

# IN PERSON & VIRTUAL BOARD MEETING

\*The Committee meeting will be held following the Board of Retirement meeting scheduled prior.



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit the above link and complete the request form by selecting whether you will provide oral or written comment from the options located under Options next to the Committee meeting.

**Attention:** If you have any questions, you may email [PublicComment@lacera.com](mailto:PublicComment@lacera.com). If you would like to make a public comment during the committee meeting, review the [Public Comment instructions](#).

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION  
300 N. LAKE AVENUE, SUITE 650, PASADENA, CA

# AGENDA

## A REGULAR MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE AND BOARD OF RETIREMENT\*

### LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

9:00 A.M., WEDNESDAY, MARCH 1, 2023\*\*

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

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

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

*Teleconference Location for Trustees and the Public under California Government Code Section 54953(b)*

*Eden Roc Miami Beach Hotel: 4525 Collins Ave, Miami Beach, FL 33140*

### COMMITTEE TRUSTEES:

Alan Bernstein, Chair  
Herman B. Santos, Vice Chair  
Keith Knox, Trustee  
Antonio Sanchez, Trustee  
Jason Green, Alternate Trustee

- I. CALL TO ORDER
- II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449, California Government Code Section 54953(f)
  - A. Just Cause
  - B. Action on Emergency Circumstance Requests
  - C. Statement of Persons Present at AB 2449 Teleconference Locations

(Memo dated February 23, 2023)

### III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of February 1, 2023

### IV. PUBLIC COMMENT

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

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

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

### V. NON-CONSENT ITEMS

A. **Recommendation to Adopt Electronic Signature Policy**

Recommendation as submitted by Steven P. Rice, Chief Counsel:  
That the Committee recommend the Board of Retirement adopt the proposed Electronic Signature Policy. (Memo dated February 21, 2023)

### VI. REPORTS

A. **LACERA Operations Briefing**

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

B. **Case Management Solution Implementation Update**

Kathy Delino, Interim Chief, Information Technology  
Celso Templo, Interim Information Technology Manager  
Iveta Brecko, Data Systems Coordination  
(Presentation) (Memo dated February 15, 2023)

VI. REPORTS (Continued)

C. **Member Spotlight Project**

JJ Popowich, Assistant Executive Officer

(For Information Only) (Memo dated February 16, 2023)

VII. ITEMS FOR STAFF REVIEW

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

VIII. ITEMS FOR FUTURE AGENDAS

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

IX. GOOD OF THE ORDER

(For Information Purposes Only)

X. EXECUTIVE SESSION

A. **Potential Threats to Public Services or Facilities**

(Pursuant to Subdivision (a) of California Government Code Section 54957)

Consultation with: LACERA Chief Executive Officer Santos H. Kreimann, Deputy Chief Executive Officer Luis Lugo, Assistant Executive Officer JJ Popowich, Interim Administrative Services Division Manager Roberta Van Nortrick, Supervising Administrative Assistant II Elsy Gutierrez, and Other LACERA Staff.

B. **Potential Threats to Public Services or Facilities**

(Pursuant to Subdivision (a) of California Government Code Section 54957)

Consultation with: LACERA Chief Executive Officer Santos H. Kreimann, Deputy Chief Executive Officer Luis Lugo, Systems Division Interim Manager Kathy Delino, Interim Assistant Division Manager Summy Voong, Interim Chief Information Security Officer Carmelo Marquez, and Other LACERA Staff.

XI. ADJOURNMENT

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

**\*\*Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Board of Retirement meeting preceding it. Please be on call.**

**Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, Suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday *and will also be posted on [lacera.com](http://lacera.com) at the same time, [Board Meetings | LACERA](#).***

***Requests for reasonable modification or accommodation of the telephone public access and Public Comments procedures stated in this agenda from individuals with disabilities, consistent with the Americans with Disabilities Act of 1990, may call the Board Offices at (626) 564-6000, Ext. 4401/4402 from 8:30 a.m. to 5:00 p.m. Monday through Friday or email [PublicComment@lacera.com](mailto:PublicComment@lacera.com), but no later than 48 hours prior to the time the meeting is to commence.***

February 23, 2023

TO: Each Trustee,  
Board of Retirement  
Board of Investments

FROM: Steven P. Rice, *SPR*  
Chief Counsel

FOR: March 1, 2023 Board of Retirement & Committee Meetings  
March 8, 2023 Board of Investments & Committee Meetings

SUBJECT: Procedure for Teleconference Meeting Attendance under AB 2449

At their February 2023 meetings, the Board of Retirement and Board of Retirement adopted the attached AB 2449 Teleconference Policy setting forth the procedures and limitations applicable to requests by Trustees for teleconference attendance at Board and Committee meetings based on Just Cause or Emergency Circumstances. All requests will be considered in accordance with the Policy after review by the applicable Chair. A public statement will be made at each meeting as to those Trustees who are granted attendance for Just Cause; such requests do not require Board or Committee approval. All requests based on Emergency Circumstances will be presented to the Board or Committee for approval at the beginning of each meeting. Trustees who teleconference under AB 2449 will be required to make a public statement at the beginning of the meeting disclosing all individuals 18 years or older who are present in the room with them and the general nature of each such person's relationship with the Trustee. All Trustees who teleconference under AB 2449 are required to participate by both video and audio throughout the meeting.

Meetings under AB 2449 can only proceed if there is a physical quorum of the Board or Committee in the noticed location for the entire duration of the meeting.

Trustees requested a summary comparing the AB 2449, traditional, and COVID emergency rules. A summary is also attached.

#### Attachments

c: Santos H. Kreimann  
Jonathan Gabel  
Luis Lugo  
JJ Popowich  
Laura Guglielmo

## **SUMMARY AND COMPARISON OF TELECONFERENCE METHODS<sup>1</sup>**

	<b>Traditional Method Gov't Code §54953(b)</b>	<b>COVID/Other Declared Public Health Emergency Gov't Code §54953(e)</b>	<b>Just Cause and Emergency Circumstances Gov't Code §54953(f)</b>
<b>Grounds</b>	None	Declared public health emergency under state law	Just cause or emergency circumstances as defined in statute; brief explanation of reasons must be provided
<b>Location of Quorum</b>	Quorum in LA County, in person or by teleconference	No limits	Physical quorum must be present
<b>Agenda</b>	Teleconference locations must be stated on agenda; agenda must be posted at all teleconference locations	Agendized action required every 30 days to find that (1) emergency affects ability to meet safely in public, and (2) state or local officials continue to impose/recommend social distancing	Request can be made up to the start of the meeting; action required to approve emergency circumstance requests, but not just cause
<b>Limitation on Number of Times Trustees Can Teleconference</b>	None	None	No more than two per calendar year for LACERA Boards and Committees; other forms of teleconference do not count for limit
<b>Trustee Participation</b>	Audio or visual	Audio or visual	Audio and visual
<b>Public Comment; Public Participation</b>	Available at all teleconference locations, which must be open to the public and ADA compliant	Audiovisual or telephonic public comment or internet-based option	Audiovisual or telephonic public comment and livestream
<b>Additional Requirements</b>	None	None	Teleconference participants must identify those 18 years or over who are present and state relationship
<b>Expiration</b>	None	January 1, 2024	January 1, 2026

<sup>1</sup> As of February 23, 2023. Statutory citations are current and will change in 2024 and 2026. More than one method can be used at a meeting, provided requirements of each are met. Consult with the Executive Board Assistants or Legal Office for full explanation of current legal requirements and implementation details.



## **AB 2449 TELECONFERENCE POLICY**

**Authorizing Manager:** Chief Counsel

**Effective Date:** February 8, 2023

**Last Updated:** Not Applicable

**Mandatory Review:** Before January 1, 2026

**Policy Type:** Joint Board Policy

**Approval Level:** Board of Retirement and Board of Investments

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### **1. PURPOSE**

The purpose of this AB 2449 Teleconference Policy (Policy) is to establish a process (1) for Trustees to request Teleconference attendance at a publicly noticed Board and Committee meeting under the Act for Just Cause or Emergency Circumstances, and (2) to select Trustees who shall be permitted under the Act to attend a meeting by Teleconference, including when more than the maximum number of Trustees (which is one less than the number constituting a quorum allowed of the Board or any Committee) make a request for the same meeting.

### **2. SCOPE**

This Policy applies only to Teleconference attendance at publicly noticed Board and Committee meetings for Trustees who request it based on a showing of Just Cause or Emergency Circumstances under AB 2449 (which enacted California Government Code Section 54953(f) for meetings until January 1, 2024, and Section 54953(e) for meetings from January 1, 2024 until January 1, 2026). This Policy expires and has no effect for meetings on and after January 1, 2026, unless extended.

The Policy does not apply to (1) teleconference meetings when the Board or Committee makes the findings required under California Government Code Section 54953(e) (applicable for meetings until January 1, 2024 during a proclaimed state of emergency), (2) teleconference meetings agendized under Section 54953(b) (which requires that all teleconference locations be identified on the agenda, open to the public, and ADA-compliant), or (3) to meetings that are not publicly noticed under the Brown Act. The Board of Retirement and Board of Investments' separate Teleconference Meeting Policies previously adopted shall continue to apply to requests for teleconference meetings under Government Code Section 54953(b).

To the extent that state law or federal law provides for additional restrictions or conflicts with this Policy, the law shall prevail over this Policy.

### **3. LEGAL AUTHORITY**

This Policy is adopted pursuant to the plenary authority of the Board of Retirement and Boards of Investments over the administration of the system (Cal. Const., art. XVI, sec 17), the County Employees Retirement Law of 1937 (CERL), including California



Government Code Sections 31520, 31520.1, 31520.2, and 31595, and other governing law. The authority of both Boards includes the ability to establish policies to implement the Brown Act (California Government Code Section 54950 *et seq.*), including AB 2449.

#### **4. DEFINITIONS**

**4.1 Just Cause** means any of the following:

- (A) Childcare or caregiving needs of a child, parent, grandparent, grandchild, sibling, spouse, or domestic partner that requires a Trustee to participate remotely. “Child,” “parent,” “grandparent,” “grandchild,” and “sibling” have the same meaning as those terms do in Government Code Section 12945.2;
- (B) A contagious illness that prevents a Trustee from attending in person;
- (C) A need related to a physical or mental disability as defined in California Government Code Sections 12926 and 12926.1, to the extent not otherwise accommodated under this Policy; or
- (D) Travel while on official business of LACERA or another state or local agency.

**4.2 Emergency Circumstances** means a physical or family medical emergency that prevents a Trustee from attending a meeting in person.

**4.3 Teleconference** means both audio and on camera visual participation throughout a meeting.

#### **5. LEGAL REQUIREMENTS AND PROCESS FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449**

##### **5.1 Teleconference Meeting Requests**

Subject to the other requirements of this Policy, a Trustee shall be eligible to attend a meeting by Teleconference if one of the following circumstances apply:

- (A) A Trustee submits an email request to attend by Teleconference for Just Cause to the Executive Board Assistants, at [boardoffices@lacera.com](mailto:boardoffices@lacera.com), as soon as possible prior to a Board or Committee meeting, but no later than the start of a meeting. The request must include a general description that need not exceed 20 words relating to their Just Cause. No action by the Board or Committee is required to approve a request based on Just Cause; or
- (B) A Trustee submits an email request to attend by Teleconference due to Emergency Circumstances to the Executive Board Assistants, at [boardoffices@lacera.com](mailto:boardoffices@lacera.com), as soon as possible prior to a Board or Committee meeting, but no later than the start of a meeting. The request must include an email statement that need not exceed 20 words of the Emergency Circumstances. The Board or Committee must take action to approve the

request. If a request is not submitted in time for it to be placed on the noticed agenda, a Board or Committee may take action at the beginning of the meeting under Government Code Section 54954.2(b).

The required email statement of Just Cause or Emergency Circumstance shall not disclose any medical diagnosis or disability, or any medical or private information exempt under applicable law, including the Confidentiality of Medical Information Act (California Civil Code Section 56 *et seq.*). However, it shall provide sufficient non-confidential information to provide a general description of the basis for the Just Cause or Emergency Circumstances and allow the request to be evaluated for compliance with the definitions of Just Cause or Emergency Circumstances.

## **5.2 Process for Deciding and Allocating Teleconference Requests**

In conjunction with the Board or Committee Chair, the Executive Board Assistants shall advise Trustees as soon as possible upon completion of the process described in this Section 5.2 as to whether their Teleconference request is allowed or denied or, in the case of a request based on Emergency Circumstances, recommended for approval or denial to a Board or Committee.

When less than a quorum of a Board or Committee request to attend a meeting via Teleconference, all requests shall be allowed if they are based on Just Cause and comply with this Policy, and all requests shall be recommended for approval by the Board or Committee if they are based on Emergency Circumstances and comply with this Policy.

When a quorum or more of a Board or Committee request to attend a meeting via Teleconference, attendance for Trustees whose requests comply with this Policy shall be allowed in the case of Just Cause or recommended in the case of Emergency Circumstances on a first come, first served basis based on the time the requests were first received by the Executive Board Assistants, including the statement describing Just Cause or Emergency Circumstances. Requests based on the Americans with Disabilities Act of 1990 (42 U.S.C. § 12132) (ADA) shall be given priority, notwithstanding when submitted.

In all cases, the Executive Board Secretaries shall review Teleconference requests for compliance with this Policy. They shall then submit all requests to the Chair of the Board or Committee and include information regarding compliance of each request with this Policy and recommendations as to which requests are proposed to be granted or denied. The Chair of the Board or Committee shall oversee the allocation process, including the final decision as to which requests are granted or denied, or recommended to be granted or denied in the case of Emergency Circumstances which require Board or Committee

approval, and to ensure that requests based on the ADA are given proper accommodation and priority.

As a condition of Teleconference meeting attendance that is allowed, at the beginning of a Teleconference meeting and, for requests based on Emergency Circumstances, before a Teleconference request is approved or acted upon, the Trustee shall publicly disclose whether any other individuals 18 years of age or older are present in the room from which the Trustee remotely attends, and the general nature of the Trustee's relationship with any such individuals. This information must be updated by each Trustee attending by Teleconference as needed during the meeting if other such individuals join the Trustee's meeting room.

