

IN PERSON & VIRTUAL BOARD MEETING

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



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

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

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

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

AGENDA

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

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

9:00 A.M., WEDNESDAY, MAY 3, 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(f).

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

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

COMMITTEE TRUSTEES:

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

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of April 5, 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.)

V. REPORTS

A. **LACERA Operations Briefing**

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

B. **Introduction to the Project Management Office**

Kathy Delino, Interim Chief, Information Technology
Celso Templo, Interim Information Technology Manager
(Presentation) (Memo dated March 22, 2023)

VI. ITEMS FOR STAFF REVIEW

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

VII. ITEMS FOR FUTURE AGENDAS

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

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

IX. ADJOURNMENT

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

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

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

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

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

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

1:06 P.M. – 1:23 P.M., WEDNESDAY, APRIL 5, 2023

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

COMMITTEE TRUSTEES

PRESENT: Herman B. Santos, Vice Chair (In-Person)
Keith Knox, Trustee (In-Person)
Jason E. Green, Alternate Trustee (In-Person)

ABSENT: Alan Bernstein, Chair
Antonio Sanchez, Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Vivian H. Gray, Trustee (In-Person)
Elizabeth Greenwood, Trustee (In-Person)
JP Harris, Trustee (In-Person)

STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer
Luis Lugo, Deputy Chief Executive Officer

STAFF, ADVISORS AND PARTICIPANTS (Continued)

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Kathy Delino, Interim Chief, Information Technology

Summy Voong, Interim Assistant Systems Division Manager

Carmelo Marquez, Interim Chief Information Security Officer

I. CALL TO ORDER

This meeting was called to order by Vice Chair Santos at 1:06 p.m. In the absence of Trustees Bernstein and Sanchez, the Vice Chair announced that Trustee Green, as the alternate, would be a voting member of the Committee.

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

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

There were no requests received.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of March 1, 2023

Trustee Knox made a motion, Trustee Green seconded, to approve the minutes of the regular meeting of March 1, 2023. The motion passed by the following roll call vote:

Yes: Knox, Green, Santos

No: None

Absent: Bernstein, Sanchez

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. NON-CONSENT ITEMS

A. **LACERA Trustee: Information Security Services**

Recommendation as submitted by Carmelo Marquez, Interim Chief Information Security Officer: That the Committee recommend the Board of Retirement use DeleteMe, a service that searches and removes a person's digital footprint and personal information from search engines, as well as Morado VIP Dark Web Monitoring, which provides additional coverage. (Presentation) (Memo dated March 24, 2023)

Trustee Santos made a motion, Trustee Knox seconded, to approve staff recommendation. The motion passed by the following roll call vote:

Yes: Knox, Green, Santos

No: None

Absent: Bernstein, Sanchez

VI. REPORTS

A. **LACERA Operations Briefing**

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

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

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.)

There was nothing to report.

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.)

There was nothing to report.

IX. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

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, Systems Division Interim Manager Kathy Delino, Interim Assistant Systems Division Manager Summy Voong, Interim Chief Information Security Officer Carmelo Marquez, and Other LACERA Staff.

XI. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 1:23 p.m.

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

FOR INFORMATION ONLY



Operations Briefing Report

May 3, 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			
Actuarial Valuation Reports: 2022 Other Post-employment Benefits (OPEB) Actuarial Valuation 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.	2022 OPEB – Annual Actuarial Valuation Report The July 1, 2022, OPEB Valuation Report is in progress. Milliman provided LACERA with a draft Appendix A to the report at the end of April 2023. Milliman is planning to provide the main body draft report in June 2023. Staff expects Milliman to present the final report to the Board of Retirement in August 2023. RHC staff presented, and the Board of Retirement approved, the annual healthcare insurance premium renewals in March 2023. Milliman updated insurance plan cost information as part of the OPEB Valuation calculations.			



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.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	August 2022	May 2023
	Project Lead(s): Ted Granger			
	On-Schedule			
Actuarial Valuation Reports: 2022 Actuarial Valuation of Retirement Benefits 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 The Retirement Benefits (Pension) actuarial projects for the June 30, 2022, reporting cycle have been completed and approved by the Board of Investments at their March 2023 meeting. Staff is working with the Los Angeles County Chief Executive Office to present the 2022 Annual Valuation Report to the County Board of Supervisors (BOS) for approval at their May 2023 meeting. The BOS approval will formally adopt the updated contribution rates for all members and employers beginning fiscal year July 1, 2023. In the meantime, staff will communicate with LACERA stakeholders including members, plan sponsors and unions, to provide information regarding upcoming contribution rate changes.			



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.

Milliman, LACERA's consulting actuary, completed the 2022 Investigation of Experience Study and Annual Valuation of Retirement Benefits reports. Cavanaugh Macdonald Consulting (CMC), LACERA's reviewing actuary, completed an actuarial review of both consulting reports prepared by Milliman.

2023 Retirement Benefits – Actuarial Risk Assessment

Milliman has begun preparing the 2023 Annual Actuarial Risk Assessment report based upon the most recently completed valuation report. The report will incorporate some additional information resulting from Board of Investments (BOI) Trustee questions raised at their March 2023 meeting. Staff expects Milliman to present the final report to the BOI at their June 2023 meeting.

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



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.

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	
	4/30/2023	
Row Labels (Type, Status, Detail, Outstanding)	Count	%
Pending Notification (Staff Reviewing and Processing)	810	16.92%
Active Retired Deferred/Inactive	55	01.1%
	122	2.5%
	0	0.0%



	Deceased	43	0.8%
	Other – *Active/Ex-ceptions	590	0.0%
	Withdrawn	0	0.0%
	Completed	4,022	83.08%
	Active	3,004	62.05%
	Retired	757	15.6%
	Deferred/Inactive	149	3.1%
	Deceased	0	0.0%
	Withdrawn	56	1.2%
	Not affected	56	1.2%
	Grand Total	4,832	100%

***Alameda Project – Active Members:** 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 **Active Exception** population. Our priority is still focused on the Retired / Deceased / Survivor / Legal Split Payee cases first.



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Executive (MOG)	06/01/2022	06/30/2023
	Project Lead(s): JJ Popowich, Cookie Jaranilla (PM)			
	On Schedule			
Call Center Improvements: Phase VII – Voice Authentication – AI Assisted Validation 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>Project reengagement and kickoff meetings were held on April 11, 2023, and April 19, 2023, respectively. The project is now in the discovery phase.</p>			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG/BSG)	08/24/2022	08/31/2023
	Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)			
	Delayed			
Case Management Project (SOL): Phase I: Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience. Processes included in Phase I are: Disability Retirement Services 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>The User Acceptance Testing for Disability Retirement Services (DRS) was paused to review the application interface design and usability. The LACERA team reported navigation difficulties, operational process disconnects, and a lack of explicit alert notifications. The Eccentex team is currently making design changes to resolve these issues. User Acceptance Testing is expected to resume on April 20, 2023. The proposed Go-Live date is May 15, 2023.</p> <p>The Disability Litigation Office (DLO) signed off on the Disability Litigation Case Management Requirements, and Eccentex's implementation team is developing and configuring their case management solution. Their Go-Live date is May 15th but may be adjusted depending on the DRS and DLO user acceptance test results. Both divisions' business processes are interrelated, and the preference is to move them to production at the same time.</p> <p>The Benefit's First Payment subject matter experts (SMEs) signed off on the completed First Payment case management requirements. The Eccentex implementation team is conducting design sessions and working meetings with the First Payment's SMEs to get familiar with the business process and operational pain points before starting with their case management module development and configuration.</p>			



