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, AUGUST 2, 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 <u>https://LACERA.com/leadership/board-meetings.</u>

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

August 2, 2023 Page 2

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of July 6, 2023

IV. PUBLIC COMMENT

(Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit <u>https://LACERA.com/leadership/board-meetings</u> 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 <u>PublicComment@lacera.com</u>.)

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)

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 agendized 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.)

August 2, 2023 Page 3

- 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, <u>Board</u> <u>Meetings | LACERA</u>.

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 <u>PublicComment@lacera.com</u>, 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

11:35 A.M. – 11:52 A.M., THURSDAY, JULY 6, 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: Alan Bernstein, Chair (Teleconference Due to Just Cause under Section 54953(f))

Herman B. Santos, Vice Chair (In-Person)

Keith Knox, Trustee (In-Person)

Antonio Sanchez, Trustee (In-Person)

ABSENT: Jason E. Green, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Vivian H. Gray, Trustee (In-Person)

JP Harris, Trustee (In-Person)

Les Robbins, Trustee (In-Person)

STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Summy Voong, Interim Information Security Officer

Angel Calvo, Senior Retirement Benefits Specialist

I. CALL TO ORDER

This meeting was called to order by Chair Bernstein at 11:35 a.m.

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

A physical quorum was present at the noticed meeting location. There was one request received from Trustee Bernstein related to Just Cause (A) due to caregiving needs of a designated person. Trustee Bernstein confirmed there were no individuals 18 years or older present at the teleconference location. No requests were received for Emergency Circumstances (B).

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of June 7, 2023

Trustee Knox made a motion, Trustee Santos seconded, to approve the minutes of the regular meeting of June 7, 2023. The motion passed by the following roll call vote:

Yes: Santos, Knox, Sanchez, Bernstein

No: None

IV. PUBLIC COMMENT

There were no requests from the public to speak.

- V. REPORTS
 - A. LACERA Operations Briefing Luis A. Lugo, Deputy Chief Executive Officer JJ Popowich, Assistant Executive Officer (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.

B. Third-Party Data Security Review

Onyx Jones, Audit Committee Chair (For Information Only) (Memo dated June 12, 2023)

This item was received and filed.

VI. ITEMS FOR STAFF REVIEW

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

There was nothing to report.

VII. ITEMS FOR FUTURE AGENDAS

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

There was nothing to report.

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

There was nothing to report.

IX. EXECUTIVE SESSION

A. Potential Threats to Public Services or Facilities

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

Consultation with: LACERA Chief Executive Officer Santos H. Kreimann, Deputy Chief Executive Officer Luis Lugo, Assistant Executive Officers JJ Popowich and Laura Guglielmo, Interim Information Security Officer Summy Voong, and Other LACERA Staff.

X. ADJOURNMENT

There being no further business to come before the Committee, the meeting

was adjourned at 11:52 a.m.



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



Operations Briefing Report



August 2, 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	w 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 pro- jects)	(The project has been impacted by a significant obstacle or has been suspended due to emergent priori- ties. Management is actively dis- cussing 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.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title Brief Description	BSG	Financial & Ac- counting 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 bene- fits as Other Post-Employment Bene- fits (OPEB) for financial reporting.	Milliman con present at th LACERA wit provided the draft report their actuarie	he Board of Retireme h a draft Appendix A main body draft rep to stakeholders inclu	22, OPEB Valuation Rep ent meeting in August 20 to the report at the end ort in early June 2023. L iding Los Angeles Coun worked with Milliman to	023. Milliman provided of April 2023. Milliman ACERA distributed the ty, Superior Court and



Operations Briefing Report

GASB Statement Number 75 pre-	RHC staff presented, and the Board of Retirement approved, the annual
scribes financial statement reporting	healthcare insurance premium renewals in March 2023. Milliman updated insur-
standards for OPEB programs. Actu-	ance plan cost information as part of the 2022 OPEB Valuation calculations.
arial valuations are prepared annually	
for Los Angeles County and LAC-	
ERA's Board of Retirement to make	
funding decisions and to provide the	
information for the GASB 75 report	
which is used for employer financial	
statement reporting.	

