

# 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 Board orally and in writing. To provide Public Comment, please visit the above link and complete the request form.

**Attention:** If you have any questions, you may email [PublicComment@lacera.com](mailto:PublicComment@lacera.com).

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

## AGENDA

### A REGULAR MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE

### AND BOARD OF RETIREMENT\*

### LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

9:00 A.M., WEDNESDAY, MARCH 5, 2025\*\*

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

*Teleconference Location for Trustees and the Public under California Government Code Section 54953(b)  
2618 Newton Street NE, Washington D.C. 20016*

*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:

JP Harris, Chair  
Nancy M. Durazo, Vice Chair  
Aleen Langton, Trustee  
Wayne Moore, Trustee  
Shawn R. Kehoe, 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 February 5, 2025

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](#).

If you select oral comment, we will contact you via email with information and instructions as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Committee. Oral comment requests 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 within the form as soon as possible and up to the close of the meeting. Written comment will be made part of the official record of the meeting. If you would like to remain anonymous at the meeting without stating your name, please leave the name field blank in the request form. If you have any questions, you may email [PublicComment@lacera.com](mailto:PublicComment@lacera.com).)

V. 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 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](http://lacera.com) at the same time, [Board Meetings | LACERA](#).***

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

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

11:36 A.M. – 12:18 P.M., WEDNESDAY, FEBRUARY 5, 2025

This meeting was conducted by the Insurance, Benefits & Legislative Committee both in person and by emergency teleconference under California Government Code Section 54953(e) based on the Board of Retirement's action at its meeting on January 15, 2025 following the Governor's Proclamations of a State of Emergency following the Eaton Fire.

COMMITTEE TRUSTEES

PRESENT: JP Harris, Chair  
Nancy M. Durazo, Vice Chair  
Aleen Langton, Trustee  
Wayne Moore, Trustee  
(Teleconference under CA Govt. Code Section 54953(e))  
Shawn R. Kehoe, Alternate Trustee  
(Teleconference under CA Govt. Code Section 54953(e))

OTHER BOARD OF RETIREMENT TRUSTEES

Elizabeth Ginsberg, Trustee  
Ronald Okum, Trustee  
(Teleconference under CA Govt. Code Section 54953(e))  
Les Robbins, Trustee

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

Chaitanya Errande, Information Systems Officer

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 11:36 a.m.

II. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of January 15, 2025

Trustee Langton made a motion, Trustee Harris seconded, to approve the minutes of the regular meeting of January 15, 2025. The motion passed by the following roll call vote:

Yes: Durazo, Langton, Moore, Harris

No: None

III. PUBLIC COMMENT

There were no requests from the public to speak.

IV. NON-CONSENT ITEMS

A. **Secure Access Service Edge Request for Proposal Recommendation**

Recommendation as submitted by Chaitanya Errande, Information Security Officer: That the Committee authorize staff to issue a Request for Proposal (RFP) to evaluate vendors for providing Secure Access Service Edge (SASE) required hardware, software, design, deployment, and support services for LACERA.

(Presentation) (Memo dated January 22, 2025)

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

Yes: Durazo, Langton, Moore, Harris

No: None

B. **Policy Governing Deductions for Dues and Similar Assessments from Retired Member Benefit Allowances**

Recommendation as submitted by JJ Popowich, Assistant Executive Officer, Member Operations Group: That the Committee recommend the Board of Retirement adopt the revised Policy Governing Deductions for Dues and Similar Assessments from Retired Member Benefit Allowances and authorize staff to begin implementing the new policy with all existing agencies.

(Memo dated January 23, 2025)

Trustee Langton made a motion, Trustee Durazo seconded, to approve staff recommendation, including changes requested by Trustee Langton, and fiduciary counsel review as directed by Trustee Kehoe. The motion passed by the following roll call vote:

Yes: Durazo, Langton, Moore, Harris

No: None



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)

The Executive team presented the monthly briefing and was available to answer questions from the Committee. 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 agenda 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. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 12:18 p.m.





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FOR INFORMATION ONLY



**Operations Briefing Report  
Fiscal Year 2024-2025**



March 5, 2025



The Operations Briefing Report includes a Project Status Dashboard presenting a quick at-a-glance view of each project’s status. The Dashboard is broken up into three color coded sections: New projects or projects with updates are reflected in purple and active projects with no new updates are reflected in blue. Projects completed this fiscal year are reflected in green.

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

<b>Status Indicator Note</b>		
Color coded statuses for a quick at-a-glance indicator to tell you how the project is proceeding.		
<b>On Schedule</b>	<b>Delayed</b>	<b>Pushed Back</b>
<b>(The project is on schedule and the team intends to meet the stated target date)</b>	<b>(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)</b>	<b>(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)</b>

The Project Status Dashboard includes links to the project’s Active Project Details summary or the Completed Projects Detail summary. This section continues to provide an overall narrative of the project’s purpose and an overview of the project to date. The Project Details summary includes a section highlighting the latest updates to the project in the “Current Update” section followed by a “Historical Perspective” section to show past progress, successes, and challenges the project has gone through since it started.



**PROJECT STATUS DASHBOARD**

**New Projects and Updates to Existing Projects**

<b>Project Title</b>	<b>Strategic Plan Initiative</b>	<b>Target Date</b>	<b>Status</b>
<a href="#"><u>Actuarial Valuation Report: Retiree Healthcare Benefits (RHC) (2024)</u></a>	Compliance & Enterprise Risk Management	05/31/2025	On Schedule
<a href="#"><u>Case Management Project (Sol: Phase I)</u></a>	Superior Member Experience	11/30/2024	Delayed
<a href="#"><u>HR-NeoGov Expansion &amp; Learning Management System</u></a>	Investing in People	03/31/2025	Delayed
<a href="#"><u>Member Experience Communication Platform (MECP)</u></a>	Superior Member Experience	08/31/2025	On Schedule
<a href="#"><u>Medicare Part B Verification Enhancement</u></a>	Innovation Through Technology	6/30/2023	Delayed
<a href="#"><u>PEPRA FAC: Scheduled Earnings</u></a>	Compliance & Enterprise Risk Management	06/30/2025	On Schedule



Existing Projects - No Updates

Project Title	Strategic Plan Initiative	Target Date	Status
<a href="#"><u>COLA Bank Retroactive Changes</u></a>	Compliance & Enterprise Risk Management	12/31/2024	Delayed
<a href="#"><u>Communications Plan</u></a>	Superior Member Experience	06/30/2024	Pushed Back
<a href="#"><u>Enterprise Contract Lifecycle Management (ECLM) Solution</u></a>	Compliance & Enterprise Risk Management	03/31/2025	Delayed
<a href="#"><u>eDiscovery Solution</u></a>	Compliance & Enterprise Risk Management	TBD	Delayed
<a href="#"><u>Enterprise Budget Application (Questica) Implementation Phase II: Budget Book</u></a>	Compliance & Enterprise Risk Management	TBD	Delayed
<a href="#"><u>LACERA Event Response Team (LERT) Management Solution</u></a>	Compliance & Enterprise Risk Management	TBD	Delayed
<a href="#"><u>Pre-2003 Pension Reserve Clean-up</u></a>	Superior Member Experience	12/31/2024	Delayed
<a href="#"><u>PEPRA Implementation: Annual Benefit Statement</u></a>	Superior Member Experience	12/31/2025	Pushed Back
<a href="#"><u>Prepaid Bank Card Project</u></a>	Superior Member Experience	06/30/2025	Delayed
<a href="#"><u>Retroactive Payroll Adjustments: Prospective Correction</u></a>	Compliance & Enterprise Risk Management	TBD	Pushed Back
<a href="#"><u>Virtual Mailroom</u></a>	Innovation Through Technology	02/28/2025	On Schedule