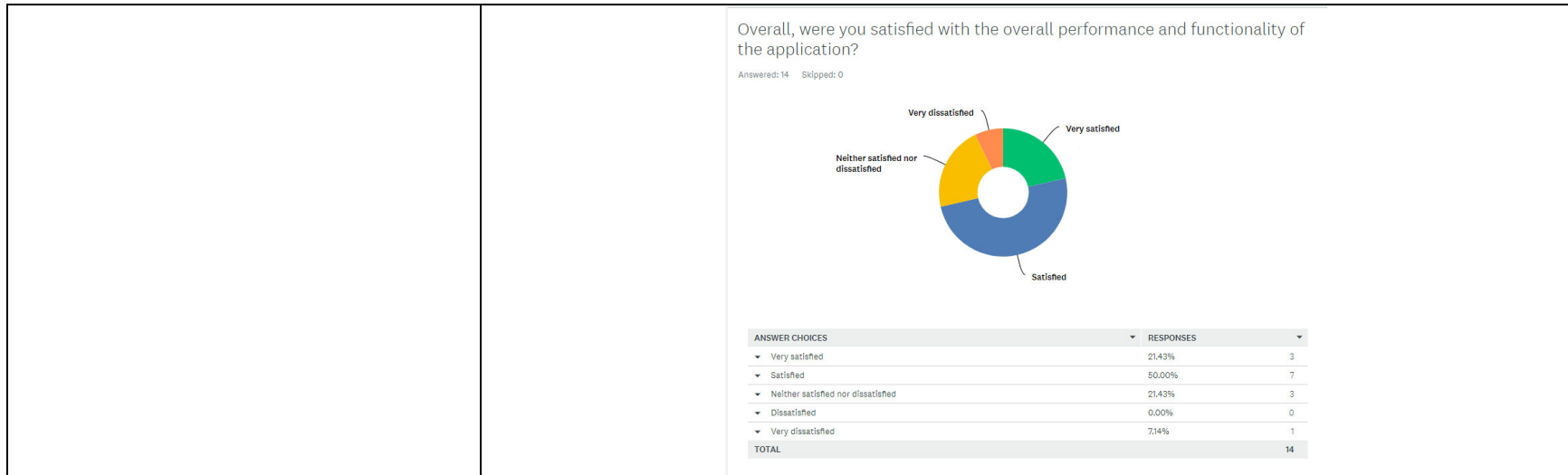
Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	10/06/2022	06/30/2023
	Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)			
	On Schedule			
Enterprise Budget Application: LACERA is implementing its first automated enterprise budget application 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. The contract and statement of work were finalized, and the project kick off meeting was held with the LACERA Budget Team and Questica team on November 17, 2022.</p> <p>The Questica implementation team and LACERA subject matter experts (SMEs) are in the assessment and discovery phase. The Project team has defined some of the current state and the desired state that will be achieved once the solution is implemented. Questica has assigned a new Project Manager and Implementation Specialist to the LACERA project team.</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): Roberta Van Nortrick, Celso Templo & Michael Dozier (PM)			
	On Schedule			
Enterprise Contract Lifecycle Management (ECLM) Solution: Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting	<p>On April 4, 2022, LACERA received proposals from nine vendors. LACERA's evaluation team reviewed all RFPs and selected five vendors as finalists. These finalists demonstrated their solutions to the team. A final vendor has been identified and a recommendation to the Board of Retirement was scheduled for consideration at the September 2022 Board Meeting. The Board of Retirement approved the recommended vendor, Cobblestone, at the September 2022 Board meeting for the Enterprise Contract Lifecycle Management system.</p>			



services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.	The LACERA ECLM project team and the Cobblestone implementation team have been developing the Vendor Interface module and defining the features of the Request for Proposal (RFP) module and process flow. Many Administrative Services paper forms have been digitized and manual processing steps have been incorporated into the ECLM solution. The Cobblestone Engineers are working with LACERA staff to integrate the ECLM solution with our general ledger, budget, and accounts payable systems.
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date										
	Strategic	Disability Retirement Services (MOG)	05/04/2021	06/30/2023										
	Project Lead(s): Tamara Caldwell & Kathy Delino													
	On Schedule													
On-Line Disability Retirement Application: 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.	<p>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.</p> <div>Application Activity – As of 04/19/23</div> <table><tr><td>Applications In Process*</td><td>52</td></tr><tr><td>Applications completed and submitted</td><td>22</td></tr><tr><td>Applications Cancelled – No Activity or by request</td><td>82</td></tr><tr><td>Total since deployment</td><td>156</td></tr><tr><td>Total surveys completed</td><td>14</td></tr></table> <p>*Application started but required elements still pending</p>				Applications In Process*	52	Applications completed and submitted	22	Applications Cancelled – No Activity or by request	82	Total since deployment	156	Total surveys completed	14
Applications In Process*	52													
Applications completed and submitted	22													
Applications Cancelled – No Activity or by request	82													
Total since deployment	156													
Total surveys completed	14													



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			
PEPRA Implementation: FAC Issue: The Final Average Compensation for PEPRA members is exclusive of most pay items except base pay. The County uses pay code 099 as their base pay code. This pay code has embedded pay items within the code that are not pensionable compensation under PEPRA. In order to accurately calculate a member's benefit, these	As of late April 2023, the LACERA team and Auditor Controller's Office continue to meet regularly and make progress towards the agreed upon deadline of June 30, 2023. 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 PEPRA member's FAC. On March 16, 2023, AC provided a test file on the PEPRA embedded earnings. Systems and QA division are collaborating on testing.</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)		
	Project Lead(s): Louis Gittens			
	On Schedule			
Pre-2003 Pension Reserve Clean-up: Prior to January 1, 2003, non-vested contributory individuals were required to withdraw their contributions upon termination as they were not entitled to future benefits. The law was changed as of that date and non-vested members are now permitted to leave funds on deposit and later retire. LACERA has attempted to contact the non-vested individuals who terminated prior to 2003 and still have	LACERA has sent notification to the remaining 673 affected individuals. We are in the process of determining which letters were returned to LACERA. Our next course of action is to find secondary addresses for those individuals and re-send the notification through Certified mail.			



funds on deposit so they can withdraw their funds.

The purpose of this project is to ensure that LACERA sends written notice through Certified mail to the most valid address we can find. Individuals in this group who still have funds on deposit after this initiative will have their funds placed into the Pension Reserve.

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			
Prepaid Bank Card Project: 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> <p>On September 30, 2022, LACERA received two proposals for Prepaid Debit Card Services. A cross functional evaluation team reviewed the proposals, and the</p>			



	<p>vendors presented their services to the team. The selection team has identified a final vendor and made a recommendation to the Board of Retirement which was approved at the April 2023 board meeting.</p> <p>The team has met and is discussing next steps. Chief among these being the development and finalization of a Statement of Work and contract negotiations.</p>
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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			
Retiree Healthcare Administration: Lifetime Maximum Benefit Project	LACERA and the County CEO's office are still in active communication. We met recently in February 2023. LACERA hopes to provide the board with a formal report on the status of the LMB by June 2023.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	07/01/2022	06/30/2023
	Project Lead(s): Kevin Hawkins			
	On Schedule			
Tax Table Changes for 2022: Phase II: Online Tax Calculator & ADR Re-design 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	<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 & 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>			



projects are designed to improve the overall Member Experience	<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">• 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. Specifications for the initial version have been finalized, and programming is underway.• 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. Staff developed a redesign that will fit the allotted space and will meet with management in May 2023 to seek approval.
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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			
Travel/Expense/P2P Software: LACERA has procured “Certify” software created by Emburse, an accounts payable automation and expense management provider.	<u>Accounts Payable (AP) Module</u> The AP Project team is currently conducting user acceptance testing in collaboration with the AP Certify implementation team. At the completion of the user acceptance test and remediation of all critical issues, a soft release will be scheduled to transition one division at a time from paper requisitions and invoices to the automated Certify Accounts Payable solution.			



Data Integration with Dependent Systems

The LACERA team is working on the integration of the AP solution with our general ledger, budget, and contract management systems. They are documenting the flow of data between the dependent systems.

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	10/01/2022	08/30/2023
	Project Lead(s): Carly Ntoya and Don Song (PM)			
	On Schedule			
Human Resources (HR) Digitization: LACERA is currently converting 350,000+ paper Human Resources' personnel, payroll, medical, and classification files to electronic files to allow quick retrieval of documents by a hybrid workforce, shared access to information, full text search capabilities, and an audit trail of document access.	In March 2022, the Information Technology Coordination Council approved the Human Resources Digitization Project. Funding for the project was approved as part of the FY 2022-23 budget. The digitization project team decided to leverage a product that is already implemented at LACERA for this effort: Microsoft SharePoint. The scanning and indexing of the historical physical files into the new data repository is ongoing. This project should be completed by the end of the summer 2023.			

Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	01/01/2023	06/30/2023
	Project Lead(s): Carly Ntoya and Michael Dozier (PM)			
	On Schedule			
Human Resources (HR) Case Management: LACERA seeks a case management solution that supports Human	In December 2022, the Information Technology Coordination Council approved a case management project for Human Resources. Funding for the project was approved during the FY 2022-23 midyear budget adjustments. The HR project			



Resource workflow with automatic notifications, document management, and version control as well as the ability to view HR workloads on an interactive dashboard.	<p>team selected ServiceNow's Human Resources module for their case management solution.</p> <p>As of April 2023, the HR Case management project team has completed the vendor evaluation process and selected Winward as the ServiceNow's solution integrator. The Statement of Work is being reviewed by the Sponsor and SMEs while the Legal Division is reviewing the contract as provided by Winward.</p>
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	01/01/2023	06/30/2023
	Project Lead(s): JJ Popowich and Michael Dozier (PM)			
	On Schedule			
LACERA Incident Response Team (LIRT) Management Solution: LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	<p>In December 2022, the Information Technology Coordination Council approved a LIRT incident management solution project to automate the tracking of LACERA incidents. The LIRT project team decided to leverage a product that is already implemented at LACERA: ServiceNow Information Technology Service Management (ITSM). LACERA is currently selecting a business partner to leverage and customize the incident workflow of ServiceNow's ITSM to support LACERA's process regarding incident tracking, management, and reporting. Because LACERA already owns this product and is only configuring one module to support our specific process, we are able to absorb the cost of the project in the FY 2022-23 budget. We expect this project to be completed in June 2023.</p> <p>The Vendor Evaluation process is in progress with the Executive Sponsor and SME. The following vendors have provided proposals and presentations documents:</p> <ul style="list-style-type: none">• CloudAction• Crossfuze• Winward			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	01/01/2023	06/30/2023
	Project Lead(s): Luis Lugo and Gnan Arige (PM)			
	On Schedule			
Policy Management Solution: LACERA seeks an automated solution to support LACERA Policy Management Process.	<p>In September 2022, the Information Technology Coordination Council approved a policy management project to automate the creation, review, approval, and maintenance of LACERA policies as well as track the versions and acknowledgement of policies. Funding for this project was included in the FY 2022-23 budget. The policy management project team issued a Request for Quote (RFQ) and reviewed quotes submitted by interested vendors and consultants.</p> <p>As of April 2023, the Policy Management Solution project team has completed the Vendor Demonstrations and is in the final stage of the vendor selection process. The following vendors are being considered:</p> <ul style="list-style-type: none">• Accordance Technologies• Compass 365• Eccentex• NAVEX• NeoGov			



- 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			
	Delayed			
COLA Bank Retroactive Changes: In April of 2021, the Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation.	<p>The project was broken down into five phases based on the complexity of the calculations needed to pay retroactive benefits to members. We will resume working on this project in July 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>			



	COLA Bank: Retroactive Payment Project		
	Status (As of 3/31/23)	Number	Percentage
	Completed	8,511	88%
	In-Process	1,161	12%
	Grand Total	9,672	100%
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	06/30/23
	Project Lead(s): JJ Popowich & Cynthia Martinez			
	Pushed Back			
Communications Plan: The development of a strategic Communications Plan providing an overview of the guiding principles used to communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our Communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.	<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.</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			
PEPRA Implementation: Annual Benefit Statement 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 PEPRA Implementation: FAC Issue Update) 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			
Retirement Estimate Redesign: 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 LACERA.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			
	Pushed Back			
<p>Retroactive Payroll Adjustments: Prospective Correction</p> <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>In 2022, LACERA met with the AC's team to discuss collection of contributions for adjustments more than 60-months old. A few ideas were generated from the meeting, and we will continue to work with them to develop a procedure that both the County and LACERA can support. At this time, we have pushed this project back and are monitoring to identify any accounts over the 60 months for escalated collection actions.</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	August 2022	May 2023
	Project Lead(s): Ted Granger			
	Completed			
Actuarial Valuation Reports – Retirement Fund: 2022 Retirement Benefits – Investigation of Experience (Experience Study) 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 and Annual Actuarial Valuation Report for Retirement benefits (Pension) actuarial projects for the 2022 reporting cycle have been completed. For June 30, 2022, 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. Milliman made three (3) presentations to the BOI this fall to review and determine the June 30, 2022, actuarial assumptions, and methods. In addition, fiduciary counsel made a presentation at the BOI meeting in October to underscore the importance of this process. Milliman completed the annual actuarial valuation report and presented it to the BOI in March 2023. The BOI approved the report which included key pension plan funding data as well as updates to the member and employer contribution rates. Staff prepared a memo to the Los Angeles County Board of Supervisors (BOS)			



<p>GASB reports to obtain information required for their financial statement disclosures.</p>	<p>for their May 2023 meeting, requesting the BOS to adopt the new contribution rates effective July 1, 2023.</p> <p>LACERA engages a second independent actuarial consulting firm, Cavanaugh Macdonald Consulting (CMC) to conduct actuarial review services. CMC reviewed the method and assumption setting process to ensure consistency with actuarial standards and performed separate calculations to compare with the consulting actuary's amounts. CMC concluded that for the 2022 reporting cycle, Milliman's process followed actuarial standards and determined Milliman's actuarial results were reasonable.</p>
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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			
<p>Annual Financial Statement Preparation and Audit:</p> <p>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>	<p>2022 – Annual Financial Statements/Audit</p> <p>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 of the AFS but includes some additional information such as the transmittal letter from the CEO, organizational chart, and Trustee names and photos. LACERA completed</p>			



	<p>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>
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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			
Actuarial Valuation Reports: OPEB: 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	<p>2021 OPEB – Annual Valuation</p> <p>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.</p>			



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.

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			
Actuarial Valuation Reports – Retirement Fund: 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			
Annual Insurance Renewal – Phase I: After the Insurance Team's completion of a successful solicitation, the BOR approved the replacement of LACERA's current insurance	LACERA's new Broker of Record, Alliant Services, Inc., has obtained quotes and is binding policies with carriers for the June 30 th insurance renewal period. The Insurance Renewal Team and brokers provided an update on the insurance policy selection at the August Operations Oversight Committee meeting.			



brokerage firm. Alliant Insurance Services, Inc. (Alliant) was selected as the new Broker of Record for LACERA effective April 29, 2022.

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			
Annual Insurance Renewal – Phase II: 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.	<p>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.</p> <p>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 for 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.</p>			



2022-23 Fiduciary/Cyber/Crime Renewal Final Cost Breakdown				
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			
Call Center Improvements: Phase I – Call Wait Time – Call Back: Phase I focuses on implementing a call back	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.			



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.

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 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.

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			
Call Center Improvements: Phase III – Holiday Scheduling Automation 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.	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. This phase of the project is completed and will be in production by October 20, 2022.			



Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec (MOG)	06/01/2022	10/20/2022
	Project Lead(s): JJ Popowich & Cookie Jaranilla			
	Completed			
Call Center Improvements: Phase IV – Emergency Access Console 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			
Call Center Improvements: Phase V – After Call Service Survey 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			
Custodian Bank Search: 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			
Enterprise Budget Application: 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.	<p>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.</p> <p>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</p>			



	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			
Enterprise Wi-Fi Project: 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			
Member Experience: Celebrating a Lifetime of Public Service – Member Spotlight 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 released in the PostScript, March 2023 issue, highlighting four of our long-serving members. The team also debuted the first Member Spotlight in the March 2023 Board of Retirement meeting.</p> <p>This completes Phase I of this program and is 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
	Legal	Legal	08/16/2022	03/01/23
	Project Lead(s): Jessica Rivas			
	Completed			
Form 700 Project (Granicus): 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.	Onboarding was completed in February. The FPPC certified LACERA's new e-filing system on March 2 nd , and the system went live for filing staff (except the CEO and CIO), consultants, and managers on March 3, 2023. Trustees and the CEO and CIO should continue to file using the County's system or by emailing their forms to LACERA's Legal Division (although if they use the new LACERA system, LACERA will print the form in pdf and submit it to the County). The deadline for annual Forms 700 was April 3, 2023. Use of the new system for the filing of Form 700s this season is under review.			



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			
My LACERA Multi-Factor Authentication: 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 1,577 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			
My LACERA Support Queue: 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>
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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			
OneMeeting (PrimeGov) Implementation: The Board of Retirement approved a more effective meeting management tool to help streamline the planning and conducting of Board/Committee meetings while improving transparency and public access.	Trustees and staff have been trained on the functionality and use of the new system. OneMeeting will be going live in January 2023.			