	Туре	Project Sponsor	Start Date	Target Date	
		Financial & Ac-		_	
Project / Issue Title	BSG	counting Services	May 2023	December 2023	
Brief Description		Division			
			Lead(s): Ted Granger		
			On-Schedule		
Annual Financial Statement Prepa-		ual Financial Staten			
ration and Audit:	Staff kicked	off the June 30, 202	3, financial statement re	eporting season in May.	
Government code sections require	Plante Mora	n, LACERA's externa	al financial statement au	uditor, completed the in-	
that LACERA prepare annual financial				on member data, benefit	
statements including footnotes and	calculations,	internal control ass	essments and fraud in	terviews. Plante Moran	
disclosures, obtain an external audit opinion of those statements, and	met with the	Audit Committee in	June.		
transmit the reports to the Los Ange-	In July staff	will complete the an	nual financial statement	t closing process, begin	
les County Board of Supervisors		•		te disclosures, and pre-	
within six-months following the fiscal			()		
year-end.	paring for the audit. Staff sent out preliminary information requests to other LAC- ERA Divisions and Los Angeles County.				
	ERA Divisions and Los Angeles County.				
	Plante Moran will complete final fieldwork during September and October. Staff expects to finalize the AFS and audit opinion by mid-October and provide				



	LACERA's AFS to Los Angeles County, so the County can finalize their financial statements prior to calendar year-end.			
	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	MOG	Benefits	08/01/2020	TBD
Brief Description		Project Le	ad(s): Shonita Peterso	on
			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 Retire- ment Association ("Alameda"), chal- lenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifi- cally, excluding pay items previously included such as unused vacation, termination pay, in-kind payments, and payments for services rendered	 exclude Standby Pay and computed the contributions on early on or after January 1, 2013. Of those, 3,013 were actively 2,284 had overpaid contributions. Since Active members ca while in service, LACERA suspended future contributions March 30, 2022, salary (paid on April 15, 2022) through the balance had been depleted. Staff mailed 1,000 letters to the February 11, 2022, and the remaining 1,084 letters on February 11, 2022, and the remaining 1,084 letters on February 11, Subsequently, staff identified 149 deferred and inactive mer were entitled to a refund. Staff issued 132 checks to those refuse. 		a earnings that occurred vely employed, but only cannot receive a refund ons beginning with the he point each member's the active members on ebruary 25, 2022. A split Services Call Center. members, most of whom he members entitled to a id.	
outside of normal working hours. The Court upheld the constitutionality of the Legislature's actions. In 2021, the Legal Office notified the Board of Re- tirement that it had completed an ini- tial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded under- standing of compensation earnable because of the Alameda Case.	 The Systems Division developed programming to remove the Standby Pay code earnings for all retirees who retired on or after January 1, 2013, and recalculated their FAC earnings once the pay codes were removed. Per the BOR approval, these members were subject to having their benefits adjusted prospectively from August 30, 2020, following the court's decision. Beginning May 24, 2022, LACERA notified 710 members via email that their monthly benefit allowance will be reduced effective July 31, 2022. Of these, 405 members were notified that due to the retroactive deduction of benefits to the 			



 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	Current	Report	
Status	5/31/	2023	
Row Labels (Type, Status, Detail, Outstanding)	Count	%	
Pending Notification (Staff Reviewing and Processing)	785	16.25%	
Active	55	1.1%	
Retired	97	2.0%	
Deferred/Inactive	0	0.0%	
Deceased	43	0.8%	
Other – *Active/Ex- ceptions	590	12.20%	
Withdrawn	0	0.0%	
Completed	4,047	83.75%	
Active 3,004 62.2%			
Retired	782	16.18%	

Operations Briefing Report

Deferred/Inactive				
Deceased				
Withdrawn				
Not affected				
Grand Total				
*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 previously 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. In June 2023, we initiated the collection process for affected members within this portion of the population.				

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	Strategic	Executive (MOG/BSG)	08/24/2022	11/2/2023
Brief Description	Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)			
			Delayed	
Case Management Project (SOL):	In May of 20	22, the BOR approve	ed LACERA's recomme	nded vendor, Eccentex,
Phase I:	to partner w	ith LACERA to deve	elop our Case Manager	nent System. Eccentex
Implement a case management sys-	our RFP.			
tem that will improve efficiency in pro- cessing member requests, provide ac-				
curate status and data collection for	The User Ac	ceptance Testing (U	AT) phase of SOL for th	ne Disability Retirement
metrics, and improve the member ex-			, .	s progressed gradually.
perience.	DRS has discovered and recorded some issues, which the Eccentex Implemen- tation Team has corrected. DLO has completed its 1st round of UAT with minimal issues and will start with the 2nd round of testing. Upon completing the 2nd batch			
Processes included in Phase I are:				
Disability Retirement Services				



