiscal and budgetary activities in a sound and reasonable manner.

Attachments: A - Draft new LACERA Budget Policy
 B - LACERA Budget Policy effective May 20, 2009



LACERA BUDGET POLICY

Responsible Manager: Laura Guglielmo, Assistant Executive Officer

Original Effective Date: 05/20/2009

Last Updated:

Mandatory Review: Annually

Approval Level: Board of Retirement and Board of Investments

1. PURPOSE

This document sets forth the fiscal policy to ensure LACERA's budgeting practices are in accordance with prudent fiscal management for the allocation and utilization of resources to meet the organization's mission and vision. The policy also serves to increase the transparency of our budgeting process, which ensures stakeholders and members have insight into how we manage their funds and meet fiduciary obligations.

LACERA's budget encompasses three components: The Administrative Budget, the Retiree Healthcare (RHC) Budget, and the Other Post-Employment Benefits (OPEB) Trust.

The objective of this policy is to set out the budgeting principles and timeline for the preparation of the budget and the process and responsibilities for the review, approval, and implementation of all three components of the budget.

LEGAL AUTHORITY

[Government Code Section 31580.2](#) of the County Employees Retirement Law requires a budget covering the entire expense for the administration of the retirement system, shall be adopted by the Boards annually, and shall be charged against the earnings of the retirement fund. The expense incurred in any year may not exceed twenty-one hundredths of one percent (0.21%) of the accrued actuarial liability of the retirement system.

[Government Code Section 31596.1](#) provides that the expenses of investing its moneys, securing custodial bank services, securing actuarial services for the annual valuation and triennial experience study, and securing attorney services to assist with

investment matters shall not be considered a cost of administering the system. As such, these costs are not included in the Administrative Budget and are identified as “non-administrative expenses.”

Section 31596.1 also provides that the cost of internal legal representation secured by the Board of Retirement and Board of Investments under Government Code Section 31529.1 for services previously performed by County Counsel are not administrative costs. [Section 31529.1](#) provides that such legal representation is limited to one-hundredth of 1 percent of system assets in any budget year, except that investment legal expenses under [Government Code Section 31607](#) are not limited.

Government Code Section 31580.2(b) provides that expenditures for computer software, computer hardware, and computer technology consulting services in support of these computer products.

Government Code [Sections 31691](#) and [31694](#) provide that the expenses of administering the RHCBP program and OPEB Trust may not be made from assets of the retirement fund. Therefore, such costs should be part of the pension system’s administrative budget.

2. SCOPE

This Policy applies to the development, preparation, and implementation of all three components of LACERA’s budget in accordance with County Employees Retirement Law (CERL).

Any exceptions to this Policy must be approved by the Board of Retirement and Board of Investments.

3. DEFINITIONS

Administrative Budget: LACERA’s annual Administrative Budget consists of two components: Salaries and Employee Benefits, and Services and Supplies.

Appropriation: Funds set aside for specific purposes outlined in the Adopted Budget.

Budget: The annual financial plan that outlines the resources and revenue needed to achieve LACERA’s work plan to meet its mission and vision.

Fiscal Year: LACERA’s fiscal year begins on July 1 and concludes on June 30th. LACERA shall follow a naming convention referencing the fiscal year ending date, for example, FY23 for the fiscal year ending June 30, 2023.

Information Technology Coordination Council (ITCC): Oversight body responsible for significant technology and system recommendations for incorporation into the Proposed Budget. Established to ensure the efficient and effective use of technology,

collaboration across the organization, and to ensure that strategic plan goals are achieved.

Non-Administrative Expenses: Expenses excluded from the Administrative Budget as specified in Government Code Section 31596.1.

Other Post-Employment Benefits (OPEB) Trust: Trust funds established by Los Angeles County, LACERA and the Superior Court to pre-fund their Retiree Healthcare Benefit Program.

Retiree Healthcare Benefits Program (RHCBP) Budget: The RHCBP Budget reflects the resources and revenue required to administer retiree healthcare benefits to eligible members. These costs are funded through a monthly administrative fee via healthcare premiums, charged to program participants, or the plan sponsor if the member's benefit is fully subsidized.

Statutory Appropriation Limit: The limit of the Boards' authority to appropriate funds to administer the retirement system established by Government Code Section 31580.2. Currently twenty-one hundredths (.21) of one percent, of the Actuarial Accrued Liability of the retirement fund.

Unallocated Statutory Appropriation Balance: The difference between the funds appropriated to meet the organization's operational needs and the statutory appropriation limit established by Government Code Section 31580.2.

4. POLICY STATEMENT

This document sets forth the fiscal policy for the administration of LACERA's budget to ensure that the budgeting practices of the organization maintain a fiscally sustainable balanced budget that recognizes the fiduciary duty owed to our members. LACERA's budget encompasses three components: The Administrative Budget, the Retiree Healthcare (RHC) Program Budget and the Other Post-Employment Benefits (OPEB) Trust.

The objective of this policy is to set out the principles and timeline for the preparation of the budget and the process and responsibilities for the preparation, review, approval, and implementation of all three components of the budget.

4.1 Administrative Budget

The Administrative Budget reflects the resources needed to achieve the organization's work plan, strategic goals, and operational activities in support of pension administration and investment of plan assets required to deliver retirement benefits for LACERA members and beneficiaries. It consists of two primary components: Salaries and Employee Benefits (S&EB) and Services and Supplies (S&S).

S&EB costs consist of ongoing personnel costs for the organization, including salaries for permanent and temporary staff, overtime, and variable benefits. Variable benefits include retirement costs (pension, 457, and 401K plan costs), health insurance, OPEB contributions and other employee benefits.

S&S costs reflect the daily operational needs of the organization. Some examples include building expenses (rent, maintenance, insurance), information technology needs, professional and specialized services, legal fees, office supplies and equipment, education, travel, and insurance.

4.2 Retiree Healthcare (RHC) Benefits Program Budget

The Retiree Healthcare Benefits Program provides health care benefits to LACERA membership on behalf of our Plan Sponsors. The insurance premiums are born solely by the participants of the plan, or the Plan Sponsor if the employee is eligible for such benefit. LACERA trust funds are not used for premium payments or for the administration of the Program. The direct costs and variable overhead costs associated with the administration of the RHC Benefits Program are charged to our members and plan sponsors via an administrative fee. These administrative fees are added to the monthly premium costs and are not included in the Administrative Budget.

There are four categories of expenses for the RHC Benefits Program:

- Direct Costs of Salaries and Employee Benefits
- Direct Services and Supplies
- Indirect Salaries and Employee Benefits
- Indirect Services and Supplies.

Indirect Salaries and Employee Benefits and Indirect Services and Supplies reflect the program's pro-rata share of internal LACERA support functions such as Administrative Services, Information Technology and Human Resources.

4.3 Other Post-Employment Benefits (OPEB) Trust Budget

The County of Los Angeles (County), LACERA, and the Superior Court (Court) utilize an OPEB Trust to pre-fund the Retiree Healthcare Program benefits. In FY 2012-2013, the County and LACERA established a trust to fund their program and the Court established its trust in FY 2016-17. Each agency's trust funds are reported separately in their financial statements. The Board of Investments of LACERA serves as the trustee and investment manager for the trusts.

The Trust Agreements stipulate that *"... the Trustee (LACERA) shall be entitled to payment or reimbursement of all of its reasonable and appropriate expenses incurred in administering or investing the Trust..."* As such, LACERA seeks payment directly from the County and the Court to fund the OPEB Trust. To

avoid the OPEB Trust assets being co-mingled with retirement fund assets, LACERA maintains separate accounting of the costs associated with administering the OPEB Trust.

There are four categories of expenses of the OPEB Trust: Direct Costs of Salaries and Employee Benefits; Direct Services and Supplies; Indirect Salaries and Employee Benefits; and Indirect Services and Supplies. These expenses are allocated between the County, LACERA and the Court based on an agreed upon methodology. At the close of each fiscal year, actual costs are reconciled, and variances are credited or debited to each entity.

5. PROCESS

The budget process consists of activities that encompass the development, implementation, and evaluation of the annual financial plan for the allocation of resources to support and accomplish goals and strategic initiatives.

5.1 Budget Preparation and Development

It is the responsibility of LACERA management to develop and prepare an annual budget in accordance with responsible fiscal management for the allocation and utilization of resources to meet the organization's mission, vision, and values.

5.2 Criteria

LACERA Management develops the annual proposed budget reflecting the enterprise priorities established through the LACERA Strategic Plan. Criteria used by the organization to prioritize resources for the budget include, but are not limited to:

- Alignment with the Strategic Plan
- Mitigating risk
- Compliance with legally mandated requirements
- Technological advancements to support staff and improve service and offerings to our members
- Identifying opportunities for cost efficiencies
- Identifying opportunities to improve service to members
- Staff development and succession planning
- Direction of the LACERA Board of Retirement and/or Board of Investments

5.3 Alignment with Strategic Plan

The first step in developing a budget is to consider what the organization expects to achieve in the upcoming fiscal year. The organization's Strategic Plan lays out its strategic goals, objectives, and action plans toward achieving the organization's mission, vision, and values. Those goals and objectives identify responsibilities, timelines, and the metrics that will be used to determine if the goal or objective has been met. As part of the budget development process, it is the responsibility of LACERA Trustees and Management to ensure that the organization's budget, or financial plan, allocates the appropriate resources to achieve its strategic goals and objectives within the specified time frame.

5.4 Annual Budget Development and Approval Calendar

<i>Date</i>	<i>Activity</i>
By November 30	<ul style="list-style-type: none">• Executive Office and Management will review Strategic Plan initiatives for alignment with the upcoming Fiscal Year budget development cycle.• Administrative Services Division will provide each Division Manager a budget package with instructions for completing their proposed budget for the upcoming fiscal year, a budget preparation timetable with specific deadlines, and a schedule of meeting dates with the Budget Unit and a schedule of meeting dates with the Executive Office.
December	The Budget Unit with a representative from Human Resources, meets with Division Managers to provide guidance in the development of their budget requests.
By January 15	Division Managers will submit their proposed budget to the Budget Unit.
By February 15	The Executive Office will meet with each Division Manager to discuss the Division's needs and provide direction to the Division Managers and Budget Unit.
February	Audit Committee review of Internal Audit Proposed Budget
By Mid-April	The Budget Unit will prepare and distribute the preliminary Administrative, RHC, and OPEB

	Trust Budgets to all Trustees and Division Managers.
April and May	<ul style="list-style-type: none"> • Present preliminary budget to JOGC for review and input • Conduct budget hearings with all Trustees for final direction to staff
By June 30	Board of Retirement and Board of Investment approve final budget

5.5 Budget Adoption

The Board of Retirement and Board of Investment (“Boards”) have the joint responsibility to approve the enterprise-wide budget and resource allocations for all funds by June 30. The Boards have created the Joint Organizational Governance Committee (JOGC), to provide oversight over the budget preparation. The Preliminary Budget is presented to the JOGC in April for its review. Staff incorporates direction from the JOGC and the JOGC’s recommendations are presented to both Boards during annual Budget Hearings in May. Staff incorporates additional Board direction into a Proposed Budget. The Boards independently take action to approve and adopt a Final Adopted Budget by June 30th.

5.6 Budget Appropriation

The Final Adopted Budget reflects the funds appropriated, or set aside, for specific purposes. For LACERA, funds are appropriated for two primary purposes, Salaries and Employee Benefits, and Services and Supplies. Government Code Section 31580.2 states the annual budget for administrative expenses of a retirement system established under CERL may not exceed twenty-one hundredths (.21) of one percent of the Actuarial Accrued Liability (AAL) of the retirement system. Each year, LACERA’s statutory appropriation limit is identified in the Adopted Budget.

To the extent funding appropriated as part of the budget is less than the statutory appropriations limit, the Boards may, take specific action at any point during the fiscal year, to appropriate additional funds, not to exceed the maximum amount established by statute. LACERA’s budgeting process includes a Mid-Year Budget Adjustment proposal to facilitate changes in priorities, goals, or economic conditions. The difference between the funds appropriated to meet the organization’s operational needs and the statutory appropriation limit shall be referred to as the “Unallocated Statutory Appropriation Balance.”

5.7 Budget Monitoring and Reporting

Budget Unit staff monitor and analyze Division and enterprise-wide expenditures throughout the year, consult with Division Managers to identify planned expenditures and project full year under/over expenditures by Division and compare those estimates against the Adopted Budget. Significant budgetary variances are discussed and explained.

Budget Control Reports are prepared and provided to all Trustees and Management Staff on an outlined schedule within the fiscal year. These reports include year to date expenditures and projected expenditures compared to the budget. Budget adjustments impacting staffing levels or exceeding the CEO's authority shall be approved by the Boards.

This budget monitoring and control activity occurs concurrently while the Proposed Budget for the upcoming fiscal year is being developed.

5.8 Mid-Year Budget Review

By December 1, LACERA Executive Management will assess and evaluate the adequacy of the personnel and other resources included in the Final Adopted Budget and make recommendations to the JOGC for adjustments, if necessary. JOGC recommendations shall be considered for approval by the Boards.

5.9 Mid-Year and Year-End Adjustments Within the Administrative Budget

As part of LACERA's budget monitoring and reporting activities, it may become necessary to amend the Final Adopted Budget. Amendments may take the form of transferring appropriations between line items within a major account, transferring appropriations between major accounts, or increasing total appropriations within the statutory limits established by Government

5.10 Transferring Appropriations

LACERA's Administrative Budget has two major accounts, Salaries and Employee Benefits (S&EB), and Services and Supplies (S&S).

Within each major account are several line items with individual appropriations. The CEO has the authority to transfer appropriations not to exceed \$1 million across major accounts and has full discretion and authority to transfer appropriations between line items within each major account. The CEO shall notify all Trustees of such actions at the next meeting of the Board and as part of the routine Budget Control Reporting.

5.11 Pre-funding OPEB with Budgetary Savings

LACERA participates in the OPEB Trust as a “contributing employer” and funds its employees’ program benefits on a pay-as-you-go basis, funding actual monthly premium costs. It also makes a quarterly contribution to paydown the future OPEB liability at a rate equal to that of Los Angeles County. It is LACERA’s objective to fund these program benefits within the working lifetime of the program beneficiaries so as maintain intergenerational equity. To achieve intergenerational equity more quickly, some or all year-end budgetary savings may at the discretion of the LACERA CEO be used to make an additional OPEB contribution by June 30 of the year in which the funds were budgeted. Such additional OPEB contributions may be up to but may not exceed that year’s budgeted OPEB contribution.

5.12 Increasing Total Appropriations

Should unanticipated expenditures be required during the fiscal year beyond the total Adopted Budget amount, the Unappropriated Statutory Appropriation Balance is available. This balance represents the difference between the total statutory appropriation limit established under CERL and the Final Adopted Budget. To utilize these unappropriated funds, both Boards must approve a budget amendment, increasing the total annual appropriation.

6. Audit Committee Oversight of Internal Audit

LACERA’s Internal Audit Division provides independent and objective assurance services and consulting services to assist the organization achieve its mission by improving our effectiveness of governance, risk management and control processes. To protect its independence, the Internal Audit Division reports to the Audit Committee of the Boards with functional reporting to the Chief Executive Officer. The Audit Committee reviews and approves Internal Audit’s Proposed Budget in February, which is then incorporated into LACERA’s Administrative Proposed Budget reviewed by the JOGC in April.

7 HISTORY

- a. Approvals**
- b. Current Status**
- c. Versions**

- i. This policy was last updated on May 20, 2009

POLICY DIRECTIVE

ADMINISTRATIVE BUDGET

LACERA's Board of Retirement and Board of Investments (the Boards) have the exclusive responsibility to administer the system in a manner that will assure prompt delivery of benefits and related services to the participants and their beneficiaries. To facilitate meeting this responsibility, LACERA uses a budgetary process to plan and defray the expenses of administering the system. This policy defines LACERA's administrative budget process.

Legal Requirement

Government Code Section 31580.2, of the County Employees Retirement Law, requires a budget, covering the entire expense for the administration of the retirement system, shall be adopted by the Boards annually, and shall be charged against the earnings of the retirement fund.

Budget Preparation

- Annually, no later than December 1, each Manager (defined as the head of any distinct organizational unit) will be provided a budget package containing a proposed budget, a budget preparation timetable, and a schedule of meeting dates between each Manager and the Executive Office.
- By February 1 of each year, the Manager will submit their proposed budget to the budget staff.
- A meeting between each Manager and the Executive Office, held in February of each year, will allow for the opportunity to discuss the organization's goals, future program plans, and staffing needs in relation to their proposed budget.
- The Executive Office will meet with the budget staff no later than March 1, if necessary, to discuss any changes to the proposed budget based on the Manager meetings.
- Budget staff will prepare and distribute the proposed Administrative Budget to all board members and managers, no later than April 15.

Budget Adoption

Board members will be invited to open hearings during April and/or May to discuss the proposed Administrative Budget with the managers. Any requested revisions are completed and discussed at subsequent budget deliberation hearings/meetings.

A recommendation for approval of the Administrative Budget will be placed on the agenda at each Board of Retirement and Board of Investments meeting prior to June 30.

Budget Appropriation

Beginning with the 2009-2010 fiscal budget, Government Code Section 31580.3 shall be used to determine the budget appropriation for the LACERA Administrative Budget. This section shall remain in effect until January 1, 2013, the date that it is repealed (unless a later enacted statute is enacted before this date that would delete or extend this date).

Government Code Section 31580.3 limits the annual administrative expense to twenty-three hundredths of one percent of the total assets of the retirement system (Total Budget Appropriation). While Proposition 162 requires the Boards to defray **all reasonable expenses** of administering the system, it is the intent of the Boards to remain within the appropriation limit of twenty-three hundredths of one percent of the total assets of the retirement system, as defined in Government Code Section 31580.3

Government Code Section 31529.1 allows the Boards to elect to secure legal representation from other than the county counsel. The cost of the legal representation shall not exceed one-hundredth of one percent of the system assets in any budget year.

To determine the Total Budget Appropriation, the total fair market value of the retirement system's assets as of the prior calendar year end are projected forward to December 31 of the current calendar year. This projected value is then multiplied by twenty-three hundredths of one percent (for the Statutory Budget Appropriation) and one-hundredth of one percent (for the Legal Representation Appropriation) the sum of these two appropriations establishes the Total Budget Appropriation.

The Total Budget Appropriation is comprised of two major components: the Operating Budget (derived from the divisional budget requests) and the Budgetary Contingency Fund. The Budgetary Contingency Fund is the difference between the Total Budget Appropriation and the Operating Budget.

Budgetary Contingency Fund

The Budgetary Contingency Fund is available for unanticipated expenditures that may occur during the year. The respective board must approve funding for material over expenditures of previously budgeted items and previously unbudgeted expenditures.

Transfer of Funds Within the Operating Budget

Funding transfers between the major accounts, Salaries and Employee Benefits and Services and Supplies in the Operating Budget, must be approved by the Boards.

Budget Monitoring and Reporting

Budget staff monitors and analyzes departmental year-to-date expenditure information throughout the year; receives input from the Managers concerning any anticipated over/under expenditures; and prepares full year expenditure projections for each organizational unit. Significant budget variances are discussed and resolved with each Manager.

Budget Control Reports are prepared and provided to all Board members and management staff for review throughout the year. Subsequently, the Board of Retirement's Operations Oversight Committee and Managers discuss these reports in open public meetings.

NON-ADMINISTRATIVE EXPENSES

Investments, Actuarial Services, and Attorneys


As provided in Government Code Section 31596.1, the expenses of investing its moneys, securing custodial bank services, securing triennial actuarial services, and securing attorney services shall not be considered a cost of administering the system. As such, these costs are not included in the Administrative Budget.

Retiree Health Care Benefits Program

Our Retiree Health Care Benefits Program provides health care benefits to our membership on behalf of our plan sponsor, the County of Los Angeles. The insurance premiums are born solely by the participants of the plan and Los Angeles County. LACERA trust funds are not used for premium payments. The direct costs and variable overhead costs associated with the administration of the Retiree Health Care Benefits Program are charged against the premium payments and, as such, are not included in the Administrative Budget.

April 15, 2022

TO: Each Trustee
Joint Organizational Governance Committee

FROM: Laura Guglielmo 
Assistant Executive Officer

FOR: April 22, 2022 Joint Organizational Governance Committee

SUBJECT: **Fiscal Year 2022-2023 Preliminary Administrative, Retiree Healthcare and Other Post-Employment Benefits (OPEB) Budgets**

In accordance with the Joint Organizational Governance Committee (JOGC) Charter, staff presents the Fiscal Year (FY) 2022-2023 Preliminary Budgets for LACERA Administrative, Retiree Health Care Benefits Program, and Other-Post Employment Benefits (OPEB) Trust for your review and guidance.

SUMMARY

The preliminary Administrative Budget for FY 2022–2023 represents the fiscal plan for achieving our administrative and operational objectives of: continuing to simplify and improve LACERA's business practices by implementing modern technology; assessing and updating our existing policies and procedures; identifying and reducing enterprise-wide risk; investing and safeguarding pension assets; and investing in our workforce. While it is a best practice for organizations to develop their budget in tandem with their strategic plan as companion documents, LACERA's strategic planning effort is underway. Regardless, the FY 2022–2023 preliminary Administrative Budget is aligned with LACERA's well-established operational priorities. Specifically, the preliminary budget allocates resources to enable LACERA to:

- Develop and begin implementing our next strategic plan in a manner that engages trustees, staff, and members and creates agency at all levels of the organization toward our collective success.
- Continue to identify and implement modern technology tools that enable staff to fulfill efficiently and effectively its mission and provide a better member experience.
- Implement a robust hiring plan to attract and onboard highly qualified staff to minimize vacancies and support existing staff in the delivery of member services and create a positive work culture and professional business environment.
- Prepare for succession by engaging staff and investing in their professional development.

- Support the investment team on the implementation of the Asset Allocation Strategy approved by the Board of Investments.
- Minimize risk and improve resiliency in all aspects of the organization.

LACERA ADMINISTRATIVE BUDGET

The LACERA Administrative Budget is composed of two components, Salaries and Employee Benefits (S&EB), and Services and Supplies (S&S). The total Preliminary LACERA Administrative Budget for Fiscal Year (FY) 2022-2023 is approximately \$127.8 million an increase of approximately \$13 million or 11.3% above the FY 2021-2022 approved budget of \$114.8 million.

The S&EB portion of the FY 2022-2023 Preliminary Administrative Budget is approximately \$98.4 million, \$11.2 million or 12.8% above FY 2021-2022 approved levels. This increase is primarily attributed to cost of living adjustments (COLA) recently approved by the Boards of Retirement and Investments (the Boards) retroactive to January 1, 2022 and assumed to be paid in FY 2022-2023; benefit increases negotiated by the County; merit and salary step increases; full year funding for partially funded vacant positions filled or anticipated to be filled before June 30th; and partial funding for 19 proposed new positions.

The S&S portion of the FY 2022-2023 Preliminary Administrative Budget is approximately \$29.4 million, \$1.8 million or 6.5% above the FY 2021-22 approved levels. This increase primarily reflects inflationary cost increases for insurance, rent, panel physician and related disability process medical expenses, and legal fees. It also reflects costs for strategic planning consulting, recruitment, and testing services to support our robust hiring plan to reduce vacancies and procure information technology security services.

RETIREE HEALTH CARE BENEFITS PROGRAM (RHCBP) BUDGET

The RHCBP administers healthcare benefits to our membership on behalf of our plan sponsors. The healthcare premiums are borne solely by the plan participants or plan sponsor if eligible for such coverage. The direct costs and variable overhead costs associated with administering the program are included with the monthly premium payments and the administrative fee charged covers these support costs.

The total RHCBP Preliminary Budget for 2022-2023 is approximately \$11.3 million, a decrease of \$78,000 or - 0.7%.

The S&EB portion of this budget is approximately \$5.2 million, \$100,000 less than FY 2021-2022. Despite negotiated salary increases, total S&EB costs are decreasing due to cuts in temporary staff. At the beginning of 2021-2022, RHC had a high rate of staff vacancies and added several new positions to address significant increases in workload. As many of these positions have been filled, or anticipated to be filled by mid-year, RHC expects to decrease its reliance on agency temporary staff, which are more costly to LACERA to employ due to agency overhead.

The S&S portion of this Preliminary Budget is approximately \$6.1 million, \$23,000 or 0.4% more than FY 2022-2023. While inflationary increases are anticipated in some areas, travel and office supplies are reduced to reflect expected operational shifts post COVID-19.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST BUDGET

The OPEB Trust was established by Los Angeles County and LACERA to pre-fund retiree healthcare benefits costs to reduce future liabilities. The Superior Court later joined the trust and began making payments to the OPEB Trust. LACERA's Board of Investments is the trustee and investment manager for the fund. Each agency's trust assets are separately reported on financial statements

The trust agreements stipulate that LACERA shall be entitled to reimbursement for all its reasonable and appropriate expenses incurred in administering or investing the trust. This Preliminary OPEB Trust Budget reflects these needs for FY 2022-2023.

The total Preliminary OPEB Trust Budget for FY 2022-2023 is \$672,000, a decrease of \$11,000 or -1.7%. The S&EB portion reflects a decrease of approximately \$14,000 or -1.7%, while S&S increased by approximately \$3,000 or 1.5%. Staff costs are based on estimates of direct staff time spent supporting OPEB as well as a proportionate amount of support received from Systems, Human Resources and Administrative Services divisions.

More detailed information for all three Preliminary Budgets can be found in the attached Preliminary Budgets document. We look forward to presenting the Preliminary Budget to the JOG-C committee members on Friday, April 22, 2022, at 9:00 a.m.

Attachment: FY 2022-2023 Preliminary Administrative, Retiree Healthcare and OPEB Budgets



Administrative,
Retiree Healthcare Benefits
and OPEB Trust Budgets

WOVEN TOGETHER

FY 2022-2023

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Fiscal Year 2022-2023 Proposed Budget Presentation

Administrative, Retiree Healthcare Benefits & OPEB Trust Budgets



Fiscal Year 2022-2023 Proposed Budget



AGENDA

- Management's Philosophy in Developing the Budget
- Budget Policies that Guide and Direct Us
- Budget Development Process
- 2021-2022 Accomplishments & 2022-2023 Planned Initiatives
- Administrative Budget
- Retiree Healthcare Benefits Program Budget
- OPEB Trust Budget



Leadership Philosophy = Improve and Simplify

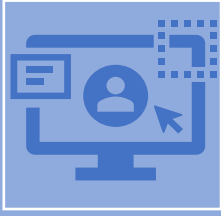
- Modern Technology
- Improving Member Experience
- Reducing enterprise risk
- Investing in Workforce
- Safeguarding Assets

Characteristics of a Growth Mindset?

- Embrace and adapt to change
- Work through obstacles with resilience
- Desire and openness to learning
- View failure as lessons and opportunities
- Strong work ethic modeled through effort
- Collaborative and supportive philosophy

Our Formula for Success

Organizational Focus



Technology - Modernizing our technology to simplify and improve our operations



People – Ensuring we recruit, develop and retain a well qualified workforce



Processes - Challenging the status quo, listening to our stakeholders, and preparing for and implementing change to provide better service

Budget Policies

Statutory Appropriation

County Employees Retirement Law

- Govt Code 31580.2 limits our annual administrative appropriation to 0.21% of Actuarial Accrued Liabilities
- Govt Code 31596.1 excludes specific non-administrative expenses from the appropriation limit

Surplus Unappropriated Balance

Unappropriated Funds

- Previously referred to as “Contingency Funds”
- Represents the balance of available appropriation after Administrative Costs
- 2022-23 = Approximately \$44.2 Million

Retiree Healthcare Costs

RHC Administrative Overhead Costs

- Are *NOT* borne by the Pension System
- Are charged against the RHC Budget on an annual basis

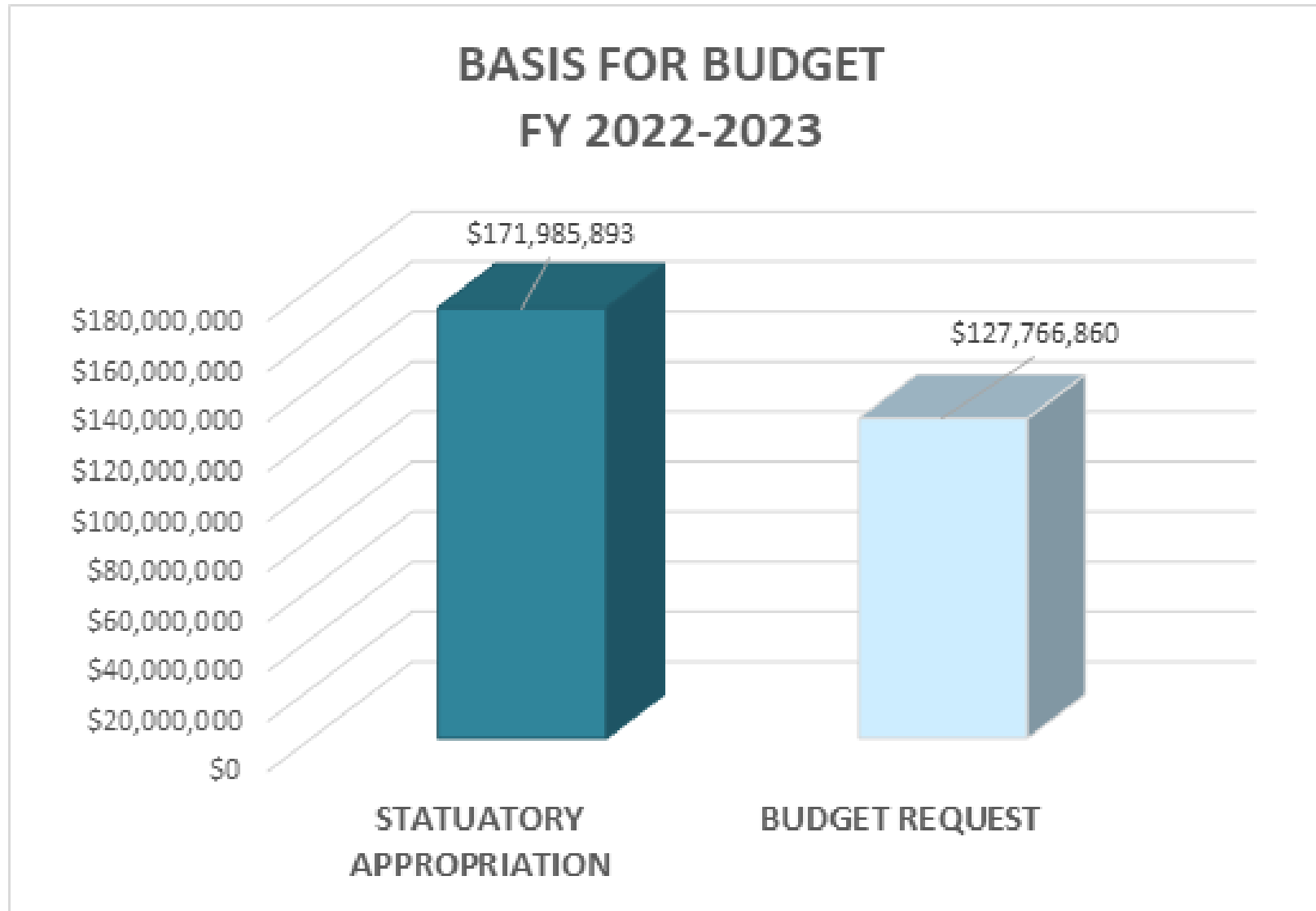


Budget Development Process





Preliminary FY 2022-2023 Budget





Fiscal Year 2022-2023

Administrative Budget Request Summary

ADMINISTRATIVE BUDGET	FY 2021–2022 ADOPTED BUDGET	FY 2022–2023 PRELIMINARY BUDGET	VARIANCE	% CHANGE
SALARIES & EMPLOYEE BENEFITS	\$87,230,186	\$98,387,160	\$11,156,974	12.8%
SERVICES & SUPPLIES	\$27,577,300	\$29,379,700	\$1,802,400	6.5%
ADMINISTRATIVE BUDGET TOTAL	\$114,807,486	\$127,766,860	\$12,959,374	11.3%

Technology Accomplishments FY 21-22



- **Launch of New LACERA Website**
Easier to navigate, modern source for members to access services
- **Launch of LACERA Connect (Intranet)**
Offers staff a one stop shop for all things LACERA
- **Launch of Service Now**
Helpdesk solution to better manage IT service
- **Enterprise WiFi & Docking Station Rollout**
Technology upgrades to allow staff greater in-office flexibility
- **Boardroom Audio Visual Enhancements**
Upgraded A/V system to support hybrid Board and Committee meetings

Technology Accomplishments FY 21-22



- **Disaster Recovery/Business Continuity**
Improved Recovery Time by 93% and Recovery Point by 81%
- **Creation of the IT Coordination Council**
Charged with internal oversight of all significant IT decisions
- **Mainframe Hosting to Cloud Migration**
Improved data recovery and security; lower costs
- **Microsoft Tenant Migration**
Upgraded infrastructure bolstering information security
- **Transparent IT Project Reporting Solution**
Leveraging JIRA to illustrate & document pending technology



Current Projects

Technology Improvements

Travel & Accounts Payable

- Automate workflows and approvals
- Links to LACERA financial system
- Ease of reporting

Budget Management Solution- Phase I

- Modern system for budget development and control
- Timely reporting to allow for manager decision-making
- Links to LACERA Financial System

Enterprise Contract Lifecycle Management

- Creates central repository for all LACERA contracts
- Automates workflow
- Facilitates better contract administration

Future Technology Initiatives

FY 2022-2023



Case Management

- Modernize & Improve Operations
- Phase 1 = Focus on Disability Litigation, Disability Retirement & 1st Payment

Policy & Knowledge Management Solution

- Centralized repository for policies and SOPs
- Transparency – common understanding
- Eliminate older, disparate systems

Board Agenda Management Solution

- Replacement of Board Management solution
- Reduce manual process for staff
- Improved transparency for stakeholders

HR Document Management Solution

- Improve security of confidential records
- Accommodate storage needs for permanent records
- Allow for greater automation of HR processes – time savings

Future Technology Initiatives

FY 2022-2023



Hosted MS Contact Center

- Modernize telecommunications infrastructure
- Greater automation and improved member experience

Cloud Migration

- Migrate mission critical systems to hosted platforms
- Improved disaster recovery
- Decreases down time and data loss

IT Equipment Upgrades

- Replace end of life workstations w/Laptops & dual monitors
- Better supports modern hybrid work schedules

Budget Modernization Phase II

- Implement new budget management solution
- Reduce manual process – save time
- Better, timely budget control reporting

Case Management System

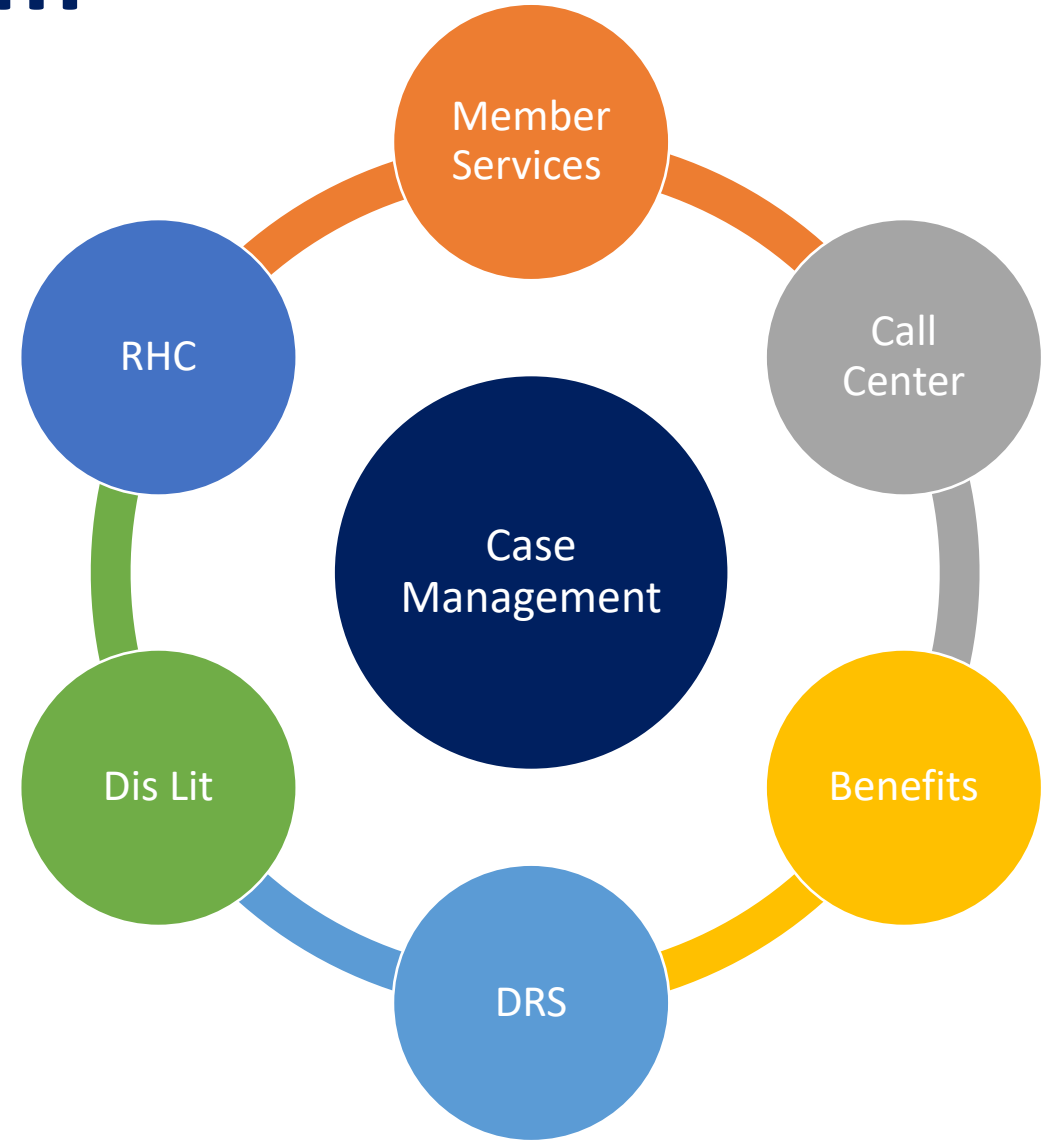


Benefits

- Integration with Workspace
- Greater automation
- Improved Member experience

Phase I of V

- 1st Payment
- Disability Retirement
- Disability Litigation





Fiscal Year 2021/2022

- **Launch MOG Metrics 2.0**

Redesigned production metrics for Benefits, Member Services; beta versions of QA metrics, and Demographics

- **Paperless "Board Letter"**

Converted retirement notification process to personnel offices to a paperless process – improving service and efficiency

- **Disability Collateral Resources Update**

Improved educational materials explaining how Long Term Disability and Reciprocity impact disability benefits

Member Operations Group Accomplishments





Efforts in Process to Simplify + Improve

Death Claim Process Reengineering

- Automate Death Claim Form Issuance
- Automate claim processing & improved workflows
- Measurable SLE, improved metrics, & improved service

Disability Online Application

- Online disability application
- Reduces manual inputs for received claim forms
- Improves the disability journey experience

Benefit Template Conversion Project

- Conversion of all Excel/Word Templates & Worksheets into Workspace
- Automates workflow – reduced error risk & delays, increased efficiency and service



Efforts in Process to Simplify + Improve

Member Service Center Queue Project

- Easier to use Appointment System
- Improved member communication – email & text updates & automated satisfaction survey
- Improved management and metrics processes

Member Operations Group Applications

- SharePoint apps improving workflow, tracking & metrics
- Improved efficiency & service to members
- Beta templates for future Case Management Initiatives

Retirement University Expansion

- Expanded multi-media materials on LACERA.com
- Improving Member Experience
- May reduce member inquiries



HR

Accomplishments FY 21-22



- **Negotiated Three-Year Contract with SEIU**
Also impacts our non-represented staff
- **Launched LACERA Telework Policy**
Offering a flexible and hybrid work environment
- **Developed HR Recruitment Plan**
Established organization-wide priorities, reviewed practices & aligned HR resources
- **New CORE Training Class**
Onboarded 25 new RBS staff & launched first post-COVID class
- **List Promulgation & Promotions**
HR promulgated 11 new eligibility lists +5 more planned; on-boarded 32 new staff members +6 anticipated; and processed 30 promotions



Human Resources Challenges

Hiring

Vacancies

- Persistent vacancy rates hovering at 20%
- Long, rigid processes
- Regional labor market

Retention

Attrition

- Trend = rising, Aging workforce
- 30 staff anticipated to leave LACERA service in FY 22
- Succession planning

Resources

Staff Capacity

- LACERA has grown but HR staff has not
- Limited support from LA County
- Use of professional recruiters; exam specialists

Plan to address HR Challenges



**Strategic plan
process**



**Transparent
hiring plan**



**Recruitment
manual for
Managers &
HR staff**



**Succession
planning**



**Cultivating a workplace
culture reflecting our
values**



**Establish KPIs
and recruitment
goals**



**Additional
support for HR**

Investments Division Strategic Initiatives



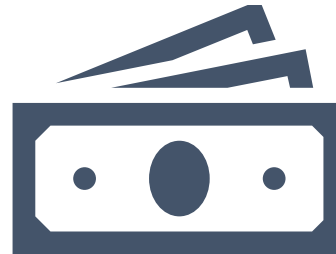
**Enhance
Operational
Effectiveness**



**Optimize
Investment Model**



**Maximize
Stewardship &
Ownership Rights**



**Strengthen Influence on Fees &
Cost of Capital**



LACERA T.I.D.E

ADMINISTRATIVE BUDGET



Fiscal Year 2022-2023

Administrative Budget Request Summary

ADMINISTRATIVE BUDGET	FY 2021–2022 ADOPTED BUDGET	FY 2022–2023 PRELIMINARY BUDGET	VARIANCE	% CHANGE
SALARIES & EMPLOYEE BENEFITS	\$87,230,186	\$98,387,160	\$11,156,974	12.8%
SERVICES & SUPPLIES	\$27,577,300	\$29,379,700	\$1,802,400	6.5%
ADMINISTRATIVE BUDGET TOTAL	\$114,807,486	\$127,766,860	\$12,959,374	11.3%

2021-2022 Budget to Projected Actual



	Preliminary Budget 2022-2023	2021-2022 Adopted Budget	2021-2022 Projected Actuals	2021-22 Projected to Actual (UNDER)/OVER
Administrative Services	\$ 15,071,615	\$ 13,932,127	\$ 13,091,823	\$ (840,304)
Benefits	\$ 12,019,386	\$ 11,103,844	\$ 10,514,500	\$ (589,344)
BOR	\$ 236,500	\$ 214,000	\$ 106,900	\$ (107,100)
BOI	\$ 458,000	\$ 436,000	\$ 192,800	\$ (243,200)
Communications	\$ 3,219,975	\$ 3,295,291	\$ 2,654,100	\$ (641,191)
Disability Litigation	\$ 2,407,817	\$ 2,193,630	\$ 2,175,600	\$ (18,030)
Disability Retirement	\$ 10,939,793	\$ 9,897,398	\$ 9,363,600	\$ (533,798)
Executive Office	\$ 5,451,099	\$ 3,562,946	\$ 2,812,800	\$ (750,146)
Finance & Accounting Services	\$ 5,120,014	\$ 4,340,488	\$ 4,035,000	\$ (305,488)
Human Resources	\$ 6,029,537	\$ 4,695,603	\$ 4,032,800	\$ (662,803)
Internal Audit	\$ 3,307,122	\$ 3,154,313	\$ 3,028,700	\$ (125,613)
Investment Office	\$ 18,239,154	\$ 16,458,019	\$ 14,810,900	\$ (1,647,119)
Legal Services	\$ 9,359,650	\$ 7,748,024	\$ 7,052,800	\$ (695,224)
Member Services	\$ 10,622,731	\$ 10,027,130	\$ 9,517,300	\$ (509,830)
Quality Assurance	\$ 3,443,785	\$ 3,195,316	\$ 2,985,800	\$ (209,516)
Systems	\$ 21,840,682	\$ 20,553,351	\$ 18,572,300	\$ (1,981,051)
Total Administrative Budget	\$ 127,766,860	\$ 114,807,486	\$ 104,947,723	\$ (9,859,763)



FY 2022-2023 Budget Assumptions



Salaries & Employee Benefits

- Filled positions are based on current actual salaries
- Vacant positions are based on Step 1 salary & funded for 6 months
- 4% COLA for all staff – January 1, 2022 to December 31, 2022
 - Includes 6 months retroactive increase
- 3% COLA for all staff – January 1, 2023 to June 30, 2023



Services & Supplies

- Historical expenditures adjusted for inflation



Salaries & Employee Benefits

19 New Positions

Full Year Costs for Partially Funded Positions

Negotiated COLA & Benefit Increases

Salary Step & Merit Increases

Overtime CMS



Summary of Staffing Increases

DIVISION	BUDGETED POSITIONS FY 2021–2022	CHANGE	BUDGETED POSITIONS FY 2022–2023
ADMINISTRATIVE SERVICES	37	5	42
BENEFITS	78	1	79
COMMUNICATIONS	14		14
DISABILITY LITIGATION	7		7
DISABILITY RETIREMENT	41		41
EXECUTIVE OFFICE	14		14
FINANCIAL & ACCOUNTING	30		30
HUMAN RESOURCES	15	6	21
INTERNAL AUDIT	11		11
INVESTMENT	45		45
LEGAL SERVICES	28	1	29
MEMBER SERVICES	79		79
QUALITY ASSURANCE	19		19
SYSTEMS	56	6	62
TOTAL	474	19	493



Organizational Changes

Administrative Services

- Restructured for success and succession
- Better supports ASD staff and customers

Investments Division

- Reorganized around asset strategies
- Fosters self-reliance and deep knowledge

Secretarial Series Reclassification

- Reflected in each division organizational chart
- Properly aligns duties with title and pay



Services & Supplies

Summary of Changes

Insurance premium increases & brokerage fees - \$260,000

Rent for LACERA headquarters - \$275,000

Disability related medical services - \$485,000

Strategic planning - \$321,000

Information Security software subscriptions \$95,000

HR outside recruitment and testing services \$290,000

Outside legal counsel - \$450,000

RHC & OPEB BUDGETS

Fiscal Year 2022-2023 Retiree Healthcare Program Budget Overview

	FY 2021-2022 ADOPTED BUDGET	FY 2022-2023 PRELIMINARY BUDGET	VARIANCE	% CHANGE
Salaries & Employee Benefits	\$ 5,272,936	\$ 5,172,923	\$ (100,013)	-1.9%
Services & Supplies	\$ 6,118,192	\$ 6,140,699	\$ 22,507	0.4%
OPERATING BUDGET	\$ 11,391,128	\$ 11,313,623	\$ (77,505)	-0.7%



2021-2022 RHC Budget to Projected Actual

	FY 2022-23 Preliminary Budget	FY 2021-2022 Adopted Budget	FY 2021-2022 Projected Actual	2021-22 Projected to Actual (UNDER)/OVER
Salaries & Employee Benefits	\$ 5,172,923	\$ 5,272,936	\$ 4,379,900	\$ (893,036)
Services & Supplies	\$ 6,140,699	\$ 6,118,192	\$ 6,094,792	\$ (23,400)
Total RHC Operating Budget	\$ 11,313,623	\$ 11,391,128	\$ 10,474,692	\$ (916,436)

Fiscal Year 2022-2023

Other Post Employment Benefits Summary

OPEB	FY 2021-2022 ADOPTED BUDGET	FY 2022-2023 PRELIMINARY BUDGET	VARIANCE	% CHANGE
Salaries & Employee Benefits	\$ 481,543	\$ 495,700	\$ 14,157	2.9%
Services & Supplies	\$ 190,304	\$ 187,449	\$ (2,855)	-1.5%
OPEB OPERATING BUDGET	\$ 671,847	\$ 683,150	\$ 11,303	1.7%



2021-2022 OPEB Budget to Projected Actual

	FY 2022-2023 Preliminary	FY 2021-2022 Adopted Budget	FY 2021-2022 Projected Actual	FY 2021-22 Projected to Actual (UNDER)/OVER
Salaries & Employee Benefits	\$ 481,543	\$ 495,700	\$ 465,958	\$ (29,742)
Services & Supplies	\$ 190,304	\$ 187,449	\$ 176,203	\$ (11,247)
Total OPEB Budget	\$ 671,848	\$ 683,149	\$ 642,161	\$ (40,988)

THANK YOU!



QUESTIONS?



EXECUTIVE SUMMARY

Budget Highlights

Fiscal Year 2022-2023

EXECUTIVE SUMMARY

The preliminary Administrative Budget for fiscal year 2022-2023 represents the fiscal plan for achieving our administrative and operational objectives of: continuing to simplify and improve LACERA's business practices by implementing modern technology; assessing and updating our existing policies and procedures; identifying and reducing enterprise-wide risk; and investing in our workforce. While it is a best practice for organizations to develop their budget in tandem with their strategic plan as companion documents, LACERA's strategic planning efforts is underway but will not coincide with the budget process this year. Regardless, the FY 2022-2023 preliminary Administrative Budget is aligned with LACERA's well-established priorities. Specifically, the preliminary budget provides the resources to enable LACERA to:

- Develop and begin implementing our next strategic plan in a manner that engages staff, trustees, and members, and creates agency at all levels of the organization toward our collective success.
- Continue to identify and implement modern technology tools that enable staff to more efficiently and effectively fulfill our mission and provide a better member experience.
- Implement a robust hiring plan to attract and onboard highly qualified staff to minimize vacancies and support existing staff.
- Prepare for succession by engaging staff and investing in their professional development.
- Minimize risk and improve resiliency in all aspects of the organization.

Strategic Planning

LACERA has launched its next strategic planning process by engaging a consultant to help the Trustees engage the executive management team, staff at all levels, members, and plan sponsors in the development of our strategic goals and priorities and to help us create an action plan to communicate and execute the strategic vision of the Trustees' plan. We want to ensure we fully understand our stakeholders' needs and create a sense of agency among our staff and trustees toward the future success of LACERA. The preliminary Administrative Budget includes Executive Office funding for the consultant (\$315,000) as well as \$80,000 for any high-priority improvement projects identified for immediate implementation during FY 2022-2023.

Leveraging Technology to Modernize Operations

Over the past two years, LACERA has invested heavily in technology to simplify many of our processes, reduce operational risk, and improve our member and staff experience through use of modern tools. While much progress has been made, much more investment is necessary. We have included a summary of our current and planned technology projects with proposed funding levels. (See table on page 4 for details on technology modernization projects.)

The most significant project for FY 2022-2023 is our Case Management System implementation. We propose that this project be implemented in phases, with the goal of streamlining and simplifying manual and error-prone processes to assist staff in more efficiently and effectively serving our members. The first three processes we hope to fold into the new case management system are first payments, disability retirement and disability litigation. Staff have been engaged in an extensive vendor selection process and are excited to begin implementation once approved by the Board of Retirement (BOR). The preliminary budget includes funding for the software implementation and consultant services, as well as overtime for subject matter experts to dedicate toward implementation, beta testing, and future planning.

Hiring and Succession Planning Efforts

The key to every successful organization is its people. LACERA has been fortunate to have had a very stable workforce throughout its history. However, even before the COVID-19 pandemic, LACERA began to experience vacancy rates above 10 percent due to its aging workforce. This was exacerbated by a temporary halt in hiring in the first several months of the pandemic. The demographic shift has similarly hit the County of Los Angeles, and we have transitioned more of our members from active to retired status, increasing our workload.

The national “great resignation” in all sectors and changing norms in private sector hiring practices have made it even more challenging for public-sector organizations like LACERA that follow rigid civil service rules to compete for talent. Almost all divisions have experienced resource constraints due to high vacancy levels in the past two years, which in turn has put more pressure on existing staff to address the increasing workload.

LACERA is working on becoming more nimble and strategic in its our hiring plans within the confines of merit-based civil service practices. We have developed an ambitious hiring plan that prioritizes the examination process by classification and leverages outside resources where feasible. Unfortunately, it is clear that the existing resources within the Human Resources (HR) Talent Acquisition and Management Unit are insufficient to address the backlog. In fact, despite the tremendous growth of LACERA staff over the past 10 years, the number of HR staff has not increased. This FY 2022-2023 preliminary Administrative Budget includes six new staff for HR to implement our hiring plan.

While we focus on adding to our workforce, we must also plan better for succession. This includes engaging staff, identifying risks in each division, and investing in employee development through training, professional memberships, coaching, and formal and informal mentorship.

Our overarching goal is to make LACERA the employer of choice, offering a superior workplace culture that values and encourages diversity, actively implements equity and inclusion in our

policies and practices, values our employees' ideas, pays fair wages, and supports our staff by giving them the tools and resources necessary to be successful.

Minimizing Risk and Improving Resiliency

LACERA's long-term success relies on thoughtful preparation and planning for both what *could* happen and likely *will* happen in the future. Our members expect and need us to be there for them throughout their lifetimes.

Over the past two years, LACERA has made significant investments toward this objective, particularly with our investment in technology and focus on information security hardening and business continuity planning. This investment continues in the preliminary Administrative Budget for FY 2022-2023. Our investments to evolve LACERA — whether it be by implementing modern technology, reducing error-prone processes, hardening our data, or readying our people to grow into leadership positions via succession planning — are critical to ensure LACERA is well-positioned to thrive in the future.

Summary of Technology Modernization Projects for FY 2022-2023

Project Title	Description	Benefit/Goal	FY 2022-2023 Budget	Phase	Estimated Completion Date
Member Case Management System - Phase I	All LACERA's member facing divisions are asking for Case Management for their complex processes to improve operational efficiency. Phase I includes the First Payment Process, Disability Application Process, and the Disability Litigation Process.	The goal is to track and manage cases coming from Workspace Pension Administration System. The benefits are more efficient processing, greater automation, and improved member satisfaction.	\$660,000	Phase I of V	06/30/23
Policy and Knowledgebase Solution - Phases I and II	LACERA seeks to purchase or build a repository and automated workflow solution for policies, standards, procedures, and operating instructions at LACERA. We currently maintain this critical enterprise content in multiple formats and on disparate systems. Phase I is the selection and implementation of a centralized repository and workflow for the development, review, and publication of policies, standards, and procedures. Phase II is the incorporation of business rules, operating instructions, and a knowledgebase.	The goals are a centralized repository and workflow for policies, standards, procedures, and operating instructions. The benefits are consistent and transparent development, review, and publication of policies and business rules as well as quicker and more consistent adoption of new policies and business rules. This new system will also allow us to retire older disparate systems: the Benefits WIKI, KBase, MSOI and Benefits Index.	\$300,000	Phase I and II of II	06/30/23
Telecommunications Upgrade and Hosted Contact Center	LACERA seeks to acquire a world-class Member Service Contact Center solution that integrates with our existing Microsoft suite of products, Case Management Application, and our Pension Administration System.	The goal is to modernize LACERA's existing telecommunications infrastructure. The benefits are more automation and greater member satisfaction.	\$250,000	Phase I of I	06/30/23
IT Equipment Upgrade	LACERA seeks to upgrade all staff with laptops and dual monitors as needed to improve mobility and productivity.	The goal is to replace end of life workstations with laptops and provide dual monitors to all LACERA's workforce as needed. The benefits are enhanced mobile and teleworking capabilities, a reduction in hardware, and increased user productivity.	\$210,000	Phase II of II	06/30/23
Cloud Migration	As part of LACERA's IT Modernization effort, the Systems Division is moving our enterprise systems to publicly hosted platforms. The systems that are targeted for migration in Fiscal Year 2022-23 are Workspace, My LACERA, and our enterprise reporting services.	The goal is to migrate mission critical systems to hosted platforms. The benefits are decreased dependency on the data center in Pasadena and an improved disaster recovery solution that decreases both downtime and data loss.	\$200,000	Phase II of II	06/30/23
Budget Systems Modernization Phase II	LACERA's current budget process is a tedious, manual process based on excel spreadsheets. This project is to implement an automated budget solution. Phase I included the selection of a consultant to guide LACERA through the select and procurement of an automated budget solution. Phase II includes the implementation of the selected solution.	The goal is to automate and streamline LACERA's budget process. The benefit is the reduction in time spent preparing annual budgets and mid-year adjustments as well as the ability to tie budget expenses to LACERA's strategic goals.	\$150,000	Phase II of II	09/30/22
Board Management Solution	LACERA seeks to implement PrimeGov for the management of both Boards and all Committee meetings, including agenda management, livestreaming, recordings, online archives, and a public interface solution, with an indefinite retention period for archiving the audio and visual recordings.	The goal is to transition from BoardVantage to PrimeGov from Board Management. The benefits include a more modern solution for agenda management that includes livestreaming, recordings, and online archives that can be integrated with lacera.com.	\$100,000	Phase I of I	09/30/22
Human Resources Digitization Project	LACERA seeks to create an electronic Human Resource file to securely store personnel, payroll, medial, and classification files.	The goal is to digitize Human Resources' personnel files. The benefits include more secure and permanent storage for essential personnel files and the greater opportunities for automation for Human Resources processes.	\$50,000	Phase I of I	06/30/23



MISSION STATEMENT

We Produce, Protect, and Provide the Promised Benefits



LACERA exists to:

- **Produce** the highest quality of service for our members and sponsors;
- **Protect** the promised benefits through prudent investment and conservation of plan assets;
- **Provide** the promised benefits.

What is the purpose of a corporate Mission Statement?

It explains why we are in business; it's the corporate mandate - in as few words as possible. The Mission Statement should be brief so every employee can remember it. New LACERA employees will receive the Mission Statement and immediately understand why we exist.

How does the Mission Statement differ from our corporate objectives?

Our objectives state how we will achieve our Mission. Our Objectives list our priorities - some are long-term and some short-term. Each Objective is well defined and includes the steps (goals) we must take to accomplish it. Our Objectives define how we conduct our business.

Our Vision and Values Statements Are Our Guiding Principles.

Our Vision is our pledge to be the premier retirement association through Excellence in retirement law; Commitment to teamwork; Trust to safeguard assets; and Service to members that is courteous, professional, and 100 percent accurate.

Our Values guide our personal behaviors - Professionalism, Respect, Open Communications, Fairness, Integrity, and Teamwork. We will reach our Vision through our shared Values.



LACERA VISION

Excellence—Our members deserve the best.

Therefore, we choose to be the best. We choose excellence through innovation. We choose to become unparalleled experts in retirement law, pension administration, and benefit solutions. We choose to be preeminent masters of portfolio management.

Commitment—We are the best.

We will work together to provide the best service. We will continually strengthen our commitment to effective teamwork by contributing our individual strengths, learning new methods and skills, and anticipating the demands of the future.

Trust—Our members place trust in LACERA.

Everyday, we will earn this trust by placing their interest first, by giving them easy-to-understand answers, by solving their problems quickly, and by safeguarding and maximizing their investment assets.

Service—Our members deserve the best.

We pledge to improve our member service until 100 percent of our members making inquiries receive courteous, professional, accurate answers with just one call. We have the ability to achieve this if each one of us reaches deep into our strengths and lends a hand. Our strengths are individual; collectively they are unstoppable.



Because members deserve the best,
LACERA will be the best.

LACERA VALUES

Professionalism

We take the initiative to develop our skills to get the job done. We are accountable for providing quality service to our members that is efficient and accurate.

Respect

Our members and coworkers deserve to be treated with courtesy, patience, and empathy. When we listen to and support each other, we create a nurturing work environment that promotes fairness and trust.

Open Communications

Our frank and straightforward expression of ideas fosters a common understanding of purpose — quality service to our members. We create a healthy work environment by sharing information, listening to each others' ideas, and giving constructive feedback.

Fairness

Our employees are entitled to a clear explanation of performance expectations. Performance evaluations are timely, honest, and impartial; personal improvement plans are reasonable and constructive; and we provide opportunities for professional development and promotion.

Integrity

We inspire confidence by our high standards for member services and sound investment practices. We are reliable, ethical, and honest. Loyalty to LACERA means loyalty to members. Integrity guides all of our work relationships.

Teamwork

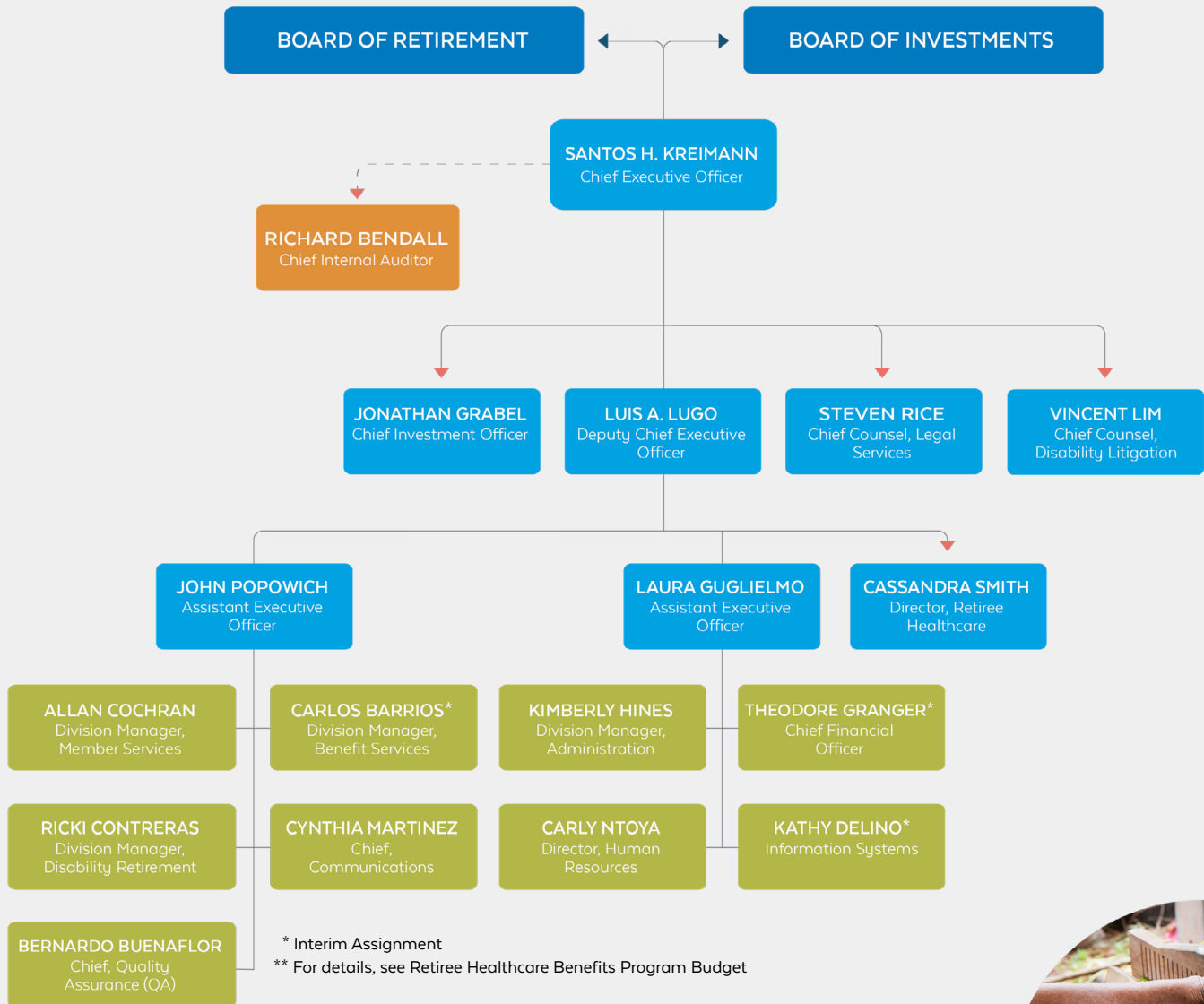
We are committed to teamwork and we openly share information and ideas. Working together to reach common goals is the essence of success.