**FY 24-25 Completed Projects**

<b>Project Title</b>	<b>Strategic Plan Initiative</b>	<b>Target Date</b>	<b>Status</b>
<a href="#"><u>960-hour Rehired Retiree audit process</u></a>	Superior Member Experience	6/30/2023	<b>Completed</b>
<a href="#"><u>Actuarial Valuation Report: Retirement Benefits (Pension) (2024)</u></a>	Compliance & Enterprise Risk Management	02/28/2025	<b>Completed</b>
<a href="#"><u>Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program</u></a>	Compliance & Enterprise Risk Management	09/04/2024	<b>Completed</b>
<a href="#"><u>Alameda Decision Implementation</u></a>	Compliance & Enterprise Risk Management	N/A	<b>Completed</b>
<a href="#"><u>Annual Financial Statement Preparation and Audit (2024)</u></a>	Compliance & Enterprise Risk Management	01/31/2025	<b>Completed</b>
<a href="#"><u>Data Digitization Sharing Project</u></a>	Innovation Through Technology	12/30/2024	<b>Completed</b>
<a href="#"><u>Microsoft Copilot Search Implementation</u></a>	Innovation Through Technology	07/31/2024	<b>Completed</b>
<a href="#"><u>PEPRA Implementation: FAC Issue</u></a>	Compliance & Enterprise Risk Management	12/31/2024	<b>Project Terminated</b>
<a href="#"><u>Retirement Estimate Redesign</u></a>	Superior Member Experience	12/30/2024	<b>Completed</b>
<a href="#"><u>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</u></a>	Superior Member Experience	12/31/2024	<b>Completed</b>



**ACTIVE PROJECT DETAILS**

<b>Status Indicator Note</b>		
Color coded statuses for a quick at-a-glance indicator to tell you how the project is proceeding.		
<b>On Schedule</b>	<b>Delayed</b>	<b>Pushed Back</b>
(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)

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<b>Project / Issue Title Brief Description</b>	<b>Strategic Plan Initiative:</b>		<b>Compliance &amp; Enterprise Risk Management</b>	
	<b>Type</b>	<b>Project Sponsor</b>	<b>Start Date</b>	<b>Target Date</b>
	BSG	Financial Accounting Services Division	September 2024	May 2025
	<b>Project Lead(s): Ted Granger</b>			
<b>On Schedule</b>				
<b>Current Update</b>				
<b>Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program (2024)</b> The Retiree Healthcare (RHC) Program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental/vision insurance plans and death benefits. GASB refers to these benefits	February 2025 – Milliman completed and distributed drafts of the 2024 OPEB Valuation and presentation slides. Staff started preparing materials for the April 2025 Board of Retirement meeting.			
	<b>Historical Perspectives</b>			
	January 2025 – Milliman continued working on the annual valuation report with an earlier deadline than prior years. One lead consultant (Janet Jennings) at Milliman will retire mid-year and be replaced with another consultant (Ryan Cook) who is already assigned to the LACERA account.			





as Other Post-Employment Benefits (OPEB) for financial reporting. GASB Statement Numbers 74 & 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually, and experience and assumption studies are prepared triennially 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 based on the actuarial valuation and used for employer financial statement disclosure reporting.

December 2024 – LACERA and Milliman are working towards completing the annual valuation report under the new shortened timeline. We are also requesting that the Los Angeles County stakeholders consider a condensed timeline for the GASB 74 & 75 reports.

November 2024 – LACERA and Milliman met with the Los Angeles County stakeholders and decided to shorten the annual reporting timeline by several months. Some data captured in the prior reporting model which delayed the reporting process, such as late-enrollee and the next year's healthcare premium renewal rates, will be included in the following year's report. The revised timeline will ensure the County receives reports earlier and help LACERA staff better manage competing projects.

August 2024 – LACERA transmitted the census data file to Milliman (LACERA's consulting actuary) when they began planning for the annual OPEB valuation project.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Executive	August 24, 2022	December 2, 2024	
<b>Project Lead(s): JJ Popowich, Luis A. Lugo, &amp; Iveta Brecko (PM)</b>					
<b>Delayed</b>					
<b>Current Update</b>					
<p><b>Case Management Project (Sol: Phase I)</b> Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.</p> <p>Processes included in Phase I are: Disability Retirement Services (DRS) Disability Litigation Office (DLO) Benefits – First Payment</p>	<p><i>We completed the third month of First Payment processing in Sol. Users report significant time savings on case certification and letter printing. Supervisors are using automatic case assignment which saves them time as well. Starting 2/18 all Sol letters within First Payment process are printed in DPC. Certified and regular letters are printed on the same printer and distinguished by different color banner sheets.</i></p> <p><i>After feedback from the members, Benefits and Member Services divisions, we started a project to redesign case display in Workspace and Portal to clarify and unify the language across different case types and avoid members' confusion.</i></p> <p><i>Phase II will include seamless survivor process. We will also restart the two-month continuous improvement initiative that will include the remaining 8 enhancements for DRS and 31 First Payment enhancements.</i></p>				
	<b>Historical Perspectives</b>				
	<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 team identified five phases over a series of years that would benefit from the Case Management System.</p> <p>Phase I consisted of three sub-phases: Disability Retirement Services (DRS), Disability Litigation Office (DLO, and the Benefits First Payment Process. The LACERA and Eccentex teams completed the development of the case management processes for DRS going live</p>				



	<p>effective: September 22, 2023. The team continues to fine tune the systems performance and making updates as needed.</p> <p>Development of the last sub-phase – the Benefits First Payment process – began simultaneously with the other projects as staff worked to develop detailed process flow maps of the process and define and refine business rules and minimum expectations for the case management system. With the completion of the DRS/DLO sub-phases the teams focused their efforts on the First Payment Process.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Benefits	04/01/2021	12/31/2024
<b>Project Lead(s): Louis Gittens / Shonita Peterson</b>				
<b>Delayed</b>				
<b>Current Update</b>				
<p><b>COLA Bank Retroactive Changes</b> In April of 2021, the Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation.</p>	<i>No update at this time.</i>			
	<b>Historical Perspectives</b>			
	<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 2024.</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</p>			



December 2021. Staff have manually calculated COLAs for 455 members and payments were issued for this population.

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.

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.

<b>COLA Bank: Retroactive Payment Project</b>		
Status (As of 3/31/23)	Number	Percentage
Completed	8,511	88%
In-Process	1,161	12%
<b>Grand Total</b>	<b>9,672</b>	<b>100%</b>