Disability Litigation Office Benefits – First Payment	of testing, DLO will have accomplished about 50% of their UAT tasks and deliverables. Additionally, the team has started discussing the Writ Process, which includes Trial Scheduling, Hearing, and Letter Generation. The proposed completion date for DRS and DLO has been pushed back to August 24, 2023.
	The Benefits First Payment Team has started reviewing the User Stories, several informal, general explanations of a software feature written from the perspective of LACERA's Subject Matter Experts. Feedback sessions have been ongoing as User Stories are refined and requirements finalized. Two new Epics, a significant and organized activity involving the Payroll Approval Process and Different Levels of Approvals and Proxies, have been discussed with the Eccentex Implementation Team. Another Epic that involves Special Payments, Overpayments, and Underpayments has been reviewed, including the discussion of the First Payment Flowchart and Appeals.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	BSG	Executive (BSG)	10/06/2022	09/30/23
Brief Description	Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)			
	Delayed			
Enterprise Budget Application	After an exte	ensive RFP and select	tion process, the Board	of Retirement approved
(Questica) Implementation:			,	ct and statement of work
LACERA is implementing its first auto-	were finalized, and the project kick off meeting was held with the LACERA Budget			vith the LACERA Budget
mated enterprise budget application	Team and Q	uestica team on Nov	vember 17, 2022.	
which will be used for budget develop-				
ment and budget control and will inte-	The LACERA Project Team and Questica Implementation Team have continually			
grate with LACERA's financial sys-	collaborated to satisfy outstanding action items and accomplish deliverables. The			
tem, Great Plains. This system re-	LACERA's Budget Unit Subject Matter Experts have provided Questica a subset			
places a manual budget development				
process that relies on Microsoft Excel	Plans, Salaries, Bonuses, General Ledger-Codes, and Salary Steps for Repre-			
and Word. It will also ensure that	sented and	Unrepresented staff	extracted from LACEF	RA's Workspace, Great



managers have real-time budget to	Plains, and HR Data Manager. These different sets of data have been uploaded
actual reporting capabilities for data	to Questica's Budget Modernization Systems as part of the requirements. LAC-
informed decision making.	ERA's Budget Unit and Systems SMEs need to validate and provide corrections
	to these data to ensure accuracy. These data need to be accurate before the
	LACERA SMEs can start testing for QA and UAT. The projected go-live date has
	been pushed to September 30, 2023, to accommodate the revisions with the User
	Training for the Subject Matter Experts and End-Users of selected Business Di-
	visions.

	Туре	Project Sponsor	Start Date	Target Date	
Project / Issue Title	BSG	Administrative Ser- vices	03/01/2022	07/31/2023	
Brief Description	Project Lead	d(s): Roberta Van No	rtrick, Celso Templo &	Michael Dozier (PM)	
	Delayed				
Enterprise Contract Lifecycle	On April 4, 202	22, LACERA received	proposals from nine ver	ndors. LACERA's evalu-	
Management (ECLM) Solution:	ation team rev	viewed all RFPs and s	elected five vendors as	finalists. These finalists	
Pursuant to a recommendation by	demonstrated	their solutions to the	team. A final vendor ha	is been identified and a	
Administrative Services staff, the	recommendati	ion to the Board of Re	tirement was scheduled	for consideration at the	
Operations Oversight Committee	September 20)22 Board Meeting. T	he Board of Retiremer	nt approved the recom-	
(OOC) on March 2, 2022, author-	mended vende	or, Cobblestone, at the	e September 2022 Boar	d meeting for the Enter-	
ized a Request for Proposal (RFP)	prise Contract	Lifecycle Managemer	nt system.		
for software and consulting ser-					
vices to procure, configure, cus-	The ECLM Solution's Iteration 1 has been completed. ECLM is in production and				
tomize, and implement an ECLM	available for usage. Systems, Admin Services, Legal, Investment Division, and				
system, which was published on		5	•	esting (UAT). Function-	
LACERA.com on March 4, 2022.	alities availabl	e in production are the	e following:		
	Contract Repositories				
	Vendor Portal				
	Contract Approval Chain				
	Consol	idated Bid Responses	and Evaluation – RFP N	Management	