Board and Committee agendas will include, at the beginning of each agenda, an item where those participating for Just Cause will be identified, for action regarding those requesting to attend for Emergency Circumstances, and the required statement as to other persons present in the room with Teleconference participants may be made.

If a Teleconference request is granted, the Trustee must participate by audio and on camera visual technology throughout a meeting.

### **5.3 A Quorum Must be Physically Present for the Entire Meeting**

A quorum of Trustees of a Board or Committee must be physically present together for the entire Teleconference meeting at the same single location in the County of Los Angeles stated in the meeting agenda and open to the public in order for Teleconference attendance under this Policy to be allowed. A physical quorum can be established through the in-person attendance of alternate members of a Board or Committee. No action can be taken by a Board or Committee if there is not a physical quorum or if the quorum is lost during the meeting.

### **5.4 Public Participation**

At any meeting of a Board or Committee at which Teleconference attendance is permitted under the Policy, the meeting must provide in-person attendance at the noticed location and one of the following means for the public to remotely hear and visually observe the meeting, and remotely address the meeting:

- (A) A two-way audiovisual platform; or
- (B) A two-way telephonic service and a live webcasting of the meeting.

The meeting agenda shall state the in-person and remote methods for the public to observe and participate in the meeting and provide instructions. Public comments must be allowed in real time up until the end of the Public Comment

section on the meeting agenda in the case of oral comment or until the end of the meeting in the case of written comment. If there is a technological disruption in the method for the public to remotely observe and participate, no further action may be taken by the Board or Committee until remote access is fully restored.

### **5.5 Limitation on Trustee Teleconference Attendance**

No more than two requests based on Just Cause may be granted per calendar year, whether the meetings are regular or special.

As to requests based on either Just Cause or Emergency Circumstances, the following limitations apply and will be monitored by the Executive Board Assistants:

- (A) Subject to (B) and (C), no more than three consecutive meetings, whether regular or special, of a Board or Committee within a calendar year, of which no more than two may be regular or special meetings for Just Cause;
- (B) Subject to (C), no more than 20% of the regular meetings of a Board or Committee within a calendar year, of which no more than two may be regular or special meetings for Just Cause; and
- (C) If a body meets regularly less than 10 times per calendar year, no more than two meetings, regular and special, per calendar year.

## **6. REFERENCES**

Ralph M. Brown Act ([California Government Code Section 54950 et seq.](#))  
[AB 2449 California Government Code Section 54953\(f\) for meetings until January 1, 2024 and Section 54953\(e\) for meetings from January 1, 2024 until January 1, 2026\).](#)

[Americans With Disabilities Act of 1990 \(42 U.S.C. § 12132\).](#)

[Confidentiality of Medical Information Act](#) (California Civil Code Section 56 *et seq.*)  
and other applicable privacy and medical confidentiality laws.

[Board of Retirement Teleconference Meeting Policy.](#)

[Board of Investments Teleconference Meeting Policy.](#)

## **7. VERSION HISTORY**

First approved by the Board of Retirement on February 1 , 2023, and by the Board of Investments on February 8, 2023.

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**8. EFFECTIVE DATE AND REVIEW**

This Policy is effective on the day adopted by the Board of Retirement and Board of Investments. This Policy shall expire on January 1, 2026 and shall be reviewed by the Boards by that date in order to address legislative changes.

MINUTES OF THE REGULAR MEETING OF THE OPERATIONS OVERSIGHT  
COMMITTEE AND BOARD OF RETIREMENT\*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

11:15 A.M. – 11:28 A.M., WEDNESDAY, FEBRUARY 1, 2023

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

COMMITTEE TRUSTEES

PRESENT: Alan Bernstein, Chair (Teleconference)  
Herman B. Santos, Vice Chair (In-Person)  
Jason E. Green, Alternate Trustee (Teleconference)

ABSENT: Keith Knox, Trustee  
Antonio Sanchez, Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Elizabeth Ginsberg, Alternate Ex-Officio (In-Person)  
Vivian H. Gray, Trustee (Teleconference)  
Elizabeth Greenwood, Trustee (Teleconference)  
Shawn R. Kehoe, Trustee (Teleconference)  
Ronald Okum, Trustee (Teleconference)  
Les Robbins, Trustee (Teleconference)

STAFF, ADVISORS AND PARTICIPANTS (Continued)

Santos H. Kreimann, Chief Executive Officer

Luis Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Steven P. Rice, Chief Counsel

I. CALL TO ORDER

This meeting was called to order by Chair Bernstein at 11:15 a.m. In the absence of Trustees Knox and Sanchez, the Chair announced that Trustee Green, as the alternate, would be a voting member of the Committee.

II. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of January 4, 2023

Trustee Santos made a motion, Trustee Bernstein seconded, to approve the minutes of the regular meeting of January 4, 2023. The motion passed by the following roll call vote:

Yes: Santos, Green, Bernstein

No: None

Absent: Knox, Sanchez

III. PUBLIC COMMENT

There were no requests from the public to speak.

IV. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

(For Information Only)



#### IV. REPORTS (Continued)

The Executive team presented the monthly briefing and was available to answer questions from the Committee. This item was received and filed.

#### V. ITEMS FOR STAFF REVIEW

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

There was nothing to report.

#### VI. ITEMS FOR FUTURE AGENDAS

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

At the February 1, 2023 Board of Retirement meeting, Trustee Green requested an item regarding member communications via electronic vs. print materials be placed on the Operations Oversight Committee agenda.

#### VII. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

#### VIII. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 11:28 a.m.

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

February 21, 2023

TO: Each Trustee,  
Operations Oversight Committee  
Alan Bernstein, Chair  
Herman B. Santos, Vice Chair  
Antonio Sanchez  
Keith Knox  
Jason E. Green, Alternate

FROM: Steven P. Rice *SPR*  
Chief Counsel

FOR: March 1, 2023 Operations Oversight Committee Meeting

SUBJECT: Recommendation to Adopt Electronic Signature Policy

## **Recommendation**

That the Operations Oversight Committee recommend to the Board of Retirement that it adopt the proposed Electronic Signature Policy.

## **Legal Authority**

The Board of Retirement has plenary authority and fiduciary responsibility over matters of fund administration and management, including the manner in which Board and Committee meetings are conducted, under Article XVI, Section 17 of the California Constitution and Government Code Sections 31520, 31520.1, and 31595 of the County Employees Retirement Act of 1937. Under this authority and the additional authority discussed later in this memo, the Board has the power to adopt the Electronic Signature Policy.

Section I of the Board of Retirement's Standing Committee Charters provides that the Operations Oversight Committee (OOC) "advises the BOR in: the development, implementation, and review of LACERA's retirement and administrative operating policies and procedures ...." Accordingly, the OOC may consider and determine whether to recommend the proposed Electronic Signature Policy, a copy of which is attached to this memorandum.

## **Discussion**

As part of LACERA's effort to improve the member experience by offering service options, staff is exploring technology options for the submission of documents electronically. A necessary step to achieve this goal is development and implementation of technology, process, and procedures for LACERA's use of electronic signatures by members and

beneficiaries.

California Government Code Section 31527(i) in the County Employees Retirement Law of 1937 (CERL) provides that the Board of Retirement's Regulations may provide for the use of electronic signatures:

In its regulations, the board may include the following provisions:

...

(i) Notwithstanding any other law, for the use and acceptance of a document requiring a signature that is submitted by a member using an electronic signature, if the document and electronic signature are submitted using technology the board deems sufficient to ensure its integrity, security, and authenticity. A document submitted pursuant to the regulation shall be given the same force as a signed, valid original document.

LACERA's Board of Retirement exercised this optional authority by including in its Regulations a provision authorizing electronic signatures. Section X of the Regulations provides:

The Board of Retirement may use and accept a document requiring a signature that is submitted by a member using an electronic signature, if the document and electronic signature are submitted using technology the Board deems sufficient, as set forth in regulations adopted by the Board, to ensure its integrity, security, and authenticity. A document submitted pursuant to the Board-adopted regulations shall be given the same force as a signed, valid original document.

In order to permit LACERA's staff to develop and implement electronic signature technology, processes, and procedures, staff requests the OOC to recommend to the Board of Retirement that it adopt the attached proposed Electronic Signature Policy, which will, when adopted, constitute the Board-adopted "regulations" required by Regulation X.

The proposed Policy authorizes staff to develop electronic signature processes that are compliant with "(a) the Uniform Electronic Transactions Act (California Civil Code Section 1633.1 et seq.), (b) California Government Code Section 16.5, and the California Secretary of State's Regulations thereunder, or (c) any other approach that, after review by LACERA's Information Security Division, is accepted by that Division and LACERA's Chief Executive Officer, or designee, as including safeguards that ensure the integrity, security, and authenticity of a signature." Proposed Policy, Section 4.2.

The Uniform Electronic Transactions Act and Government Code Section 16.5 provide for processes and standards for electronic signatures. In addition, to increase flexibility that may be needed given the different technologies available to members and beneficiaries and the different circumstances that may exist when different documents are executed, staff requests in the proposed Policy the ability to adopt other processes that are approved by LACERA's Information Security Division and the Chief Executive Officer, or designee, as including adequate safeguards that ensure the integrity, security, and authenticity of a signature. Proposed Policy, Section 4.2.

To provide for Operations Oversight Committee oversight, the proposed Electronic Signature Policy provides that staff report annually to the OOC with respect to the procedures being utilized and the status of staff's implementation of the Policy and the use of electronic signatures. Proposed Policy, Section 4.3.

The proposed Electronic Signature Policy further provides that documents electronically executed in accordance with the Policy may be accepted by LACERA "as valid and having the same force and effect as a signed, valid document, except as may be required by other applicable law or business need." Proposed Policy, Section 4.1. The exception at the end of this provision is necessary because there may be certain documents that are required by law or business need to be executed with an original signature.

### **Conclusion**

Based on the above discussion, staff recommends that the Operations Oversight Committee recommend to the Board of Retirement that it adopt the proposed Electronic Signature Policy.

### **Attachment**

c: Santos H. Kreimann  
Luis A. Lugo  
JJ Popowich  
Laura Guglielmo  
Kathy Delino  
Matt Behrens  
Louis Gittens  
Kelly Puga  
Vanessa Gonzalez  
David Bayha  
Shonita Peterson  
Alex Ochoa



## **ELECTRONIC SIGNATURE POLICY**

**Authorizing Manager:** Assistant Executive Officer

**Effective Date:** \_\_\_\_\_, 2023

**Last Updated:** N/A

**Mandatory Review:** Every Three Years

**Policy Type:** Board of Retirement

**Approval Level:** Board of Retirement

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### **1. PURPOSE**

The purpose of this Electronic Signature Policy ("Policy") is to obtain Board of Retirement ("Board") authorization for Electronic Signatures to be accepted as legally binding in all member and beneficiary Transactions and Communications with LACERA, except as may be required by other applicable law or business need.

### **2. LEGAL AUTHORITY**

This Policy is adopted pursuant to California Government Code Section 31527(i) of the County Employees Retirement Law of 1937 ("CERL") and Article X, Electronic Signatures of the Board of Retirement Regulations, under which the Board may authorize the acceptance of electronic member signatures submitted using technology the Board deems sufficient to ensure their integrity, security, and authenticity and give documents electronically signed using such technology the same force as a signed, valid original document.

### **3. SCOPE**

This Policy applies to all member and beneficiary Transactions and Communications with LACERA, except as may be required by other applicable law or business need.

### **4. DEFINITIONS**

**4.1 Transactions and Communications** means all documents executed by a LACERA member or beneficiary in connection with all rights of LACERA membership, including but not limited to Sworn Statements, Benefit Elections, Purchase Contracts, Service Retirement Applications, Disability Retirement Applications, Retiree Healthcare Applications, and all other applications, elections, contracts, applications, and communications.

**4.2 Electronic Signature** means a signature that complies with the requirements of (a) the Uniform Electronic Transactions Act (California Civil Code Section 1633.1 *et seq.*), (b) California Government Code Section 16.5, and the California Secretary of State's Regulations thereunder, or (c) any other approach that, after review by LACERA's Information Security Division, is accepted by that Division and LACERA's Chief Executive Officer, or designee, as including safeguards that ensure the integrity, security, and authenticity of a signature. The Board finds that these processes will operate to ensure compliance with the legal authority applicable to LACERA under

CERL and the Board of Retirement's Regulations as described in Section 2 above.

## **5. POLICY STATEMENT**

**5.1 Acceptance; Force and Effect.** LACERA may accept Transactions and Communications executed by members and beneficiaries with an Electronic Signature as valid and having the same force and effect as a signed, valid document, except as may be required by other applicable law or business need.

**5.2 Rejection.** LACERA may reject any Electronic Signature that bears any indication of fraud, malfeasance, or other circumstances that create concerns as to its integrity, security, and authenticity, including but not limited to failure to comply with LACERA's accepted form and content of Electronic Signatures as described in Section 4.2 above, illegibility, lack of consistency with prior known signatures or Electronic Signatures, and errors or inconsistencies in other data included in the Electronic Signature.

**5.3 Procedures.** LACERA staff will develop procedures for the implementation of this Policy, including standards required of Electronic Signatures to ensure their integrity, security, and authenticity, criteria for rejection of Electronic Signatures, and other requirements and process. Staff will report to the Operations Oversight Committee annually as to the procedures and the status of LACERA implementation of this Policy and the use of Electronic Signatures.

## **6. REFERENCES**

[California Government Code Section 16.5](#)

[California Secretary of State Regulations under Government Code Section 16.5](#)

[California Government Code Section 31527\(i\)](#)

[Uniform Electronic Transactions Act \(California Civil Code Section 1633.1 et seq.\)](#)

[LACERA Board of Retirement Regulations, Regulation X](#)

## **7. VERSION HISTORY**

First adopted by the Board of Retirement on \_\_\_\_\_, 2023, with an immediate effective date.