Achieving our MISSION through
shared VALUES and a collective VISION.

Org Chart

Fiscal Year 2022-2023



BUDGET POLICIES

The LACERA Budget is an annual financial plan with the purpose of promoting the long-term economic sustainability and responsible resource allocation to meet LACERA's mission to produce, protect, and provide the promised benefits for our members and beneficiaries.

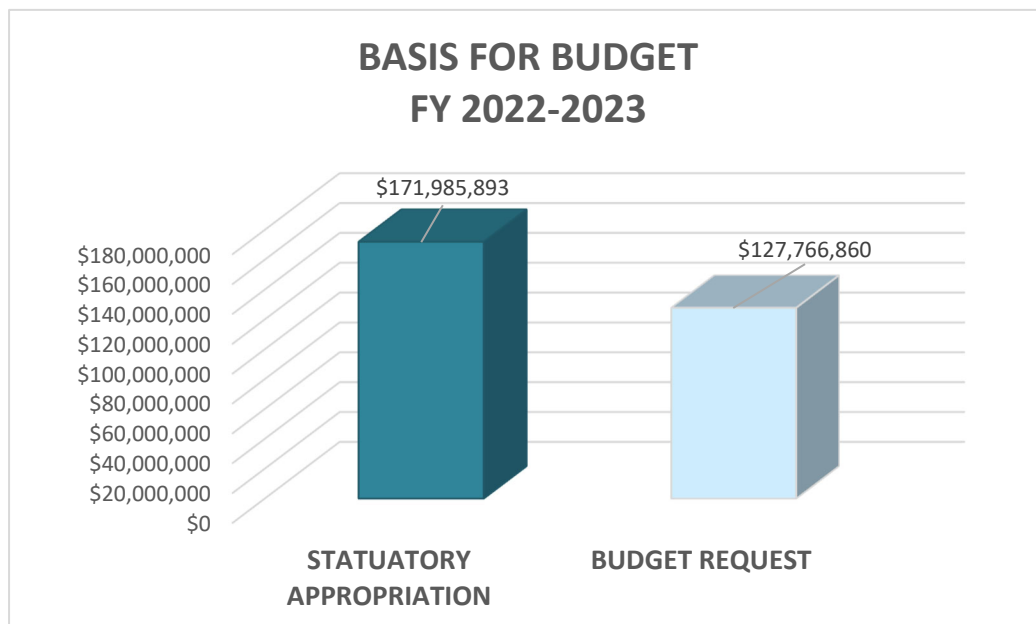
The budget is made up of three funds: the Administrative Fund, the Retiree Healthcare Fund, and the Other Post-Employment Benefits (OPEB) Trust Fund.

The annual budget aligns with LACERA's fiscal year (FY), the 12-month period from July 1 to June 30.

Legal Requirement

Government Code 31580.2 of the County Employees Retirement Law (1937 Act) requires the annual adoption of a budget covering the entire expense of administration of the retirement system. The code requires that the expenses be charged against the earnings of the retirement fund and that the expenses may not exceed 21 basis points (0.21 percent) of the accrued actuarial liability of the retirement system. Although expenses for computer software, hardware, and computer technology consulting services are included in the Administrative Budget, such costs are not subject to the budget limit. Additionally, Government Code Section 31596.1 provides that the following expenses shall not be considered as costs of administering the system: investing its moneys, securing custodial bank services, securing actuarial services, and securing attorney services. As such, these costs are not included in the Administrative Budget.

Per the 1937 Act, LACERA's statutory appropriation for FY 2022–2023 is \$171,985,893. The proposed budget for FY 2022–2023 totals \$127,766,860, \$44,219,033 below the statutory appropriation limit.



JOGC Oversight

In addition to the statutory codes, the budget is also guided by LACERA's Joint Organization Governance Committee (JOGC), which provides oversight during the annual budget development cycle. The process consists of staff developing a preliminary budget plan that considers and supports the approved strategic objectives and general operating needs. The preliminary budget is presented to the JOGC for review. Recommendations by the JOGC are presented to the Board of Retirement and Board of Investment ("the Boards") during the budget hearings. Staff incorporates changes agreed upon in the budget hearings and brings the recommended budget to the Board of Retirement and the Board of Investment for review and independent adoption before June 30.

Budgetary Control and Financial Forecasting: Proposed Policy Change

LACERA has a responsibility to maintain a fiscally sustainable budget that aligns our Strategic Plan objectives and goals with the itemized resources and organization required to fulfill our mission, vision, and values. This financial plan is developed by staff and management and is approved by the Boards. After the budget is developed and approved, staff and management have a responsibility to monitor and forecast expenditures to ensure resources are being used as intended to meet LACERA's needs. Historically, LACERA has lacked timely financial data and reporting tools, which has limited management's ability to share timely reporting information with the Boards. With the development of a new budget system in FY 2022–2023, management expects to meet these obligations more efficiently and effectively and will be able to provide such status updates to the Boards on a more regular basis.

While the annual budget process is designed to develop the 12-month budget or financial plan for approval prior to the start of the fiscal year, there should always be a mid-year review of that plan to ensure the enterprise is on track. By establishing a mid-year budget review process, the Boards can address any enterprise critical, unforeseen, and emergency resources not included in the current fiscal year budget. The mid-year budget review shall be presented to the JOGC for information or action if required.

Proposed Policy Change

Historically, LACERA considered the difference in the statutory appropriation limit and the approved budget to be its "contingency fund" that could be available for unanticipated expenditures that may occur during the year. LACERA management recommends ending this practice as it confuses the unallocated balance of the statutory appropriation limit with a reasonable amount of funding required to address unanticipated needs that may arise. Instead, it is recommended that the surplus be referred to as the "Unallocated Surplus Appropriation Balance."

Should it be determined that additional funds are needed to address a significant problem, the Boards may amend their Adopted Budget at any point during the year and increase the appropriation, so long as the total appropriation does not exceed the statutory limit.

Additionally, it is recommended that the CEO have the authority to transfer up to \$1 million between major fund categories (e.g., between Salaries and Employee Benefits and Services and Supplies) or between accounts within a major fund category (e.g., between postage and insurance within Services and Supplies) to address operational needs in a timely manner. Any such changes would be communicated to the Boards as part of the regular budget control reporting. The CEO could not increase total appropriations or add position authority without the approval of the Boards. The current policy, which has not been revised since 2009, requires changes between major accounts to be approved by both Boards, which could inhibit his ability to promptly address operational requirements of the organization. An updated Budget Policy is being provided to the JOGC and the Boards as a companion action to this Proposed Budget.

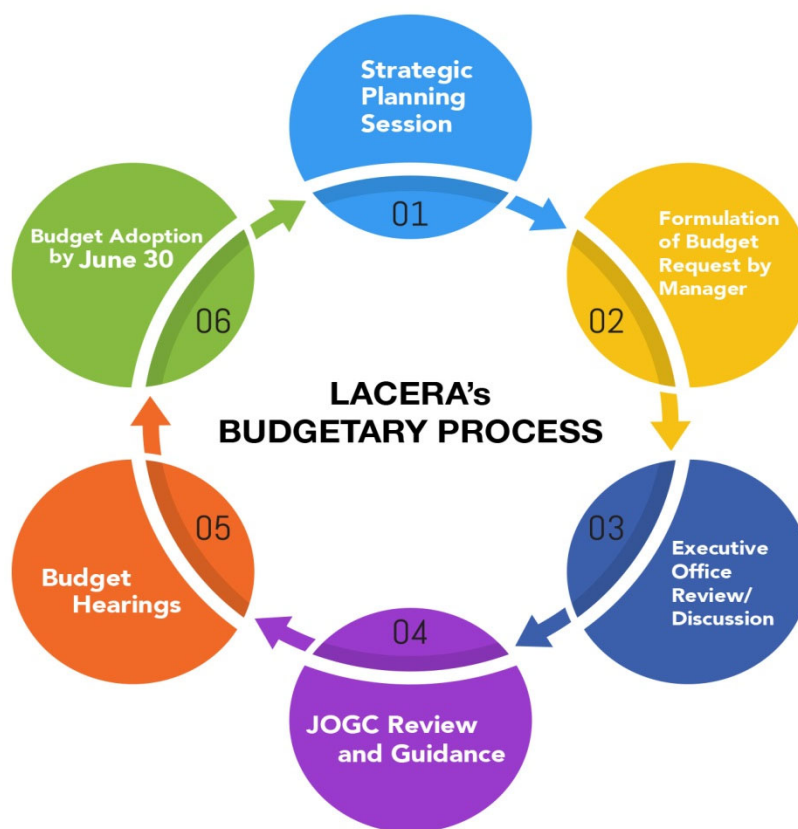
Retiree Healthcare Benefits Program

Our Retiree Healthcare Benefits Program provides healthcare benefits to our membership on behalf the plan sponsor. The insurance premiums are borne solely by the participants of the plan, or the plan sponsor if the participant is eligible for such benefits. LACERA trust funds are not used for premium payments. The direct costs and variable overhead costs associated with the administration of the Retiree Healthcare Benefits Program are fully included with the monthly premium payments and, as such, are not included in the Administrative Budget.

Non-Administrative Expenses

As provided in Government Code Section 31596.1, the expenses of investing its moneys, securing custodial bank services, actuarial services, and attorney services shall not be considered a cost of administering the system. As such, investment expenses are not included in the Administrative Budget, but are illustrated as part of the Non-Administrative Expenses section of the budget.

BUDGET PROCESS



LACERA's budget process includes six major stages as depicted in the diagram above. The budget process typically begins in October of each year and coincides with the strategic planning discussion, which is generally held offsite by the management team to engage in team-building exercises and begin discussion about organizational priorities and strategic direction consistent with the Boards vision.

From October to November, the management team begins to formulate their budget requests. Throughout the month of December, the budget team meets with the managers to gather information about their needs. This discussion helps the budget team, and their partners begin preparing spending plans to support the divisional and management requests.

The budget process normally parallels the strategic planning process. Ideally, the strategic planning process is also linked to the budget process to ensure the organization allocates the proper resources to support the plan to fruition. Although LACERA has a legacy strategic plan for FY 2018–2020, development of a new strategic plan has been delayed due to changes in executive leadership, responding to the COVID-19 pandemic, and the decision to engage a strategic planning consultant. As a result, executive management developed this proposed FY 2022–2023 budget with a

strategic vision to continue simplifying and improving LACERA's operations using technology, processes, and people, consistent with the Chief Executive Officer's 100-Day Report and objectives provided in the Board approved 2018-2020 Strategic Plan.

During the month of January, the management team meets with the Executive Office to present their proposed budgets. During this process, the Executive Office weighs the requests against the organizational goals and the strategic plan as well as ancillary support requirements. These discussions help refine the requests and balance competing needs throughout the organization. At the end of this process, the Executive Office and the management team agree upon their divisional requests and the Budget Unit begins to assemble the budget.

The fourth and fifth stages include presenting the preliminary budget to the JOGC for review and guidance then presenting the proposed budget at the budget hearing for review and discussion with the Boards and the public.

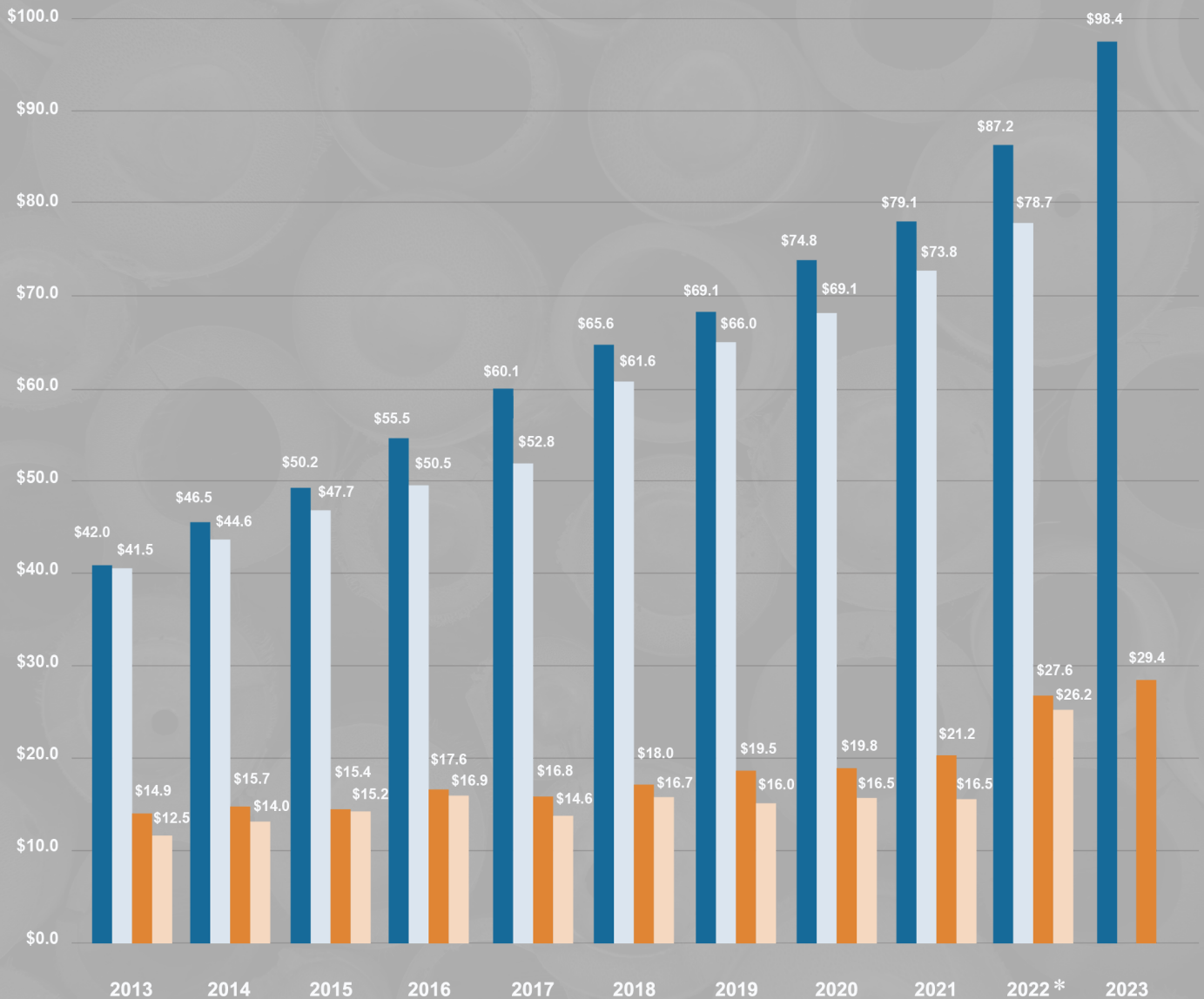
Lastly, the proposed budget is submitted for approval at the meetings of each Board in June.

HISTORY: BUDGET EXPENDITURES

Salaries and Employee Benefits & Services and Supplies

2013-2023

(\$ in Millions)



* The Actual Expenditures for the budget year ending 2022 are projected based on YTD figures through 01/31/2022.

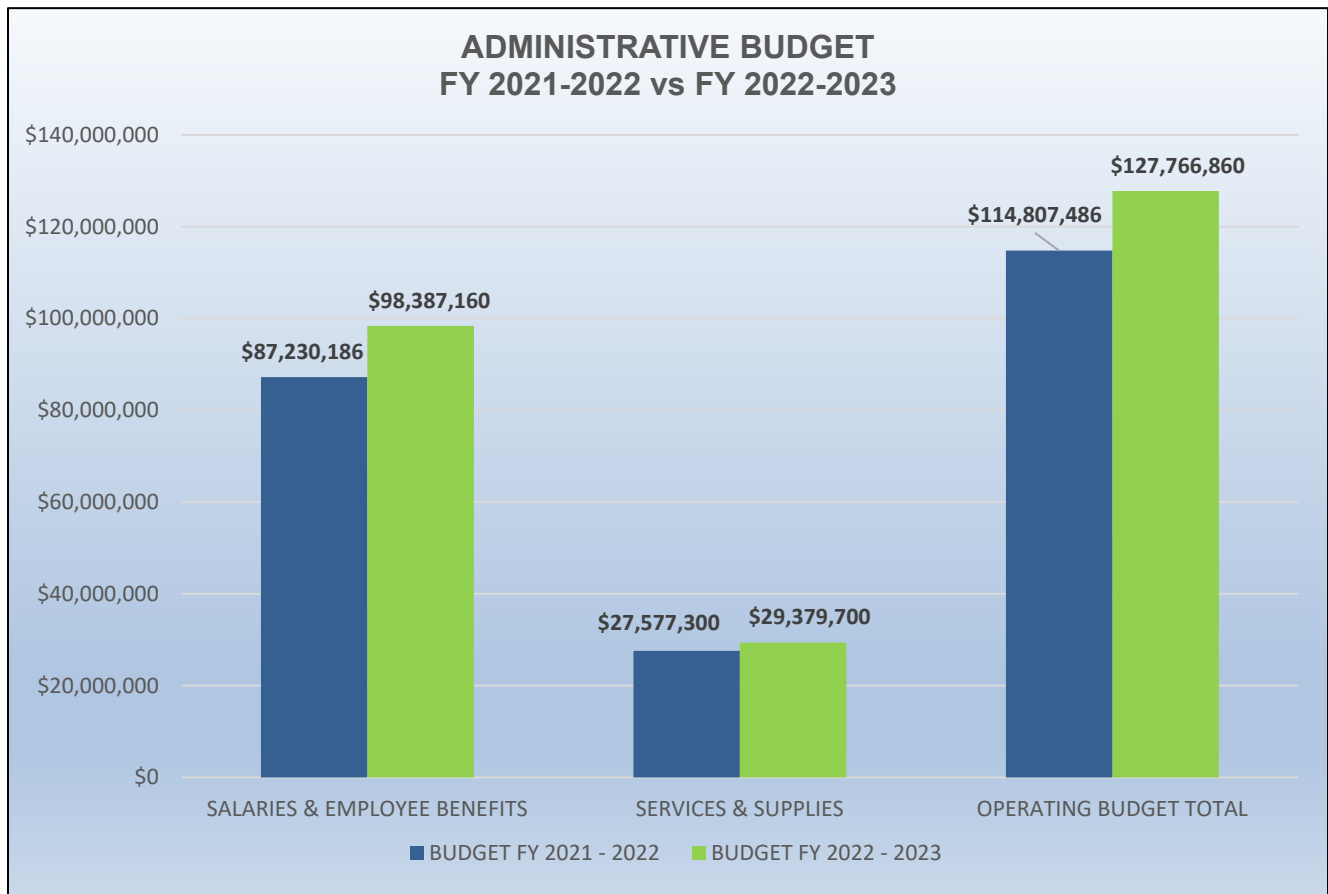
- Salaries and Employee Benefits Approved Budget
- Salaries and Employee Benefits Actual Expenditures
- Services and Supplies Approved Budget
- Services and Supplies Actual Expenditures

BUDGET REQUEST SUMMARY

Overview

The Administrative Budget consists of two components: Salaries and Employee Benefits (S&EB) and Services and Supplies (S&S). The proposed Administrative Budget request for FY 2022-2023 is \$127,766,860. This represents a 11.3 percent increase from the prior year budget.

ADMINISTRATIVE BUDGET	BUDGET FY 2021–2022	BUDGET FY 2022–2023	VARIANCE	% CHANGE
SALARIES & EMPLOYEE BENEFITS	\$87,230,186	\$98,387,160	\$11,156,974	12.8%
SERVICES & SUPPLIES	\$27,577,300	\$29,379,700	\$1,802,400	6.5%
OPERATING BUDGET TOTAL	\$114,807,486	\$127,766,860	\$12,959,374	11.3%



The chart below displays the total budgeted costs per division in comparison to the prior year.

DIVISION	BUDGET REQUEST FY 2021–2022	BUDGET REQUEST FY 2022–2023	VARIANCE	% CHANGE
Administrative Services	\$13,932,137	\$15,071,615	\$1,139,478	8.2%
Benefits	11,103,844	12,019,386	915,542	8.2%
Board of Retirement	214,000	236,500	22,500	10.5%
Board of Investments	436,000	458,000	22,000	5.0%
Communications	3,295,291	3,219,975	(75,316)	-2.3%
Disability Litigation	2,193,630	2,407,817	214,187	9.8%
Disability Retirement	9,897,398	10,939,793	1,042,395	10.5%
Executive Office	3,562,946	5,451,099	1,888,153	53.0%
Financial & Accounting Services	4,340,488	5,120,014	779,526	18.0%
Human Resources	4,695,603	6,029,537	1,333,934	28.4%
Internal Audit	3,154,313	3,307,122	152,809	4.8%
Investment Office	16,458,019	18,239,154	1,781,135	10.8%
Legal Services	7,748,024	9,359,650	1,611,626	20.8%
Member Services	10,027,130	10,622,731	595,601	5.9%
Quality Assurance	3,195,316	3,443,785	248,469	7.8%
Systems	20,553,351	21,840,682	1,287,331	6.3%
TOTAL	\$114,807,486	\$127,766,860	\$12,959,374	11.3%

For additional details see the divisional tabs.

Salaries and Employee Benefits (S&EB)

Salaries and Employee Benefits (S&EB) costs consist of the ongoing personnel costs for the organization. These costs include salaries, variable benefits (e.g., retirement costs, 457(b) and 401(k) plan costs, etc.), agency temporary staff, overtime, OPEB contributions, and other benefit costs.

S&EB CATEGORY	BUDGET REQUEST FY 2021–2022	BUDGET REQUEST FY 2022–2023	VARIANCE	% CHANGE
<u>SALARIES & OTHER PAYS</u>				
Permanent/County Temporary	\$49,380,393	\$52,924,020	\$3,543,627	7.2%
Agency Temporary	4,001,700	5,908,400	1,906,700	47.6%
LACERA Intern Program	312,000	288,000	(24,000)	-7.7%
Stipends	65,000	65,000	0	0.0%
Overtime	888,900	1,088,800	199,900	22.5%
Bilingual Bonus	21,600	22,800	1,200	5.6%
Transportation Allowance	14,400	7,200	(7,200)	0.0%
Rideshare Allowance	70,300	70,300	0	0.0%
Sick Leave Buyback	68,800	68,800	0	0.0%
TOTAL SALARIES & OTHER PAYS	\$54,823,093	\$60,443,320	\$5,620,227	10.3%
<u>VARIABLE BENEFITS</u>				
Retirement	10,558,179	12,520,797	1,962,618	18.6%
FICA Contribution	866,851	937,475	70,624	8.1%
County Subsidy: Insurance	2,853,102	3,686,450	833,348	29.2%
Options Plan	4,422,034	4,888,781	466,747	10.6%
Life Insurance	18,182	22,772	4,590	25.2%
Health Insurance Temps	219,772	325,317	105,545	48.0%
Flexible Benefit Plan	16,178	22,263	6,085	37.6%
Thrift Plan/Horizons	1,682,186	2,144,074	461,888	27.5%
Savings Plan	1,225,790	1,625,730	399,940	32.6%
Pension Savings Plan	37,462	36,645	(817)	-2.2%
Megaflex	5,995,931	6,613,389	617,458	10.3%
TOTAL VARIABLE BENEFITS	\$27,895,666	\$32,823,693	\$4,928,027	17.7%
OPEB CONTRIBUTION	\$1,485,427	\$1,775,147	\$289,720	19.5%
OTHER BENEFITS	\$3,026,000	\$3,345,000	\$319,000	10.5%
TOTAL EMPLOYEE BENEFITS	\$32,407,093	\$37,943,840	\$5,536,747	17.1%
TOTAL SALARIES & EMPLOYEE BENEFITS	\$87,230,186	\$98,387,160	\$11,156,974	12.8%

Assumptions

The following assumptions were used in developing the S&EB portion of the budgets:

- Salaries are budgeted based on projected yearly costs by position.
- Vacant positions are budgeted at the first step and salary savings are calculated by reducing the salary cost by the number of months it takes to hire against the position. We estimate the vacancy at six months unless otherwise specified.
- Salary increases negotiated through a Memorandum of Understanding (MOU) are included in the budget request. Negotiations have been conducted and approved by LACERA's Boards; however, they are still pending the Board of Supervisors' approval. Once the salary schedules are modified and the increases are approved by the Board of Supervisors, they will most likely be effective in FY 2022-2023. The proposed salary increases are based on general salary movements of 4 percent for 2022 and 3 percent for 2023 per the approved MOU.

Increased Costs

The \$11.2 million increase in S&EB includes funds for additional staffing as well as certain non-discretionary costs, as detailed below.

Hiring Plan Changes

During the budget development process, we calculate a salary savings for the number of months that a position will be vacant during the fiscal year. In FY 2021-2022, hiring plans were delayed and timelines were shifted due to the pandemic. At the mid-year FY 2021-2022 budget, vacancy estimates were reassessed. Based on that examination, it was determined that positions would remain vacant for several months longer than originally planned and we would retain temporary staff for a longer period. To account for this, we reduced Permanent Salaries and Variable Benefits by \$2.1 million and increased agency-temporary staff salaries by \$0.9 million.

For FY 2022-2023 we have developed a robust hiring plan that includes getting non-ordinance positions processed with the Board of Supervisors and filling vacant positions throughout the organization. The Proposed Budget reflects an increase of \$8.7 million attributed to fully funding vacant positions filled or projected to be filled in FY 2022-2023. These previously vacant positions were either unfunded or partially funded in FY 2021-2022, but will require full year funding in FY 2022-2023.

Other cost increases are attributed to the following:

Performance/Merit Increases

Management Appraisal and Performance Plan (MAPP) Tier I and Tier II employees may be entitled to salary increases based on their performance ratings. The increase ranges from 0 to 5 percent depending on the staff performance rating. The increase is estimated to be \$415,000.

Salary Step Increases

Staff that are not at the top of their designated salary range are entitled to a salary step increase. These increases are budgeted at 5.5 percent. The total cost is estimated to be \$337,000.

Additional Staff

Staffing changes as outlined below include a net increase of 19 permanent positions (24 new and five deleted positions). Deleted positions are unfunded, but are not removed from LACERA's Ordinance. The total S&EB budget impact for these positions is estimated at \$1.5 million, approximately \$1.0 million for salaries and \$0.5 million for variable benefits.

DIVISION	NUMBER	POSTION TITLE	FULL- YEAR SALARY	BUDGETED SALARY *	VARIABLE BENEFITS	BUDGET IMPACT
Administrative Services	2.0	Administrative Services Analyst II	\$127,368	\$63,684	\$35,026	\$98,710
	1.0	DPC Coordinator	\$48,437	\$24,219	\$13,320	\$37,539
	2.0	Intermediate Typist Clerk	\$78,140	\$0	\$0	\$0
Benefits Division	1.0	Senior Typist Clerk	\$42,981	\$21,490	\$11,820	\$33,310
Financial & Accounting Services	1.0	Accountant	\$62,592	\$46,944	\$25,819	\$72,763
	(1.0)	Accounting Technician	(\$49,643)	\$0	\$0	\$0
Human Resources	2.0	Senior Human Resources Analyst	\$163,362	\$122,521	\$67,387	\$189,908
	4.0	Human Resources Analyst	\$293,145	\$219,858	\$120,922	\$340,781
Legal Services	1.0	Senior Staff Counsel	\$169,179	\$169,179	\$93,048	\$262,227
Systems Division	3.0	Information Technology Manager II	\$380,043	\$63,341	\$34,837	\$98,178
	1.0	Information Technology Specialist II	\$143,306	\$71,653	\$39,409	\$111,062
	2.0	Information Technology Specialist I	\$249,046	\$124,523	\$68,488	\$193,011
	1.0	Data Systems Coordinator	\$102,475	\$51,237	\$28,181	\$79,418
	3.0	Data Systems Analyst II	\$263,864	\$0	\$0	\$0
	(1.0)	Information Systems Manager	(\$146,396)	\$0	\$0	\$0
	(3.0)	Asst. Information Systems Manager	(\$126,681)	\$0	\$0	\$0
Total	19.0		\$1,801,216	\$978,649	\$538,257	\$1,516,906

* Based on Human Resources Recruitment Calendar

Intern Program

The LACERA Intern Program is a component of LACERA's Administrative Equity Initiative and is advertised at colleges, including community colleges, throughout the nation. Our Intern Program has proven to be successful, as two of the previous interns that graduated from Columbia University and the University of California, Los Angeles were later hired as permanent LACERA staff. The FY 2022-2023 budget includes funding for 12 interns to support Administrative Services, Communications, Human Resources, Internal Audit,

Investments, Legal Services, and Systems. The total cost for interns is estimated at \$288,000 and represents a \$24,000 decrease from the prior year budget amount of \$312,000.

Total Budgeted Positions

Based on the proposal of a net increase of 19 permanent positions, LACERA's total budgeted positions count will be 493.

DIVISION	BUDGETED POSITIONS FY 2021–2022	CHANGE	BUDGETED POSITIONS FY 2022–2023
ADMINISTRATIVE SERVICES	37	5	42
BENEFITS	78	1	79
COMMUNICATIONS	14		14
DISABILITY LITIGATION	7		7
DISABILITY RETIREMENT	41		41
EXECUTIVE OFFICE	14		14
FINANCIAL & ACCOUNTING	30		30
HUMAN RESOURCES	15	6	21
INTERNAL AUDIT	11		11
INVESTMENT	45		45
LEGAL SERVICES	28	1	29
MEMBER SERVICES	79		79
QUALITY ASSURANCE	19		19
SYSTEMS	56	6	62
TOTAL	474	19	493

Vacancy Information

Each year as part of the budgeting process, the management team reviews the current workload to forecast the number of staff needed to fulfill LACERA's mission to produce, protect, and provide the promised benefits. One of the results of the process is a staffing plan that is presented to the executive team as part of each division's budget proposal.

Once the executive and managements teams have agreed on a plan, the staffing requests are included in the budget proposal presented to the Boards. The vacant position chart below shows that there are 95 vacant positions as of March 31, 2022. The proposed budget will add 19 positions. This will increase the expected number of vacant positions to 114 by July 1, 2022 (this number will change – increase or decrease – based on new hires or separations that occur before or after June 30, 2022).

Executive Management recognizes the critical importance of rebuilding our staffing levels and made the development of a comprehensive and transparent hiring plan one of our top priorities for FY 2021-2022. That plan has been developed and we are in the process of assessing opportunities to streamline our processes within the confines of a civil

service system, and documenting those new procedures in a manual for recruiters and one for hiring managers.

Vacant Positions Summary

DIVISION	BUDGETED POSITIONS FY 2021–2022	VACANCY (AS OF 03/31/22)	%	PROPOSED BUDGETED POSITIONS FY 2022–2023*	VACANCY	%
Administrative Services	37	11	30%	42	16	38%
Benefits	78	0	0%	79	1	1%
Communications	14	4	29%	14	4	29%
Disability Litigation	7	0	0%	7	0	0%
Disability Retirement Services	41	2	5%	41	2	5%
Executive	14	6	43%	14	6	43%
Financial & Accounting Services	30	12	40%	30	12	40%
Human Resources	15	3	20%	21	9	43%
Internal Audit	11	1	9%	11	1	9%
Investments	45	11	24%	45	11	24%
Legal Services Ø	28	12	43%	29	13	45%
Member Services	79	7	9%	79	7	9%
Quality Assurance	19	5	26%	19	5	26%
Systems	56	21	38%	62	27	44%
LACERA Total	474	95	20%	493	114	23%

*Includes new requested positions.

Ø Includes three budgeted positions not yet approved by Board of Supervisors.

Services and Supplies (S&S)

The Services and Supplies (S&S) costs are reflective of the daily operational needs of the organization and are primarily based on historical expenditures adjusted for inflation. The 6.5 percent (\$1.8 million) increase in S&S costs represents a combination of increases and decreases, resulting in a total S&S budget of approximately \$29.4 million.

The following noteworthy items are included in the S&S budget:

- \$260,000 increase in insurance premiums and brokerage fees including the following:
 - \$46,600 increase in fiduciary insurance
 - \$67,000 increase in cyber liability insurance
 - \$125,000 for brokerage services fees
- \$275,000 increase in rent and operating costs due to terms of our five-year lease agreement, common area management fees and storage space
- \$485,000 increase due to the new medical fee schedule for disability panel physicians and an RFP for a new medical advisor
- \$491,000 increase in the Executive Office, which includes:
 - \$75,000 transferred from the Systems Division for an information technology security assessment
 - \$321,000 for strategic planning and improvement projects
 - \$95,000 for software subscriptions for the Information Security Office
- \$290,000 increase in recruitment and testing costs to support our robust hiring plan to fulfill divisional needs and reduce vacancies
- \$445,000 for outside legal counsel due to trends in usage (including major pending matters), while simultaneously committing to manage outside counsel assignments to contain costs

Services & Supplies Summary

SERVICES & SUPPLIES CATEGORY	BUDGET REQUEST FY 2021-2022	BUDGET REQUEST FY 2022-2023	VARIANCE	% CHANGE
Auto Expenses	\$131,200	\$133,500	\$2,300	1.8%
Communications	630,000	535,000	(95,000)	-15.1%
Transportation & Travel	604,500	605,100	600	0.1%
Postage	991,400	1,021,400	30,000	3.0%
Stationery & Forms	645,300	653,300	8,000	1.2%
Office Supplies & Equipment	746,500	845,700	99,200	13.3%
Insurance	1,114,200	1,248,900	134,700	12.1%
Equipment Maintenance	437,800	258,300	(179,500)	-41.0%
Equipment Rents & Leases	277,000	287,000	10,000	3.6%
Building Costs	7,472,400	7,211,300	(261,100)	-3.5%
Parking Fees	377,000	437,000	60,000	15.9%
Professional & Specialized Services	3,844,200	4,272,700	428,500	11.1%
Bank Services	200,500	200,500	0	0.0%
Legal Fees & Services	1,127,500	1,571,000	443,500	39.3%
Disability Fees & Services	2,665,500	3,145,300	479,800	18.0%
Computer Services & Support	4,689,100	5,018,600	329,500	7.0%
Educational Expenses	1,225,400	1,253,000	27,600	2.3%
Miscellaneous	397,800	682,100	284,300	71.5%
TOTAL	\$27,577,300	\$29,379,700	\$1,802,400	6.5%

LACERA

FISCAL YEAR 2022-2023

SALARIES AND EMPLOYEE BENEFITS
CATEGORY SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021 - 2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)		\$ CHANGE	% CHANGE
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE		
Gross Salaries	\$52,924,020	\$49,380,393	\$22,781,033	\$45,343,400	(\$4,036,993)	-8.2%	\$3,543,627	7.2%
Salary Differential	-	-	-	-	-	-	-	-
Permanent Salaries	\$52,924,020	\$49,380,393	\$22,781,033	\$45,343,400	(\$4,036,993)	-8.2%	\$3,543,627	7.2%
Outside Agency Temporary Staffing	5,908,400	4,001,700	2,364,914	3,840,300	(161,400)	-4.0%	1,906,700	47.6%
LACERA Intern Program	288,000	312,000	8,488	80,500	(231,500)	-74.2%	(24,000)	-7.7%
<u>Variable Benefits</u>								
Retirement	12,520,797	10,558,179	4,693,905	9,386,200	(1,171,979)	-11.1%	1,962,618	18.6%
FICA Contribution	937,475	866,851	375,892	728,800	(138,051)	-15.9%	70,624	8.1%
County Subsidy - Insurance	3,686,450	2,853,102	1,058,837	2,223,800	(629,302)	-22.1%	833,348	29.2%
Options Plan	4,888,781	4,422,034	1,883,988	3,880,000	(542,034)	-12.3%	466,747	10.6%
Life Insurance	22,772	18,182	8,577	19,700	1,518	8.3%	4,590	25.2%
Health Insurance Temps	325,317	219,772	0	221,600	1,828	0.8%	105,545	48.0%
Flexible Benefit Plan	22,263	16,178	9,965	19,200	3,022	18.7%	6,085	37.6%
Thrift Plan/Horizons	2,144,074	1,682,186	681,889	1,445,900	(236,286)	-14.0%	461,888	27.5%
Savings Plan	1,625,730	1,225,790	502,384	1,119,100	(106,690)	-8.7%	399,940	32.6%
Pension Savings Plan	36,645	37,462	1,146	25,600	(11,862)	-31.7%	(817)	-2.2%
Megaflex	6,613,389	5,995,931	2,672,094	4,905,200	(1,090,731)	-18.2%	617,458	10.3%
Total	32,823,693	27,895,666	11,888,676	23,975,100	(3,920,566)	-14.1%	4,928,027	17.7%
Other Benefits	3,345,000	3,026,000	1,460,796	2,980,800	(45,200)	-1.5%	319,000	10.5%
OPEB Contribution	1,775,147	1,485,427	752,109	1,510,600	25,173	1.7%	289,720	19.5%
Stipends	65,000	65,000	25,321	59,000	(6,000)	-9.2%	0	0.0%
Overtime	1,088,800	888,900	456,126	857,000	(31,900)	-3.6%	199,900	22.5%
Bilingual Bonus	22,800	21,600	9,100	17,300	(4,300)	-19.9%	1,200	5.6%
Sickleave Buyback	68,800	68,800	25,848	57,300	(11,500)	-16.7%	0	0.0%
Rideshare Allowance	70,300	70,300	1,190	2,500	(67,800)	-96.4%	0	0.0%
Transportation Allowance	7,200	14,400	3,900	7,200	(7,200)	-50.0%	(7,200)	-50.0%
S&EB TOTAL	\$98,387,160	\$87,230,186	\$39,777,500	\$78,731,000	(\$8,499,186)	-9.7%	\$11,156,974	12.8%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS
DIVISION SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)		\$ CHANGE	% CHANGE
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE		
Administrative Services	\$5,146,415	\$4,109,837	\$1,910,094	\$3,849,700	(\$260,137)	-6.3%	\$1,036,578	25.2%
Benefits	11,960,086	11,031,844	5,193,872	10,471,800	(560,044)	-5.1%	928,242	8.4%
Communications	2,168,975	2,253,791	854,293	1,744,700	(509,091)	-22.6%	(84,816)	-3.8%
Disability Litigation	2,353,917	2,141,130	1,115,509	2,127,800	(13,330)	-0.6%	212,787	9.9%
Disability Retirement	7,514,693	6,962,398	3,325,893	6,429,300	(533,098)	-7.7%	552,295	7.9%
Executive Office	4,662,799	3,244,146	1,388,879	2,604,500	(639,646)	-19.7%	1,418,653	43.7%
Financial & Accounting Services	4,870,714	4,100,488	1,810,071	3,796,100	(304,388)	-7.4%	770,226	18.8%
Human Resources	3,813,337	2,926,303	1,240,302	2,549,600	(376,703)	-12.9%	887,034	30.3%
Internal Audit	2,582,622	2,433,813	1,190,294	2,322,300	(111,513)	-4.6%	148,809	6.1%
Investment Office	17,968,354	16,189,519	7,250,423	14,660,900	(1,528,619)	-9.4%	1,778,835	11.0%
Legal Services	7,432,150	6,252,924	2,407,624	5,136,300	(1,116,624)	-17.9%	1,179,226	18.9%
Member Services	10,595,931	9,971,630	4,716,624	9,501,200	(470,430)	-4.7%	624,301	6.3%
Quality Assurance	3,355,885	3,111,416	1,331,767	2,926,800	(184,616)	-5.9%	244,469	7.9%
Systems Division	13,961,282	12,500,951	6,041,854	10,610,000	(1,890,951)	-15.1%	1,460,331	11.7%
S&EB TOTAL	\$98,387,160	\$87,230,186	\$39,777,500	\$78,731,000	(\$8,499,186)	-9.7%	\$11,156,974	12.8%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
AGENCY TEMPORARY STAFFING
DIVISION SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Administrative Services	\$473,400	\$587,000	\$256,051	\$517,700	(\$69,300)	-11.8%	(\$113,600)	-19.4%
Benefits	154,900	71,900	25,156	71,900	0	0.0%	83,000	115.4%
Communications	56,200	79,600	0	79,600	0	0.0%	(23,400)	-29.4%
Disability Litigation	9,800	0	0	0	0	0.0%	9,800	0.0%
Disability Retirement	129,000	143,000	28,243	100,900	(42,100)	-29.4%	(14,000)	-9.8%
Executive Office	1,129,700	0	0	0	0	0.0%	1,129,700	0.0%
Financial & Accounting Services	778,100	729,400	219,781	729,400	0	0.0%	48,700	6.7%
Human Resources	95,300	47,700	3,472	47,700	0	0.0%	47,600	99.8%
Internal Audit	0	0	0	0	0	0.0%	0	0.0%
Investment Office	0	0	0	0	0	0.0%	0	0.0%
Legal Services	135,900	150,000	51,724	100,000	(50,000)	-33.3%	(14,100)	-9.4%
Member Services	37,000	0	0	0	0	0.0%	37,000	0.0%
Quality Assurance	0	0	0	0	0	0.0%	0	0.0%
Systems Division	2,909,100	2,193,100	1,780,488	2,193,100	0	0.0%	716,000	32.6%
TOTAL	\$5,908,400	\$4,001,700	\$2,364,914	\$3,840,300	(\$161,400)	-4.0%	\$1,906,700	47.6%

*All amounts rounded to the nearest dollar.

LACERA
BUDGET REQUEST INFORMATION
AGENCY TEMPORARY STAFFING
HISTORY OF EXPENDITURES

DIVISION	FYE 2020		FYE 2021		FYE 2022		FYE 2023
	Budget	Actual	Budget	Actual	Budget	Projection	Budget
Administrative Services	\$54,000	\$211,262	\$305,200	\$236,187	\$587,000	\$517,700	\$473,400
Benefits	809,700	595,413	47,700	61,449	71,900	71,900	154,900
Communications	47,800	83,162	135,700	73,304	79,600	79,600	56,200
Disability Litigation	0	0	8,700	0	0	0	9,800
Disability Retirement	36,000	28,860	72,100	100,660	143,000	100,900	129,000
Executive Office	0	0	0	0	0	0	1,129,700
Financial Servcies	424,200	254,613	505,400	354,985	729,400	729,400	778,100
Human Resources	26,200	39,962	47,700	68,633	47,700	47,700	95,300
Internal Audit	0	0	0	0	0	0	0
Investment Office	0	0	0	0	0	0	0
Legal Services	60,000	57,365	53,500	57,562	150,000	100,000	135,900
Member Services	160,700	100,646	0	0	0	0	37,000
Quality Assurance	0	0	0	0	0	0	0
Systems	1,700,000	1,143,206	2,650,000	2,843,400	2,193,100	2,193,100	2,909,100
GRAND TOTAL	\$3,318,600	\$2,514,489	\$3,826,000	\$3,796,181	\$4,001,700	\$3,840,300	\$5,908,400

*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
OVERTIME REQUEST
DIVISION SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Administrative Services	\$49,400	\$50,000	\$1,219	\$30,000	(\$20,000)	-40.0%	(\$600)	-1.2%
Benefits	398,100	398,000	214,572	388,200	(9,800)	-2.5%	100	0.0%
Communications	4,800	4,100	3,076	4,100	0	0.0%	700	17.1%
Disability Litigation	6,600	0	0	0	0	0.0%	6,600	0.0%
Disability Retirement	165,300	16,100	17,654	20,000	3,900	24.2%	149,200	926.7%
Executive Office	25,600	25,600	0	5,000	(20,600)	-80.5%	0	0.0%
Financial & Accounting Services	65,300	67,900	27,649	56,500	(11,400)	-16.8%	(2,600)	-3.8%
Human Resources	3,800	2,900	726	1,500	(1,400)	-48.3%	900	31.0%
Internal Audit	5,000	4,900	771	1,700	(3,200)	-65.3%	100	2.0%
Investment Office	1,000	1,000	0	0	(1,000)	-100.0%	(0)	0.0%
Legal Services	18,400	30,000	8,561	16,000	(14,000)	-46.7%	(11,600)	-38.7%
Member Services	174,000	133,800	85,864	145,000	11,200	8.4%	40,200	30.0%
Quality Assurance	21,500	21,300	264	3,000	(18,300)	-85.9%	200	0.9%
Systems Division	150,000	133,300	95,769	186,000	52,700	39.5%	16,700	12.5%
TOTAL	\$1,088,800	\$888,900	\$456,126	\$857,000	(\$31,900)	-3.6%	\$199,900	22.5%

*All amounts rounded to the nearest dollar.

LACERA

BUDGET REQUEST INFORMATION

**OVERTIME
HISTORY OF EXPENDITURES**

DIVISION	FYE 2020		FYE 2021		FYE 2022		FYE 2023
	Budget	Actual	Budget	Actual	Budget	Projection	Budget
Administrative Services	\$31,500	\$25,421	\$43,700	\$19,806	\$50,000	\$30,000	\$49,400
Benefits	197,800	313,608	371,600	373,564	398,000	388,200	398,100
Communications	3,000	2,618	3,300	4,615	4,100	4,100	4,800
Disability Litigation	0	0	0	0	0	0	6,600
Disability Retirement	12,400	23,335	9,500	16,742	16,100	20,000	165,300
Executive Office	3,000	31,579	25,000	1,078	25,600	5,000	25,600
Financial Services	74,300	49,152	68,400	32,345	67,900	56,500	65,300
Human Resources	1,500	1,294	1,500	704	2,900	1,500	3,800
Internal Audit	3,000	390	4,800	785	4,900	1,700	5,000
Investment Office	0	0	1,000	0	1,000	0	1,000
Legal Services	35,000	743	12,500	6,290	30,000	16,000	18,400
Member Services	119,500	227,703	130,500	156,701	133,800	145,000	174,000
Quality Assurance	1,000	2,878	0	2,425	21,300	3,000	21,500
Systems	130,100	119,753	130,100	140,300	133,300	186,000	150,000
GRAND TOTAL	\$612,100	\$798,474	\$801,900	\$755,356	\$888,900	\$857,000	\$1,088,800

*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
BILINGUAL BONUS
SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Benefits Division	\$3,600	\$2,400	\$1,600	\$2,900	\$500	20.8%	\$1,200	50.0%
Legal Services	2,400	2,400	650	1,200	(1,200)	-50.0%	0	0.0%
Member Services Division	16,800	16,800	6,850	13,200	(3,600)	-21.4%	0	0.0%
TOTAL	\$22,800	\$21,600	\$9,100	\$17,300	(\$4,300)	-19.9%	\$1,200	5.6%

*All amounts rounded to the nearest dollar.

LACERA

BUDGET REQUEST INFORMATION

**VACANT POSITIONS
SUMMARY**

DIVISION	BUDGETED POSITIONS FY 2021-2022	VACANCY (AS OF 03/31/22)	%	PROPOSED BUDGETED POSITIONS FY 2022-2023*	VACANCY	%
Administrative Services	37	11	30%	42	16	38%
Benefits	78	0	0%	79	1	1%
Communications	14	4	29%	14	4	29%
Disability Litigation	7	0	0%	7	0	0%
Disability Retirement Services	41	2	5%	41	2	5%
Executive	14	6	43%	14	6	43%
Financial Accounting Services	30	12	40%	30	12	40%
Human Resources	15	3	20%	21	9	43%
Internal Audit	11	1	9%	11	1	9%
Investments	45	11	24%	45	11	24%
Legal Services Ø	28	12	43%	29	13	45%
Member Services	79	7	9%	79	7	9%
Quality Assurance	19	5	26%	19	5	26%
Systems	56	21	38%	62	27	44%
LACERA Total	474	95	20%	493	114	23%

* Includes new requested positions.

Ø Includes three (3) budgeted positions not yet approved by Board of Supervisors.

LACERA
FISCAL YEAR 2022-2023
SERVICES AND SUPPLIES
CATEGORY SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Auto Expense	\$133,500	\$131,200	\$26,591	\$89,000	(\$42,200)	-32.2%	\$2,300	1.8%
Communications	535,000	630,000	374,108	665,000	35,000	5.6%	(95,000)	-15.1%
Transportation and Travel	605,100	604,500	30,915	176,200	(428,300)	-70.9%	600	0.1%
Postage	1,021,400	991,400	732,668	985,820	(5,580)	-0.6%	30,000	3.0%
Stationery and Forms	653,300	645,300	347,203	569,800	(75,500)	-11.7%	8,000	1.2%
Office Supplies and Equipment	845,700	746,500	453,036	822,100	75,600	10.1%	99,200	13.3%
Insurance	1,248,900	1,114,200	1,104,702	1,111,203	(2,997)	-0.3%	134,700	12.1%
Equipment Maintenance	258,300	437,800	60,019	252,800	(185,000)	-42.3%	(179,500)	-41.0%
Equipment Rents and Leases	287,000	277,000	95,084	205,000	(72,000)	-26.0%	10,000	3.6%
Building Costs	7,211,300	7,472,400	3,153,912	7,087,400	(385,000)	-5.2%	(261,100)	-3.5%
Parking Fees	437,000	377,000	217,600	418,000	41,000	10.9%	60,000	15.9%
Professional and Spec. Svcs.	4,272,700	3,844,200	1,424,899	3,814,600	(29,600)	-0.8%	428,500	11.1%
Bank Services	200,500	200,500	(10,519)	200,500	0	0.0%	0	0.0%
Legal Fees and Services	1,571,000	1,127,500	948,615	1,588,000	460,500	40.8%	443,500	39.3%
Disability Fees and Services	3,145,300	2,665,500	968,011	2,660,200	(5,300)	-0.2%	479,800	18.0%
Computer Services and Support	5,018,600	4,689,100	2,637,672	4,466,300	(222,800)	-4.8%	329,500	7.0%
Educational Expense	1,253,000	1,225,400	327,214	958,700	(266,700)	-21.8%	27,600	2.3%
Miscellaneous	682,100	397,800	47,047	146,100	(251,700)	-63.3%	284,300	71.5%
S&S TOTAL	\$29,379,700	\$27,577,300	\$12,938,776	\$26,216,723	(\$1,360,577)	-4.9%	\$1,802,400	6.5%

*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SERVICES AND SUPPLIES
DIVISION SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Administrative Services	\$9,925,200	\$9,822,300	\$4,889,096	\$9,242,123	(\$580,177)	-5.9%	\$102,900	1.0%
Benefits	59,300	72,000	7,222	42,700	(29,300)	-40.7%	(12,700)	-17.6%
Board of Retirement	236,500	214,000	64,761	106,900	(107,100)	-50.0%	22,500	10.5%
Board of Investment	458,000	436,000	81,261	192,800	(243,200)	-55.8%	22,000	5.0%
Communications	1,051,000	1,041,500	538,266	909,400	(132,100)	-12.7%	9,500	0.9%
Disability Litigation	53,900	52,500	15,431	47,800	(4,700)	-9.0%	1,400	2.7%
Disability Retirement	3,425,100	2,935,000	1,109,442	2,934,300	(700)	0.0%	490,100	16.7%
Executive Office	788,300	318,800	73,060	208,300	(110,500)	-34.7%	469,500	147.3%
Financial & Accounting Services	249,300	240,000	(2,758)	238,900	(1,100)	-0.5%	9,300	3.9%
Human Resources	2,216,200	1,769,300	411,278	1,483,200	(286,100)	-16.2%	446,900	25.3%
Internal Audit	724,500	720,500	178,785	706,400	(14,100)	-2.0%	4,000	0.6%
Investment Office	270,800	268,500	89,230	150,000	(118,500)	-44.1%	2,300	0.9%
Legal Services	1,927,500	1,495,100	1,117,055	1,916,500	421,400	28.2%	432,400	28.9%
Member Services	26,800	55,500	2,169	16,100	(39,400)	-71.0%	(28,700)	-51.7%
Quality Assurance	87,900	83,900	2,985	59,000	(24,900)	-29.7%	4,000	4.8%
Systems	7,879,400	8,052,400	4,361,492	7,962,300	(90,100)	-1.1%	(173,000)	-2.1%
S&S TOTAL	\$29,379,700	\$27,577,300	\$12,938,776	\$26,216,723	(\$1,360,577)	-4.9%	\$1,802,400	6.5%

*All amounts rounded to the nearest dollar.



BOARD OF RETIREMENT

Budget Highlights

Fiscal Year 2022-2023

Mission

Produce, Protect, and Provide the Promised Benefits

INTRODUCTION

The Board of Retirement is responsible for the administration of the retirement system, the retiree healthcare program, and the review and processing of disability retirement applications. The Board must execute its duties with care, skill, prudence, and diligence. The Board is composed of 11 members. Four of its members are appointed by the Los Angeles County Board of Supervisors; two are elected by active general members; safety members elect one member and one alternate member; and retired members also elect one member and one alternate member. The law requires the County Treasurer and Tax Collector to serve as an ex-officio member.

SERVICES AND SUPPLIES

The Board's Services and Supplies budget request is based on actual expenditure trends.

LACERA

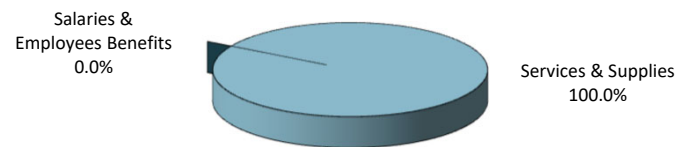
FISCAL YEAR 2022-2023

BUDGET SUMMARY

BOARD OF RETIREMENT

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Services & Supplies	236,500	214,000	64,761	106,900	(107,100)	-50.0%	22,500	10.5%
OPERATING BUDGET	\$236,500	\$214,000	\$64,761	\$106,900	(\$107,100)	-50.0%	\$22,500	10.5%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

BOARD OF RETIREMENT

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$93,500	\$85,000	\$10,157	\$25,300	(\$59,700)	-70.2%	\$8,500	10.0%
EDUCATIONAL EXPENSES	86,000	82,000	46,003	71,000	(11,000)	-13.4%	4,000	4.9%
MISCELLANEOUS	57,000	47,000	8,600	10,600	(36,400)	-77.4%	10,000	21.3%
TOTAL	\$236,500	\$214,000	\$64,761	\$106,900	(\$107,100)	-50.0%	\$22,500	10.5%

*All amounts rounded to the nearest dollar.



BOARD OF INVESTMENTS

Budget Highlights

Fiscal Year 2022-2023

Mission

Produce, Protect, and Provide the Promised Benefits

INTRODUCTION

The Board of Investments is responsible for establishing LACERA's investment policy and objectives, as well as exercising authority and control over the investment management of the pension fund. The Board must execute its duties with care, skill, prudence, and diligence. The Board is composed of nine members. Four members are appointed by the Los Angeles County Board of Supervisors; two are elected by active general members; and both safety members and retired members elect one member each. The law requires the County Treasurer and Tax Collector to serve as an ex-officio member.

SERVICES AND SUPPLIES

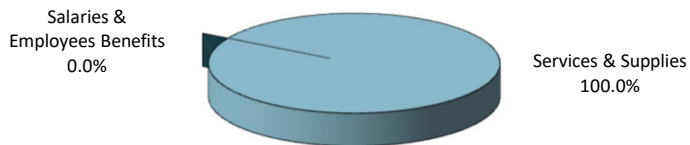
The Board's Services and Supplies budget request is based on actual expenditure trends.

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

BOARD OF INVESTMENTS

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$0	\$0	\$0	\$0	\$0	0.0%	\$0	0.0%
Services & Supplies	458,000	436,000	81,261	192,800	(243,200)	-55.8%	22,000	5.0%
OPERATING BUDGET	\$458,000	\$436,000	\$81,261	\$192,800	(\$243,200)	-55.8%	\$22,000	5.0%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

BOARD OF INVESTMENTS

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$242,000	\$220,000	\$14,693	\$59,800	(\$160,200)	-72.8%	\$22,000	10.0%
EDUCATIONAL EXPENSES	150,000	150,000	66,569	130,000	(20,000)	-13.3%	0	0.0%
MISCELLANEOUS	66,000	66,000	0	3,000	(63,000)	-95.5%	0	0.0%
TOTAL	\$458,000	\$436,000	\$81,261	\$192,800	(\$243,200)	-55.8%	\$22,000	5.0%

*All amounts rounded to the nearest dollar.



ADMINISTRATIVE SERVICES

Budget Highlights

Fiscal Year 2022-2023

Mission

Administrative Services collaborates with all LACERA Divisions to provide quality services through people, technology and innovation.

- People: We are a professional team dedicated to customer service and motivated to achieve excellence.
- Technology: We provide superior customer service through the creative use of technology.
- Innovation: We partner with LACERA to promote creative ideas to surpass customer expectations.

INTRODUCTION

The Administrative Services Division (ASD) provides the operational infrastructure that supports the divisions in administering LACERA programs and services. In short, we ensure that each person has the right resources to do their jobs. Specific functions include:

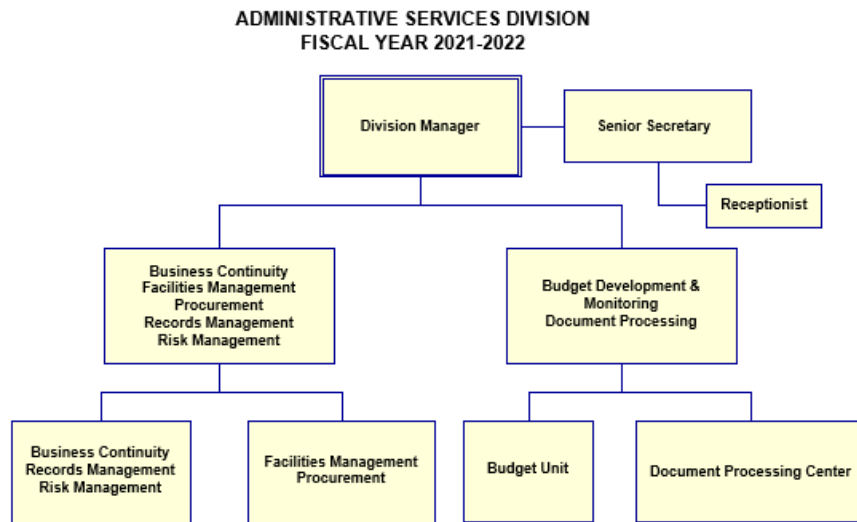
- Procurement Services
- Facilities Management
- Budget Development and Monitoring
- Document Processing (Imaging/Mail Room /Copy Services)
- Business Continuity Management
- Business Insurance Management
- Health and Safety Services
- Records and Information Management
- Risk Management
- Contract Management and Compliance
- Rideshare Administration

Proposed Organizational Chart Change

This budget request for the Administrative Services Division (ASD) includes a projected organization chart change.

The organization of the units in the ASD may have worked well in the history of the division, but as LACERA has evolved, ASD has lagged. We have reviewed the organization of the units within the division and found a misalignment of functions, making it difficult to recruit qualified supervisors and limiting career ladders for staff. By realigning the units into logical functional groupings, we anticipate improving ASD's ability to recruit and retain qualified staff.

The current org chart is as follows:



The proposed restructured for FY 2022–2023 is:



We propose three basic sections: The first section would comprise the Budget, Procurement, and Contracts Management units, to be supervised by one of the two Administrative Service Officers (ASO).

The second group would be a Records Section that includes the Document Processing Unit, mailroom, and Records Information Management functions. This unit would be supervised by the second ASO (currently vacant).

Lastly, Risk Management, Business Continuity, and Facilities Management Group would be supervised by the existing Supervising Administrative Assistant II position or Risk Management Supervisor. This last section has a smaller span of control, warranting a position below the ASO level. Both ASOs and the Risk Management Supervisor will report directly to the Division Manager as is the current reporting structure.

This new organizational structure is more straight-forward and aligns work units with complementary functions. We believe that this will help in recruiting qualified staff for these units which has been a challenge in staffing this position. Moreover, the change is expected to provide more opportunities for staff collaboration and cross training, resulting in better promotional opportunities for staff.

As part of this reorganization, we are requesting two additional staff positions, one focused on Contract Management and one for Records Information Management. Currently, there are no dedicated staff members performing these functions, which has resulted in a lack of consistency across the enterprise. The need for these staff is addressed more fully below.

STAFFING

New Positions Request

The Administrative Services Division is requesting to add the following five positions:

- One Administrative Services Analyst (ASA) II, Records Information Management
- One Document Processing Coordinator, Document Processing Center
- Two Intermediate Typist Clerks (ITCs), Mailroom
- One Administrative Services Analyst II, Contract Management

Records and Information Management: We are requesting the addition of one ASA II specifically for the Records and Information Management (RIM) Unit. This function had previously been assigned to Risk Management, but it is more functionally aligned with the Document Processing Center (DPC). Eventually, as LACERA transitions away from paper-based member documents, we envision the DPC and RIM unit evolving into a true Custodian of Records for all LACERA records.

The requested ASA II position will be responsible for ensuring that LACERA complies with its records retention schedule as well as all federal standards that regulate business records across all divisions. This includes over 20 million documents in 88 document categories. The RIM Unit works closely with staff in all LACERA divisions to identify and enforce retention requirements relating to the records in their unique functional areas, updates the records retention schedule as needed, and conducts quarterly audits to ensure all LACERA Divisions follow and comply with the established records management and retention policies. The RIM Unit trains staff on LACERA's records retention schedule and records management policies and procedures.

The RIM Unit also manages LACERA's offsite records archive program, containing more than 3,000 boxes of vital records stored offsite. Approximately 500 boxes are moved offsite each year, and the RIM Unit manages the quarterly archive purge to ensure that the stored boxes are destroyed based on the retention schedule requirements. The RIM Unit also assists staff throughout LACERA by retrieving documents stored offsite as needed and tracking their location, return and eventual destruction, if applicable.