 Al Capabilities – Drafting, Reviewing & Executing of Contracts Reporting - Contract Requests, Solicitations, Contracts, and Vendors
The ECLM Project Team is on target to complete Iteration 2 by the end of July, which involves conducting the UAT, utilizing Vendor Portal in production, signing off on the Data Integration with Great Plains and Accounts Payable Certify applications, and starting End User Training of selected Business Divisions.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	BSG	Executive (BSG)	10/01/2022	12/30/2023
Brief Description		Project Lead(s): C	arly Ntoya and Don S	ong (PM)
			Delayed	
Human Resources (HR) Digitiza-	In March 20	22, the Information 7	Fechnology Coordinatio	n Council approved the
tion:	Human Res	ources Digitization P	roject. Funding for the p	project was approved as
LACERA is currently converting	part of the F	Y 2022-23 budget.		
350,000+ paper Human Resources'				
personnel, payroll, medical, and	The tempor	ary resource has bee	en onboarded and com	pleted their SharePoint
classification files to electronic files to				n status meetings and
allow quick retrieval of documents by	scanning ta	sks. Another scanner	has been configured a	nd installed to boost the
a hybrid workforce, shared access to	scanning pro	ogress of the HR histo	rical files. The scanning	team has scanned 21%
information, full text search	of the 350K	HR historical files.		
capabilities, and an audit trail of				
document access.				

Project / Issue Title	Туре	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	01/01/2023	08/30/2023
Brief Description	Project Lead(s): Carly Ntoya and Michael Dozier (PM)			
			On Schedule	
Human Resources (HR) Case Man-				tion Council approved a
agement:	case manag	gement project for H	uman Resources. Fund	ling for the project was



LACERA seeks a case management	approved during the FY 2022-23 midyear budget adjustments. The HR project
solution that supports Human	team selected ServiceNow's Human Resources module for their case
Resource workflow with automatic	management solution.
notifications, document management,	
and version control as well as the	Phase 1 of the Requirements Gathering has been completed. The HR Case Man-
ability to view HR workloads on an	agement Project Team will complete the review and validation of User Stories by
interactive dashboard.	July 21, 2023. The Windward Implementation Team will start their development
	kick-off on July 24, 2023, and complete the development tasks by the end of that
	week. LACERA Systems PMO has provided the Windward Implementation team
	lists of the Subject Matter Experts from Systems and Human Resources that will
	test, validate, and sign off on the specific HR Case Management modules de-
	pending on the SMEs' responsibilities. The projected schedule of Phase I testing
	will start in August 2023.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	Strategic	Executive (MOG)	01/01/2013	10/30/2023
Brief Description	Project Lead(s): JJ Popowich & Lynn Francisco			
		0	n Schedule	
PEPRA Implementation: FAC	As of late April	2023, the LACERA to	eam and Auditor Contro	ller's Office continue to
Issue:	meet regularly	and make progress t	owards the agreed upo	n deadline of June 30,
The Final Average Compensa-	2023.			
tion for PEPRA members is ex-				
clusive of most pay items except			long with LACERA CEO	-
base pay. The County uses pay	LA County Auditor-Controller Arlene Barrera, to discuss the urgent necessity of com-			
code 099 as their base pay code.			pility of AC resources, th	•
This pay code has embedded	5	. .	ject in February and hav	•
pay items within the code that		•	The team has been mee	ting bi-weekly to ensure
are not pensionable compensa-	we remain focu	sed on completing this	s project on-time.	
tion under PEPRA. To accurately		_		
calculate a member's benefit,	•	•	est file on the PEPRA em	0,
these non-pensionable compen-	tems and QA	division collaborated	on testing and confirme	d the file provided the



sation items need to be filtered out.	appropriate data necessary to calculate a more accurate Final Average Compensation. Systems is now working on updating our internal programs to use these files in a pro- duction environment. We are on track to meeting the July 2023 target date for the AC to make all changes and LACERA to start receiving time forward data. However, the team has determined that it will take additional time to import ten years of data to sup- port the changes. Therefore, we have updated the target date to complete this project to October 30, 2023.
	A secondary effort to use Robotic Processing Automation (RPA) 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. The AC and ISD teams working on this application provided a demo to the LACERA team in May.
	Given that the RPA will not be completed prior to the AC completing the permanent solution, the team has been evaluating the need to continue development. Ultimately, the team determined that there is value to the RPA process when having to manually research accounts for problems and appeals. The team has provided feedback to the ISD team and we are continuing to refine the tool. The tool will be used for supplemental research if questions are raised about the PEPRA FAC.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	BSG	Executive (BSG)	01/01/2023	TBD
Brief Description		Project Lead(s): L	uis Lugo and Gnan A	rige (PM)
			Delayed	
Policy Management Solution:		-	0,	nation Council approved
LACERA seeks an automated solu-		• • •		, review, approval, and
tion to support LACERA Policy Man-				ck the versions and
agement Process.	acknowledg	ement of policies. Fi	unding for this project v	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.
The Policy Management Project Team has been working on the requirements and scope of the initiative. The goal is to finalize the Policy Management Solution's requirements and scope and present them to the Policy Management Committee for approval at its July 20, 2023 meeting before sharing them with Compass 365 as part of the vendor's Statement of Work.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	Strategic	Executive (MOG/BSG)	06/15/2022	08/31/2023
Brief Description	Р	roject Lead(s): JJ P	opowich & Shonita Pe	eterson (PM)
			On Schedule	
Prepaid Bank Card Project: Introduction of a prepaid bank card option for monthly benefit payments	Strategic Executive (MOG/BSG) 06/15/2022 08/31/2023 Project Lead(s): JJ Popowich & Shonita Peterson (PM) On Schedule In June 2022, the OOC approved the release of a Request for Proposal (RFP)		accessible alternative to vivor benefit payments. ive to issuing checks for are likely to pay fees to nonthly benefit payment payment process in the y paper checks. A sec- are mailed to one-time it for death benefits and s for Prepaid Debit Card the proposals, and the ion team identified Con-	