## **8. EFFECTIVE DATE AND REVIEW**

This Policy is effective on the day adopted by the Board of Retirement. This Policy shall be reviewed by the Board every three years.

FOR INFORMATION ONLY



## Operations Briefing Report

March 1, 2023







The Operations Briefing Report is divided into four distinct sections, beginning with a general highlight section where we share narratives of projects or operational issues that we feel need highlighted attention. For example, over the last few months we have provided updates on our annual “March Madness” season.

The remaining sections are designed to provide an “at-a-glance” update on projects and initiatives the organization is working on. Each section is divided into the categories listed below to make it easier for you to quickly see what has changed, what has not, and what is completed. We have assigned a color scheme to each section so that as you scroll through the report you will be able to easily identify which of the sections listed below you are in. We have alphabetized each section by project title to make it easier for Trustees to home in on a specific project of interest:

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

Each “at-a-glance” section provides a summary of information so Trustees can quickly understand the project and its status. This includes the following fields:

Project/Issue Title – Brief Description:

- **Type:** Each project has been assigned a type (Strategic Plan, CEO (for CEO’s 100 Day Report), MOG (Member Operations Group projects), and BSG (for Business Services Group projects).
- **Start and Target Date:** When the project started and its expected target date for completion.
- **Project Lead(s):** We have added a new information point to describe the project lead for that specific project.
- **Color coded status section** to indicate quickly where we are on the project.
- **A brief annotated notes section** to provide more detail on the status of the project.



### Status Indicator Note

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

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

### • New and Updated Information

This portion of the Operations Briefing details projects and initiatives that are new or have updated statuses.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	July 2022	August 2023
	Project Lead(s): Ted Granger			
	On Schedule			
<b>Actuarial Valuation Reports: 2022 Other Post-employment Benefits (OPEB) Actuarial Valuation</b> The retiree healthcare (RHC) program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting.	<u>2022 OPEB – Annual Actuarial Valuation Report</u> The July 1, 2022, OPEB Valuation Report is in progress. LACERA is monitoring the project timeline while Milliman is completing the valuation and reporting process. Milliman sent over, and LACERA staff completed, the annual information request. Systems prepared and transmitted the year-end member census data to Milliman. Milliman requested, and staff provided, some additional information regarding employer OPEB funding policies, financial data, and investment return information. Staff and Milliman are working together with the South Coast Air Quality Management District (SCAQMD) to review their retiree population data set.			



GASB Statement Number 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually for Los Angeles County and LAC-ERA's Board of Retirement to make funding decisions and to provide the information for the GASB 75 report which is used for employer financial statement reporting.

RHC staff will present the annual healthcare insurance premium renewals to the Board of Retirement in March 2023. Milliman will use this updated insurance plan cost information as part of the valuation calculations. Milliman will present the final OPEB Valuation Report to the Board of Retirement in August 2023.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	December 2022	March 2023
	Project Lead(s): Ted Granger			
	On-Schedule			
<b>Actuarial Valuation Reports: 2022 Actuarial Valuation of Retirement Benefits</b> The Government Code requires that valuations of the Retirement Fund (Pension Plan) be performed at least once every three years. The Board of Investments' 2013 Retirement Benefit Funding Policy requires valuations be completed annually. These reports are prepared to determine employer and employee contribution rates and to measure the funded status of the Pension Plan. In addition, the	2022 Pension – Annual Actuarial Valuation Report Retirement benefits (Pension) actuarial projects for the June 30, 2022 reporting cycle are in progress and nearly complete.  For the 2022 fiscal year ended, Milliman completed an investigation of experience, which is required by CERL to be conducted every three years to review the retirement benefit economic and demographic assumptions and recommend changes. Changes in the assumptions will impact the actuarial valuation results and employer and employee contribution rates. The Board of Investments approved the 2022 Triennial Investigation of Experience (Experience Study) report at their December 2022 meeting.  In December 2022, Milliman began preparing the 2022 Actuarial Valuation Report which will include both the re-confirmed and the new actuarial assumptions and			



valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB) Statement Number 68, financial statement reports. Plan Sponsors use the GASB reports to obtain information required for their financial statement disclosures.	<p>methods approved by the BOI. The Actuarial Valuation Report includes funding metrics such as LACERA funded status and recommend new employer and employee contribution rates. LACERA is developing a plan to communicate these new contribution rates to the employers and employees prior to their implementation date which is July 1, 2023.</p> <p>In addition, Cavanaugh Macdonald Consulting (CMC), LACERA's reviewing (audit) actuary, conducted an actuarial review of the annual valuation report results prepared by Milliman, per the Board's Policy. CMC reviewed the valuation process performed by Milliman and completed a parallel valuation for a sample member population, to determine if CMC's results were similar to Milliman's.</p> <p>Milliman and CMC will present their 2022 draft reports (Actuarial Valuation Report and Actuarial Valuation Review) at the March 2023 Board of Investments meeting.</p>
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	08/01/2020	TBD
	Project Lead(s): Shonita Peterson			
	On Schedule			
<b>Alameda Decision Implementation:</b> In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff's Association v. Alameda County Employees Retirement Association ("Alameda"), challenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable,	Since the project started, staff have updated the salaries for 4,176 members to exclude Standby Pay and computed the contributions on earnings that occurred on or after January 1, 2013. Of those, 3,013 were actively employed, but only 2,284 had overpaid contributions. Since Active members cannot receive a refund while in service, LACERA suspended future contributions beginning with the March 30, 2022, salary (paid on April 15, 2022) through the point each member's balance had been depleted. Staff mailed 1,000 letters to the active members on February 11, 2022, and the remaining 1,084 letters on February 25, 2022. A split mailing was used to prevent overwhelming the Member Services Call Center.			



specifically, excluding pay items previously included such as unused vacation, termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature's actions. In 2021, the Legal Office notified the Board of Retirement that it had completed an initial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.

Subsequently, staff identified 149 deferred and inactive members, most of whom were entitled to a refund. Staff issued 132 checks to those members entitled to a refund. The balance of seventeen were not owed a refund.

The Systems Division developed programming to remove the Standby pay code earnings for all retirees who retired on or after January 1, 2013, and recalculated their FAC earnings once the pay codes were removed. Per the BOR approval, these members were subject to having their benefits adjusted prospectively from August 30, 2020, following the court's decision.

Beginning May 24, 2022, LACERA notified 710 members via email that their monthly benefit allowance will be reduced effective July 31, 2022. Of these, 405 members were notified that due to the retroactive deduction of benefits to the August 2020 monthly allowance, they have been overpaid and will be required to repay the overpaid benefits. Members will be given the option to repay by lump sum, or via deductions from their benefits over a period of time (including financing interest). The remaining 305 retirees were mailed a refund check for the overpaid retirement contributions that exceeded the overpaid retirement benefit. An additional fifty-six members with Standby Pay neither have a refund nor a benefit change due to the timing of their standby pay, while a Plan E member, or having a 30-year cancellation.

The team working on this project has identified five groups of members who will be impacted by this project. The chart below reflects the progress of the project.

Alameda Project Status	Current Report	
	1/31/2023	
Row Labels (Type, Status, Detail, Outstanding)	Count	%
<b>Pending Notification</b>	858	17.72%



	(Staff Reviewing and Processing)		
	Active	55	01.1%
	Retired	135	2.8%
	Deferred/Inactive	0	0.0%
	Deceased	43	0.8%
	Other – *Active/Exceptions	625	0.0%
	Withdrawn	0	0.0%
	<b>Completed</b>	<b>3,983</b>	<b>82.28%</b>
	Active	2,965	61.3%
	Retired	757	15.6%
	Deferred/Inactive	149	3.1%
	Deceased	0	0.0%
	Withdrawn	56	1.2%
	Not affected	56	1.2%
	<b>Grand Total</b>	<b>4,841</b>	<b>100%</b>
	<p><b>*Alameda Project – Active Members:</b> In addition to the 178 Retired / Deceased / Survivor / Legal Split Payee cases, there are a total of 625 Active Exception cases that require manual review and processing by the specialist. The Workspace Support Team had informed the Benefits Team of this population. However, because we were concentrating on the retired population, we overlooked and did not report the <b>Active Exception</b> population. Our priority is still focused on the Retired / Deceased / Survivor / Legal Split Payee cases first.</p>		



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Executive (MOG)	06/01/2022	05/30/2023
	Project Lead(s): JJ Popowich, Cookie Jaranilla (PM)			
	Delayed			
<b>Call Center Improvements: Phase VII – Voice Authentication – AI Assisted Validation</b> Using AWS voice chat and voice authentication services to validate a member/survivor prior to speaking to a Specialist.	<p>Our contact center service provider, AWS, offers two services which we have identified as possible member experience enhancements that will help further reduce call center wait times by reducing call duration. Members calling LACERA must pass a Basic Validation to allow us to access a member's account, and then a Secure Validation before we can discuss their account in detail or make changes.</p> <p>AWS has an AI voice chat function which we believe can be used to interact with the member before talking to a Specialist and complete both validation steps. If successful we can reduce call duration by 1-2 minutes per call. Additionally, if fully integrated we would be able to personalize the call.</p> <p>Additionally, AWS offers a voice authentication service which can be used to validate callers by voice. Members who have opted into this service would be recognized and validated by AWS and able to bypass the validation process. This would be offered to members as an option upon completing a Secure Validation process.</p> <p>The Statement of Work (SOW) with AWS has been signed and an initial kickoff meeting was held on Monday, November 29, 2022. The team is now discussing resource allocation and timing of the work plan. The team is balancing current work assignments, planned leaves, and potential impacts on March Madness.</p> <p>The team has opted to push development meetings to the beginning of March 2023 in light of priority system implementations scheduled for the end of December 2022 through January 2023 and impacting Member Services operations through the March Madness peak.</p>			





Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG/BSG)	08/24/2022	05/24/2023
	Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)			
	On Schedule			
<b>Case Management Project (SOL): Phase I:</b> Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.  Processes included in Phase I are: Disability Retirement Services Disability Litigation Office Benefits – First Payment	<p>In May of 2022, the BOR approved LACERA's recommended vendor, Eccentex, to partner with LACERA to develop our Case Management System. Eccentex was selected after an extensive review of thirteen vendor proposals received from our RFP.</p> <p>Sol Implementation for Disability Retirement has been progressing. User Acceptance Testing (UAT) and Training are ongoing. The project team plans to complete the UAT process by mid-March. Consequently, issues have been discovered during the Sol UAT process that have led to a prolonged implementation phase. As a result, our Go-live date has been extended from mid-February to the 3<sup>rd</sup> week of March 2023.</p> <p>Disability Litigation functional requirements gathering, and documentation sessions have been completed. The DLO's Subject Matter Experts and Case Management project team have been collaborating with Eccentex's implementation team in developing these functions in Sol. The estimated Go-live date is in the last week of March 2023.</p> <p>First payment requirements sessions have been progressing. The LACERA Case Management Project team, Benefit's Subject Matter Experts, and Eccentex's Implementation team have been reviewing Benefit's First Payment Process Flow. The projected Go-live date for the First Payment process is still scheduled for the 3<sup>rd</sup> week of May 2023.</p>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	10/06/2022	06/30/2023
	Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)			
	On Schedule			
<b>Enterprise Budget Application:</b> LACERA is implementing its first automated enterprise budget application which will be used for budget development and budget control and will integrate with LACERA's financial system, Great Plains. This system replaces a manual budget development process that relies on Microsoft Excel and Word. It will also ensure that managers have real-time budget to actual reporting capabilities for data informed decision making.	<p>After an extensive RFP and selection process, the Board of Retirement approved the selection of Questica on October 6, 2022. Staff worked with Questica and have finalized the contract and statement of work. Staff met with the vendor representative on November 17, 2022 for the project kick-off meeting and began the discovery sessions to implement the software solution.</p> <p>As of January 2023, discovery sessions are ongoing and are currently focused on understanding and adapting the budget process, existing chart of accounts and reporting structure to Questica's framework.</p> <p>The Budget Modernization Team has been working with Questica to finalize the project timeline to ensure that the stakeholders and sponsors will have the breakdown of tasks, milestones, and completion dates needed for resource allocation in accomplishing this initiative.</p>			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Administrative Services	03/01/2022	06/30/2023
	Project Lead(s): Celso Templo & Michael Dozier (PM)			
	Delayed			
<b>Enterprise Contract Lifecycle Management (ECLM) Solution:</b> Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022,	<p>On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the</p>			



authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.

recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system.

The formal Vendor Project Kick-Off with Cobblestone was accomplished on January 18, 2023. Currently, the ECLM Project Team has been attending a series of Discovery sessions composed of ECLM Administration Training and Cobblestone's Contract Insight "See One, Do One, Teach One" training sessions to develop and configure the ECLM software based on LACERA's Contract Management Business Processes. Also, LACERA System's engineering team has configured the ECLM Solution's Single Sign On feature in collaboration with the Cobblestone's engineers. Both engineering teams have been discussing the framework and architecture of integrating and data migrating of ECLM's key field into LACERA's Great Plains, AP Certify, and Questica's Budget Modernization Solution. The ECLM administration and configuration training sessions have been occurring and are estimated to conclude in the last week of February.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Legal	Legal	08/16/2022	03/01/23
	Project Lead(s): Jessica Rivas			
	On Schedule			
<b>Form 700 Project (Granicus):</b> Implementing the Granicus Form 700 electronic filing system. This will allow us to improve our efficiency and tracking of the annual mandated form 700 filing process.	We have completed the contracting process and have started being onboarded to Granicus' Form 700 software. LACERA's request for approval must also be processed by the FPPC. Filers (LACERA staff) who have previously filed with LACERA will be able to use the new Granicus system for this year's Form 700 filing period (March 1-April 1, 2023) if the FPPC grants approval in time. Filers (Trustees, CEO, CIO) who have previously filed with the County will continue to file with the County for this filing period.			