Document Processing Center: The requested new Document Processing Coordinator is a supervisory position that will be primarily responsible for the one-year training program for all new permanent and temporary Document Processing Assistants (DPAs), messenger drivers, and mailroom clerks. Those new DPC staff members will report directly to the DP Coordinator, who will also train current staff members on new processes and procedures and provide remedial training for those who need a refresher on the DPC processes. The Coordinator will work closely with the DPC Quality Control Unit to understand those areas where staff may need additional training based on the results from the QC Unit. The Coordinator will also assist in the development and implementation of new imaging procedures and business rules.

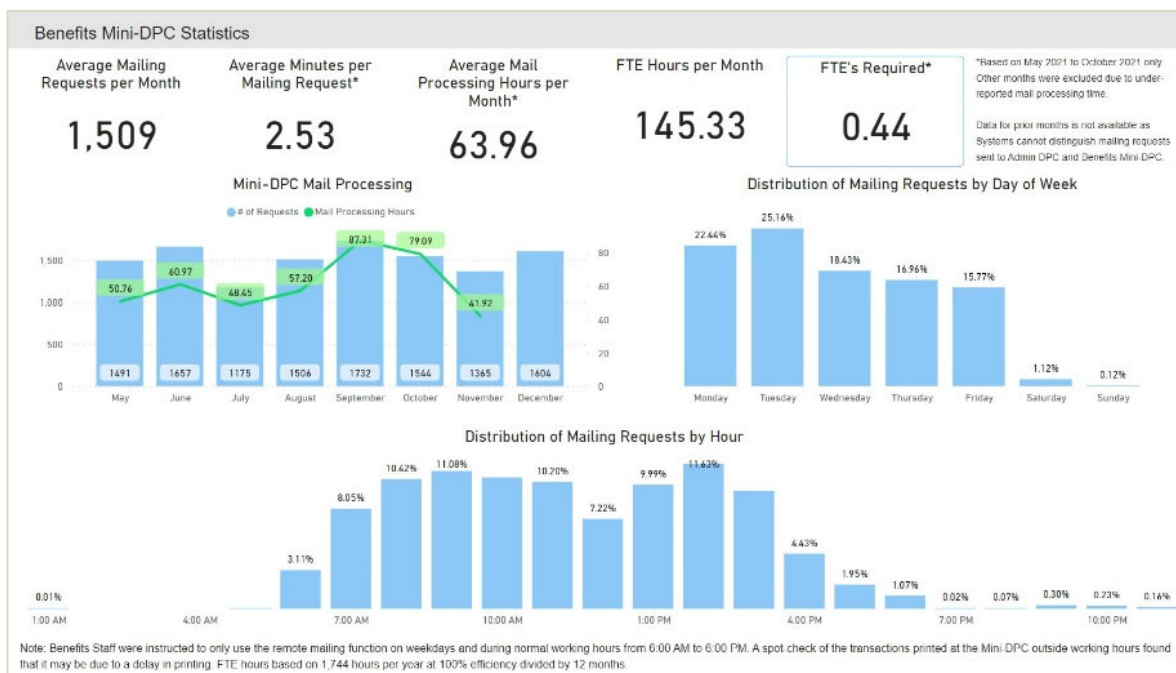
The training process in the DPC is a one-year process and is quite extensive due to the number of documents that are processed daily that must be prepared and indexed into the member's records. The DPC imaging process is the starting point for all benefit-related services for documents submitted both in hard-copy (the most common method currently) and electronically. Both hard-copy and electronic documents require categorization and quality control reviews. During FY 2020-2021, the DPC received 5,265 documents via the member portal and 161,631 documents by U.S. mail and fax. The Document Processing Assistants (DPAs) are expected to maintain a 97 percent accuracy rate in the documents they prepare and index. To meet quantity and quality performance expectations, DPAs must be

meticulously trained on hundreds of document types, business rules, and imaging procedures. Therefore, a robust training program is critical to avoid costly mistakes that may lead to service delays, overpayments, underpayments, and even privacy breaches that involve LACERA members.

The typical DPA receives 12 months of on-the-job training before reaching journey-level experience. The DPA training program has three phases. During the first phase, the DPAs shadow the trainer (Coordinator) and receive extensive one-on-one coaching to learn to prepare documents for scanning. During the second phase, the DPAs learn to index, use the member portal, and run production reports. Finally, in phase three, the DPAs learn the J-letter process and remaining administrative duties. The one-on-one coaching allows the trainer to assess each trainee's performance and adjust their training accordingly. The trainer also audits 100 percent of the trainees' work and takes corrective action when necessary.

The DPC currently has two coordinators. In addition to having full supervisory responsibilities, they have additional administrative responsibilities, including the remote deposit of incoming checks from title holding companies, class action litigation, and vendors; staff training and quality control; and assisting with daily processing of member retirement and healthcare documents during our peak workload season of December through March. By allocating a new position focused on thorough and continuous staff training, LACERA can have confidence that the DPC staff will continue to provide accurate and timely imaging and records processing services.

DPC Mailroom: The DPC mailroom is responsible for preparing and mailing member correspondence generated from the Workspace system, referred to as "J-letters." As functionality within Workspace evolves, we have seen a substantial increase in the number of J-letters generated. During FY 2020-2021, the DPC mailed an average of 19,417 letters per month, an increase of 37 percent over FY 2019-2020, which averaged 14,187 per month. In addition, during the COVID pandemic, Benefits staff who printed and mailed member correspondence on an ad-hoc basis were no longer able to do so. To not overburden the DPC with even more correspondence, Benefits created an ad-hoc mini-DPC, assigning secretarial staff to print and mail correspondence that was not automatically generated by the system. We estimate that Benefits was generating 1,500 J-letters per month. This work requires attention to detail, as these letters often contain personally identifiable information, and require different attachments depending upon the member's specific needs. The DPC was established to handle this type of work but must increase its staffing capacity to meet the current and future demand.



In addition to volume, LACERA expects J-letters to be mailed within one business day. The DPC has not been able to meet this expectation with our current staffing level. We are requesting the addition of two Intermediate Typist Clerks for the DPC mailroom to process the current number of correspondences received daily, prepare for future automation of member correspondence, and ensure high quality and timely service to our members.

Contract Management and Compliance: Currently, the Risk Management Unit maintains a contracts repository for LACERA. It has been housed in this unit due to the need to coordinate and identify insurance requirements. However, LACERA does not have a true contract management and compliance program. Processes are manual and result in inconsistency in the development and management of contracts across the organization. We are currently in the process of procuring an enterprise contract lifecycle management (ECLM) system that would automate these processes as well as link with the new budget and accounts payable systems currently in development. However, to be truly effective, Administrative Services needs a dedicated staff person to coordinate the centralized contract management and compliance function. An ASA II is proposed. This position will:

- Train and assist LACERA's contract administrators with the development of new solicitations, the Request for Proposal (RFP) and the Request for Quote processes, and new and renewed contract processes.
- Standardize and provide technical assistance for the ongoing administration of a variety of contracts for goods, operations, maintenance, and professional services.

- Utilize the new ECLM system to monitor contracts and validate that all LACERA vendors have on file an active contract and required insurance/security audit reports (SOC-2 reports).
- Validate that all vendor payments are in alignment with the Purchasing Policy and the terms and conditions as indicated in the contract.
- Obtain and validate all documentation and signatures required to comply with LACERA's contracting policies and procedures.
- Coordinate with the Budget Unit to ensure that funding for existing and new contracts are included in the annual budget.

Effective and consistent contract compliance and oversight is an important risk mitigation strategy. On average, LACERA processes five to 10 new contracts each month and closes out up to 40 contracts in high-volume months. While the new ECLM system will help considerably, LACERA requires a dedicated staff person to ensure consistent compliance with our contract and procurement policy.

Agency Temporary Request

The Administrative Services Division currently has five vacant Administrative Services Analyst positions, including ASA I, ASA II, and ASA III classifications. These classifications have not been updated for many years and the job specifications require updating. We require temporary staffing until Human Resources reviews and completes classification updates prior to recruiting so that we can hire candidates with the specific knowledge, skills, and abilities that best fit these positions, which are in the Budget, Risk, Facilities, and DPC units. The DPC has two DPA positions that also need to be filled and will utilize agency-temporary staff until the recruitments can be generated. In addition, the DPC also requests three full-time agency-temporary personnel to work from January through April to assist during the March rush period for retirements, timely processing of Medicare Part B Premium Verifications (INSPARTBs), and other less complex member documents. These agency-temporary employees will also assist with the return of member documents, J-letters, scanning, and act as backups for the mailroom.

Intern Request

Administrative Services Division requests an intern to assist with the regular duties of the Budget Unit staff to allow them dedicated time to apply toward the implementation of the new budget system, once selected. We expect that this new system will be ready for implementation in the first half of the fiscal year. Since staff are the subject matter experts, they will need dedicated time to work toward this implementation, and their other duties cannot wait until the implementation is completed. The intern will assist them with various budget projects during this time.

Overtime

Overtime is necessary during periods of heightened activity related to budget preparation, renovations, special projects and for the DPC staff during the March rush. In addition, Administrative Services Division staff are the identified subject matter experts for several technology projects currently underway. Overtime may be required for them to support these new projects while fulfilling their current duties. Typically, the DPC utilizes much of the overtime budget request during the March rush for the annual spike in retirement applications, Medicare Part B Premium Verifications, and 1099-R mailings.

SERVICES AND SUPPLIES

Most of the FY 2022-2023 Services and Supplies line items are similar to the prior year's budget. There are small changes attributable to vendor or overall supplier cost increases, and there are some significant changes proposed for Rent, Renovation Projects, and Business Insurance fees, including cyber liability insurance as follows:

- Additional \$275,000 increase for rent and operating costs for the headquarters building outlined in the lease agreement. Common area maintenance charges became effective January, 2022.
- \$750,000 is needed to partially renovate office spaces to create additional workspaces in three divisions and to refresh the staff lunchroom. We propose adding workspaces in the Communications, Human Resources, and Administrative Services divisions. This amount is \$550,000 less than fiscal year 2021-2022.
- Business insurance fees are expected to increase between 5 percent and 15 percent with the largest increases projected in cyber liability. LACERA's new insurance brokerage fee of \$125,000 is included in this line item.
- Staff development: Additional funds to cover memberships, training, and conference registrations are proposed to allow staff to participate in organizations and training related to their job responsibilities. We believe that memberships will contribute to staff's level of expertise in their profession. Attending training will provide them opportunities to gain additional knowledge in their respective positions and to pursue related professional certifications.

TECHNOLOGY SELECTION AND IMPLEMENTATION

The Administrative Services Division, in partnership with the Systems Division, is in the process of selecting new or upgrading existing technology and implementing several solutions to improve the efficiency and effectiveness of the units within the Division. This includes:

- **Procurement/Accounts Payable/Travel System:** Administrative Services, Finance and Accounting Division (FASD) and Systems Division have been collaborating to automate, simplify, and improve our procurement, travel, and

accounts payable approval and workflow processes. This software will provide an automated travel tool for expense tracking, management, and reporting. It will also process electronic payment methods, including automating the procurement and purchasing processes in the Administrative Services Division. We anticipate this system will roll out in phases, starting with Travel and Accounts Payable in FY 2021-2022, followed by Procurement in early FY 2022-2023.

- **Hardware Asset Management System (HAMS):** This inventory management solution provided through the ServiceNow software system will allow Administrative Services to more simply and efficiently conduct its annual life-cycle counts and track inventory by location.
- **Enterprise Contract Lifecycle Management System:** This system will replace our current contract management database with an enterprise-wide solution that includes automated workflows and reporting capabilities and that will integrate with new and existing technology solutions. The RFP was released in March 2022.
- **Budget System:** Administrative Services has never had an automated system for budget development or control, relying upon Excel spreadsheets and manual processes. We conducted an extensive needs assessment and released an RFP in March 2022. We anticipate full implementation by fall of 2023 and hope to use the new system for the development of the FY 2023-2024 budget.

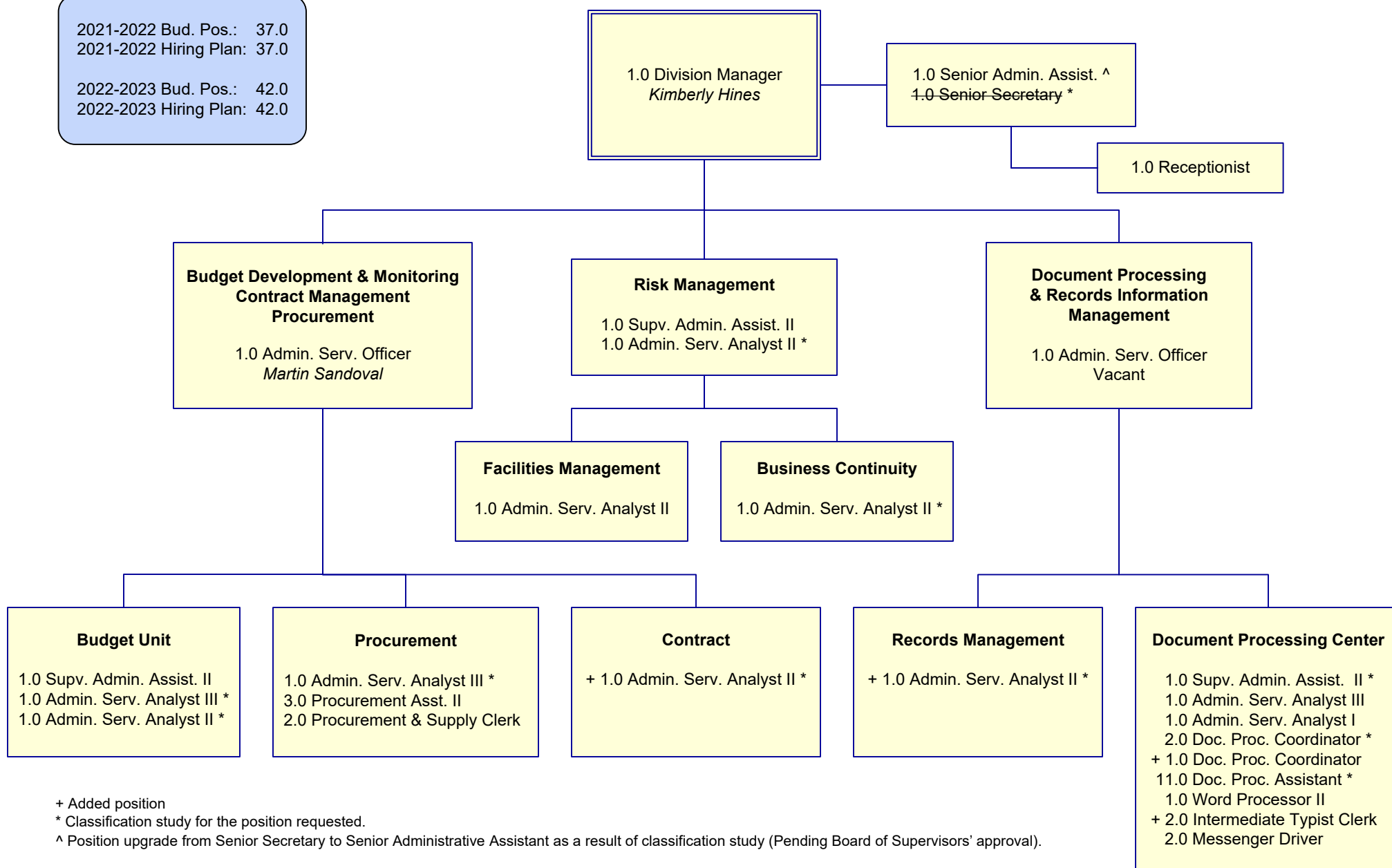
Utilizing technology, Administrative Services will be able to simplify and improve our work processes to better support LACERA's operating divisions.

ADMINISTRATIVE SERVICES DIVISION

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 37.0
2021-2022 Hiring Plan: 37.0

2022-2023 Bud. Pos.: 42.0
2022-2023 Hiring Plan: 42.0

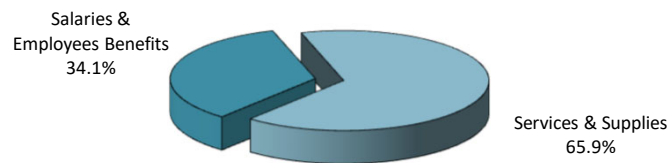


LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

ADMINISTRATIVE SERVICES DIVISION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$5,146,415	\$4,109,837	\$1,910,094	\$3,849,700	(\$260,137)	-6.3%	\$1,036,578	25.2%
Services & Supplies	9,925,200	9,822,300	4,889,096	9,242,123	(580,177)	-5.9%	102,900	1.0%
OPERATING BUDGET	\$15,071,615	\$13,932,137	\$6,799,189	\$13,091,823	(\$840,314)	-6.0%	\$1,139,478	8.2%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

ADMINISTRATIVE SERVICES DIVISION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$2,638,546	\$2,106,280	\$995,313	\$1,969,700	(\$136,580)	-6.5%	\$532,266	25.3%
Total Agency Temp Salaries	473,400	587,000	256,051	517,700	(69,300)	-11.8%	(113,600)	-19.4%
Employee Benefits (Variable)	1,715,602	1,131,631	547,707	1,109,000	(22,631)	-2.0%	583,971	51.6%
Employee Benefits (Other)	166,766	148,050	71,426	146,000	(2,050)	-1.4%	18,716	12.6%
OPEB Contribution	88,501	72,676	35,371	70,800	(1,876)	-2.6%	15,825	21.8%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	49,400	50,000	1,219	30,000	(20,000)	-40.0%	(600)	-1.2%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	7,300	7,300	1,817	4,000	(3,300)	-45.2%	0	0.0%
Rideshare Allowance	6,900	6,900	1,190	2,500	(4,400)	-63.8%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$5,146,415	\$4,109,837	\$1,910,094	\$3,849,700	(\$260,137)	-6.3%	\$1,036,578	25.2%
Salary Differential	-	-	-	-	-	-	-	-
TOTAL S&EB	\$5,146,415	\$4,109,837	\$1,910,094	\$3,849,700	(\$260,137)	-6.3%	\$1,036,578	25.2%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

ADMINISTRATIVE SERVICES DIVISION

2022-2023 BUDGET

	FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
00773A	DIVISION MANAGER	1	LS12	15,742	188,908
00410A	ADMINISTRATIVE SERVICES OFFICER	1	LS9	10,451	125,414
00423A	SUPV. ADMINISTRATIVE ASST. II	2	106E	18,647	223,761
00421A	ADMINISTRATIVE SERVICES ANALYST III	1	97H	6,960	83,516
00420A	ADMINISTRATIVE SERVICES ANALYST II	2	93H	11,739	140,867
00439A	SENIOR ADMINISTRATIVE ASSISTANT	1	90F	7,330	87,955
00439A	SENIOR SECRETARY	1	89G	7,151	85,810
00439A	SENIOR SECRETARY	(1)	89G	(7,151)	(85,810)
00464A	PROCUREMENT ASSISTANT II	3	88A	16,438	197,256
00472A	DOCUMENT PROCESSING COORDINATOR	2	83G	10,878	130,540
00448A	WORD PROCESSOR II	1	82F	5,281	63,372
00471A	DOCUMENT PROCESSING ASSISTANT	9	80G	42,664	511,965
00466A	RECEPTIONIST	1	76C	3,891	46,693
00461A	MESSENGER DRIVER	2	74H	7,672	92,065

POSITIONS 26 1,892,313

	VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00410A	ADMINISTRATIVE SERVICES OFFICER	1	LS9	8,498	101,973		76,480	
00423A	SUPV. ADMINISTRATIVE ASST. II	1	106E	7,494	89,930		67,448	
00421A	ADMINISTRATIVE SERVICES ANALYST III	2	97H	5,915	70,978		106,467	
00420A	ADMINISTRATIVE SERVICES ANALYST II	4	93H	5,307	63,684			127,368
00419A	ADMINISTRATIVE SERVICES ANALYST I	1	84D	4,117	49,399			
00472A	DOCUMENT PROCESSING COORDINATOR	1	83G	4,036	48,437			24,219
00471A	DOCUMENT PROCESSING ASSISTANT	2	80G	3,724	44,689		67,034	
00467A	PROCUREMENT AND SUPPLY CLERK	2	81E	3,807	45,685	91,370		
00445A	INTERMEDIATE TYPIST-CLERK	2	75C	3,256	39,070			

91,370 317,428 151,587

POSITIONS 16 560,385

TOTAL POSITIONS 42

GROSS SALARIES 2,452,698

ANTICIPATED MOU SALARY INCREASE ** 134,898

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 35,841

BONUS 15,109

120-DAY RETIREE(S) 0

TOTAL SALARIES 2,638,546

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
[Represented positions shown in blue.](#)
Vacancies are shown at the 1st Step.
*All amounts rounded to the nearest dollar.
** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

ADMINISTRATIVE SERVICES DIVISION

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
AUTO EXPENSE	\$111,500	\$111,500	\$21,739	\$75,300	(\$36,200)	-32.5%	\$0	0.0%
TRANSPORTATION & TRAVEL	8,000	8,000	0	4,100	(3,900)	-48.8%	0	0.0%
POSTAGE	331,400	301,400	301,320	301,320	(80)	0.0%	30,000	10.0%
STATIONERY & FORMS	3,800	3,800	0	3,800	0	0.0%	0	0.0%
OFFICE SUPPLIES & EQUIPMENT	327,000	288,500	107,402	237,500	(51,000)	-17.7%	38,500	13.3%
INSURANCE	1,248,900	1,114,200	1,104,702	1,111,203	(2,997)	-0.3%	134,700	12.1%
EQUIPMENT MAINTENANCE	3,300	3,300	675	3,300	0	0.0%	0	0.0%
EQUIPMENT RENTS & LEASES	287,000	277,000	95,084	205,000	(72,000)	-26.0%	10,000	3.6%
BUILDING COSTS	7,211,300	7,472,400	3,153,912	7,087,400	(385,000)	-5.2%	(261,100)	-3.5%
PROFESSIONAL & SPEC. SRVCS.	366,000	221,000	98,399	200,000	(21,000)	-9.5%	145,000	65.6%
EDUCATIONAL EXPENSES	13,500	7,700	512	3,200	(4,500)	-58.4%	5,800	75.3%
MISCELLANEOUS	13,500	13,500	5,351	10,000	(3,500)	-25.9%	0	0.0%
TOTAL	\$9,925,200	\$9,822,300	\$4,889,096	\$9,242,123	(\$580,177)	-5.9%	\$102,900	1.0%

*All amounts rounded to the nearest dollar.



BENEFITS DIVISION

Budget Highlights

Fiscal Year 2022-2023

Mission

The Benefits Division encapsulates LACERA's mission to "produce, provide, and protect the promise benefit" through the collection of contributions and purchase contracts, the payment of benefits, and the safeguarding of member accounts—carried out in compliance with the CERL, PEPRA, Board of Retirement Regulations, and organizational policies.

INTRODUCTION

The Benefits Division pursues the highest quality standards and most efficient processing methods for member requests through continuous process improvements within the division and in collaboration with its partner divisions throughout LACERA. This fiscal year, the Benefits Division's focus is to continue to refine its metrics and data analytics program to manage transactional processes, improve performance through automation of processes and services, identify resources to bring down backlogs, document all processes and procedures, and improve adherence to compliance requirements.

STAFFING

No. of Positions	Title of Requested Position	Section/Unit
1	Senior Typist Clerk	Account Maintenance Unit

The Benefits Division is requesting one position to fill a need in the Account Maintenance Unit (AMU) to handle increased workloads, alleviate the need to continuously employ an agency-temporary employee, reduce overtime, and perform work currently processed by higher-level staff.

Accounts Maintenance Unit (AMU)

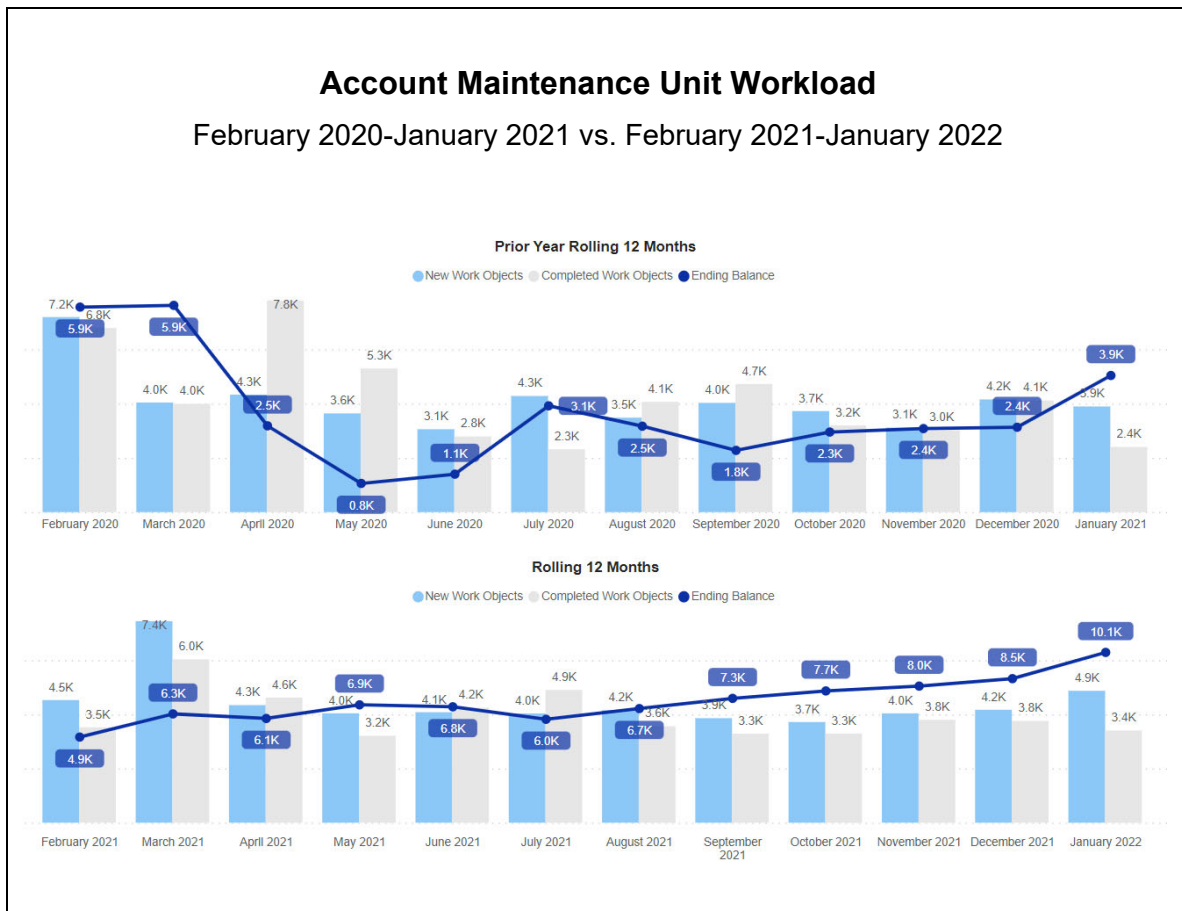
The AMU processes high volume, routine account updates initiated by members and affiliated agencies. These changes include beneficiary updates, tax election changes, member payment preferences, agency deductions, pension verifications to third parties and/or members, new member enrollments, and returned mail, to name a few of the 28 processes. We have used agency-temporary employees for several years to keep up with the workload. However, some higher-level work, such as the agency deduction reconciliation process, custom pension verifications requiring benefit calculations, account corrections, unidentified certificates, and ad hoc projects, demonstrate the need for a higher-level position than an Intermediate Typist Clerk (ITC) or agency-temporary employee.

Before 2016, the AMU included a Retirement Benefits Specialist I to perform the higher-level work. When the individual retired, the position was removed. We currently use Retirement Benefits Specialists to support the unit's more complex transactions and to bring the work queues down. Having Retirement Benefits Specialists work overtime is not a sustainable method for addressing the more complex issues and the high volume of work. Therefore, we request a Senior Typist Clerk (STC) to alleviate the need to provide overtime to address the work that is not suited for an ITC and to no longer employ an agency-temporary employee to maintain the high volumes of work. The STC would perform the following functions that are above the level of ITC.

Senior Typist Clerk	
Process	Description
Agency Deduction Processing	Receipt of deduction transmittals, uploading to Workspace, processing deductions.
Agency Deduction Reconciliation	After month-end disbursements, confirming the deduction total for each agency corresponds to the amount generated within Workspace. Discrepancies must be reconciled.
Agency Deduction Reconciliation Report Prep and Emailing to Agencies	Pulling reports from WebViewer platform and securely emailing appropriate reports to the agencies.
Manual Mailing of Monthly Agency Checks, ADRs, and Specialized Reports	In-office receipt of "will call" agency checks and ADRs. Generate appropriate agency reports and prepare certified and FedEx labels for mailing.
Correction Queue	Analyze and correct processed transactions.
Pension Verifications for Deceased Members	Calculate retirement benefit estimate and send customized letter.
Returned Mail	Assess the returned mail and route to the appropriate queues.

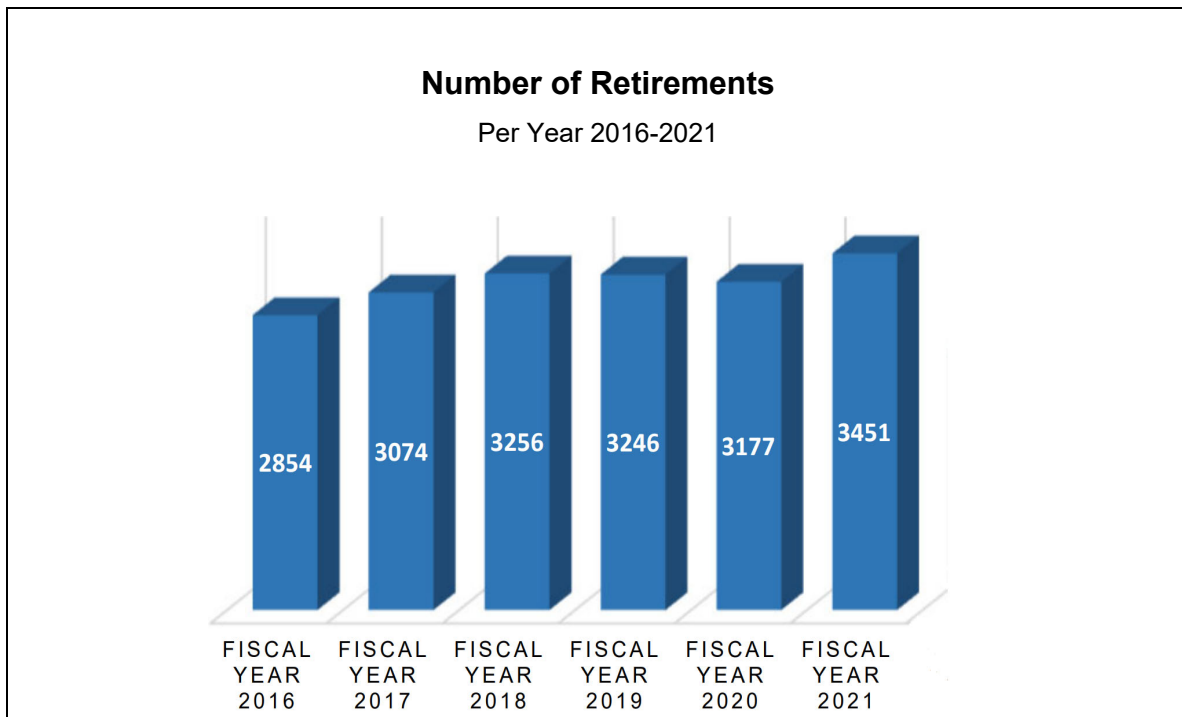
New Enrollments	Rectify discrepancies with new enrollment through an eHR review or contact County HR department.
Returned 1099-Rs	Assess the reason for a return 1099-R and remail or route to an appropriate queue.
Requests for Duplicate 1099-R	Evaluate if a party is authorized to receive a copy of a deceased member's 1099-R.
PSO Status Affidavits	Process affidavits for public safety officers to determine tax exclusion eligibility.
Unidentified Queues (3)	Resolve unidentified documents when Administrative Services is unable to determine the appropriate member account.

From February 2020 through January 2021, the aggregate work received for AMU was 48,900 items. In comparison, from February 2021 through January 2022, 53,200 items of work were received, an 8.8 percent increase over the prior year. The STC would be assigned to work on AMU queues when not performing the above assigned duties.



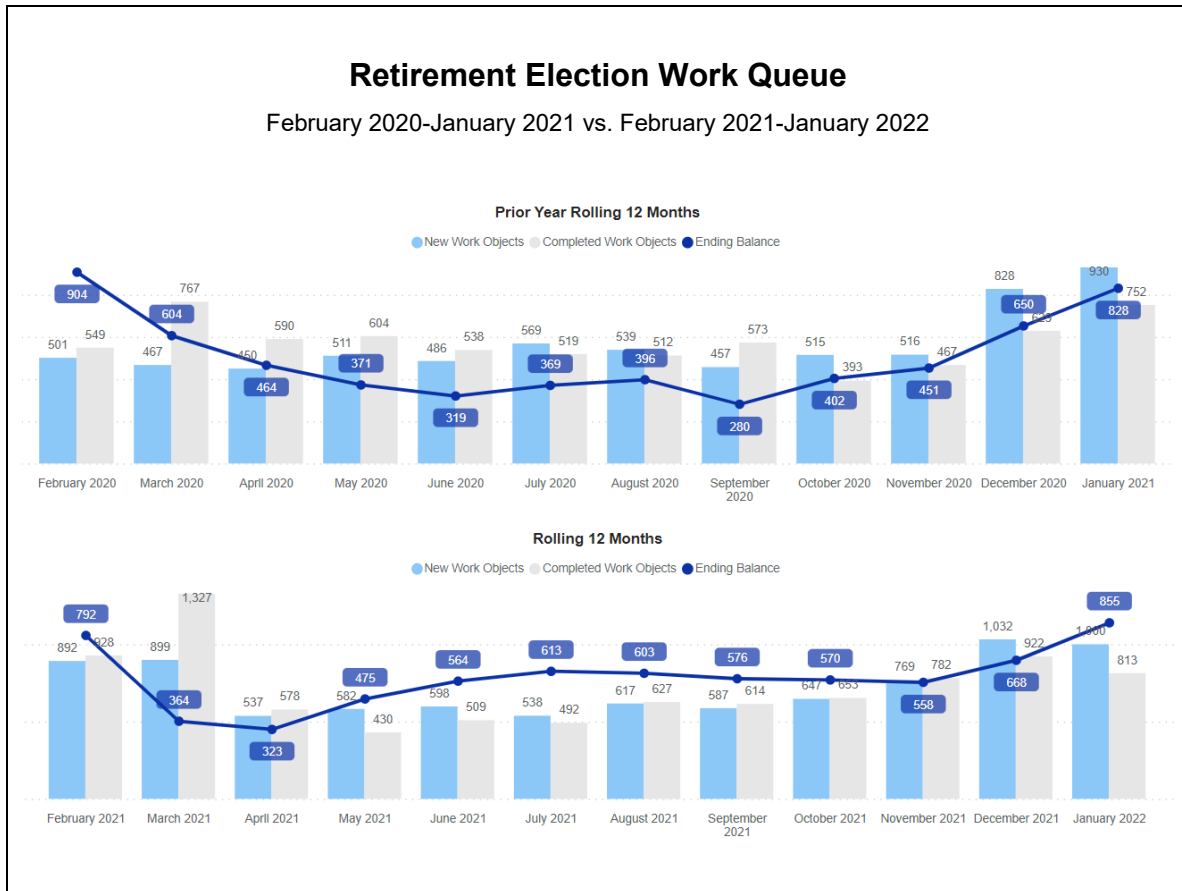
Core Benefits Section

The growth in membership directly affects the workload in the Benefits Division. We continue to see year-over-year growth with the number of retirement applications submitted each year.



We anticipate another increase in the number of retirements for FY 2022-2023 as well. It is important to note that the number of retirements each year does not necessarily reflect the changes in workloads due to the increasing complexity of member transactions and improvements to compliance adherence.

We continue to refine our metrics to understand the workloads. Although there were 3,451 retirements in FY 2021-2022, the following chart shows there were 6,752 the work objects submitted between February 2020 and January 2021, compared to 8,060 between February 2021 and January 2022 – a 16.2 percent increase in the number of work objects placed in the Retirement Election queue.



Reviewing the number of work objects involved in the retirement process includes not only retirement elections but also retirement rescissions, changes in retirement dates, changes in retirement options, etc. Tracking the different items enables us to better analyze workloads that do not necessarily result in a retirement. For example, the deferred compensation plans are supplemental pension plans offered by the County. Members could be inclined to rescind or postpone their LACERA retirement if their deferred compensation account decreased during a stock market downturn. Although retirement numbers might decrease, LACERA's workload might not necessarily decrease as much, due to the need to process rescissions and retirement date postponements, which is not evident by counting retirements alone.

Improving Service Through Innovation

Through continuous innovation, we streamlined processes, added new documents, and worked with the Systems Division to automate and improve processes. To name a few improvements this fiscal year, we added:

- Metrics to better understand the work processes and time it takes to perform specific processes.
- A redeveloped required minimum distribution process.

- An attestation of authenticity for photocopies of birth certificates, marriage certificates, and death certificates.
- A revamped felony forfeiture process.
- Death claim reminder letters.

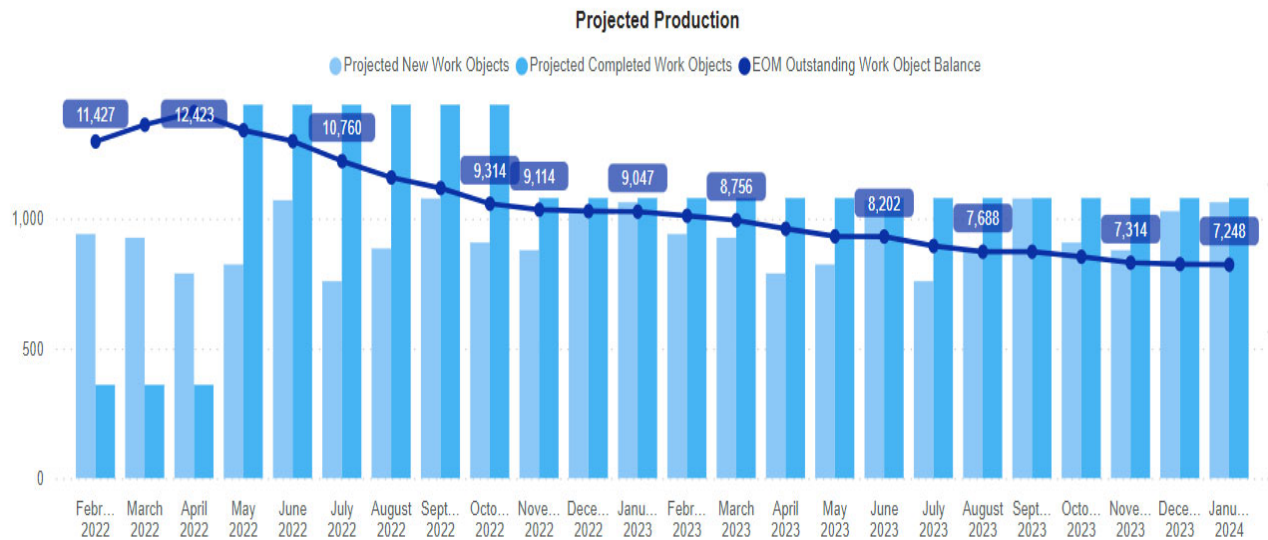
It generally follows that as we improve our service to members, it increases the amount of work staff must perform. We continuously review processing methods, business rules, and resources to stay ahead of this trend, and we refine our metrics to improve our ability to accurately capture workloads to predict the future needs of the division. Moreover, we continually seek opportunities to automate repetitive processes and ways to provide self service to our members.

Member Services Division staff have teamed with the Benefits Division to process retirement applications during the March rush during overtime. Member Services staff have processed 120 cases per month since November 2021 and we anticipate they will work through February 2022 for a total of approximately 480 cases. Reviews of Member Services staff production showed their commitment to the highest quality service to our members. This tremendous effort showed our commitment to teamwork across divisions to ensure our members received timely, high-quality service.

Account Settlement Unit (ASU)

The ASU takes appropriate action to resolve account imbalances and outstanding payables or receivables. A continual increase in thoroughness and improved compliance adherence reveals that the County's payroll system stopped collecting contributions from retroactive salary adjustments. We have been in contact with the County to work toward a solution to improve the process. Through those efforts, as of June 2021, the County identifies retroactive salary adjustments and manually sets up the collection of contributions. We continue to monitor the County's compliance with this requirement through regular testing of payroll data.

Past underpaid and unpaid contributions continue to be identified and the quantities identified outpace the resources available in ASU. The current backlog stands at just over 10,000 work objects. Open budgeted positions have been filled and the trainees are currently in the Core Benefits Training class. We anticipate half the trainees will complete the course by the end of September 2022 and the other half by end of October 2022. We anticipate the backlog will exceed 12,000 work objects by that time. Our current projections show it will take several years to reduce the backlog, even with staff working overtime.

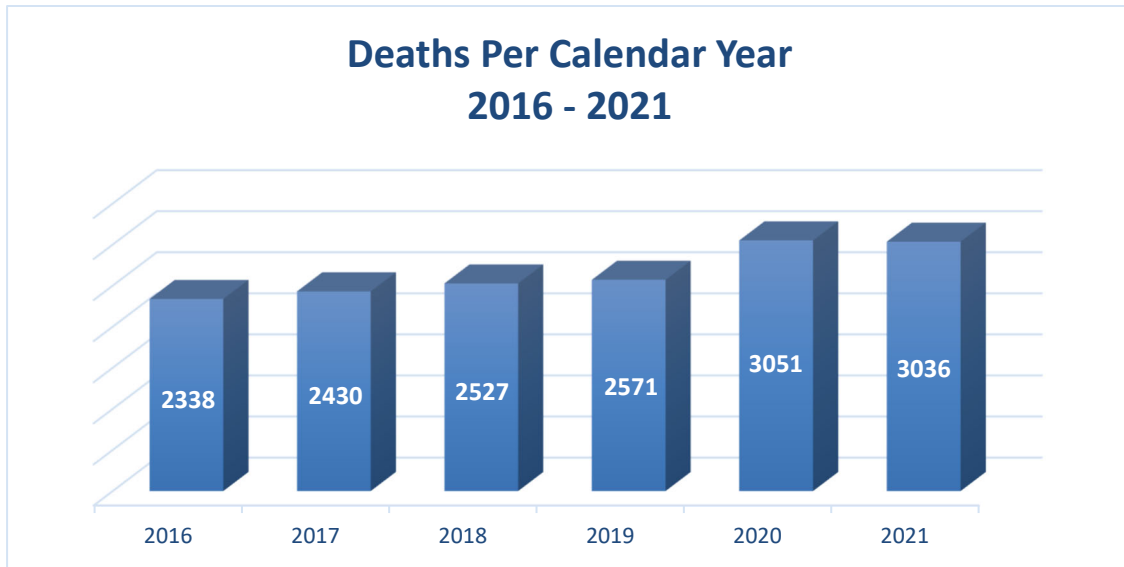


We have also been working with the Legal and Executive offices to determine how we should address the backlog of work objects in this queue. Through this partnership we have:

- Improved our training.
- Developed new spreadsheets to streamline the work and reduce the time it takes to process the backlogged items.
- Reviewed work complexity to identify the cases that could be resolved by the Core Benefits Section's Retirement Benefits Specialists IIs versus the complex cases that require a Retirement Benefits Specialist III.
- Supplemented the teams assigned to work on this by offering overtime to other Benefits and Member Services staff members.
- Reviewed our collections policy to make recommendations to address the backlogs in a more cost-effective manner.

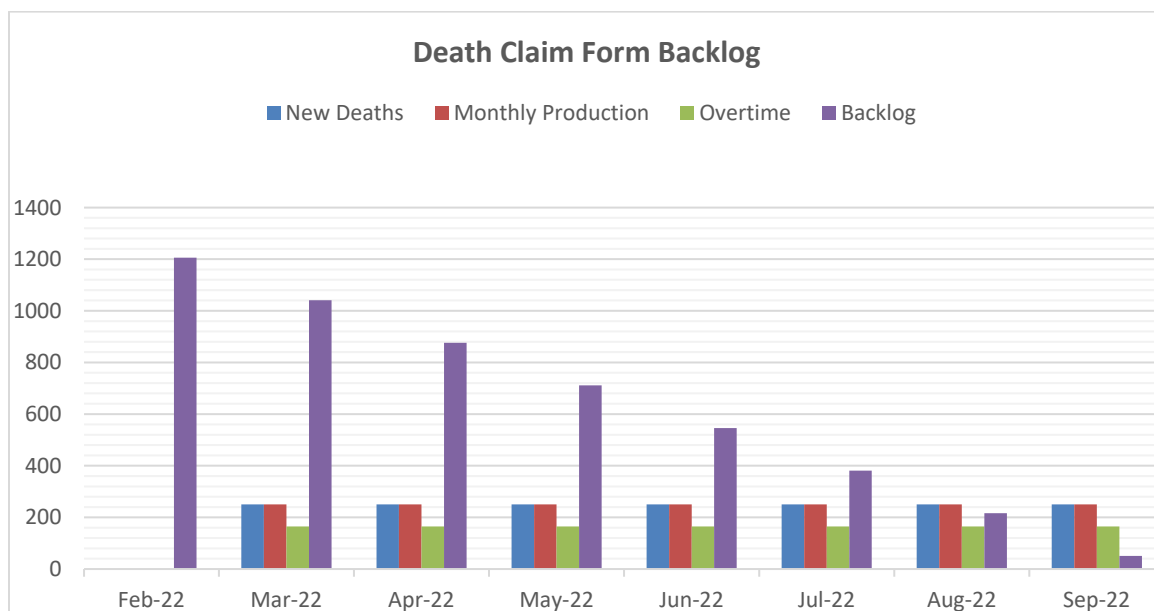
Death and Legal Unit (DLU)

The Death and Legal Unit (DLU) processes death-related transactions, as well as subpoena responses of member records, legal splits, tax levies, and spousal and child support orders. A sharp increase in the volume of deaths has occurred over the last two years and legal splits have become more complex and time-consuming to process.



The death claim process has a substantial backlog due to the increases over the last several years and the retirement of one of our staff members. We recently filled the vacant position as well as the additional position that was added to the prior budget. We anticipate that with both positions filled, processes improved, and overtime offered, we will eliminate the backlog by the first quarter of this FY 2022-2023. As of this writing, there are over 1,200 death-related work objects to process. We project the current trend of deaths will continue, with 250 deaths notifications per month.

We anticipate the additional staff and the overtime will help us to reduce the backlog by September 2022.



We have also re-engineered some of our death benefit processes and are working with Systems to implement two projects that we expect will improve our ability to efficiently resolve death claims and deal with the current backlogs.

The Seamless Survivor programming, which has been in place for nearly two decades and has proven to be a great success, sends claim forms to surviving spouses and sets up their survivor account automatically. We give the survivor three months to submit all the necessary paperwork to continue the payments without interruption. We are developing automated processes in other areas in the DLU that would replicate some of the benefits of the Seamless Survivor programming.

The first project automates the mailing of death claim forms through Workspace immediately upon the death notification for one-time payees. We anticipate this automated process will improve service levels compared to our current manual process. We anticipate completing this project during the beginning of this budget year. The second project automates the process once claim forms and other documents are returned. We anticipate the second process to be completed by the end of FY 2022-2023.

Process Management Group (PMG)

The Process Management Group (PMG) serves to improve organizational effectiveness through project initiatives, cross-divisional process integration, and the development of business process rules, procedures, and metrics. The PMG works with the entire Member Operations Group (MOG), which includes the Benefits Division, Member Services, Disability Retirement Services, Communications, and Quality Assurance. Recent efforts include large organization-wide projects such as the case management system and prepaid debit card initiatives, and divisional projects such as resolving Internal Audit recommendations, special projects due to recent court cases, and cleanup projects for regulatory compliance.

A top priority for the organization is to select and implement a case management system that will integrate with LACERA's legacy system and allow LACERA to manage member cases across multiple divisions. Over the next several fiscal years, the PMG will play an integral role in coordinating and overseeing the Member Operations Group's efforts to implement the case management project initiative, which will serve a broad cross-section of divisions, including Benefits, Disability Retirement Services, Legal Services, Disability Litigation, Systems, Retiree Healthcare, and Quality Assurance. Enhancements to our current processes and integrating efficient management of member requests with modern customer relationship software will allow us to improve the highly personalized service we provide members and do so in a more cost-efficient manner.

The PMG has developed and will be releasing an RFP to find a vendor that can provide members with a prepaid debit card as a more effective manner of receiving their retirement benefits. This initiative would especially benefit members living in

foreign countries who cannot obtain direct deposit, as well as some domestic members without bank accounts.

The PMG's role in the Member Operations Group is developing solutions, changing processes, developing new business rules, and writing new procedures to meet or exceed internal audit recommendations.

The PMG team also assists with the project development, oversight, and procedural changes involved in special cleanup projects for regulatory compliance, such as the required minimum distribution, COLA Accumulation, Alameda and Mallano court decisions, and legislative or regulatory changes.

Currently, several knowledge bases exist in silos that will be combined into one knowledge management system for the organization. The PMG will be working with strategic partners to acquire a knowledge management system to replace the Knowledge Base, Operating Instructions, Benefits Wiki, and other systems. In addition to being easier to maintain, the unified system will be accessible to the entire organization and can be leveraged for portal inquiries, chatbots, or embedded into staff processes as a resource for information.

Advanced Payroll Unit (APU)

The Advanced Payroll Unit (APU) handles complex retiree processes, including disability agenda processing, complex agenda processing, payroll corrections, and payroll issues. The volume and complexity of transactions has steadily increased due to issues related to final average compensation (FAC), disability payroll, and reciprocal disability cases, among others. For example, complex agenda cases require more thorough analysis to process due to PEPRA changes. Although we are not requesting additional positions, we will address any additional needs of the unit at the mid-year budget, if necessary.

Special Projects

Two staff from the Core Benefits Section have been designated to complete special projects. The Alameda project identified salary items that were deemed as compensation earnable in the Alameda court decision. The project requires the return of overpaid contributions to active, retired, and deferred/inactive members; survivors; and beneficiaries of deceased members. It also impacted 118 purchase contracts using salaries that included pay items that are no longer deemed compensation earnable. Retired members whose final average compensation was based on salaries that included items no longer deemed as compensation earnable were overpaid and are receiving notification. We anticipate the project to be completed by November 2022, with 1) all overpaid contributions returned are set up to be returned through the suspension of contributions, or offset against retirement overpayments, 2) retirement overpayments to be collected or deductions set up to collect the overpayments, and 3) overpaid contracts to be paid off early or the excess balance placed in the member's account with interest.

The COLA Accumulation project seeks to correct 10,000 retiree accounts. All retiree and survivor benefits have been adjusted and retroactive payments made. The outstanding component of the COLA Accumulation project is to pay the beneficiaries and estates of deceased members. This project will resume after the completion of the Alameda project. We anticipate the COLA Accumulation project to be completed by February 2023.

Agency-Temporary Request

We are requesting three temporary staff to assist in the ASU and the AMU. The temporary staff in ASU would respond to service requests for outstanding underpayments and overpayments and perform the outlawed checks process. Another temporary staff in ASU would serve until the permanent staff in the Core Benefits Training have completed the course. A third temporary staff is needed in the AMU to assist with the workload until a Senior Typist Clerk is hired.

Overtime

Benefits Division has relied on the use of overtime to supplement its regular production strategies and to help limit the length of service levels. As in the past, overtime is being requested to manage the workload imbalances related to the annual March rush and to reduce backlogs as we continue to seek improvements in efficiency and automation of the work.

The Member Services Division has been working overtime on Saturdays to process March retirements. Reviews of Member Services staff production shows their commitment to the highest quality service to our members. This has been a tremendous undertaking and shows our commitment to teamwork across divisions to ensure our members receive timely, high-quality service.

Additional overtime will be needed for PMG staff, as their functions go beyond the Benefits Division and now serve to oversee broader organizational initiatives and projects.

Core Benefits Training classes began on January 3, 2022, and January 31, 2022, filled nine of the vacant Retirement Benefits Specialist II positions. The trainees are expected to complete their training by the end of September and October 2022, at which time they will become a productive part of the division. We anticipate an additional four months before they become fully acclimated to the work they are expected to perform and fully productive.

We anticipate three upcoming retirements: one retirement at the end of FY 2021-2022 and two retirements during the fiscal year 2022-2023.

SERVICES AND SUPPLIES

The following categories have been reduced from the previous year's budget:

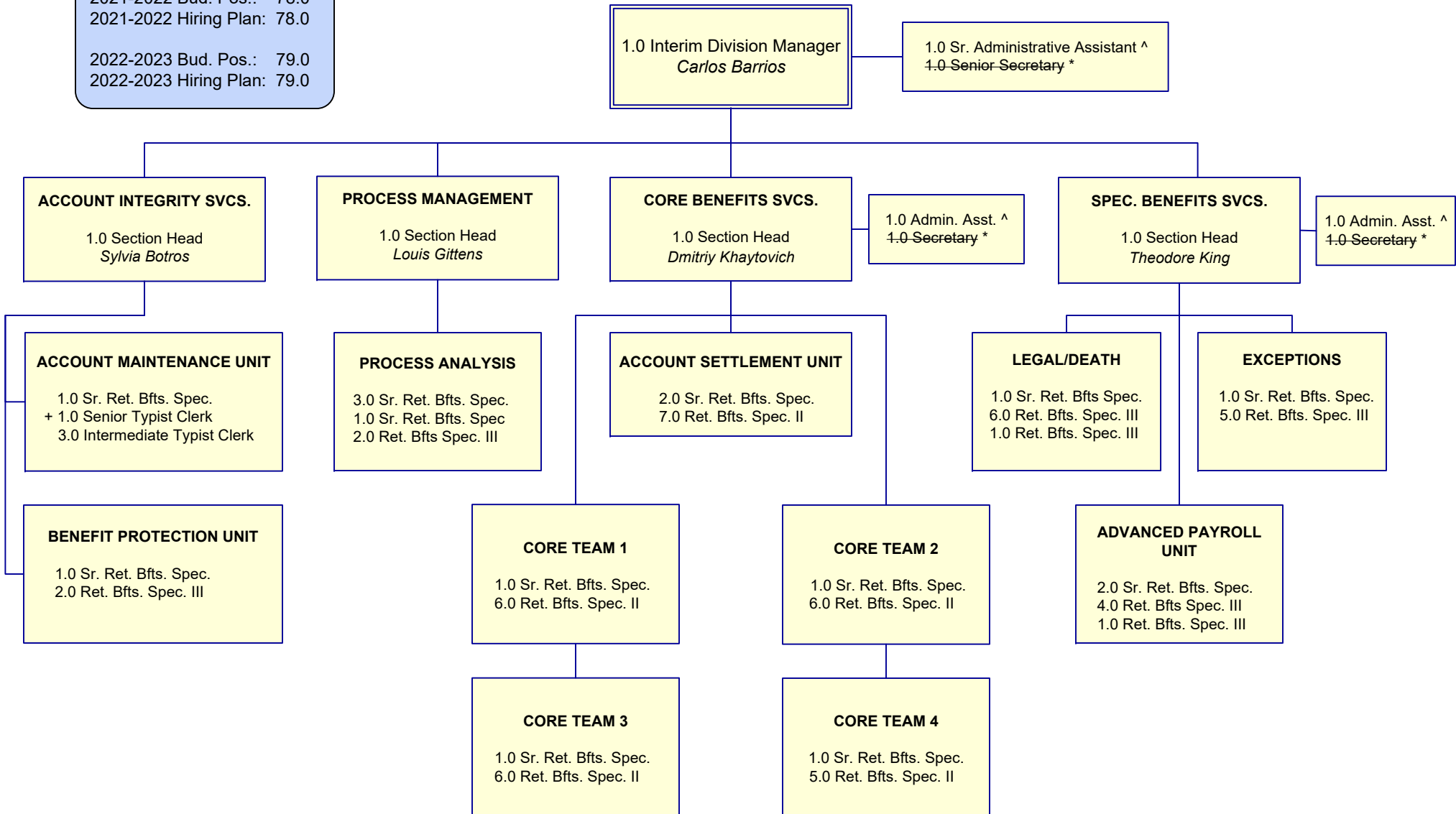
- Professional and Specialized Services -- Record searches have been reduced as we evaluate alternative methods to validate members' prior service.
- Educational Expenses -- Registration Fees have been reduced due to lower attendance for educational training/conferences because of the COVID-19 pandemic.

BENEFITS DIVISION

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 78.0
2021-2022 Hiring Plan: 78.0

2022-2023 Bud. Pos.: 79.0
2022-2023 Hiring Plan: 79.0



+ Added position

* Classification study for the position requested.

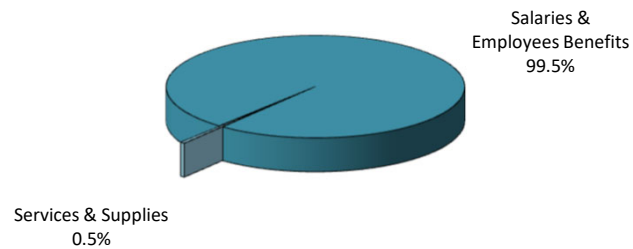
^ Position upgrade from Senior Secretary to Senior Administrative Assistant and Secretary to Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

BENEFITS DIVISION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$11,960,086	\$11,031,844	\$5,193,872	\$10,471,800	(\$560,044)	-5.1%	\$928,242	8.4%
Services & Supplies	59,300	72,000	7,222	42,700	(29,300)	-40.7%	(12,700)	-17.6%
OPERATING BUDGET	\$12,019,386	\$11,103,844	\$5,201,094	\$10,514,500	(\$589,344)	-5.3%	\$915,542	8.2%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

BENEFITS DIVISION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$6,706,995	\$6,154,980	\$3,058,288	\$6,063,700	(\$91,280)	-1.5%	\$552,015	9.0%
Total Agency Temp Salaries	154,900	71,900	25,156	71,900	0	0.0%	83,000	115.4%
Employee Benefits (Variable)	4,019,322	3,818,095	1,592,051	3,332,500	(485,595)	-12.7%	201,227	5.3%
Employee Benefits (Other)	423,908	374,387	181,081	369,000	(5,387)	-1.4%	49,521	13.2%
OPEB Contribution	224,962	183,782	113,815	227,600	43,818	23.8%	41,180	22.4%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	398,100	398,000	214,572	388,200	(9,800)	-2.5%	100	0.0%
Bilingual Bonus	3,600	2,400	1,600	2,900	500	20.8%	1,200	50.0%
Sick Leave Buyback	12,000	12,000	7,309	16,000	4,000	33.3%	0	0.0%
Rideshare Allowance	16,300	16,300	0	0	(16,300)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$11,960,086	\$11,031,844	\$5,193,872	\$10,471,800	(\$560,044)	-5.1%	\$928,242	8.4%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$11,960,086	\$11,031,844	\$5,193,872	\$10,471,800	(\$560,044)	-5.1%	\$928,242	8.4%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

BENEFITS DIVISION

2022-2023 BUDGET

	FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
00773A	DIVISION MANAGER	1	LS12	11,939	143,272
00772A	SECTION HEAD, LACERA	4	LS9	41,500	498,004
01312A	SENIOR RETIREMENT BENEFITS SPECIALIST	14	101F	115,059	1,380,711
01311A	RETIREMENT BENEFITS SPECIALIST III	22	96A	156,998	1,883,976
00439A	SENIOR ADMINISTRATIVE ASSISTANT	1	90F	6,384.91	76,619
00439A	SENIOR SECRETARY	1	89G	6,229	74,750
00439A	SENIOR SECRETARY	(1)	89G	(6,229)	(74,750)
01310A	RETIREMENT BENEFITS SPECIALIST II	30	89F	158,298	1,899,570
00438A	ADMINISTRATIVE ASSISTANT	2	84C	11,372	136,461
00438A	SECRETARY	2	83D	11,094	133,132
00438A	SECRETARY	(2)	83D	(11,094)	(133,132)
00445A	INTERMEDIATE TYPIST-CLERK	3	75C	11,485	137,825

POSITIONS 77 6,156,437

	VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
01312A	SENIOR RETIREMENT BENEFITS SPECIALIST	1	101F	6,560	78,719			39,359
00446A	SENIOR TYPIST CLERK	1	79B	3,582	42,981			21,490
						0	0	60,850

POSITIONS 2 60,850

TOTAL POSITIONS 79

GROSS SALARIES 6,217,287

ANTICIPATED MOU SALARY INCREASE** 341,951

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 75,343

BONUS 72,415

120-DAY RETIREE(S) 0

TOTAL SALARIES 6,706,995

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
Represented positions shown in blue.
Vacancies are shown at the 1st Step.
*All amounts rounded to the nearest dollar.
** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

BENEFITS DIVISION

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$6,500	\$6,500	\$529	\$3,300	(\$3,200)	-49.2%	\$0	0.0%
OFFICE SUPPLIES & EQUIPMENT	3,400	3,400	77	1,400	(2,000)	-58.8%	0	0.0%
PROFESSIONAL & SPEC. SRVCS.	41,000	46,000	4,526	28,000	(18,000)	-39.1%	(5,000)	-10.9%
EDUCATIONAL EXPENSES	7,600	14,600	2,090	9,400	(5,200)	-35.6%	(7,000)	-47.9%
MISCELLANEOUS	800	1,500	0	600	(900)	-60.0%	(700)	-46.7%
TOTAL	\$59,300	\$72,000	\$7,222	\$42,700	(\$29,300)	-40.7%	(\$12,700)	-17.6%

*All amounts rounded to the nearest dollar.

Mission

Our mission is to provide a full range of professional in-house communications services and create essential retirement information for LACERA members.

INTRODUCTION

Communications services include creative visioning, project management, public relations and strategic marketing, graphic design, photography, writing and editing, and video production. We create print materials, videos, and web design and content across our four websites (LACERA.com, Intranet, HR Pros, and Board Resources).

ANNUAL PROJECTS

Following are some of Communications Division's regular projects throughout the year.