The Statement of Work has been finalized. The team is currently in the beginning stages of contract negotiations with Conduent. LACERA's infosec team has completed their review of Conduent's SOC1 and AOC reports and provided the signed Vendor Security Assessment form and Memo on Conduent Risk Assessment.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	RHC	Exec	March 2021	TBD
Brief Description		Project Lead(s): Sa	ntos H. Kreimann & Lu	iis A. Lugo
			Delayed	
Retiree Healthcare Administration:	LACERA and the County CEO's office are still in active communication in ad-			
Lifetime Maximum Benefit Project	dressing the Lifetime Maximum Benefit issue. LACERA will provide the Board of			
	Retirement (BOR) with a formal report and update on our progress during the			
	August 2, 20	23 meeting via close	ed session.	

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	Strategic	Exec (MOG)	07/01/2022	07/31/2023
Brief Description		Project L	ead(s): Kevin Hawkins	5
			On Schedule	
Tax Table Changes for 2022: Phase	Earlier this y	ear, the Project Man	agement Group worked	l with tax counsel to un-
II: Online Tax Calculator & ADR Re-	derstand the	intricacies of the cha	anges to the W-4P tax wi	thholding form for 2022.
design				
The IRS published updated tax tables	The team completed the rollout of the new Federal Withholding Certificate for			thholding Certificate for
for 2022 which became effective Jan-				W-4P withholding form)
uary 1, 2022. The IRS finalized a re-				enter member tax elec-
vised Federal Withholding Certificate	tions in com	pliance with the new	form design, as well as	s My LACERA so mem-
for Pension & Annuity Recipients	bers can cor	mplete tax election cl	nanges themselves.	
(commonly referred to as a W-4P tax				
withholding form). These follow up	The team als	so identified additiona	al tasks that need to be o	completed in Phase II of
projects are designed to improve the	the rollout. T	hese tasks include:		
overall Member Experience				



• 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. Systems provided a demonstration to stakeholders in May 2023. Systems added an initial version of the calculator to Workspace in June 2023 for select staff to test and provide feedback.
 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 infor- mation. Staff developed a redesign that will fit the allotted space. A busi- ness rule with an embedded copy of the proposed layout has been distrib- uted to stakeholders for approval.

	Туре	Project Sponsor	Start Date	Target Date	
Project / Issue Title	BSG	Exec (BSG)	October 2021	July 31, 2023	
Brief Description	Project Lead(s): Laura Guglielmo, Ted Granger & Cookie Jaranilla				
	Pushed Back				
Travel/Expense/P2P Software:	Accounts Payable (AP) Module				
LACERA has procured "Certify" soft-					
ware created by Emburse, an ac-	The AP Project Team's User Acceptance Testing has been progressing steadily.				
counts payable automation and ex-	Issues disco	vered during testing	have been fixed and inte	grated with the AP Cer-	
pense management provider.	tify Solution.	The AP Project Tea	am has been in touch w	ith the Emburse's WEX	
				cessing with LACERA's	
	Vendors will be paid based on the business requirements. The Project Team will conduct additional testing on the AP Certify Reporting and Data Integration func- tionalities with dependent systems, including the Enterprise Contract Lifecycle				
	Managemen	t Solution and Great	Plains. The AP Project	Team is on target for a	



Operations Briefing Report

Soft-Launch projected on July 31, 2023, including the selected Business Divisions:
 Admin Services Procurement Disability Retirement Services (DRS) Financial and Accounting Services Division (FASD) Legal Office Systems