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			
	Completed			
Privacy Policy Review, Update, and Training Update of the agency's Privacy policy and training slides, which have not been updated since 2011 and 2017, respectively. This will provide clearer	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, in effect, and posted on LACERA Connect under Legal Division policies. The training slides are also finalized, including a separate version with trainer notes, and are available. In addition, Legal coordinated with HR and Systems and successfully			



guidance to staff on how to protect confidential information.	completed a video training module based on the final slides on February 24, 2023. The video module is under review, and once finalized it will be posted internally with the completed training slides and available to all staff, to be followed by live training. Structured all-staff training will begin in July,
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Project / Issue Title Brief Description	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec	03/23/2022	04/25/2023
	Project Lead(s): Erika Heru			
	Completed			
Retirement University: Options Videos: The Retirement Options videos are a series of six videos located under the Retirement University section of LAC-ERA.com and hosted on YouTube. Each video provides an overview of the retirement option, the retiree healthcare tiers, and a peak at the type of members who have chosen the option over the last 10 years.	The Retirement University has included Options videos for several years, but the series was incomplete and hadn't been updated. Over the last few months, the Communications team has been working with Benefits, the Legal Office, Member Services, and Retiree Healthcare to update the current videos and finish out the series. At the end of April, the team released the last three videos in the series: Option 1, Option 2, and Option 3.			

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			
Return to the Office: 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.
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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			
Tax Table Changes for 2022: New Tax Withholding Form 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), in early 2022. The IRS is not requiring the new form be used until the 2023 tax year.	<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>Member Communication:</p> <p>We've completed the following actions to ensure members are adequately informed of the new Federal Tax table and revised W-4P.</p> <ul style="list-style-type: none">• 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
<p>02-13-23 (Cont'd from February and March Reports)</p>	<p>M. Braun, Bloomberg News</p>	<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> <p><i>On February 21, 2023, via email, Requester was informed that LACERA expects to produce responsive, non-exempts records by March 9, 2023.</i></p> <p><i>On March 9, 2023, via email, Requester was sent email along with letter stating the voluminous number of records and detail required for each record causes responsive information to be submitted on March 24, 2023.</i></p> <p><i>On March 24, 2023, via email, Requester was sent email along with letter stating the voluminous number of records and detail required for each record causes responsive information to be submitted on April 14, 2023.</i></p> <p><i>On April 14, 2023, via email, Requester was sent email with responsive letter attached. Requester was informed that a separate email from LACERA's System Division would provide admission to SharePoint Access site for Public Records.</i></p> <p><i>On April 14, 2023, via email, Systems Division provided Requester admission to SharePoint Access Site for Public Records.</i></p>
<p>03-10-23 (Cont'd from Report ending 03-14-23)</p>	<p>A. Khouri, Los Angeles Times</p>	<p>Request: Electronic copy of target allocation for Real Estate asset class for each year from 2000 to 2023 for categories Core Real Estate, Value Add Real Estate, Opportunistic Real Estate and Other Real Estate investment strategies.</p> <p><i>On March 20, 2023, via email, Requester was informed that due to the voluminous amount of separate and distinct records requested, LACERA expects to produce responsive, non-exempt records by April 3, 2023.</i></p> <p><i>Transmitted 1 document.</i></p> <p><i>On April 3, 2023, via email, Requester was sent the document below.</i></p> <p><i>Public Records Act – Real Estate 03.31.23.xlsx</i></p>
<p>03-16-23</p>	<p>M. Toroy, with. Intelligence</p>	<p>Request: Information from investment pools, relating to performance of all the hedge funds/absolute return funds invested in for Q3 2022 and Q4 2022.</p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		<p><i>Transmitted 1 document.</i></p> <p><i>On March 22, 2023, via email, Requester was sent the document shown below.</i></p> <p><i>Hedge Funds 3Q22-4Q22.xlsx</i></p>
03-21-23	L. Albanese, FIN	<p>Request: All proposals submitted in response to LACERA's Illiquid Credit Emerging Manager Program RFP issued on October 29, 2021.</p> <p><i>On March 30, 2023, via email, Requester was informed that LACERA is presently retrieving and reviewing RFP responses. Review is expected to be completed by April 14, and upon completion a SharePoint link will be sent to the Requester for viewing or downloading purposes.</i></p> <p><i>On April 5, 2023, via email, Requester was informed that responsive documents are on SharePoint site and that Systems Division will provide access to the site regarding Illiquid Credit RFP responses.</i></p> <p><i>On April 5, 2023, via email, Requester was provided admission to Public Record SharePoint Access Site.</i></p>
03-24-23	K. Doshi, S&P Global Markets	<p>Request: If there are any finalists on the RFP regarding Securities Litigation.</p> <p><i>On March 24, 2023, via email, Requester was informed that records requested are not finalized and LACERA is not yet able to produce the information. Information is expected to be available on April 7, 2023.</i></p>
04-07-23	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p>Transmitted 1 document.</p> <p><i>Sent on April 7, 2023, via email: MonthlyAgenda.csv for April 7, 2023.</i></p>
04-07-23	LA County Sheriffs Department and 3 other Recipients	<p>Per monthly request:</p> <p><i>Transmitted 2 documents.</i></p> <p><i>Sent, on April 7, 2023, via email: Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing each dated April 5, 2023.</i></p>
04-07-23	C. Siverson, Fire, LA County and 5 other recipients	<p>Per monthly request:</p> <p><i>Transmitted 1 document.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		Sent, on April 7, 2023, Board of Retirement Meeting on April 7, 2023, Benefit Approval List.pdf
04-13-23	N. Lee, Preqin Ltd.	<p>Request: Current information of ALL hedge funds and fund of hedge funds in which LACERA is an investor.</p> <p><i>Transmitted 1 document.</i></p> <p><i>On April 19, 2023, via email, the responsive document shown below was sent to Requester:</i></p> <p><i>Q4 2022 LACERA Hedge Funds Data.xlsx.</i></p>

REPORT OF FELONY FORFEITURE CASES PROCESSED

April 20, 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
63	BASS	ROY'CE	SHERIFF	3/16/2023	3/24/2023					
62	FLORES	JOSE	SHERIFF	8/26/2022	9/22/2022	3/10/2023				
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.

April 22, 2023

TO: Each Trustee,
Operations Oversight Committee

FROM: Kathy Delino *KD*
Interim, Chief Information Technology

Celso Templo *CST*
Interim, IT Manager

FOR: May 3, 2023, Operations Oversight Committee Meeting

SUBJECT: **Introduction to the Project Management Office**

BACKGROUND

With the support of the Executive Office, the Systems Division established a Project Management Office (PMO) in October 2020. The primary purpose of the PMO is to develop a repeatable project management process that can be used to manage new technology projects.

The responsibilities of the PMO include managing projects approved by the Information Technology Coordination Council (ITCC), creating a PMO Playbook and Toolkit, and maintaining a centralized repository for all projects, project data, and documentation.

The benefits of a PMO include more effective delivery of IT projects and initiatives, increased project productivity and quality of work, improved project transparency, stronger engagement with project stakeholders, increased project to project communication, reduction in project obstacles, and enhanced collaboration.

CURRENT STATE

The Project Management Office, under the direction of Celso Templo, has grown from one staff member to a dynamic group of seven project managers. They have established Agile/Scrum as their project management methodology, Jira as their project management software solution, and have published an interactive dashboard of real time project information (the MAC Dashboard). They have established a standard project management process (the PMO playbook) and published templates to support each step of the process (the PMO toolkit). They make training a priority for their team and share their project management experience by coaching and mentoring other project managers throughout the organization.

RE: Introduction to the Project Management Office

April 22, 2023

Page 2

NEXT STEPS

Going forward, the PMO will continue to advocate their project management methodology and toolkit to LACERA's business divisions, manage critical information technology initiatives, formalize PMO standards and metrics, ensure project managers stay current with the latest trends in the industry, and network outside of LACERA to learn and share their accomplishments. When the PMO has fully matured, the processes and tools that they use for project management will be used throughout the organization.