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Exec (MOG)	02/28/2022	06/30/2025	
<b>Project Lead(s): JJ Popowich &amp; Cynthia Martinez</b>					
<b>Pushed Back</b>					
<b>Current Update</b>					
<b>Communications Plan</b> The development of a strategic Communications Plan providing an overview of the guiding principles used to communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.	<i>On October 2, 2024, the Communications team completed the update of the Communications Plan and incorporated the Strategic Plan priorities. The plan has been submitted to the Executive Office for review. Feedback has been received from the Executive Office and is pending updates.</i>				
	<b>Historical Perspectives</b>				
	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.				The Communications team is continuing the process of updating the draft Communications Plan to incorporate the Strategic Plan priorities based on the input from the assigned LEADS of each objective and other feedback provided by the Executive Team.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Information Security	12/01/2023	TBD
<b>Project Lead(s): Steven Rice, Chaitanya Errande, &amp; Alonso Favela (PM)</b>				
<b>Delayed</b>				
<b>Current Update</b>				
<b>eDiscovery Solution</b> Implement an eDiscovery solution that provides an intuitive and seamless way for the Legal Office and Information Security Teams to conduct eDiscovery, eDiscovery is the process of identifying, collecting, and producing electronically stored information (ESI) for use in a lawsuit or investigation, to respond to a Public Records Act, or to facilitate collection of information for other business purposes. An eDiscovery solution can help automate the collection of electronic data, such as email, MS Teams messages, SharePoint storage, Bloomberg communication, and SMS, and automate repetitive tasks, reducing the need for manual intervention.	<i>The eDiscovery Solution Team is in the Contract Development process, wherein terms and conditions are discussed with the vendor. After the proposed contract was submitted for review, the Legal Division and Executive Office determined that additional terms are needed before proceeding any further with the project.</i>			
	<b>Historical Perspectives</b>			
In December of 2023, the IT Coordination Council (ITCC) approved the request by the Legal Office and Information Security teams to search and select a vendor that can provide LACERA an eDiscovery Solution.				
The LACERA eDiscovery Team evaluated and selected a vendor by inviting Veritas, Smarsh and GlobalRelay to provide quotes, demo the products, and answer questions relating to eDiscovery needs. Additionally, the eDiscovery project bypassed the Request for Proposal (RFP) process because all invited vendors offered costs below the qualifying threshold set in the RFP guidelines. After performing the necessary due diligence and incorporating selection factors such as system functionalities, pricing, support availability, system integrations, User Experience (UX), and end-user training, the eDiscovery Project team selected GlobalRelay as the vendor that would partner and collaborate with LACERA to implement the eDiscovery solution. The following milestones have been completed:				
Contract Finalization and Procurement – The contract costs were revised to include SharePoint. The original proposal anticipated SharePoint as a future add on, but staff and management have determined that the purpose and efficacy of the project, and cost efficiency as well as project roll out and implementation, will be enhanced by including SharePoint from the inception. The Board of Retirement approved the revised monthly and total five-year expenditures on February 5, 2025.				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Executive (BSG)	12/01/2023	TBD
	<b>Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM)</b>			
<b>Delayed</b>				
<b>Current Update</b>				
<b>Enterprise Budget Application (Questica) Implementation Phase II: Budget Book</b> LACERA nearly finished 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 phase of the project will address the Budget Book that is submitted to the Boards during the approval process.	<i>No updates at this time.</i>			
	<b>Historical Perspectives</b>			
	<p>The implementation of the Questica budgeting solution has been divided into two phases. Phase I concerns the implementation of the budgeting application itself. Phase II consists of the review and implementation of the Budget Book function to assist with assembling the budget book that is submitted for approval to the Boards.</p> <p>Development of the budget book is a unique and detailed process that requires significant focus to migrate to a new platform. The native budget book application provided by Questica will be evaluated by the team after we have completed implementation of the budget application. The team plans to produce the FY 25 Budget Book outside of this application while this is under review. Once we have completed the roll out of the Questica application we will assign a target date for completion of this phase. The Project Team has been actively collaborating with Questica's Implementation Team to discuss project planning and schedule a kickoff for this initiative.</p> <p>On July 15<sup>th</sup>, the Budget Modernization Project Team held a kick-off meeting with FH Black, our partner from Questica, the vendor for our new budgeting software. As a historical note, FH Black, the vendor responsible for the Budget Book implementation, was introduced by Questica in October 2023. FH Black was also included in Questica’s RFP response as part of their Implementation Team in July 2022. During the kick-off, the team discussed the project's scope, requirements, implementation plan, post-implementation support, and training. We emphasized the importance of clear communication and setting expectations among all involved parties, including our own resources, subject matter experts, key stakeholders, and the vendor's implementation team.</p>			





	<p>The Questica Budget Book Project is now in the Execution Phase. The necessary application, Caseware, has been installed for the Budget’s Subject Matter Experts (SMEs). The project team is currently scheduling training and testing sessions for the Budget SMEs with FH Black’s Implementation Team.</p> <p>Staff has completed initial CaseWare training and has received final versions of the report. We are assessing and reviewing these reports.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Administrative Services	03/01/2022	03/31/2025
	Project Lead(s): Ricki Contreras, Elsy Gutierrez & Penelope Rodriguez (PM)			
<b>Delayed</b>				
<b>Current Update</b>				
<p><b>Enterprise Contract Lifecycle Management (ECLM) Solution</b></p> <p>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 services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.</p>	<p><i>The ECLM Project is currently in the Execution Phase. The ECLM project team initiated a soft launch of the solution in early September for the Administrative Services, Systems, Legal, and Financial Accounting Services Divisions. Vendor Management features are undergoing testing and modification during this period.</i></p> <p><i>The ECLM project team is collaborating with the vendor to complete the configuration of ECLM and the user manual. The project team will continue testing the workflow for users and approvers. Training sessions began at the end of November and continued throughout the month of December. The Request for Proposal features, and Legal Redlining testing and training, will continue throughout the month of February. The Go-Live date for the solution is March 31, 2025.</i></p>			
	<b>Historical Perspectives</b>			
<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</p>				



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.

The ECLM Solution's Iteration 4 is underway to meet the newly structured Vendor Management the basic framework for the contract administration is still intact from the initial implementation. The new process has forced a pivot to restructure user groups and security roles to align with the Vendor Management group and personnel. ECLM Vendor Management system is functional and available for testing as the workflows are updated. Systems, Admin Services, Legal, Investment Division, and FASD Subject Matter Experts (SME's) have completed rendering the final requirements imposing the process change and the final items of restructuring are in-flight. We are currently Projecting project to launch on time.

- Contract Repositories
- Vendor Portal
- Contract Approval Chain
- Consolidated Bid Responses and Evaluation – RFP Management
- AI Capabilities – Drafting, Reviewing & Executing of Contracts
- Reporting - Contract Requests, Solicitations, Contracts, and Vendors
- Systems Integration with Great Plains

To enhance the effectiveness of end-user training across all business divisions, we have restructured the approach. Instead of conducting large 2-hour training sessions, we will now break down the training into 1-hour modules for each of the 5 individual modules. This modification aims to facilitate easier retention for end users. Additionally, each training session will involve a Subject Matter Expert (SME) from each division. These sessions will be supported by customized training materials tailored to our internal processes, which will be distributed before the sessions commence.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Investing in People		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Laura Guglielmo (Exec - BSG)	03/19/2024	03/31/2025	
<b>Project Lead(s): Alonso Favela (PM), Carly Ntoya, &amp; Roberta Van Nortrick</b>					
<b>Delayed</b>					
<b>Current Update</b>					
<b>HR-NeoGov Expansion &amp; Learning Management System:</b> Expand LACERA’s use of NeoGov to include Talent Acquisition, the Performance Module for represented staff, and the Learning Module, in line with Strategic Initiative #3.3 - Investing in People.	<p><i>The project is in the Execution Phase. The HR-NeoGov Implementation team has been collaborating with the project team regarding the implementation of the Performance (PERFORM) and Learning (LEARN) Modules.</i></p> <p><i>The configuration of the LEARN module has been completed and tested successfully. A soft launch of the LEARN module is planned for February.</i></p> <p><i>The configuration of the PERFORM module for represented employees and supervisors has been completed and tested successfully. A soft launch of the PERFORM module for represented personnel is planned for March.</i></p> <p><i>Position and employee data that is shared by the LEARN and PERFORM modules has been imported successfully. LACERA personnel have been trained to perform future manual imports independent of the vendor. The team is collaborating on automation of the data imports using source data from the Auditor-Controller. The historical import of courses to the LEARN module is in progress.</i></p>				
	<b>Historical Perspectives</b>				
	<p>On March 19, 2024, the IT Coordination Council (ITCC) approved the Human Resources team's proposal to expand LACERA's use of the NeoGov system. The approved enhancements include expanding the Talent Acquisition, Performance Modules for represented staff, and the Learning Module. This initiative directly supports LACERA's Strategic Initiative #3.3, which focuses on investing in the development and growth of our workforce. Funding for the additional NeoGov modules was included in LACERA’s Administrative Budget for FY 2024/25.</p>				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Exec	Executive	01/01/2023	TBD
	Project Lead(s): JJ Popowich, Chait Errande, and David Choe (PM)			
<b>Delayed</b>				
<b>Current Update</b>				
<b>LACERA Event Response Team (LERT) Management Solution</b> LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	<i>No new updates.</i>			
	<b>Historical Perspectives</b>			
<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 selected Winward as our 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 owns this product and is only configuring one module to support our specific process, we were able to absorb the project’s cost in the FY 2023-24 budget. Although the project was initially scheduled for completion in June 2024, we have extended the timeline to incorporate additional compliance requirements related to new Workplace Violence regulations.</p> <p>The LIRT Management Solution has been rebranded to the LACERA Event Response Team (LERT) Management Solution. The project is in the Monitoring and Control Phase. On December 19, 2024, ServiceNow modules for LERT and Workplace Violence reporting, as part of the new HR Employee Center website, were presented during the Brown Bag All Staff meeting. These modules are published and are accessible to all staff on LACERA Connect. The HR Employee Center website allows staff to confidentially self-report Workplace Violence incidents to Human Resources or Data Privacy and I/T Security events related to member data directly to LACERA’s Event Response Team. This is a significant milestone as both modules support the recently adopted Workplace Violence Prevention Plan Policy and existing LACERA Event Response Team Policy.</p>				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	JJ Popowich (Exec - MOG)	10/18/2022	08/31/2025
	Project Lead(s): Cookie Jaranilla, Tatiana Bayer, & Cassandra Smith			
	On Schedule			
Current Update				
<p><b>Member Experience Communication Platform (MECP):</b> LACERA is looking to improve the Member Experience through innovative use of modern technology to provide better support for our omnichannel service approach. This project is to select a cloud-based communication service that provides omni-channel contact center with native MS Teams' certificated integration along with other features designed to improve and make our services more efficient.</p>	<p><i>The MECP Project is in the Planning Phase.</i></p> <p><i>The Team has finalized the Statement of Work and is currently finalizing the final contract with Genesys and TTEC (our implementation partner), and as of February 25, 2026, we believe we have reached agreement on final terms. Once the final contract has been submitted for review, Vendor Management will complete the process, and we will schedule a formal kickoff date to begin implementation.</i></p>			
	<p><b>Historical Perspectives</b></p> <p>LACERA seeks a Member Experience Communications Platform software as a service (SaaS) with a proven, state-of-the-art, commercial-off-the-shelf solution with minimal modifications. LACERA's goal is to gain efficiency and update existing processes through a best-of-breed enterprise communications system, focusing on improving the timeliness, accuracy, consistency of information, and internal operations.</p> <p>At the August 7, 2024, meeting, the Board of Retirement authorized staff to engage with TTEC/Genesys to provide software and consulting services to configure, customize, and implement the Member Experience Communications Platform (MECP) – Genesys application for the Member Services and Retiree Health Care Divisions at a first-year cost of \$590,260 (implementation cost of \$157,675 and licensing fee of \$432,585). The total anticipated five-year cost is \$2,320,600. Sufficient appropriation is included as part of the FY 2024-25 Systems Division Enterprise Software Account. Contract development is now underway</p> <p>The MECP Project Team successfully completed the review and discussion sessions with the primary stakeholders, subject matter experts, and the vendor. The review and</p>			