- Quarterly *PostScript* and *Spotlight* newsletters
- Themed Annual Comprehensive Financial Report (ACFR), Popular Annual Financial Report (PAFR), and Who We Are brochure
- *Retirement Law Book*
- Cost-of-living inserts and associated email messaging and web content
- Executive Office communications and copywriting support
- Website maintenance and content creation
- Retiree payday, Boards, and staff calendars
- Retiree Healthcare annual mailings
- Budget binder production

- Collateral for annual events such as the Take Our Daughters and Sons to Work Day, Employee Wellness Fair, and Forum
- HR conference coordination and collateral
- LACERA Connect (Intranet) – Continual updates to keep staff members engaged and informed

2021 ACCOMPLISHMENTS AND ONGOING PROJECTS

Throughout 2021, Communications Division completed its regular projects on deadline, even with most staff members working remotely from home due to safer-at-home restrictions during the COVID-19 pandemic. In addition, staff members continued to move ongoing priority projects forward to help achieve the Boards' outlined strategic goals:

- **Redesign of lacera.com:** After more than two years of production (and several years of development prior to that), the new lacera.com was successfully launched in July 2021. Website development, design, content restructuring, and copywriting were all completed in-house by LACERA staff specialists. Communications also created a video to coincide with the launch, highlighting the website's new, interactive features and structure. The reception of the newly designed site has been overwhelmingly positive, with consensus that information is easier to find and understand. Website analytics also indicate the web traffic has increased post-launch. *Completed.*
- **Redesign of LACERA Intranet (LACERA Connect):** In collaboration Systems Division and vendor Compass 365, Communications has created new divisional landing pages based on internal client input, restructured major internal documents pages and the document library, and made other improvements. *Completed.*
- **Redesign of the Annual Retirement Benefits Statement:** Working with Systems Division, Communications has expanded the statement to include new, customized information fields from the member database. *In progress pending availability of internal resources and the selection of a new print vendor.*
- **Redesign of the Retirement Summary and Application Form** (formerly the Retirement Benefits Estimate): The form has been customized and expanded to include member-specific information including scenarios under the different retirement options. *In progress pending beta testing of the form.*
- **Redesign of the Pre-Retirement Guide:** The guide has been updated in coordination with multiple internal stakeholders and subject matter experts. *In progress; ready to print pending finalization of the Retirement Summary and Application Form.*
- **Plan Book updates:** Now that lacera.com has launched, the member plan books require updates. The plan books should be the definitive source for all plan information. Once completed, the plan centers on lacera.com will be further developed and updated to reflect the changes to the plan books. *In progress pending internal resources.*

- **Development of a social media strategy and policy:** A draft policy has been completed. *In progress pending the hiring of a Public Information Officer (PIO).*
- Quality Assurance and Metrics e-learning video modules: *In progress.*
- **Campaigns** for LACERA ID, Return to Office, SMS, Paperless, My LACERA, Direct Deposit, and Update Your Beneficiary. *In progress.*

STAFFING

The Web Support Technician position was filled in March 2021. Having a permanent staff member in this position has been crucial for completing the LACERA.com redesign in 2021 and developing LACERA Connect.

A new Media Artist was hired and started working February 2022, which will boost our capabilities and help us meet the increasing demand for both print and video projects.

The Staff Assistant I position is currently vacant and a temporary hire will be put in place until a permanent hire is recruited. Other vacant budgeted positions to be filled are one Senior Writer and one Senior Media Artist. (Two Senior Media Artist positions were approved by the Boards and Board of Supervisors in 2021 so each production team would have one Media Artist and one Senior Media Artist. Two current Media Artist positions were to be converted to senior positions. However, we currently have three Media Artists so only one Senior Media Artist position is vacant.)

To meet increased media requests and required communications to the public and implement our Social Media Program the Boards approved a Public Information Officer (PIO) in 2020. In accordance with the recently outlined hiring plan we plan to hire this position in FY 2022-2023.

In addition, we will be working with Human Resources to hire an Intern to assist with the research, compiling of data and content, and the writing of the draft of a LACERA Style Guide and other writing duties as assigned.

GOALS

FY 2022-2023 promises to be a time of continued positive change, growth, and evolution. We are committed to meeting the annual and day-to-day needs of LACERA's various divisions to better serve our members.

Communications Division is currently working to develop a "vision" communications plan for presentation to the Executive Office. A first draft is in review.

Short-Term Goals:

- Develop and implement a defined communication plan, which will discuss Communications' support of the implementation of various LACERA goals and initiatives. In addition, this plan will discuss our long-term vision to get to know our

audience better via surveys, data, and analytics so we can communicate more effectively.

- Provide support to the Case Management System project team by assisting with implementation of various processes – through updated communication to members, lacera.com, training videos, and updating collateral materials.
- Provide strategic planning support by assisting with various aspects of implementation and communication.
- Collaborate with the Business Continuity Plan (BCP) Team and public relations firm EKA to develop multiple crisis communication templates for the Business Continuity Plan.
- Continue professional development of staff in the areas of team-building and collaboration, as well as active participation in professional associations.
- Expand paperless campaign to move newsletters and other print collateral to digital format.
- Create a LACERA style guide.
- Continue to develop marketing campaigns to increase the sign up of My LACERA, paperless opt-in, Direct Deposit, online beneficiary updates, and more.
- Generate an RFP for the hiring of a professional firm to assist with creating a Social Media strategy and action plan for Board and Executive review.

Long-Term Goals:

- Establish and maintain a cohesive look for all print and digital materials and member communications, including a full rebranding of LACERA collateral.
- Automate our project request and tracking process through an online platform, to boost efficiency and provide convenience for internal clients.
- Increase video production for internal and member-facing communications, specifically:
 - Retirement Options Series: complete Options 2 and 3 in 2023
 - RHC Enrollment: complete in 2023
 - Medicare 101: complete in 2023
 - My LACERA: complete in 2023
 - Retirement University videos: update FY 2023-2024
- Increase use of technological tools and online platforms.

SERVICES AND SUPPLIES

Each of the Communications Division's line items was carefully reviewed. Those not already addressed or having accompanying notes in the budget request are explained below:

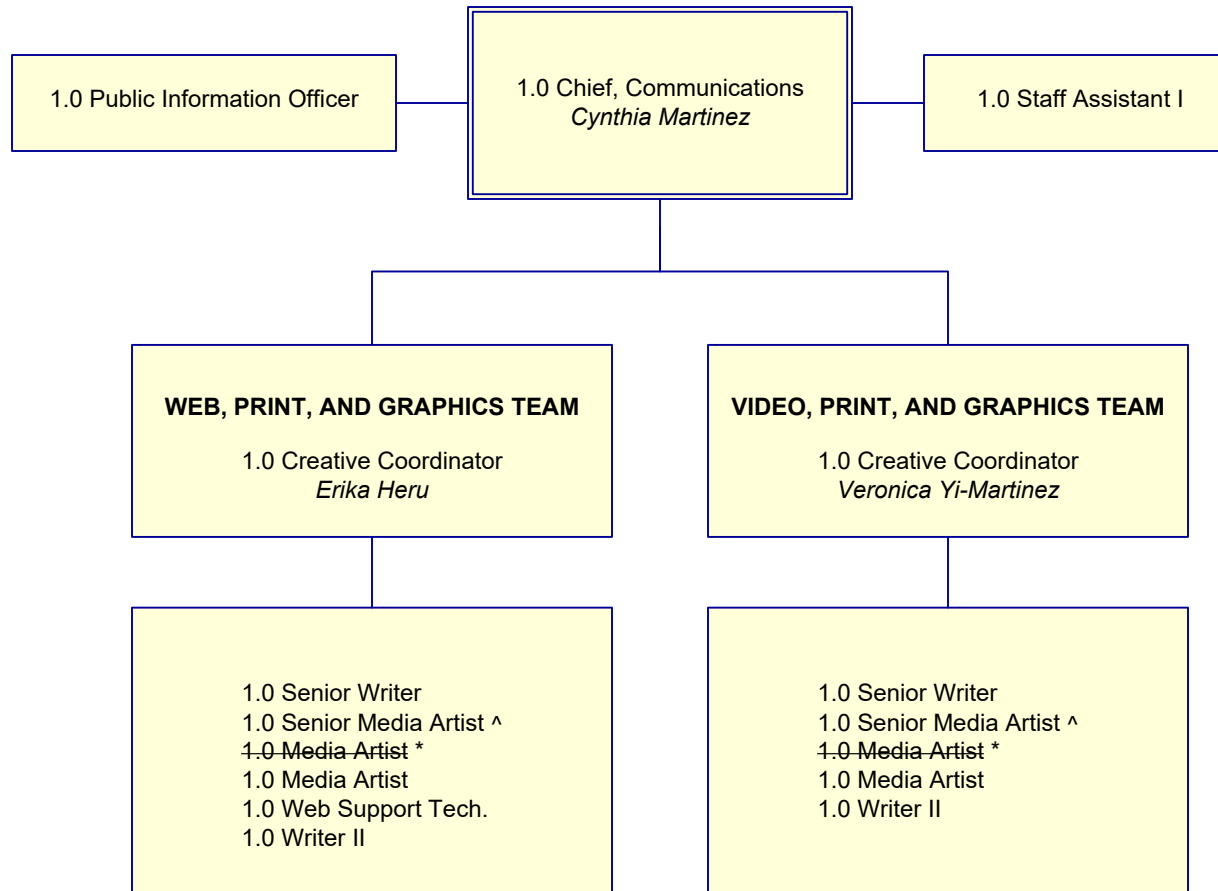
- A one-time request for Mac equipment is requested to accommodate new hires (Media Artist and Senior Media Artist).
- Inflation related cost adjustments for postage and paper.
- Registration fees increased to accommodate all staff to assist with short-term goal of continued professional development and staff team-building.

2021-2022 Bud. Pos.: 14.0
2021-2022 Hiring Plan: 14.0

2022-2023 Bud. Pos.: 14.0
2022-2023 Hiring Plan: 14.0

COMMUNICATIONS

FISCAL YEAR 2022-2023



* Classification study for the position requested.

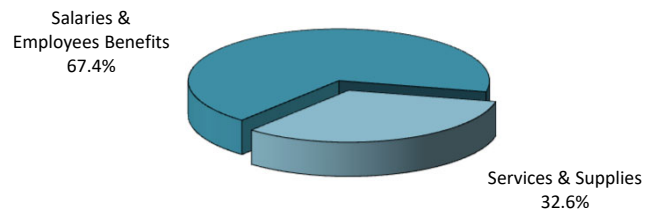
^ Position upgrade from Media Artist to Senior Media Artist as a result of classification study (Board of Supervisors approved on September 15, 2021).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

COMMUNICATIONS

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$2,168,975	\$2,253,791	\$854,293	\$1,744,700	(\$509,091)	-22.6%	(\$84,816)	-3.8%
Services & Supplies	1,051,000	1,041,500	538,266	909,400	(132,100)	-12.7%	9,500	0.9%
OPERATING BUDGET	\$3,219,975	\$3,295,291	\$1,392,560	\$2,654,100	(\$641,191)	-19.5%	(\$75,316)	-2.3%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES & EMPLOYEE BENEFITS SUMMARY

COMMUNICATIONS

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$1,242,896	\$1,290,318	\$518,428	\$990,800	(\$299,518)	-23.2%	(\$47,422)	-3.7%
Total Agency Temp Salaries	56,200	79,600	0	79,600	0	0.0%	(23,400)	-29.4%
LACERA Intern Program	0	0	0	0	0	0.0%	0	0.0%
Employee Benefits (Variable)	740,334	760,302	275,478	549,200	(211,102)	-27.8%	(19,968)	-2.6%
Employee Benefits (Other)	78,556	77,116	37,240	76,300	(816)	-1.1%	1,440	1.9%
OPEB Contribution	41,689	37,855	19,206	42,700	4,845	12.8%	3,834	10.1%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	4,800	4,100	3,076	4,100	0	0.0%	700	17.1%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	3,500	3,500	866	2,000	(1,500)	-42.9%	0	0.0%
Rideshare Allowance	1,000	1,000	0	0	(1,000)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$2,168,975	\$2,253,791	\$854,293	\$1,744,700	(\$509,091)	-22.6%	(\$84,816)	-3.8%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$2,168,975	\$2,253,791	\$854,293	\$1,744,700	(\$509,091)	-22.6%	(\$84,816)	-3.8%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

COMMUNICATIONS

2022-2023 BUDGET

FILLED POSITIONS		# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
00794A	CHIEF, COMMUNICATIONS	1	LS10	12,835	154,018			
00779A	CREATIVE COORDINATOR	2	107E	18,122	217,460			
00784A	SENIOR WRITER	1	105D	8,561	102,730			
99999A	SENIOR MEDIA ARTIST	1	103B	9,256	111,071			
00789A	MEDIA ARTIST	3	99H	22,417	269,000			
00789A	MEDIA ARTIST	(1)	99H	(6,245)	(74,935)			
00787A	WEB SUPPORT TECHNICIAN	1	95K	5,630	67,555			
00786A	WRITER II	2	95K	11,888	142,654			
POSITIONS		10			989,552			
VACANT POSITIONS		# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00784A	SENIOR WRITER	1	105D	7,275	87,303			43,652
00465A	PUBLIC INFORMATION OFFICER	1	104C	7,063	84,757			42,379
99999A	SENIOR MEDIA ARTIST	1	103B	6,857	82,285			41,143
00789A	MEDIA ARTIST	1	99H	6,245	74,935			
00789A	MEDIA ARTIST	(1)	99H	6,245	74,935			
00426A	STAFF ASSISTANT I	1	85E	4,240	50,878			25,439
POSITIONS		4			152,612	0	0	152,612
TOTAL POSITIONS		14						
GROSS SALARIES					1,142,164			
ANTICIPATED MOU SALARY INCREASE**					62,819			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE					37,914			
BONUS					0			
120-DAY RETIREE(S)					0			
TOTAL SALARIES					1,242,896			

MAPPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
 Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
 Represented positions shown in blue.
 Vacancies are shown at the 1st Step.
 *All amounts rounded to the nearest dollar.
 ** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES AND SUPPLIES

COMMUNICATIONS

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD		PROJECTION	OVER/(UNDER)			
		BUDGET	(01-31-22)		BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$4,500	\$7,500	\$0	\$2,400	(\$5,100)	-68.0%	(\$3,000)	-40.0%
POSTAGE	300,000	300,000	160,628	294,500	(5,500)	-1.8%	0	0.0%
STATIONERY & FORMS	649,500	641,500	347,203	566,000	(75,500)	-11.8%	8,000	1.2%
OFFICE SUPPLIES & EQUIPMENT	6,000	5,000	5,294	6,000	1,000	20.0%	1,000	20.0%
PROFESSIONAL & SPEC. SRVCS.	47,000	62,000	21,802	32,000	(30,000)	-48.4%	(15,000)	-24.2%
COMPUTER SERVICES & SUPPORT	14,000	14,500	2,400	5,500	(9,000)	-62.1%	(500)	-3.4%
EDUCATIONAL EXPENSES	29,400	10,400	940	3,000	(7,400)	-71.2%	19,000	182.7%
MISCELLANEOUS	600	600	0	0	(600)	-100.0%	0	0.0%
TOTAL	\$1,051,000	\$1,041,500	\$538,266	\$909,400	(\$132,100)	-12.7%	\$9,500	0.9%

*All amounts rounded to the nearest dollar.



DISABILITY LITIGATION

Budget Highlights

Fiscal Year 2022-2023

Mission

Our mission is to provide timely and effective legal representation to LACERA in disability retirement and service-connected survivor benefit appeals. The goal of the Disability Litigation Office is to achieve impartial justice based on the facts and the law.

INTRODUCTION

The Disability Litigation Office (DLO) is a legal unit at LACERA that is separate from and independent of the Legal Office. The Disability Litigation Chief Counsel reports directly to the Chief Executive Officer. Established in 1996, the DLO has a staff of four attorneys (three Senior Staff Counsel and one Chief Counsel) and three secretaries (Senior Legal Secretaries). Our main operation consists of litigating appeals that members may file after the Board of Retirement denies any disability retirement application benefit. The DLO provides LACERA and its fund with legal representation for disability retirement and service-connected survivor benefit appeals at the administrative level before a hearing referee.

DIVISION UPDATE

Despite continued challenges from the ever-evolving pandemic, the DLO maintained a high level of performance in 2021. The DLO successfully conducted much of its operations remotely as we grew adept at working with Microsoft applications (Teams, OneDrive, and SharePoint). Our attorneys continued to hold hybrid hearings, with participants both on- and offsite, as the parties, hearing officers, and shifting pandemic landscape required. Several hearings were conducted entirely remotely via MS Teams or Zoom (which will continue into 2022). Remote capabilities allowed the DLO to maintain a minimum level of staff onsite, while still moving applicants' appeals forward at the expected and necessary pace for members to meet their Rule 32 deadlines. We rotated in office accordingly to protect staff, while still maintaining the highest levels of production.

Notwithstanding technological advances, the DLO remains heavily paper-based, requiring staff to be onsite periodically to handle mail, filing, and other paperwork. However, the DLO has made great strides in advancing its operations to minimize paper in favor of electronic files, with staff beginning to scan all new appeals (consisting of hundreds to thousands of pages of documents). Electronic appeal files are accessible remotely through MS OneDrive or SharePoint, providing attorneys 24/7 access to their case files to conduct discovery, prepare for hearings, and draft legal briefs. MS Teams and Outlook keep the DLO well-connected and fully informed.

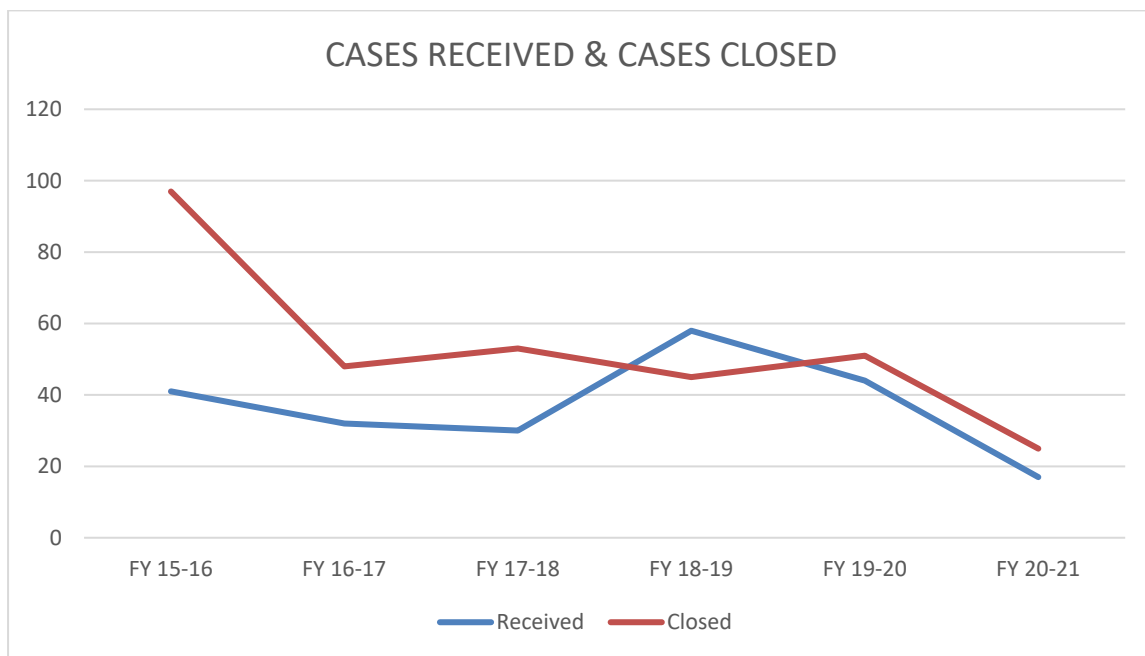
Our technical processes are still dependent on the electronic capabilities of third-party participants (pro per applicants, applicants' attorneys, and referees). The DLO staff continues to assist and encourage all parties to use technology (email, electronic filing, remote hearings) to reduce the need for paper correspondence, paper files, or in-person appearances, while maintaining the same levels of productivity with each appeal. Prior to each remote appearance, staff conducts a tech rehearsal to ensure every participant is familiar with logging into and maneuvering through MS Teams. Referees, pro per applicants, and applicants' attorneys are now comfortable appearing remotely for hearings, status conferences, and discovery disputes. Additionally, the DLO has worked with Systems to provide applicants' attorneys with a designated laptop and internet connection to appear via Zoom for oral argument from a secure location on LACERA's premises.

The DLO is also actively involved in the selection of a vendor for the case management software solution project, which included DLO subject matter experts presenting our operations, processes, and technology needs at the initial vendor presentation. With the recommendation of a selected vendor to the Board of Retirement, DLO will transition to focusing resources and efforts on the Phase I implementation. A Senior Staff Counsel will work directly with the vendor and Systems Division, consulting on the intricacies of DLO's processes. A Senior Legal Secretary will also participate during implementation, advising on day-to-day operations. We expect the case management software solution to place our digital casefiles at our fingertips, replacing manual processes and increasing productivity. More time can be spent on drafting legal arguments, litigation strategy, or legal research than thumbing through volumes of paper to locate a particular nugget of supporting evidence. In that vein and in support of the incoming case management system, we also plan to institute a pilot program to scan and convert our *entire* caseload of active paper files to digital files. We plan to enlist our Senior Legal Secretaries for this project, considering their knowledge of the DLO's processes, operations, and the content of the records we regularly handle (including P.I. and HIPAA-protected information). Accordingly, we are requesting overtime to cover this endeavor.

INVENTORY OF CASES

The DLO has 86 active cases as of December 31, 2021. The average age of these active cases is two years, three months, and 18 days. Under Rule 32 of the Board's *Procedures for Disability Retirement Hearings*, applicants must bring their cases to hearing within three years from the date the applicant is notified of the assignment of the referee. Cases do not move forward until the applicant files a prehearing statement. The respondent's deadline to file its prehearing statement is not triggered until the applicant (the moving party) first files its evidence.

The number of cases the DLO received versus those that have closed from FY 2015-2016 to FY 2020-2021 are demonstrated by the following graph:



There was a spike in the number of cases received in FY 2018-2019 and FY 2019-2020 due to the influx of the earlier effective date correction appeals. The deadline for applicants to file for correction appeal ended on December 31, 2019, effectively ending that upward trend. As of the beginning of January 2022, 43 earlier effective date correction appeals have been resolved (via recommendation, litigation, or withdrawal). Only two correction appeals remain open and active.

Based on statistics from the last three fiscal years, the DLO anticipates it will receive approximately 20 to 25 regular disability retirement appeals in FY 2022-2023.¹

¹ "Regular" appeals are cases other than earlier effective date *correction appeals*, i.e., De novo appeals on the issues of permanent incapacity, service connection, and/or earlier effective date.

The average lifespan for all cases that were closed from 2011 to 2021 was two years, seven months, and 26 days.

STAFFING

There are currently seven budgeted full-time positions in the DLO. No additional staff positions are requested at this time. The classification study for the Senior Management Secretary has been completed, with recommendation for a position upgrade to Senior Legal Secretary. As indicated above, the Senior Legal Secretaries will be spearheading the DLO's scanning operation to convert its entire caseload into digital files. In addition to overtime, this project may also include agency temps working under the Senior Legal Secretaries' direction to complete this project.

SERVICES AND SUPPLIES

The DLO budget request for services and supplies has increased 2.7 percent from the FY 2021-2022 mid-year approved budget. Rising gas prices, distribution challenges, and supply chain shortages are impacting everything from transportation and travel to office supplies and equipment. Additionally, the increase in travel and transportation funds includes a return to in-person educational seminars, previously cancelled due to COVID-19. This request includes attendance at the annual National Association for Public Pension Attorneys (NAPPA) conference (where attending attorneys can complete all required continuing legal education credits). Additionally, annual California Bar attorney license fees increase each year. We also anticipate a 10 percent increase for LexisNexis/Westlaw research database contracts. We are, however, only anticipating two new conflict cases in the upcoming fiscal year and have reduced our request for outside counsel funds accordingly.

FUTURE

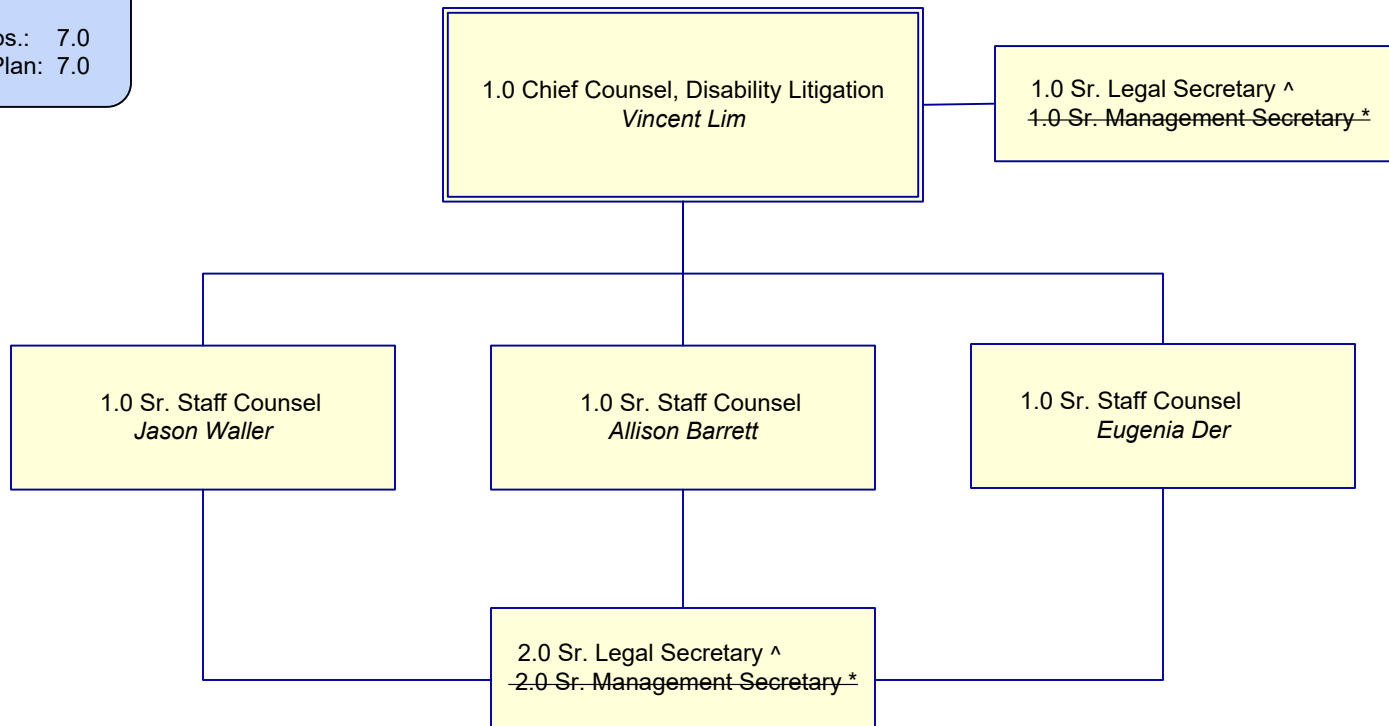
The DLO looks forward to working with its internal business partners in the ongoing move toward a fully electronic operation. We will continue to serve as active participants and subject matter experts in the selection and implementation of the case management software solution project. As always, the DLO will continue our mission of impartial justice – to provide applicants with full and fair hearings to ensure each determination on appeal is substantially supported by the facts and the law.

DISABILITY LITIGATION

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 7.0
2021-2022 Hiring Plan: 7.0

2022-2023 Bud. Pos.: 7.0
2022-2023 Hiring Plan: 7.0



* Classification study for the position requested.

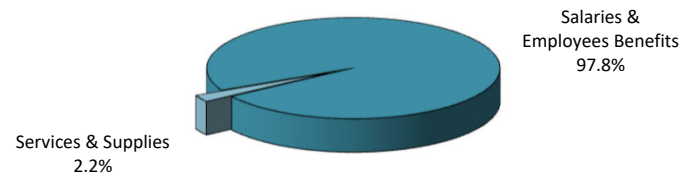
^ Position upgrade from Senior Management Secretary to Senior Legal Secretary as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

DISABILITY LITIGATION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$2,353,917	\$2,141,130	\$1,115,509	\$2,127,800	(\$13,330)	-0.62%	\$212,787	9.9%
Services & Supplies	53,900	52,500	15,431	47,800	(4,700)	-9.0%	1,400	2.7%
OPERATING BUDGET	\$2,407,817	\$2,193,630	\$1,130,940	\$2,175,600	(\$18,030)	-0.8%	\$214,187	9.8%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

DISABILITY LITIGATION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD		PROJECTION	OVER/(UNDER)			
		BUDGET	(01-31-22)		BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$1,371,867	\$1,294,960	\$686,715	\$1,292,000	(\$2,960)	-0.2%	\$76,907	5.9%
Total Agency Temp Salaries	9,800	0	0	0	0	0.0%	9,800	0.0%
Employee Benefits (Variable)	832,028	729,886	370,181	716,800	(13,086)	-1.8%	102,142	14.0%
Employee Benefits (Other)	86,707	77,393	37,299	76,300	(1,093)	-1.4%	9,314	12.0%
OPEB Contribution	46,014	37,991	21,314	42,700	4,709	12.4%	8,023	21.1%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	6,600	0	0	0	0	0.0%	6,600	0.0%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	0	0	0	0	0	0.0%	0	0.0%
Rideshare Allowance	900	900	0	0	(900)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$2,353,917	\$2,141,130	\$1,115,509	\$2,127,800	(\$13,330)	-0.62%	\$212,787	9.9%
Salary Differential	-	-	-	-	-	-	-	-
TOTAL S&EB	\$2,353,917	\$2,141,130	\$1,115,509	\$2,127,800	(\$13,330)	-0.62%	\$212,787	9.9%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

DISABILITY LITIGATION

2022-2023 BUDGET

FILLED POSITIONS		# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
09215A	CHIEF COUNSEL, DISABILITY LITIGATION	1	LS18	23,936	287,234			
09213A	SENIOR STAFF COUNSEL	3	LS16	58,300	699,603			
00441A	SENIOR LEGAL SECRETARY	3	99B	23,787	285,448			
00441A	SENIOR MANAGEMENT SECRETARY	3	97G	22,807	273,680			
00441A	SENIOR MANAGEMENT SECRETARY	(3)	97G	(22,807)	(273,680)			
POSITIONS		7			1,272,286			
VACANT POSITIONS		# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
POSITIONS		0			0			
TOTAL POSITIONS		7						
GROSS SALARIES					1,272,286			
ANTICIPATED MOU SALARY INCREASE**					69,976			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE					29,605			
BONUS					0			
120-DAY RETIREE(S)					0			
TOTAL SALARIES					1,371,867			

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.

Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.

Represented positions shown in blue.

Vacancies are shown at the 1st Step.

*All amounts rounded to the nearest dollar.

** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

DISABILITY LITIGATION

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
AUTO EXPENSE	\$2,900	\$3,000	\$1,098	\$2,200	(\$800)	-26.7%	(\$100)	-3.3%
TRANSPORTATION & TRAVEL	6,500	6,800	0	5,000	(1,800)	-26.5%	(300)	-4.4%
OFFICE SUPPLIES & EQUIPMENT	2,000	1,500	1,169	1,500	0	0.0%	500	33.3%
LEGAL FEES & SERVICES	5,500	7,500	0	7,500	0	0.0%	(2,000)	-26.7%
EDUCATIONAL EXPENSES	36,500	33,000	13,164	31,300	(1,700)	-5.2%	3,500	10.6%
MISCELLANEOUS	500	700	0	300	(400)	-57.1%	(200)	-28.6%
TOTAL	\$53,900	\$52,500	\$15,431	\$47,800	(\$4,700)	-9.0%	\$1,400	2.7%

*All amounts rounded to the nearest dollar.



DISABILITY RETIREMENT SERVICES

Budget Highlights

Fiscal Year 2022-2023

Mission

Our mission is to administer the LACERA Disability Retirement Program in an equitable, timely, accurate, and courteous manner consistent with applicable laws, policies, and procedures.

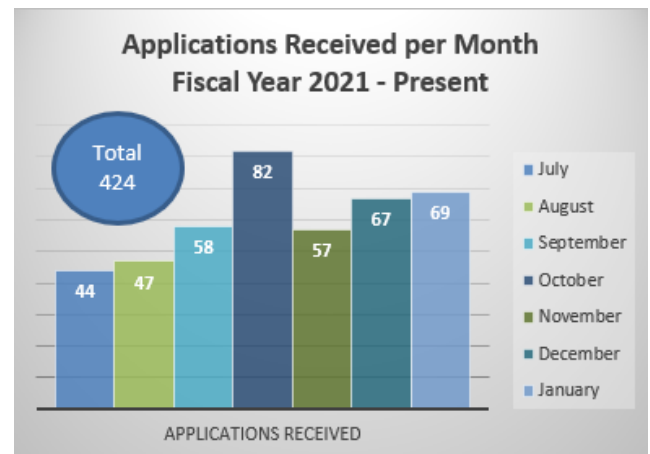
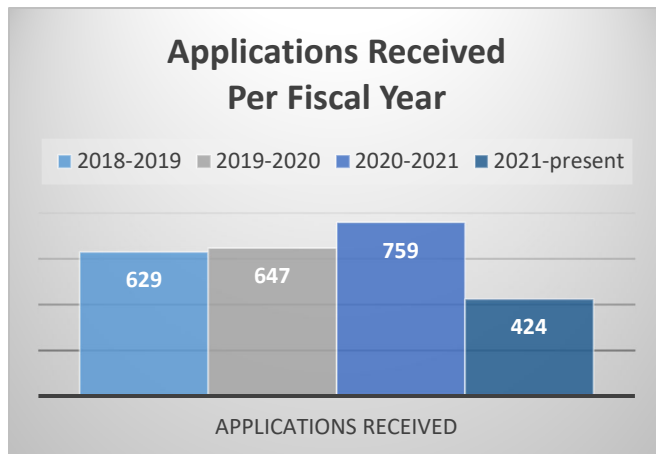
INTRODUCTION

The Disability Retirement Services Division (DRS) is responsible for investigating and evaluating disability retirement applications submitted by active, retired, and deferred members of LACERA. Staff presents recommendations to the Board of Retirement, which is the governing board responsible for adjudicating each application. Staff also administers the disability appeals process in conjunction with Disability Litigation and serves as the official Custodian of Records for all disability retirement files.

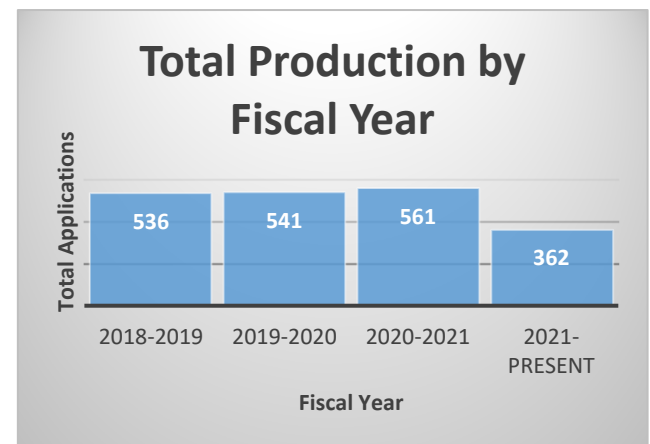
Additionally, our division contracts for professional services for both the investigation and appeals processes, including panel physicians, referees, copy services, court reporters, job analysts, investigative services, and outside legal counsel.

DISABILITY RETIREMENT CASE INVENTORY

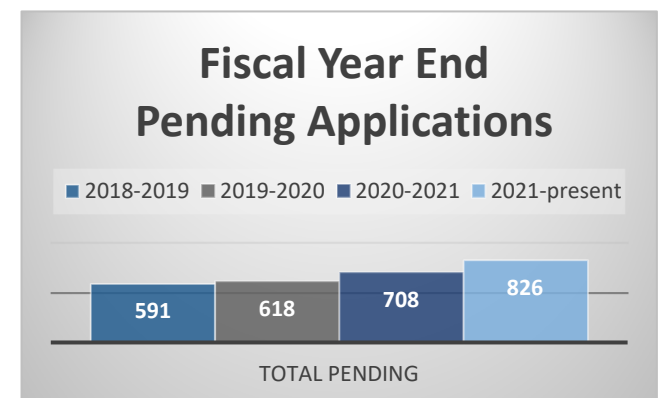
DRS experienced a sharp increase in applications beginning FY 2020-2021, with an unprecedented number of incoming applications in October 2021. There is uncertainty whether this trend will continue; however, staff continues to monitor it closely and develop measures to minimize the impact to our members.



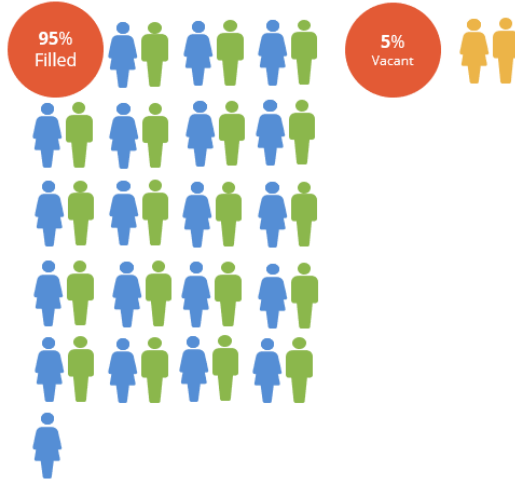
Disability Retirement Services currently has 826 pending disability applications. This is a dynamic statistic as applications move through production (i.e., are accepted, closed, and adjudicated). Of note is the current pending caseload, which has increased by approximately 17 percent since FY 2020-2021.



Our average annual case production to the Board is 546, with an average processing time of 13.5 months. In FY 2020-2021, our case production increased by approximately 2 percent. When fully staffed, DRS case processing capacity is 660 cases. Although we are operating at near capacity given our vacancy rate and staff leave of absences, we are unable to keep pace with the sharp increase in incoming applications.



Staffing



There are currently 41 budgeted full-time positions in DRS.

With the increase in incoming applications and due to vacancies in the Senior Disability Retirement Specialist and Staff Assistant II positions, the Executive Office and Human Resources approved a proposed pilot training opportunity for administrative support staff.

This opportunity is two-fold, as it allows for succession planning while partially addressing the increase in applications. The staff participating in the training will require significant overtime. Newly trained staff will assist in case processing by specifically targeting aging applications.

Overtime

DRS subject matter experts will be required to work overtime to ensure successful implementation of Phase I of the Case Management System. The implementation of the Case Management System will automate some aspects of the DRS process, help us work more efficiently, and allow us to create and track metrics and KPI'S tied to our strategic goals.

The table below illustrates the overtime budget needed for:

- Administrative support staff participating in the pilot training opportunity
- Subject matter experts for the case management implementation project
- Projected overtime for meeting operational and administrative deadlines, including generating statistics and special projects

Position	No. Staff	Total Hours Year	Total
Staff Assistant II (Pilot)	2	480	\$ 26,400
Senior Typist Clerk (Pilot)	2	480	\$ 18,240
SME Staff Assistant II (Case Management)	2	480	\$ 26,400
SME Supervisor (Case Management)	3	720	\$ 57,960
All Positions (Deadlines, Statistics and Special Projects)	20	640	\$ 36,300
TOTAL		2,800	\$ 165,300

Agency Temps

DRS currently has vacancies and is requesting two agency-temporary positions to support the administrative support staff participating in the pilot training opportunity and the team responsible for case management implementation.

Classification Study

The Board approved a classification study the for the Disability Retirement Specialist Supervisor position for FY 2021-2022, as the role and responsibilities of the supervisor position in Disability Retirement Services had substantially increased over the years. However, due to COVID-19 and competing priorities, the classification study was not completed by the end of the FY 2020-2021. Therefore, we are requesting the classification study be approved for FY 2022-2023.

SERVICES AND SUPPLIES

Medical Fees

Staff requests an additional \$400,000 to cover the anticipated increase in medical fees due to the adoption of a new medical fee schedule that was approved by the Board of Retirement in June 2021. The adoption of the new schedule was recommended by staff in response to a new workers' compensation fee schedule effective April 1, 2021. The recommended increase allowed LACERA to remain competitive with industry increases in panel physician compensation for med-legal evaluations and reporting. It is imperative for LACERA to retain a well-qualified panel of board-certified physicians and ensure our members continue to receive timely and quality independent medical evaluations.

Medical Advisor

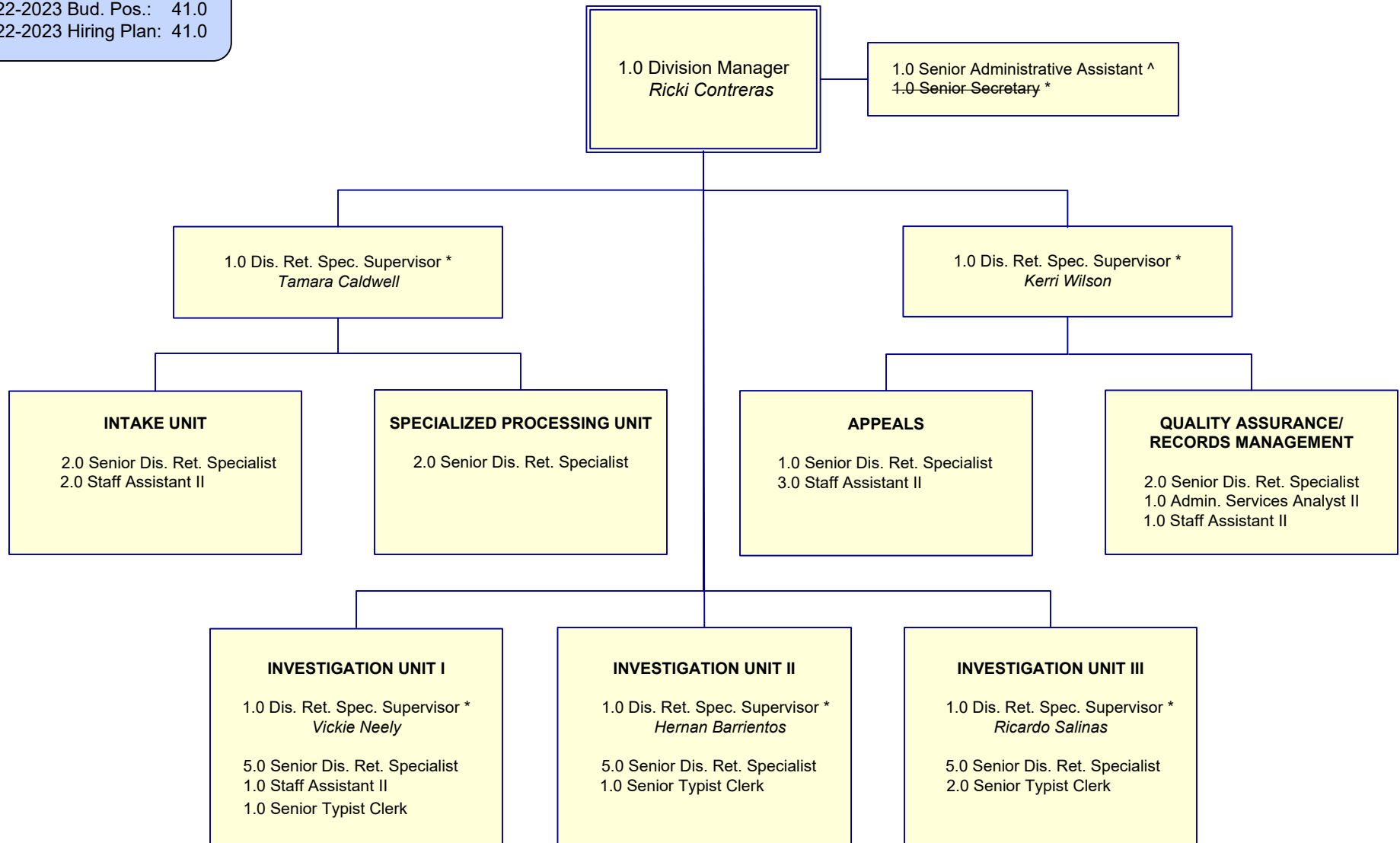
Staff requests an additional \$85,000 to cover the anticipated increase in medical advisor fees for FY 2022-2023 due to an anticipated expansion of the Medical Advisor's role in reviewing applications for disability retirement per the passage of Senate Bill 634.

DISABILITY RETIREMENT

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 41.0
2021-2022 Hiring Plan: 41.0

2022-2023 Bud. Pos.: 41.0
2022-2023 Hiring Plan: 41.0



* Classification and/or compensation study requested.

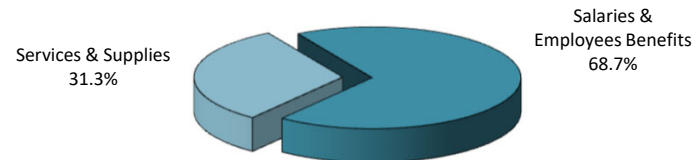
^ Position upgrade from Senior Secretary to Senior Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

DISABILITY RETIREMENT

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$7,514,693	\$6,962,398	\$3,325,893	\$6,429,300	(\$533,098)	-7.66%	\$552,295	7.9%
Services & Supplies	3,425,100	2,935,000	1,109,442	2,934,300	(700)	0.0%	490,100	16.7%
OPERATING BUDGET	\$10,939,793	\$9,897,398	\$4,435,334	\$9,363,600	(\$533,798)	-5.4%	\$1,042,395	10.5%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

DISABILITY RETIREMENT

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$4,134,839	\$3,971,485	\$1,940,677	\$3,686,700	(\$284,785)	-7.2%	\$163,354	4.11%
Total Agency Temp Salaries	129,000	143,000	28,243	100,900	(42,100)	-29.4%	(14,000)	-9.79%
Employee Benefits (Variable)	2,675,028	2,467,442	1,145,714	2,229,100	(238,342)	-9.7%	207,586	8.41%
Employee Benefits (Other)	261,338	237,356	114,616	234,000	(3,356)	-1.4%	23,982	10.10%
OPEB Contribution	138,688	116,515	77,273	154,600	38,085	32.7%	22,173	19.03%
Stipends	0	0	0	0	0	0.0%	0	0.00%
Overtime	165,300	16,100	17,654	20,000	3,900	24.2%	149,200	926.71%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.00%
Sick Leave Buyback	6,000	6,000	1,715	4,000	(2,000)	-33.3%	0	0.00%
Rideshare Allowance	4,500	4,500	0	0	(4,500)	-100.0%	0	0.00%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.00%
ADJUSTED GROSS S&EB	\$7,514,693	\$6,962,398	\$3,325,893	\$6,429,300	(\$533,098)	-7.7%	\$552,295	7.9%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$7,514,693	\$6,962,398	\$3,325,893	\$6,429,300	(\$533,098)	-7.66%	\$552,295	7.9%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

DISABILITY RETIREMENT

2022-2023 BUDGET

FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
00773A DIVISION MANAGER	1	LS12	15,510	186,117
01643A DISABILITY RETIRE. SPECIALIST SUPV.	5	106F	48,481	581,768
01632A SENIOR DISABILITY RETIRE. SPECIALIST	21	102F	177,884	2,134,605
00420A ADMINISTRATIVE SERVICES ANALYST II	1	93H	7,151	85,810
00427A STAFF ASSISTANT II	6	92E	38,185	458,222
00439A SENIOR ADMINISTRATIVE ASSISTANT	1	90F	6,214	74,568
00439A SENIOR SECRETARY	1	89G	6,062	72,750
00439A SENIOR SECRETARY	(1)	89G	(6,062)	(72,750)
00446A SENIOR TYPIST CLERK	4	79B	18,968	227,611

POSITIONS 39 3,748,701

VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
01632A SENIOR DISABILITY RETIRE. SPECIALIST	1	102F	6,740	80,882			40,441
00427A STAFF ASSISTANT II	1	92E	5,127	61,523			30,761
					0	0	71,203

POSITIONS 2 71,203

TOTAL POSITIONS 41

GROSS SALARIES 3,819,903

ANTICIPATED MOU SALARY INCREASE** 210,095

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 32,535

BONUS 72,306

120-DAY RETIREE(S) 0

TOTAL SALARIES 4,134,839

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
[Represented positions shown in blue.](#)

Vacancies are shown at the 1st Step.

*All amounts rounded to the nearest dollar.

** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

DISABILITY RETIREMENT

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$8,000	\$8,000	\$710	\$3,600	(\$4,400)	-55.0%	\$0	0.0%
OFFICE SUPPLIES & EQUIPMENT	5,800	6,000	311	5,000	(1,000)	-16.7%	(200)	-3.3%
PROFESSIONAL & SPEC. SRVCS.	230,000	224,500	123,710	230,000	5,500	2.4%	5,500	2.4%
LEGAL FEES & SERVICES	25,000	20,000	16,181	25,000	5,000	25.0%	5,000	25.0%
DISABILITY FEES & SERVICES	3,145,300	2,665,500	968,011	2,660,200	(5,300)	-0.2%	479,800	18.0%
EDUCATIONAL EXPENSES	10,700	10,700	520	10,500	(200)	-1.9%	0	0.0%
MISCELLANEOUS	300	300	0	0	(300)	-100.0%	0	0.0%
TOTAL	\$3,425,100	\$2,935,000	\$1,109,442	\$2,934,300	(\$700)	0.0%	\$490,100	16.7%

*All amounts rounded to the nearest dollar.

Mission

To provide the vision and direction to the LACERA organization, utilizing people, systems, policies, and processes for the purpose of implementing LACERA's mission to produce, protect and provide the promised benefits.

INTRODUCTION

The Executive Office, with broad oversight from the Boards of Retirement and Investments, sets the organizational vision and provides direction to staff to effectively implement LACERA's mission and simplify and improve how LACERA's mission is achieved.

CREATION OF INFORMATION SECURITY OFFICE

The Information Security Office (Info Sec) was established in FY 2020-2021 as one of the CEO's first critical initiatives. Info Sec sits within the Executive Office, reports directly to the Deputy Chief Executive Officer (DCEO), and has responsibility for minimizing cyber-related risk across the enterprise. Info Sec works cooperatively with the Systems Division but is intentionally independent to ensure reasonable checks and balances are in place. In addition to assessing LACERA's internal cyber-related risks, Info Sec ensures that LACERA's strategic partners have implemented appropriate safeguards, policies, and practices to protect LACERA's interests. Lastly, Info Sec plays an important role in LACERA's disaster recovery and business continuity program by assisting in the development of appropriate procedures, developing or participating in tabletop and other test scenarios, and educating LACERA staff on system security and data loss prevention.

STAFFING

No new positions are requested for the Executive Office in FY 2022-2023. Over the past two years, the Executive Office has undergone significant organizational changes to

ensure better oversight and accountability of the LACERA organization. Changes included creating the new DCEO position and Info Sec, which reports to the DCEO. A Special Assistant also reports to the DCEO, in close coordination with the two Assistant Executive Officers (AEOs), to lead and manage LACERA's strategic planning efforts and help ensure that key LACERA-wide initiatives and projects receive the required focused attention and support to ensure success. The Special Assistant position is currently vacant with the goal of filling the position by the second quarter of FY 2022-2023.

When LACERA created Info Sec, which is independent from the Systems Division, LACERA added a new Chief Information Security Officer (CISO) as a temporary leader while we awaited County adoption and approval of the classification. In the fall of 2021, the County CEO recommended, and the Board of Supervisors adopted a lower Information Security Officer classification. LACERA will be utilizing an outside recruiter to help market and fill this critical position with a permanent Information Security Officer (ISO). Our goal is to have this position filled by the first quarter of FY 2022-2023. Four additional positions in the Information Security Office were initially "borrowed" from the Systems Division and filled with temporary staff with specialized information technology security expertise. This budget request includes \$1,129,700 in Agency Temp Salaries for six months' funding for the ISO and full year funding for the four-subordinate staff. The original positions' authorities are slated to be restored in the Systems Division.

SERVICES AND SUPPLIES

The Executive Office is requesting an increase of \$464,500 over the FY 2021-2022 Mid-Year Adopted Budget. Of this amount, \$321,000 is included for strategic planning, \$75,000 is transferred from the Systems Division to the Executive Office for an information technology security assessment, and \$95,000 is included for two software subscriptions (Risk Recon and Threat Intelligence Reporting) for the Information Security Office. The Executive Office also plans to maintain funds for public media relations (\$125,000) and improvement projects (\$80,000) that may come out of our strategic planning efforts and/or internal audit recommendations.

KEY INITIATIVES FOR FY 2022-2023

LACERA as an organization is currently undergoing many changes and process improvements to serve our members more efficiently and effectively. This includes implementing modern technology, policy and procedure review, and refinements to our organizational structure. However, effective change management requires a clearly articulated plan that incorporates input and has buy-in from key stakeholders. For this reason, the Executive Office plans to dedicate significant efforts in FY 2022-2023 toward developing and implementing LACERA's strategic plan. The strategic plan will lay the foundation for our growth and highlight our vision for the future. Our intent is for this to be

a living guide that is frequently referenced and that will allow us to measure our progress as an organization. LACERA will utilize a consultant to facilitate and document the process and to provide specific guidance to ensure consistent and thorough implementation. Funds are included in the Executive Office's FY 2022-2023 budget for the consultant as well as funding to ensure any critical projects can begin immediately after adoption.

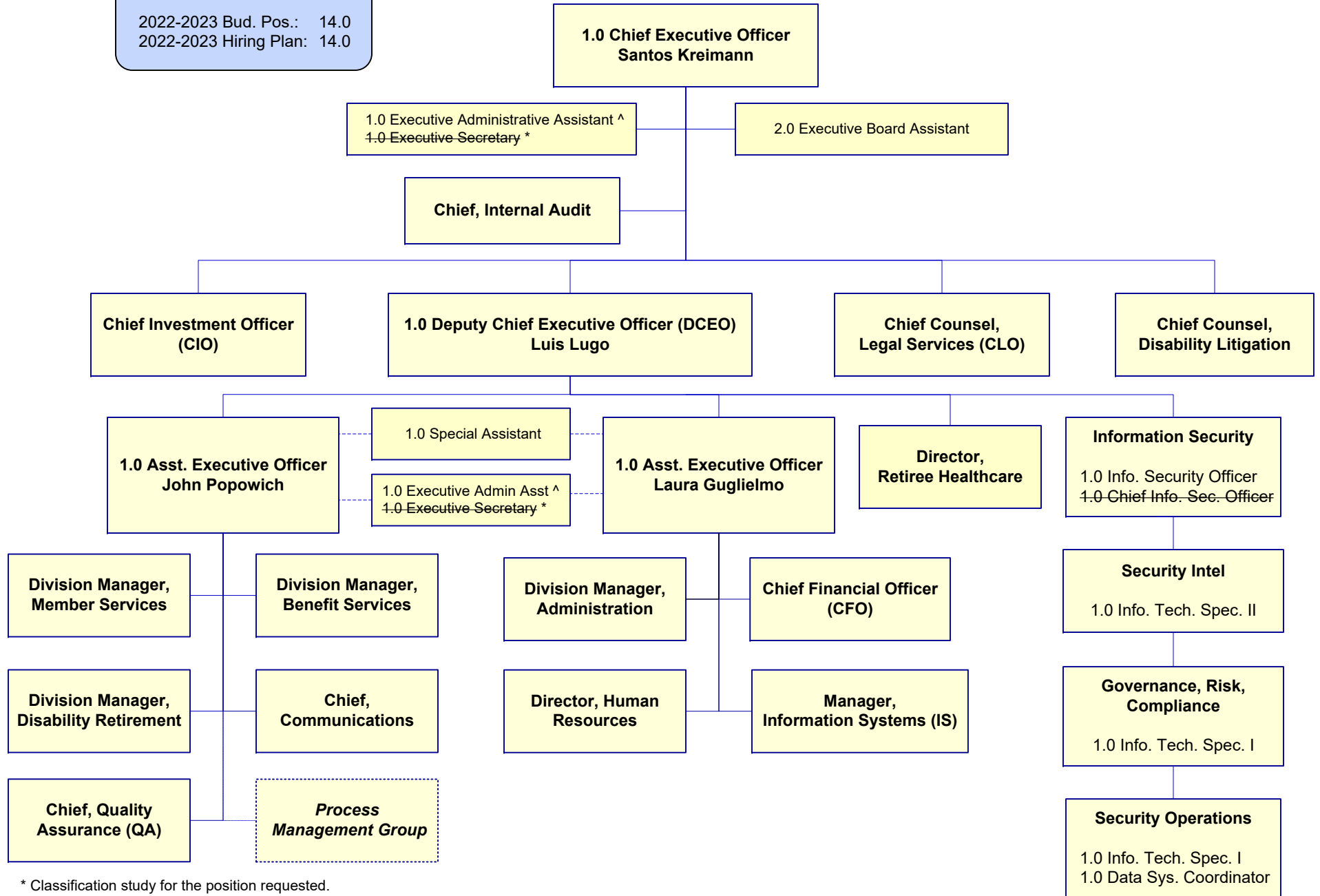
The Executive Office will also be sponsoring the significant technology projects identified to better serve our members. The most significant technology improvement project is the case management system, which we see as crucial for eventually eliminating mistake-prone manual processes and more seamlessly provide services to our members throughout their career and retirement journeys.

EXECUTIVE OFFICE

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 14.0
2021-2022 Hiring Plan: 14.0

2022-2023 Bud. Pos.: 14.0
2022-2023 Hiring Plan: 14.0



* Classification study for the position requested.

^ Position upgrade from Executive Secretary to Executive Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

Note: Title changed from Chief Information Security Officer to Information Security Officer. Board of Supervisors approved on 10/05/2021 (Effective 10/19/2021).

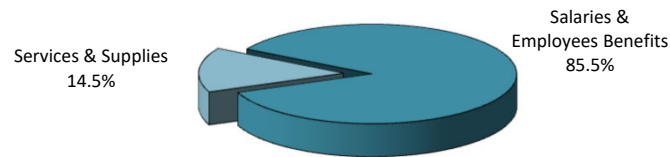
Added new division "Process Management Group" (pending)

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

EXECUTIVE OFFICE

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$4,662,799	\$3,244,146	\$1,388,879	\$2,604,500	(\$639,646)	-19.7%	\$1,418,653	43.7%
Services & Supplies	788,300	318,800	73,060	208,300	(110,500)	-34.7%	469,500	147.3%
OPERATING BUDGET	\$5,451,099	\$3,562,946	\$1,461,940	\$2,812,800	(\$750,146)	-21.1%	\$1,888,153	53.0%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

EXECUTIVE OFFICE

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD		PROJECTION	OVER/(UNDER)			
		BUDGET	(01-31-22)		BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$2,065,815	\$1,908,555	\$829,063	\$1,535,000	(\$373,555)	-19.6%	\$157,260	8.2%
Total Agency Temp Salaries	1,129,700	0	0	0	0	0.0%	1,129,700	0.0%
Employee Benefits (Variable)	1,175,425	1,051,621	445,649	827,000	(224,621)	-21.4%	123,804	11.8%
Employee Benefits (Other)	130,567	123,933	59,728	119,500	(4,433)	-3.6%	6,634	5.4%
OPEB Contribution	69,290	60,837	29,118	59,000	(1,837)	-3.0%	8,453	13.9%
Stipends	65,000	65,000	25,321	59,000	(6,000)	-9.2%	0	0.0%
Overtime	25,600	25,600	0	5,000	(20,600)	-80.5%	0	0.0%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	0	0	0	0	0	0.0%	0	0.0%
Rideshare Allowance	1,400	1,400	0	0	(1,400)	-100.0%	0	0.0%
Transportation Allowance	0	7,200	0	0	(7,200)	-100.0%	(7,200)	-100.0%
ADJUSTED GROSS S&EB	\$4,662,799	\$3,244,146	\$1,388,879	\$2,604,500	(\$639,646)	-19.7%	\$1,418,653	43.7%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$4,662,799	\$3,244,146	\$1,388,879	\$2,604,500	(\$639,646)	-19.7%	\$1,418,653	43.7%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA

FISCAL YEAR 2022-2023

SALARIES

EXECUTIVE OFFICE2022-2023 BUDGET

FILLED POSITIONS		# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
00776L	CHIEF EXECUTIVE OFFICER	1	LR27	33,333	400,000			
00770A	DEPUTY CHIEF EXECUTIVE OFFICER (UC)	1	LR18	20,475	245,700			
00792A	ASSISTANT EXECUTIVE OFFICER (UC)	2	LS16	38,462	461,544			
00745A	EXECUTIVE BOARD ASSISTANT	2	104K	18,850	226,200			
00442A	EXECUTIVE ADMINISTRATIVE ASSISTANT	2	101G	17,249	206,991			
00442A	EXECUTIVE SECRETARY	2	101G	17,249	206,991			
00442A	EXECUTIVE SECRETARY	(2)	101G	(17,249)	(206,991)			
POSITIONS		8			1,540,436			
VACANT POSITIONS		# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00775A	SPECIAL ASSISTANT	1	LS12	10,557	126,681			63,341
00806A	INFORMATION SECURITY OFFICER	1	LS12	10,557	126,681	126,681		
00806A	CHIEF INFORMATION SECURITY OFFICER	1	LS12	10,557	126,681			
00806A	CHIEF INFORMATION SECURITY OFFICER	(1)	LS12	10,557	126,681			
00802A	INFORMATION TECHNOLOGY SPECIALIST II	1	123G	11,942	143,306			71,653
00801A	INFORMATION TECHNOLOGY SPECIALIST I	2	118E	10,377	124,523			124,523
00469A	DATA SYSTEMS COORDINATOR	1	111C	8,540	102,475			
						126,681	0	259,517
POSITIONS		6			386,198			
TOTAL POSITIONS		14						
GROSS SALARIES					1,926,633			
ANTICIPATED MOU SALARY INCREASE**					105,965			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE					33,217			
BONUS					0			
120-DAY RETIREE(S)					0			
TOTAL SALARIES					2,065,815			

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.

Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.

Represented positions shown in blue.

Vacancies are shown at the 1st Step.

*All amounts rounded to the nearest dollar.

** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

EXECUTIVE OFFICE

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
AUTO EXPENSE	\$12,300	\$12,300	\$3,520	\$8,300	(\$4,000)	-32.5%	\$0	0.0%
TRANSPORTATION & TRAVEL	22,000	17,000	2,654	3,400	(13,600)	-80.0%	5,000	29.4%
OFFICE SUPPLIES & EQUIPMENT	3,500	4,500	598	1,600	(2,900)	-64.4%	(1,000)	-22.2%
PROFESSIONAL & SPEC. SRVCS.	696,000	205,000	47,255	140,000	(65,000)	-31.7%	491,000	239.5%
EDUCATIONAL EXPENSES	44,000	64,000	12,283	44,000	(20,000)	-31.3%	(20,000)	-31.3%
MISCELLANEOUS	10,500	16,000	6,750	11,000	(5,000)	-31.3%	(5,500)	-34.4%
TOTAL	\$788,300	\$318,800	\$73,060	\$208,300	(\$110,500)	-34.7%	\$469,500	147.3%

*All amounts rounded to the nearest dollar.