NOTED AND REVIEWED:



Laura Guglielmo
Assistant Executive Officer

Attachment



Introduction to the Project Management Office (PMO)

Presented by Celso Templo
Interim IT Manager II
Systems Division

PMO Discussion Topics

Purpose

Responsibilities

Benefits

Current State

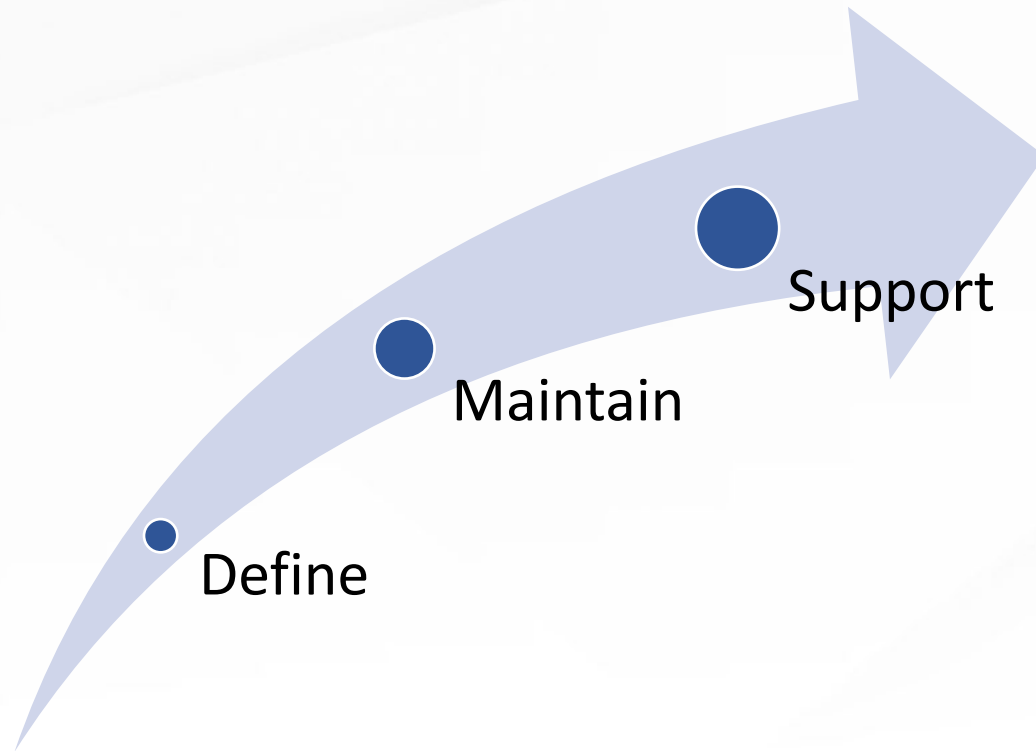
Current Projects

Playbook

Toolkit

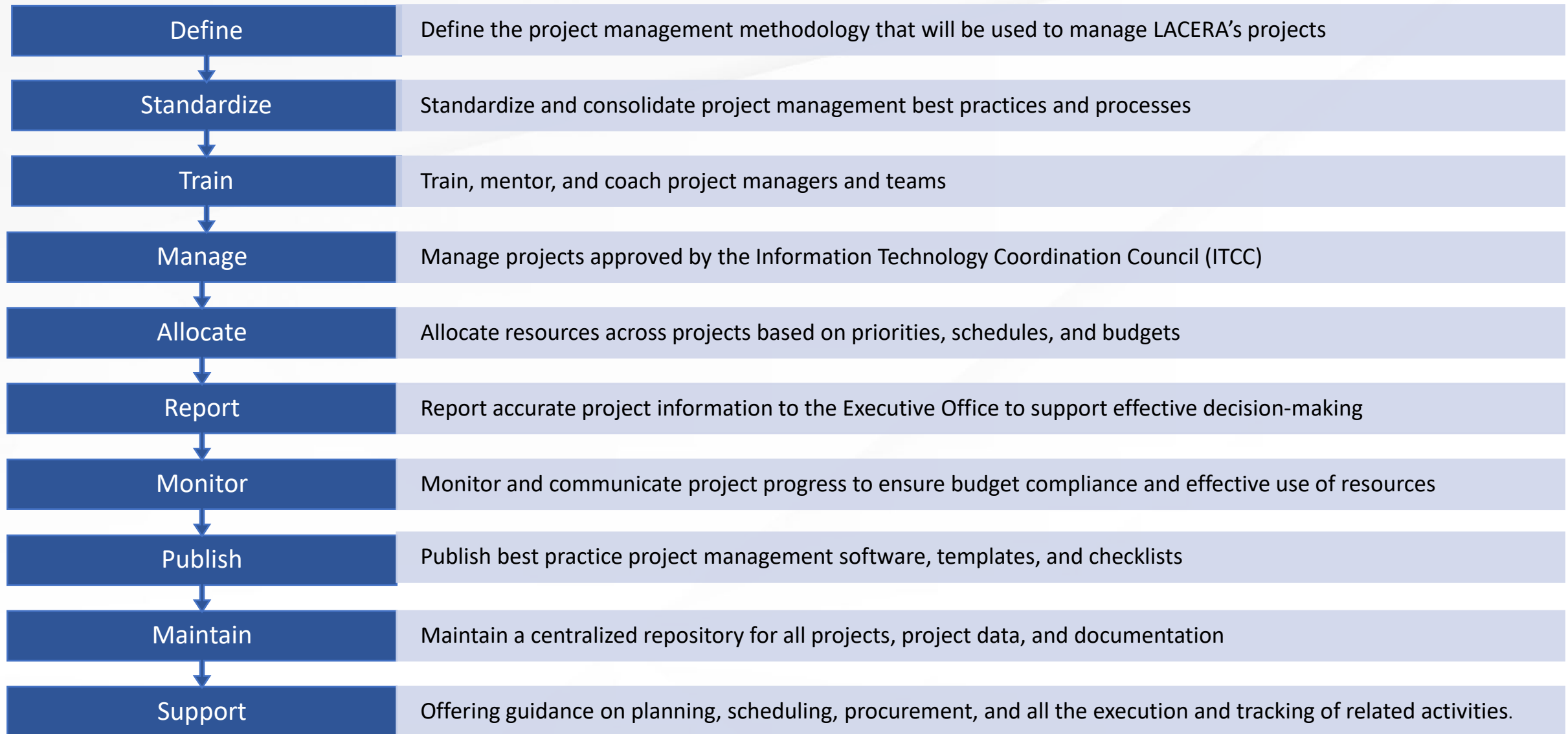
Future State

PMO Purpose



LACERA's
Project Management
Standards

PMO Responsibilities



PMO Benefits



Effective delivery of IT projects and initiatives

Increased project productivity and quality of work

Improved project transparency

Stronger engagement with project stakeholders

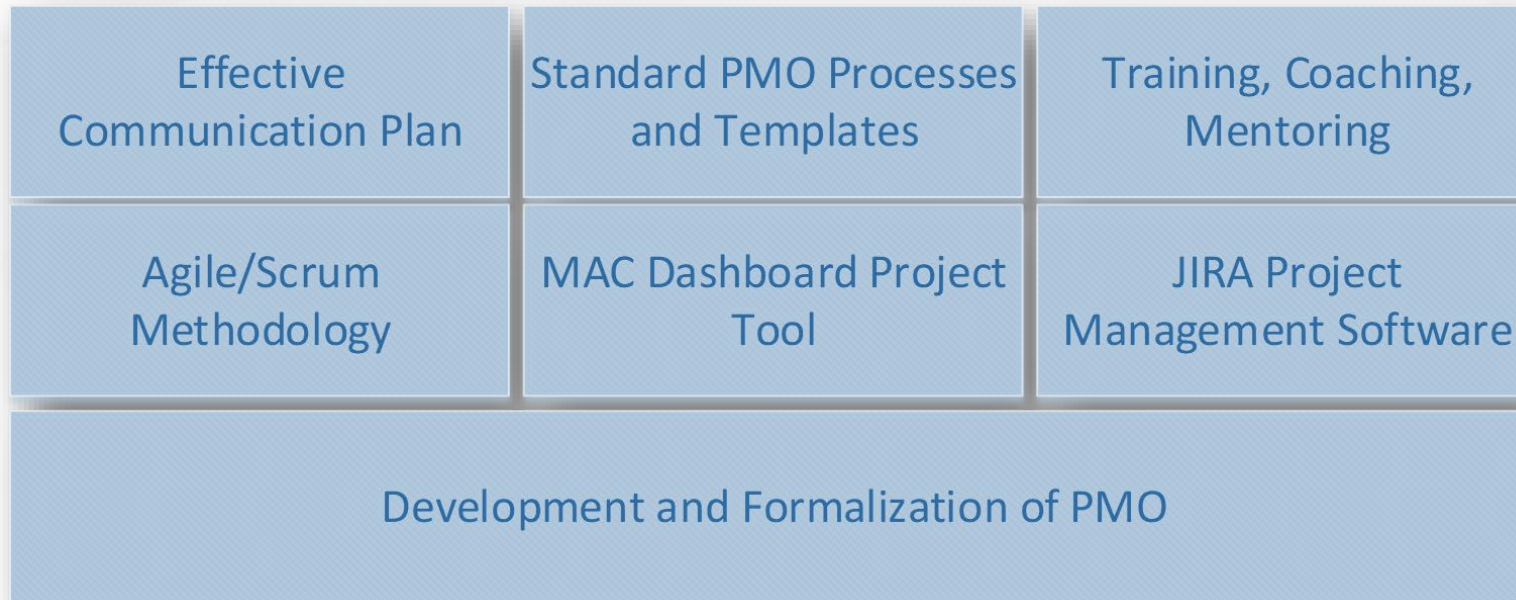
Increased project to project communication