	<p>finalization of the Statement of Work are ongoing. Integration with Eccentex, the Case Management vendor, is considered part of the deliverables.</p> <p>We anticipate the Master Agreement and Statement of Work packet will be signed off by the appropriate stakeholders after completing these review sessions</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2013	12/31/2024
<b>Project Lead(s): Cynthia Martinez</b>				
<b>Pushed Back</b>				
<b>Current Update</b>				
<p><b>PEPRA Implementation: Annual Benefit Statement</b> LACERA does not currently offer an Annual Benefit Statement (ABS) for PEPRA members.</p>	<p><i>Systems has begun processing the finalized PDF design and are working on defining the logic for each field based on the templates Communications has provided to ensure accuracy. To ensure the correct logic is being programed, there are several questions that need to be addressed further by the PMG team/SMEs assigned to this project before Systems can move forward with programming/mapping of the data. Based on staff workload and existing project priorities, this project has been pushed back. Once resources are available, we will resume work on this project.</i></p>			
<b>Historical Perspectives</b>				
	<p>LACERA was unable to generate a PEPRA member ABS until we could accurately, automatically, calculate a member's FAC. This project is moving forward now that the FAC issue is nearly resolved. In the meantime, Progress continues on the <b>PEPRA Implementation: FAC Issue</b> 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.</p> <p>A kickoff meeting was held on August 22, 2023, to discuss project expectations, review the Project Charter, confirm the ABS Team participants, briefly review the Active redesigned comp, and discuss next steps. It was confirmed the team will meet weekly to begin the review process of the Active redesigned comp. The team decided to change how we</p>			



generate the ABS. To provide us with more flexibility in distribution of the new ABS, the team decided to move to a digital version which will decouple LACERA's reliance on specialized programming with our print vendors, reduce print and mailing costs, expedite receipt of the ABS by members, and was expected to shorten the development time for the new ABS. Communications has incorporated all feedback from the team and the ABS is currently in production for update of data fields and rebranding based on the team input.

The project continued to be negatively impacted by delays in finalizing the PEPPRA Final Average Compensation (FAC) amount. While work with the Auditor-Controller and our Systems teams continued a decision in May of 2024 was made to provide an estimated benefit amount based on an estimated FAC with caveats regarding accuracy and then focus on providing an accurate representation of the member's current and future percentage of FAC to provide insight into how their benefit is growing over time. A new target date was set for July 30, 2024, with the status of the project changing from "Pushed Back" to "Delayed."

Since May, Communications drafted two ABS "comps" based on the team review and input (draft examples of what the new ABS will look like) and worked with Systems and our design vendor to refine the concepts. Feedback was sought from the team and then the Executive Office. A "final" review as conducted by all involved parties. After the final review, a few additional changes were required, and the ABS format was finalized.

In November 2024, we reported the project is pending development of programming required to generate the data and print the new ABS format. However, the project has been significantly delayed due to resource challenges as System resources are dedicated to the Case Management project.

Once resources are available Systems will provide their timeline for development, beta testing, and logistics. Systems will also provide Communications with a sample test file for the print vendor. After print vendor testing of the sample files and there are no issues, Communications will determine a final timeline and estimated completion date. The final stage is expected to be a campaign to inform our members two to three months prior to distribution of the new digital and print ABS and a launch date will be announced.





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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience		
	Type	Project Sponsor	Start Date	Target Date	
	Strategic	Executive (MOG)	07/01/2022	03/31//2025	
<b>Project Lead(s): Louis Gittens / Shonita Peterson</b>					
<b>Delayed</b>					
<b>Current Update</b>					
<p><b>Pre-2003 Pension Reserve Clean-up</b> 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 funds on deposit so they can withdraw their funds.</p> <p>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.</p>	<p><i>Now that the 12/31/2024 deadline has passed, LACERA is reviewing and refining the list of impacted members and will update their LACERA account as 'Unclaimed.'</i></p>				
	<b>Historical Perspectives</b>				
	<p>LACERA previously sent notification to the remaining 673 affected individuals. We determined which letters were returned to LACERA and sent notifications to secondary addresses through Certified mail. In November, we began sending letters to next of kin for deceased members.</p> <p>The Process Management Group (PMG) is reviewing all accounts to ensure notification has been sent to all affected individuals. PMG will then work with FASD and Systems to have funds placed in the Pension Reserve, the final stage of this project.</p> <p>PMG is working with the Benefit Protection Unit within Benefits to locate individuals who have relocated. This additional effort will ensure LACERA has done all it can to notify this population.</p> <p>Final Notices have been sent to all impacted former members. The recipients have until 12/31/24 to respond. Based on the recipients' responses we will make final adjustments to the accounts and disburse any funds necessary or transfer all the remaining accounts accordingly. In order to accommodate processing time, we have adjusted the project completion date to 01/31/2025.</p> <p>Project extended to allow time for recipients to respond to the final notices.</p>				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	06/15/2022	06/30/2025
	Project Lead(s): JJ Popowich & Shonita Peterson (PM)			
<b>Delayed</b>				
<b>Current Update</b>				
<b>Prepaid Bank Card Project</b> Introduction of a prepaid bank card option for monthly benefit payments	<i>The contract amendment process is nearing completion. PMG is currently updating the project plan and meeting with stakeholders to prepare for the implementation process.</i>			
	<b>Historical Perspectives</b>			
	<p>LACERA is working on implementing a Prepaid Debit Card Service to provide an alternative to paper checks for retired and survivor benefit payments, aiming to reduce costs and improve reliability due to significant degradation of USPS mailing reliability and difficulty with delivering to some foreign countries.</p> <ul style="list-style-type: none"> <li>• <b>Project Initiation and Vendor Selection:</b> In June 2022, LACERA issued an RFP for a Prepaid Debit Card Service and received two proposals by September 30, 2022. Conduent was selected as the vendor, with the Board of Retirements' approval in April 2023.</li> <li>• <b>Contract and Legislative Developments:</b> Contract and Statement of Work discussions with Conduent proceeded as planned. However, after a tentative agreement the project was delayed as Conduent and LACERA worked to address data security concerns expressed by the Information Security Office. Following successful discussions contract amendments were prepared for review.</li> </ul> <p>Concurrently, LACERA worked with the State Legislature to seek changes to relevant state laws to authorize this new method of delivering benefit payments. The State Legislature passed AB 2474, authorizing a test program for the debit cards, which was signed by the Governor in July 2024.</p> <p>Following the resolution of both issues contract amendments were finalized.</p>			