Mission

Our mission is to provide sound guardianship of LACERA's assets and deliver quality service to our stakeholders through timely and accurate financial information.

INTRODUCTION

The Financial and Accounting Services Division (FASD) contributes to LACERA's mission by conducting investment and administrative financial transactions while ensuring compliance with regulatory and statutory financial reporting mandates.

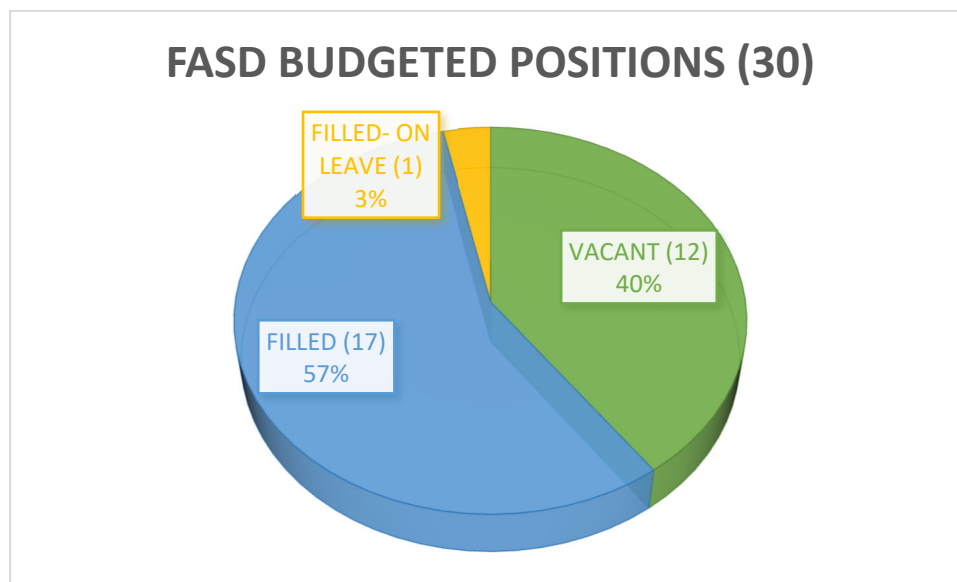
CURRENT CHALLENGES

The FASD team strives to provide a high level of service to external and internal stakeholders. Our current operating capacity is constrained by our human resources, as we have a high number of vacant positions within the division. Staff continue to demonstrate their significant commitment to the organization and to serving LACERA members. The workload is managed by remaining staff absorbing the duties and responsibilities of vacant positions, using overtime, deferring vacations, and acquiring temporary staffing resources. A significant focus for the upcoming fiscal year will be on ensuring the recruiting and hiring goals that were not achieved in the prior fiscal year are met. Once the staffing numbers reach a higher level, the Division will have the capacity to address additional strategic initiatives and special projects.

FASD's budget request seeks to maintain financial reporting quality, ensure financial transactions are completed timely and accurately, and support LACERA's Trustees, operations, and organizational initiatives, while mitigating risks and managing change. To accomplish this, FASD requests authorization to:

1. Defund one Accounting Technician I, LACERA from the Reconciliation Unit
2. Fund one Accountant, LACERA for the Reporting and Compliance Section to meet operational needs due to increased workload and responsibilities. The addition of a subordinate position to the Reporting and Compliance Section will strengthen the ability to manage and distribute the increased workload and accommodate new projects.

STAFFING



One new Accountant, LACERA position is requested for the Reporting and Compliance Section. The Reporting and Compliance Section is currently staffed with one Senior Accountant position. This Section has seen an increase in workload due to adding a new annual actuarial report, the Risk Assessment Report, and coordination of more frequent special projects involving plan sponsors and the actuarial consultants. In addition, LACERA is routinely subject to implementation of new financial statement reporting disclosures which require study, review, and close coordination with the external financial statement auditor. The additional Accountant positions will help alleviate the heavy workload and ensure the Senior Accountant has the ability to supervise, an expectation of that classification. This additional Accountant position is proposed to be off-set by eliminating a vacant Accounting Technician position.

The Division's organizational chart currently includes two budgeted Accounting Technician I positions. One of the positions is recently vacant. The Division's needs have changed over time, becoming more complex. We recommend the vacant position authority in the Reconciliation Unit be defunded and funding be added for an additional Accountant position in the Reporting and Compliance Section.

Recruitment

FASD currently has 30 position authorities with 12 vacancies and one staff on long-term leave. This high rate of vacancy is due to retirements, resignations, and internal transfers, coupled with delays in hiring due to a classification study impacting most of the positions. This classification study was necessary because job analysis had not been updated to reflect the needs of the Division in more than a decade. LACERA was reluctant to hire new permanent accounting staff without a clear understanding of the current needs. Bulletins, brochures, and exams must all reflect the minimum and desired qualifications. Filling positions based on outdated requirements would not meet the organization's needs.

Ten Temporary Staff — Accountants and One Administrative Assistant

Because of the vacancies, FASD relies heavily on temporary staff and is limited in its ability to provide higher levels of service.

With our current vacancy level at 12 positions, we anticipate the need for a total of 10 temporary staff positions, two more than approved in FY 2021-2022. These temporary staff would be assigned as follows:

- Five temporary accountants to the Investment Accounting Section, with three in the Public Markets Unit and two in the Direct Investments Unit. Given the challenges of hiring temporary staff right now, the unit supervisors will evaluate each unit's responsibilities and then assign duties to the temporary staff based on their experience and knowledge. Hiring temporary staff to fill these vacant positions will help the Investment Accounting Section reduce the risk of errors and implement Investment Office initiatives by distributing the workload among a larger team.
- Four temporary accountants to the General Accounting Section, with three allocated to the Disbursements Unit and one in the Reconciliation Unit. The duties and responsibilities within each unit will be reallocated, depending on the ability to acquire and retain temporary staff. The temporary accounting staff will complete the daily workload that has been absorbed by existing staff who have been postponing vacation time and working overtime.
- One temporary staff to handle administrative assistant duties and responsibilities. The administrative staff manage a significant workload volume, including daily tasks as well as project-based assignments. The staff member currently assigned to the Administrative Assistant position is performing a dual-role assignment as the interim Senior Administrative Assistant, a position which remains vacant.

Overtime

As in the past, overtime is requested to manage the peak workload related to the annual fiscal year-end financial statement preparation and audit, which is the basis for preparing the Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR). Overtime will also allow management flexibility should special projects arise or if a sufficient number of temporary staff are unavailable for hire.

SERVICES AND SUPPLIES

The Services and Supplies total budget request of \$249,300 represents a \$9,300, or 3.9 percent, increase when compared with the prior fiscal year. This increase is primarily due to a proposed increase in travel required to allow for professional staff development.

LOOKING FORWARD

FASD actively participates in strategic organizational initiatives. During FY 2022-2023, FASD staff will be working on several important projects with other LACERA divisions. For the Investment Accounting Section, staff are assisting the Investment Office with the custodian bank search and OPEB Trust private market investments search projects. For the custodian bank search, FASD is assigned as co-lead of the multidivisional evaluation team. The evaluation team is conducting the Request for Proposal (RFP), which includes issuing the RFP and evaluating responses, as well as presenting the results with a recommendation to the Board of Investments.

If the Board selects a new custodian bank, the transition process will be a significant undertaking. FASD and Investment Office staff will work closely and diligently together to transfer all LACERA's investment assets from State Street Bank to the new custodian bank. The changeover date to the new custodian is tentatively scheduled for July 1, 2023.

For the OPEB Trust private market investments search project, FASD's Investment Accounting Section will create new processes and general ledger accounts for the OPEB Trust private market assets, which will be similar to the pension plan structure (e.g. private equity, illiquid credit, private real estate, and private infrastructure).

In the General Accounting Section, staff plan on finalizing the implementation of an automated procure-to-pay and accounts payable (P2P AP) solution, after completing the implementation of the travel and expense modules within the same online software. P2P AP will digitize documents and use optimized character recognition to reduce manual data entry, strengthen internal controls by routing invoices online for approval, and reduce or eliminate check printing process by offering a variety of electronic payment types to LACERA vendors.

Staff are also significantly involved in implementing a new enterprise budget application system. LACERA expects this new application to provide enhanced data management

and reporting for managers and executives as well as reduce staff time in completing the current manual budget processes.

FASD's General Accounting Section is also working closely with a cross-functional team to implement a prepaid debit card program that can be used to issue member benefits. The goal of this new initiative is to reduce the costs and risks associated with generating paper checks, while providing better service to our members, particularly those who reside outside of the United States.

And finally, FASD's General Accounting Section will continue working with another LACERA cross-functional team to implement a new software tool for managing the organization's contracts and associated documentation and processes. Contract administration is an important administrative and compliance process where automation can help mitigate risks to the organization.

CONCLUSION

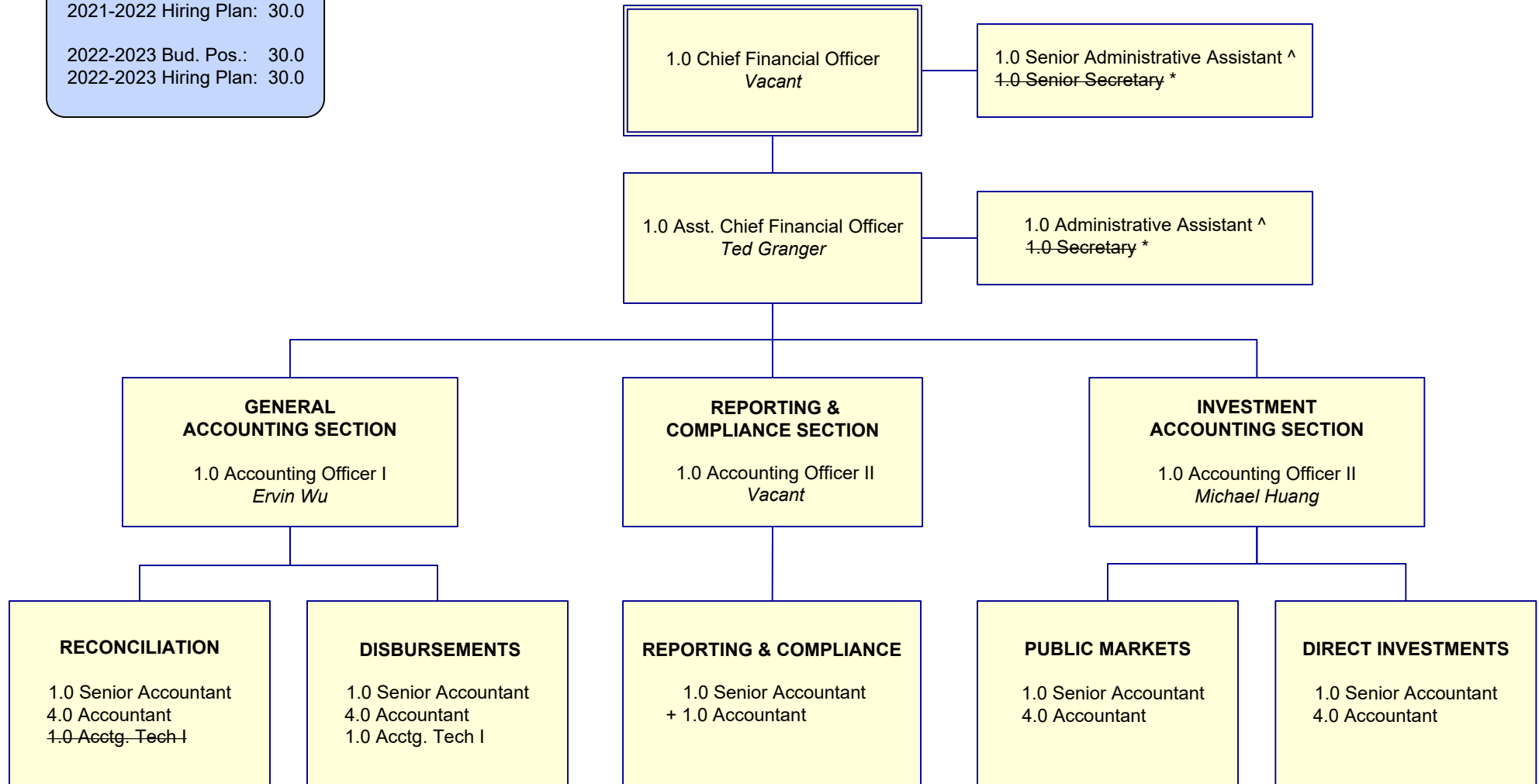
This budget request was developed to provide the Financial and Accounting Services Division with vital resources to readily contribute toward serving our members in the fulfillment of LACERA's mission and vision.

FINANCIAL AND ACCOUNTING SERVICES DIVISION

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 30.0
2021-2022 Hiring Plan: 30.0

2022-2023 Bud. Pos.: 30.0
2022-2023 Hiring Plan: 30.0



+ Added position

- Deleted position

* Classification study in progress for all positions except management.

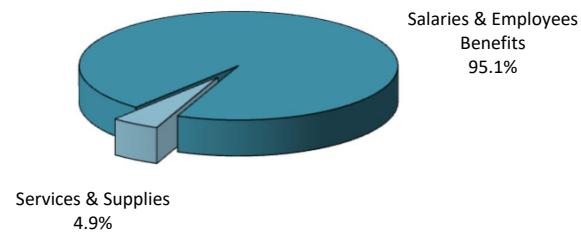
^ Position upgrade from Senior Secretary to Senior Administrative Assistant and Secretary to Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

FINANCIAL AND ACCOUNTING SERVICES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$4,870,714	\$4,100,488	\$1,810,071	\$3,796,100	(\$304,388)	-7.4%	\$770,226	18.8%
Services & Supplies	249,300	240,000	(2,758)	238,900	(1,100)	-0.5%	9,300	3.9%
OPERATING BUDGET	\$5,120,014	\$4,340,488	\$1,807,314	\$4,035,000	(\$305,488)	-7.0%	\$779,526	18.0%

2022 -2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

FINANCIAL AND ACCOUNTING SERVICES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$2,346,649	\$1,942,091	\$990,863	\$1,858,300	(\$83,791)	-4.3%	\$404,558	20.8%
Total Agency Temp Salaries	778,100	729,400	219,781	729,400	0	0.0%	48,700	6.7%
Employee Benefits (Variable)	1,434,138	1,168,551	477,012	959,600	(208,951)	-17.9%	265,587	22.7%
Employee Benefits (Other)	148,317	116,069	56,388	114,500	(1,569)	-1.4%	32,248	27.8%
OPEB Contribution	78,710	56,977	34,383	68,800	11,823	20.8%	21,733	38.1%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	65,300	67,900	27,649	56,500	(11,400)	-16.8%	(2,600)	-3.8%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	12,000	12,000	3,995	9,000	(3,000)	-25.0%	0	0.0%
Rideshare Allowance	7,500	7,500	0	0	(7,500)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$4,870,714	\$4,100,488	\$1,810,071	\$3,796,100	(\$304,388)	-7.4%	\$770,226	18.8%
Salary Differential	-	-	-	-	-	-	-	-
TOTAL S&EB	\$4,870,714	\$4,100,488	\$1,810,071	\$3,796,100	(\$304,388)	-7.4%	\$770,226	18.8%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA

FISCAL YEAR 2022-2023

SALARIES

FINANCIAL & ACCOUNTING SERVICES2022-2023 BUDGET

				ACTUAL	ANNUAL
	FILLED POSITIONS	# POS.	SCHEDULE	MO. RATE	AMOUNT
00799A	ASSISTANT CHIEF FINANCIAL OFFICER	1	LS10	13,622	163,469
00418A	ACCOUNTING OFFICER II	1	105D	9,542	114,503
00417A	ACCOUNTING OFFICER I	1	101H	8,190	98,276
00146A	SENIOR ACCOUNTANT	4	97C	30,261	363,127
00415A	ACCOUNTANT	9	93A	61,263	735,156
00413A	ACCOUNTING TECHNICIAN I	1	84F	5,575	66,896
00438A	ADMINISTRATIVE ASSISTANT	1	84C	4,832	57,984
00438A	SECRETARY	1	83D	4,714	56,570
00438A	SECRETARY	(1)	83D	(4,714)	(56,570)
	POSITIONS	18			1,599,410

				1ST STEP	ANNUAL	FILLED AT 12	FILLED AT 9	FILLED AT 6
	VACANT POSITIONS	# POS.	SCHEDULE	MO. RATE	AMOUNT	MONTHS	MONTHS	MONTHS
00800A	CHIEF FINANCIAL OFFICER	1	LS12	10,557	126,681	126,681		
00418A	ACCOUNTING OFFICER II	1	105D	7,275	87,303			
00146A	SENIOR ACCOUNTANT	1	97C	5,842	70,105	70,105		
00415A	ACCOUNTANT	8	93A	5,216	62,592		375,552	
00439A	SENIOR ADMINISTRATIVE ASSISTANT	1	90F	6,048	72,571			
00439A	SENIOR SECRETARY	1	89G	4,749	56,992			
00439A	SENIOR SECRETARY	(1)	89G	4,749	56,992			
00413A	ACCOUNTING TECHNICIAN I	1	84F	4,137	49,643			
00413A	ACCOUNTING TECHNICIAN I	(1)	84F	4,137	49,643			
						196,786	375,552	0

POSITIONS 12

572,338

TOTAL POSITIONS 30

GROSS SALARIES

2,171,748

ANTICIPATED MOU SALARY INCREASE**

119,446

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE

8,954

BONUS

46,500

120-DAY RETIREE(S)

0

TOTAL SALARIES

2,346,649

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.

Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.

Represented positions shown in blue.

Vacancies are shown at the 1st Step.

*All amounts rounded to the nearest dollar.

** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA

FISCAL YEAR 2022-2023

SERVICES & SUPPLIES ACCOUNT SUMMARY

FINANCIAL AND ACCOUNTING SERVICES

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$21,800	\$14,000	\$0	\$13,400	(\$600)	-4.3%	\$7,800	55.7%
OFFICE SUPPLIES & EQUIPMENT	5,000	3,500	3,456	5,000	1,500	42.9%	1,500	42.9%
BANK SERVICES	200,500	200,500	(10,519)	200,500	0	0.0%	0	0.0%
EDUCATIONAL EXPENSES	19,000	19,000	3,040	17,500	(1,500)	-7.9%	0	0.0%
MISCELLANEOUS	3,000	3,000	1,265	2,500	(500)	-16.7%	0	0.0%
TOTAL	\$249,300	\$240,000	(\$2,758)	\$238,900	(\$1,100)	-0.5%	\$9,300	3.9%

*All amounts rounded to the nearest dollar.



HUMAN RESOURCES

Budget Highlights

Fiscal Year 2022-2023

Mission

Our mission is to effectively administer human resource programs; provide quality service to LACERA employees, supervisors, and managers; and reflect LACERA's values and vision in both the effort put forth and the work accomplished.

INTRODUCTION

Human Resources is responsible for providing human resources services to all LACERA staff members. Our work encompasses recruitment, selection, performance and workforce management, classification, compensation, employee and organizational development, employee payroll and benefits, employee relations, labor negotiations, workplace investigations, workers' compensation, career planning and development, and leave management.

STAFFING

Human Resources (HR) is requesting the addition of six permanent positions for FY 2022-2023, specifically, two Senior HR Analysts, and four HR Analysts. The purpose of these additions is to provide administrative support in HR and to provide increased service to LACERA's 15 divisions. Additionally, HR is requesting two agency temps (one Intermediate Typist Clerk and one HR Analyst) and one Intern.

One Senior HR Analyst will report to the Director, HR and have primary responsibility for policies, procedures, and technology implementation. A successful incumbent will have the ability to work independently and across divisions to execute plans and provide deliverables. One HR Analyst will be assigned to the Return to Work Unit for Leave Case Management to administer various wellness plans and to support the organization's COVID-19 plans.

The additional four position are requested to enable HR to change the way it supports LACERA's 15 divisions. A two-person team, consisting of one Senior HR Analyst and one HR Analyst, will support a group of divisions. These additional positions will be placed in the Talent Acquisition and Management Unit.

There are currently four Analysts (three Senior HR Analysts and one HR Analyst) who work in the Talent Acquisition and Management Unit. They are responsible for supporting the entire organization. Since approximately 1995, four Analysts were assigned to the Talent Acquisition and Management unit. Despite the growth of the organization from 250 to 400 staff members, with nearly 500 budgeted positions, the HR staff that supports the organization has not grown. The addition of four positions to the Talent Acquisition and Management Unit will allow each two-person team to perform all the HR functions for approximately 130 staff members in three to four divisions and serve as the divisions' primary contacts. This relationship will increase HR's capacity to respond timely to division requests, better anticipate division's needs, and work towards implementing initiatives at the division level. Most importantly, the additional staff members will provide HR the staff capacity to significantly decrease the vacancy rate.

SUCCESSSES

Human Resources continues to improve its processes and procedures to increase efficiency and provide services to staff members. Examples of recent improvements include:

- Partnered with the Systems Division to automate processes using Smartsheets.
- Used the SparkHire platform to conduct online interviews.
- Conducted a completely virtual hiring process to hire 26 Retirement Benefits Specialist I staff members to participate in the Core Benefits Training Class.
- Conducted contact tracing and processed special leave requests related to COVID-19.
- Continued progress on the Employee Engagement Survey by scheduling focus groups to gather information for use by the action planning group.
- Negotiated a successor agreement with the Service Employees International Union (SEIU).
- Hired 38 staff members and secured 16 temporary staff to fill critical vacancies.
- Processed 150 protected leaves, including 62 supplemental paid sick leave requests related to COVID-19.

CHALLENGES

- HR continues to work towards reducing the vacancy rate. Using a different approach, HR is contracting with vendors to conduct civil service examinations.
- Implementation of recommendations resulting from completed classification studies.

- In response to the Administrative Equity Program, HR used a different approach to recruit Interns. Despite 150 applicants, the first round of recruiting did not yield successful candidates. Therefore, HR is conducting a second round of recruiting.
- Despite opening a transfer opportunity and making an employment offer, HR was not able to fill a vacant Human Resources Analyst position in the first six months of the fiscal year.

HUMAN RESOURCES' FUTURE PLANS

We are pleased to present an outline of goals and initiatives that will be our focus for FY 2022-2023:

- Work with the Executive Office to prioritize examinations and reduce the number of vacancies. Setting a maximum organizational vacancy rate will be discussed during strategic planning.
- Continue to partner with the Systems Division to automate frequent processes and to reduce paper-driven processes.
- Develop an Employee Engagement Program to address the actionable items discovered from the Employee Engagement Survey.
- Update methodologies and procedures used for job analysis and classification maintenance.
- Conduct the executive searches for the Investments, Systems, and Financial and Accounting Services Divisions.
- Support the development and execution of LACERA's strategic plan.

Budget Variances:

In comparing our FY 2022-2023 budget to the previous fiscal year, notable variances are found in the following areas:

- Agency Temp: Additional expenses anticipated for agency staff to perform scanning duties as part of HR's file digitization project.
- Overtime Request: Additional expenses in anticipation of new staff members.
- Organizational Program: A contract with Fulgent Genetics was added to the HR budget to provide COVID-19 testing for staff members.

SERVICES AND SUPPLIES

Departmental Training

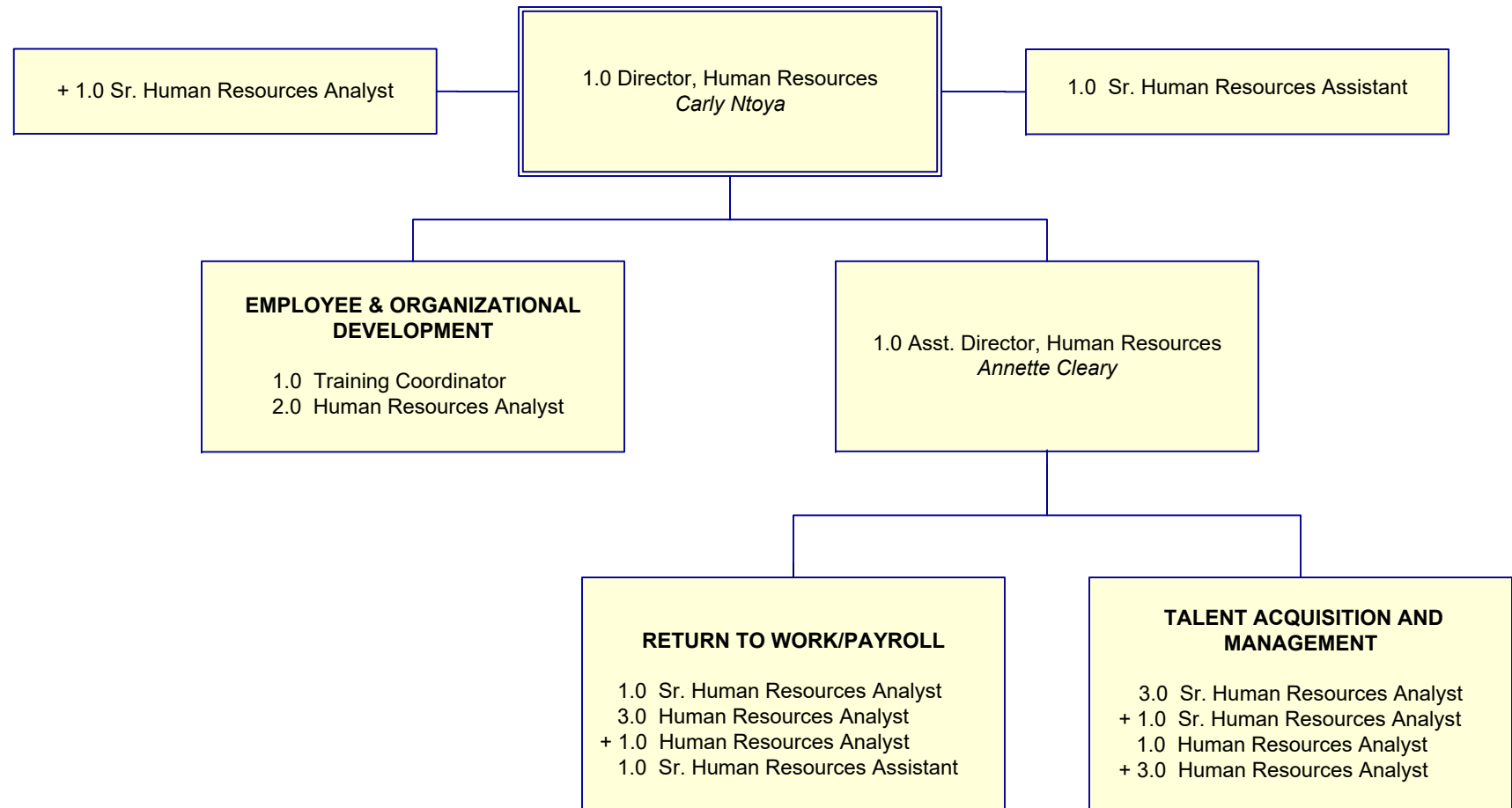
Human Resources expects to continue LACERA's commitment as a learning organization and requests to retain the existing budget of \$250,000. Training has been impacted by COVID-19, primarily due to gathering restrictions. For example, organization-wide active shooter training is included on the training list; however, the unpredictability of gathering restrictions makes it difficult to schedule training.

HUMAN RESOURCES

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 15.0
2021-2022 Hiring Plan: 15.0

2022-2023 Bud. Pos.: 21.0
2022-2023 Hiring Plan: 21.0



+ Added Position

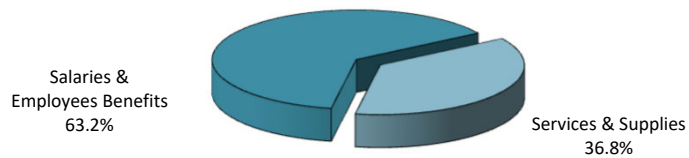
* Classification study for all positions requested.

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

HUMAN RESOURCES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$3,813,337	\$2,926,303	\$1,240,302	\$2,549,600	(\$376,703)	-12.9%	\$887,034	30.3%
Services & Supplies	2,216,200	1,769,300	411,278	1,483,200	(286,100)	-16.2%	446,900	25.3%
OPERATING BUDGET	\$6,029,537	\$4,695,603	\$1,651,580	\$4,032,800	(\$662,803)	-14.1%	\$1,333,934	28.4%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

HUMAN RESOURCES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$1,948,338	\$1,513,977	\$705,049	\$1,428,300	(\$85,677)	-5.7%	\$434,361	28.7%
Total Agency Temp Salaries	95,300	47,700	3,472	47,700	0	0.0%	47,600	99.8%
LACERA Intern Program	288,000	312,000	8,488	80,500	(231,500)	-74.2%	(24,000)	-7.7%
Employee Benefits (Variable)	1,287,706	913,126	449,402	843,200	(69,926)	-7.7%	374,580	41.0%
Employee Benefits (Other)	123,142	90,483	43,607	89,200	(1,283)	-1.4%	32,659	36.1%
OPEB Contribution	65,350	44,417	29,559	59,200	14,783	33.3%	20,933	47.1%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	3,800	2,900	726	1,500	(1,400)	-48.3%	900	31.0%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	0	0	0	0	0	0.0%	0	0.0%
Rideshare Allowance	1,700	1,700	0	0	(1,700)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$3,813,337	\$2,926,303	\$1,240,302	\$2,549,600	(\$376,703)	-12.9%	\$887,034	30.3%
Salary Differential	-	-	-	-	-	-	-	-
TOTAL S&EB	\$3,813,337	\$2,926,303	\$1,240,302	\$2,549,600	(\$376,703)	-12.9%	\$887,034	30.3%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

HUMAN RESOURCES

2022-2023 BUDGET

FILLED POSITIONS		# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
00425A	DIRECTOR, HUMAN RESOURCES	1	LS12	13,774	165,290			
00437A	ASSISTANT DIRECTOR, HUMAN RESOURCES	1	LS10	12,835	154,018			
00436A	SENIOR HUMAN RESOURCES ANALYST	4	102K	35,709	428,513			
01886A	TRAINING COORDINATOR	1	102J	8,906	106,867			
00434A	HUMAN RESOURCES ANALYST	4	98K	31,617	379,399			
00435A	SENIOR HUMAN RESOURCES ASSISTANT	1	92A	6,657	79,884			
POSITIONS		12			1,313,970			
VACANT POSITIONS		# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00436A	SENIOR HUMAN RESOURCES ANALYST	2	102K	6,807	81,681		122,521	
00434A	HUMAN RESOURCES ANALYST	6	98K	6,107	73,286		329,788	
00435A	SENIOR HUMAN RESOURCES ASSISTANT	1	92A	5,076	60,912			30,456
						0	452,309	30,456
POSITIONS		9			482,765			
TOTAL POSITIONS		21						
GROSS SALARIES					1,796,735			
ANTICIPATED MOU SALARY INCREASE**					98,820			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE					9,579			
BONUS					43,203			
120-DAY RETIREE(S)					0			
TOTAL SALARIES					1,948,338			

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
 Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
 Represented positions shown in blue.
 Vacancies are shown at the 1st Step.
 *All amounts rounded to the nearest dollar.
 ** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA

FISCAL YEAR 2022-2023

SERVICES & SUPPLIES ACCOUNT SUMMARY

HUMAN RESOURCES

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$9,400	\$9,000	\$0	\$100	(\$8,900)	-98.9%	\$400	4.4%
OFFICE SUPPLIES & EQUIPMENT	7,000	8,000	546	4,000	(4,000)	-50.0%	(1,000)	-12.5%
PARKING FEES	437,000	377,000	217,600	418,000	41,000	10.9%	60,000	15.9%
PROFESSIONAL & SPEC. SRVCS.	675,800	575,800	146,838	574,700	(1,100)	-0.2%	100,000	17.4%
COMPUTER SERVICES & SUPPORT	55,000	55,000	3,290	31,200	(23,800)	-43.3%	0	0.0%
EDUCATIONAL EXPENSES	509,000	512,000	18,945	351,500	(160,500)	-31.3%	(3,000)	-0.6%
MISCELLANEOUS	523,000	232,500	24,059	103,700	(128,800)	-55.4%	290,500	124.9%
TOTAL	\$2,216,200	\$1,769,300	\$411,278	\$1,483,200	(\$286,100)	-16.2%	\$446,900	25.3%

*All amounts rounded to the nearest dollar.



INTERNAL AUDIT

Budget Highlights

Fiscal Year 2022-2023

Mission

To support LACERA's mission through independent, objective assurance and consulting services.

INTRODUCTION

The purpose of Internal Audit is to provide independent, objective assurance services and consulting services designed to add value and improve LACERA's operations. The mission of Internal Audit is to enhance and protect LACERA's organizational values by providing risk-based and objective assurance, advice, and insight. Internal Audit brings a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes to help LACERA accomplish its mission.

Internal Audit assists the organization in meeting its control objectives through evaluating:

- Risk exposure relating to achievement of LACERA's strategic objectives
- The reliability and integrity of information and the means used to identify, measure, classify, and report such information
- The systems established to ensure compliance with those policies, procedures, laws, and regulations, which could have a significant impact on LACERA
- The means of safeguarding assets and, as appropriate, verifying the existence of such assets
- The effectiveness and efficiency with which resources are employed
- Operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operation or programs are being carried out as planned
- Monitoring governance processes

NOTABLE ACHIEVEMENTS AND CONTRIBUTIONS

All staff within Internal Audit are certified public accountants, certified internal auditors, or certified information systems auditors. Some have more than one certification and other relevant certifications, such as certified fraud examiner and certified information security designations. During the current fiscal year, we established a pool of external audit firms and began using them to supplement the work we perform internally. Included in the performance of our annual audit plan, Internal Audit developed, oversaw, or contributed significantly, in a consulting capacity, to the following notable achievements and ongoing efforts within LACERA.

- Initiated SOC-1 over OPEB census data
- Oversaw ongoing actuarial audit activities
- Oversaw real estate advisor compliance and operational audits
- Oversaw Audit Committee Charter revisions and hiring of new Audit Committee consultant
- Established a fully functional remote audit team
- Enhanced and formalized the recommendation follow-up process
- Performed a quality assurance improvement program (QAIP) over Internal Audit operations
- Upgraded Internal Audit's automated audit management system

STAFFING

We have 11 budgeted positions in Internal Audit of which 10 are currently filled. One of those positions, a Senior Internal Auditor, has been on loan to the Systems Division. While we are not requesting an increase in the number of budgeted positions within Internal Audit, we do look forward to ensuring that we are able to fully staff the office in FY 2022-2023.

It is important that we get to our full budget capacity and operate Internal Audit effectively and efficiently. This is becoming all the more important as the organization is continuing to develop and mature, undergoing a formal strategic planning process and a number of other initiatives. One of these, for example, is the implementation of the Case Management System (CMS) that will affect most of LACERA's divisions, and which Internal Audit will be supporting through assurance, as well as consulting and advisory services.

We will be seeking, whenever possible, to hire staff with specialized expertise needed by Internal Audit, which currently is in the areas of information technology (IT) and investment-related auditing. Also, a study was previously requested for the Principal Internal Auditor positions.

We look forward to participating in LACERA's internship program and are planning to employ an intern to work on a special project during the fiscal year. The budget for our intern will be included in Human Resources' budget.

We are continuing to evaluate, improve, and ensure that we provide comprehensive training for personnel at all levels to develop themselves as auditors, obtain credentials, and provide for succession planning to the management (Principal) and Division Management level (Chief Audit Executive).

SERVICES AND SUPPLIES

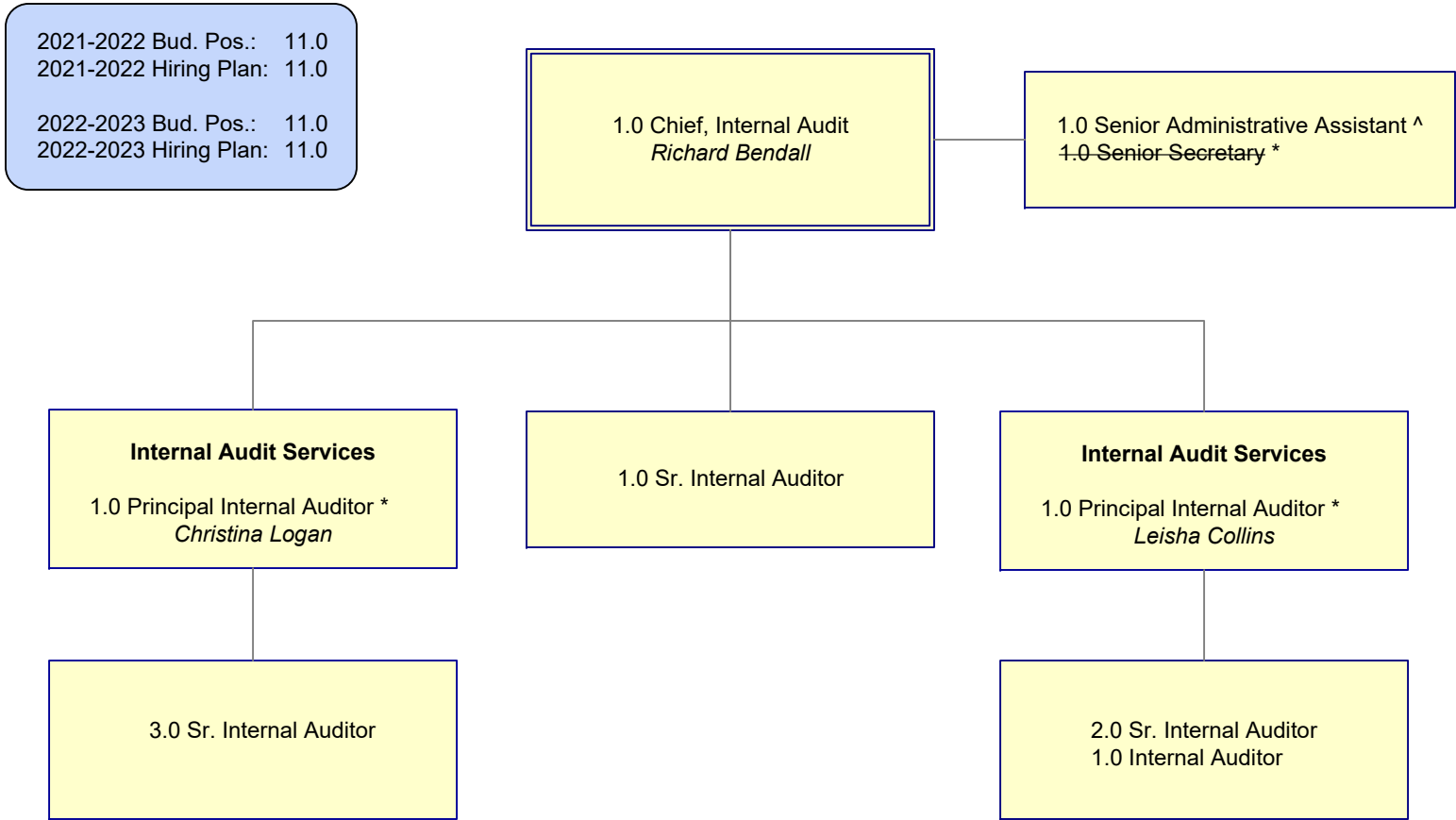
Each fiscal year, Internal Audit prepares a risk-based Audit Plan, approved by the Audit Committee. The Audit Plan defines the allocation of audit resources and communicates Internal Audit planned activities and resource requirements. This provides the basis for the Chief Audit Executive (CAE) and the Audit Committee to ensure that Internal Audit resources are appropriate, sufficient, and effectively deployed.

Internal Audit continues to leverage the use of external resources to better meet the needs of the organization and address the Audit Plan. The cost associated with these resources is a significant portion of the budget, \$650,000. Of this, approximately \$150,000 is for the external financial audit. \$500,000 is to be used at the discretion of the Audit Committee and/or staff to perform external IT audits, real estate advisor audits, and other external audits as needed to address the Audit Plan.

Our total S&S budget has remained relatively unchanged, increasing only by \$4,000, from \$720,500 for FY 2021-2022 to \$724,500 for FY 2022-2023.

INTERNAL AUDIT

FISCAL YEAR 2022-2023



* Classification study for the position requested.

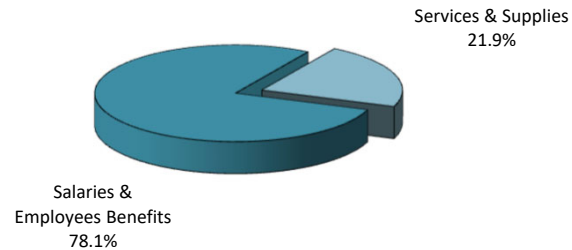
^ Position upgrade from Senior Secretary to Senior Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

INTERNAL AUDIT

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$2,582,622	\$2,433,813	\$1,190,294	\$2,322,300	(\$111,513)	-4.6%	\$148,809	6.1%
Services & Supplies	724,500	720,500	178,785	706,400	(\$14,100)	-2.0%	4,000	0.6%
OPERATING BUDGET	\$3,307,122	\$3,154,313	\$1,369,079	\$3,028,700	(\$125,613)	-4.0%	\$152,809	4.8%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

INTERNAL AUDIT

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$1,486,653	\$1,454,721	\$723,273	\$1,399,400	(\$55,321)	-3.8%	\$31,932	2.2%
Total Agency Temp Salaries	0	0	0	0	0	0.0%	0	0.0%
Employee Benefits (Variable)	945,642	843,072	397,664	782,100	(60,972)	-7.2%	102,570	12.2%
Employee Benefits (Other)	93,962	86,941	41,900	85,700	(1,241)	-1.4%	7,021	8.1%
OPEB Contribution	49,864	42,678	26,685	53,400	10,722	25.1%	7,186	16.8%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	5,000	4,900	771	1,700	(3,200)	-65.3%	100	2.0%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	0	0	0	0	0	0.0%	0	0.0%
Rideshare Allowance	1,500	1,500	0	0	(1,500)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$2,582,622	\$2,433,813	\$1,190,294	\$2,322,300	(\$111,513)	-4.6%	\$148,809	6.1%
Salary Differential	-	-	-	-	-	-	-	-
TOTAL S&EB	\$2,582,622	\$2,433,813	\$1,190,294	\$2,322,300	(\$111,513)	-4.6%	\$148,809	6.1%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

INTERNAL AUDIT

2022-2023 BUDGET

FILLED POSITIONS		# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
00774A	CHIEF, INTERNAL AUDIT	1	LS12	15,979	191,742			
00762A	PRINCIPAL INTERNAL AUDITOR	2	115B	23,625	283,499			
00763A	SENIOR INTERNAL AUDITOR	6	108K	61,116	733,392			
00439A	SENIOR ADMINISTRATIVE ASSISTANT	1	90F	5,728	68,737			
00439A	SENIOR SECRETARY	1	89G	5,588	67,060			
00439A	SENIOR SECRETARY	(1)	89G	(5,588)	(67,060)			
POSITIONS		10			1,277,370			
VACANT POSITIONS		# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00764A	INTERNAL AUDITOR	1	102G	6,757	81,082			40,541
						0	0	40,541
POSITIONS		1			40,541			
TOTAL POSITIONS		11						
GROSS SALARIES					1,317,910			
ANTICIPATED MOU SALARY INCREASE**					72,485			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE					23,035			
BONUS					73,223			
120-DAY RETIREE(S)					0			
TOTAL SALARIES					1,486,653			

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
[Represented positions shown in blue.](#)
Vacancies are shown at the 1st Step.
*All amounts rounded to the nearest dollar.
** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA

FISCAL YEAR 2022-2023

SERVICES & SUPPLIES ACCOUNT SUMMARY

INTERNAL AUDIT

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$17,000	\$17,000	\$0	\$4,700	(\$12,300)	-72.4%	\$0	0.0%
OFFICE SUPPLIES & EQUIPMENT	1,500	1,500	295	1,000	(500)	-33.3%	0	0.0%
PROFESSIONAL & SPEC. SRVCS.	675,000	671,000	159,016	671,000	0	0.0%	4,000	0.6%
EDUCATIONAL EXPENSES	30,500	30,500	19,475	29,500	(1,000)	-3.3%	0	0.0%
MISCELLANEOUS	500	500	0	200	(300)	-60.0%	0	0.0%
TOTAL	\$724,500	\$720,500	\$178,785	\$706,400	(\$14,100)	-2.0%	\$4,000	0.6%

*All amounts rounded to the nearest dollar.



INVESTMENT OFFICE

Budget Highlights

Fiscal Year 2022-2023

Mission

Prudently invest the trust assets to achieve the highest risk-adjusted return in accordance with the policies and decisions of the Board of Investments.

INTRODUCTION

The Investment Office's staff responsibilities include developing and recommending prudent investment policies and risk management strategies to assist LACERA toward achieving the return objectives established by the Board of Investments. The Investment Office's staff is also responsible for implementing and monitoring Board-approved programs and policies.

BACKGROUND

On an ongoing basis, the Investment Office implements LACERA's strategic asset allocation and the Investment Office's strategic initiatives identified in its annual work plan. As part of this effort, the Investment Office's staff works to optimize asset category returns through structure reviews, monitor existing investments, and perform diligence on prospective mandates. The team takes a total portfolio approach that incorporates environmental, social, and governance (ESG) considerations and diversity, equity, and inclusion (DEI) factors in its analysis. The Investment Office balances risks such as leverage and illiquidity with its goal of optimizing risk-adjusted returns.

A challenge that the Investment Office faces is achieving the target rate of return in an environment of more muted expectations from all asset classes. To confront this, the Investment Office continues to increase its focus on risk management, proper portfolio diversification, and LACERA-friendly fee models.

In the recent period, the Investment Office has developed and begun implementing a new strategic asset allocation, successfully implemented a co-investment program in private equity and is building out this capability in other asset categories, enhanced the accounting internal controls in the real estate portfolio, and established a leading DEI framework around our TIDE (toward inclusion, diversity, and equity) initiative.

LACERA's most important resource is its people. Toward this end, the Investment Office has continued to focus on cross-asset category collaboration to enhance the team's overall investment knowledge and perspectives. The greater depth of investment talent best positions the fund to meet its goals in a challenging macroeconomic environment.

Over the coming years, the Investment Office will continue to enhance its operational capabilities, optimize LACERA's investment model, strengthen its influence on fees, and improve outcomes for the LACERA portfolio through its ESG and DEI efforts. For additional information, please see the 2022 Investments Division Work Plan, which is located in the Strategic Plans. This plan continues the strategic journey of morphing from an Allocator to Best-in-Class Investor.

STAFFING

For the Fiscal Year 2022-2023, the Investment Office will focus on filling 11 current vacancies. After the vacancy rate is reduced, an effort will be made to align the organizational structure to better meet the objectives of the portfolio. Also, the Investment Office is requesting that the Senior Management Secretary be changed to an Executive Administrative Assistant to administratively support the Chief Investment Officer and the Deputy Chief Investment Officer, as well as having this position serve as the Investment Office Manager.

SERVICES AND SUPPLIES

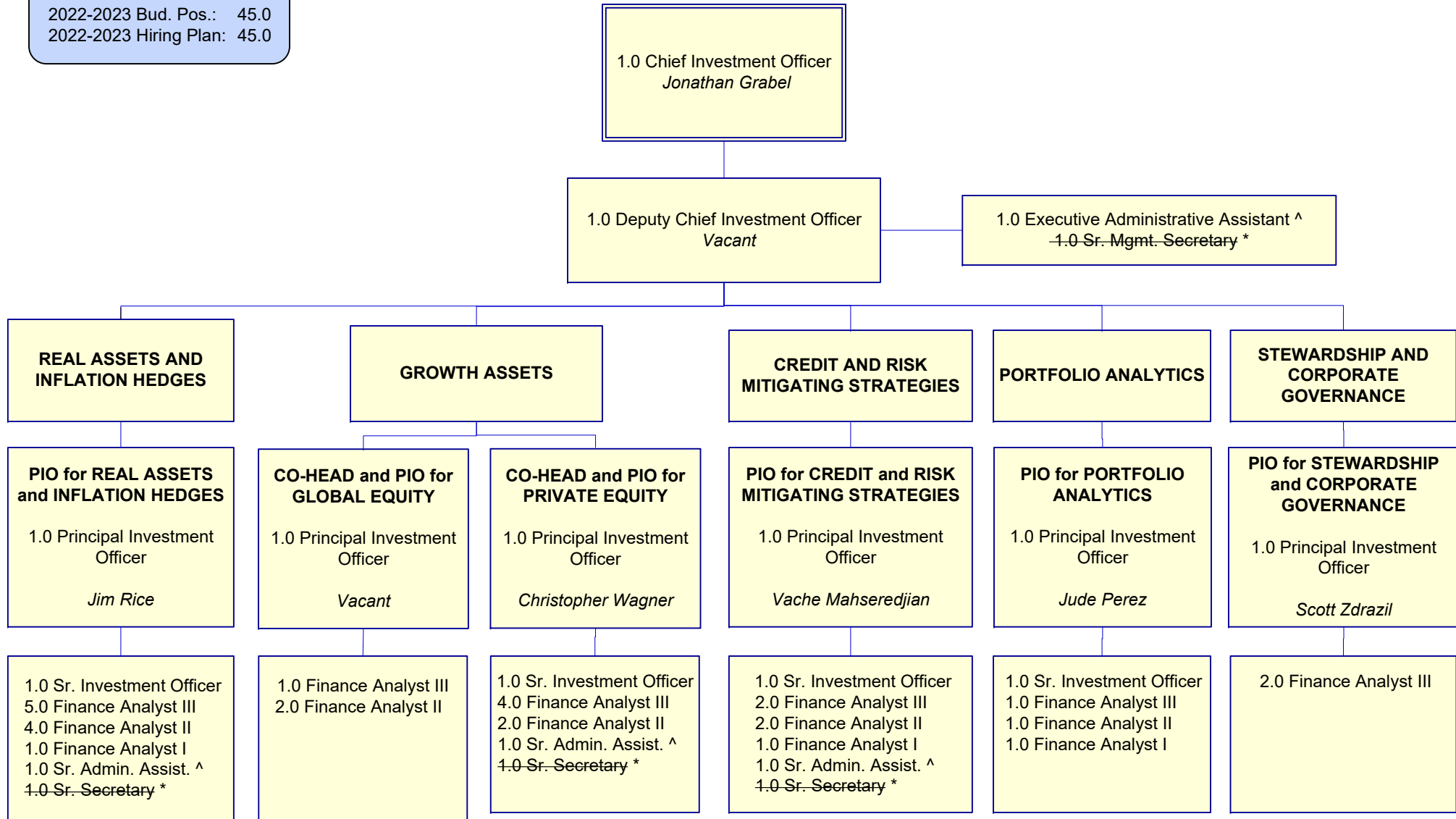
There is a one percent increase in the proposed FY 2022-2023 Supplies and Services budget compared to the approved FY 2021-2022 budget. We expect that the overall Services and Supplies expenses to remain in line with the prior fiscal year's budget.

INVESTMENT OFFICE

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 45.0
2021-2022 Hiring Plan: 45.0

2022-2023 Bud. Pos.: 45.0
2022-2023 Hiring Plan: 45.0



* Classification study for the position requested.

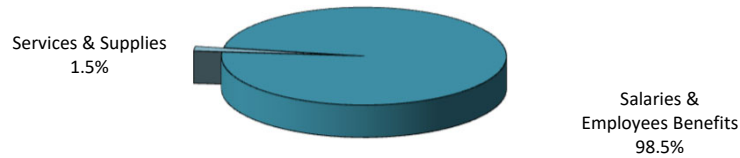
^ Position upgrade from Senior Management Secretary to Executive Administrative Assistant and Senior Secretary to Senior Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

INVESTMENT OFFICE

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$17,968,354	\$16,189,519	\$7,250,423	\$14,660,900	(\$1,528,619)	-9.44%	\$1,778,835	11.0%
Services & Supplies	270,800	268,500	89,230	150,000	(118,500)	-44.1%	2,300	0.9%
OPERATING BUDGET	\$18,239,154	\$16,458,019	\$7,339,653	\$14,810,900	(\$1,647,119)	-10.0%	\$1,781,135	10.8%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

INVESTMENT OFFICE

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$10,325,037	\$10,263,564	\$4,712,922	\$9,425,000	(\$838,564)	-8.2%	\$61,473	0.6%
Total Agency Temp Salaries	0	0	0	0	0	0.0%	0	0.0%
Employee Benefits (Variable)	6,631,219	4,998,241	2,148,386	4,444,000	(554,241)	-11.1%	1,632,978	32.7%
Employee Benefits (Other)	652,582	613,402	295,622	604,700	(8,702)	-1.4%	39,180	6.4%
OPEB Contribution	346,317	301,112	89,593	180,000	(121,112)	-40.2%	45,205	15.0%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	1,000	1,000	0	0	(1,000)	-100.0%	(0)	0.0%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	0	0	0	0	0	0.0%	0	0.0%
Rideshare Allowance	5,000	5,000	0	0	(5,000)	-100.0%	0	0.0%
Transportation Allowance	7,200	7,200	3,900	7,200	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$17,968,354	\$16,189,519	\$7,250,423	\$14,660,900	(\$1,528,619)	-9.4%	\$1,778,835	11.0%
Salary Differential	-	-	-	-			-	
TOTAL S&EB	\$17,968,354	\$16,189,519	\$7,250,423	\$14,660,900	(\$1,528,619)	-9.44%	\$1,778,835	11.0%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

INVESTMENT OFFICE

2022-2023 BUDGET

FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
00493A CHIEF INVESTMENT OFFICER (UC)	1	LR28	56,266	675,187
00495A PRINCIPAL INVESTMENT OFFICER	1	LR23	38,813	465,760
00496A PRINCIPAL INVESTMENT OFFICER (UC)	3	LR23	95,983	1,151,796
00492A SENIOR INVESTMENT OFFICER	3	LR20	70,739	848,866
00769A FINANCE ANALYST III	11	LR16	209,178	2,510,138
00768A FINANCE ANALYST II	9	LR12	113,508	1,362,098
00767A FINANCE ANALYST I	3	105E	28,441	341,293
00439A SENIOR ADMINISTRATIVE ASSISTANT	3	90F	19,155	229,857
00439A SENIOR SECRETARY	3	89G	18,688	224,250
00439A SENIOR SECRETARY	(3)	89G	(18,688)	(224,250)

POSITIONS 34 7,584,995

VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00494A DEPUTY CHIEF INVESTMENT OFFICER (UC)	1	LR24	25,144	301,726	301,726		
00495A PRINCIPAL INVESTMENT OFFICER	1	LR23	23,390	280,676	280,676		
00496A PRINCIPAL INVESTMENT OFFICER (UC)	1	LR23	23,390	280,676	280,676		
00492A SENIOR INVESTMENT OFFICER	1	LR20	18,828	225,933	225,933		
00769A FINANCE ANALYST III	4	LR16	14,098	169,179		507,536	
00768A FINANCE ANALYST II	2	LR12	10,557	126,681		190,022	
00442A EXECUTIVE ADMINISTRATIVE ASSISTANT	1	101G	6,576	78,913			39,457
00441A SENIOR MANAGEMENT SECRETARY	1	97G	5,900	70,803			
00441A SENIOR MANAGEMENT SECRETARY	(1)	97G	5,900	70,803			
					1,089,011	697,558	39,457

POSITIONS 11 1,826,025

TOTAL POSITIONS 45

GROSS SALARIES 9,411,020

ANTICIPATED MOU SALARY INCREASE** 517,606

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 210,415

BONUS 185,996

120-DAY RETIREE(S) 0

TOTAL SALARIES 10,325,037

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
 Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
 Represented positions shown in blue.
 Vacancies are shown at the 1st Step.
 *All amounts rounded to the nearest dollar.
 ** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

INVESTMENT OFFICE

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
AUTO EXPENSE	\$2,400	\$0	\$0	\$0	\$2,400	0.0%	\$2,400	0.0%
TRANSPORTATION & TRAVEL	\$123,900	\$141,000	\$46	\$35,000	(\$106,000)	-75.2%	(\$17,100)	-12.1%
OFFICE SUPPLIES & EQUIPMENT	3,500	4,500	30	1,000	(3,500)	-77.8%	(1,000)	-22.2%
EDUCATIONAL EXPENSES	140,000	116,000	88,872	113,000	(3,000)	-2.6%	24,000	20.7%
MISCELLANEOUS	1,000	7,000	282	1,000	(6,000)	-85.7%	(6,000)	-85.7%
TOTAL	\$270,800	\$268,500	\$89,230	\$150,000	(\$118,500)	-44.1%	\$2,300	0.9%

*All amounts rounded to the nearest dollar.



LEGAL SERVICES

Budget Highlights

Fiscal Year 2022-2023

Mission

To provide timely and effective legal representation, advice, and counsel at the highest professional level to LACERA, the Board of Retirement and Board of Investments, and executive management and staff.

INTRODUCTION

The Legal Services Office provides comprehensive legal services to LACERA and its Boards and staff. These services currently are provided through the Chief Counsel, four sections within the Office (Benefits, Disability, Investments and Commercial Contracts, and Litigation and Employment), and the Legislative Affairs Officer. As noted below, we hope to soon add the Principal Staff Counsel and Director of Compliance, which also appear on the attached organizational chart.

While the Office is performing well now across its areas of specialization, our staffing must evolve over time to meet the changing needs of the organization. Our staffing challenges fall in the areas of 1) Benefits, to ensure adequate expert legal resources into the future, 2) Investments, to ensure that we keep up with the sophistication of investment operations and build our in-house resources so that we further reduce the use of outside counsel, 3) Compliance, to bolster the operational lines of compliance within the organization by providing a compliance leader to work with subject matter experts in LACERA's other divisions, and 4) Succession Planning.

The Office's FY 2022-2023 organizational chart continues to include the Principal Counsel positions not yet approved by the Board of Supervisors. These positions were approved by LACERA's Boards in 2017 and again in 2021.

Even as the Office's staffing grows in capability and as demand for legal services within the organization continues to expand, we will strive in FY 2022-2023 to be more efficient. Therefore, we have increased the Services and Supplies budget only to reflect the proposed greater headcount.

STAFFING

A. Positions

The Office's FY 2022-2023 budget addresses four categories of positions that are needed to ensure that the Office continues to provide excellent legal services to the Boards, staff in all divisions, and members, and to meet organizational changes in other parts of LACERA, such as the Executive Office, Investments, and the new organizational chart proposed by the Chief Executive Office. The current structure is over 15 years old. LACERA has greatly evolved during that time, as has the legal landscape and the sophistication of the services that the Office's clients in the organization require. The requested positions will help establish the foundation on which the Office can build to meet the challenges of the future.

1. **Principal Counsel:** Two positions were approved by the Boards in 2017. They have not yet been approved by the Board of Supervisors. These positions will enable better management of the Office by freeing Chief Counsel to focus on strategic planning with the Executive Office and the managers of LACERA's other divisions – enhancing the development of higher-level expertise and management experience within the Legal Office and improving succession planning. The Principal Staff Counsel will, between them, provide substantive oversight of the sections in the Office. Currently, the Chief Counsel must personally and directly oversee work in all sections, which detracts from the time available for strategic planning, the most important legal issues across the sections, and the increasingly complex governance issues raised by the Boards. With the increase in the amount and complexity of legal issues in the organization since 2017, the need for these positions is greater now than it was then.
2. **Senior Staff Counsel:** The Office proposes that the budget add one additional Senior Staff Counsel for the Investments Section to support investment and commercial transactions work. Currently, this section of the Office has nine staff members, including two Senior Staff Counsel (one vacant) and three Staff Counsel (all vacant), supporting billions of dollars of investment transactions and millions of dollars in commercial contracts annually. Recruitments are in progress for the vacant attorney positions. The investment component of the Office's work has and will continue to experience increasing volume as the management of the portfolio has increased in complexity, particularly with direct investments, and as the size of the Investments Office has grown. Even with the current recruitments, the Office requires another Senior Staff Counsel to supervise and perform investment and commercial work. The addition of another Senior Staff Counsel will also allow the office to allocate asset class specialization responsibility among three Senior Staff Counsel, which will enable the Legal Division to develop additional client focus and expertise in serving the needs of the Investment Office. The additional Senior Staff Counsel will focus on one or more asset class, while also providing support for the increasing volume and complexity of all investment work.

As a result of adding the new Senior Staff Counsel, it will be necessary to increase number of ordinance positions for this classification. The current number of

authorized positions is 10, which will be exhausted by the new position. To accommodate future needs, the number should be increased to 11.

The hiring of new lawyers is important not just to perform necessary legal work for the present, but to build the foundation for future leadership and succession planning in the Legal Division for senior positions, including Chief Counsel, Principal Staff Counsel, and Senior Staff Counsel. We have also learned that excellent lawyers hired by the Legal Division sometimes transfer to other LACERA divisions, where they pursue their ambitions and become part of the future in other areas of the fund.

3. **Director of Compliance:** This position has been previously discussed with the Boards. However, it has not been proposed to be filled in the past three budgets to assist in austerity measures. The time has come to fill this position, which will require action by the Board of Supervisors to add the position to the compensation ordinance. A compliance director will further the organization's operational and investment compliance by providing dedicated expertise and full-time commitment to the compliance function, which is currently spread throughout the Legal Office and even other parts of the organization. Adding a dedicated position will also strengthen LACERA's management and Internal Audit compliance efforts. A Director of Compliance will enable LACERA to implement a compliance structure in line with the Institute of Internal Auditors' "three lines" model of compliance, with the first line being the delivery of services and support for services, the second line being management of risk, and the third line being the independent role of Internal Audit. A Director of Compliance fits within the second line, which currently does not have dedicated staff at LACERA, although a variety of staff give some attention to the issue.

B. Classification Studies

1. Secretarial Classification Study

As a result of the secretarial classification study, the Legal Division secretaries will be converted from Senior Management Secretaries and Management Secretaries to Senior Legal Secretaries and Legal Secretaries, respectively. This is a positive development that reflects the special expertise required to provide secretarial support for LACERA's legal needs.

2. Senior Legal Analyst

The Legal Division requests a new classification for Senior Legal Analysts, in addition to the existing Legal Analyst classification, to recognize the Legal Division's increasing reliance on experienced legal analysts to perform high level legal work that is extremely important and sophisticated but does not require the services of an attorney. The Division currently relies upon Legal Analysts for work in the Benefits, Disability, and Investment sections of the Office. Senior Legal Analysts will perform advanced work in areas of benefit and legal order analysis, investment contract and investment

regulatory requirements, and Form 700 and other ethics compliance functions. Senior Legal Analysts will free attorneys from performing these functions and leverage the legal staff of the office in an efficient and economical way.