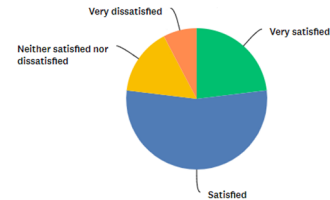


Project / Issue Title Brief Description	Type	Project Spon- sor	Start Date	Target Date
	Strategic	Disability Retirement Services (MOG)	05/04/2021	02/23/2023
	Project Lead(s): Tamara Caldwell & Kathy Delino			
	On Schedule			
<b>On-Line Disability Retirement Application:</b> To facilitate member self-service, improve the member experience, and streamline the intake of disability retirement applications, the Systems Division has been working jointly with the Disability Retirement Division to develop an on-line disability retirement application on My LACERA.	The online application was deployed to LACERA membership on September 8, 2022 (soft-launch). After submitting their application, members are provided with a link to a member experience survey. Staff continues to monitor survey responses and application activity and obtain information directly from members concerning functionality and member experience in an effort to improve and enhance the tool prior to the official launch, scheduled for later this year.			
Application Activity – As of 02/13/23				
			Applications In Process*	43
			Applications completed and submitted	14
			Application Cancelled – No Activity or by request	55
			<b>Total since deployment</b>	112
			<b>Total surveys completed</b>	13



Overall, were you satisfied with the overall performance and functionality of the application?

Answered: 13 Skipped: 0



ANSWER CHOICES	RESPONSES
Very satisfied	23.08% 3
Satisfied	53.85% 7
Neither satisfied nor dissatisfied	15.38% 2
Dissatisfied	0.00% 0
Very dissatisfied	7.69% 1
TOTAL	13

\*Application was started but required elements still pending

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	01/01/2013	06/30/2023
	Project Lead(s): JJ Popowich & Lynn Francisco			
	On Schedule			
<b>PEPRA Implementation: FAC Issue:</b> The Final Average Compensation for PEPRA members is exclusive of most pay items except base pay. The County uses pay code 099 as their base pay code. This pay code has embedded pay items within the code that are not pensionable compensation under PEPRA. In order to accurately calculate a member's benefit, these	The team focusing on this project has been working with the County Auditor-Controller to find a way to automatically filter out the non-pensionable compensation items. The team believes it has made progress on filtering out most of the non-pensionable compensation items.  In mid-January, the two teams met, along with LACERA CEO Santos Kreimann, and LA County Auditor-Controller Arlene Barrera, to discuss the urgent necessity of completing the project. Based on availability of AC resources, the two teams will begin working on the final stages of this project in February and have committed to working towards a July 2023 completion date. The team has been meeting bi-weekly to ensure we remain focused on completing this project on-time.			



non-pensionable compensation items need to be filtered out.	<p>The team also revisited the deliverables and identified three to four files that, when combined, should allow LACERA to accurately calculate a PEPRAs member's FAC.</p> <p>A secondary effort to use Robotic Processing Automation to help automate the manual process of accessing member payroll records and entering the required information into the manual Excel sheets used to calculate the FAC is on-going. The AC and LACERA had held several discovery meetings to help AC programmers understand the manual process. LACERA has shared all documentation and several test cases with the AC. The team continues to discuss efforts on a weekly basis and believes they can develop an interim process that will help reduce the workload until the more permanent solution can be completed.</p>
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG/BSG)	06/15/2022	08/31/2023
	Project Lead(s): JJ Popowich & Shonita Peterson (PM)			
	On Schedule			
<b>Prepaid Bank Card Project:</b> Introduction of a prepaid bank card option for monthly benefit payments	<p>In June 2022, the OOC approved the release of a Request for Proposal (RFP) for a Prepaid Debit Card Service. LACERA seeks an easily accessible alternative to paper checks for monthly participant retirement and survivor benefit payments. The goals are three-fold: to provide a lower cost alternative to issuing checks for those participants without a banking relationship who are likely to pay fees to access their benefit payment, to reduce the number of monthly benefit payment checks issued by LACERA, and to create a more reliable payment process in the event of a disaster that impacts the ability to mail monthly paper checks. A secondary goal is to reduce or eliminate paper checks that are mailed to one-time payees by offering prepaid bank cards and direct deposit for death benefits and withdrawals.</p>			



	On September 30, 2022, LACERA received two proposals for Prepaid Debit Card Services. A cross functional evaluation team reviewed the proposals, and the vendors presented their services to the team. The selection team has identified a final vendor and expects to bring a recommendation to the Board of Retirement for consideration at the April 2023 board meeting.
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Legal	Legal	07/08/2022	02/24/2023
	Project Lead(s): Jessica Rivas			
	On Schedule			
<b>Privacy Policy Review, Update, and Training</b> Update of the agency's Privacy policy and training slides, which have not been updated since 2011 and 2017, respectively. This will provide clearer guidance to staff on how to protect confidential information.	Revised versions of the policy and training slides have been drafted, gone through numerous revisions, and were reviewed for a final time by the Policy Committee on January 26, 2023. The final, approved policy is completed and posted on LACERA Connect. Legal is coordinating with HR and Systems to complete a video training module that is planned to be available to all staff before the end of February 2023, to be followed by live training as needed.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	RHC	Exec	March 2021	TBD
	Project Lead(s): Santos H. Kreimann & Luis A. Lugo			
	Delayed			
<b>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</b>	As of December 2022, the County CEO's office has convened a workgroup to discuss a potential solution to address the LMB and other County-related benefits. The County CEO's office has invited LACERA staff to participate in a workgroup. The workgroup met in January and February, and is expected to meet every few weeks. LACERA staff met with LACERA's consulting actuary Milliman and LACERA's Healthcare consultant Segal who are expected to provide analysis and feedback when requested.			





Once details of a solution are shared, LACERA will provide the Board of Retirement (BOR) with a report back.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	07/01/2022	06/30/202312/31/2022
	Project Lead(s): Kevin Hawkins			
	On Schedule			
<b>Tax Table Changes for 2022: Phase II: Online Tax Calculator &amp; ADR Redesign</b> The IRS published updated tax tables for 2022 which became effective January 1, 2022. The IRS finalized a revised Federal Withholding Certificate for Pension & Annuity Recipients (commonly referred to as a W-4P tax withholding form). These follow up projects are designed to improve the overall Member Experience	<p>Earlier this year, the Project Management Group worked with tax counsel to understand the intricacies of the changes to the W-4P tax withholding form for 2022.</p> <p>The team completed the rollout of the new Federal Withholding Certificate for Pension &amp; Annuity Recipients (commonly referred as a W-4P withholding form) on time. This included updating Workspace so staff can enter member tax elections in compliance with the new form design, as well as My LACERA so members can complete tax election changes themselves.</p> <p>The team also identified additional tasks that need to be completed in Phase II of the rollout. These tasks include:</p> <ul style="list-style-type: none"><li>• Developing and releasing a tax calculator on the Member Portal. This tax calculator is a planning tool separate from the election function that was previously released. The tax calculator is also scheduled to be integrated into the retirement estimate process so members can see what their net pay would be after taxes. The Member Portal tax calculator is in the early development stage.</li><li>• An Automatic Deposit Receipt ADR redesign. Staff are working with the vendor to determine if all the information for the proposed ADR redesign will fit into the same amount of space allotted for the current ADR information.</li></ul>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Exec (BSG)	October 2021	June 2023
	Project Lead(s): Laura Guglielmo, Ted Granger & Cookie Jaranilla			
	Pushed Back			
<b>Travel/Expense/P2P Software:</b> LACERA has procured “Certify” software created by Emburse, an accounts payable automation and expense management provider.	<u>Accounts Payable Module</u>			
	<p>The AP Certify Project team has been performing Quality Assurance Testing of several of the AP Certify functionalities and modules. The team has gone over the administration and configuration the AP Certify application that includes adding a new user, configuring the hierarchy of invoice approval depending on the approver’s roles and responsibilities, approving in sequence with the different stakeholders, and tracking of the life cycle of the process. The team is going over how to process the 4 use cases:</p> <ul style="list-style-type: none"><li>• Invoice for services under \$5K</li><li>• Invoice for services over \$5K</li><li>• SSR for supplies under \$5K (and matching invoice with Payment Request)</li><li>• SSR for supplies over \$5K (and matching invoice and Payment Request)</li></ul> <p>The goal of this exercise is to ensure that AP Certify will be able to process these 4 use cases based on our approved and signed-off workflows that Systems, Admin Services, and FASD have derived. The Project team has requested that Internal Audit provide consulting and advisory services. Also, Systems Infrastructure will be collaborating with AP Certify engineers to enable the Single-Sign-On feature and integrate with LACERA’s Active Directory Service Infrastructure.</p> <p><u>Travel and Expense Module</u></p> <p>Staff has implemented a soft pause for the Certify travel and expense report management software. There are some internal processes that require additional review and consideration. Staff is using Microsoft Smartsheet to implement the travel and training approval processes. Systems PMO has onboarded the consultant from Koetke Consulting, who will be responsible for modifying and</p>			



	transforming the HR Smartsheet Training and Employee Development form into the proposed Travel and Expense module. Systems PMO has shared with the consultant the approved FASD related travel and expense changes to the existing HR Smartsheet form.
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- Existing Projects/Initiatives: No New Updates

This portion of the Operations Briefing will detail on-going projects that have no current changes in status.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	04/01/2021	12/31/2023
	Project Lead(s): Louis Gittens			
	On Schedule			
<b>COLA Bank Retroactive Changes:</b> In April of 2021, the Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation.	<p>The project was broken down into five phases based on the complexity of the calculations needed to pay retroactive benefits to members. We will resume working on this project in January 2023.</p> <p>Phase I-IV: As of the date of this report, LACERA has paid out just over \$3.8 million in retroactive COLA earnings. Of the 9,672 members and survivors impacted, 8,511 accounts have been systematically resolved, which represents all members and survivors currently in a payment status.</p> <p>The fourth phase of the project, which requires manually calculating the retroactive benefits, includes 1,494 cases in a payment status. The manual phase of the project began in December 2021. Staff have manually calculated COLAs for 455 members and payments were issued earlier this year.</p> <p>Phase V: The final phase involves deceased members with no survivors currently receiving benefits. This phase requires research to identify the appropriate beneficiary(ies) or estates to pay the retroactive benefits that were due to the deceased member. This phase is currently delayed due to staffing limitations and the focus on the Alameda Decision Implementation.</p> <p>Systems and Benefits have been reviewing the root cause for the manual processing and developing plans for redesigning some portions of our pension administration system to help alleviate the need for processing for future projects.</p>			



	<b>COLA Bank: Retroactive Payment Project</b>		
	Status (As of 10/31/22)	Number	Percentage
	Completed	8,511	88%
	In-Process	1,161	12%
	<b>Grand Total</b>	<b>9,672</b>	<b>100%</b>
Although previously delayed, Benefits is in the process of training new staff on this project to perform manual processing.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	02/28/2022	12/31/2022
	<b>Project Lead(s): JJ Popowich &amp; Cynthia Martinez</b>			
	<b>Delayed</b>			
<b>Communications Plan:</b> The development of a strategic Communications Plan providing an overview of the guiding principles used to communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our Communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.	<p>The LACERA executive team met on August 30, 2022, to review and discuss the Communication Plan(s) drafted by both EKA (the Board of Retirement's public relations consultant) and the LACERA Communications division. Both plans outlined a more tactical approach to engaging our members and various stakeholders, as opposed to a strategic roadmap. The team discussed opportunities and ideas for improving the Communication plan document. We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.</p> <p>The Communications team has completed the updates requested by the Executive Office and the plan is currently under review by the Executive Team. The team expects to meet in January to discuss the plans and our next steps to move this project forward.</p>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2013	TBD
	Project Lead(s): Cynthia Martinez			
	Pushed Back			
<b>PEPRA Implementation: Annual Benefit Statement</b> LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.	LACERA is unable to generate a PEPRA member ABS until we can accurately, automatically, calculate a member's FAC. This project is on hold until the FAC issue is resolved.  In January 2023, LACERA CEO, Auditor Controller (AC), and respective team members met (See <b>PEPRA Implementation: FAC Issue Update</b> ) to discuss steps needed to resolve FAC issue. The meeting was productive, and a clear path forward was outlined to ensure LACERA can generate accurate ABS for PEPRA members.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)		06/30/2023
	Project Lead(s): Vanessa Gonzalez			
	Pushed Back			
<b>Retirement Estimate Redesign:</b> A legacy strategic plan goal to redesign the retirement estimate and election form as a retirement prospectus to provide members with all the information they need to make an informed decision about their retirement.	The initial redesign work was completed in 2019 and a beta test with members at the Member Service Center (MSC) was scheduled for after the 2019 March Madness. However, the COVID-19 Pandemic placed this project on hold.  The team re-evaluated the redesigned estimate, taking into account staff and member feedback gathered over the last few months. The first re-design turned out to be more complicated than would be useful.  In late 2022, LACERA updated the Retirement Planning section on LACERA.com and released a new Retirement Election form. The team will be using this election form and the feedback gathered to create a new retirement estimate. This coincides with a larger Member Experience effort to standardize and streamline			



	<p>retirement counseling across all available channels and incorporating LAC-ERA.com in the counseling process.</p> <p>The team also recognized the previous work on this project may be useful in creating the online retirement application.</p>
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Operations	Exec (MOG)	June 2021	TBD
	Project Lead(s): JJ Popowich			
	Delayed			
<b>Retroactive Payroll Adjustments: Prospective Correction</b> <p>The Auditor-Controller is responsible for collecting contributions on all compensation earnable and pensionable earnings compensation at the time of payment. For many years the AC has not been collecting contributions on retroactive payroll adjustments. In 2021, the AC made changes to their programming to take deductions at the time of payment. However, there are still some situations where these contributions are not being collected.</p>	<p>Following the AC's programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected.</p> <p>In August, the AC notified LACERA that they were adjusting the time frame that they would be withholding contributions for retroactive adjustments to 60 months (from the current 99 months). All retroactive earnings paid for pay periods more than 60 months in arrears would no longer have contributions deducted from them. This change was made by the County due to excessive degradation in their payroll system's performance.</p> <p>We met with the AC's team to discuss collection of contributions for adjustments more than 60-months old. A few ideas were generated from the meeting, and we will continue to work with them to develop a procedure that both the County and LACERA can support.</p>			



- Completed Projects/Initiatives

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year (beginning on or after May 2022).