	<p>Additionally, discussions with Conduent continued on issues like debit card design and finalizing a Statement of Work.</p> <p>*Summary developed using AI and edited for content.</p> <p>The Vendor Management team is working with the project team and Conduent to finalize the amendments to the contract and the accompanying statement of work. The team expects to have this stage finalized before the end of the year.</p> <p>Based on current progress made after the state passed AB2474, the project’s status has been moved from “Pushed Back” to “Delayed”. We have also adjusted the Target Date to June 30, 2025. This will account for time to finalize the contract, statement of work, set up and communication plans to our members. As directed by the Board of Retirement, this will be presented to the members and their survivors as an optional delivery method.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Cassandra Smith	9/1/2022	3/31/2025
<b>Project Lead(s): Leilani Ignacio &amp; Kevin Hunter</b>				
<b>Delayed</b>				
<b>Current Update</b>				
<b>Medicare Part B Verification Enhancement Status Update</b> This process improvement project is to have the OCR tool (Optical Character Recognition) scrape the data from the scanned/uploaded documents submitted as proof for Medicare Part B reimbursement. Another objective of this project is to use the	<i>The team has developed the enhancement to the OCR capability that resolves multi-page document issue. This update will roll out to the staff in the near future. The team plans to monitor feedback and resolve any additional adjustments needed by the end of March.</i>			
	<b>Historical Perspectives</b>			
In June 2024, the software changes to support Medicare Part B Optical Character Recognition (OCR) were deployed to Workspace. The changes included new OCR web services, a new automated workflow for Medicare Part B documents, and a new user interface for Workspace.				



scraped data from documents to systematically create work objects for resolution by the business users.

As Medicare Part B documents are received by mail and scanned into our Enterprise Content Management (ECM) system or uploaded by members on My LACERA and automatically committed to our ECM, the following steps occur:

1. The documents are sent through the automated Optical Character Recognition (OCR) process
2. The documents are automatically routed to the correct queue based on the data picked up during the OCR process
3. When a document is selected from a queue for processing, the data automatically picked up during the OCR process is presented to the user. The user does not need to complete any data entry, they only need to make a few decisions to confirm that data and complete the processing of the document.

The Project Team looked for opportunities to expand the automation and increase the accuracy of the OCR process. For example, members tend to submit multiple copies of the same document – by mailing one in, uploading another on My LACERA, and dropping a third copy off in LACERA’s drop box. The OCR capabilities allow the workflow to detect these duplicate documents, and they are sent to a specific “duplicate Medicare Part B” queue for review. If RHC finds that the duplicate detection is accurate, and they always terminate the duplicate request with an appropriate comment, we can automate this step for them. This is one of many possibilities for increased automation using OCR for Medicare Part B data.

Historically, the documents submitted for the verification of Medicare Part B reimbursements were manually reviewed by users for key data points and entered the data manually using Workspace online transactions.

This project was created to automate the process to bypass the manual review and entry of data points into Workspace.

In September 2024, the team started to work with the vendor Forefront Technologies to improve the implementation of the OCR technology and get their help in resolving issues. The vendor had been asked to resolve an issue occurring when extracting data from multi-page Medicare Part B documents.



	In October 2024, the vendor provided the team with a few proposed methods for resolving the issue with extracting data from multi-page Medicare Part B documents. The team began to discuss and further explore the solutions in more detail with the vendor.
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	01/15/2025	06/30/2025
	<b>Project Lead(s): Kevin Hawkins</b>			
<b>On Schedule</b>				
<b>Current Update</b>				
<p><b>PEPRA FAC: Scheduled Earnings</b>            On January 15, 2025, the Board of Retirement adopted a recommendation to change the methodology for calculating a PEPRA member’s Final Average Compensation due to a revised interpretation of PEPRA and CERL. Effective with this decision, LACERA will now use Scheduled Earnings to calculate the FAC, instead of Actual Earnings. The change is retroactive to all retirements under PEPRA since PEPRA’s passage in 2013. This project covers all efforts to implement this change and pay any retroactive benefits.</p>	<p><i>The Process Management Group is heading up the development of the project plan for the implementation of the Board of Retirement’s resolution. A project plan is in place and implementation has begun. The project has three phases: Phase I: Development of business rule, procedures, training, programming to support the change, and initial member notification, Phase II: Begin processing all new retirements after Phase I in accordance with the business rules and Board’s resolution, and begin updating LACERA’s online and print materials that have PEPRA FAC information, and Phase III: Review and calculate any required changes for retired members retroactively. Tasks will mostly be worked on in order according to their phase as numbered here but some tasks for different phases are being worked on simultaneously. The team will present a project plan to the Board of Retirement by March 2025.</i></p> <p><i>The revision of the existing business rule for PEPRA FAC is in progress. Systems has done some preliminary programming based on the expected revised business rules and will complete the remaining programming upon their receipt of the approved revised business rule. Communications published articles about the change in the March 2025 Spotlight and Pathways newsletters. The other Phase I tasks will be worked on after the approval of the revised business rule. Initial research and testing for the retired member benefit recalculations has already begun.</i></p>			
<b>Historical Perspectives</b>				



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	MOG	Exec	06/01/2021	TBD
<b>Project Lead(s): JJ Popowich</b>				
<b>Pushed Back</b>				
<b>Current Update</b>				
<b>Retroactive Payroll Adjustments: Prospective Correction</b> 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.	<i>No updates at this time.</i>			
	<b>Historical Perspectives</b>			
	Following the AC’s programming change, LACERA implemented a testing regimen to ensure that the contributions were being deducted as expected.  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.  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, and we continue to work with them to develop a procedure that both the County and LACERA can support.			



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Laura Guglielmo (Exec - BSG)	11/12/2024	02/28/2025
<b>Project Lead(s): Ahmad Chisty (PM), Ricki Contreras, &amp; Esmeralda Delgado</b>				
<b>On Schedule</b>				
<b>Current Update</b>				
<b>Virtual Mailroom:</b> Establish a virtual mail room to provide a business continuity plan in the event that the LACERA building in Pasadena is inaccessible.	<i>No updates at this time.</i>			
	<b>Historical Perspectives</b>			
	<p>On March 19, 2024, the IT Coordination Council (ITCC) approved Administrative Service's DPC team to seek a vendor for a Virtual Mailroom Pilot Program. This initiative establishes a business continuity plan in the event that the LACERA building, and mail room are inaccessible. The core objective is to outsource the digitization of member documents and incoming mail to a vendor that will act as a virtual mail room for LACERA. LACERA would then receive mail digitally, eliminating or supplementing the current process of digitizing incoming paper mail in LACERA Document Processing Center (DPC). Funding for this project was included in LACERA's Administrative Budget for FY 2024/25.</p> <p>In November 2024, we reported that this project is in the Planning Phase. The project team gathered the necessary knowledge and completed the Request for Information (RFI) from the vendors. The results of the RFI were presented to and conditionally approved by the IT Coordination Council, garnering Executive Sponsorship for cost and resource allocation. The team has started the next milestone by preparing the documentation and information needed to collaborate with the vendor management group to create and issue the Request for Proposal (RFP).</p>			





**COMPLETED PROJECT DETAILS**

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year 2024 - 2025.