Reduction in project obstacles

Enhanced collaboration and communication

Established, repeatable process

PMO Current State



PMO Current Projects

Human Resources (HR) Modernization

- Digitization
- Case Management & Automation
- Automation

Case Management Software Solution

Business Continuity/Disaster Recovery Process Optimization

Policy Knowledgebase Management Systems

Legal Division Matter Management System

Budget System Modernization

Enterprise Contract LifeCycle Management (ECLM)

PMO Current Projects (Cont'd)

Accounts Payable (AP) Automation

Amazon Web Services Members Callback

Enterprise Communications Replacement

LIRT Incident Tracking and Management

Investment's Business Intelligence Implementation

MAC Project Tracker Dashboard

Redaction Software

Data Management Group

PMO Playbook: Project Phases

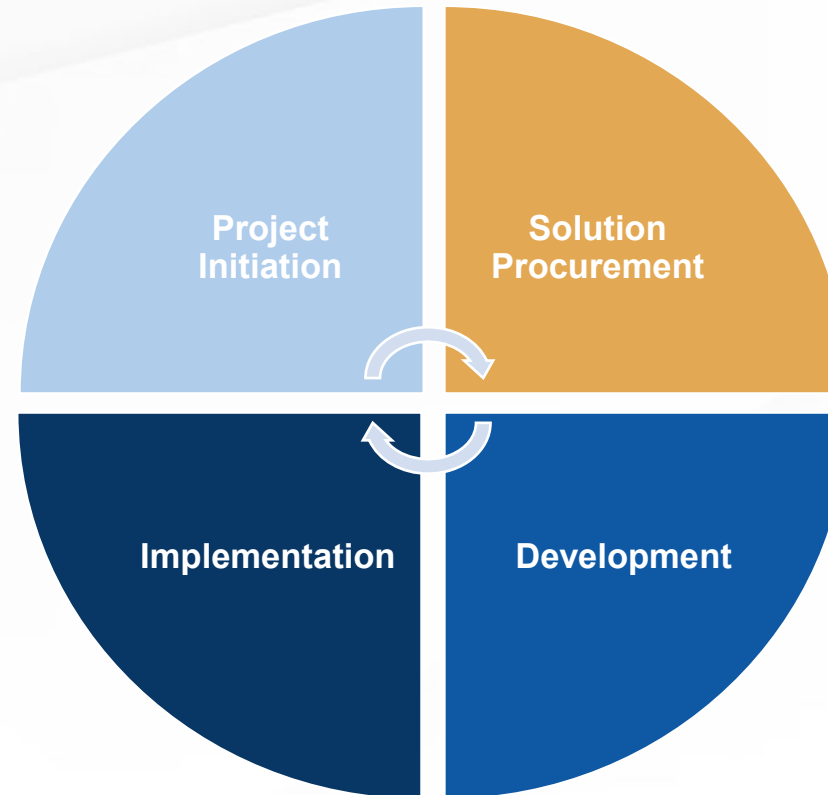


PROJECT INITIATION

- Project Charter - Prepare, Present & Obtain Approval from ITCC
- ITCC –Submission and Approval of Project Charter
- MAC Dashboard - Plan, Track & Manage in JIRA MAC Dashboard Accessible via LACERA Connect
- Project Kick-Off – Discuss Expectations, Milestones, Budgeted Costs & Roles & Responsibilities of Stakeholders and SMEs

IMPLEMENTATION

- Implementation Training and Workshops
- Vendor Succession Planning & Knowledge Transfer Workshops
- **GO-LIVE EVENT**
- Post-Implementation Activities - Fine Tuning and Process Improvement
- Project **CLOSE-OUT** - Sponsor/PMO Sign-Offs
- Documentation – Knowledge Base Purpose
- Managed Services & Operations Hand-off
- Post Implementation Reporting – Boards and Committees Receive Implementation Status Updates & Presentations



SOLUTION PROCUREMENT

- RFP Determination and Development (**IF REQUIRED**)
- Facilitate Vendor Candidates & Conference – Questions Presentation & Proof of Capabilities (POC)
- Quiet Period – Promote Vendor Equality
- Vendor Evaluation and Selection Stage
- Due Diligence & Deep Dive Due Diligence
- Vendor Recommendation – Exec Management & BOR Vendor Selection Finalization
- SOW Finalization and Contract Negotiations & Approval from Executives
- Procurement Processing

DEVELOPMENT

- Selected Vendor Project Kick-Off
- Introduction – Project Scrum Team, Environment, Defining of Accesses & Roles
- Develop Project Governance w/ Selected Vendor
 - Establish Agile/Scrum or Hybrid Methodology
 - Communication Plan – Establish Status Report Execution of Scrum/Stand Up Weekly Meetings
- Sprints (Agile/Scrum) - Discovery/Assessment
 - Requirements Gathering & Scope Sign-offs by SMEs
 - Development Phase – Code/Configuration, Unit Test, Integration & Product Review
 - Testing – Integration Testing & QA Testing
 - UAT & Sign-offs from the SMEs

PMO Playbook: Information Technology Coordination Council (ITCC)



The purpose of the ITCC is to evaluate and prioritize IT projects to ensure that LACERA is efficiently using budgetary resources, human capital, and technology to make operations more efficient.

ITCC Voting Members

- Chief Executive Officer (or designee), Chair (CEO)
- Chief Information Technology, Vice Chair (CIT)
- Information Security Officer (ISO)
- Deputy Chief Executive Officer (Deputy CEO)
- Assistant Executive Officer (2) (AEO)
- Chief Investment Officer (or designee) (CIO)
- Chief Legal Counsel (or designee)
- Chief Financial Officer (CFO)

ITCC Nonvoting Members

- Chief Audit Executive (CAE)
- Director, Human Resources Division
- Division Manager, Administration Services
- Division Manager, Communications Division

PMO Toolkit: Project Charter Sample

LACERA PROJECT CHARTER

This Section Completed by Systems Division

Date Received: 12/20/22

Date Reviewed: 12/20/22

Date Presented to ITCC: 12/20/22

Date Approved by ITCC: 12/20/22

Approval Information

Executive Sponsor: Laura Guglielmo, AEO

Project Manager: Don Song

Date Added to Project Listing: 12/20/22

Project Priority Rating: High

Date Added to JIRA: 12/20/22

JIRA Project Title:

Rejection Information

Reject Reason(s):

HR File Digitization

Date ITCC Decision Reported to Project Requestor: 11/1/22

Date: 2/18/22

Project: HR File Digitization

Project Description:

Create electronic files (scan) of Human Resources' personnel, payroll, medical (worker's compensation and non-worker's compensation), and classification files.