• Existing Projects/Initiatives: No New Updates

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

	Туре	Project Sponsor	Start Date	Target Date		
Project / Issue Title	MOG	Benefits	04/01/2021	12/31/2023		
Brief Description	Project Lead(s): Louis Gittens					
COLA Bank Retroactive Changes: In April of 2021, the Board of Retire- ment approved corrections to the COLA Accumulation Bank, which in- volved making retroactive corrections, recalculating benefit allowance amounts, and paying members retro- active benefits due to a discrepancy discovered in the COLA Accumula- tion.	MOG Benefits 04/01/2021 12/31/2023 Project Lead(s): Louis Gittens Delayed 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. Phase I-IV: As of the date of this report, LACERA has paid out just over \$3 million in retroactive COLA earnings. Of the 9,672 members and survivors in pacted, 8,511 accounts have been systematically resolved, which represents members and survivors currently in a payment status. The fourth phase of the project, which requires manually calculating the retroat tive 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 4 members and payments were issued earlier this year. Phase V: The final phase involves deceased members with no survivors current receiving benefits. This phase requires research to identify the appropriate be eficiary(ies) or estates to pay the retroactive benefits that were due to the d ceased member. This phase is currently delayed due to staffing limitations at the focus on the Alameda Decision Implementation. Systems and Benefits have been reviewing the root cause for the manual projects and developing plans for redesigning some portions of our pension a ministration system to help alleviate the need for processing for future projects					



COLA E	COLA Bank: Retroactive Payment Project				
Status (As of 3/31/	23)	Percentage			
Completed	8,511	88%			
In-Process	1,161	12%			
Grand Total	9,672	100%			
Although previously delay this project to perform mai	ed, Benefits is in the proces nual processing.	s of training new staff			

	Туре	Project Sponsor	Start Date	Target Date	
Project / Issue Title	Strategic	Exec (MOG)	02/28/2022	12/31/2023	
Brief Description		Project Lead(s): J	J Popowich & Cynthia	Martinez	
	Pushed Back				
Communications Plan: The development of a strategic Com- munications Plan providing an over- view 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 cam- paigns, and current commitments of the Communications team. The plan will outline how our communications Division has been designed to be flex- ible and responsive to our needs as	Communicat relations cor lined a more ers, as oppo- ideas for imp nate these e with our curr The Commu	A executive team me ion Plan(s) drafted I sultant) and the LAC tactical approach to sed to a strategic ro proving the Commun fforts with our Strate ent Strategic Plannin nications team has c	t on August 30, 2022, to by both EKA (the Board CERA Communications engaging our members badmap. The team discu ication plan document. egic Planning process, s ng efforts.	o review and discuss the d of Retirement's public division. Both plans out- s and various stakehold- ussed opportunities and We are going to coordi- since the work overlaps equested by the Execu- Executive Team.	
we fulfill our communication goals.					



	Туре	Project Sponsor	Start Date	Target Date		
Project / Issue Title	BSG	Executive (BSG)	01/01/2023	10/16/2023		
Brief Description	F	Project Lead(s): JJ P	opowich and Michael	Dozier (PM)		
			Delayed			
LACERA Incident Response Team (LIRT) Management Solution: LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	In December 2022, the Information Technology Coordination Council approved LIRT incident management solution project to automate the tracking of LACER incidents. The LIRT project team decided to leverage a product that is alread					

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	Strategic	Exec (MOG)	01/01/2013	TBD
Brief Description	Project Lead(s): Cynthia Martinez			
	Pushed Back			
PEPRA Implementation: Annual	LACERA is unable to generate a PEPRA member ABS until we can accurately,			
Benefit Statement	automatically, calculate a member's FAC. This project is on hold until the FAC			
LACERA does not currently offer an	issue is resolved.			
Annual Benefit Statement (ABS) for				
PEPRA members.				



Progress continues on the PEPRA Implementation: FAC Issue project and that project's target date has been updated to October 30, 2023, to allow time to import historical files necessary to calculate a member's benefit estimates.
The team is ramping up to restart this process. A kickoff meeting to finalize the design and set the requirements for the RFP for a vendor to support printing the ABS will be held by July 30, 2023. After that meeting, we will set a target date for completion of the project.

	Туре	Project Sponsor	Start Date	Target Date
Project / Issue Title	Strategic	Executive (MOG)		
Brief Description		Project L	_ead(s): Louis Gittens	
			Delayed	
Pre-2003 Pension Reserve Clean-			5	73 affected individuals.
up:				b LACERA and sent no-
Prior to January 1, 2003, non-vested		2	•	. Our next course of ac-
contributory individuals were required	tion is to loca	ate and notify next of	kin for deceased memb	pers.
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 termi-				
nated prior to 2003 and still have				
funds on deposit so they can withdraw				
their funds.				
The purpose of this project is to en-				
sure that LACERA sends written				
SUIC INAL LACENA SCHUS WILLEH				



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.