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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Benefits	Exec	2/1/2023	3/31/2024
	<b>Project Lead(s): Shonita Peterson &amp; Alex Ochoa</b>			
<b>Completed</b>				
<b>Current Update</b>				
<p><b>960-hour Rehired Retiree Audit Process</b> Automate the reporting and auditing of rehired retirees. Import data from the 120-day report into Workspace and automate notification letters to members approaching IRS limits.</p>	<p><i>In February 2024, the software changes to support automated auditing and reporting of rehired retirees were deployed in MyLACERA and Workspace. The changes included a new tile on MyLACERA for rehired retirees detailing the total hours that they have worked for the current fiscal year as well as an audit routine in Workspace that detects rehired retiree work hours and automatically sends notifications to members and their departments as certain thresholds of work hours are reached.</i></p> <p><i>In March 2024, the first audit process was executed to identify rehired retirees and send notifications to both the members and their departments.</i></p> <p><i>From April through June 2024, the audit process was executed monthly to identify members that were exceeding certain thresholds and sending automated notifications to both the members and their departments. It is important to note that no members have exceeded the 960-hour limit since the automated audit process was implemented. We consider this a complete success.</i></p> <p><i>The Systems Division is currently transitioning the rehired retiree audit process from a monitoring and controlling phase to project closure by adding it to LACERA's enterprise systems calendar and turning operational support over to the production support team. We expect the transition to be completed and the project to be closed by August 31, 2024.</i></p>			





*As of August 2024 with the new automated JLetters being sent to members and departments this project is complete. LACERA will rely on system automation to monitor Rehired Retiree hours worked.*

**Historical Perspectives**

The California Public Employees' Pension Reform Act of 2013 (PEPRA) prescribes limitations on the activities of retired members of these retirement systems, which supersede the provisions of PERS with which they conflict. Under both PERS and PEPRA, a retired member is generally subject to a limit of 960 hours of employment within a calendar or fiscal year, depending on the administrator of the system, for specified employers without reinstating in the system.

To remain compliant with IRS regulations, LACERA must audit rehired retirees to ensure that these members do not exceed the 960-hour limit.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial & Accounting Services Division	August 2024	February 2025
	Project Lead(s): Ted Granger			
<b>Completed</b>				
<b>Current Update</b>				
<b>Actuarial Valuation Reports: Retirement Benefits (Pension) (2024)</b> The Government Code requires that valuations of the Retirement Benefits 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 Retirement Plan. In addition, the valuation report provides information used to prepare the Governmental Accounting Standards Board (GASB) Statement Numbers 67 & 68 reports. Plan Administrators (LACERA) and Plan Sponsors (County) use the GASB reports to obtain information required for their financial statement disclosures.	<b>2024 Retirement Benefits – Annual Valuation</b> <i>Milliman and staff presented the final report to the Board of Investments (BOI) at their February 2024 meeting. There are two additional reports that will be prepared based upon the results of the 2024 Retirement Benefits Valuation Report:</i>			
	1) <i>Staff will work with Milliman to prepare the upcoming GASB 68 report for Los Angeles County's June 30, 2025, annual financial statements.</i>  2) <i>Staff will work with Milliman to prepare the upcoming Risk Assessment Report, tentatively scheduled to be presented at the June 2025 Board of Investments meeting.</i>			
<b>Historical Perspectives</b>				
January 2025 – Board materials updated. This item is scheduled for the February 2025 BOI agenda.				
December 2024 – This item was moved to the February 2025 BOI agenda. Milliman completed the 2024 Valuation report and is working with LACERA to finalize the Board materials.				
November 2024 – Milliman prepared a draft valuation report and presentations slide for review in November.				
September 2024 – The County sent their annual request and Milliman provided a preliminary funding estimate letter, which includes estimates of the funded ratio as of June 30, 2024 and employer contribution rates for the fiscal year beginning July 1, 2025.				



	<p>August 2024 – Milliman (LACERA’s consulting actuary) provided and LACERA staff completed the annual information request. LACERA’s Systems Division prepared and transmitted the year-end member census data to Milliman. LACERA prepared a project timeline and Milliman reviewed and approved the timeline.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	BSG	Financial Accounting Services Division	August 2023	September 2024
	<b>Project Lead(s): Ted Granger</b>			
	<b>Completed</b>			
	<b>Current Update</b>			
<p><b>Actuarial Valuation Reports: Retiree Healthcare (RHC) or Other Post-employment Benefits (OPEB) Program</b>                      The Retiree Healthcare (RHC) Program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental/vision insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting. GASB Statement Numbers 74 &amp; 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually, and experience and assumption studies are prepared triennially for Los Angeles County and LACERA’s Board of Retirement to make funding</p>	<p><i>September 2024 – Milliman (LACERA’s consulting actuary) presented the 2023 OPEB Actuarial Valuation report and CavMac (LACERA’s reviewing actuary) presented the results of their review to the Board of Retirement (BOR) at their September meeting. There were some questions regarding the future funding of the OPEB Program that will be followed-up on. This presentation and BOR’s approval completed the 2023 OPEB reporting cycle.</i></p> <p><i>LACERA slightly delayed the experience study process so Milliman could review the Board of Investment’s recently updated strategic asset allocation (SAA) for the OPEB Trust when considering the investment return assumption. The target completion date for this project was moved from August to September 2024.</i></p>			
	<b>Historical Perspectives</b>			
	<p>August 2023 – LACERA transmitted the census data file to Milliman when they began planning for the triennial year OPEB actuarial project cycle which includes an investigation of experience study and an annual valuation. Milliman started their work shortly thereafter.</p> <p>In February 2024, Milliman presented a first draft Experience Study report to the Los Angeles County Stakeholder group. The BOR approved FY 2024-2025 retiree medical insurance</p>			



decisions and to provide the information for the GASB 75 report which is based on the actuarial valuation and used for employer financial statement disclosure reporting.

premiums presented by the Retiree Healthcare (RHC) Division at the March meeting. Milliman updated their analysis to include the latest premium information to develop the medical cost trends and projections.

April 2024 – The Board of Investments approved and updated their strategic asset allocation (SAA) for the OPEB Trust. It was determined that LACERA needed to delay the experience study process so Milliman could review the new SAA when considering the OPEB Trust investment return assumption and share this recent information with the County Stakeholder Group.

In May 2024, the Board of Investments approved and updated the OPEB Trust performance benchmarks and in June, the Investment Policy Statement (IPS) based on their recent approval of the SAA. LACERA held a second meeting to discuss draft 2 of the OPEB Experience Study with the Los Angeles County Stakeholder group including the County, Superior Court, labor groups, and their consultants, to review the remaining economic assumptions impacted by the SAA. There were no additional questions/concerns from the Stakeholder group.

June 2024 – Milliman provided an educational session to the Board of Investments at their in June meeting. The draft experience study report, which includes the actuarial assumptions, was completed by Milliman and presented at the July Board of Retirement meeting for approval. Milliman will prepare the annual valuation report and present it at the Board of Retirement meeting for approval in September.

July 2024 – The Board of Retirement approved the 2023 OPEB Experience Study draft report which included updated actuarial assumptions and methods that will be used to prepare the 2023 OPEB Valuation report. Milliman provided the draft valuation report appendices to LACERA for review.

In August 2024, Milliman completed the draft 2023 OPEB Valuation Report while LACERA staff and Milliman hosted the third and final Los Angeles County Stakeholder meeting for this project cycle. Milliman and CavMac (LACERA's reviewing actuary) presented their results with no major issues from the Stakeholder group. Milliman and staff prepared final reports for the September BOR meeting.