C. Temporary Services and Overtime

The Agency-Temporary budget for FY 2022-2023 will provide for temporary staff to cover Legal Office needs, such as potential attorney and clerical assistance for special projects and coverage for administrative staff absences or medical leave. The Office also needs overtime occasionally throughout the year to support secretarial and Legal Analyst staff in the Investment Section of the Legal Office in keeping up with the very high volume and time-sensitive demands of the organization's investment work; in the Benefits Section of the Office to cover March Madness and other member service needs; and to complete compliance projects and other special assignments. However, the Office will continue to be efficient in the use of temporary staff and overtime and authorizes requests in these areas only when there is demonstrated need to complete work necessary to fulfill LACERA's mission.

In addition to usual temporary and overtime hiring, the Legal Division has brought back a retired former LACERA investment attorney as a 120-day returning retiree to assist in training and performance of investment work while the Division absorbs several new investment Staff Counsel and a new investment Senior Staff Counsel. This attorney's work will be of limited duration and is expected to be completed in FY 2022-2023.

D. Intern

The Legal Division intends to hire an intern in FY 2022-2023 to help recruit talent for the future and to provide opportunity to a law school student who may be interested in a career in government and public pension law. The Division intends to expose the intern to the work of all sections of the Office in order to provide broad experience of LACERA's legal needs and promote understanding of all major dimensions of LACERA's business. The Division will also support additional work in specialized areas if the intern expresses a focused interest. The Legal Division focuses on diversity as an important factor in all our recruiting, which will be a consideration as well in selecting an excellent intern.

SERVICES AND SUPPLIES

The budget for Services and Supplies is primarily based on historical expenditures, adjusted for experience, and increased headcount. LACERA will continue to be efficient across the board in FY 2022-2023, primarily through a focus on efficiency; continued reduction in the physical, hard copy library in favor of electronic resources; allocation of education opportunities and organizational memberships to minimize – if not eliminate – travel, avoid duplication, and increase the sharing of knowledge and information; and better management of outside legal resources.

Outside Legal Resources is a difficult category to budget and control, because it is dependent on unpredictable contingencies and claims as well as Board issues that may arise. The Office proposes a significant increase in FY 2022-2023 to recognize recent trends in outside counsel usage, including major pending matters, while at the same time committing to manage outside counsel assignments to control cost.

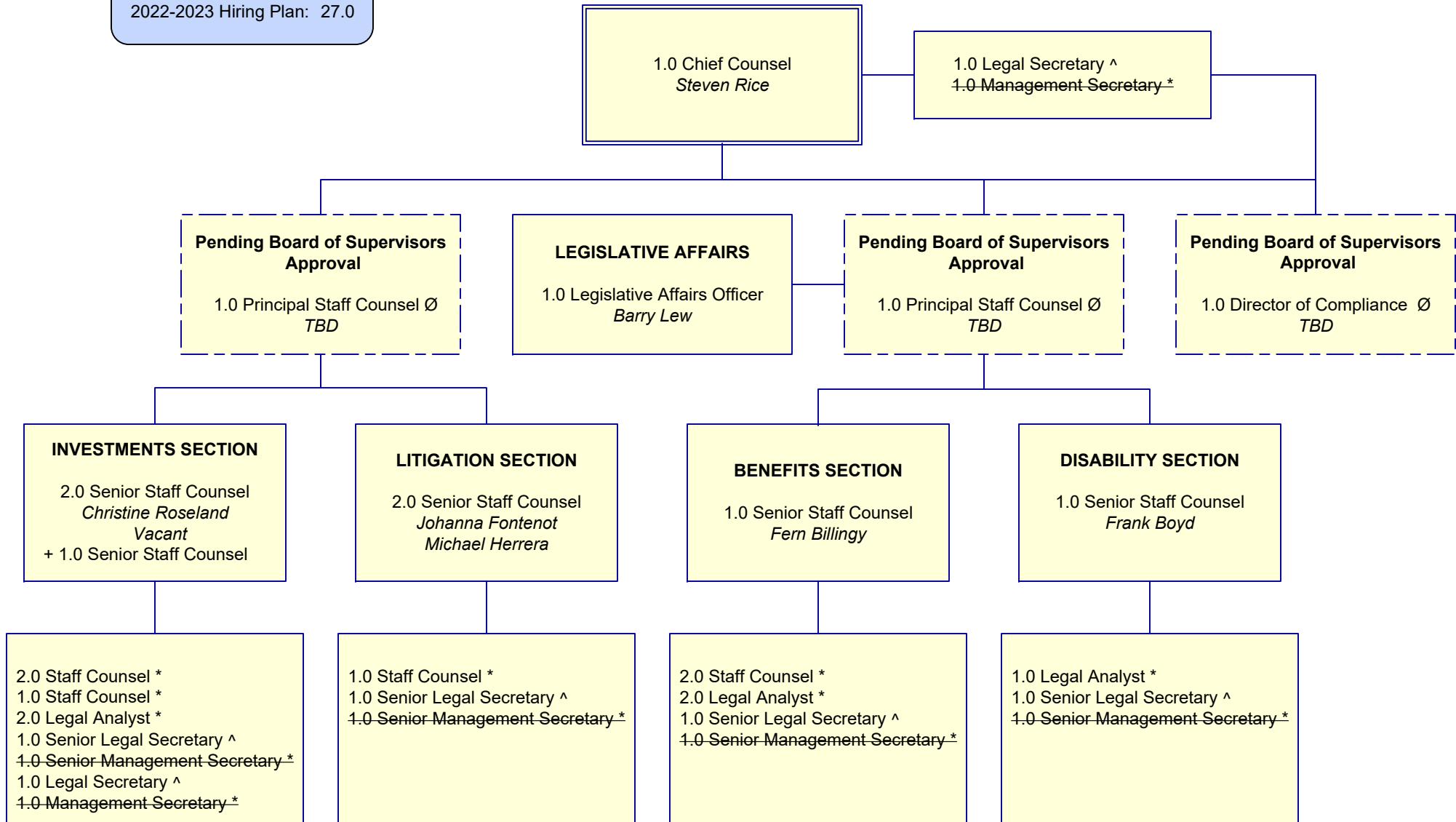
In order to supplement the Division's recruitment efforts for full-time investment attorneys, the Division is currently exploring secondments with some of our major outside investment law firms to be used in support of the Division's work for the Investments Division. Under this arrangement, one or more firms will place an attorney with LACERA on a full- or part-time basis. A secondment relationship will provide LACERA with high-quality investment attorneys devoted to our work, whom we may be able to recruit for a full-time position. Such a relationship will also deepen the selected law firms' understanding of LACERA and enable them to provide better service to the fund even after the secondment has ended. The secondment will be used if the Division is not able to recruit permanent investment Senior Staff Counsel and Staff Counsel through the civil service exam process and will be used on a temporary basis until permanent staff can be hired. This is a creative way of addressing staffing shortages and recruiting challenges for sophisticated permanent investment attorneys, while supporting LACERA's investment transactional work at the needed level of expertise. Because this expense is in support of investment work, it is not an administrative expense and therefore is not included in the administrative budget.

LEGAL SERVICES

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 28.0
2021-2022 Hiring Plan: 28.0

2022-2023 Bud. Pos.: 29.0
2022-2023 Hiring Plan: 27.0



+ Added position

* Classification study for the position requested

^ Position upgrade from Senior Management Secretary to Senior Legal Secretary and Management Secretary to Legal Secretary as a result of classification study (Pending Board of Supervisors' approval).

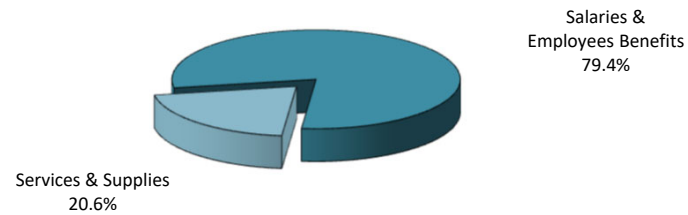
Ø Not yet approved by Board of Supervisors (1.0 Principal Staff Counsel in Investments and Litigation Team, 1.0 Principal Staff Counsel in Benefits and Disability Team, & 1.0 Director of Compliance in Legal Services)

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

LEGAL SERVICES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$7,432,150	\$6,252,924	\$2,407,624	\$5,136,300	(\$1,116,624)	-17.9%	\$1,179,226	18.9%
Services & Supplies	1,927,500	1,495,100	1,117,055	1,916,500	421,400	28.2%	432,400	28.9%
OPERATING BUDGET	\$9,359,650	\$7,748,024	\$3,524,679	\$7,052,800	(\$695,224)	-9.0%	\$1,611,626	20.8%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

LEGAL SERVICES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$4,143,932	\$3,630,372	\$1,405,001	\$3,049,000	(\$581,372)	-16.0%	\$513,560	14.1%
Total Agency Temp Salaries	135,900	150,000	51,724	100,000	(50,000)	-33.3%	(14,100)	-9.4%
Employee Benefits (Variable)	2,728,113	2,117,944	792,219	1,666,400	(451,544)	-21.3%	610,169	28.8%
Employee Benefits (Other)	261,912	214,441	103,348	211,400	(3,041)	-1.4%	47,471	22.1%
OPEB Contribution	138,993	105,267	46,121	92,300	(12,967)	-12.3%	33,726	32.0%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	18,400	30,000	8,561	16,000	(14,000)	-46.7%	(11,600)	-38.7%
Bilingual Bonus	2,400	2,400	650	1,200	(1,200)	-50.0%	0	0.0%
Sick Leave Buyback	0	0	0	0	0	0.0%	0	0.0%
Rideshare Allowance	2,500	2,500	0	0	(2,500)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$7,432,150	\$6,252,924	\$2,407,624	\$5,136,300	(\$1,116,624)	-17.9%	\$1,179,226	18.9%
Salary Differential	-	-	-	-	-	-	-	-
TOTAL S&EB	\$7,432,150	\$6,252,924	\$2,407,624	\$5,136,300	(\$1,116,624)	-17.9%	\$1,179,226	18.9%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

LEGAL SERVICES

2022-2023 BUDGET

	FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
09216A	CHIEF COUNSEL	1	LS19	26,509	318,109
09213A	SENIOR STAFF COUNSEL	4	LS16	82,851	994,212
09212A	STAFF COUNSEL	2	LS12	29,894	358,722
00795A	LEGISLATIVE AFFAIRS OFFICERS	1	113B	11,795	141,544
09235A	LEGAL ANALYST	5	99L	39,641	475,686
00441A	SENIOR LEGAL SECRETARY	2	99B	14,225	170,704
00441A	SENIOR MANAGEMENT SECRETARY	2	97G	13,639	163,666
00441A	SENIOR MANAGEMENT SECRETARY	(2)	97G	(13,639)	(163,666)
00440A	LEGAL SECRETARY	2	94H	12,604	151,244
00440A	MANAGEMENT SECRETARY	2	93G	12,237	146,839
00440A	MANAGEMENT SECRETARY	(2)	93G	(12,237)	(146,839)

POSITIONS 17 2,610,221

	VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
99999A	PRINCIPAL STAFF COUNSEL Ø	2	LS17	15,156	181,867			
99999A	DIRECTOR OF COMPLIANCE Ø	1	LS16	14,098	169,179			
09213A	SENIOR STAFF COUNSEL	3	LS16	14,098	169,179	507,536		
09212A	STAFF COUNSEL	4	LS12	10,557	126,681	506,724		
00441A	SENIOR LEGAL SECRETARY	2	99B	6,152	73,828	147,657		
00441A	SENIOR MANAGEMENT SECRETARY	2	97G	5,900	70,803			
00441A	SENIOR MANAGEMENT SECRETARY	(2)	97G	5,900	70,803			
						1,161,916	0	0

POSITIONS 12 1,161,916

TOTAL POSITIONS 29

GROSS SALARIES 3,772,137

ANTICIPATED MOU SALARY INCREASE** 207,468

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 58,008

BONUS 7,785

120-DAY RETIREE(S) 1 98,533

TOTAL SALARIES 4,143,932

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
Represented positions shown in blue.
Vacancies are shown at the 1st Step.
*All amounts rounded to the nearest dollar.
** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

LEGAL SERVICES

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
AUTO EXPENSE	\$4,400	\$4,400	\$235	\$3,200	(\$1,200)	-27.3%	\$0	0.0%
TRANSPORTATION & TRAVEL	17,800	26,400	520	9,000	(17,400)	-65.9%	(8,600)	-32.6%
OFFICE SUPPLIES & EQUIPMENT	6,000	6,000	670	3,000	(3,000)	-50.0%	0	0.0%
PROFESSIONAL & SPEC. SRVCS.	252,300	252,300	134,254	252,300	0	0.0%	0	0.0%
LEGAL FEES & SERVICES	1,540,500	1,100,000	932,434	1,555,500	455,500	41.4%	440,500	40.0%
EDUCATIONAL EXPENSES	104,500	103,000	48,494	91,500	(11,500)	-11.2%	1,500	1.5%
MISCELLANEOUS	2,000	3,000	449	2,000	(1,000)	-33.3%	(1,000)	-33.3%
TOTAL	\$1,927,500	\$1,495,100	\$1,117,055	\$1,916,500	\$421,400	28.2%	\$432,400	28.9%

*All amounts rounded to the nearest dollar.



MEMBER SERVICES

Budget Highlights

Fiscal Year 2022-2023

Mission

To provide world-class service in a positive, supportive, professional, and equitable manner through any channel the member chooses. We will strive at all times to provide accurate, clear, and common-language explanations of all plans, plan options, purchases, purchase options, and retirement-related issues. We strive to function as a team working together to fulfill our assigned mission of servicing members.

INTRODUCTION

Member Services is focused on finding innovative solutions that improve our members' experience as they progress through their LACERA journey. We provide services across multiple channels to ensure members can connect with us in the manner they feel most comfortable. Our Contact Center, which includes our Call Center and Correspondence units, provide members with quick access to everything from basic account maintenance to in-depth counseling on matters throughout all stages of a member's or a survivor's journey. Our Outreach Section, consisting of our Member Service Center and our Outreach team, connects with members often for in-depth, detailed counseling, both virtually and in-person. Our Member Services Quality Control Unit supports the division by ensuring that our service meets expectations. And this year we are proud to introduce our new Member Care Unit, dedicated to resolving escalated issues and providing case management in conjunction with the Outreach team for the more urgent or delicate cases that need extra attention.

Together, these teams work with our business partners to provide the service our members expect. This fiscal year we are proud to share some of our collective accomplishments:

- Handled a record number of incoming calls
- Expanded the number of virtual counseling sessions that have made it easier than ever to connect with members

- Continued our successful partnership with Empower to provide comprehensive pre-retirement seminars
- Launched the new Member Care Unit
- Partnered with the PMG to rollout a new member appeals and escalation database, which will help us improve our services to critical member concerns and define and develop the requirements that will be translated to the Case Management strategic project in its later phases
- Partnered with the PMG to roll out a new application for call monitoring, which will help us improve our efforts to provide consistent service and develop staff

This fiscal year we are finalizing plans to launch a new queue management and appointment system for the Member Service Center. The new process features a more user-friendly appointment scheduling interface, the addition of text message confirmations, updates to collect feedback about counseling sessions, increased insights into Member Service Center metrics, and the development of specific key performance indicators for the Member Service Center.

We are also partnering with other Member Operations Group divisions in the development of process improvements designed to provide faster and more efficient service to our members. Among these projects are the re-engineering of our death benefit claim process, required minimum distribution compliance program, and a closer partnership to proactively reach members regarding returned checks, lost contact, or special counseling needs.

Preparing for the Case Management System

We are also excited and motivated to be a participant in the Case Management System project. The various phases outlined for the Case Management System will revolutionize how we provide services to our members — creating more touchpoints, improved personalization, expanded self-service, and more efficient and effective interactions.

Member Services participated in the selection committee that will be making a recommendation to the Board of Retirement for the selected vendor. We are gearing up to provide subject matter experts to assist in the development and implementation of Phase I to help ensure the new processes and procedures maximize improvements to the member experience. Member Services provides support to members going through two of the first three areas of focus of Phase I of the Case Management project.

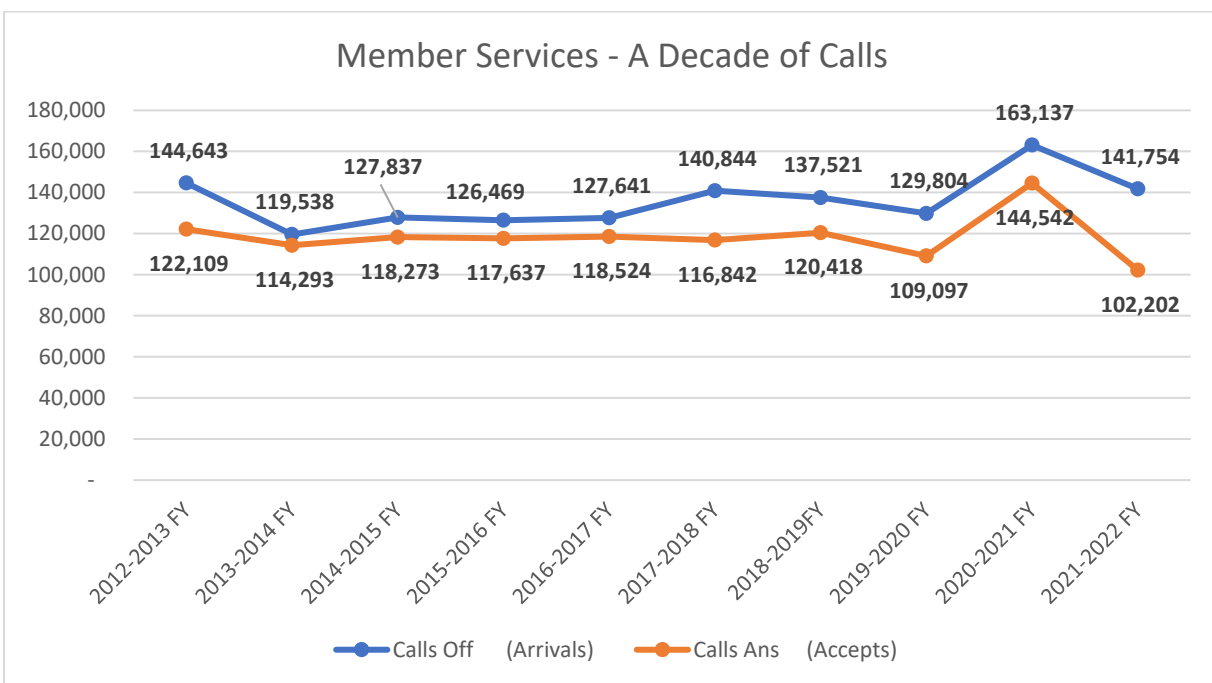
Member Services provides support and counseling to members as they progress through their retirement journey and transition to a retired payee, as well as support and counseling to members at the beginning of the disability process and during the transition to a retired payee. In support of this strategic initiative, we have requested an increase in overtime related expenses for support and testing of the new processes and tools.

Rising to Meet our Challenges

Despite our accomplishments, we acknowledge this past fiscal year proved to be challenging in terms of the volume of member contacts. Our Member Service Center and Outreach teams continued to adjust to pandemic-related impacts. At the beginning of the fiscal year, we were excited to reopen the Member Service Center. Unfortunately, the Omicron COVID-19 surge impacted LACERA, making it a necessity to close the MSC temporarily for staff and member safety. Despite these temporary setbacks, we remain focused on preparing to reopen the Member Service Center in May of the current fiscal year.

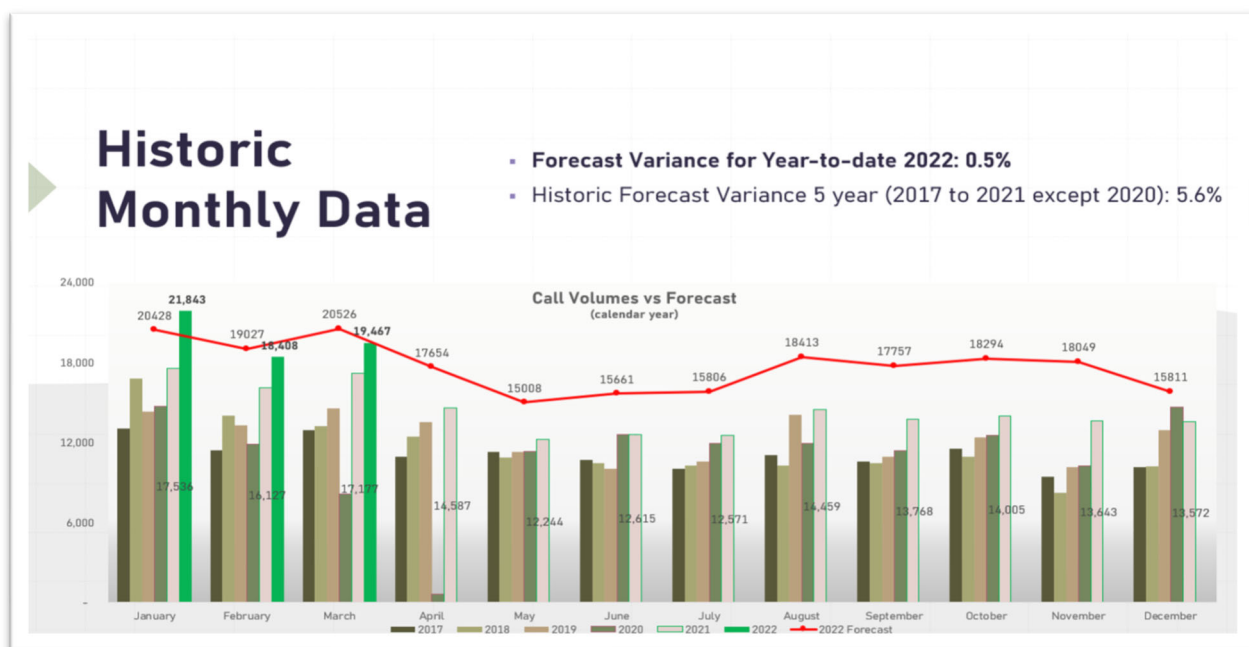
Throughout the ups and downs, the team adjusted well and increased the number of virtual appointments to help ensure we can connect with members. Our online seminar series has been tremendously successful, allowing us to reach more members per session than our traditional services. Both of these services have been received positively by members, and we will continue to offer and refine them in the coming fiscal year.

Our Member Services Call Center and Contact Center have seen record breaking increases in member contacts in the last two years:



During FY 2019-2020, which includes the first stages of the pandemic, we fielded 144,452 calls out of 163,137 calls offered.

Using monthly incoming call volumes for the last five years, we estimate an average variance of +/- 5.6 percent over historical call volumes. Based on these projections, we expect to finish the FY 2021-2022 having received between 180,000 and 190,000 calls.



The COVID-19 pandemic has had a significant impact on staffing levels in Member Services. This past fiscal year was the first fiscal year of living with the full impacts of the pandemic. The Board of Retirement has authorized Member Services with 79 positions that provide the staffing to service our more than 185,000 members and over 69,000 benefit payees. Due to retirements, departures, and internal movement, Member Services is operating with 55 of 79 positions filled and actively working. Approximately four of those 79 staff member positions are staff on approved leave, and 11 are part of the CORE Benefits Training class. We have nine vacant positions. This, along with the sharp increase in call volume, has led to a decrease in our response time in the Call Center and other areas.

In partnership with Human Resources and Quality Assurance, and with the support of the Executive Office, LACERA launched two Specialist Core Benefits Training classes this past fiscal year that will provide new specialists to Member Services and Benefits. These classes will be graduating in the autumn of 2022, restoring much-needed staff members to our Member Services Call Center. Member Services will still need additional staff member resources.

Even running a full complement in two classes, additional retirements and promotions during the fiscal year will necessitate at least one additional Core Benefits Training class that should begin during FY 2022-2023. While Member Services believes it will need additional staffing in the upcoming fiscal years if call volume trends continue, we are not requesting any new staffing until we can fill our current teams.

Focusing on the Future

Current call volume trends are likely to increase unless we can take proactive steps to reduce the number of incoming calls while improving the overall service we provide to members. As part of our ongoing initiative to examine call trends, we have identified several promising call triggers that can help us reduce call volume and improve service:

- Approximately 10 percent of our incoming calls have been to reset My LACERA passwords or to gain guidance on how to upload documents. Partnering with the Systems Division, they have identified changes to the login process that we feel will help reduce password reset-related calls. Additional future plans to introduce multifactor authentication will further efforts to provide members with a more efficient and safe self-service process. Systems and Communications has also worked with Member Services to continually improve our upload interface. We hope to add how-to videos in the near future to make it even easier.
- During the beginning of each calendar year, our Retiree Healthcare (RHC) Division processes Medicare Part B reimbursements, which can generate many calls to LACERA. Member Services identified that approximately 7 percent of our incoming calls are overflow calls from RHC or the result of members inadvertently selecting the Member Services Call Center option. We have taken several proactive steps to help reduce the impact of these calls:
 - Partnering with RHC, we adjusted the interactive voice response (IVR) system welcome greeting to help improve members' selection of the RHC Call Center option.
 - We also expanded our IVR by adding a Medicare Part B informational message box. Use of the IVR allows members to get needed information without speaking with a Specialist, and still affords them the opportunity to speak with RHC if they have additional questions.
 - We also worked with RHC to implement confirmation of receipt and processing letters to help provide members with proactive notification of the status of their Medicare Part B documents.

The use of an expanded IVR with unique message boxes for high volume calls like 1099-R mailings and COLA increases are some of the ways in which we are using existing technology to reduce call volume. Future projects included in this fiscal year's budget request such as the Case Management System and the selection of a new, modern contact center system will provide additional opportunities to reduce call volume while improving the member experience. Both of these initiatives will increase our ability to proactively communicate with members, reduce service times by increasing access to information for staff members assisting members, and by providing additional self-service options to members.

Overtime

The Member Services overtime budget provides resources for March Madness Saturday service and projects assisting the Benefits Division with retirement processing. Member Services routinely provides support for the Benefits Division in processing work to help meet service levels or reduce backlogs that develop throughout the year. During the past fiscal year, Member Services assisted in processing previous service applications and issuing death benefit claim forms, and has spent the last several months helping to process retirement Board letters. We also use overtime to address staff shortages within Member Services in the Call Center and Member Service Center.

We anticipate a similar effort this fiscal year and we are asking for \$174,000 for overtime funds to support Saturday service, retirement processing and, for the first time, to allocate Member Services subject matter experts to the Case Management initiative during the design and testing of the Phase I implementations.

Agency Temporary Employees

We are asking for funding of \$37,000 to have an agency-temporary employee work as an Administrative Assistant for the first six months of this fiscal year. As our Member Service Center (MSC) reopens to an increasing number of appointments, administrative support is needed there. Funding for an agency-temporary employee will allow for the recruitment of an Administrative Assistant to be completed by the end of this calendar year 2022.

SERVICES AND SUPPLIES

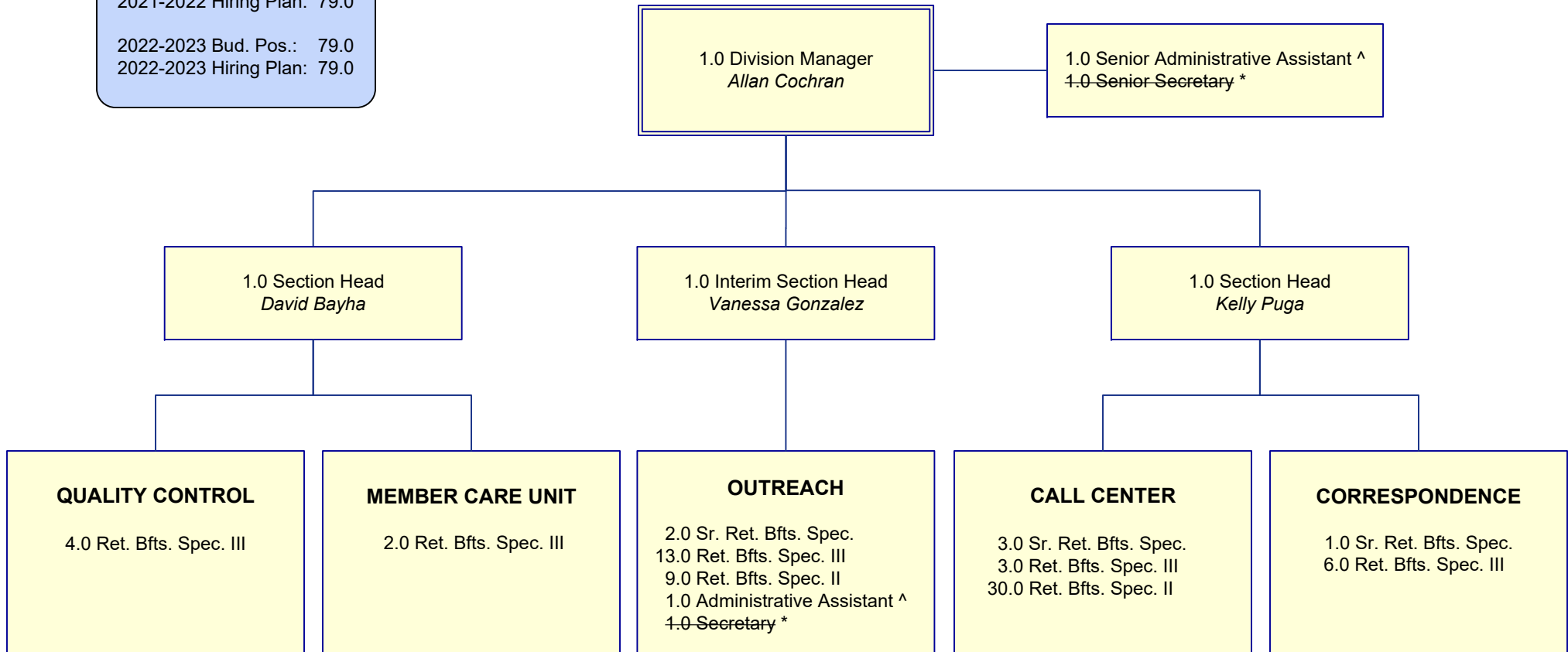
The Services and Supplies budget requests are in line with previous years and based on actual and historical expenditure trends.

MEMBER SERVICES DIVISION

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 79.0
2021-2022 Hiring Plan: 79.0

2022-2023 Bud. Pos.: 79.0
2022-2023 Hiring Plan: 79.0



* Classification study for the position requested.

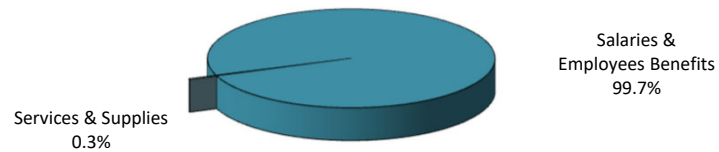
^ Position upgrade from Senior Secretary to Senior Administrative Assistant and Secretary to Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

MEMBER SERVICES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$10,595,931	\$9,971,630	\$4,716,624	\$9,501,200	(\$470,430)	-4.7%	\$624,301	6.3%
Services & Supplies	26,800	55,500	2,169	16,100	(39,400)	-71.0%	(28,700)	-51.7%
OPERATING BUDGET	\$10,622,731	\$10,027,130	\$4,718,793	\$9,517,300	(\$509,830)	-5.1%	\$595,601	5.9%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

MEMBER SERVICES

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$6,063,633	\$5,973,011	\$2,849,670	\$5,715,000	(\$258,011)	-4.3%	\$90,622	1.5%
Total Agency Temp Salaries	37,000	0	0	0	0	0.0%	37,000	0.0%
Employee Benefits (Variable)	3,692,871	3,275,270	1,482,610	3,037,100	(238,170)	-7.3%	417,601	12.8%
Employee Benefits (Other)	383,245	367,397	177,888	362,200	(5,197)	-1.4%	15,848	4.3%
OPEB Contribution	203,383	180,351	108,312	216,700	36,349	20.2%	23,032	12.8%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	174,000	133,800	85,864	145,000	11,200	8.4%	40,200	30.0%
Bilingual Bonus	16,800	16,800	6,850	13,200	(3,600)	-21.4%	0	0.0%
Sick Leave Buyback	15,000	15,000	5,430	12,000	(3,000)	-20.0%	0	0.0%
Rideshare Allowance	10,000	10,000	0	0	(10,000)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$10,595,931	\$9,971,630	\$4,716,624	\$9,501,200	(\$470,430)	-4.7%	\$624,301	6.3%
Salary Differential **	-	-	-	-	-		-	
TOTAL S&EB	\$10,595,931	\$9,971,630	\$4,716,624	\$9,501,200	(\$470,430)	-4.7%	\$624,301	6.3%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

MEMBER SERVICES

2022-2023 BUDGET

FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
00773A DIVISION MANAGER	1	LS12	14,187	170,249
00772A SECTION HEAD, LACERA	2	LS9	21,614	259,370
01312A SENIOR RETIREMENT BENEFITS SPECIALIST	5	101F	41,959	503,511
01311A RETIREMENT BENEFITS SPECIALIST III	27	96A	187,641	2,251,692
00439A SENIOR ADMINISTRATIVE ASSISTANT	1	90F	6,214	74,568
00439A SENIOR SECRETARY	1	89G	6,062	72,750
00439A SENIOR SECRETARY	(1)	89G	(6,062)	(72,750)
01310A RETIREMENT BENEFITS SPECIALIST II	38	89F	188,381	2,260,576

POSITIONS 74 5,519,966

VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00772A SECTION HEAD, LACERA	1	LS9	8,498	101,973			50,987
01312A SENIOR RETIREMENT BENEFITS SPECIALIST	1	101F	6,560	78,719			39,359
01311A RETIREMENT BENEFITS SPECIALIST III	1	96A	5,657	67,884			
01310A RETIREMENT BENEFITS SPECIALIST II	1	89F	4,738	56,852			
00438A ADMINISTRATIVE ASSISTANT	1	84C	4,106	49,276			
00438A SECRETARY	1	83D	4,007	48,081			
00438A SECRETARY	(1)	83D	4,007	48,081			
					0	0	90,346

POSITIONS 5 90,346

TOTAL POSITIONS 79

GROSS SALARIES 5,610,312

ANTICIPATED MOU SALARY INCREASE** 308,567

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 128,160

BONUS 16,594

120-DAY RETIREE(S) 0

TOTAL SALARIES 6,063,633

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
Represented positions shown in blue.
Vacancies are shown at the 1st Step.
*All amounts rounded to the nearest dollar.
** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

MEMBER SERVICES

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$8,000	\$21,700	\$0	\$3,500	(\$18,200)	-83.9%	(\$13,700)	-63.1%
OFFICE SUPPLIES & EQUIPMENT	5,000	12,500	2,019	3,500	(9,000)	-72.0%	(7,500)	-60.0%
EDUCATIONAL EXPENSES	11,300	16,500	150	8,600	(7,900)	-47.9%	(5,200)	-31.5%
MISCELLANEOUS	2,500	4,800	0	500	(4,300)	-89.6%	(2,300)	-47.9%
TOTAL	\$26,800	\$55,500	\$2,169	\$16,100	(\$39,400)	-71.0%	(\$28,700)	-51.7%

*All amounts rounded to the nearest dollar.



QUALITY ASSURANCE & METRICS

Budget Highlights

Fiscal Year 2022-2023

Mission

To provide the promised benefits to our members in a timely and accurate manner by training and monitoring staff's quality and improving our business processes.

INTRODUCTION

In its current configuration, the Quality Assurance & Metrics Division (QA) performs four main functions in service to LACERA's Member Operations Group (MOG), which are those divisions that provide retirement benefit services to LACERA's members. QA's services consist of:

- Independent transactional audits of work processed by MOG staff for our members
- Technical benefits training for MOG staff, from new hires to veterans
- Developing performance metrics based upon new functions in Workspace
- Special projects as assigned by the Executive Office and consistent with QA's independent quality assurance function

A 2021 Internal Audit recommendation suggested that LACERA can increase the independence of the quality assurance operations by removing the function from the purview of the Member Operations Group. While discussions are ongoing with the Executive Office on how we will accomplish this, the general plan is to move Quality Assurance to the Administrative management group and move the Metrics and Training functions currently in Quality Assurance to the Member Operations Group under the Process Management Group (PMG) umbrella. Our metrics development program has been a PMG project and responsibility for metrics has been formally assumed by PMG during this fiscal year. This change did not involve any movement of staff positions as the lead for the metrics program currently resides in PMG.

LACERA's management is developing plans to transfer QA's training function to PMG. This change will help ensure the independence and objectivity of QA auditors and will increase the synergy between the business rule administration function that is already in PMG and the training function currently overseen by QA. In preparation for this transition, QA's Senior Quality Auditor responsible for the training function will be developing the project plan in conjunction with PMG to manage the transition and to organize the program and the new training unit within PMG.

It is proposed that, once this transition takes place, the Quality Assurance and Metrics Division may be renamed the Quality Assurance Division. No additional resources or staff movement are included in this year's fiscal request. However, once plans are developed movement and or additional requests may be included in the mid-year budget adjustment process or as part of the FY 2023-2024 budget request.

Quality Assurance is also looking forward to partnering with the development team for the Case Management System. During the current fiscal year, Quality Assurance was an active partner in evaluating the vendors for the Case Management System Phase I implementation. QA will be an integral part of the development of the new system once the Board has approved a vendor. We expect to be contributing subject matter experts to work on the development of the new first payment process and will be conducting user acceptance testing throughout the various stages of the implementation.

QUALITY AUDITING

QA independently reviews and reports on the benefit-related business transactions performed by the MOG. The accuracy and completeness of business transactions are measured by audit parameters established by QA and the Executive Office after consultation between QA and auditee divisions. QA compiles an annual report to the Operations Oversight Committee of the Board of Retirement regarding the overall accuracy and quality of the preceding fiscal year's member transactions.

QA reviews audit parameters with the auditee divisions annually so QA can audit cases based primarily on risk. These parameters include:

- **Audit Criteria:** These are the standards against which the quality of transactions are measured, based on LACERA's policies and procedures, as well as governing laws and regulations.
- **Audit Risk Levels:** This is a ranking of the magnitude of a particular transaction's risks to LACERA or its member. Various risk-related characteristics are associated with each risk level. Risk levels help QA auditors triage cases for risk-based sampling and workload management.
- **Audit Sampling Plan:** Auditors apply a pre-determined sampling methodology when selecting cases to be audited for each audited group of transactions.
- **Audit Workflow:** To conduct its audits, QA uses a series of standardized steps designed to test the transaction's quality at appropriate points in the process.

PMG and QA, in conjunction with other members of MOG and Systems, implemented a new audit platform to manage all audit work, known as the MOG Audit Platform (MOGAP). This application allows QA and its MOG partners to more efficiently and reliably manage and report on all forms of QA audit work. To illustrate the benefits of this development, MOGAP has helped reduce the time it takes to resolve audit review notes. Without the MOGAP, those cases not resolved within the Service Level Expectations (SLE) of three to five days took over a month to resolve on average. QA anticipates that the MOGAP will similarly benefit the checking process for Core Benefits Training production.

The MOGAP has proven to be an effective interim solution until LACERA is able to fully integrate the audit function into LACERA's primary member service platform, Workspace, as well as LACERA's new Case Management System.

Future Quality Audit Plans

In addition to traditional transactional testing, QA will be working with the MOG divisions to undertake call monitoring to help support the quality of LACERA's service to its members as delivered through the Call Center and possibly other future channels of communication.

Training

QA has appointed a Senior QA Auditor to oversee its training program. The key initiatives of this training program are:

- Core Benefits Training for newly hired Retirement Benefits Specialists and others who may benefit from entry-level retirement benefit specialist training
- Ad hoc training on various topics at the request of the MOG divisions
- Advanced CERL Education (ACE) to help increase the analytical and advanced processing skills of specialists to prepare them to perform the most complex work at the level of RBS III or higher
- QA Staff Development Training.

The CORE Benefit Training program takes place over 10 months, alternating classroom instruction and practice with periods of actual processing of member requests. All training production work is checked 100 percent before being finalized. Training materials are reviewed and updated before each session to reflect changes in the retirement law, LACERA's business policies, and LACERA's Systems processing. The 2020 CORE Benefits Training class consisted of 13 participants, were trained and evaluated by nine QA instructors on 22 benefits processes. Even under the COVID conditions, trainees processed 2,951 cases with an overall accuracy of 96.37 percent during the production periods.

QA has developed e-learning modules to broaden our blended learning approach and continues to develop more, using the Udemy, SharePoint and Articulate software tools, which has proven most effective. This offers a combination of interactive learning complemented with face-to-face learning, as well as easily accessed refresher information.

In 2020, QA conducted our second Advanced CERL Education (ACE) training. ACE training was not conducted in FY 2020-2021, due to COVID exigencies as well as staff shortages, but refresher training for veteran staff was conducted. For FY 2021-2022, refresher training for veteran staff was provided covering Account Analysis, Redeposits, and General-to-Safety Transfers.

To help alleviate staffing shortages in all transactional operations divisions, QA must conduct two simultaneous CORE training classes. Staff conducting training cannot participate in the primary quality audit function of QA. Moreover, vacancies in both QA and MOG divisions have severely limited the number of trainers and checkers that can

cover the 26 trainees distributed between the two simultaneous training classes. Consequently, QA will be increasing its use of overtime to keep pace with its unprecedented workload surge.

Production Metrics

PMG and QA, in conjunction with other members of MOG and Systems, implemented a new production metrics program (PMP) utilizing data from LACERA's primary member service platform, Workspace, that monitors the productivity of QA and MOG staff.

The objectives of the PMP are to support Member Operations Group in:

- Resource planning and budgeting
- Process improvement
- Workload management
- Workforce management

Performance of the PMP is measured based on its:

- Efficiency
- Reliability and accuracy
- Usability

This current PMP has proven to be an effective interim solution until LACERA is able to fully integrate it into LACERA's primary member service platform, Workspace, as well as LACERA's new case management system, for which a Request for Proposal is currently being conducted.

Special Projects

QA engages in special projects assigned by the Executive Office that are appropriate for QA's skills and resources and do not compromise QA's standards of independence, objectivity, and professional ethics. For example, QA Senior Auditors analyze, test, and validate new procedures, calculations, legislation, and system benefit calculation programming, such as beta testing the benefit calculation engine, validating mass contribution rate changes, validating member account adjustments for the felony conviction process, and analyzing new County pay codes. Pay code analysis can take from 90 minutes to several weeks for each batch of new pay codes, depending upon availability of information, and the extent of coordination needed between LACERA's Quality Assurance Division, Legal Division, and Executive Office, as well as Los Angeles County's Auditor Controller and Executive Office. The Quality Analysts also performed annual census testing of 30 randomly selected member records. The PEPRAs embedded pay codes testing, Alameda project, and PEPRAs final compensation testing are in process.

Quality Assurance also collaborates with other divisions to facilitate data cleanup projects as directed by LACERA's strategic goals.

Future Special Projects

QA will collaborate with the MOG Divisions on new special projects, such as additional Alameda project testing, PEPRA embedded earnings testing, FAC testing, organization-wide member surveys, other internal/external party surveys, and the Case Management System implementation.

STAFFING REQUEST

QA has five existing staff vacancies, which consist of three Senior QA Auditors and two QA Auditor IIs. To better match resources to QA's key functions, QA will seek to fill two Senior QA Auditor positions to ensure sufficient supervision of the QA audit staff, and then use the remaining vacancies to further increase audit staffing. Once these vacancies are filled, QA plans to utilize the new metrics reports developed for QA to determine future staffing needs.

In light of increased member transactions and the existing QA staff shortages, the QA budget request includes \$21,500 for overtime, which is for nonexempt staff who support the various QA functions, especially during the peak retirement season.

SERVICES AND SUPPLIES

Our request for Services and Supplies has decreased based on divisional restructuring for lean operating efficiency, the increased use of paperless remote working tools, and changes from physical travel to online training for staff.

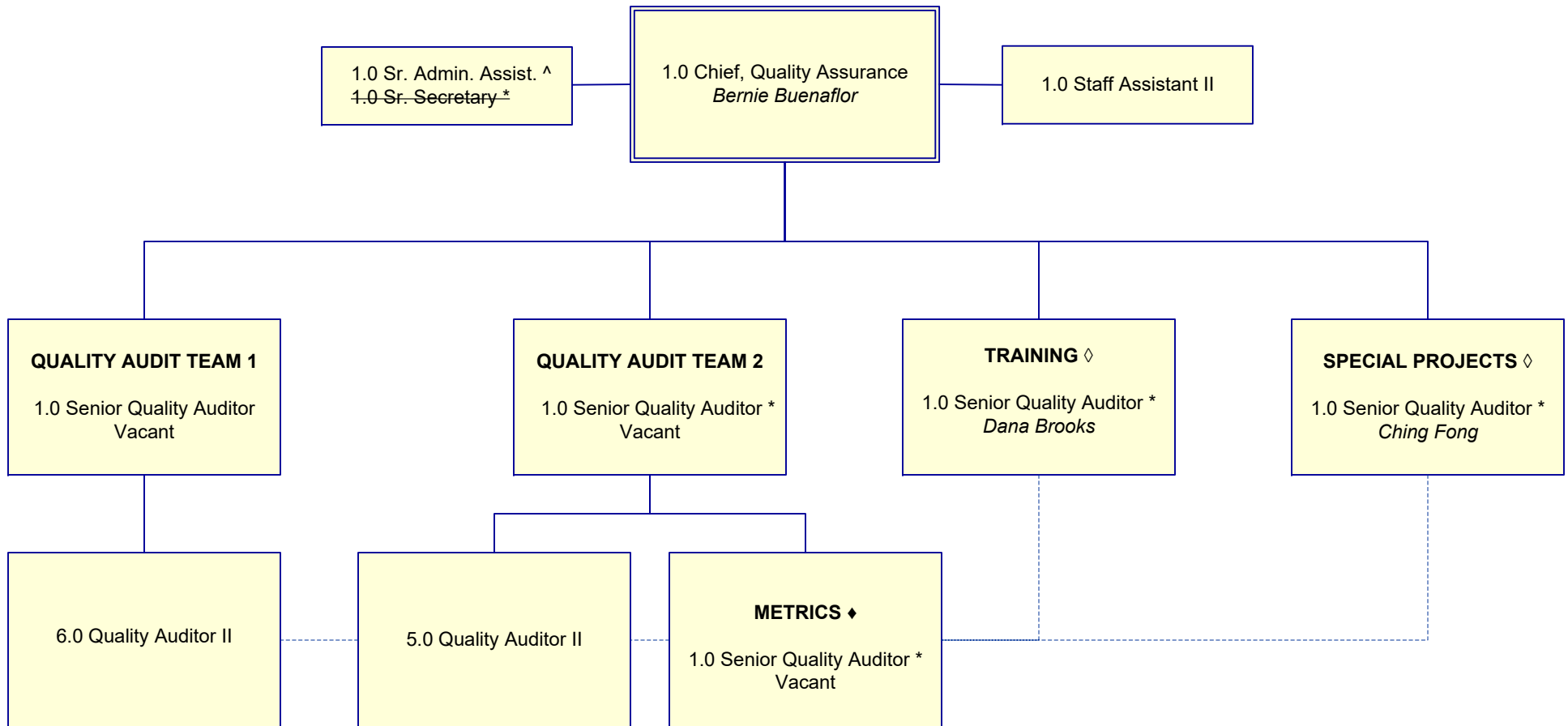
Educational expenses have increased from \$19,500 to \$24,500 to account for the planned increase in staffing levels as QA's vacancies are filled. In addition, new classes will be included in the QA staff development program so that LACERA is better able to prepare both current and future QA auditors to serve LACERA's quality control needs.

QUALITY ASSURANCE DIVISION

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 19.0
2021-2022 Hiring Plan: 19.0

2022-2023 Bud. Pos.: 19.0
2022-2023 Hiring Plan: 19.0



* Classification study for the position requested.

^ Position upgrade from Senior Secretary to Senior Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

♦ In addition to the quality audit, QA Auditors conduct training and work on special projects, which are coordinated by the QA Sr. Auditor for Training and the QA Sr. Auditor for Special Projects, respectively.

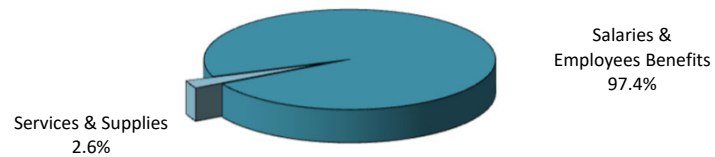
♦ The Metrics function has been transferred to PMG under the Benefits Division. The Sr. Quality Auditor that was originally budgeted for this function will be repurposed to increase resources dedicated to auditing and special projects.

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

QUALITY ASSURANCE

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$3,355,885	\$3,111,416	\$1,331,767	\$2,926,800	(\$184,616)	-5.9%	\$244,469	7.9%
Services & Supplies	87,900	83,900	2,985	59,000	(24,900)	-29.7%	4,000	4.8%
OPERATING BUDGET	\$3,443,785	\$3,195,316	\$1,334,753	\$2,985,800	(\$209,516)	-6.6%	\$248,469	7.8%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

QUALITY ASSURANCE

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$1,952,360	\$1,821,199	\$796,763	\$1,852,800	\$31,601	1.7%	\$131,161	7.2%
Total Agency Temp Salaries	0	0	0	0	0	0.0%	0	0.0%
Employee Benefits (Variable)	1,189,944	1,090,338	446,853	892,600	(197,738)	-18.1%	99,606	9.1%
Employee Benefits (Other)	123,397	117,634	56,692	116,000	(1,634)	-1.4%	5,763	4.9%
OPEB Contribution	65,485	57,745	31,195	62,400	4,655	8.1%	7,740	13.4%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	21,500	21,300	264	3,000	(18,300)	-85.9%	200	0.9%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	1,000	1,000	0	0	(1,000)	-100.0%	0	0.0%
Rideshare Allowance	2,200	2,200	0	0	(2,200)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$3,355,885	\$3,111,416	\$1,331,767	\$2,926,800	(\$184,616)	-5.9%	\$244,469	7.9%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$3,355,885	\$3,111,416	\$1,331,767	\$2,926,800	(\$184,616)	-5.9%	\$244,469	7.9%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

QUALITY ASSURANCE

2022-2023 BUDGET

FILLED POSITIONS		# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
00780A	CHIEF, QUALITY ASSURANCE	1	LS12	15,742	188,908			
00798A	SENIOR QUALITY AUDITOR	2	106A	18,202	218,424			
00797A	QUALITY AUDITOR II	9	100K	74,561	894,733			
00427A	STAFF ASSISTANT II	1	92E	5,127	61,523			
00439A	SENIOR ADMINISTRATIVE ASSISTANT	1	90F	6,385	76,619			
00439A	SENIOR SECRETARY	1	89G	6,229	74,750			
00439A	SENIOR SECRETARY	(1)	89G	(6,229)	(74,750)			
POSITIONS		14			1,440,208			
VACANT POSITIONS		# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00798A	SENIOR QUALITY AUDITOR	3	106A	7,420	89,040	267,120		
00797A	QUALITY AUDITOR II	2	100K	6,448	77,371			77,371
						267,120	0	77,371
POSITIONS		5			344,491			
TOTAL POSITIONS		19						
GROSS SALARIES					1,784,698			
ANTICIPATED MOU SALARY INCREASE**					98,158			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE					19,821			
BONUS					49,682			
120-DAY RETIREE(S)					0			
TOTAL SALARIES					1,952,360			

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
 Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
 Represented positions shown in blue.
 Vacancies are shown at the 1st Step.
 *All amounts rounded to the nearest dollar.
 ** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

QUALITY ASSURANCE

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)		OVER/(UNDER)	
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$12,000	\$12,000	\$0	\$0	(\$12,000)	-100.0%	\$0	0.0%
OFFICE SUPPLIES & EQUIPMENT	1,000	2,000	235	600	(1,400)	-70.0%	(1,000)	-50.0%
PROFESSIONAL & SPECIALIZED SERVICES	50,000	50,000	0	50,000	0	0.0%	0	0.0%
EDUCATIONAL EXPENSES	24,500	19,500	2,750	8,200	(11,300)	-57.9%	5,000	25.6%
MISCELLANEOUS	400	400	0	200	(200)	-50.0%	0	0.0%
TOTAL	\$87,900	\$83,900	\$2,985	\$59,000	(\$24,900)	-29.7%	\$4,000	4.8%

*All amounts rounded to the nearest dollar.



SYSTEMS DIVISION

Budget Highlights

Fiscal Year 2022-2023

Mission

The Systems Division (Systems) oversees all aspects of information technology for LACERA. Systems provides technology support services and creates innovative application solutions to assist the organization in meeting our commitment to protect, produce, and provide the promised benefits to our members.

INTRODUCTION

In support of the LACERA's mission to strengthen, modernize, and build a world-class technological infrastructure, Systems has implemented new remote computing capabilities, cloud-hosted services, better systems redundancies, and stronger cybersecurity features. This budget request for FY 2022-2023 reflects the Division's ongoing commitment to provide the highest level of end-user support to our internal customers, as well as providing more self-service options for LACERA members. This budget will also provide the organization with the resources needed to address disruptive cyber incidents, improve our cybersecurity program, and modernize the enterprise authentication and authorization capabilities.

FY 2021-2022 ACCOMPLISHMENTS

FY 2021-2022 has been transformative for the Systems Division. Our three information technology sections – Applications Development, Project Management Office, and Infrastructure – are engaged, working effectively, and making an impact on the organization. Here are the projects we've completed so far this year:

Disaster Recovery: Disaster recovery (DR) is a top priority for the current fiscal year. In FY 2020-2021, LACERA conducted its first disaster recovery exercise in six years. We successfully accomplished our goal of recovering all the mission critical applications used to support our members. In the current fiscal year, the Systems Division conducted a second disaster recovery exercise that included *all* applications used by LACERA. Representatives from all 15 divisions participated in the exercise, and 115 applications and websites were successfully recovered. Additionally, the LACERA DR team improved two key metrics for disaster recovery: the recovery time objective (RTO) – the amount of

time it takes to recover systems and data, and the recovery point objective (RPO) – the age of the backup that is used for recovery. In January 2021, our RTO was 75 hours; in December 2021, it was 5.5 hours. In January 2021, our RPO was 132 hours; in December 2021, it was less than 24 hours. We will continue to finetune our disaster recovery plan going forward and work in partnership with Information Security and LACERA's Business Continuity Team to execute annual disaster recovery exercises.

Information Technology Coordination Council (ITCC): LACERA established the ITCC in April 2021. The purpose of this council is to provide oversight of all significant technology decisions and ensure the effective and efficient use of technology as well as organizational collaboration to achieve LACERA's strategic goals within acceptable levels of risk. In short, the Council is tasked with reviewing and prioritizing new project requests as well as approving strategic technology decisions. This fiscal year, the ITCC established a standard process to submit new IT project requests. This process provides transparency to incoming requests and the priorities assigned to new projects. The implementation of this process also includes an IT project dashboard that allows executive sponsors, stakeholders, project managers, and subject matter experts to get real-time status information on approved projects.

Mainframe Hosting: The Systems Division successfully migrated LACERA's mainframe operations to a multi-tenant, privately hosted solution. The successful migration also addresses many challenges LACERA faced with our mainframe: aging hardware, long disaster recovery time, support staff shortages, high operational cost, and compulsory hardware investments.

Microsoft Dynamics Great Plains (GP) Hosting: The Systems Division successfully migrated LACERA's legacy Microsoft Dynamics GP application to a privately hosted solution in November 2021. This migration will ensure the stability of LACERA's mission critical application until LACERA completes the transition to a more modern solution in three years. Additionally, the migration will provide LACERA an improved disaster recovery solution that decreases both downtime and data loss.

Wi-Fi Implementation: The infrastructure team completed the implementation of LACERA's first enterprise Wi-Fi network, to be used by trustees, employees, and members. All fiber, cables, access points, and switches have been installed and the appropriate segmented networks have been configured.

Boardroom Audio/Visual Enhancements: In preparation for a return to in-person meetings, the audio and visual equipment in LACERA's boardroom has been upgraded to a modern system that will support hybrid board and committee meetings. The enhancements will allow for remote participation while maintaining the current look, feel, and functionality of the current Zoom meetings. The audio and visual enhancements include new 24" touchscreen monitors, dedicated, fixed cameras, and LED/touch switch microphones at each seated position. The touchscreen monitors will display video feeds from the fixed cameras as well as from participants attending remotely while enabling users to control all onscreen functions via touch. The microphone touch switches allow users to individually mute their microphones.

We also have the following projects in progress, which we expect to complete before June 30, 2022:

HR Case Management: The Systems Division has assisted HR in procuring a low-code workflow solution for their core business processes: personnel requisition, onboarding, training and travel requests, and orientation. The workflows have been completed, are in final acceptance testing, and should be implemented by the end of April 2022.

ServiceNow Implementation: The Systems Division selected ServiceNow, a cloud-based IT service management tool, to improve how the division manages IT incidents, problems, requests, and knowledge. Phase I of the ServiceNow implementation will be completed by April 2022 and will provide automation and tracking for all requests coming into the Systems Helpdesk. Future phases of the project will introduce sophisticated automation for routine IT requests.

LACERA Intranet 2.0: In collaboration with the Communications Division, LACERA has developed a modern internet that will be implemented by the end of April 2022. This new intranet is called “LACERA Connect” and will become the hub for electronic resources and collaboration at LACERA.

Microsoft (MS) Tenant Migration: LACERA has consolidated from two MS Tenants to one commercial tenant to take advantage of integration opportunities and streamline future administration for LACERA.

Procure-to-Pay (P2P) Solution: LACERA has procured a procure-to-pay solution that integrates and automates purchasing and accounts payments for greater efficiencies. It exists within the larger procurement management process and involves four key stages: selecting goods and services; enforcing compliance and order; receiving and reconciliation; and invoicing and payment. We expect to implement the solution by June 2022.

Travel and Expense Management Solution: LACERA has procured travel and expense management software to automate travel booking and expense reporting. The solution includes approval workflow approval and leverages character recognition to reduce manual data entry. We expect to implement the solution by June 2022.

Hardware Asset Management Solution: LACERA has selected a cloud-based solution for hardware asset management (HAM). This low-code solution automates the tracking of assets throughout their lifecycle – from procurement to disposal – and has mobile capabilities for asset inventory auditing, remote asset receiving, and asset disposal scanning. This enterprise solution is currently being configured and is expected to be implemented by June 30, 2022.

PERMANENT STAFFING

The Systems Division is continuing to evaluate and make the appropriate staffing adjustments necessary to ensure we have the proper resources to meet our commitments, support LACERA’s mission, and to create the most efficient, productive, and secure enterprise.

The Systems Division is requesting the addition of positions to the budget to provide operational support for new solutions, engineering support for our continued IT modernization efforts, development resources for increased member self-service and administrative automation, and a leadership pipeline for succession planning. In addition, we would like remove classifications no longer needed and replace them with classifications that appropriately support LACERA's operations.

We are requesting a net increase of six positions, which will result in 62 budgeted positions for FY 2022-2023, with the following changes:

- We are requesting that two positions, Information Systems Manager and Chief Technology Officer, be removed and replaced with one position, Chief Information Technology Officer, who will provide strategic leadership and overall management of the Information Technology program at LACERA.
- We are requesting that the three lead positions in our division, Assistant Information System Manager, be replaced with three new lead positions, Information Technology Manager II, to reflect their changing role. These positions are more than assistants to the division manager; they are leaders who plan, organize, and direct a major information systems section.
- We are requesting a position upgrade of the Senior Secretary to a Senior Administrative Assistant, based on a classification study.
- We are requesting the restoration of one IT Technology Specialist II to support LACERA's infrastructure on the network engineering team to support IT modernization and hosted solutions. This position is one of five transferred from Systems to create the new Information Security Office to address LACERA's then most pressing need. This position is needed to ensure LACERA's modernization efforts can move forward at the pace the organization now requires.
- We are requesting the restoration of two IT Technology Specialist I positions to support LACERA's infrastructure on the network engineering team to support IT modernization and hosted solutions. These positions were two of five positions transferred from Systems to the newly created Information Security Office. These positions are needed to ensure LACERA's modernization efforts can move forward at the pace the organization now requires.
- We are requesting the restoration of one Data Systems Coordinator in the System Administration team to support case management and pension administration. This position is one of five transferred from Systems to the newly created Information Security Office. This position is critical to address LACERA's current technology support needs.
- We are requesting the addition of three Data Systems Analyst IIs: one in the System Administration team to support administrative applications such as our general ledger application, procurement-to-payment automation, and a travel and expense management solution; and two in the Operational Applications team to provide programming and analysis support for increased process automation and member self-service.

The Systems Division is requesting the addition of 12 positions to the budget, including the restoration of four previously transferred positions. At the same time, we are requesting the removal of six positions from the budget. These requests will result in a net change of six positions added to the Systems Division budget, including four positions previously transferred to form the Information Security Office. No positions will be removed from the LACERA Ordinance.

Positions Requested for FY 2022-2023:	12
Positions Removed FY 2022-2023:	(6)
Net Change:	6

TEMPORARY STAFFING

The Systems Division uses temporary staffing for two reasons: to fill a temporary gap in skillsets for a limited amount of time and to acquire essential technical resources on a temporary basis while waiting for competitive exams to be opened. Most of our current temporary staffing fall into the second category. They are performing work that will be performed by permanent staff members once the permanent positions are filled. These temporary staff members have the technical skills needed to support our IT operations, and we hope they will apply for the positions when they open.

While we have had vacancies in the Systems Division for a long time, Human Resources has developed a hiring plan that includes our vacancies. We look forward to working with them to fill our vacant positions through the remainder of this fiscal year as well as FY 2022-2023.

INTERNS

The Systems Division is requesting three interns: one for each of our major information systems sections. Our goals for hiring interns are to provide meaningful work to students that are studying Information Technology, obtain energetic resources with a new perspective for short-term projects, and find qualified candidates to permanently join our division.

OVERTIME

The overtime budget is primarily allocated for

- After-hour system maintenance and upgrades
- Emergency system support
- Support for Saturday Member Services and Benefits operations

- Support for extended office hours during peak months
- Support for case management implementation

SERVICES AND SUPPLIES

LACERA's budget aggregates all information technology expenditures, including those that are division-specific, within Systems' budget. This provides centralized technology services to all divisions, sets LACERA's technology standards, and coordinates and governs organization-wide technology-related initiatives to improve planning and technology investments decisions.