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	January 2021	December 2022
	Project Lead(s): Ted Granger			
	Completed			
<b>Actuarial Valuation Reports – Retirement Fund: 2022 Retirement Benefits – Investigation of Experience (Experience Study)</b> The Government Code requires that valuations of the Retirement Fund (Pension Plan) be performed at least once every three years. The Board of Investments' 2013 Retirement Benefit Funding Policy requires valuations be completed annually. These reports are prepared to determine employer and employee contribution rates and to measure the funded status of the Pension Plan. In addition, the valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB) Statement Number 68, financial statement reports. Plan Sponsors use the	2022 Pension – Triennial Investigation of Experience Study Retirement benefits (Pension) actuarial projects for the 2022 reporting cycle are in progress.  For June 30, 2022, Milliman will complete an investigation of experience, which is required by CERL to be conducted every three years to review the retirement benefit economic and demographic assumptions and recommend changes. Changes in the assumptions will impact the actuarial valuation results and employer and employee contribution rates.  Milliman began a series of presentations to the Board of Investments (BOI) when they completed an “educational session” for the Trustees. The information included a high-level discussion of actuarial concepts, methods, and assumptions so Trustees are better informed for the upcoming investigation of experience process requiring Trustee input and decisions. Milliman presented the educational session at the August BOI meeting.  Milliman will make three (3) presentations to the BOI this fall to review and determine the June 30, 2022, actuarial assumptions and methods. In addition, fiduciary counsel will make a presentation at the BOI meeting in October to underscore the			





GASB reports to obtain information required for their financial statement disclosures.

importance of this process. This session was completed at the October BOI meeting.

The series of meetings are meant to provide the information necessary which will facilitate discussions as Trustees provide input. Milliman's October 2022 presentation focused on economic assumptions and related actuarial methods. Milliman is moving forward with the economic assumptions and method recommended without objections from the BOI. In November 2022, Milliman discussed the demographic assumptions and related actuarial methods. The BOI had no objections to the proposed changes so Milliman will use their recommendations to complete the experience study process and prepare a draft report.

In addition, Cavanaugh Macdonald Consulting (CMC), LACERA's reviewing (audit) actuary, will conduct an actuarial review of the experience study process conducted by Milliman and the BOI, per the Board's Policy. CAVMAC will determine if actuarial standards were followed.

Milliman presented the 2022 draft Experience Study Report at the December Board of Investments meeting which contained all the actuarial assumptions and methods recommended by Milliman. CMC presented their draft Actuarial Review report where they made some minor suggestions but overall, concluded that Milliman's proposed actuarial assumptions and methods are reasonable and Milliman performed the Investigation of Experience in accordance with professional actuarial principles and practices. The Board of Investments approved the 2022 draft Experience Study Report so Milliman can move forward in completing the 2020 Actuarial Valuation Report.



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	May 2022	December 2022
	Project Lead(s): Ted Granger			
	Completed			
<b>Annual Financial Statement Preparation and Audit:</b> Government code sections require that LACERA prepare annual financial statements including footnotes and disclosures, obtain an external audit opinion of those statements, and transmit these reports to the Los Angeles County Board of Supervisors within six-months following the fiscal year end.	<p>2022 – Annual Financial Statements/Audit Staff kicked off the June 30, 2022, financial statement reporting season. Plante Moran, LACERA’s external financial statement auditor, completed their interim fieldwork in May with audit testing focused on member data and benefit calculations. In October, Plante Moran completed their testing, audit inquiries, and issued their audit opinion. LACERA received an unmodified or “clean” audit opinion as of October 14, 2022. Plante Moran presented the financial statement audit results to the Audit Committee at their meeting on November 17, 2022 and submitted the Audited Financial Statements (AFS) to Los Angeles County thereafter.</p> <p>Communications and FASD partnered to prepare the Annual Comprehensive Financial Report (ACFR). This ACFR is essentially an enhanced version the AFS but includes some additional information such as the transmittal letter from the CEO, organizational chart, and Trustee names and photos. LACERA completed and distributed the 2022 ACFR at the end of December to Trustees, MAC, and posted it to LACERA’s website. In addition, LACERA submitted the annual financial report to the Government Finance Officers Association (GFOA) for their annual awards program.</p> <p>Communications and FASD completed the Popular Annual Financial Report (PAFR) which is a pamphlet style document that is an abbreviated version of the ACFR. The PAFR was mailed out to all members with the December 2022 newsletters.</p>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	July 2021	August 2022
	Project Lead(s): Ted Granger			
	Completed			
<b>Actuarial Valuation Reports:</b> <b>OPEB:</b> The retiree healthcare (RHC) program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting. GASB Statement Number 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually for Los Angeles County and LACERA's Board of Retirement to make funding decisions and to provide the information for the GASB 75 report which is used for employer financial statement reporting.	<u>2021 OPEB – Annual Valuation</u> The July 1, 2021, OPEB Valuation Report is complete. Milliman presented the final Valuation Report to the Board of Retirement in August 2022. Milliman will address the LACERA OPEB liability and discuss LACERA's funding progress and any potential funding strategies should the Board want to consider.			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	January 2021	June 2022
	Project Lead(s): Ted Granger			
	Completed			
<b>Actuarial Valuation Reports – Retirement Fund:</b> 2022 Retirement Benefits - Risk Assessment	2022 Pension – Annual Risk Assessment Milliman prepared the 2022 Annual Risk Assessment report based upon the most recently completed valuation report and presented a final report to the Board of Investments (BOI) at their June 2022 meeting.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Administrative Services	April 2022	June 2022
	Project Lead(s): James Beasley			
	Completed			
<b>Annual Insurance Renewal – Phase I:</b> After the Insurance Team's completion of a successful solicitation, the BOR approved the replacement of LACERA's current insurance brokerage firm. Alliant Insurance Services, Inc. (Alliant) was selected as the new Broker of Record for LACERA effective April 29, 2022.	LACERA's new Broker of Record, Alliant Services, Inc., has obtained quotes and is binding policies with carriers for the June 30 <sup>th</sup> insurance renewal period. The Insurance Renewal Team and brokers provided an update on the insurance policy selection at the August Operations Oversight Committee meeting.			



# March 1, 2023

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date	
	BSG	Administrative Services	July 2022	October 2022	
	Project Lead(s): James Beasley				
	Completed				
<b>Annual Insurance Renewal – Phase II:</b> After the Insurance Team’s completion of a successful solicitation, the BOR approved the replacement of LACERA’s current insurance brokerage firm. Alliant Insurance Services, Inc. (Alliant) was selected as the Broker of Record for LACERA effective April 29, 2022.	The Risk Management Unit has completed the 2022-2023 Fiduciary, Cyber, and Crime Insurance renewals. At the September 7, 2022 Board of Retirement (BOR) meeting, staff provided the Trustees with an overview of the current insurance marketplace and discussed the challenges with purchasing Fiduciary Liability, Cyber Liability, and Crime Protection Insurance for LACERA. The Risk Management Unit provided the BOR with preliminary premium indications for each line of coverage, which was approved by the BOR, with a caveat that the final annual premiums would not exceed the estimated premium.				
	Alliant presented the final insurance premium quotes for each line of coverage to LACERA, which was \$251,144 less than what was presented to the BOR. The overall cost for Fiduciary Liability, Cyber Liability, and Crime Protection insurance premiums or FY 2022-2023 is \$870,162. This is a 1% decrease from FY 2021-2022 and is \$126,580 less than what was approved for FY 2022-2023. This information will be provided to the BOR at the November 2, 2022, meeting.				
	<b>2022-23 Fiduciary/Cyber/Crime Renewal Final Cost Breakdown</b>				
	Coverage	Carrier	Actual Premium	Quoted to BOR	Difference of actual vs BOR approved



	Fiduciary Liability	Hudson Insurance Company/ RLI Insurance Company/ Westchester Fire Insurance Company	\$396,723	\$408,890	(\$12,167)
	Cyber Liability	Tokio Marine/ Homeland Insurance Company/ Ambridge/ Corvus Insurance	\$399,464	\$622,774	(\$223,310)
	Fiduciary Liability OPEB	Hudson Insurance Company	\$52,189	\$64,012	(\$11,823)
	Crime Protection	Great American Insurance	\$21,786	\$25,630	(\$3,844)

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec (MOG)	06/01/2022	09/16/2022
	Project Lead(s): JJ Popowich & Cookie Jaranilla (PM)			
	Completed			
<b>Call Center Improvements: Phase I – Call Wait Time – Call Back:</b> Phase I focuses on implementing a call back request feature to allow members on hold to request a call back between the hours of 10-3. Additionally, this phase will include the ability to announce call wait times.	The Call Back feature was introduced into production effective September 30, 2022. Since then, we have been evaluating the impacts of the Call Back feature and adjusting how the feature works to try to maximize the member experience. We are not ready to make a final assessment but based on early data, the Call Back feature, as designed, may not be having the beneficial impact hoped for. As explained before deploying this project, the AWS Call Back feature is not a “hold your place” feature. Thus, we had to assign specific agents to work a new Call Back queue on a priority basis or as a full-time assignment. This has reduced the number of Specialists available to answer the main Member Services queue. This			



	<p>has led to increases in the wait time in the main queue. Additionally, because the feature is popular, we have experienced an extremely long “return call” wait time and complaints from members appear to be increasing. We have tweaked the messaging to prepare members for the long response time, but we are also seeing many members calling back before we are able to return their call. Essentially, this increases call volumes, and exasperates the increased wait times. We will continue to evaluate the features. We anticipate better results once trainees can take calls on their own. We anticipated these customer service level results based on current staffing levels but will look to reassess when we on-board the new trainees.</p>
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec (MOG)	06/01/2022	10/20/2022
	Project Lead(s): JJ Popowich & Cookie Jaranilla (PM)			
	Completed			
<b>Call Center Improvements: Phase III – Holiday Scheduling Automation</b> Automates the scheduling of holidays for the call centers, eliminating the risk of human error and accidentally opening the call center on a holiday with no staff.	<p>Currently the Systems team manually turns on the holiday messaging and voicemail boxes. This phase will allow them to pre-set holidays eliminating confusion as to the availability of the call center staff during holidays.</p> <p>This phase of the project is completed and will be in production by October 20, 2022.</p>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec (MOG)	06/01/2022	10/20/2022
	Project Lead(s): JJ Popowich & Cookie Jaranilla			
	Completed			
<b>Call Center Improvements: Phase IV – Emergency Access Console</b> Provide ability to enable/disable an emergency announcement for each respective queue MS or RHC when all agents are logged out as well as during specified date/time range as may be set.	This phase of the project is completed and entered in production by October 20, 2022.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec (MOG)	06/01/2022	10/31/2022
	Project Lead(s): JJ Popowich & Cookie Jaranilla (PM)			
	Completed			
<b>Call Center Improvements: Phase V – After Call Service Survey</b> Members will be provided with the chance to complete an “after-call” survey for Call Center interactions.	<p>Call Center surveys are a key component of the Call Center KPI. This allows us to gain insight into the member experience. This feature was added to the current enhancement projects because we felt it was critical to gain member feedback on the changes we are making to the Call Center, which include the call back feature as well as introduction of the My LACERA Support queue.</p> <p>UAT was completed on October 18, 2022, and this feature went into production on October 20, 2022.</p>			





Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Exec (BSG)	January 2022	August 2022
	Project Lead(s): Jude Perez & Esmeralda Del Bosque			
	Completed			
<b>Custodian Bank Search:</b> In accordance with LACERA's Procurement Policy, vendor contracts for investment and custodian banking services must be re-bid every ten years. LACERA's current custodian bank, State Street Bank, was hired in July 2013.	The Board of Investments approved the minimum qualifications at their December meeting. The Investment Office finalized and released the Request for Proposal (RFP) in January with proposals due at the end of March. Financial Accounting Services Division and other LACERA staff are evaluating the information received and conducting due diligence. In June, LACERA staff conducted an on-site visit at State Street's Sacramento offices and expects to provide a recommendation to the Board of Investments in August. The Board of Investments approved the staff recommendation to retain State Street Bank. Staff is working with the Legal Office to negotiate and finalize the contract.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Exec (BSG)	03/01/2022	08/01/2022
	Project Lead(s): Laura Guglielmo, Budget Team, & Cookie Jaranilla (PM)			
	Completed			
<b>Enterprise Budget Application:</b> Per a recommendation by Budget staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized an RFP for software and professional services to procure, configure, and implement an enterprise budget application for the Budget Unit in the Administrative Services Division. The RFP was published on LACERA.com on March 7, 2022.	On April 14, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team, with guidance from the consultant, reviewed all the proposals and based on the ratings, narrowed down the list to the top two vendors. The finalists have been invited to demonstrate their solutions following a detailed proof of capabilities script. These demonstrations were completed in July. The final vendor has been identified by the selection team, and a recommendation will be made to the Board of Retirement for its consideration in October 2022. If approved, the team will negotiate an agreement with the selected vendor. The project implementation timeline is 26 weeks, depending on staff subject matter expert availability.  The Board of Retirement approved the selected vendor, Questica, and staff are currently finalizing the contract and statement of work with the vendor. Once the			



	contract is fully executed, staff will engage with the vendor and begin the kick-off and discovery meetings in preparation for implementation of the software.
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Exec (BSG)	01/2021	06/2022
	Project Lead(s): Summy Voong			
	Completed			
<b>Enterprise Wi-Fi Project:</b> Approved in the Fiscal Year 2020-21 budget adjustments by the BOR, the Systems Division is currently installing an enterprise Wi-Fi network.	All fiber, cables, access points, and switches have been installed on all LACERA floors and five segmented networks have been configured and tested. The Systems Division will deploy the final segmented network to on-site staff on August 1, 2022.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	EXEC	Executive (MOG)	10/01/2022	03/01/2023
	Project Lead(s): Cynthia Martinez			
	Completed			
<b>Member Experience: Celebrating a Lifetime of Public Service – Member Spotlight</b> The working title for a new effort to increase the LACERA communities' awareness of the lifetime of service that some of our members contribute to the public through a variety of communication channels with our members.	<p>Many of our members devote most of their working lives to serving the community through their employment as County employees. This new project will set in place a selection process to highlight the service of a retiring member with a significant number of years of service. The goal is to share a bit about their journey and recognize their accomplishments and contributions. These highlights will be shared on a scheduled basis (currently envisioned to be quarterly) across multiple channels (newsletters, and at Board of Retirement meetings [with the consent of the trustees]).</p> <p>The team has completed the first phase of this project including developing a process for soliciting member participation, creating interview questions, and legal release documents so we can use the member's name and image for the program. The program has been re-branded the Member Spotlight initiative to</p>			