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management																															
	Type	Project Sponsor	Start Date	Target Date																														
	MOG	Benefits	08/01/2020	N/A																														
	Project Lead(s): Shonita Peterson																																	
<b>Completed</b>																																		
<b>Current Update</b>																																		
<p><b>Alameda Decision Implementation</b>                      In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff's Association v. Alameda County Employees Retirement Association ("Alameda"), challenging the constitutionality of changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifically, excluding pay items previously included such as unused vacation, termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature's actions. In 2021, the Legal Office notified the Board of Retirement that it had completed an initial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.</p>	<p><i>This project has been completed. LACERA identified all impacted members and calculated the required changes to the member's benefit where applicable. All impacted members have been notified and any owed or outstanding benefits have been paid.</i></p> <p><i>There is a small group of deceased members who we have been unable to locate current contact information for the beneficiaries. We will continue to follow our normal processes for locating these beneficiaries and paying out any outstanding amounts. However, for the purposes of this project, since all changes and calculations have been completed we are closing the project.</i></p>																																	
		<table border="1"> <thead> <tr> <th>Alameda Project Status</th> <th colspan="2">Current Report: 11/30/2024</th> </tr> <tr> <th>Row Labels (Type, Status, Detail, Outstanding)</th> <th>Count</th> <th>%</th> </tr> </thead> <tbody> <tr> <td><b>Pending Notification</b> (Staff Reviewing and Processing)</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.000%</td> </tr> <tr> <td><b>Active</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.00%</td> </tr> <tr> <td><b>Retired</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.00%</td> </tr> <tr> <td><b>Deferred/Inactive</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.0%</td> </tr> <tr> <td><b>Retired Deceased</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.00%</td> </tr> <tr> <td><b>Active Death</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.00%</td> </tr> <tr> <td><b>Other – *Active/Exceptions</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.00%</td> </tr> <tr> <td><b>Withdrawn</b></td> <td style="text-align: center;">0</td> <td style="text-align: center;">0.0%</td> </tr> </tbody> </table>			Alameda Project Status	Current Report: 11/30/2024		Row Labels (Type, Status, Detail, Outstanding)	Count	%	<b>Pending Notification</b> (Staff Reviewing and Processing)	0	0.000%	<b>Active</b>	0	0.00%	<b>Retired</b>	0	0.00%	<b>Deferred/Inactive</b>	0	0.0%	<b>Retired Deceased</b>	0	0.00%	<b>Active Death</b>	0	0.00%	<b>Other – *Active/Exceptions</b>	0	0.00%	<b>Withdrawn</b>	0	0.0%
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<b>Completed</b>	4,622	100.00%
<b>Active</b>	3,035	65.66%
<b>Retired</b>	879	19.02%
<b>Deferred/Inactive</b>	149	3.22%
<b>Deceased</b>	8	0.17%
<b>Other - *Active/Exceptions</b>	439	9.50%
<b>Withdrawn</b>	56	1.21%
Not affected	56	1.21%
<b>Grand Total</b>	4,622	100%

**Historical Perspectives**

This has been a multi-year project that evolved as we conducted discovery and made changes required by the Alameda Decision. The project involved updating salaries and recalculating contributions for members affected by the exclusion of Standby Pay from earnings. Staff broke the project into segments based on member status and situation, because each segmented group required unique handling. The summary below (produced with the assistance of Co-Pilot) reflects the historical progress to date:

- **Active Members:** Salaries of 4,176 members were updated, with 3,013 actively employed. Of these, 2,284 had overpaid contributions, leading to the suspension of future contributions until balances were depleted. Notifications were sent in February 2022 to avoid overwhelming the Member Services Call Center.
- **Deferred and Inactive Members:** Staff identified 149 deferred and inactive members, issuing 132 refund checks. The remaining 17 members were not owed a refund.
- **Retirees and Benefit Adjustments:** Retirees who retired on or after January 1, 2013, had their benefits adjusted prospectively from August 30, 2020. Notifications were sent in May 2022 to 710 members about benefit reductions effective July 31, 2022, with repayment options for overpaid benefits. Some members received refund checks, while others saw no changes due to specific conditions.



	<p>An important part of the historical record for this project is the acknowledgement of the Benefits commitment to self-evaluation and transparency. In August, Benefits reviewed the report and determined the actual number of affected members is 4,622. Initially, the project was handled by multiple units and there was a duplication of members. At this point, the project team has eliminated the duplicates and also completed 35 additional cases, leaving 17 cases remaining.</p> <p>In September, Benefits reviewed the full report to identify previously completed cases that now require additional processing. For example, a member who was in Active service at the time of completion may now be deceased and their case now requires coordination with the survivor. At this point, the number of open cases is 31. Now that this review is complete, we do not anticipate a future increase to this number.</p>
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<b>Project / Issue Title Brief Description</b>	<b>Strategic Plan Initiative:</b>		<b>Compliance &amp; Enterprise Risk Management</b>	
	<b>Type</b>	<b>Project Sponsor</b>	<b>Start Date</b>	<b>Target Date</b>
	BSG	Financial & Accounting Services Division	May 2024	January 2025
	<b>Project Lead(s): Ted Granger</b>			
	<b>Completed</b>			
	<b>Current Update</b>			
<p><b>Annual Financial Statement Preparation and Audit:</b> Government code sections require that LACERA prepare annual financial statements including footnotes and disclosures in accordance with applicable accounting standards, obtain an external audit opinion of the financial statements, and transmit the reports to the Los</p>	<p><b>2024 – Annual Financial Statements/Audit</b></p> <p><i>January 2024 – The Annual Financial Review presentation was agendized for the January 2025 Operations Oversight Committee.</i></p> <p><i>This project has been completed for the FYE 2024 reporting cycle.</i></p>			





<p>Angeles County Board of Supervisors within six-months following the fiscal year-end.</p>	<p style="text-align: center;"><b>Historical Perspectives</b></p> <p>December 2024 – FASD and Communications completed the 2024 ACFR and 2024 PAFR. The ACFR was posted to lacera.com and the PAFR was sent to all members with the December newsletters.</p> <p>Plante Moran, LACERA's external auditor, began interim audit testing in May and June 2024, focusing on member data, benefit calculations, internal controls, and fraud interviews. By July, LACERA staff had completed the financial statement closing process and started preparing the Annual Financial Statements (AFS). In August, staff responded to audit information requests, and the auditor began substantive testing. During September, Plante Moran continued testing while LACERA staff prepared draft financial statements and investment-related disclosures, holding regular status meetings to finalize adjustments and complete the audit process.</p> <p>In October 2024, LACERA staff prepared and issued two draft reports for review and one final Annual Financial Statement Report (AFS). Plante Moran completed their audit inquiries, testing, and issued their audit opinion. LACERA received an unmodified or “clean” audit opinion dated October 15, 2024. There were no audit findings or recommendations to report this year. Plante Moran will present their findings to the Audit Compliance Risk and Ethics (ACRE) Committee at the meeting in December. A copy of the audited AFS was sent to Los Angeles County by the deadline so the County can include some of LACERA’s financial statement data within their financial statements.</p> <p>November 2024 – FASD is currently working with Communications to prepare the 2024 Annual Comprehensive Financial Report (ACFR). The ACFR is an enhanced version of the Annual Financial Statements (AFS) but includes some additional information such as LACERA Trustees, transmittal letter from the CEO, and organizational chart. We expect to complete and distribute the ACFR in mid-December.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	11/01/2023	12/30/2024
	Project Lead(s): Tom De Luca			
<b>Completed</b>				
<b>Current Update</b>				
<b>Data Digitization Sharing Project</b> A project to share previously digitized microfiche and Optical Archive System (OAS) records with the LA County Auditor/Controller	<p><i>The team presented the SharePoint prototype to the Auditor/Controller (A/C) and instructed them on how to navigate the site. The A/C have been reviewing the site on their own, asking probing questions such as the file-naming convention, how certain metadata values were sourced, and the pros and cons of various repository choices. The Project Team at LACERA completed and released a preliminary cost estimate on September 17th. This estimate includes both labor and material costs, covering hardware and software. The costs are categorized into two sections: those exclusive to LACERA and those that can be shared with the Auditor/Controller. Subsequently, if A/C decides to have LACERA staff further develop the prototype into a functioning tool for their department, a new project proposal and business statement have to be created for IT Coordination Council submission and approval. Additionally, the estimate features a fixed cost component and a variable cost that depends on the page volume. The next step for this project will be to return to the IT Coordination Council with feedback from the A/C, the project cost estimates, and a project proposal.</i></p>			
	<b>Historical Perspectives</b>			
<p>The Information Technology Coordination Council (ITCC) approved a prototype project to share previously digitized microfiche with the LA County Auditor/Controller (A/C) in October 2023. LACERA previously digitized 50 million microfiche and Optional Archive System (OAS) records containing LA County payroll data and built an electronic viewer for the images. The A/C only has the physical microfiche and the OAS records for this payroll data. The LACERA Systems Division would like to share our digitized images with the A/C in a portable format that is independent from all technology at LACERA. The prototype project that was approved by the ITCC will involve converting a subset of microfiche images to searchable PDF files and building a SharePoint page for searching the images. If the prototype is successful, and the A/C finds the files useful, we will make a request to the ITCC to</p>				