	Туре	Project Sponsor	Start Date	Target Date	
Project / Issue Title	MS	Executive Office		11/01/2023	
Brief Description		Project Lead(s): Jo	onathan Tran and Mari	itza Perez	
			On Schedule		
Retirement Counseling Redesign Project: The basic retirement counseling pro- cess for members considering retire- ment has not changed in many years. While checklists used to counsel members have been updated over time, a top to bottom review of the pro- cess has not occurred in some time. The Member Service team has under-	ject leads have been meeting and developing a new retirement counseling model The team has reviewed all data points and information shared with members dur ing counseling sessions ranging from a few minutes to the more in-depth coun seling sessions lasting an hour or more. The review is intended to ensure we are covering all of the vital information needed during our counseling sessions. The results of this review have led to updates to various checklists, collateral material provided to members and also seeks to integrate the new Retirement Planning section on LACERA.com and My LACERA portal into the counseling process.				
taken a project to modernize the coun- seling process to incorporate a true omnichannel approach by integrating the Retirement Planning section on LACERA.com and the My LACERA portal into the counseling process. In- tegrating these resources into the re- tirement counseling process will allow members to connect with LACERA in	Over the last few months, the team has been beta testing this new counseling model during actual member counseling sessions. This beta testing process has allowed the team to collect vital member and staff feedback on the new model. The team is now in the final stages of this project. They are working with the Communications team to update the Retirement Planning section on LAC- ERA.com with additional information that will support key discussion points and feed into new communication collateral.				



more ways than ever and help pave	Training for all Member Services staff is expected to begin within the first quarter
the way for future innovations and	of FY 2023-2024.
streamlined services.	

	Туре	Project Sponsor	Start Date	Target Date	
Project / Issue Title	Strategic	Exec (MOG)		12/30/2023	
Brief Description		Project Lea	d(s): Vanessa Gonzal	ez	
			Completed		
Retirement Estimate Redesign: A legacy strategic plan goal to rede- sign the retirement estimate and elec- tion form as a retirement prospectus to provide members with all the infor- mation they need to make an informed decision about their retirement.	ness. However, the COVID-19 Pandemic placed this project on hold. The team re-evaluated the redesigned estimate, taking into account staff and				
	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 coin cides with a larger Member Experience effort to standardize and streamline re tirement counseling across all available channels and incorporating LAC ERA.com in the counseling process.				



	Туре	Project Sponsor	Start Date	Target Date		
Project / Issue Title	Operations	Exec (MOG)	June 2021	TBD		
Brief Description	Project Lead(s): JJ Popowich					
			Pushed Back			
Retroactive Payroll Adjustments:			ı change, LACERA impl			
Prospective Correction	men to ensu	re that the contribution	ons were being deducte	d as expected.		
The Auditor-Controller is responsible						
for collecting contributions on all com-	In August, th	e AC notified LACE	RA that they were adjus	ting the time frame that		
pensation earnable and pensionable		0		justments to 60 months		
earnings compensation at the time of				id for pay periods more		
payment. For many years, the AC has			5	ibutions deducted from		
not been collecting contributions on		.	the County due to exces	sive degradation in their		
retroactive payroll adjustments. In	payroll system's performance.					
2021, the AC made changes to their		_				
programming to take deductions at	•			llection of contributions		
the time of payment. However, there	for adjustments more than 60-months old. A few ideas were generated from the					
are still some situations where these	meeting, and we will continue to work with them to develop a procedure that both					
contributions are not being collected.	the County and LACERA can support.					
		1				
	No change has occurred on this issue.					



Completed Projects/Initiatives

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year 2023 - 2024.

	Туре	Project Sponsor	Start Date	Target Date	
Project / Issue Title Brief Description	BSG	Financial & Ac- counting Services Division	August 2022	June 2023	
		Project	Lead(s): Ted Granger		
			Completed		
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 valua- tion report provides information used to prepare the Governmental Ac- counting Standards Board (GASB) Statement Number 68, financial state- ment reports. Plan Sponsors use the GASB reports to obtain information	Project Lead(s): Ted Granger 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 valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB)				



required for their financial statement	
disclosures.	