	<p>broaden the focus from members retiring to members at different stages of their careers.</p> <p>The team has completed articles to be released in the PostScript, March 2023 issue, highlighting four of our long-serving members. The team is also debuting the first Member Spotlight in the March 2023 Board of Retirement meeting.</p> <p>This completes Phase I of this program and is the just the beginning of the program to spotlight our members. We will be continuing our efforts to fine tune the process as we work to create a sustainable program.</p>
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec (MOG)	06/01/2022	12/31/2022
	Project Lead(s): JJ Popowich, Alex Ochoa, & Iveta Brecko (PM)			
	Completed			
<b>My LACERA Multi-Factor Authentication:</b> Registered users of My LACERA can now use multi-factor authentication to reset passwords and to access My LACERA from an unrecognized device.	<p>My LACERA previously relied on user selected challenge questions to authenticate users who forgot their password or attempted to access My LACERA from an unrecognized device. LACERA has implemented multi-factor authentication to replace the use of challenge questions. This feature was Beta Tested from November 16, 2022 to December 24, 2022 and went into production on December 29, 2022.</p> <p>Since the production implementation of this feature, multi-factor authentication has been used 1577 times to reset passwords and 13,050 times to access My LACERA from an unrecognized device.</p>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec	08/01/2022	08/02/2022
	Project Lead(s): Allan Cochran			
	Completed			
<b>My LACERA Support Queue:</b> As part of our effort to address Call Wait times a new queue was created to provide specific My LACERA support.	<p>The My LACERA member portal is designed to provide members with secure access to information about their retirement benefits and is a key part of our efforts to provide members with self-service capability. As an online portal there is an expectation that it is securely and easily accessible 24/7.</p> <p>Occasionally, members forget their passwords or their challenge questions, or need assistance using functionality within the portal, including viewing documents and uploading documents so LACERA can process their requests. When members need assistance for an online capability, there is an increased expectation that the assistance will be available on demand during normal business hours.</p> <p>As part of our efforts to improve the member experience, reduce wait time and frustration, we created a new priority call center queue specifically to assist members with My LACERA. Members now have four options when they call the LACERA 800 number: My LACERA Support Queue, Retiree Healthcare, Check Mailing Date Announcement, and Member Services.</p> <p>The new queue went live on August 10, 2022.</p>			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	03/03/2022	12/31/2022
	Project Lead(s): Bonnie Nolley & Linda El-Farra			
	Completed			
<b>OneMeeting (PrimeGov) Implementation:</b> The Board of Retirement approved a more effective meeting management	Trustees and staff have been trained on the functionality and use of the new system. OneMeeting will be going live in January 2023.			



tool to help streamline the planning and conducting of Board/Committee meetings while improving transparency and public access.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Exec	01/04/2022	May 2022
	Project Lead(s): Luis A. Lugo & Carly Ntoya			
	Completed			
<b>Return to the Office:</b> LACERA's Administrative Services Division's Health and Safety Unit have been working hard to ensure a smooth return to the office for LACERA's staff.	In preparation for staff returning to the office, the Health and Safety Unit posted updated information posters, restocked all personal protective equipment items, and provided staff with COVID-19 safety instructions. They have also worked with several staff to adjust the ergonomic configurations on their workstations as needed.  The team also worked side by side with the PEP Team and the Executive Team to provide a warm welcome to returning staff. Working together with the PEP Team they decorated the Workshop room, where staff were encouraged to stop by and receive a small welcome back token and a welcome by the Executive Team, managers, and staff from Administrative Services.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	07/01/2022	12/31/2022
	Project Lead(s): Kevin Hawkins			
	Completed			
<b>Tax Table Changes for 2022: New Tax Withholding Form</b> The IRS published updated tax tables for 2022 which became effective January 1, 2022. The IRS finalized a	Earlier this year, the Project Management Group worked with tax counsel to understand the intricacies of the changes to the W-4P tax withholding form for 2022.  Member Communication:			



revised Federal Withholding Certificate for Pension & Annuity Recipients (commonly referred to as a W-4P tax withholding form), in early 2022. The IRS is not requiring the new form be used until the 2023 tax year.

We've completed the following actions to ensure members are adequately informed of the new Federal Tax table and revised W-4P.

- LACERA.com was updated with an announcement that the new tables may cause a slight change to some members' net benefit amount.
- LACERA will no longer accept the prior forms as we have transitioned to using the 2022 form exclusively.
- A Q & A section was added to LACERA.com (also accessible through My LACERA) to explain how LACERA is adjusting the new withholding guidance.
- As of January 1, 2023, LACERA staff can process tax elections directly on Workspace, and Workspace can calculate federal withholding based on 2022 or later forms and pre-2022 forms if no new form has been received
- My LACERA has been updated and members are able to use the new tax election process

DATE RECEIVED	REQUESTER	DOCS REQUESTED
01-16-23	H. Parker, Preqin	<p>Request: Current records of Commitment, Contribution, Distribution, Value, and IRR as Of March 31, 2022, and June 30, 2022, regarding private equity and venture capital funds.</p> <p><b><i>Transmitted 1 document.</i></b></p> <p><b><i>On January 24, 2023, via email, Requester was transmitted the document shown below.</i></b></p> <p><b><i>Preqin – Private Markets 3Q22 Data Request – Jan 2023.xlsx</i></b></p>
01-16-23	M. Gonzales, SP Global	<p>Request: Updated information on the search for Emerging manager for Real Estate to manage one or more discretionary separate accounts.</p> <p><b><i>On January 20, 2023, via email, Requester was informed that information was presented to BOI in public documents. Link was provided.</i></b></p>
01-17-23	K. Reinhart, PEI Media	<p>Request: Quarterly private capital investments cash-flow reports from Q2 2022.</p> <p><b><i>Transmitted 1 document.</i></b></p> <p><b><i>On January 20, 2023, via email, Requester was transmitted the document shown below.</i></b></p> <p><b><i>Q@ 2022 FOIA Request.xlsx.</i></b></p>
01-18-23	A. Wood, FOIA Professional	<p>Request: Inquiry as to finalization of contract for RFP PRA Response collaboration site.</p> <p><b><i>On January 18, 2023, via Computer Systems email, Requester was informed that the request is being forward to Legal Dept.</i></b></p> <p><b><i>On January 18, 2023, via email, requester was informed by Legal Dept. that contract with Eccentex was posted December 8, 2023. Provided again the link to SharePoint site.</i></b></p>
01-23-23	J. Becker, AON	<p>Request: Request information on LACERA's approach regarding public pension fund votes.</p> <p><b><i>On January 23, 2023, via email, Requester was transmitted LACERA's link to Corporate Governance and Stewardship Principles.</i></b></p>
02-01-23	V. Brashears, Center for Retirement Research at Boston College	<p>Request: Copy of 2022 Actuarial Valuation Report.</p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
02-02-23		<p><i>On February 2, 2023, via email, Requester was informed that the 2022 Actuarial Valuation is still in draft form. The document is expected to be finalized after March Board of Investments meeting.</i></p> <p>Follow-up response from Requester: Will contact LACERA in March regarding updated report.</p>
02-03-23	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p><b><i>Transmitted 1 document.</i></b></p> <p><b><i>Sent on February 3, 2023, via email: MonthlyAgenda.csv for February 2023.</i></b></p>
02-03-23	LA County Sheriffs Department and 3 other Recipients	<p>Per monthly request:</p> <p><b><i>Transmitted 2 documents.</i></b></p> <p><b><i>Sent, on February 3, 2023, via email: Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing each dated January 25, 2023.</i></b></p>
02-03-23	C. Siverson, Fire, LA County and 5 other Recipients	<p>Per monthly request:</p> <p><b><i>Sent on February 3, 2023, via email the link for: Board of Retirement Meeting of February 1, 2023, Benefit Approval List.pdf.</i></b></p>
02-04-23	S. Coutts USC	<p>Request: Copies of Capital Market Assumptions from 1980 through 2023.</p> <p><b><i>On February 9, 2023, via email, Requester was informed that time span of records requested requires additional time for research.</i></b></p> <p><b><i>LACERA expects to have a response by February 28, 2023.</i></b></p>
02-08-23	FOIA Data Collection	<p>Request: Information for all investments made in privates funds including real estate.</p> <p><b><i>Transmitted 1 document.</i></b></p> <p><b><i>On February 14, 2023, via email, Requester was sent the document shown below.</i></b></p> <p><b><i>Private Markets 3Q22 Data Request – Jan 2023.xlsx.</i></b></p>



DATE RECEIVED	REQUESTER	DOCS REQUESTED
02-13-23	M. Braun, Bloomberg News	<p>Request: Lists of all trips made by staff members to attend Limited Partners Advisor Counsel (LPAC) of other advisory or annual fund company meetings; list of all LPAC memberships or advisory roles in which LACERA has invested, vouchers or receipts showing airlines class travel, hotel and other expenses, detailed agendas for all such meetings, including working sessions, meals, entertainment and side trips, meeting agendas, and compensation received from investment funds detailed arrangements for reimbursement to staff or retirement system.</p> <p><i>On February 13, 2023, via email, Public Records was informed by Principal Investment Officer that several team members would need to provide the team answer. This request may require an extension to respond to Request.</i></p>

## REPORT OF FELONY FORFEITURE CASES PROCESSED

February 17, 2023

#	MEMBER'S LAST NAME	MEMBER'S FIRST NAME	DEPT.	CONVICTION DATE	LACERA NOTIFIED	INITIAL IMPACT NOTICE SENT	FINAL IMPACT NOTICE SENT	STATUS*	DISABILITY STATUS	SERV. LEVEL
62	FLORES	JOSE	SHERIFF	8/26/2022	9/22/2022			PEND		
61	SHEPOS	THOMAS	CEO	1/23/2023	2/14/2023			PEND		
60	CABRERA	MIGUEL	LASD	3/4/2022	3/22/2022			DELAY: CD		
57	ANTRIM	MARC	LASD	4/1/2021	5/12/2021			DELAY: MI		

### STATUS LEGEND:

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

February 15, 2023

TO: Each Trustee,  
Operations Oversight Committee

FROM: Kathy Delino<sup>KD</sup>  
Interim, Chief Information Technology

FOR: March 1, 2023 Operations Oversight Committee Meeting

SUBJECT: Case Management Solution Implementation Update

## EXECUTIVE SUMMARY

In May of 2022, the Board of Retirement (BOR) approved LACERA's recommended vendor, Eccentex, to partner with LACERA to develop a Case Management System that will improve efficiency in processing member disability and case requests, provide accurate status and data collection for metrics, and enhance the member experience. Eccentex was selected after an extensive review of thirteen vendor proposals received in response to a Request for Proposal (RFP). LACERA is currently working with Eccentex to implement the first of five phases that include the following processes:

- First Payment: a process that starts with Retirement Application submission and ends when a new retiree receives benefit payment and includes the following components:
  - Retirement Election Processing
  - Benefit Validation
  - First Payment Verification
- Disability Application: a process that starts with a Disability Retirement Application submission and ends with a board decision and includes the following components:
  - Application submission and review
  - Records Ordering and evidence gathering
  - Investigative Process, including communications with physicians, attorneys, and members
  - Board Process that includes a disability application review and approval by the legal department and management and submission to the Board of Retirement for approval
- Disability Litigation: a process that starts when a board decision is appealed and includes the following components:
  - Appeal processing

## CASE MANAGEMENT SOLUTION IMPLEMENTATION UPDATE

LACERA's customized Case Management solution will be used by many departments across the organization. The team responsible for implementing the Case Management project decided to brand the solution and assign a LACERA-specific name to it. LACERA's Communications Division produced several options, and the implementation team polled the business subject matter experts and project stakeholders. The name "**Sol**" was chosen, derived from the Latin word for Sun, the central body of our solar system, and also an abbreviation for "solution". This name aligns with our case management system: a solution that will serve as the core of LACERA's business processes.

### Project Framework

The project implementation team works in an Agile scrum framework, where software increments are released frequently and inspected, and requirements and processes are adjusted. The steps to implement each process include Requirements Gathering, Solution Configuration and Development, Environment Installation, Systems Integration Testing, User Training, User Acceptance Testing, and Administrative Training. The project implementation team decided on a staggered implementation where Disability Litigation requirements gathering sessions start when Disability Application solution configuration and development is in progress, and First Payment requirements gathering sessions start when Disability Litigation solution configuration and development is in progress.

### Current Status

All three processes are currently in progress:

- **Disability Application** case processing is the first business process that Case Management stakeholders are automating. The Disability Retirement Services (DRS) team completed a lot of groundwork to establish Sol's foundation that other departments will use. During the development cycle, many functional Sol capabilities were discovered, which led to business process improvements. Additionally, new business requirements surfaced during the requirements refinement sessions. The process and requirements changes led to an extended implementation phase, with the necessity to create over 30 letter and email templates. As a result, the Go-live date for Disability Application has shifted from February 15, 2023, to March 24, 2023. Currently, the project team is in the User Acceptance Testing process and plans to finish it by mid-March.
- **Disability Litigation** requirements sessions are completed, and implementation is in progress. The Disability Litigation Office (DLO) team can test software increments released and provide feedback. The DRS business group participates in DLO requirements and issues resolution. These two groups have similar requirements and work closely together to make sure the two processes are in sync. The estimated Go-Live date for Disability Litigation is the last week of March 2023.
- **First Payment** process requirements sessions have started. LACERA Process Management Group reviewed and refined the first payment process before the start of

requirements gathering sessions. The estimated Go-Live date for First Payment is the last week of May 2023.