The Systems Division's services and supplies budget is intended to support the needs of the entire organization, and contains the following major components:

- Planning: Ensure LACERA's IT processes support the organization's overall strategic plan; consolidate fragmented infrastructure and network appliances; develop and update standard operating procedures; expand enterprise solutions; and redesign the delivery of services
- Maintenance: Product support, licensing fees, ongoing and established operational costs, etc.
- New Projects: Requirements gathering, workflow understanding and optimization, allocation for new systems, applications, products, or services

The list of projects highlights Systems FY 2022-2023 budget requests:

Project	Total Cost	Description
Member Case Management (Phase 1)	\$660,000	Case Management is the top priority for LACERA next fiscal year. It has been discussed at LACERA for many years, and we are now able to move forward with the project. During the current FY 2021-2022, LACERA published a Request for Proposal (RFP) for a case management solution. Thirteen vendors submitted proposals for the project, and we identified three finalists. These finalists are presenting proof of capabilities demonstrations and we expect to recommend a final vendor for consideration by the BOR by May 2022. The case management solution will integrate with Workspace and My LACERA and will be used by all member-facing divisions. This estimate is for the software and hardware (or hosted solution) plus professional implementation and consulting services.

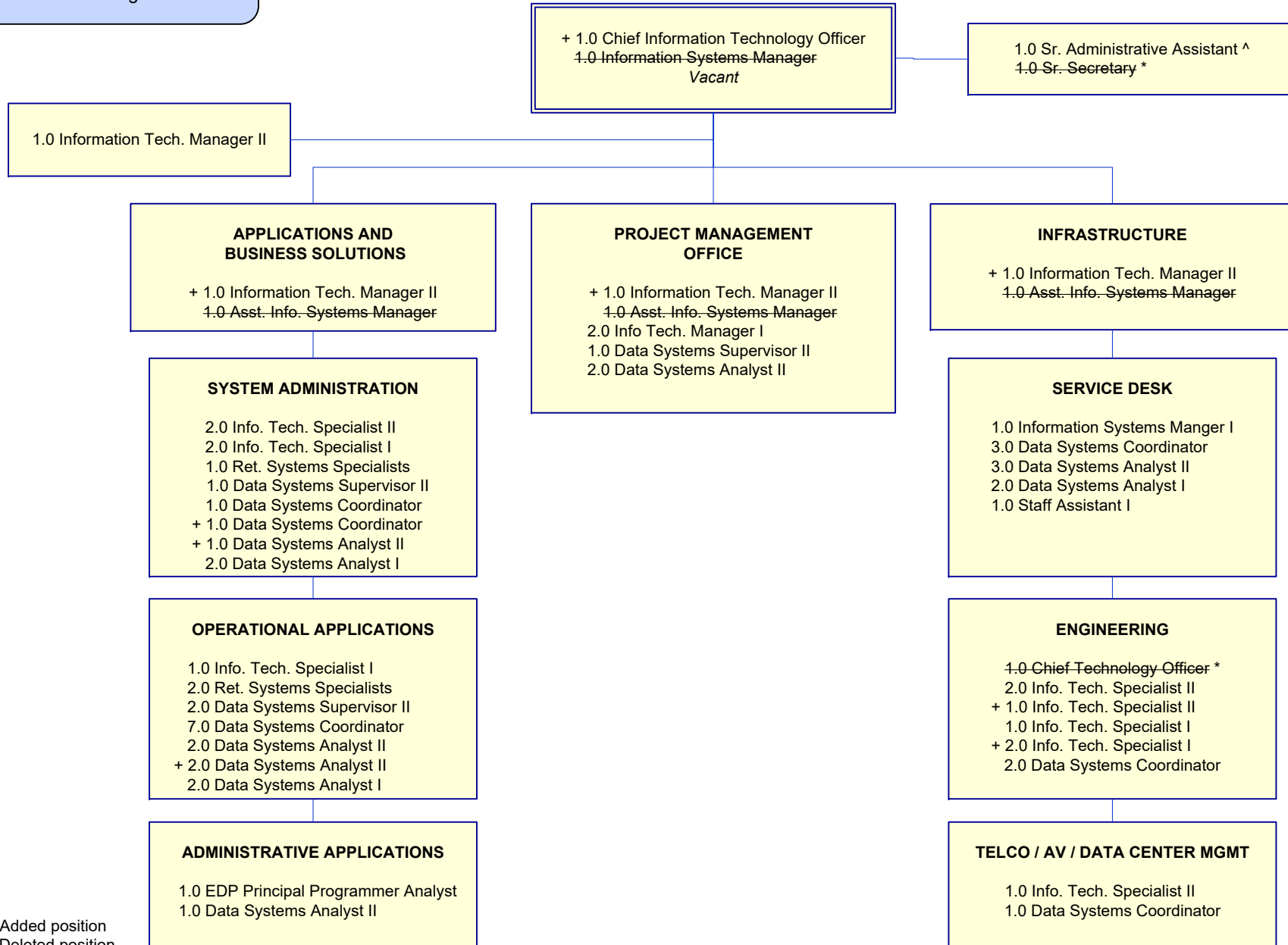
Project	Total Cost	Description
Member Case Management (Phase 1) <i>(Continued)</i>		This estimate represents the highest bid of all three vendors plus a 20 percent contingency allowance. We requested \$300,000 for this project over two previous fiscal year budgets, but the project was not moving forward, and we did not use the funds. This estimate is for phase one of five phases. The future phases may involve additional RFPs for professional services, or LACERA may choose to implement the additional phases using internal resources. The licensing costs for the case management solution will be an annual cost going forward.
Policy and Knowledgebase Solution	\$380,000	LACERA seeks to purchase or build a repository and automated workflow solution for policies, standards, procedures, and operating instructions at LACERA. We currently maintain this critical enterprise content in multiple formats and on disparate systems. This project will ensure consistent and transparent development, review, and publication of policies and business rules.
Telecommunications Upgrade and Hosted Contact Center	\$250,000	LACERA seeks to modernize our existing telecommunications infrastructure. This funding is requested to support LACERA's telecommunications strategy both for our Pasadena office and to acquire a world-class Member Service Contact Center solution that integrates with our existing Microsoft suite of products, case management application, and pension administration system.
Cloud Migration	\$200,000	As part of LACERA's IT modernization effort, the Systems Division is moving our enterprise systems to publicly hosted platforms. The systems that are targeted for migration in FY 2022–2023 are Workspace, My LACERA, and our enterprise reporting services.
Budget System Software	\$150,000	LACERA seeks to implement an enterprise budget software solution to replace our current tediously manual process. We are currently developing the RFP for the solution and hope to release it in March 2022.

Project	Total Cost	Description
Continual IT Equipment Upgrade (workstations, laptops and monitors)	\$210,000	LACERA seeks to replace end-of-life workstations, acquiring more laptops to further enhance mobile and teleworking capabilities, and provide dual monitors to all LACERA's workforce as needed.
Board Management Solution	\$100,000	LACERA seeks to implement PrimeGov for the management of both Boards and all Committee meetings, including agenda management, livestreaming, recordings, online archives, and a public interface solution, with an indefinite retention period for archiving the audio and visual recordings.
Human Resources Digitization Project	\$50,000	LACERA seeks to create electronic Human Resource files to securely store personnel, payroll, medical, and classification files

2021-2022 Bud. Pos.: 56.0
 2021-2022 Hiring Plan: 56.0
 2022-2023 Bud. Pos.: 62.0
 2022-2023 Hiring Plan: 62.0

SYSTEMS DIVISION

FISCAL YEAR 2022-2023



+ Added position
 – Deleted position

* Classification study for the position requested.

^ Position upgrade from Senior Secretary to Senior Administrative Assistant as a result of classification study (Pending Board of Supervisors' approval).

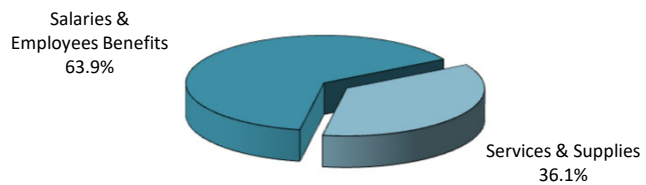
Note: Information Tech. Manager II approved by Board of Supervisors on 10/05/2021. (Effective 10/19/2021).

LACERA
FISCAL YEAR 2022-2023
BUDGET SUMMARY

SYSTEMS DIVISION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$13,961,282	\$12,500,951	\$6,041,854	\$10,610,000	(\$1,890,951)	-15.1%	\$1,460,331	11.7%
Services & Supplies	7,879,400	8,052,400	4,361,492	7,962,300	(90,100)	-1.1%	(173,000)	-2.1%
OPERATING BUDGET	\$21,840,682	\$20,553,351	\$10,403,346	\$18,572,300	(\$1,981,051)	-9.6%	\$1,287,331	6.3%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

LACERA
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

SYSTEMS DIVISION

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$6,496,459	\$6,054,880	\$2,569,009	\$5,077,700	(\$977,180)	-16.1%	\$441,579	7.3%
Total Agency Temp Salaries	2,909,100	2,193,100	1,780,488	2,193,100	0	0.0%	716,000	32.6%
Employee Benefits (Variable)	3,756,321	3,530,149	1,317,749	2,586,500	(943,649)	-26.7%	226,172	6.4%
Employee Benefits (Other)	410,601	381,398	183,960	376,000	(5,398)	-1.4%	29,203	7.7%
OPEB Contribution	217,901	187,224	90,163	180,400	(6,824)	-3.6%	30,677	16.4%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	150,000	133,300	95,769	186,000	52,700	39.5%	16,700	12.5%
Bilingual Bonus	0	0	0	0	0	0.0%	0	0.0%
Sick Leave Buyback	12,000	12,000	4,716	10,300	(1,700)	-14.2%	0	0.0%
Rideshare Allowance	8,900	8,900	0	0	(8,900)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$13,961,282	\$12,500,951	\$6,041,854	\$10,610,000	(\$1,890,951)	-15.1%	\$1,460,331	11.7%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$13,961,282	\$12,500,951	\$6,041,854	\$10,610,000	(\$1,890,951)	-15.1%	\$1,460,331	11.7%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023

SALARIES

SYSTEMS DIVISION

2022-2023 BUDGET							
FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT			
00804A INFORMATION TECH. MANAGER II	1	LS12	26,100	313,200			
00803A INFORMATION TECH. MANAGER I	1	LS11	14,004	168,052			
00802A INFORMATION TECHNOLOGY SPECIALIST II	1	123G	13,311	159,731			
00460A DATA SYSTEMS SUPERVISOR II	2	116K	25,845	310,141			
00782A INFORMATION SYSTEMS MANAGER I	1	116E	12,891	154,688			
02644A RETIREMENT SYSTEMS SPECIALIST	2	115E	25,373	304,476			
00453A EDP PRINCIPAL PROG. ANALYST	1	116B	12,795	153,539			
00469A DATA SYSTEMS COORDINATOR	14	111C	148,420	1,781,034			
00458A DATA SYSTEMS ANALYST II	8	105G	76,993	923,922			
00457A DATA SYSTEMS ANALYST I	3	102L	22,414	268,973			
00426A STAFF ASSISTANT I	1	85E	5,268	63,216			
POSITIONS	35			4,600,972			
VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00805A CHIEF INFORMATION TECHNOLOGY OFFICER (UC)	1	LS14	12,200	146,396	146,396		
00783A INFORMATION SYSTEMS MANAGER	1	LS14	12,200	146,396			
00783A INFORMATION SYSTEMS MANAGER	(1)	LS14	12,200	146,396			
00781A ASST. INFORMATION SYSTEMS MANAGER	3	LS12	10,557	126,681			
00781A ASST. INFORMATION SYSTEMS MANAGER	(3)	LS12	10,557	126,681			
00805A CHIEF TECHNOLOGY OFFICER, LACERA	(1)	LS12	10,557	126,681			
00805A CHIEF TECHNOLOGY OFFICER, LACERA	1	LS12	10,557	126,681			
00804A INFORMATION TECH. MANAGER II	3	LS12	10,557	126,681			63,341
00803A INFORMATION TECH. MANAGER I	1	LS11	9,820	117,843			58,921
00802A INFORMATION TECHNOLOGY SPECIALIST II	5	123G	11,942	143,306			358,265
00801A INFORMATION TECHNOLOGY SPECIALIST I	6	118E	10,377	124,523			373,569
00460A DATA SYSTEMS SUPERVISOR II	2	116K	9,950	119,403			
02644A RETIREMENT SYSTEMS SPECIALIST	1	115E	9,566	114,787	114,787		
00469A DATA SYSTEMS COORDINATOR	1	111C	8,540	102,475			51,237
00458A DATA SYSTEMS ANALYST II	3	105G	7,330	87,955			
00457A DATA SYSTEMS ANALYST I	3	102L	6,823	81,880	245,641		
00439A SENIOR ADMINISTRATIVE ASSISTANT	1	90F	4,868	58,416			
00439A SENIOR SECRETARY	1	89G	4,749	56,992			
00439A SENIOR SECRETARY	(1)	89G	4,749	56,992			
POSITIONS	27			1,412,157	506,823	0	905,333
TOTAL POSITIONS	62						
GROSS SALARIES				6,013,128			
ANTICIPATED MOU SALARY INCREASE**				330,722			
ANTICIPATED STEP AND/OR MERIT SALARY INCREASE				49,991			
BONUS				25,080			
120-DAY RETIREE(S)	1			77,538			
TOTAL SALARIES				6,496,459			

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
 Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
 Represented positions shown in blue.
 Vacancies are shown at the 1st Step.
 *All amounts rounded to the nearest dollar.
 ** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

LACERA
FISCAL YEAR 2022-2023
SERVICES & SUPPLIES ACCOUNT SUMMARY

SYSTEMS DIVISION

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
COMMUNICATIONS	\$535,000	\$630,000	\$374,108	\$665,000	\$35,000	5.6%	(\$95,000)	-15.1%
TRANSPORTATION & TRAVEL	4,200	4,600	1,605	3,600	(1,000)	-21.7%	(400)	-8.7%
POSTAGE	390,000	390,000	270,720	390,000	0	0.0%	0	0.0%
OFFICE SUPPLIES & EQUIPMENT	469,000	399,600	330,935	551,000	151,400	37.9%	69,400	17.4%
EQUIPMENT MAINTENANCE	255,000	434,500	47,637	249,500	(185,000)	-42.6%	(179,500)	-41.3%
PROFESSIONAL & SPECIALIZED SERVICES	1,239,600	1,536,600	689,100	1,636,600	100,000	6.5%	(297,000)	-19.3%
COMPUTER SERVICES & SUPPORT	4,949,600	4,619,600	2,643,689	4,429,600	(190,000)	-4.1%	330,000	7.1%
EDUCATIONAL EXPENSES	36,500	36,500	3,407	36,500	0	0.0%	0	0.0%
MISCELLANEOUS	500	1,000	291	500	(500)	-50.0%	(500)	-50.0%
TOTAL	\$7,879,400	\$8,052,400	\$4,361,492	\$7,962,300	(\$90,100)	-1.1%	(\$173,000)	-2.1%

*All amounts rounded to the nearest dollar.

PROJECTED NON-ADMINISTRATIVE EXPENSES
For the Fiscal Year Ended June 30, 2023

	Current Year		Prior Year
	EXPENSES	PROJECTED	ACTUAL
	AS OF	FOR	FOR
	12/31/2021	FY 2022-2023	FY 2020-2021
Pension Trust Fund:			
Investment Management Fees			
U.S. Equity	\$ 7,195,036	\$ 14,390,072	\$ 10,832,357
Non-U.S. Equity	15,367,842	30,735,684	27,470,353
Fixed Income	17,838,016	35,680,014	45,605,634
Cash and Short-Term	187,686	375,373	446,854
Mortgage Loan Services	15,470	30,939	43,756
Private Equity	3,167,971	11,129,848	15,345,573
Real Estate	11,963,587	16,963,587	15,174,234
Hedge Funds	53,941	761,870	-
Commodities	2,594,148	5,188,297	4,029,157
Total Investment Management Fees	58,383,698	115,255,685	118,947,918
Other Investment Expenses			
Consultants			
General Investment Portfolio	98,750	395,000	395,000
Private Equity	485,000	1,140,000	1,103,750
Real Estate	159,750	310,500	390,150
Other Consulting Fees	486,375	1,028,750	957,095
	1,229,875	2,874,250	2,845,995
Custodians			
Investment Custodian and Banking Fees	2,347,948	3,399,500	2,500,712
Mortgages	1,250	5,000	3,750
	2,349,198	3,404,500	2,504,462
Performance and Other Fees	117,277,294	212,772,938	144,811,407
Investment Management Software	899,907	1,675,455	1,378,400
Investment Legal Counsel	560,011	1,600,000	1,263,301
Total Other Investment Expenses	122,316,285	222,327,143	152,803,564
Total Management Fees and Other Investment Expenses	\$ 180,699,983	\$ 337,582,829	\$ 271,751,482
Actuarial Consulting Services	135,108	270,215	247,956
Total Pension Fund Non-Administrative Expenses	\$ 180,835,091	\$ 337,853,044	\$ 271,999,438
Retiree Health Care (RHC) Program Funds:			
Fixed Income Management Fees	\$ 45,225	\$ 89,528	\$ 81,992
Short-Term Management Fees	14,072	25,220	25,096
Custodian Fees	15,167	30,167	30,000
Total RHC Program Non-Administrative Expenses	\$ 74,463	\$ 144,915	\$ 137,088
Other Post Employment Benefits (OPEB) Trust Fund:			
Enhanced Cash Management Fees	\$ 9,473	\$ 18,947	\$ 12,090
Commodities Management Fees	76,251	152,503	111,321
Global Equity Management Fees	130,601	261,203	229,322
Fixed Income Management Fees	163,154	326,309	231,757
Real Estate Management Fees	70,818	141,637	107,366
General Investment Portfolio Consultant	27,500	55,000	55,000
Custodian Fees	136,293	272,586	270,342
Total OPEB Trust Non-Administrative Expenses	\$ 614,092	\$ 1,228,184	\$ 1,017,199

CEO's 100-Day Plan Status



LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

Los Angeles County Employees Retirement Association (LACERA)

Roadmap for Implementing Action Steps in the 100-Day Management Report

Updated: 04/13/2022

					Timeline										
Focus			Action Steps		Accountability		FY2020-21						FY2021-22	FY2022-23	Percent Completed
					Lead	Support	Jul	Aug	Sep	Q2	Q3	Q4			
CHAPTER II - UPDATE ON ACTIONS TAKEN															
Strategic Planning & Action Plans															
SP	II.1	Report review with Trustees			CEO	Trustees									100%
SP	II.2	Refined “Next Action Steps”			CEO	Execs									100%
SP	II.3	Strategic planning effort			CEO	Trustees, Execs									90%
SP	II.4	Strategic Plan actions defined			CEO	Execs									90%
COVID-19 Transition Plan															
C19	II.5	After action reviews			CEO	Execs	M	M	M	M	M	M	Ongoing		
C19	II.6	COVID-19 Transition Plan			CEO, AEO/Ops	IT, Admin, HR	Starting with Member Services								100%
C19	II.7	Plans to address the work backlog:			AEO/Ops	Mem Group									
C19	II.7a	-- Retiree Disability (moving to paperless)			AEO/Ops	Mgr/Disab	Slight delays in third-parties providing documentation								100%
C19	II.7b	-- Member Services (heavily "real time")			AEO/Ops	Mgr/Mem									75%
C19	II.7c	-- Benefit Services (rules, resources, tech)			AEO/Ops	Mgr/Benefits, IT	Heavy backlog pre-/post-COVID-19						Ongoing		
C19	II.7c1	. "Quick fix" Benefits backlog plan			Mgr/Benefits	Legal, IT							Ongoing		
C19	II.7c2	. Longer term Benefits backlog plan (self-service)			Mgr/Benefits	IT, PMG							Ongoing		
Business Continuity Planning (BCP)															
SP	II.8	Unified BCP			AEO/Ops	Admin., HR									100%
IT	II.9	BCP/DRP initiatives implementation for IT			IT Exec		See Chapter V								100%
Management of Staff Working Remotely															
Culture	II.10	Remote staff management			Execs	HR Dir									90%
CHAPTER III - NEW ORGANIZATIONAL ALIGNMENT															
Org	III.1	Structural review with both Boards			CEO	Trustees									100%
Org	III.2	Staff announcement of new structure			CEO	Execs		MAC							100%
Org	III.3	Routine executive meetings			CEO	Execs							Ongoing		100%
Org	III.4	Member-facing functional alignment			AEO/Ops	Mem Ops									100%
Org	III.5	New COO position			CEO	HR Dir									100%
Org	III.6	CFO position redefined & filled			CEO	HR Dir									10%
Org	III.7	CI&TO position defined; recruitment begun			CEO	HR Dir									10%
Org	III.8	Compliance Officer position filled			Chief Counsel	HR Dir									25%
Org	III.9	PIO position filled			CEO	HR Dir									10%
Org	III.10	Organizational refinements if any			CEO	Execs							Ongoing		
Org	III.11	Job titles/org hierarchy consistency			HR Dir								Ongoing		
CHAPTER IV - PLANNING															
SP	IV.1	Best practices identified for Strategic Plan			Execs	Mgrs							See also VII.4		
SP	IV.2	Shared vision & strategic planning			CEO	Trustees				See Chapter II on Update					25%

Los Angeles County Employees Retirement Association (LACERA)

Roadmap for Implementing Action Steps in the 100-Day Management Report

Updated: 04/13/2022

						Timeline							
Focus			Action Steps		Accountability		FY2020-21				FY2021-22	FY2022-23	Percent Completed
					Lead	Support	Jul	Aug	Sep	Q2			
SP	IV.3	Unified BCP			Admin Services	IT	See Chapter II on Update						100%
SP	IV.4	IT plans (strategy, security BCP, DRP)			IT	ITMC	See Chapter V on IT Modernization						100%
SP	IV.5	HR Plans			HR Dir	Execs							50%
SP	IV.6	Improved budgeting process			CFO, Admin		See also VII.1 on budgeting						25%
SP	IV.7	Communications Plan			Comm	Mem Ops, RHC, IT					Ongoing		75%
SP	IV.8	Linkage of plans to Strategic Plan			Execs						Ongoing		
CHAPTER V - IT MODERNIZATION													
IT Planning, Structure, & Staffing													
IT-Org	V.1	IT Management Council established			IT Exec	CEO, Execs				Meets quarterly thereafter			100%
IT-Org	V.2	Priority IT plans developed & implemented			IT Exec	IT Team							50%
IT-Org	V.3	Priority IT policies & IT developed			IT Exec	ITMC				Ogonig			
		-- PMO											100%
		-- IT Operations											30%
IT-Org	V.4	IT Strategic Plan developed & aligned			IT Exec	ITMC							50%
IT-Org	V.5	IT Program Management Office established			CEO	CTO, AEO/Admin							100%
IT-Org	V.6	IT/IS structure realigned			CEO, CTO	AEO/Admin							75%
IT-Org	V.7	IT staffing plan implemented			IT Exec	HR Dir							25%
IT Security													
IT-Security	V.8	Immediate IT vulnerabilities addressed			IT Exec	IT Sec Consultant							100%
IT-Security	V.9	Security expert consultant study completed			CEO	IT Exec							100%
IT-Security	V.10	Security study recommendations adopted			IT Exec	ITMC							75%
IT Investment													
IT-Invest	V.11	IT recommended investments			CTO, AEO/Admin	ITMC					Ongoing		
IT-Invest	V.12	IT Modernization/IT Strategic Plan adopted			IT Exec	Trustees							90%
IT-Invest	V.13	IT capabilities/systems upgrade investments			Trustees, IT Exec	ITMC							60%
IT-Imple	IT Implementation												
IT-Imple	V.14	IT “quick fixes” implemented			CTO, AEO/Admin								100%
IT-Imple	V.15	IT Strategic Plan/other IT plans implemented			CTO, AEO/Admin						Ongoing		
IT-Imple	V.16	Robust telecommuting capabilities			CTO, AEO/Admin	IT Exec							100%
IT-Imple	V.17	Migration to the cloud (vendor resources)			CTO, AEO/Admin	CIO							100%
IT-Imple	V.18	Migration to the cloud (servers & systems)			IT Exec								75%
IT-Imple	V.19	Virtual call center, including counseling			AEO/Ops, IT	Mem Group							100%
IT-Imple	V.20	Remote work capability for benefits analysts			IT								100%
CHAPTER VI - WORK CULTURE & CHANGE MANAGEMENT													
Culture	VI.1	Leadership & management dev program			CEO	HR Dir							10%

Los Angeles County Employees Retirement Association (LACERA)

Roadmap for Implementing Action Steps in the 100-Day Management Report

Updated: 04/13/2022

						Timeline									
Focus			Action Steps		Accountability		FY2020-21						FY2021-22	FY2022-23	Percent Completed
					Lead	Support	Jul	Aug	Sep	Q2	Q3	Q4			
Culture	VI.2	Diversity/Inclusion Plan (culture/values)			CEO	Execs, HR Dir									50%
Culture	VI.3	Shortened technical training			QA	Mem Group					Prepare			Monitor	100%
Culture	VI.4	Levels of Protection defined & implemented			Chief Counsel	Compliance Officer									20%
CHAPTER VII - ENHANCED PROCESSES & OPERATIONS															
Improve	VII.1	New budget system and processes			Admin Services	CFO	Build on existing "Great Plains" platform								25%
Improve	VII.1	Division staffing & metrics in budget			CEO/COO	Mgrs/Mem Ops				Draft Budget				Ongoing	
Improve	VII.2	Continuous process improvement initiative			AEO/Mem Serv	PMG							Ongoing	Ongoing	
Improve	VII.3	Metrics & priority processes to improve			PMG	Mgrs/Mem Ops							Annual	Annual	50%
Improve	VII.4	Best practices & best-in-class standard			Execs	Mgrs/Mem Ops							See also IV.1		
Improve	VII.5	Process inventory/priorities approved			Execs	AEO/Ops, PMG							Annual	Annual	100%
Improve	VII.6	Process improvement with metrics			PMG	Mgrs/Mem Ops							Ongoing	Ongoing	75%
Improve	VII.7	Potential expansion of PMG’s services			CEO	Execs									25%

STRATEGIC PLAN

Retirement Benefits FOR FISCAL YEARS ENDING 2018-2020



LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

Status Update

The Strategic Plan has been reformatted and aligned along the four main key objectives outlined by our CEO. The format has also been redesigned so that we can easily see where we are on each goal (In Process, Substantially Complete, or Completed) and color coded to represent how well we are doing in terms of progress on the goals (red for behind, yellow for in danger of or near to being behind, and green for completed).

The goals each have current “owners” and “business partners” who are working on the goal. These assignments may change as we continue to review and restructure our teams to meet these goals. Here is the index that shows what the different initials stand for:

Division Codes									
AS	Admin Services	BE	Benefits	CO	Communications	FA	Financial & Accounting Services	DR	Disability Retirement Services
DL	Disability Litigation	EO	Executive Office	HR	Human Resources	IA	Internal Audit	IN	Investments
LS	Legal Services	MS	Member Services	QA	Quality Assurance	RH	Retiree Healthcare	SY	Systems

Governance

Work together to improve our Board and internal governance by:

1. Engaging the NACD to provide continual Board member training and development to provide them with the tools and knowledge to continually improve their ability to provide responsible leadership for LACERA.
2. Working with the internal management and supervisory team to develop and deliver education to organizational leadership to transform LACERA into an innovative and best-in-class organization focused on delivering its mission.

Fund Sustainability

To advance LACERA's mission of producing the promised benefits, a separate plan for 2019 addresses five interrelated objectives:

1. Execute strategic asset allocation
2. Enhance operational effectiveness
3. Optimize Investment Implementation
4. Maximize ownership rights and stewardship
5. Strengthen influence on fees and capital costs

Please refer to the Investments Strategic Plan.

Preserving Retiree Healthcare

Preserve Retiree Healthcare by taking innovative and proactive steps to minimize costs and improve services provided to members and survivors.

Please refer to the Retiree Healthcare Strategic Plan.

Reduce Complexity of Our Organization

Continually work to make the process easier for our members and staff.

- Disability Retirement Information Integration and Enhancements**

We are focusing our organizational energy on modernizing our disability investigation and appeal processes through revising Board policy, streamlining staff procedures, evaluating staffing deployment, changing operational expectations, improving accountability, creating new measurement structures, and developing new assistive technology tools.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Disability Process Modification	Review the application processing to identify efficiencies and begin program design stage.					
	FY 2013–14	SY	DR			
Current Update	Completed					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Disability Data Integration: Tracker	Export data from Tracker and import the data to Workspace.					
	FY 2013–14	SY	DR			
Current Update	Completed					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Disability Document Management	Description Not Available					
	FY 2014–15	SY	DR, AS			
Current Update	Completed					

- **Reduce Complexity of Our Organization >>> Disability Retirement Information Integration and Enhancements (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Disability Process Management	Program and move most disability processes, including disability application intake, interviews, medical appointments, etc.					
	FY 2015–16	SY	DR			
Current Update	Substantially Complete: Rollout of the Board agenda process resulted in additional testing and reprogramming.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Board and Management Metric Reporting for Disability Processes	The development of metrics and reports to provide management and BOR critical insight to the status of disability cases. The intended goal of processing disability cases is nine to 12 months.					
	FY 2016–17	SY	DR, EO			
Current Update	Substantially Complete: The Workspace page provides metrics on pending completed cases. Provides aging (number of days) for pending cases. Additional reports will be developed as case tracking is implemented in Workspace.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Disability Medical Document Portal System	The development of a system where doctors, medical record retrieval vendors, and others can electronically submit medical reports to LACERA.					
	FY 2017–18	SY	DR			
Current Update	The implementation of SharePoint has made this application obsolete. Since the objective of the goal has been met by alternate technological solutions, the goal is complete.					

- **Reduce Complexity of Our Organization >>> Disability Retirement Information Integration and Enhancements (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Disability Medical Document Portal Training	The development of training for staff members on how to use this and how to train outside parties to use the system.					
	FY 2017–18	SY	DR			
Current Update	The implementation of SharePoint has made this application obsolete.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Case Management	Development of a case management system that will assist DRS staff members to manage individual cases more efficiently.					
	FY 2017–18	SY	DR			
Current Update	The trustees approved, and the LACERA Project Management Office (PMO) released, an RFP for vendors to provide a case management system and implement Phase I of a multiphase, multiyear project. Phase I consists of creating a case management process for first payments (aka “agenda process”), disability retirements, and disability appeals. LACERA has completed the first round of vendor interviews and narrowed the field down to four competing vendors. The final vendor interviews are being conducted and the team expects to pick a final vendor by the last quarter of FY 2021–2022. This is on target for the new timeline.					

- **Reduce Complexity of Our Organization >>> Disability Appeal Process Modernization**

We are leveraging our efforts and the lessons learned in the disability retirement process to modernize the disability litigation appeals process by streamlining staff processes and procedures, developing case management tools to improve resource management, process and manage writs, and develop a new measurement structure to provide greater insight into the caseload.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Appeal Packages	Create and store disability appeal packages electronically.					
	FY 2016–17	SY	AS, DR			
Current Update	Completed					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
E-Board Package: Digital Appeal Cases	Deliver disability appeal packages to the Board electronically.					
	FY 2016–17	SY	AS, DR			
Current Update	Completed					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Planning Writ Management Process	Complete a needs assessment and develop an overview of the writ management process to assist Systems in developing a writ management system.					
	FY 2016–17	SY	LS			
Current Update	In Process as part of case management project					

- **Reduce Complexity of Our Organization >>> Disability Appeal Process Modernization (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Implement Writ Process Management	Create a case management process for managing the response to writs filed to appeal Board decisions on disability cases.					
	FY 2017–18	SY	LS			
Current Update	<p>In Process: This should be included in the case management project going forward. The case management project was recently reinitiated with Iveta Brecko serving as the Project Manager under Celso Templo's direction in the Systems Division Project Management Office.</p> <p>The business partner assigned has been corrected from DL to LS.</p>					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Appeal Process Management	Integrate the disability litigation appeal process with Workspace and the writ management system to allow electronic management of the process and institute metrics and reporting.					
	FY 2017–18	SY	DL, LS			
Current Update	This is part of the case management process.					

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Retire Legacy System Tracker	Retire the legacy Tracker system after all functionality has been migrated to Workspace.					
	FY 2017–18	SY	DR			
Current Update	The major features of the Disability Tracker have been implemented in Workspace. The remaining process that has not been migrated is disability appeals. (This is part of Phase I of the case management project.)					

- **Reduce Complexity of our Organization >>> Managing Work Through the Job Ticket Process**

Through the years, LACERA introduced various tools to improve the accuracy, timeliness, and reliability of our member transactions. Building upon this foundation, LACERA is designing and implementing a system to track the progress of each transaction as it undergoes triaging, assigning, calculating, quality review, and completion. Intrinsic to each job ticket is process-centric and member-centric data to manage work objects efficiently and effectively.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Job Ticket 1.0: Planning	Develop a needs assessment and outline of the job ticket requirements and system.					
	FY 2013–14	SY	BE			
Current Update	Complete					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Job Ticket 1.0: Prototyping	Create a prototype of a the job ticket system.					
	FY 2015–16	SY	BE			
Current Update	Complete					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Job Ticket 1.0: Production	Implement the job ticket system into the production environment of Workspace.					
	FY 2015–16	SY	BE			
Current Update	Complete					

- **Reduce Complexity of our Organization >>> Managing Work Through the Job Ticket Process (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Job Ticket 2.0: Reporting	Create and generate metric and tracking reports from the job ticket system.					
	FY 2017–18	SY	BE			
Current Update	LACERA has shifted focus from a job ticket system to a case management system. The functionality originally expected for a job ticket has been incorporated into the case management process. Additionally, a separate initiative was developed to create business metrics for Benefits, Member Services, and Quality Assurance (QA). The majority of the Benefits and Member Services metrics are completed and in production and will be re-evaluated on a periodic basis. QA is in development and Retiree Healthcare will follow shortly after QA.					

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Job Ticket 3.0: Case Management	Update the job ticket system to facilitate individual case management of work objects and member requests.					
	FY 2018–19	SY	BE			
Current Update	This should be included in the case management project going forward. The case management project was recently reinitiated with Iveta Brecko serving as the Project Manager under Celso Templo's direction in the Systems Division Project Management Office.					

- **Reduce Complexity of Our Organization >>> Managing Work Through the Job Ticket Process (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Job Ticket 4.0 – Audit Version	N/A					
	FY 2019–20	SY	BE			
Current Update	Eventually the audit versions of a job ticket will be folded into the case management system, as QA is a part of the processes that are required to resolve member issues. In the meantime, a Member Operations Audit platform was created using SharePoint to provide a system for coordinating, resolving, and reporting on assurance audits.					

- **Reduce Complexity of Our Organization >>> LACERA.com**

Our website will have an easy to use and modern look that facilitates members' ability to learn about their LACERA benefits.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
LACERA.com Redesign	Update and modernize LACERA.com. This includes a complete review of all content on the website.					
	FY 2017–18	SY	CO			
Current Update	Completed as of July 30, 2021.					

- **Reduce Complexity of Our Organization >>> LACERA.com: Member Portal**

Our My LACERA member portal website will support online transactions so our members can self-service their accounts in a protected and expeditious manner.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Beneficiary Update	Implement ability for members to add, update, or delete beneficiary information on My LACERA member portal.					
	FY 2013–14	SY	BE, MS			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Portal Redesign	Update and modernize the My LACERA member portal.					
	FY 2016–17	SY	EO, CO, MS			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Secure Message Center	Implement a secure message center through the My LACERA member portal so members can communicate electronically with MS and RHC.					
	FY 2016–17	SY	EO, CO, MS			
Current Update	Completed.					

- **Reduce Complexity of Our Organization >>> LACERA.com: Member Portal (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Online Pension Verification	Allow members to request and print pension verification and amount-in-fund letters through the My LACERA member portal.					
	FY 2017–18	SY	BE, CO, MS			
Current Update	Completed. In addition to the pension verification letters, Systems also delivered the ability to generate amount-in-fund letters. Additional functionality is being added to allow Member Services Outreach to print letters at the Member Service Center.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Online Form: Service Credit Purchase	Allow members to submit a request to purchase service credit online through the My LACERA member portal.					
	FY 2018–19	SY	BE, CO, MS			
Current Update	Completed: This task was completed on October 28, 2019. Version 6.0 of My LACERA included a new Purchases page that allows members to submit requests to purchase service credit online.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Online Form: Disability Application	Allow members to securely submit a disability application online through the My LACERA member portal.					
	FY 2018–19	SY	BE, CO, DR			
Current Update	Substantial work has been completed and a beta version is nearing a testing phase. We expect to begin UAT by the end of FY 2021–2022 The team is also working on developing a training and rollout plan to prepare staff to help members file their applications and to create a coordinated communication plan for members.					

- **Reduce Complexity of Our Organization >>> LACERA.com: Member Portal (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Online Form: Retirement Election	Allow members to securely submit a retirement election online through the My LACERA member portal.					
	FY 2019–20	SY	BE, LS, MS			
Current Update	Significant progress has been made on designing a new retirement application, which will serve as the template for an online election form. Testing of the revised application and election has been postponed due to COVID-19 and the temporary suspension of in-person appointments. We will re-evaluate the timetable once we reopen the MSC.					

- **Reduce Complexity of Our Organization >>> Retiree Healthcare Program**

In 1987, we embarked on an ambitious program to create our own benefit administration software application. Over the ensuing decades, we have devoted considerable resources to support our retirement benefit administration and, more recently, our disability application work processes. Looking to the future, now is the time to begin planning how to best support the Retiree Healthcare Program with improved document control, workflow, and technology. Similar to our efforts in the disability application area, this will be a multidimensional effort that will require us to evaluate Board policy, staff procedures, staffing deployment, operational expectations, accountability, and measurement structures.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop Needs Assessment	Complete a needs assessment to determine what future efforts will be needed to integrate RHC operations into Workspace.					
	FY 2017–18	SY	RH			
Current Update	Completed.					

• **Reduce Complexity of Our Organization >>> Managing Member Interactions**

The ability to provide world-class service to our members is dependent on ensuring LACERA manages member interactions in an efficient manner, measures service levels, and keeps an accurate record of member interactions in the member's file. LACERA will focus resources on expanding our ability to record and store inbound and outbound calls with members to the Benefits and Disability Retirement Services divisions. Recording calls ensures we have an accurate record of member interactions, which improves service and can be leveraged to provide quality assurance and training to staff. We will also begin focusing on the development of a Member Service Center queuing system to improve our ability to forecast, budget, and allocate staffing resources and improve management of service levels in the Member Service Center.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Member Service Center Queue System: Planning	Needs assessment and planning for implementation of a queuing system in the Member Services Center.					
	FY 2018–19	SY	MS			
Current Update	Significant work was completed, but initial testing of the system indicated that it was not ready for a rollout. The team has been working with the vendor to ensure that required functionality is available. The team is expected to go through training on functionality in March or April. Following the training, we will re-enter a UAT process. The goal is to launch the new appointment and queue management system for the Member Services Center by the end of FY 2021–2022.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Call Recording, Benefits Division: Planning	Planning the implementation and rollout of call recording for Benefits Division Specialists.					
	FY 2019–20	SY	BE			
Current Update	This project has been completed and those staff members in Benefits who make outbound calls to members are now recorded.					

- **Reduce Complexity of Our Organization >>> Managing Member Interactions (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Call Recording, Disability Division: Planning	Planning the implementation and rollout of call recording for Disability Division Investigators.					
	FY 2017–18	SY	DR			
Current Update	<p>Systems has completed the planning for the technical implementation of the call recording. Disability staff still has to be engaged to discuss the call-recording rollout.</p> <p>LACERA is in the process of hiring a Compliance Director. Once the Compliance Director has been hired, we will revisit this goal, given that information discussed on these calls is highly sensitive.</p>					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Replace Call Recording System	Replace current call recording software and storage.					
	FY 2018–19	SY	BE, DR, MS			
Current Update	<p>During FY 2019–2020, this objective was listed as “In Process,” with 48 additional recording ports added and 24 designated for Disability staff, scheduled for implementation later in FY 2019-2020. The COVID-19 pandemic required LACERA to pivot to a cloud-based Call Center solution. As a result, this objective was terminated. Systems will work with Member Services, Retiree Healthcare, and the IT Council to developing a post-COVID telecom strategy, including a call recording system.</p>					

- **Reduce Complexity of Our Organization >>> Workspace**

The information system will facilitate members service while protecting membership information. The system environment will be continually evaluated and updated. We look to improve the way we circulate the member's electronic document by creating a job ticket processing system.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Replace Green Screens	Replace the mainframe green screens by importing all functionality into Workspace.					
	FY 2017–18	SY	BE			
Current Update	Completed. The final green screens in use were retired on June 5, 2017.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Retire CICS						
	FY 2017–18	SY	BE			
Current Update	Completed. CICS is no longer in use as of June 5, 2017.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
COBOL Program Replacement: Planning						
	FY 2017–18	SY				
Current Update	Completed.					

- Reduce Complexity of Our Organization >>> Workspace (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Update Retirement Estimate Program	Update the retirement estimate logic to reflect current requirements.					
	FY 2017–18	SY	LS, IA			
Current Update	Completed: The estimate program was updated on May 8, 2017. The program now generates estimates for service retirements, deaths, and both service-connected and non-service-connected disability retirements.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Multiple Plan Streams	Updating Workspace programming to properly support members who have more than one membership stream.					
	FY 2018–19	BE	LS, SY			
Current Update	In Process: Plan E-related plan stream eligibility rules have been incorporated into the final calculation and estimate programs. A safety plan stream with non-E eligibility rules has not been incorporated at this time. The initial decision to not complete this stream was due to low volume. However, it must be completed in order to ensure error-free processing.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Reengineer First Payment: Planning	Review the first payment process to ensure the process is designed to efficiently and accurately issue the first benefit payment to members.					
	FY 2018–19	SY	BE, LS, QA			
Current Update	The first payment (or agenda) process was selected as a Phase I project for case management. The process has been re-engineered and will be further reviewed and revised once we select a case management system and begin implementation. This will be reported as part of the case management project.					

- **Reduce Complexity of Our Organization >>> Member Communications**

Members have important retirement choices to make, from plan selection when first hired through choosing the best date and retirement option at the end of their careers. It is our responsibility to provide the education they need to make good choices for their individual circumstances. Our strategic direction is to continue to expand and improve our communication to members by offering a wide variety of user-friendly, updated, informative, and creative educational tools that include print materials, seminars and workshops, website materials, videos, etc. We will review our current pre-retirement workshop and develop and offer topic-specific modules that members could choose from as alternatives.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Outreach Web Video: New Member	Develop an online video that explains the new membership process.					
	FY 2014–15	MS	CO, LS			
Current Update	Completed.					

- **Reduce Complexity of Our Organization >>> Member Communications (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Active Member Benefit Statement	Redesign and implement a new Active Member Benefit Statement.					
	FY 2017–18	CO	EO, LS, MS, SY			
Current Update	<p>Communications developed a new design and worked with Systems on ensuring data elements would be available. However, work was halted due to continued delays in resolving challenges with systematically calculating PEPRA Final Average Compensation (FAC). Once we have resolved the PEPRA FAC issues, we will restart this project. When we restart the project, we will:</p> <ul style="list-style-type: none"> • Finalize the design and seek staff input • Revise and finalize the RFP for printing both Active and Retirement Member Benefit Statements • Request approval from the Trustees to release an RFP <p>It is difficult to determine a target date, as it depends on the PEPRA FAC project. Rebecca Sun from Systems is the IT representative on the project team.</p>					

- **Reduce Complexity of Our Organization >>> Member Communications**
(Continued)

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Retirement Estimate Document	Redesign the Retirement Estimate and Benefit Election form to make it more informative and user-friendly.					
	FY 2017–18	CO	EO, LS, MS, SY			
Current Update	Significant progress has been completed on the creation of a new retirement application and supporting materials. The new document was scheduled to be tested in early 2020. However, testing was delayed due to COVID-19 and the temporary closure of the MSC. Once we reopen the MSC, we will revisit the time frame for beta testing.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Retirement University: Course 1	Design and implement an online course on the retirement benefit options.					
	FY 2017–18	CO	BE, DR, EO, LS, MS, RH, SY			
Current Update	Communications and Member Services finalized the first three segments of the course that addresses the top options chosen by members: Unmodified, Unmodified Plus, and Option 4. These courses were published to LACERA.com shortly after the launch of the new site. Communications is scheduling the production for the remaining options, 2 and 3. We anticipate publication of these videos by the end of the first quarter of FY 2022–2023.					

- **Reduce Complexity of Our Organization >>> Member Communications**
(Continued)

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Retirement University: Course 2	Select the content and design, and implement the second course in our online university.					
	FY 2020–21	CO	BE, DR, EO, LS, MS, RH, SY			
Current Update	Not started. Pending completion of Course 1 project.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Member Survey	Conduct a survey of all LACERA members and survivors to assess the services and service level that LACERA is providing.					
	FY 2020–21	EO	BE, DR, LS, MS, RH, SY			
Current Update	This project was delayed due to COVID-19. There may be some discussion of developing a survey as part of the strategic planning process.					

- **Reduce Complexity of Our Organization >>> Board Operations**

It is important for all members of the organization—Boards, executive management, and staff—to be dedicated to creating and maintaining a professional workspace. The Boards’ workspace should foster an aesthetic appearance while maintaining functionality and readily communicate LACERA’s commitment to its membership.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Boardroom Branding Entryway	Refresh and update the entryway to the boardroom to include pictures of Board members, so the members and public can see who is representing them.					
	FY 2017–18	EO	AS			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Boardroom Branding	Refresh and update the boardroom, including branding.					
	FY 2017–18	EO	AS			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Boardroom Speaker Timer and Signal						
	FY 2017–18	SY	EO, AS			
Current Update	Completed.					

Cultivate a Risk-Intelligent Organization

Creating an organization that is aware of risks and manages those risks appropriately, and that has a shared knowledge system and formalized operational compliance program.

- Knowledge and Content Management**

Provide an enterprise content management system (ECMS) that integrates a centralized search of all knowledge content. We expect to internally ingest the Board of Retirement's committee documents and implement a user-friendly tool to access our membership rules and plan information.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Board Package Web Posting	Post all Board of Retirement and Board of Investments agendas online.					
	FY 2015–16	SY	EO, IN, LS			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive, BOI Back Files: Implement	Archive all prior versions of BOI agendas/minutes.					
	FY 2016–17	SY	EO, IN, LS			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive, BOR Committee Agendas: Implement	Archive all prior versions of BOR Committee agendas/minutes.					
	FY 2016–17	SY	EO, IN, LS			
Current Update	Completed.					

- **Cultivate a Risk-Intelligent Organization >>> Knowledge and Content Management (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive, Disability Case Back Files: Evaluate	Conduct a needs assessment of what it would take to archive all disability case back files.					
	FY 2017–18	SY	EO, DR, LS			
Current Update	<p>During the height of the COVID-19 pandemic, LACERA initiated efforts to move DRS to a digital processing environment. All new cases are handled electronically with third parties encouraged to submit data electronically and any paper documents imaged upon receipt. The team is currently imaging active case files that are still in paper format.</p> <p>Back case records are maintained according to LACERA's Document Retention Policy.</p>					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive: RFP	Issue an RFP.					
	FY 2017–18	SY	EO, DR, LS			
Current Update	Not Started: Project has been deferred due to other organizational priorities and resource limitations.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive: Actuary Reports	Archive all actuary reports.					
	FY 2018–19	SY	EO, LS			
Current Update	Not Started: Project has been deferred due to other organizational priorities and resource limitations.					

- **Cultivate a Risk-Intelligent Organization >>> Knowledge and Content Management (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive: Accounting Reports	Archive all accounting reports.					
	FY 2018–19	SY	EO, FA, LS			
Current Update	Not Started: Project has been deferred due to other organizational priorities and resource limitations.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive: Brochures	Archive all brochures.					
	FY 2018–19	SY	EO, CO, LS			
Current Update	Not Started: Project has been deferred due to other organizational priorities and resource limitations.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive: Summary Plan Descriptions	Archive all Summary Plan Descriptions.					
	FY 2018—19	SY	EO, CO, LS			
Previous Update	Not Started.					
Current Update	Not Started: Project has been deferred due to other organizational priorities and resource limitations.					

- **Cultivate a Risk-Intelligent Organization >>> Knowledge and Content Management (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Digital Archive: Retiree Healthcare Program	Archive all Retiree Healthcare Program materials.					
	FY 2018–19	SY	EO, CO, RH, LS			
Current Update	Not Started: Project has been deferred due to other organizational priorities and resource limitations.					

- **Cultivate a Risk-Intelligent Organization >>> Operational Compliance**

LACERA continues implementing innovative and best practice quality initiatives by introducing another line of defense: a formalized operational compliance program. The operational compliance program is geared to nurture a culture of compliance and provide a structured and transparent approach to adhere to operational processes, policies, and key organizational training regimens. The program's ultimate success is achieved by an organization demonstrating a culture of compliance and ethical business practices coupled with the efficient and effective integration of operational compliance into daily business practices.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Create Compliance Program Charter	Create a charter to define the compliance program roles, responsibilities, and approach.					
	FY 2017–18	LS	EO			
Current Update	<p>As described during the February 17, 2022 Audit Committee meeting, LACERA supports the approach outlined in the Institute of Internal Auditors' (IIA) Three Lines of Defense Model. The model provides a structure that assigns responsibility for compliance to all components of LACERA through mutually reinforcing roles to fulfill the organization's mission.</p> <p>An important piece in developing a strong compliance and ethics program is the hiring of a Compliance Director whose responsibilities focus on risk management—without operational responsibility. The Compliance Director will be responsible for examining the policy, procedures, and rules set forth by LACERA, and build a compliance program that minimizes organizational risk and enforces policy and procedural compliance throughout LACERA.</p> <p>The Compliance Director position will report to the Chief Counsel within the Legal Division. The classification and hiring for this position will be prioritized in calendar year 2022.</p>					

- **Cultivate a Risk-Intelligent Organization >>> Operational Compliance (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Implement Organizational Compliance Committee	Create a Compliance Committee that will work together to define the compliance program; draft or review compliance policies, procedures, or charters; and provide oversight until a Compliance Officer is appointed.					
	FY 2017–18	LS	EO			
Current Update	Although previously completed, we will revisit this task once we hire a Compliance Director.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop Compliance Reporting Protocols						
	FY 2017–18	LS	EO			
Current Update	Templates gathered and reviewed by members of Compliance Committee; further action deferred pending hiring of Compliance Director.					

- **Cultivate a Risk-Intelligent Organization >>> Operational Compliance (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop Policy Governance Procedures and Training	Procedures for training on compliance principles, procedures, and values.					
	FY 2018 – 19	LS	EO			
Current Update	<p>LACERA has developed an enterprise-wide Policy and Procedures Committee with representation across LACERA divisions. LACERA's Policy and Procedures Committee ("Policy Committee") is an administrative committee created by the LACERA executive team.</p> <p>The Policy Committee will exist to review new and existing policies and procedures against established standards. The Policy committee is responsible for ensuring that LACERA's policies and procedures support the mission and strategic goals of the organization. The committee is responsible for assisting policy authors with:</p> <ol style="list-style-type: none"> 1. Reviewing proposed Board, administrative, and divisional policies to ensure proper translation of governmental and legislative mandates into meaningful policy 2. Promoting and educating policy authors on LACERA-specific policy template and writing standards 3. Providing organizational guidance and standards on policy management 4. Ensuring all LACERA policies and procedures are up to date and have a routine review cycle for new and existing policies 5. Providing organizational guidance and direction on properly designating policies, procedures, and standards 6. Overseeing LACERA's enterprise-wide policy management solution 					

- **Cultivate a Risk-Intelligent Organization >>> Operational Compliance (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop and Deliver Compliance and Ethics Training	Training on compliance principles, procedures, and values.					
	FY 2018 – 19	LS	EO			
Current Update	This responsibility will be delegated to LACERA's Compliance Director, once onboarded.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Inventory LACERA Policies and Standardize	Develop log of all LACERA policies.					
	FY 2019–20	EO	ALL			
Current Update	<p>The Executive Office has conducted an inventory of all LACERA policies. As part of its responsibility, the Policy Committee will review existing policies to ensure relevance and address obsolescence.</p> <p>The Policy Committee will also work to implement a policy management solution that will offer a centralized repository for all existing, new, and archived LACERA policies, ensuring internal and external stakeholders can easily access such policies in a more structured and user-friendly format.</p>					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Conduct Best Practices Review	Confirm success in achieving compliance program objectives.					
	FY 2019–20	LS				
Current Update	Project has been deferred until Compliance Director is on board.					

- **Cultivate a Risk-Intelligent Organization >>> In-Line Quality Audit**

LACERA has made great strides in building a quality ecosystem over the past 10 years. Our efforts include comprehensive training courses, data cleanup projects, apprenticeship programs, standardized business practices, and independent quality assurance. These practices achieved impressive results, with our quality improving from 88 percent to a world-class quality level exceeding 98 percent. Our next evolutionary step is to identify data anomalies and calculation errors earlier when working a member's account to prevent errors from reaching the member in the first place.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Increase the In-Line Audit Ratio to 60 Percent						
	FY 2015–16	QA	BE			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Increase the In-Line Audit Ratio to 75 Percent						
	FY 2016–17	QA	BE			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Assess Program Resource Requirements						
	FY 2017–18	QA				
Current Update	Completed. Incorporated assessment of program into budget highlights.					

- **Cultivate a Risk-Intelligent Organization >>> Member-Centric Process Management**

Benefits Division has developed a Process Management Group (PMG) that has successfully managed its business rules, documentation, and tools so that they are coordinated, standardized, and optimized through a continuous process-improvement effort. Our Strategic Plan will expand this effort to include all member-centric service divisions and business-rule repositories.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop Coordinated Procedures	Develop a process to coordinate the development of procedures for use by Benefits Division staff members.					
	FY 2017–18	BE	DR, LS, MS, QA			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Monitor and Harmonize Procedures						
	FY 2017–18	BE	DR, LS, MS, QA			
Current Update	The PMG continually monitors and harmonizes procedures internally and works with its business partners to ensure that DRS, MS, and QA are consulted on and apprised of new and updated procedures. The divisions work closely on this project. This is an ongoing objective and part of the normal work process. It is deemed complete, in as much as a formal process has been developed and implemented on an ongoing basis.					

- **Cultivate a Risk-Intelligent Organization >>> Member-Centric Process Management (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop Requirements for Knowledge System	Develop a set of requirements for a knowledge management system that can be used to share operational knowledge, procedures, and rules throughout the organization.					
	FY 2017–18	BE	DR, LS, MS, QA, SY			
Current Update	Compass 365, a Microsoft Gold Partner, recently completed an assessment of our legacy knowledge management system(s). This project has been assigned to the Policy Committee, as it may share some synergy with the policy management solution. The Policy Committee will explore opportunities.					

- **Cultivate a Risk-Intelligent Organization >>> Scrubbing Legacy Data**

Our membership data is diverse, voluminous, and spans many decades of time. We maintain our membership data in perpetuity. The consequences of poor or incomplete data can magnify as time progresses and may cause serious ramifications to our members. The 1989–90 database conversion included a series of poor or incomplete data that placed a number of our members in harm's way. Our three-year strategic plan places a high priority in scrubbing our legacy data.

- **Scrubbing Legacy Data**

A multiyear project to identify and prioritize data cleanup projects that will improve processing accuracy and service to members.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
MOU Retroactive Salary Adjustments: 26,000	The County completed MOU negotiations that included retroactive salary increases. The County’s payroll system could not retroactively collect contributions and assign them to the correct pay period, so Benefits had to adjust the accounts manually.					
	FY 2014–15	BE	MS, QA, SY			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Missing Service Credit: 1,000	A project to review accounts that had known periods of missing service credit and ensure the total service credit and related contributions were correct.					
	FY 2015–16	BE	MS, QA, SY			
Current Update	Completed.					

- **Cultivate a Risk-Intelligent Organization >>> Scrubbing Legacy Data (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Missing Service Credit: 1,000	A project to review accounts that had known periods of missing service credit and ensure the total service credit and related contributions were correct.					
	FY 2015–16	BE	MS, QA, SY			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Back Contributions Uncollected: 1,000						
	FY 2015–16	BE	MS, QA, SY			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Service Contract, not Resident: 1,000	Members with a purchase in the system but no service contract set up.					
	FY 2015–16	BE	MS, QA, SY			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Recalculate Contracts Uncompleted: 4,000						
	FY 2017–18	BE	MS, QA, SY			
Current Update	Completed.					

• Cultivate a Risk-Intelligent Organization >>> Implementing PEPRA

The Public Employees' Pension Reform Act of 2013 (PEPRA) required LACERA to open new plan tiers, design information systems to support the new benefit structure, develop member communications, conduct staff training, and create new monitoring protocols. With the new plan tiers successfully launched, the organization needs to take a fresh look at the additional implementation efforts yet to be completed.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
PEPRA Implementation Needs Assessment	A review of all systems, materials, and rules to identify any remaining PEPRA implementation items that need to be completed.					
	FY 2016–17	EO	BE, MS, LS, QA, SY			
Current Update	<p>Staff has evaluated and implemented a majority of the PEPRA processing needs. The following processes remain:</p> <ul style="list-style-type: none"> • Annual Benefit Statements (ABS), Active Members: The current version of the ABS has not been revised to accommodate PEPRA. The PEPRA estimate logic has not been added to the program that generates these statements, and the text has not been updated to reflect PEPRA rules. This process is dependent on the completion of the ABS redesign. • Creating a PEPRA compliance payroll report that will help LACERA determine if any non-pensionable pay codes were paid out as pensionable by the Auditor-Controller. • PEPRA limits: Staff is working with the Legal Office to obtain guidance on how periods of absence without pay impact the Final Average Compensation period for PEPRA members. This is critical to be able to define the FAC period for comparison to PEPRA pensionable pay limitations. • Returning member processes to support the Superior Court employees. • Non-Concurrent Retirement Process: Members in double plans may have different retirement eligibility rules based on each plan. These rules, currently managed manually, will be automated. 					

- **Cultivate a Risk-Intelligent Organization >>> Implementing PEPRA (Continued)**

• Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
PEPRA Implementation Tactical Plan						
	FY 2017–18	EO	BE, MS, LS, QA, SY			
Current Update	The Auditor-Controller (AC) has determined that it is not feasible to break apart the 099-pay code so that embedded pensionable and non-pensionable pay codes are reported to LACERA separately. However, they are making programming changes that will allow LACERA to identify pay code changes that occur during a payroll cycle. We continue to work with them to resolve this critical issue and will update the Committee on our efforts.					

High Performance and Diversified Team

We strive to create and maintain an environment where all staff members are coached and developed to be high performers by developing the tools and training to reach higher levels of performance as an effective team. Each staff member should receive continual, relevant, and timely feedback. A diverse workforce represents a greater range of knowledge, ideas, and opinions, and spurs innovative approaches to serving our members better.

- **Advanced CERL Education (ACE) Certification**

The International Foundation of Employee Benefits, in conjunction with the University of Pennsylvania, provides an outstanding educational certification in compensation management covering all aspects of benefits and compensation. This rigorous designation, known as the Certified Employee Benefit Specialist (CEBS), allows the student to specialize their CEBS certification into one of three specialty areas:

- *Compensation Management Specialist*: compensation and human resources
- *Group Benefits Associate*: healthcare and other group benefits
- *Retirement Plans Associate*: all aspects of retirement plans

While these are excellent educational opportunities, they do not specifically address plan design, practices, and procedures unique to LACERA. Our initial concept is for the ACE certification to serve as advanced certification available to LACERA's Benefits, Member Services, Retiree Healthcare, Quality Assurance, and Internal Audit staff. The program would include an eligibility test, class work, proficiency tests (classroom and production), and continuing education requirements. It is our hope that this designation will be eligible for certification compensation.

- **High Performance and Diversified Team >>> Advanced CERL Education (ACE) Certification (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Develop ACE Program	Develop and design the curriculum and processes of the program.					
	FY 2016–17	QA	EO			
Current Update	Completed.					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Implement Program	QA will conduct two pilot programs to solicit feedback on the program structure, content, and delivery. After the two pilot groups have completed the program, a final program will be outlined and presented for approval.					
	FY 2020–21	QA	EO/MS			
Current Update	This goal has been extended based on the experience of completing the first pilot group. QA’s first pilot was conducted with nine selected staff over a 22-month period. Using data gathered from this pilot group, the program content was revised for the second pilot, which began in mid-2019, consisted of five selected staff, and was expected to last about 17 months. Once the second pilot has been completed and reviewed, we will begin the implementation.					
	QA believes this task is complete.					

- **High Performance and Diversified Team >>> Advanced CERL Education (ACE) Certification (Continued)**

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Graduate Inaugural Class						
	FY 2020–21	QA	EO/MS			
Current Update	The inaugural class graduated in 2020. However, the program was placed on hold due to the need to re-evaluate the goals. The program was originally designed to train staff to a high technical level. Additional components were added to include management and supervisory skill development. The program will be re-evaluated to determine how it can be redesigned to focus on technical skills, complex account analysis, and correcting and certifying accounts.					

- **High Performance and Diversified Team >>> Succession Planning**

Succession planning is an important part of doing business, no matter how certain the future seems. It promotes strong leadership, facilitates organizational responsiveness, and builds team strength. A successful plan includes employees throughout the organization at all operational levels.

Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Employee Survey: Planning	Develop an Employee Engagement Program starting with an employee survey.					
	FY 2016–17	HR	EO			
Current Update	Completed					
Task	Implementation Schedule	Owner	Partners	In Process	Substantially Complete	Complete
Employee Survey: Conduct	Implement an employee survey as part of the Employee Engagement Program.					
	FY 2016–17	HR	EO			
Current Update	Complete. CPS conducted the Employee Engagement Survey in February 2021. A total of 352 staff members completed the survey, which is an 86 percent response rate. The results were delivered to staff and the Boards in May and June 2021.					