DATE RECEIVED	REQUESTER	DOCS REQUESTED
06-16-23	L. Albanese, Financial Investment News	Request: All proposals submitted in response to LACERA's OPEB Master Trust Public Markets Passive Investment Management Services RFP Search.
		Legal sent on June 23, 2023, via email, notice that the Investments Team is in process of collecting and reviewing the RFP responses for any required redactions. LACERA is expecting to forward requested information by July 10, 2023.
		Transmitted 4 documents.
		Legal sent on July 10, 2023, via email, the 4 responsive documents shown below.
		Northern Trust response to LACERA OPEB- REDACTED COPY.pdf; E_OPEB_Questionnaire_ Redacted.pdf; 3. REDACTED BlackRock Response to LACERA OPEB Questionnaire (r).pdf, and E_SSGA Response to OPEB Questionnaire_4.6.2023.pdf.
06-26-23	C. Boylan, with. Intelligence	Request: An investment staff directory/list of all active LACERA investment team members and organizational structure.
		Legal sent on July 5, 2023, an email informing Requester that LACERA's Investment Division was contacted to retrieve responsive records. Investments Staff is working on responsive documents. July 17, 2023, is the expected date that documents will be ready for submission.
		Transmitted 2 documents.
		Legal sent on July 13, 2023, via email, the 2 responsive documents shown below.
		Investment Office Org Chart_Updated_7_2023.pdf and Investment Office Orgchart (6-5-23).pdf.
06-26-23	Researcher, Transparent California	Request: A copy of Los Angeles County Employees Retirement Association (LACERA)'s 2022 pension benefits report.
		Transmitted 2 documents.
		Legal sent via email, on June 28, 2023, the 2 responsive documents shown below.
		Retirees_2022.xlsx and Survivors_2022.xlsx.
07-06-23	H. Ahaiwe, HR, LA County	Per monthly request:

DATE RECEIVED	REQUESTER	DOCS REQUESTED			
	and 1 other Recipient	Transmitted 1 document. Executive Office sent, via email on July 6, 2023, the responsive document shown below. MonthlyAgenda.csv for June 6, 2023.			
07-06-23	LA County Sheriffs Department and 3 other Recipients	Per monthly request: <i>Transmitted 2 documents.</i> <i>Executive Office sent via email, on July 6, 2023, the responsive documents shown below.</i> <i>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated July 6, 2023.</i>			
07-06-23	C. Siverson, Fire, HR, LA County and 5 other Recipients	Per monthly request: Transmitted 1 document. Executive Office sent via email, on July 6, 2023, the responsive document shown below. Board of Retirement Meeting on July 6, 2023, Benefit Approval List.pdf.			
07-07-23	H. Smith, JPM Chase	Request: Investment reports for private Market and Hedge funds. Transmitted 2 documents. Legal sent via email, on July 10, 2023, the 2 responsive documents shown below: June 2023 Fund Data.xlsx and Q4 2022 Private Markets Data.xlsx.			
07-12-23	M. Toroy, with. Intelligence	Request: Information relating to performance of all closed-end funds for Q1 2022 to Q2 2023.Legal sent on July 12, 2023, an email to investments requesting the responsive documents. The requested information will be submitted to Requester upon receipt.			
07-13-23	Team, SecondaryLink	Request: Alternative Investments information of all limited partnership including details on investments made in secondary funds or continuation vehicles for time period 2019-2022.			

DATE RECEIVED	REQUESTER	DOCS REQUESTED
		Legal sent on July 13, 2023, an email to investments requesting the responsive documents. The requested information will be submitted to Requester upon receipt.

L//.CERA

	REPORT OF FELONY FORFEITURE CASES								
	July 25, 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
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023			PEND	
61	SHEPOS	THOMAS	CEO	1/23/2023	2/14/2023			PEND	
57	ANTRIM	MARC	LASD	4/1/2021	5/12/2021	5/26/2023	6/29/2023	CLOSED: DEF	
·≜PP ·6LO ·6LO ·6LO ·6LO ·ĐEL ·ĐEL ·ĐEL	STATUS LEGEND: • △PPEAL: Pending an appeal filed with LACERA • ⑥LOSED: RET: Retired member, case is complete • ⑥LOSED: DEF: Deferred member, case complete. • ⑥LOSED: INA: Inactive member – not eligible until age 70, case closed • ⑧ELAY-MI: Member input needed (i.e. pending a legal split decision) • ⑧ELAY-CD: Pending a court decision (reduction in charges pending conditions being met) • ⑧END: Case is currently in evaluation and notification stages • WITHDRAWN: Member withdrew prior to conviction – no impact.								