### **Technical implementation**

- Sol is a Software as a Service (SaaS) application.
- LACERA's technology team, in collaboration with our vendor, Eccentex, created electronic data exchange services between LACERA and Sol to securely share both data and document images.
- Sol integrates with both My LACERA and Workspace.
  - Members will be able to see the status of their "cases" on My LACERA.
  - Member Services staff members will be able to view member case information in Workspace.
- Sol prints paper documents in LACERA's Document Processing Center (DPC) and on local printers as well as sends emails to the members and payees.

### **ECCENTEX CORPORATION**

Eccentex is a private California corporation incorporated in 2005, headquartered in Culver City, and has offices in Australia and Europe. Its flagship product, Eccentex AppBase, is an enterprise case management platform used by financial services and the public sector worldwide for mission-critical applications. Many organizations have implemented Eccentex AppBase such as New York State Department of Services, Southern California Gas Company, and New Zealand Ministry of Justice.

Eccentex's solution includes an end-to-end enterprise case management system and its integration into the existing software applications implemented in LACERA. Eccentex AppBase is a No-code/Low-code solution that allows business users and technical developers to build applications, user interfaces, and data models without code. More advanced development functions are done in a developer-friendly layer that allows low-level access to data, User Interface (UI), Application Programming Interfaces (APIs), and internal processes. Subsequently, this can be accomplished by configuring integrations with core systems and building complex logic from business processes. The UI enables the display of the application data on the computer screen and serves as the primary point of user interaction. At the same time, APIs allow applications to access data or software intermediaries that enable two applications to communicate with each other.

Eccentex will perform Phase I implementation for LACERA and will handle the following aspects of the Case Management project under a single contract:

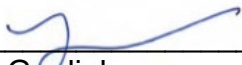
- System Configuration and Implementation
- Software Subscription
- Hosting
- Training
- Support and Maintenance

In addition, as part of the subscription, enhancements to AppBase software are provided at no additional charge.

## **NEXT STEPS**

LACERA expects to complete Phase I of our Case Management Solution that includes Disability Application, Disability Litigation, and First Payment in May 2023. This phase is one of five phases that have been identified. After the implementation of Phase I, LACERA will take time to evaluate the solution's effectiveness, review our development process, and make adjustments as needed. We will then begin procurement for Phase II of the project which includes the following processes: Legal Review, Administrative Appeals and Escalations, Insurance Enrollment, and Felony Forfeiture Appeals.

NOTED AND REVIEWED:



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Laura Guglielmo  
Assistant Executive Officer

Attachments



## Case Management Solution





# Overview

In May of 2022, the BOR approved LACERA's recommended vendor, Eccentex, to partner with LACERA to develop our Case Management System. This solution will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.

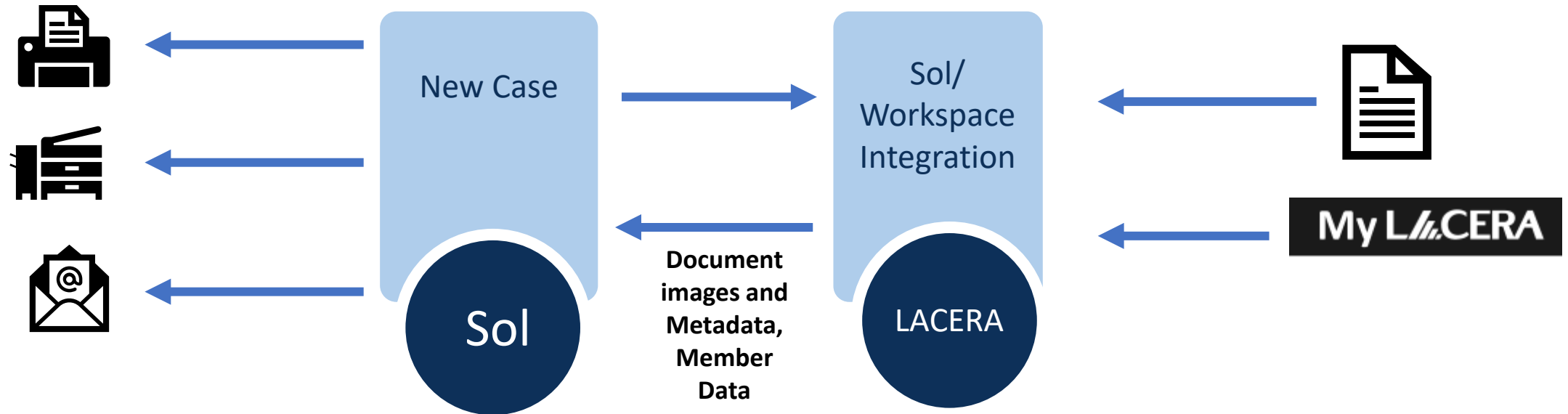
## **Processes Phase I Implementation**

- First Payment
  - Retirement Election Processing
  - Benefit Validation
  - First Payment Verification
- Disability Application
  - Application Submission and Review
  - Records Ordering and Evidence Gathering
  - Investigative Processing
  - Board Processing
- Disability Litigation
  - Appeal Processing





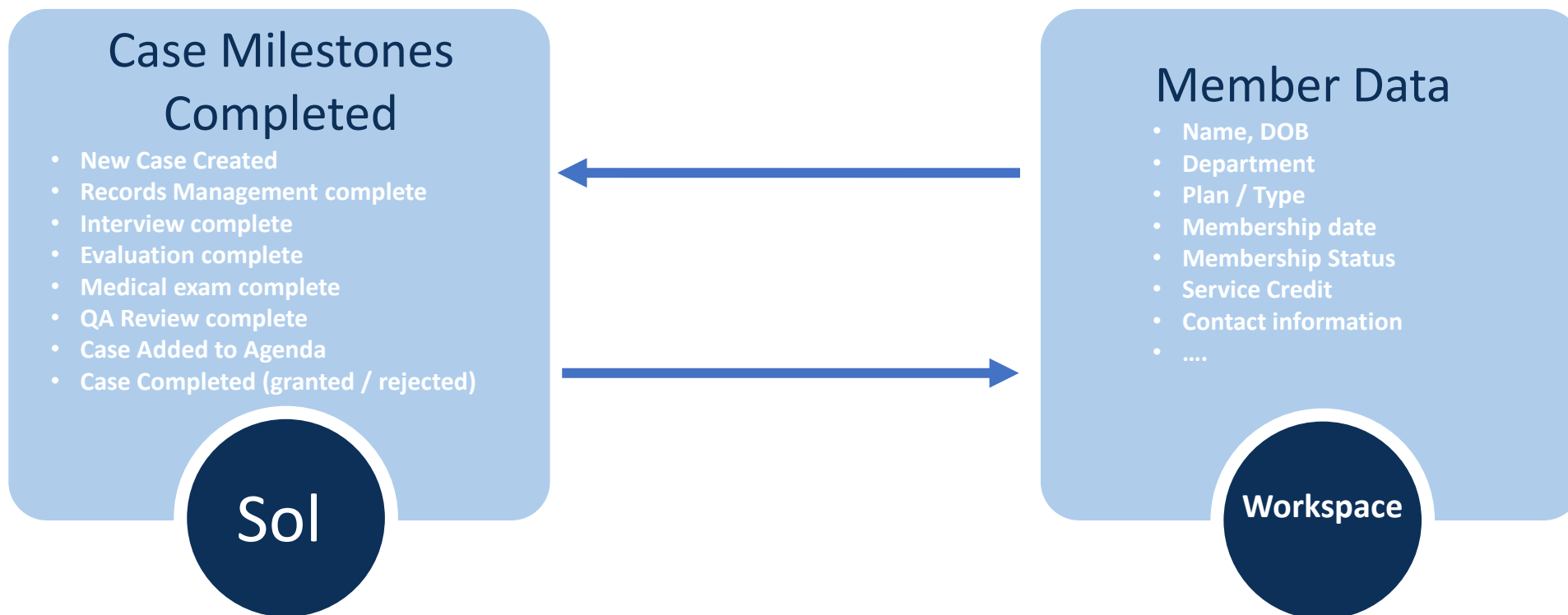
## Integration



- Documents related to a case, once submitted, are imaged and automatically dropped into a shared folder.
- Sol queries the folder every minute and retrieves document images and metadata.
- A case can be also created directly from Sol.
- Sol and Workspace exchange member data using real time web services.
- Sol prints documents locally, in DPC and sends emails to members.



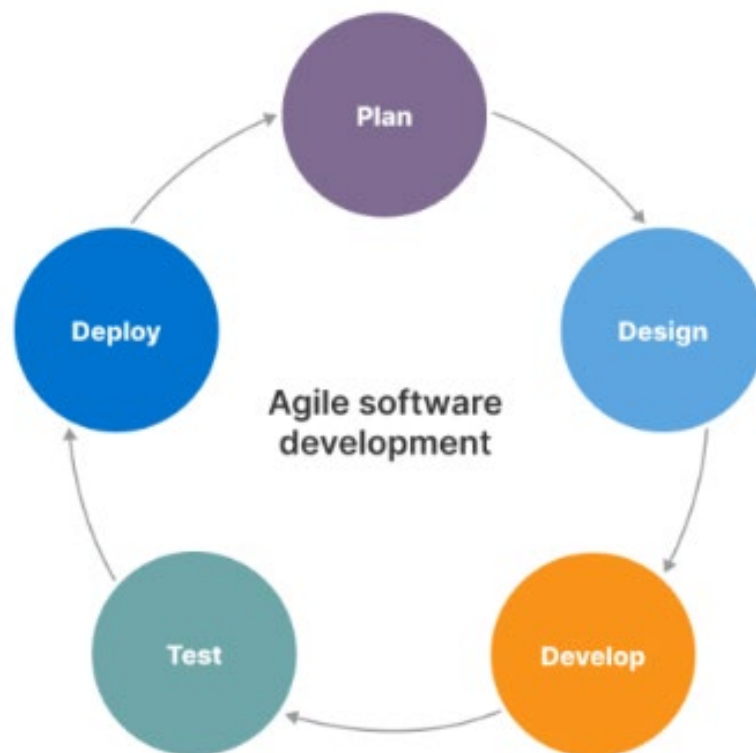
## Integration



- Webservices were developed by LACERA for data exchange between Workspace and Sol
- LACERA ID and Employee number are used to query the data, SSN is not exposed
- Case progress will display on My LACERA and Workspace



## Agile Scrum Project Framework



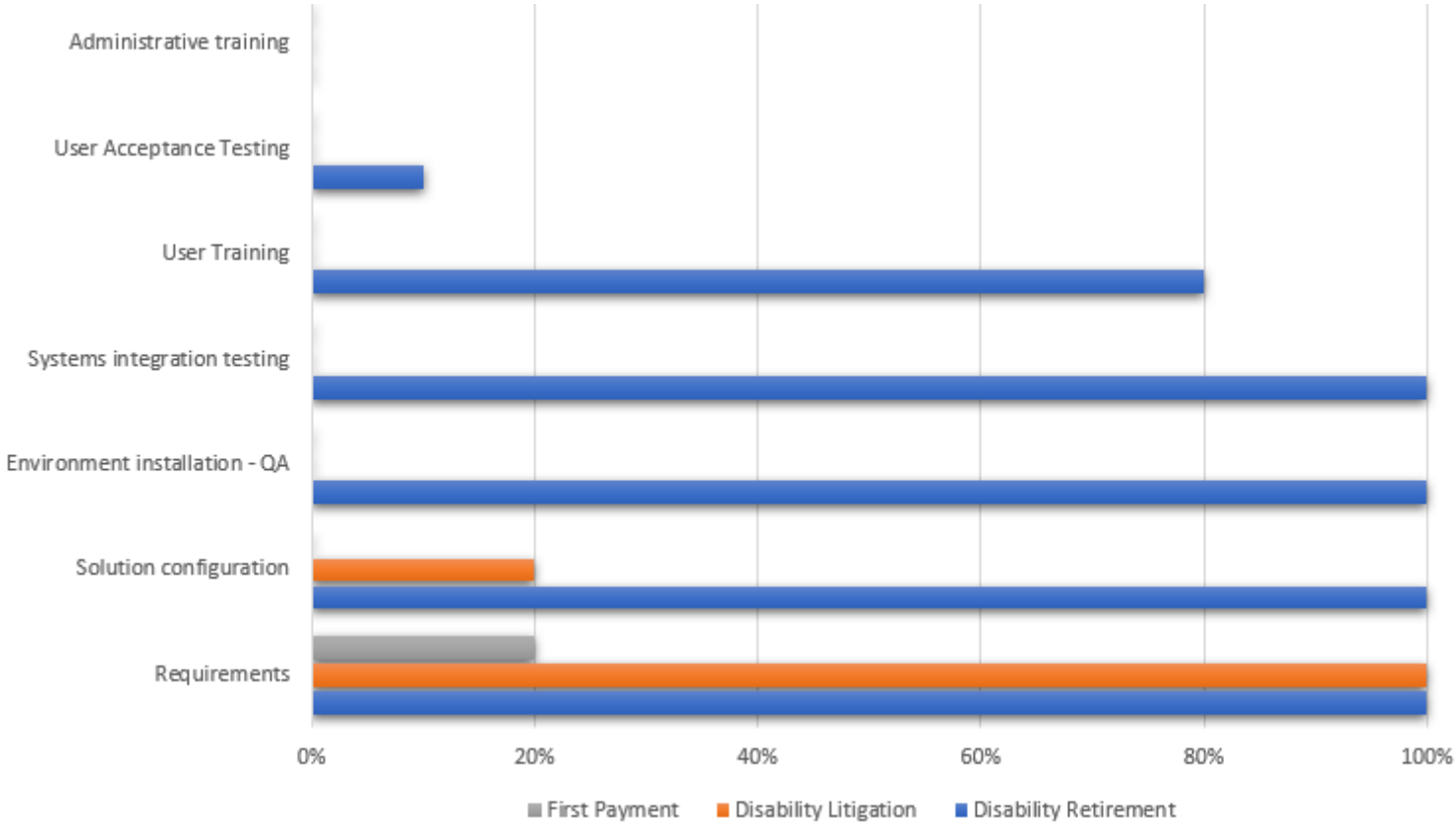
### Main scrum principles:

- Deliver working product segments every iteration
- Inspect and adapt frequently
- Visibility, collaboration and accountability

\* Product changes are accepted even late into the project

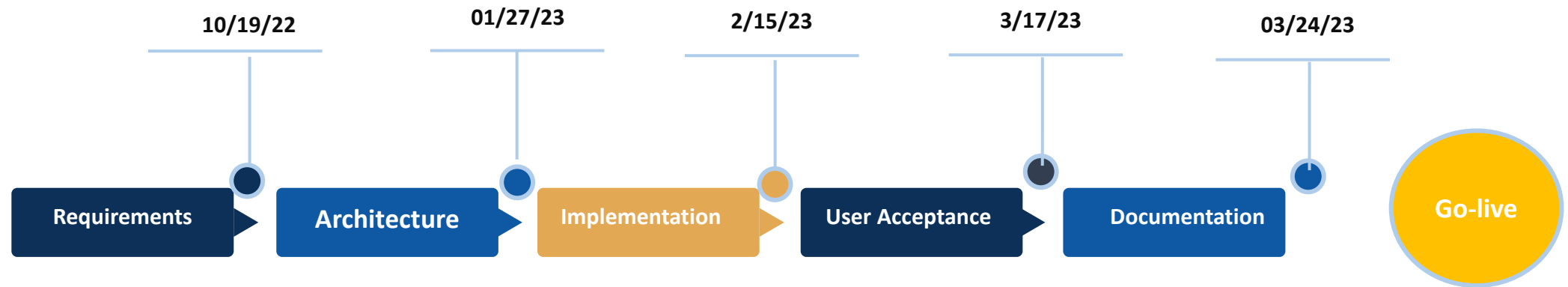


# Project Milestones





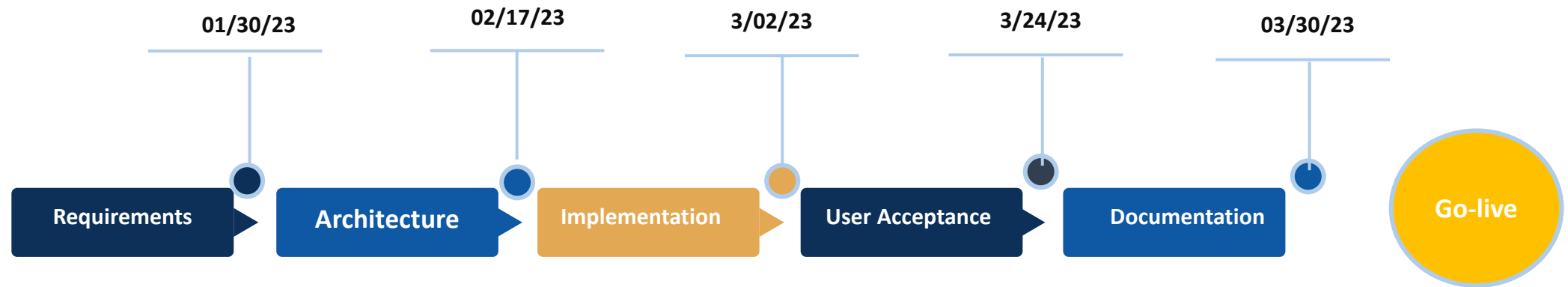
## Disability Retirement Progress



- Initial Go-live date was 02/15/23. The adjusted Go-Live date is 03/24/23 to accommodate additional requirements and allow business users to do more thorough testing.
- Our contract with the vendor is fixed price and fixed scope. LACERA does not incur additional costs because of the extended development time.



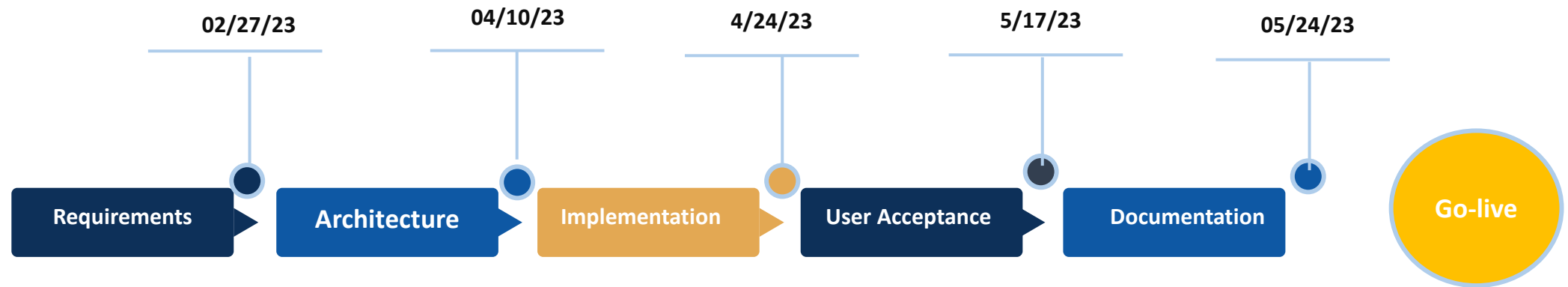
## Disability Litigation projected timeline



- DRS and DLO share many business rules and will share automated functions in Sol. Developing these functions concurrently ensures effective implementation.



## First Payment projected timeline



- First payment requires tighter integration with member data. Case Management implementation for First Payment will require LACERA develop multiple additional web services.



## Commitment to success



### Vendor

LACERA team is very satisfied with Vendor performance so far. Eccentex demonstrated business knowledge, technical abilities and collaborative attitude that are crucial for success.



### LACERA Business Teams

Every business team has Sol champions who drive requirements definition and lead User Acceptance testing.

DRS – Tamara Caldwell, DLO – Eugenia Der & Diana Luong, Benefits – Maggie Luong



### LACERA Technology Teams

Multiple LACERA technology teams are working together to ensure project success: Systems Engineering, Applications Development, Systems Support, Information Security

### Management Support

We have it!



- Case Management
- Home
- Task Inbox
- Case Inbox
- Notification Inbox
- Document and Email Index
- Calendar
- DR Cases
- DR Confidential Cases
- DR Accepted Cases
- DR Task Search
- DR Appeals
- My Profile
- Report Viewer
- More
- Generic Searches
- Search Cases
- Log Helper
- DR Administration
- Configuration
- Not Needed
- Search People
- Board Meetings
- Case Workers
- Distribute Queue
- System Distribute
- Monitoring

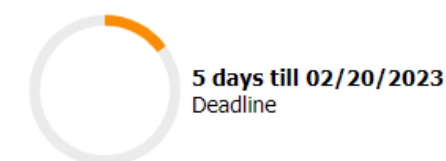
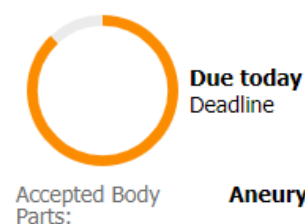
# Disability Retirement DR-2302-00041

Close Window



Email Generate Document Notification Add

Member: **Mary Poppins** Employee #: **154061**  
 Application Type: **SCD Supplemental Allowance** Department: **DISTRICT ATTORNEY**  
 Priority: **P1** Position: **DEPUTY DISTRICT ATTORNEY IV**  
 Assigned Specialist: Application Date: **02/14/2023**  
 Date Assigned: Applicant Attorney: **Thomas**



Accepted Body Parts: **Aneurysm, Anxiety**

Case Info Member Participants Documents Case Notes Discussions Appointments Records Interviews Med Eval Amendments Action Items (0) Invoice

## Application Info

Submitter: <input type="text" value="Employee"/>	Rejected Body Parts: <input type="text"/>	Late Filing: <input type="checkbox"/>	Termination for Cause: <input type="checkbox"/>
Type: <input type="text" value="SCD Supplemental Allowance"/>	Medical Specialty: <input type="text" value="PSYCHOLOGICAL"/>	Amendment: <input type="checkbox"/>	2 Year Review: <input type="checkbox"/>
Physical Class: <input type="text" value="2 - Light"/>		Presumption Case: <input type="checkbox"/>	Plan Transfer: <input type="checkbox"/>
Out of Service Date: <input type="text"/>		Rule 5: <input type="checkbox"/>	Fitness for Duty: <input type="checkbox"/>
Dates of Injury: <input type="text"/>	Other Instructions that will be added to DRES:		Active Death: <input type="checkbox"/>
Last Date Worked: <input type="text"/>	<div></div>		
Last Assignment: <input type="text"/>			

## Record Requests (1 item)

Order Date	Location/Agency	Date Received	Order Type
	Pasadena		11

# Future Phases (Proposed Functionalities)



## Phase 2 Functionalities

Legal Review  
Appeals and Escalations  
Insurance Enrollment  
Felony Forfeiture Appeals



## Phase 3 Functionalities

Case Analysis  
Benefit Protection Unit Cases  
Account Settlements



## Phase 4 Functionalities

In-Line Quality Control  
Post Processing, Quality Control  
Audit  
Benefit Recalculations



## Phase 5 Functionalities

Service Credit Purchases  
Death Processing  
Withdrawals  
Special Payments





# THANK YOU!

Division



[ibrecko@lacera.com](mailto:ibrecko@lacera.com)  
[ctemplo@lacera.com](mailto:ctemplo@lacera.com)



626-123-4567




## QUESTIONS?

**FOR INFORMATION ONLY**

February 16, 2023

TO: Operations Oversight Committee  
Alan Bernstein, Chair  
Herman B. Santos, Vice Chair  
Antonio Sanchez  
Keith Knox  
Jason Green, Alternate

FROM: JJ Popowich   
Assistant Executive Officer

FOR: March 1, 2023 Operations Oversight Committee Meeting

SUBJECT: **MEMBER SPOTLIGHT PROJECT**

**Background**

In November 2022, Board Trustees Herman Santos and David Green reached out to the Executive Office to encourage the development of a program to help us get to know our members, better understand the work they do, officially recognize their service and contributions, and reinforce the importance of our mission to our members as they progress through their careers in public service.

The Communications and Member Services Divisions has been discussing a similar effort over the years and the Executive Office asked them to partner together to develop a program. We are pleased to announce that effective with the March Board of Retirement Meeting and the March *PostScript*, we are launching our new Member Spotlight program.

**Completion of First Phase**

The first phase of this project involved brainstorming sessions between Member Services and Communications on how to develop the program. This included discussions on how we would identify and select members for participation. Member selection was a critical aspect as the goal was to select members from different stages of their career lifecycle with LACERA and help ensure those selected represented the diverse makeup of LACERA's membership.

The team also spent time developing questions that we could ask our members to get a general sense of what they do, what they enjoy about their jobs, their hobbies, and what their future plans might be. The team also worked with the Legal Office to develop a release agreement for

members to sign authorizing LACERA to use their name and picture and interview questions in our spotlight program.

In December, the team developed a pilot program to solicit volunteers from members who were in their mid to latter stages of their careers who visited (in-person or virtually) our Member Service Center. Specialists were provided interview questions to ask at the conclusion of one-on-one counseling sessions with those members that agreed to participate. Members were asked to sign a release and provide a photo. By the second week of January, Member Services had provided several interviews, which the Communications writer transcribed and developed into a cover article featuring four members, in time for the mid-January *PostScript* article deadline.

The team also developed materials so that we could Spotlight one member per month at the Board of Retirement meetings, beginning with our March meeting.

We are excited to kick off this new effort to connect with members. We feel this is a terrific way to improve the Member Experience by recognizing the vital contributions that our members make to the public they serve and to consistently remind us all of why we do what we do.

### **Next Phase**

Now that we have published the initial article and announced the program to members via the newsletters, we are ready for the next phase of the project, in which we go more in-depth about our members' careers and unique contributions. We will be working on a more systematic approach to finding interview candidates from the wide variety of fields that our nearly 100,000 active members work in, so we can highlight the broad range of services they provide to the community.

Following is an outline of the proposed process, which will be further developed and refined, including determining our most successful strategies for finding member candidates and building our base of contacts for dependable sourcing.

#### **1) Candidate Search and Outreach**

- We will continue to refine the methodology for selecting members, which will be based on diversity, equity, and inclusion principles, and is intended to reflect the wide diversity of our members—cultural, socio-economic, and demographic.
- We also plan to work with LA County Human Resources Department and our union partners to craft a wider outreach program to help identify future candidate for recognition.

## 2) Recognition

- We will conduct regular interviews to highlight members in every issue. The initial article featured four members with small photos and touched on their career service, consultation experience with LACERA, and feelings about retirement.

Future articles will pivot to highlighting members' roles in their departments, going more into depth about their daily duties; how they chose their professions and County employment; accomplishments and proudest moments on the job; possibly two to three photos; and graphic treatment.

- We will also highlight members at the monthly BOR meetings and will include in the program design a notification process to let members know when they will be recognized.

We look forward to sharing more details on our progress in upcoming Operations Oversight Committee meetings and are excited about this opportunity to conduct more outreach with our members and showcase their contributions. Special thanks to Cynthia Martinez, Veronica Yi-Martinez, Sarah Scott, Vanessa Gonzalez, and others in Communications and the Member Service Center for their efforts in putting this program together.

NOTED AND APPROVED:



Luis Lugo, Deputy Chief Executive Officer

C: Santos Kreimann, Chief Executive Officer  
Laura Guglielmo, Assistant Executive Officer  
Steven P. Rice, Chief Counsel  
Cynthia Martinez, Chief, Communications Division  
Vanessa Gonzalez, Senior Retirement Benefit Specialist, Member Services  
Michael Peterson, Senior Retirement Benefit Specialist, Member Services

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

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

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