JP:jp
Strategic Plan Retirement Benefits Status Update – February 2022.docx

Towards Best-In-Class Investor

2022 Work Plan and Strategic Initiatives

Investments Division

Board of Investments

January 12, 2022

Jonathan Grabel – Chief Investment Officer



LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

Discussion Outline

I. Work Plan Background

II. Strategic Initiatives

III. Appendix: Preliminary Project Schedules for 2022

2022 Work Plan



It is recommended that the Board approve the 2022 Work Plan and Strategic Initiatives with the **following goals**:

1. Provide **visibility** into current and upcoming initiatives
2. Accurately **reflect and synthesize** all Board-approved projects and input, recent Board meetings, and Offsite discussions into a cohesive action plan that includes best-in-class aspirations
3. Promote **disciplined execution** and aligned resources for defined priorities

2022 Work Plan

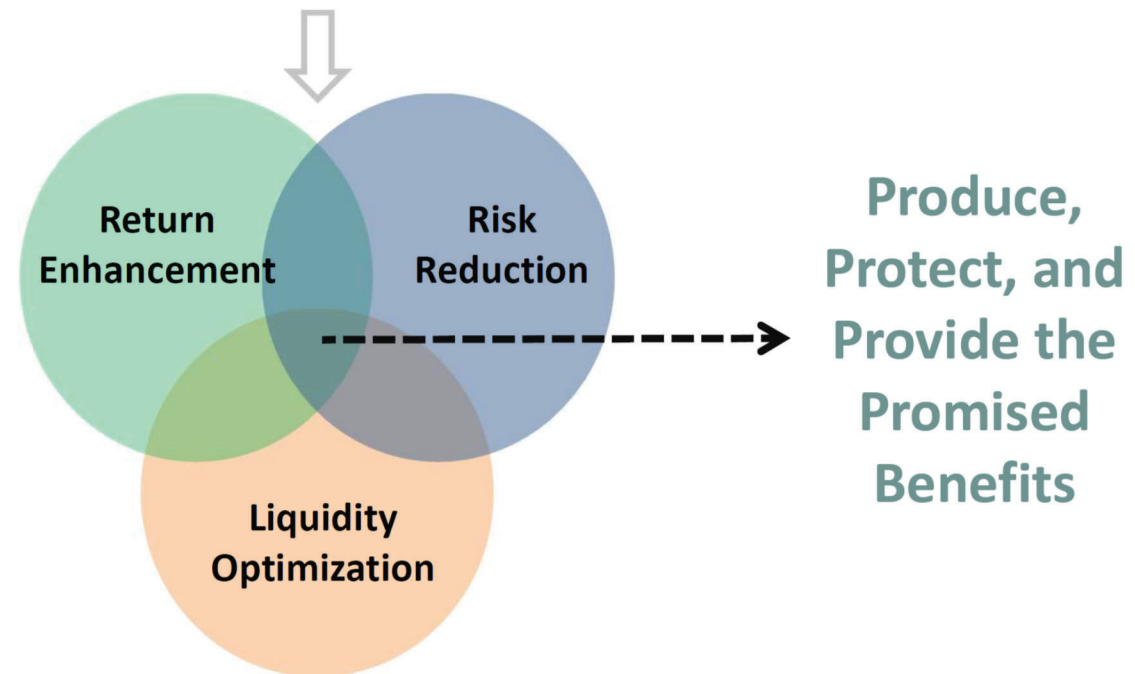
Objective and Strategic Initiatives

Objective



Execute Strategic Asset Allocation

while balancing...



Produce,
Protect, and
Provide the
Promised
Benefits

Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



LACERA
T.I.D.E.

Strategic Initiatives



2022 Work Plan

Strategic Initiatives Towards Best-In-Class Investor

Across LACERA's five strategic initiatives, our **journey** from an allocator to a best-in-class investor has numerous **accomplishments**, **ongoing efforts**, and **aspirational considerations**.



2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



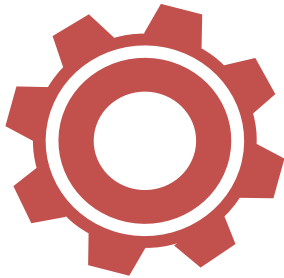
Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



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Enhance
Operational
Effectiveness

Objective

To maximize the efficiency of our resources (internal and external, human and technological) and mitigate varied investment and enterprise risks, which can improve future outcomes

Connection to Investment Beliefs

"Risk is a broad term used to capture the concept of uncertainty. Since no single metric adequately conveys risk, LACERA will evaluate risk holistically, incorporating quantitative measures and qualitative assessments in managing its portfolio."

"Rebalancing the portfolio is a key aspect of prudent long-term asset allocation policy."

2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



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Aspirational Considerations



- Strengthen risk orientation in a low expected return environment
- Continuously improve BOI meeting information
- Enhance compliance efforts
- Avoid uncompensated complexity



Ongoing Efforts

- Business continuity and information technology
- Comprehensive performance, risk, and return reporting
- Complete investment procedures manual
- Review OPEB operational structure



Accomplishments

- ✓ Elevated operational due diligence (“ODD”) capabilities
- ✓ Improved cash flow accounting for real estate operations
- ✓ Consolidated and simplified securities lending program
- ✓ Approval for initial dedicated managed account (“DMA”)

Enhance Operational
Effectiveness



2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



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Optimize Investment Model

Objective

To leverage our competitive advantages through deliberate investment models and structures that harness technology, cost effectiveness, and human capital to maximize risk-adjusted returns

Connection to Investment Beliefs

"Consideration of net-of-fees returns is an integral part of a successful long-term investment strategy."

"LACERA will allow for modest tactical asset allocation adjustments during times of disruption."

"LACERA believes that conflicts of interest may pose risk; therefore, any perceived conflicts should be identified and explored as a material factor in risk analysis."

2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



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Aspirational
Considerations

- Shared ownership interests with investment manager firms
- Continued co-investment program developments
- Further development of investor mindset



Ongoing
Efforts

- Implement strategic asset allocation nuances
- Risk measurement and monitoring across the portfolio
- Evaluate most advantageous investment structures
- Evaluation of merits and risks for internal management

Accomplishments

- ✓ Co-investment program successes in private equity
- ✓ Co-leading secondary investment
- ✓ Portfolio adjustments towards 2021 strategic asset allocation
- ✓ Rebalancing and exposure management through overlay

Optimize Investment
Model



2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



LACERA
T.I.D.E.



Maximize Stewardship and Ownership Rights

Objective

To steward our investments – including legal rights associated with them – in a manner that promotes and safeguards our economic interests and durable financial value, including through proxy voting, engagement, and policy advocacy

Connection to Investment Beliefs

"LACERA considers the risks of environmental, social, and governance ("ESG") factors as relevant to its investment process."

"In an increasingly complex and dynamic investment universe, continued education on investment concepts and investment strategies within that universe is essential for long-term success."

2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



LACERA
T.I.D.E.



Aspirational Considerations



- Total Fund view of climate investment risks and opportunities
- Refine ESG language in investment beliefs
- Expand thought leadership through education and research



Ongoing Efforts

- Continue advancing corporate board diversity initiative
- Improve ESG data availability and reliability, i.e., SASB support
- Encourage corporate climate risk disclosures and reductions
- Ongoing regulatory and legislative advocacy



Accomplishments

- ✓ Global proxy voting authority across 8,000 holdings
- ✓ Routine SEC comment letters on investor rights
- ✓ Climate Action 100+ initiative on climate risks
- ✓ Elevated industry collaboration (i.e., CII, PRI, SASB, etc.)

Maximize Stewardship
and Ownership Rights



2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



LACERA
T.I.D.E.



**Strengthen
Influence on Fees
and Cost of Capital**

Objective

To strengthen our influence on fees and cost of capital with the goal of maximizing returns by minimizing cost across all investment strategies and structures in a manner that promotes durable investment returns

Connection to Investment Beliefs

"Consideration of net-of-fees returns is an integral part of a successful long-term investment strategy."

"Costs and fees should be actively monitored and negotiated to the greatest extent possible."

"As markets are largely efficient, passive management, when available, is the preferred structure for investment management; however, the Board recognizes that some asset classes may justify the higher fees and/or expected enhanced returns associated with active management."

2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



LACERA
T.I.D.E.



Aspirational Considerations



- Broadly be “term-makers” as opposed to “term-takers”
- Be a prominent co-investment and secondary investor
- Further measure and reduce costs across portfolio
- Develop a risk and fee adjusted performance measurement



Ongoing Efforts

- Expansion of co-investment and secondary programs
- Creative and beneficial fee structures such as hard hurdles
- Shared ownership interest alongside select managers
- Remain mindful of strategic considerations



Accomplishments

- ✓ Secondary purchase activity
- ✓ Beneficial structures such as dedicated managed accounts
- ✓ Capacity rights and fee negotiations
- ✓ Increased influence and improved fee terms

Strengthen Influence on
Fees and Cost of Capital



2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



LACERA
T.I.D.E.



LACERA T.I.D.E:
Towards Inclusion,
Diversity, and Equity

Objective

To improve outcomes through comprehensive, total Fund efforts that encourage constructive, inclusive, and equitable talent management at investment partners, industry, and internally

Connection to Investment Policy Statement

"LACERA values diversity, equity, and inclusion, and believes that effectively accessing and managing diverse talent leads to improved outcomes."

"LACERA's ongoing monitoring of third-party service providers incorporates an assessment of vendors' commitment to, adherence with, and track record of accessing and retaining diverse workforces in an inclusive and equitable manner."

2022 Work Plan

Strategic Initiatives



Enhance
Operational
Effectiveness



Optimize
Investment
Model



Maximize
Stewardship and
Ownership Rights



Strengthen
Influence on Fees
and Cost of Capital



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T.I.D.E.



Aspirational Considerations



- All investment partners have clear DEI policies and reporting
- Be a catalyst for leading DEI practices at our business partners and in the investment industry
- Demonstrate cohesive, comprehensive DEI integration



Ongoing Efforts

- Diplomatic agitation of investment partners for further progress
- Industry advocacy to elevate DEI and improve data reporting
- Convening regional institutional investors on DEI practices
- Facilitate avenues for capital formation
- Intern program and avenues for DEI in internal practices



Accomplishments

- ✓ Due diligence across all new and current mandates
- ✓ Strides with partners regarding DEI policies and demographics
- ✓ Progress in corporate board diversity initiative
- ✓ LACERA tracking more data
- ✓ Increased allocation opportunities for emerging managers

LACERA T.I.D.E.

2022 Work Plan Recommendation

Towards Best-In-Class Investor

Recommendation:

Approve the 2022 Work Plan and Strategic Initiatives

Best-In-Class
Investor



Strategic Initiatives

- Execute 2022 Work Plan and Strategic Initiatives
- Maintain principles and re-evaluate as necessary
- Scale division along with Strategic Initiatives
- A component of LACERA's broad strategic plan

Appendix



Prospective 2022 Calendar

Board of Investments and Committee Meetings

	January	February	March	April	May	June	July	August	September	October	November	December
Board of Investments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
							[Potential Offsite]					
Corporate Governance Committee				✓						✓		
Credit and Risk Mitigation Committee					✓				✓			
Equity: Public/Private Committee			✓	✓							✓	
Real Assets Committee	✓					✓						✓

- Each committee meets at least two times per calendar year
- Additional meetings would be scheduled on an as-needed basis
- Will work with the Board regarding Offsite format and logistics

1st Quarter 2022 Preliminary Monthly Calendar

FEBRUARY 9, 2022	
Board of Investments:	
Category	Subject
Total Fund	General Consultant Search Recommendation
Total Fund	4Q2021 Trust and OPEB Performance Report
Total Fund	General Consultant 4Q2021 Trust and OPEB Performance Report
Growth	Private Equity Investment Recommendations
Growth	Private Equity Emerging Manager Recommendation
Real Assets	Private Fund Investment Recommendation
Credit	Illiquid Credit Investment Recommendation
Committee: (open)	
Category	Subject

MARCH 9, 2022	
Board of Investments:	
Category	Subject
Growth	Private Equity Investment Recommendations
Real Assets	Real Estate Restructuring Update
Real Assets	Private Fund Investment Recommendation
Risk Mitigation	Long Duration Treasury Manager Recommendation
Committee: Equity: Public/Private	
Category	Subject
Growth	Analysis of Global Equity Activist Managers

Please note that certain listed items are subject to Committee advancement and/or Board approval.



2nd Quarter 2022 Preliminary Monthly Calendar

APRIL 13, 2022	
Board of Investments:	
Category	Subject
Total Fund	Annual Securities Lending Income Report
Growth	Private Equity Investment Recommendation
Real Assets	Private Fund Investment Recommendation
Committees: Corporate Governance and Equity	
Category	Subject
Corporate Gov.	Principles Policy Review
Corporate Gov.	ESG Standards Report
Growth	Global Equity Emerging Manager Program Assessment

MAY 11, 2022	
Board of Investments:	
Category	Subject
Total Fund	1Q2022 Trust and OPEB Performance Report
Total Fund	General Consultant 1Q2022 Trust and OPEB Performance Report
Total Fund	OPEB Private Markets Search Recommendation
Growth	Private Equity Investment Recommendation
Committee: Credit and Risk Mitigation	
Category	Subject
Credit	Outside Speaker: Inflation and Interest Rates

JUNE 8, 2022	
Board of Investments:	
Category	Subject
Total Fund	Internal Trading Update (Global Equity and Fixed Income)
Total Fund	Securities Lending Update Report
Real Assets	Private Fund Investment Recommendation
Committee: Real Assets	
Category	Subject
Real Assets	GRESB Review
Real Assets	RCP Review
Real Assets	Real Estate Emerging Manager Program RFP

Please note that certain listed items are subject to Committee advancement and/or Board approval.



3rd Quarter 2022 Preliminary Monthly Calendar

JULY 13, 2022	
Board of Investments:	
Category	Subject
Total Fund	Board Offsite (potential)
Growth	Private Equity Portfolio Performance Review
Growth	Private Equity Investment Recommendation
Real Assets	Private Fund Investment Recommendation
Credit	Illiquid Credit Emerging Manager Program Recommendation
Committee: (open)	
Category	Subject

AUGUST 10, 2022	
Board of Investments:	
Category	Subject
Total Fund	Board Offsite (potential)
Total Fund	2Q2022 Trust and OPEB Performance Report
Total Fund	General Consultant 2Q2022 Trust and OPEB Performance Report
Credit and Risk Mitigation	Credit and Hedge Funds Portfolio Performance Review
Committee: (open)	
Category	Subject

SEPTEMBER 14, 2022	
Board of Investments:	
Category	Subject
Total Fund	Board Offsite (potential)
Total Fund	Custody Bank Search RFP Recommendation
Total Fund	Fiscal Year End Risk Review
Real Assets	Private Fund Investment Recommendation
Committee: Credit and Risk Mitigation	
Category	Subject
Credit	Investment Manager Panel
Risk Mitigation	Implementation Update

Please note that certain listed items are subject to Committee advancement and/or Board approval.



4th Quarter 2022 Preliminary Monthly Calendar

OCTOBER 12, 2022	
Board of Investments:	
Category	Subject
Growth	Private Equity Investment Recommendation
Real Assets	Private Fund Investment Recommendation
Real Assets	Real Assets Portfolio Performance Review
Credit	Illiquid Credit Manager Recommendation
Committee: Corporate Governance	
Category	Subject
Corporate Gov.	Proxy Results and Trends
Corporate Gov.	PRI Assessment and ESG Update

NOVEMBER 9, 2022	
Board of Investments:	
Category	Subject
Total Fund	3Q2022 Trust and OPEB Performance Report
Total Fund	General Consultant 3Q2022 Trust and OPEB Performance Report
Committee: Equity: Public/Private	
Category	Subject
Growth	Structure Review

DECEMBER 14, 2022	
Board of Investments:	
Category	Subject
Total Fund	T.I.D.E. Initiative Update
Total Fund	AB2833 – Investment Fee Validation
Real Assets	Private Fund Investment Recommendation
Other	2022 Actuarial Valuation of Retirement Benefits
Committee: Real Assets	
Category	Subject
Real Assets	Real Assets Emerging Manager Program RFP
Real Assets	Structure Review Update

Please note that certain listed items are subject to Committee advancement and/or Board approval.



STRATEGIC PLAN

RETIREE HEALTHCARE PROGRAM

Yesterday, Today, Tomorrow

FISCAL YEARS ENDING 2021–2023



L//CERA

OVERVIEW

LACERA's Board of Retirement administers the Los Angeles County Retiree Healthcare Program. LACERA staff, external consultants, and advisors assist the Board of Retirement's Insurance, Benefits & Legislative Committee in overseeing the Los Angeles County Retiree Healthcare Program.

In 1961, the County Employees Retirement Law of 1937 (CERL) was amended to allow pension systems to provide healthcare to retirees in two ways:

- Board of Supervisors can pay all or part of the cost
- Board of Retirement can pay via excess earnings

OUR MISSION

To efficiently administer the Healthcare Benefits Program for retired association members and beneficiaries and provide a healthcare program of the highest quality at an affordable cost.

OUR CORE VALUES

PROFESSIONALISM: We take the initiative to develop our skills to get the job done. We are accountable for providing quality service to our members that is efficient and accurate.

RESPECT: Our members and coworkers deserve to be treated with courtesy, patience, and empathy. When we listen to and support each other, we create a nurturing work environment that promotes fairness and trust.

OPEN COMMUNICATIONS: Our frank and straightforward expression of ideas fosters a common understanding of purpose—quality service to our members. We create a healthy work environment by sharing information, listening to each other's ideas, and giving constructive feedback.

FAIRNESS: Our employees are entitled to a clear explanation of performance expectations. Performance evaluations are timely, honest, and impartial; personal improvement plans are reasonable and constructive; and we provide opportunities for professional development and promotion.

INTEGRITY: We inspire confidence by our high standards for member services and sound investment practices. We are reliable, ethical, and honest. Loyalty to LACERA means loyalty to members. Integrity guides all our work relationships.

TEAMWORK: We are committed to teamwork, and we openly share information and ideas. Working together to reach common goals is the essence of success.

OUR OBJECTIVES

PRUDENT FIDUCIARY

To act at all times as prudent fiduciaries, executing our responsibilities exclusively on behalf of our members, beneficiaries, and participating employers.

RESPONSIVE AND QUALITY SERVICES

To provide responsive and consistent quality service using integrated, cost-effective procedures.

COMMUNICATION

To promote and enhance the understanding of LACERA benefits among members, employers, County officials, and the public.

QUALITY WORKFORCE

To develop a human resources program to recruit, train, develop, and promote qualified staff; provide a quality work environment; and enhance the quality of life for our employees.

MANAGE GROWTH AND CHANGE

To manage growth and change through planning, innovation, and the maximum use of available technology.

OUR HISTORY

The 1970s

In January 1971, with the assistance of its healthcare consultant, Johnson & Higgins, LACERA first offered a hospital-medical plan and subsidized the retiree's premium by using excess earnings. At that time, the Board of Retirement offered retirees the choice of remaining in Blue Cross, Kaiser, or Ross-Loos from an active employment status. For those electing not to stay with their active plan carrier, Occidental or Kaiser Permanente was made available to them.

The indemnity dental/vision plan became a part of the Los Angeles County Retiree Healthcare Benefit Program effective January 1, 1977. In with July 1, 1996, we first offered the CIGNA Dental Health Plan/prepaid HMO plan.

The 1980s

In April 1982, the Board of Retirement negotiated an agreement with the County obligating the County to fund the healthcare program as long as the County provided a healthcare program for active employees.

The administration of the Los Angeles County Retiree Healthcare Program has gone through several evolutionary organizational changes. Initially, the insurance processing was handled as a function of the Retiree Member Unit as part of the retirement payroll function. Subsequently, at the recommendation of an independent auditor, the function was decentralized to several benefits processing units (team concept).

The 1990s

In early 1992, a determination was made that the health and dental/vision staff support provided to our members was at an unacceptable level. Thus, in May 1992, LACERA established the Insurance Services Section (now known as the Retiree Healthcare Division) to centralize the administration of the healthcare program.

With the establishment of the Retiree Healthcare Division in 1992, LACERA added its first Medicare Advantage plans along with a Medicare Part B Reimbursement Program: Kaiser Health Pledge, now Senior Advantage; Secure Horizons; FHP Golden Healthcare (terminated June 30, 1994); and Medicare Supplement plan (Provident III). This complimented the five medical plans (Kaiser, Blue Cross Prudent Buyer, CIGNA Network Model, Provident I, and Provident II) and one dental/vision plan with Provident already offered to retirees.

Effective August 1994, the 1982 agreement was amended to guarantee the County's obligation to continue providing a program even if the County terminated their health program for active employees.

The 21st Century

Our progression to the future is necessarily focused on our primary goal of providing efficient, accurate, and friendly service to members. We want to utilize and develop the skills and expertise of our staff to achieve the highest quality service possible. We continue to explore ways to ensure that we capitalize our human and technological resources to maximum effect.

Prior to 2009, all enrollment forms, correspondence, etc. were delivered directly to the Retiree Healthcare Division. In March 2009, we began scanning enrollment forms and correspondence via the CIB (Client In-Basket) document management system, which provided us the ability to better track and monitor workflow. When scanning of healthcare work objects began, an average of 950 forms were received monthly. With Baby Boomers reaching retirement eligibility, that average has climbed to 1,260 enrollment forms per month, while the number of staff processing those enrollments has decreased due to restructuring of the division and additional staff responsibilities.

In 2013, we reorganized the division to capitalize on the skills and strengths of staff and to ensure that we provide efficient and effective customer service to our members. Our division is currently divided into four

specialized units: Call Center, Operations, Financial/Special Projects, and Audits.

OUR STRATEGIC INITIATIVES

Successful Implementation of 2014 RHC Program Changes

In January 2014, Los Angeles County (plan sponsor) informed LACERA of a proposed plan to lower the employer costs for the Retiree Healthcare Program—changes for new employees hired on or after July 1, 2014. The adopted plan has been named Los Angeles County Retirees Healthcare Program, Tier 2 (Tier 2). We worked closely with other divisions, including Communications, Member Services, Claims Processing, and Systems, to update processes, information, and procedures. Retiree Healthcare staff is in the process of revising our *Exploring Your Healthcare Benefits Through LACERA* booklet and information packet. We are also working with Systems in programming Workspace to calculate the County subsidy at the retiree-only premium level to support the new benefits structure and mandated Medicare enrollment for Tier 2 members. The only outstanding item is to modify Information Systems: Enrollment, which was completed by Systems in FY 2015-2016. All staff from our RHC Units (Call Center, Operations, Audits, and Quality Assurance/Special Projects) are fully trained on all aspects of the new healthcare benefits so our members can continue to receive excellent and accurate service.

Continued Integration of Information Technology

Information technology continues to play a vital role in Retiree Healthcare's ability to serve our retirees and their dependents. For the past few years, all enrollment processing functions have been integrated into Workspace. This has helped increase the efficiency of our Operations staff and helped improve the overall member experience. We continue working toward providing our members more electronic options to download forms and carrier-related documents, receive education, and complete enrollment. Already in place is the ability for members to input information into enrollment forms online, which can then be printed and submitted for processing. The goal is for members to complete the enrollment process online, with no need to print or mail forms. We are moving forward with anticipated informational and training videos to be included in the Retiree Healthcare section of LACERA.com that will be produced with the help of the Communications Division. The first of these videos were originally intended to be ready by the end of the 2014–2015 fiscal year, but were delayed due to the reallocation of staff resources to prepare for the implementation of Tier 2 to assist with Retiree Drug Subsidy (RDS) and Early Retiree Reinsurance Program (ERRP), programs by the federal government audits, and process an increased number of enrollments.

LACERA.com

GOAL	IMPLEMENTATION DATE
RHC Enrollment web video	FY 2022–2023
Medicare 101 web video	FY 2022–2023
RHC members' electronic submission of enrollment	FY 2023–2024

Workspace

The focus began with improving the tools available to Retiree Healthcare Specialists by changing the 1960s-era computer input screens (green screens) with user-friendly, Windows-based input screens. We have fully transitioned to all enrollment functions being processed through Workspace. We are also still looking toward automating transmittal of members' enrollment information to the carriers. We have been working with Systems to create an efficient process to automate the population of imputed income in 1099-R forms for affected members. We are now re-evaluating the need for such a system.

GOAL	IMPLEMENTATION DATE
Streamline generation and mailing of confirmation letter upon member election via Workspace	FY 2022–2023
Automate monthly premium reconciliation process	FY 2023–2024
Electronic submission to carriers*	FY 2023–2024

*Currently working on electronic submission of enrollments to Kaiser.

Member Interaction and Communication

It is our responsibility to educate our members and assist them while they are making healthcare choices suitable for their needs. With so many changes in the world of healthcare today coupled with the various options available to our members, our plan is to continue to expand and improve our communication to members by offering a wide variety of user-friendly, updated, informative, and creative educational tools, including print materials and videos. We have made significant strides forward in automating correspondence to members and continue to look toward making the member's experience as consistent, informative, and efficient as possible.

GOAL	IMPLEMENTATION DATE
Implement new seminar for members becoming Medicare-eligible*	FY 2022–2023
Develop Medicare 101 Packet	FY 2022–2023

*Partnership with Member Services Division

Financial and Special Projects Section

The Quality Assurance and Special Projects Section is responsible for identifying, creating, and implementing new efficiencies. They build upon the quality assurance practices we have already put in place to assess needs such as staff training or task allocation. This section will also coordinate and conduct quality control of staff work (both Operations and Call Center) to ensure accuracy and will be responsible for working audits of our insurance carriers. Finally, this section will handle higher level tasks and projects such as Centers for Medicare and Medicaid Services Retiree Drug Subsidy Program (RDS) research, implementation, Affordable Care Act implementation, and accounting and monthly financial reconciliation.

The development of guidelines for the higher-level functions listed below are in progress:

GOAL	IMPLEMENTATION DATE
Dependent database audit RFP	Postponed

Audits Section

The Audits Section is responsible for generating and conducting audits that are generated based on internal needs (such as the Code 19 project) or reports received from different carriers (Kaiser, Cigna, SCAN and United Healthcare). The staff assigned to this section are responsible for researching and updating discrepancies found between members' accounts on LACERA and carriers' systems, including processing of complex premium adjustments and Medicare Part B retrievals. Part of the process is notifying other divisions at LACERA regarding eligibility updates

for members and beneficiaries. The staff are also responsible for notifying members of any premium adjustments or eligibility changes and being the ultimate point of contact for future calls or correspondence regarding the audits they conducted. In addition, the Audits Section is responsible in checking the enrollment forms for accuracy.

GOAL	IMPLEMENTATION DATE
Automation of Medicare Part B retrievals	FY 2023–2024

Call Center Section

The Retiree Healthcare Call Center is the primary interface by which our staff interact with members. Call Center Specialists are responsible for answering member inquiries pertaining to their medical and dental/vision enrollment, eligibility issues, and premium payments, in addition to assisting members and their eligible dependents in selecting an appropriate medical and/or dental/vision plan that suits their needs.

To ensure our Call Center staff are well versed in all LACERA-administered plans, our specialists receive in-house training for approximately six weeks. This training is in addition to the Core Benefits training offered by the Quality Assurance Division.

GOAL	IMPLEMENTATION DATE
RHC new toll-free number	Postponed

Operations Section

Operations Section staff are assigned a specific carrier with whom they work and serve as a point-of-contact for the carrier, internal staff, and members for questions and issues regarding that carrier. Operations staff are responsible for processing all enrollments (including new members), changes, and cancellations for all plans.

GOAL	IMPLEMENTATION DATE
Process enrollment through Workspace (PDF) and submission to carriers via email	FY 2019–2020
Revise RHC Enrollment Processing Guidelines	FY 2022–2023

FY 2022-2023

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Program Plan

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RETIREE HEALTHCARE

Budget Highlights

Fiscal Year 2022-2023

Mission

To effectively administer the Retiree Healthcare Benefits Program for LACERA members, survivors, and their eligible dependents and to provide a healthcare program of the highest quality at an affordable cost.

INTRODUCTION

The Retiree Healthcare Division (RHC) is responsible for administering the Retiree Healthcare Benefits Program (RHCBP) for retired members, survivors, and eligible dependents. This budget request for Fiscal Year 2022-2023 reflects our ongoing commitment to provide the highest level of customer service to our members and eligible dependents. RHC is also responsible for understanding and implementing the many complex changes in Federal and State Programs such as the Affordable Care Act (ACA), Medicare, and Social Security guidelines as applicable to the RHCBP, in addition to the general healthcare landscape. This budget will provide the division with the support needed to deliver timely quality service to our retired members/survivors and their eligible dependents.

The RHC Division consists of the following units:

- **Operations Unit:** Assists in planning, assigning, organizing, and directing the work of staff engaged in the research, resolution, and processing of healthcare enrollment forms and retiree healthcare benefits.
- **Audits Unit/Finance Section:** Assists in conducting extensive operational and procedural audits to ensure guidelines are followed by staff. Responsible for quality control. Provides review of retiree healthcare enrollment forms to ensure accuracy. Engages in carrier auditing of account to reflect that accurate eligibility and premiums are being paid. Monitors calls between members and staff monthly to assure that retirees are being provided accurate information during each encounter; conducts quality checks of enrollment forms processed by Operations staff. This unit will ultimately be responsible for coordinating with other RHC units, training new staff, and providing refresher classes to existing RHC staff.

- **RHC Call Center:** Assists members and the organization at large with responding to retiree healthcare benefits related questions and resolving complex questions regarding the Retiree Healthcare Benefits Program and healthcare enrollment, as well as providing information to management regarding its impact on division operations.

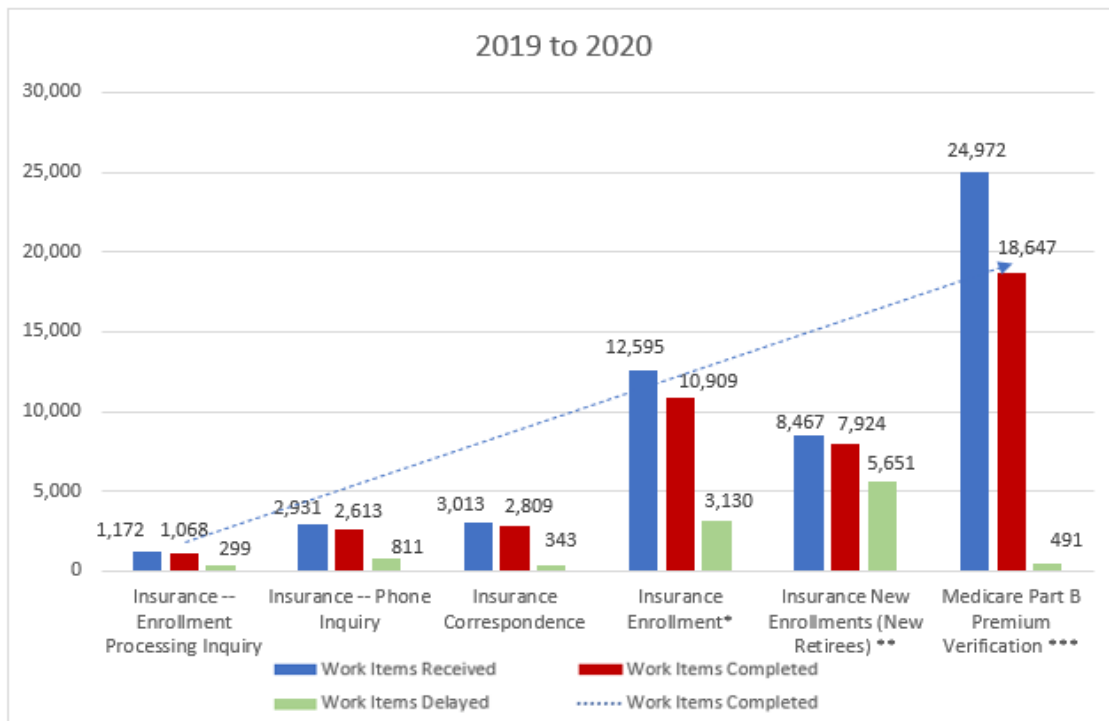
RHC Successes:

- Polished procedures to address the varying monthly Medicare Part B premium cost to eligible members/survivors and their eligible dependents
- Achieved an overall single-digit premium increase
- Improved the Operations enrollment processing triage description for efficiency
- Aligned each divisional unit in accordance with the organizational chart
- Solidified remote work capabilities, with access to the system, eHR and Intranet
- Ensured staff can upload documents to WorkSpace and send electronic documents to members via Workspace and Member Portal
- Continued to adjust working remotely and processing enrollment forms electronically
- Created a new interactive enrollment checklist that is simpler and more user-friendly for the processors and Audit team
- Created a divisional training plan and manuals for new hires in RHC
- Started supporting and participating in the case management search and implementation plan (although RHC is not part of the first three targeted divisions) so that we will be ready to test our RHC division plan when necessary

RHC Challenges:

- Members are unable to submit electronic enrollment forms; paper enrollments still being submitted to the health plan carriers
- Limited office space
- Medicare Part B premium verification requirement processing
- Policy mandating that all employees hired as a Retirement Benefits Specialist participate in the one-year CORE benefits training class even though they are being hired to perform other work within the organization
- Some work processes still require staff to go into the office

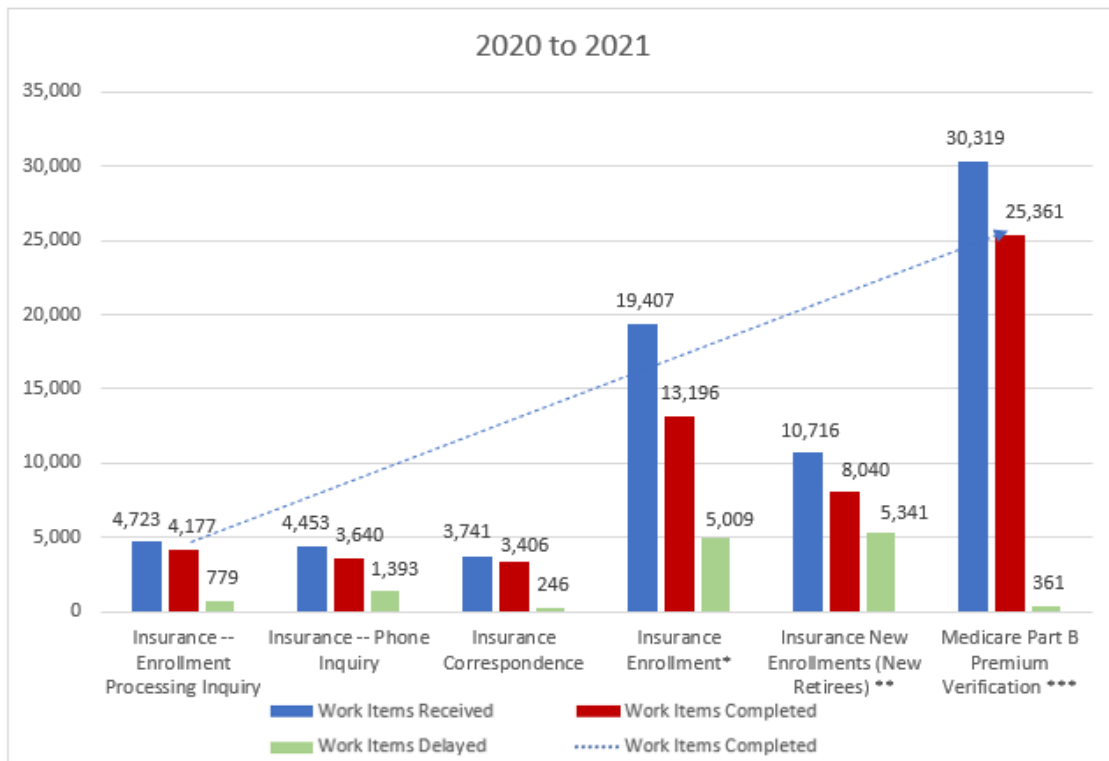
The Retiree Healthcare (RHC) division prides itself in providing members with best-in-class quality service. Over the last two years, the demand for our services has increased as a result of the pandemic and corresponding “Great Resignation.” Since last year, RHC saw a year-over-year increase in the following critical workloads:



* Changes (inside and outside plans)/Survivors/New enrollments with wait periods/adding and deleting family members/cancellations

** New enrollments (non-March Madness)

*** 2022 Part B Verification is as of January 2022



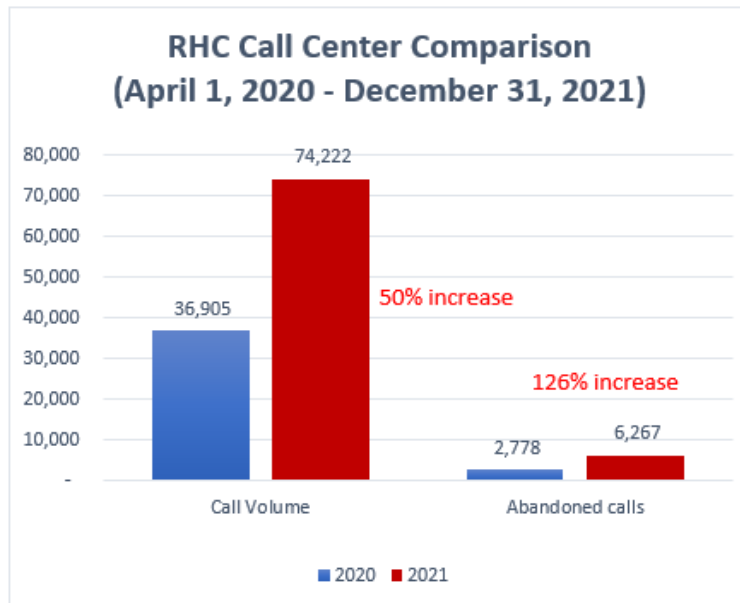
* Changes (inside and outside plans)/Survivors/New enrollments with wait periods/adding and deleting family members/cancellations

** New enrollments (non-March Madness)

*** 2022 Part B Verification is as of January 2022

Process Name	Percentage Increase
Insurance -- Enrollment Processing Inquiry	303.0%
Insurance -- Phone Inquiry	51.9%
Insurance Correspondence	24.2%
Insurance Enrollment*	54.1%
Insurance New Enrollments (New Retirees) **	26.6%
Medicare Part B Premium Verification	21.4%

As a result of increased workloads, RHC has also realized constraints on call wait times:

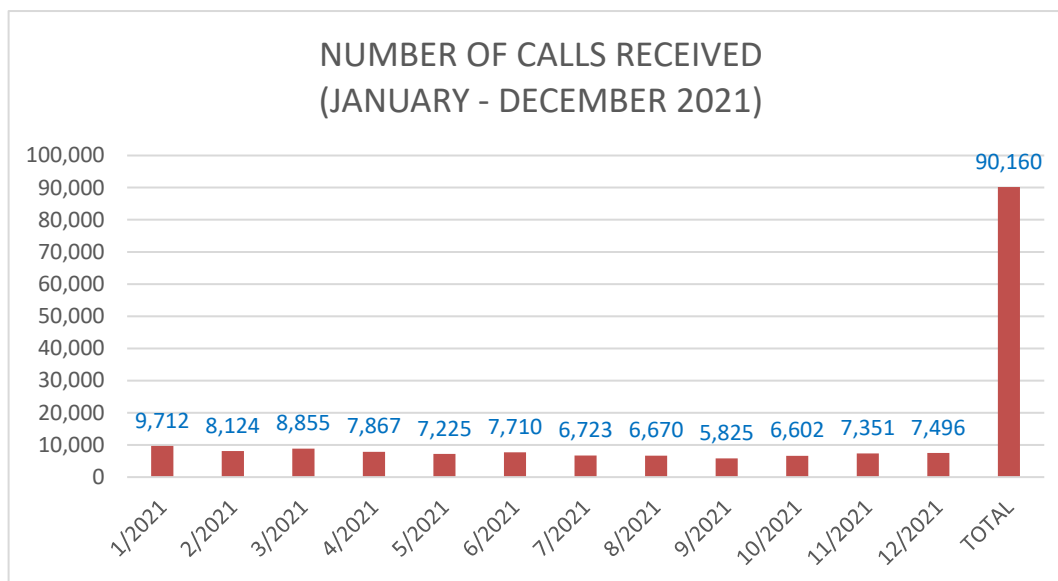


Retiree Healthcare Call Center Comparison - April 1, 2020, through December 31, 2021		
Process	2020	2021
Average Queue Answer Time	11:27	23:43
Service Level	49.86%	36.04%*

* Service Level dropped 13.82 percent

**Amazon connect inception date was April 2020.

For the past year, staff experienced a steady increase in calls:



In order to continue meeting the growing demands of our members and providing high quality service, the Board of Retirement approved an increase in the monthly administrative fee to \$10 per member, per plan, per month for FY 2022-2023. The administrative fee increase equates to about an additional \$1.6 million increase. RHC's current administrative budget is estimated at \$11.4 million. The increase will provide adequate funding for the RHC and will facilitate program administration as the retiree population continues to increase, federal programs expand and become more complex, and employers seek to mitigate program costs through new benefit tiers. In addition, the Center for Medicaid and Medicare Services (CMS) is making many changes to the Medicare Program, and whatever happens in the Medicare Program becomes mainstream in the healthcare landscape.

STAFFING

We have a total of 37 budgeted positions.

Temporary Agency Staff

We are requesting two agency-temp staff members at the level of the RBS II and Senior Typist Clerk for a year each due to increasing workload because of an increase in retirements and March Madness. The temp staff members will assist with critical annual projects including assisting in processing retiree healthcare enrollments, the large volume of Medicare Part B verifications, mailing member materials such as the new retiree healthcare packets, and assisting with member phone calls. The additional staffing will be assigned in Operations and Call Center.

Quality Auditor Position

Currently, RHC has a Quality Auditor position budgeted who will work closely with the Audit Section Head and Quality Assurance Division in the development of a formal RHC training class, like the current CORE retirement benefits training. In the future, RHC will be seeking to upgrade the Quality Auditor to a Training Coordinator specifically assigned

to handle the RHC training upon final completion of new RHC staff and refresher RHC course training.

120-Day Return to Work Position

The 120-day retiree will continue to work on that basis as an advisor to the Retiree Healthcare Division, which she developed. With experience at developing programs on the County CEO side as well as having been LACERA's former Healthcare Director, she is instrumental in providing clarity and background on the intent behind ordinance language that supports LACERA's administration of the healthcare program for L.A. County. In addition, and most importantly, she diligently arranges introductions with the CEOs and presidents of various health plans that LACERA conducts business with as they are made available. The healthcare industry is and continues to become more complex – coupled with the unique program LACERA administers, the 120-day retiree advisor is and has been a resource to executive management, LACERA's healthcare consultants, and the Board of Retirement. This handoff of knowledge and relationships is vital to understanding both the intent behind the County ordinance and methods that would be allowable while remaining compliant.

Overtime

Overtime is being requested to manage the workload related to the high volume of enrollment forms received from March Madness, processing of Medicare Part B premium verifications, and for any unanticipated special projects and special mailings that regularly occur. The total overtime amount being requested remains constant for this fiscal year at \$121,800.

SERVICES AND SUPPLIES

Postage – Special Retiree Mailings

Our Special Retiree Mailing account is primarily used to fund the postage costs and printing for the following retiree healthcare member materials:

- Annual letter packet mass mailing
- New retiree healthcare packet
- Rate booklets
- Medicare Part D prescription drug coverage Creditable Coverage Notice
- Retiree Staying Healthy Together Program bi-annual workshop invitations mass mailing
- Medicare Part B Premium Verification Notices mass mailing
- Retiree Healthcare member brochures and forms
- Other unanticipated special mailings

The total Special Retiree Mailings amount being requested remains constant for this fiscal year at \$300,000.

Professional and Specialized Services – Audits

We have budgeted \$141,100 to cover the cost of conducting the following program audits for this fiscal year:

Plante Moran/Cav Mac	\$17,850
GASB 75 Work	\$31,190
SOC-1 Audit	\$92,000
TOTAL	\$141,040

Internal Audit is adding a SOC 1 Type 2 audit over OPEB data and the cost of GASB 75 as it relates to the RHCBP for this fiscal year and Plante Moran/Cav Mac will be performing the audits.

In addition, we have budgeted \$338,300 to cover the cost of conducting the OPEB valuation for this fiscal year, consistent with the previous fiscal year.

FUNDING AND OPERATING EXPENSES

The RHCBP's operating expenses must be funded by the program and its operations cannot be subsidized by the trust funds used to operate the retirement benefit trust. The administrative fee covers administrative expenses, including consulting services, vendor fees, and the cost of administering the RHCBP. As such, a RHCBP administrative fee is included as part of the retiree healthcare medical and dental/vision plan premiums, per member, per plan, per month.

The RHCBP operating expenses must be funded by the program and its operations cannot be subsidized by trust funds used to operate the retirement benefit trust. For this reason, an administrative fee is charged per member, per plan, per month and included in the monthly premium rates. This fee covers the RHCBP's administrative expenses, which include consulting services, vendor fees, audit fees, and benefits administration. The current administrative fee was last increased in 2016 from \$5 to \$8.

The BOR recently approved a \$2 increase to the administrative fee from \$8 per member, per plan, per month to \$10. The plan sponsor pays the majority of these fees. We are currently in discussion with the County CEO office in evaluating how to reconcile the BOR's actions within the County's budgetary constraints for the FY 2023-2024 retiree healthcare premium renewals.

Below is a chart of administrative fee amounts from 1999 to present:

Time Period	Administrative Fee Amount
July 1, 2022 – Current	\$10.00 *
July 1, 2016 – June 30, 2022	\$8.00
July 1, 2013 – June 30, 2016	\$5.00
July 1, 2005 – June 30, 2013	\$3.00
July 1, 2000 – June 30, 2005	\$3.20
July 1, 1999 – June 30, 2000	\$2.50

* Approved by LACERA Boards, but not yet approved by the County.

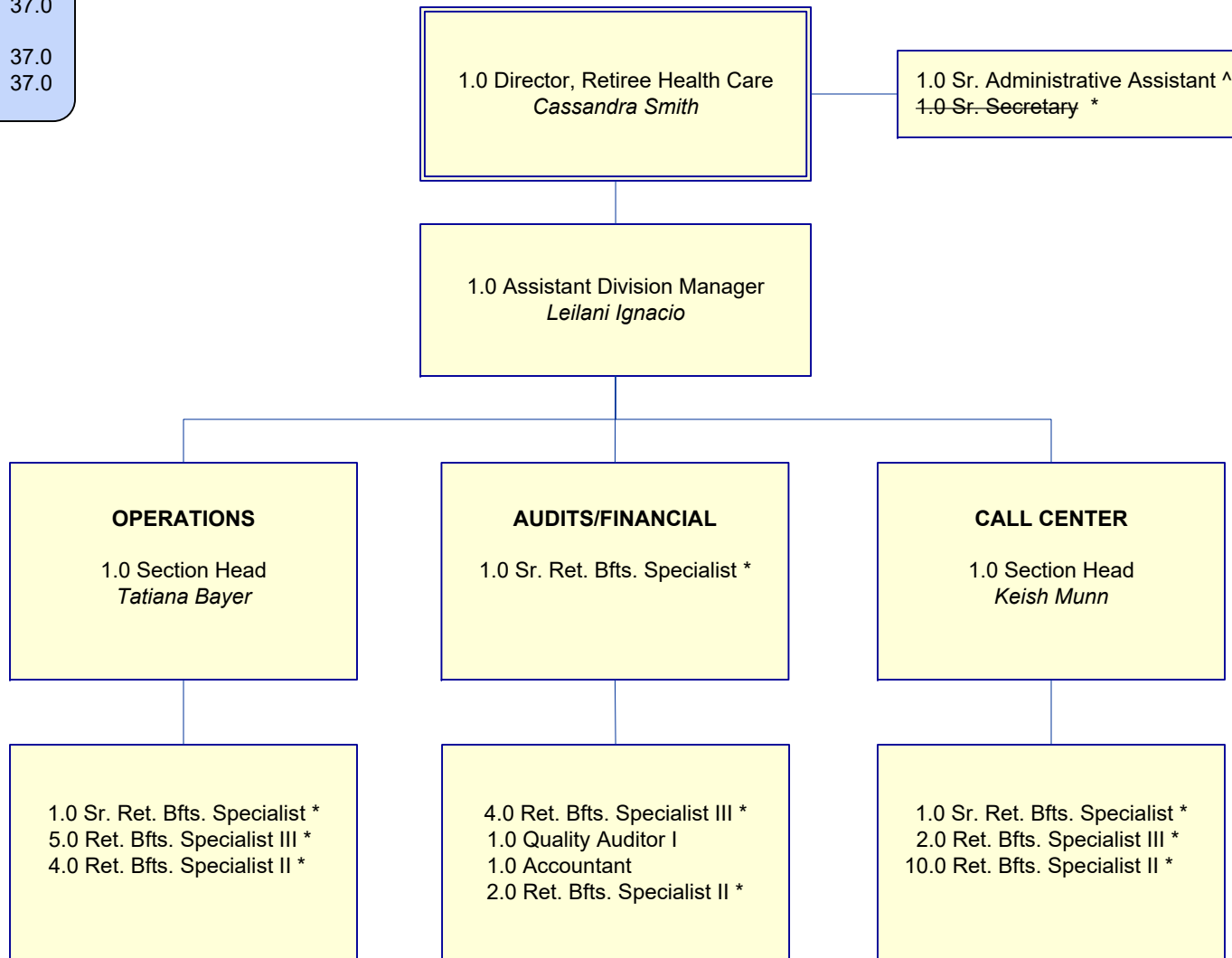
The chart below shows the RHC administrative revenue and expenses for the last 10 years.

RHC ADMIN REVENUE AND EXPENSES FOR THE LAST 10 YEARS			
	Admin Revenue	Admin Expenses	Over/(Under)
FYE 2021	10,245,895	8,099,102	2,146,793
FYE 2020	10,076,876	6,828,067	3,248,809
FYE 2019	9,823,062	6,118,267	3,704,794
FYE 2018	9,559,745	5,681,953	3,877,792
FYE 2017	9,631,327	5,326,190	4,305,137
FYE 2016	5,984,986	5,279,617	705,369
FYE 2015	5,578,149	5,424,333	153,816
FYE 2014	5,466,487	5,006,498	459,989
FYE 2013	3,351,652	4,597,261	(1,245,609)
FYE 2012	3,133,352	3,232,274	(98,922)

RETIREE HEALTH CARE BENEFITS PROGRAM

FISCAL YEAR 2022-2023

2021-2022 Bud. Pos.: 37.0
 2021-2022 Hiring Plan: 37.0
 2022-2023 Bud. Pos.: 37.0
 2022-2023 Hiring Plan: 37.0



* Classification study for the position requested.

^ Position upgrade from Senior Secretary to Senior Administrative Assistant (Pending Board of Supervisors' approval).

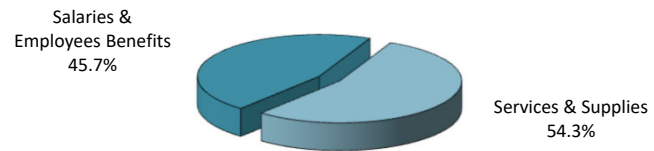
RETIREE HEALTHCARE BENEFITS PROGRAM

FISCAL YEAR 2022-2023

BUDGET SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$5,172,923	\$5,272,936	\$2,167,991	\$4,379,900	(\$893,036)	-16.9%	(\$100,013)	-1.9%
Services & Supplies	6,140,699	6,118,192	3,149,841	6,094,792	(23,400)	-0.4%	22,507	0.4%
OPERATING BUDGET	\$11,313,623	\$11,391,128	\$5,317,833	\$10,474,692	(\$916,436)	-8.0%	(\$77,505)	-0.7%

2022 - 2023 PROPOSED BUDGET



*All amounts rounded to the nearest dollar.

RETIREE HEALTHCARE BENEFITS PROGRAM
FISCAL YEAR 2022-2023
SALARIES AND EMPLOYEE BENEFITS SUMMARY

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Total LACERA Salaries	\$3,006,805	\$2,814,534	\$1,264,607	\$2,498,600	(\$315,934)	-11.2%	\$192,271	6.8%
Total Agency Temp Salaries	149,800	511,700	212,745	418,800	(92,900)	-18.2%	(361,900)	-70.7%
Employee Benefits (Variable)	1,775,266	1,728,430	623,238	1,267,200	(461,230)	-26.7%	46,836	2.7%
OPEB Contribution	100,853	82,573	32,892	65,800	(16,773)	-20.3%	18,280	22.1%
Stipends	0	0	0	0	0	0.0%	0	0.0%
Overtime	121,800	118,500	29,283	118,500	0	0.0%	3,300	2.8%
Bilingual Bonus	4,800	3,600	1,300	2,400	(1,200)	-33.3%	1,200	33.3%
Sick Leave Buyback	10,000	10,000	3,927	8,600	(1,400)	-14.0%	0	0.0%
Rideshare Allowance	3,600	3,600	0	0	(3,600)	-100.0%	0	0.0%
Transportation Allowance	0	0	0	0	0	0.0%	0	0.0%
ADJUSTED GROSS S&EB	\$5,172,923	\$5,272,936	\$2,167,991	\$4,379,900	(\$893,036)	-16.9%	(\$100,013)	-1.9%
Salary Differential	-	-	-	-	-		-	
TOTAL S&EB	\$5,172,923	\$5,272,936	\$2,167,991	\$4,379,900	(\$893,036)	-16.9%	(\$100,013)	-1.9%

*All amounts rounded to the nearest dollar.

Note: All YTD Salaries and Employee Benefits totals are as of 01/15/22, with the exception of Agency Temp Salaries, which are as of 01/31/22.

LACERA
FISCAL YEAR 2022-2023
SALARIES

RETIREE HEALTHCARE BENEFITS PROGRAM

2022-2023 BUDGET

	FILLED POSITIONS	# POS.	SCHEDULE	ACTUAL MO. RATE	ANNUAL AMOUNT
00793A	DIRECTOR, RETIREE HEALTHCARE	1	LS14	16,887	202,646
00771A	ASSISTANT DIVISION MANAGER	1	LS10	13,421	161,053
00772A	SECTION HEAD	2	LS9	19,129	229,544
01312A	SENIOR RETIREMENT BENEFITS SPECIALIST	3	101F	23,224	278,693
01311A	RETIREMENT BENEFITS SPECIALIST III	11	96A	75,618	907,416
00415A	ACCOUNTANT	1	93A	7,028	84,336
00439A	SENIOR ADMINISTRATIVE ASSISTANT	1	90F	6,385	76,619
00439A	SENIOR SECRETARY	1	89G	6,229	74,750
00439A	SENIOR SECRETARY	(1)	89G	(6,229)	(74,750)
01310A	RETIREMENT BENEFITS SPECIALIST II	9	89F	47,135	565,624

POSITIONS 29 2,505,930

	VACANT POSITIONS	# POS.	SCHEDULE	1ST STEP MO. RATE	ANNUAL AMOUNT	FILLED AT 12 MONTHS	FILLED AT 9 MONTHS	FILLED AT 6 MONTHS
00796A	QUALITY AUDITOR I	1	95H	5,602	67,225			33,613
01310A	RETIREMENT BENEFITS SPECIALIST II	7	89F	4,738	56,852			198,981
						0	0	232,593

POSITIONS 8 232,593

TOTAL POSITIONS 37

GROSS SALARIES 2,738,523

ANTICIPATED MOU SALARY INCREASE** 150,619

ANTICIPATED STEP AND/OR MERIT SALARY INCREASE 41,669

BONUS 0

120-DAY RETIREE(S) 1 75,994

TOTAL SALARIES 3,006,805

MAPP Tier I and Tier II positions are shown at actual salaries as of 01/01/22.
Represented/Non-Represented positions are shown at actual salaries as of 01/01/22.
Represented positions shown in blue.
Vacancies are shown at the 1st Step.
*All amounts rounded to the nearest dollar.
** Gross salaries are multiplied by 5.5% to calculate anticipated MOU increase.

RETIREE HEALTHCARE BENEFITS PROGRAM

BUDGET REQUEST INFORMATION

**AGENCY TEMPORARY STAFFING
HISTORY OF EXPENDITURES**

DIVISION	FYE 2020		FYE 2021		FYE 2022		FYE 2023
	Budget	Actual	Budget	Actual	Budget	Projection	Budget
Retiree Healthcare	\$60,300	\$231,964	\$308,000	\$290,409	\$511,700	\$418,800	\$149,800
GRAND TOTAL	\$60,300	\$231,964	\$308,000	\$290,409	\$511,700	\$418,800	\$149,800

*All amounts rounded to the nearest dollar.

RETIREE HEALTHCARE BENEFITS PROGRAM

BUDGET REQUEST INFORMATION

**OVERTIME
HISTORY OF EXPENDITURES**

DIVISION	FYE 2020		FYE 2021		FYE 2022		FYE 2023
	Budget	Actual	Budget	Actual	Budget	Projection	Budget
Retiree Healthcare	\$113,700	\$27,124	\$115,600	\$118,314	\$118,500	\$118,500	\$121,800
GRAND TOTAL	\$113,700	\$27,124	\$115,600	\$118,314	\$118,500	\$118,500	\$121,800

*All amounts rounded to the nearest dollar.

RETIREE HEALTHCARE BENEFITS PROGRAM

BUDGET REQUEST INFORMATION

**VACANT POSITIONS
SUMMARY**

Division	Budgeted Positions FY 2021-2022	Vacancy (as of 03/31/22)	%	Budgeted Positions FY 2022-2023	Vacancy	%
Retiree Healthcare	37	10	27%	37	10	27%
TOTAL	37	10	27%	37	10	27%

RETIREE HEALTHCARE BENEFITS PROGRAM

FISCAL YEAR 2022-2023

SERVICES & SUPPLIES ACCOUNT SUMMARY

ACCOUNT CLASSIFICATION	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2021-2022			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
TRANSPORTATION & TRAVEL	\$24,700	\$28,500	\$0	\$8,700	(\$19,800)	-69.5%	(\$3,800)	-13.3%
POSTAGE	300,000	300,000	12,059	300,000	0	0.0%	0	0.0%
OFFICE SUPPLIES & EQUIPMENT	4,500	6,000	975	3,000	(3,000)	-50.0%	(1,500)	-25.0%
OPERATIONAL COSTS	4,540,999	4,532,792	2,642,828	4,533,692	900	0.0%	8,207	0.2%
PROFESSIONAL AND SPECIALIZED SERVICES	1,229,400	1,209,800	475,556	1,208,300	(1,500)	-0.1%	19,600	1.6%
BANK SERVICES	21,500	21,500	10,694	21,500	0	0.0%	0	0.0%
EDUCATIONAL EXPENSES	19,300	19,300	7,730	19,300	0	0.0%	0	0.0%
MISCELLANEOUS	300	300	0	300	0	0.0%	0	0.0%
TOTAL	\$6,140,699	\$6,118,192	\$3,149,841	\$6,094,792	(\$23,400)	-0.4%	\$22,507	0.4%

*All amounts rounded to the nearest dollar.

FY 2022-2023

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Other Post-Employment Benefits (OPEB) Trust

Program Description

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Cost Summary

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OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST

Budget Highlights

Fiscal Year 2022-2023

Cost Allocation: The Need for Separate Accounting of the OPEB Trust

LACERA administers a Retiree Healthcare Program for members that is funded through the employer plan sponsors. Historically, these plan sponsors have paid the monthly premium costs for current eligible retirees on a pay as you go basis. In FY 2012-2013, the County of Los Angeles (County) and LACERA established a trust to begin to pre-fund the program and address the long-term liability. LACERA's Board of Investments is the trustee and investment manager for the trust. In FY 2016-2017, the Superior Court joined the program. Beginning in FY 2017-2018, the costs of administering the program were required to be reported separately on financial statements based on the size of the participating agencies.

The trust agreements between the County, Superior Court, and LACERA stipulate that "...the Trustee (LACERA) shall be entitled to payment or reimbursement of all its reasonable and appropriate expenses incurred in administering or investing the Trust..." In other words, LACERA will not expend its principal or operating allocation to administer the trusts. Instead, the trust agreements allow LACERA to seek payment directly from the County and Superior Court, or to obtain payment from the OPEB Trust.

To avoid OPEB Trust assets being commingled with the retirement fund assets, it is important for LACERA to maintain a separate accounting of the costs associated with administering the OPEB Trust.

A Method for Tracking OPEB Trust Expenses

Only the LACERA divisions that participate in the administration of the OPEB Trust are included in the calculation of costs. These divisions are: Administrative Services, Communications, Executive Office, FASD, Human Resources, Internal Audit, Investments, Legal Services, Systems, and Retiree Healthcare.

Each division utilizes staff and resources to administer the OPEB Trust. In estimating the costs to administer the trust, LACERA considers the amount of time expended by employees as a share of the total cost of salaries and benefits. In estimating the additional costs used to administer the trust, LACERA also considers the share of the total costs of services and supplies.

Cost Methodology

There are four categories of expenses applicable to our cost methodology as follows:

Direct Costs of Salaries and Employee Benefits

Division managers provided a list of staff members and the number of hours those staff members worked on OPEB activities. Those “hours spent” are converted into a percentage of annual hours. The salaries and benefits totals of each staff member are then multiplied by the percentage of annual hours devoted to OPEB.

Indirect Services and Supplies

These costs were estimated by taking the overall cost of services and supplies for LACERA and dividing it by the total number of employees. This provides LACERA with a “per employee cost,” which is then multiplied by the overall percentage of hours worked on OPEB.

Indirect Salaries and Employee Benefits

Systems, Human Resources, and Administrative Services divisions provide staffing support to all LACERA divisions. The Salary and Employee Benefits costs for these divisions are added up, then divided by the number of LACERA employees to determine a per employee cost. This total is then multiplied by the overall percentage of hours worked on OPEB.

Direct Services and Supplies

Direct Services and Supplies costs are based on actual payment requests that are applicable to OPEB.

Allocation of Costs

The total overhead cost is divided amongst County, LACERA, and the Superior Court. The shared cost is allocated in a hybrid method that considers fund size, effort, and resources to approximate a fair and equitable allocation. These allocations are scheduled to be reviewed every two years. The current allocation is:

- County: 75 percent
- LACERA: 5 percent
- Superior Court: 20 percent

Reconciliation of Actual Costs

At the close of each fiscal year, the actual costs are reconciled with the budget costs. Variances are either credited or debited to each allocated entity to ensure that each OPEB Trust is appropriately capturing the true operating costs.

OPEB TRUST COST ALLOCATION

FISCAL YEAR 2022-2023

	PROPOSED BUDGET 2022-2023	CURRENT YEAR 2 0 2 1 - 2 0 2 2			COMPARISON OF CURRENT YEAR BUDGET TO PROJECTION		COMPARISON OF PROPOSED BUDGET TO 2021-2022 BUDGET	
		YTD			OVER/(UNDER)			
		BUDGET	(01-31-22)	PROJECTION	BUDGET	% CHANGE	\$ CHANGE	% CHANGE
Salaries & Employees Benefits	\$481,543	\$495,700	\$371,775	\$465,958	(\$29,742)	-6.0%	(\$14,157)	-2.9%
Services & Supplies	190,304	187,449	140,587	176,203	(11,247)	-6.0%	2,855	1.5%
OPERATING BUDGET	\$671,847	\$683,150	512,362	642,161	(40,989)	-6.0%	(\$11,303)	-1.7%

2022 - 2023 PROPOSED BUDGET