Project Requestor:

Carly Ntoya

Division Manager:

C. Ntoya

Division:

Human Resources

BUDGET IMPACT

Project Budgeted: Yes

Use of Internal Resources: Yet to Be Determine

Estimated Project Costs: \$25,000-\$49,999

Initial Investment: \$10,000 - \$24,999

Professional Services: <\$10,000

On-going Annual Expense: <\$10,000

Part of Strategic Plan/Goals: No

PROJECT TIMELINE

Expected Project Duration: 6/12/22

Target Completion Date: 6/30/23

PMO Toolkit: MAC Dashboard



Project	Status	Project Description	Executive Sponsor(s)	Alignment	Section	Priority	Expected Start Date	Expected End Date	Project Manager
Member Identity Management: Phase I - 2 Factor Authentication on My LACERA Forgot Password and Unrecognized Computer Member Identity Management (MFA)	In Progress	LACERA currently uses shared secrets and data questions to verify member identity. This is not a best practice. It has been recommended by external consultants and internal auditors to move to a more secure identity management approach including a 3rd party identity management provider and two factor authentication. This project is for the first phase of the two factor authentication implementation. This phase introduces 2 Factor Authentication to validate a member when he or she logs in to the portal from an unknown device (instead of using challenge questions). This change will also reduce calls to the Call Center.	JJ Popovich	Member Self-Service	Application Development	290	3/1/2022	10/31/2022	Iveta Brecko
Case Management - Phase I Case Management - Phase 1	In Progress	All LACERA's member facing divisions are asking for Case Management for their complex processes to improve operational efficiency. Phase II includes the Legal Review, Insurance Appeals and Escalations, Insurance Enrollment, and Administrative Appeals and Escalation processes.	JJ Popovich	IT Modernization	PMO	290	1/1/2023	12/31/2023	Iveta Brecko
Case Management - Phase II	Not Started	All LACERA's member facing divisions are asking for Case Management for their complex processes to improve operational efficiency. Phase II includes the Legal Review, Insurance Appeals and Escalations, Insurance Enrollment, and Administrative Appeals and Escalation processes.	JJ Popovich	IT Modernization	PMO	290	1/1/2023	12/31/2023	Iveta Brecko
Case Management - Phase III	Not Started	All LACERA's member facing divisions are asking for Case Management for their complex processes to improve operational efficiency. Phase III includes the Case Analysis, Benefit Protection, and Account Settlement Processes.	JJ Popovich	IT Modernization	PMO	290	1/1/2023	12/31/2023	Iveta Brecko
Case Management - Phase IV	Not Started	All LACERA's member facing divisions are asking for Case Management for their complex processes to improve operational efficiency. Phase IV includes the In-line Quality Control, Post Processing, Quality Control Audit, and Benefit Recalculations Processes.	JJ Popovich	IT Modernization	PMO	290	1/1/2024	12/31/2024	Iveta Brecko
Case Management - Phase V	Not Started	All LACERA's member facing divisions are asking	JJ Popovich	IT Modernization	PMO	290	1/1/2024	12/31/2024	Iveta Brecko

17/01



PMO Toolkit: Status Report Example



LACERA Case Management – Project Status Report
For LACERA Distribution



From:	Alina Bogdanova	abogdanova@eccentex.com	
To:	Iveta Brecko	ibrecko@lacera.com	
Report Period:	03/15/2023 – 03/21/2023	Report Delivery Date:	03/22/2023

KEY PERFORMANCE INDICATORS

Percent Completion			
Disability Retirement	Disability Litigation	First Payment	Total
74%	48%	15%	56%

Project Constraint	Status	Comment
Overall Project Status	GREEN	DR: Finalizing implementation and working through DR team comments DL: Implementation in progress FP: Requirements started
Schedule	YELLOW	DR UAT Project schedule to be reviewed and realigned. Proposed GO LIVE date for DR and DL – 05/15/2023 to provide more time for solution UAT
Resource	GREEN	No issues
Scope	GREEN	No issues
Risk	GREEN	No issues
Issues	GREEN	No issues



LACERA Case Management – Project Status Report
For LACERA Distribution



Disability Retirements



Summary of Overall Status

Test Script Summary

	Unassigned	Fails	Passed	Retest	Test in Process	Total	%Completed
Case Management	283	14	40	1	2	340	12%
Vendor Management	20		22			42	52%
Capture Process	17	5	2			24	8%
Basic Functionality	93	2	20	2		117	17%
Integrations	5					5	0%
Total	418	21	84	3	2	528	16%

Summary of review items submitted via [SharePoint](#)

Status	Number	Last Week Number
New	6	9
In Process- LACERA	4	4
In Progress	11	3
Need Review - Eccentex	11	13
Need Review - LACERA	5	4
Ready for Test	13	14
By Design	4	4
Completed	92	89
Fixed in Eccentex DEV	5	3
Duplicate	1	0
On Hold	1	1

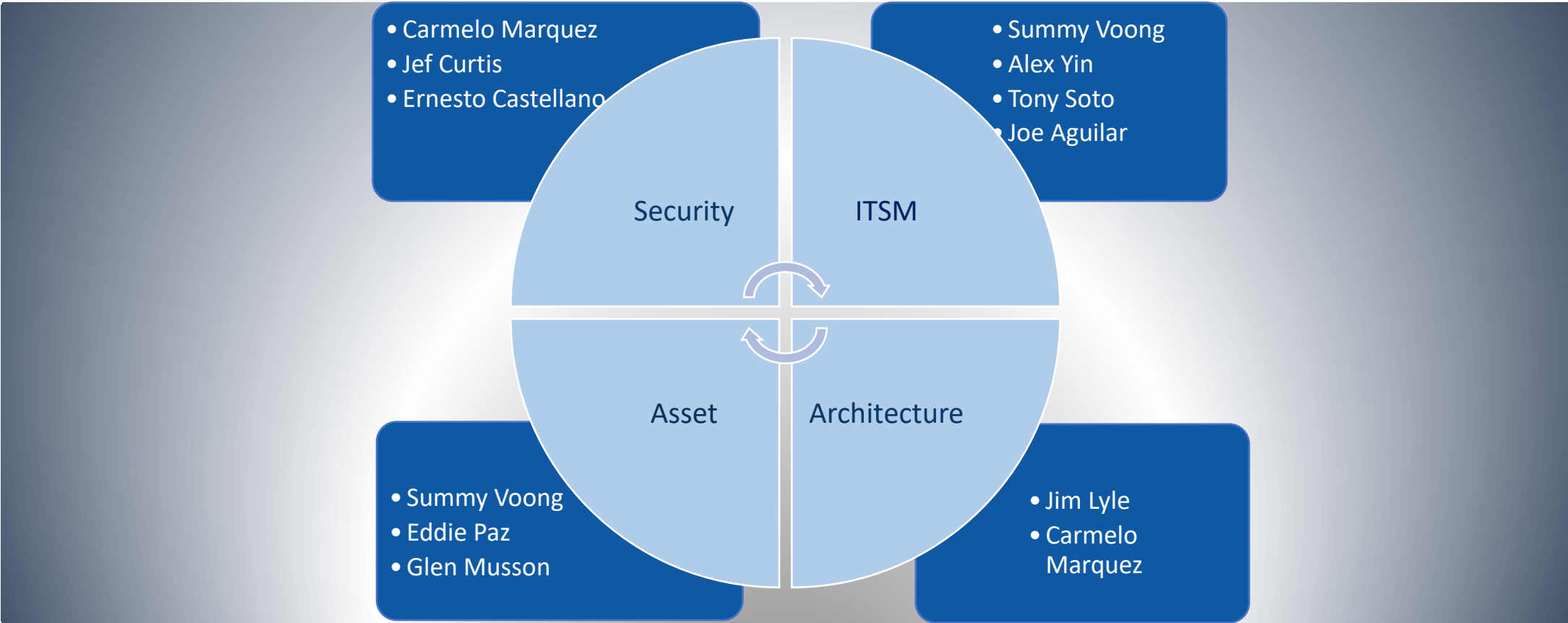
TASKS & ACTIVITIES (IN PROGRESS & COMPLETED FOR REPORTING PERIOD)

- UAT Progress
- Working through the Issue Tracker list



SCRUM TEAM

Scrum Master – Mike Dozier



PMO Toolkit: Vendor Rating Sheet Example



VENDOR SCORECARD

Scores Available from 1-5 where 1 is strongly disagree, while 5 is strongly agree.

1. Company Overview	Vendor A	Vendor B	Vendor C	Vendor D	Vendor E	Vendor F	Vendor G	Vendor H	Vendor I	BASIS FOR SCORE
a) A brief history of your company. Include in your response the year the company was formed and began providing Contract Management Software services.	5	5	4	5	0	5	0	0	0	
d) Number of years the company has been in business under the present name, as well as related prior business names.	5	5	4	5	0	5	0	0	0	
e) Describe the structure and ownership of your company. State whether the company is an individual proprietorship, partnership, limited liability company, corporation, or joint venture.	1	5	5	5	0	5	0	0	0	Agiloft did not answer the question correctly. It is answered in another questions
g) Description of the scope of services the company provides. What are the company's specialties, strengths, and limitations? What distinguishes your company from your competitors?	4	4	3	5	0	3	0	0	0	Lower scores for partial answers
h) The name, title, experience, and qualifications of the officers, directors, and owners (if involved in management) of your company.	5	5	4	4	0	5	0	0	0	
i) List and describe any professional relationship your company or any of your staff may have with any member of the LACERA Board of Retirement, LACERA staff, LACERA legal counsel, or LACERA Plan Sponsors. Describe in detail any potential conflicts of interest your company might have with respect to a LACERA account.	5	5	5	5	0	5	0	0	0	
Average Score	4	5	4	5	0	5	0	0	0	

PMO Future State



Continue w/ the PMO
Maturation and
Formalization of
Standards & Metrics

Establishment of
Governance and
Promote PMO's Roles
and Responsibilities

Ensures Project
Managers Stay Current
with the Latest Trends in
the PM Industry

Complete Project
Management Office
Process Flows

Continue Project
Managing of Critical
Initiatives

Continue Partaking in
Strategic Planning's
Action Planning Team

Participate in
Conferences to Network,
Learn, & Share
Accomplishments

Advocating Project
Management
Methodology and
Toolkits to Business
Divisions

Thank You!

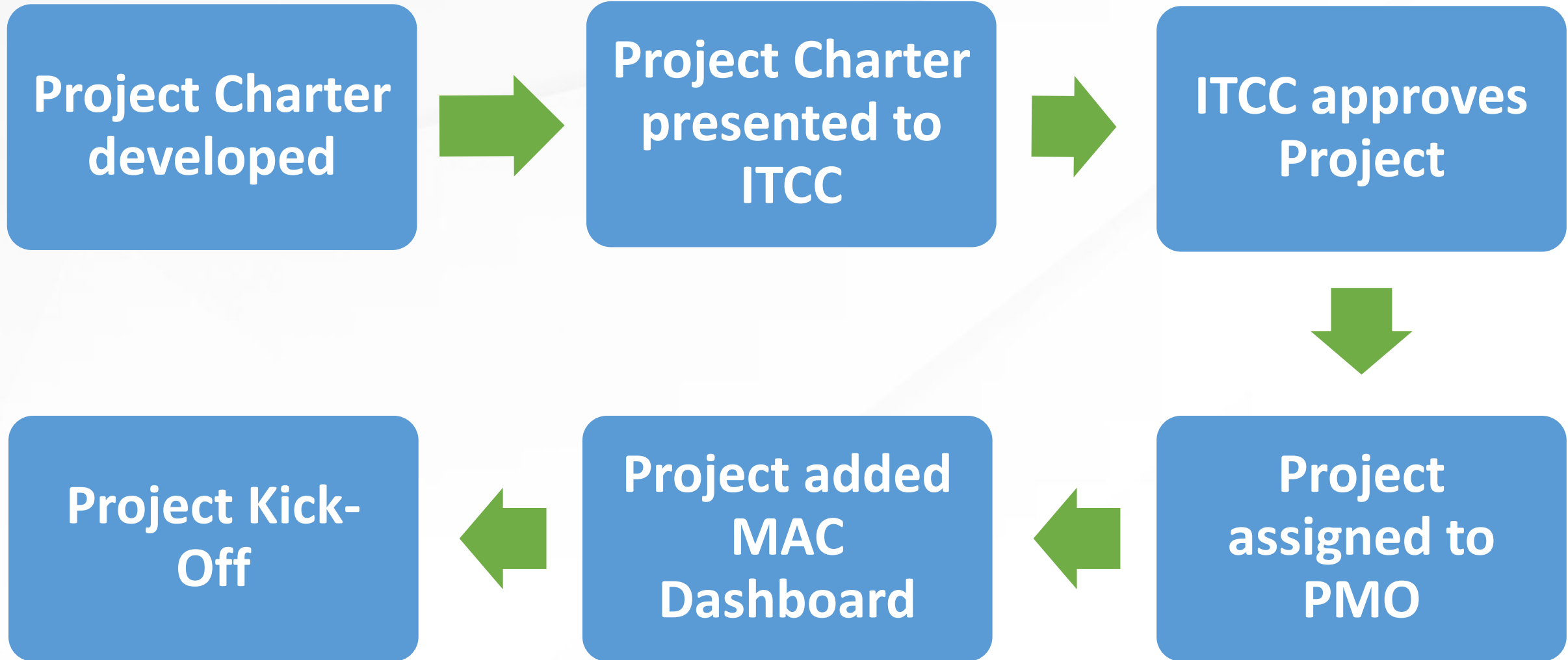


Systems Division

Questions?

ctemplo@lacera.com

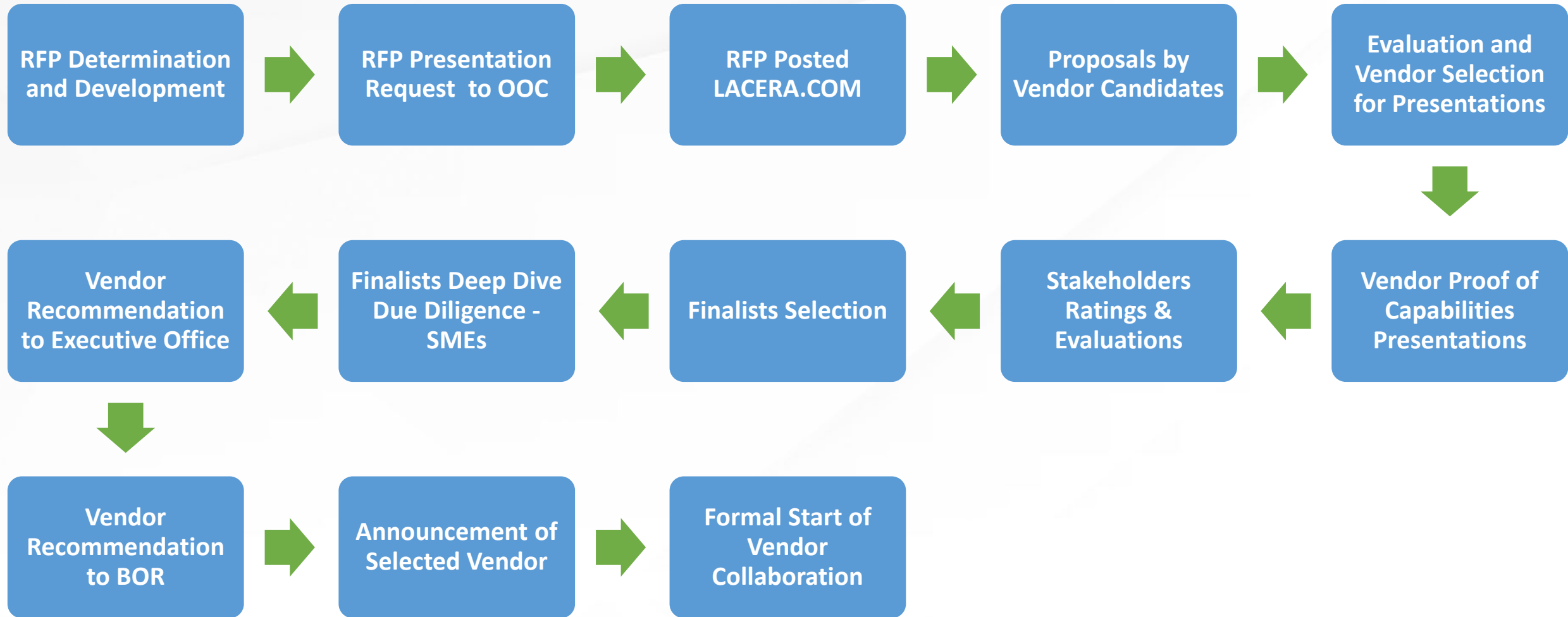
Appendix A: PMO Playbook: Project Initiation



Appendix B: PMO Playbook: Solution



Procurement



Appendix C: PMO Playbook: Development



Appendix D: PMO Playbook: Implementation