	<p>convert 30 million of the 50 million images to searchable .pdf and securely transmit them to the A/C.</p> <p>We have converted the subset of files to searchable PDF files for the prototype and are configuring the SharePoint page that will be used to search these files.</p> <p>Systems completed the configuration and set-up of the SharePoint site that will be used by the Auditor-Controller. The team continued to conduct internal testing to ensure it works as expected during the month of May. The prototype for sharing the digitized microfiche with the LA County Auditor/Controller (A/C) has been completed.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Innovation Through Technology	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Systems	02/21/2024	09/30/2024
<b>Project Lead(s): Summy Voong, Jim Lyle</b>				
<b>Completed</b>				
<b>Current Update</b>				
<b>Microsoft Copilot Search Implementation</b> The introduction of Microsoft Copilot Search, Microsoft's AI chat interface	<i>The project has been completed.</i>			
	<b>Historical Perspectives</b>			
	The ITCC and Artificial Intelligence (AI) Committee approved the initial phase of the Microsoft Copilot deployment at LACERA in February (2024). The initial phase will involve the launch and training of Microsoft's generative AI chat and search features that work with Microsoft Edge. The new tool will be presented to the organization through MAC, SAC, and Brown Bag meetings as well as a series of training sessions customized for each division. We anticipate the launch to be finished by the end of September 2024.			
Project Steps: <ol style="list-style-type: none"> <li>1. Road Show to Division Managers – Completed</li> <li>2. AI policy approval – Completed</li> <li>3. Staff to sign an acknowledgement new AI policy - 99% Completed</li> </ol>				



	<ol style="list-style-type: none"> <li>4. The Executive Board Assistants will be scheduling two meeting for Trustees - TBD</li> <li>5. Presentation/Demo to MAC/SAC teams – Completed</li> <li>6. Demonstration during Brown Bag Meeting – Completed</li> <li>7. Enable feature for all staff (that signed the AI Policy) and send out training documents – Completed</li> </ol> <p>Staff created a draft policy and forwarded it to the Ethics and Compliance Committee (ECC) for review.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Compliance & Enterprise Risk Management	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Executive (MOG)	01/01/2013	12/31/2024
<b>Project Lead(s): JJ Popowich &amp; Lynn Francisco</b>				
<b>PROJECT TERMINATED</b>				
<b>Current Update</b>				
<p><b>PEPRA Implementation: FAC Issue</b></p> <p>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. To accurately calculate a member’s benefit, these non-pensionable compensation items need to be filtered out.</p>	<p><i>On the January 15, 2025, Board meeting, BOR approved using scheduled earnings for PEPRA FAC. This decision resolves the outstanding issues related to actual earnings. As a result we have terminated this project.</i></p>			
	<b>Historical Perspectives</b>			
	<p>The LACERA team and the Auditor Controller’s Office have been diligently working on a project with a target completion date of December 31, 2024, despite encountering several challenges.</p> <ul style="list-style-type: none"> <li>• <b>Initial Progress and Deadlines:</b> As of late April 2023, both teams have been meeting regularly and made significant progress towards the initial deadline of June 30, 2023, with a commitment to complete the project by July 2023.</li> <li>• <b>Technical Developments:</b> Significant advancements include the implementation of a program to update PEPRA earnings and the ingestion of historical files, which were completed by January 2024 by the Auditor-Controller’s Office. Since January</li> </ul>			



	<p>LACERA's Systems and Quality Assurance teams have been coordinating to validate and adjust internal programming to utilize the data provided by the Auditor-Controller.</p> <ul style="list-style-type: none"> <li>• <b>Challenges and Adjustments:</b> Several issues, such as handling retroactive payroll adjustments, and finalization of Business Rules have delayed the project, pushing the target date to December 31, 2024.</li> <li>• <b>Robotic Processing Automation (RPA):</b> The RPA tool has been developed to assist in the manual verification process, although it is not yet capable of fully automating the FAC calculation due to data insufficiencies.</li> </ul> <p>*This summary is AI generated and edited for content.</p>
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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	RHC	Exec	03/01/2021	12/31/2024
	<b>Project Lead(s): Santos H. Kreimann &amp; Luis A. Lugo</b>			
<b>Completed</b>				
<b>Current Update</b>				
<b>Retiree Healthcare Administration: Lifetime Maximum Benefit Project</b> Going forward we will do an annual review with the County CEO as we move towards ultimately eliminating the lifetime maximum.	<i>October 2024 – The county CEO will raise the lifetime maximum from \$1 million to \$1.5 million dollars effective with the next renewal cycle, July 1, 2025. LACERA will then provide the county CEO with migration data quarterly with the goal of gradually increasing lifetime maximum.</i>			
	<b>Historical Perspectives</b>			
	Since the beginning of 2023, LACERA and the County CEO's Office have been in active communication by meeting biweekly to address the Lifetime Maximum Benefit issue. LACERA provided the Board of Retirement (BOR) with a formal report and update on our progress during the August 2023 meeting via closed session.			
In November 2023, LACERA received an information request from the County and provided the requested information to the County. The County requested additional RHC program				



related information from LACERA in December 2023 and January 2024, to which LACERA responded accordingly.

Since March 2024, The County of Los Angeles, and Coalition of County Unions (CCU) have continued to work through negotiations. LACERA continues to engage the County and Union representatives to provide any relevant information as they progress through their negotiations.

LACERA staff and LACERA’s actuary continue to consult with the County’s staff and actuary. These conversations and the County’s negotiation process have resulted in additional actuarial-related information requests from the County. LACERA worked with Milliman and the County’s actuary to complete and deliver these items in February 2024:

- 1) Actuarial Model – Retiree Healthcare benefits analysis and modeling to project future healthcare cost changes due to hypothetical benefit changes.
- 2) Cost Projections – GASB 75 report projections to analyze the impact of future healthcare cost changes.
- 3) Cost Savings – Retiree Healthcare benefit analysis of Tier 2 historical cost savings.

July 2024 – LACERA CEO and Deputy CEO have completed our Lifetime Maximum Benefit (LMB) educational meetings with all five Board of Supervisor (BOS) offices as of July 2024. The BOS and County CEO office are expected to discuss LMB next month. We provided the BOS and County CEO office with projected premium impact should the County CEO and/or BOS eliminate or raise the \$1 million LMB on Anthem I, II, and Prudent Buyer plans. We also informed the BOS and County CEO that a decision is needed by September 2024 for a July 2025 effective date



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Project / Issue Title Brief Description	Strategic Plan Initiative:		Superior Member Experience	
	Type	Project Sponsor	Start Date	Target Date
	Strategic	Exec (MOG)	01/01/2019	12/30/2024
	Project Lead(s): Maggie Luong, Shonita Peterson			
<b>Completed</b>				
<b>Current Update</b>				
<b>Retirement Estimate Redesign</b> With the recent launch of our new Retirement Planning Hub and the My LACERA online retirement election process, we are turning our attention to re-designing the Retirement Estimate.	<i>The estimate is in Workspace production. This project is completed.</i>			
	<b>Historical Perspectives</b>			
	<p>In 2019, an effort was undertaken to beta test a new Retirement Prospectus Estimate and Election form. The project was placed on hold due to the COVID-19 Pandemic. Coming out of the immediate impacts of the pandemic the results of the beta teste were reviewed and it was determined the redesigned estimate was more complicated than would be useful.</p> <p>Subsequently LACERA pivoted to the new Retirement Planning Hub, the new Omnichannel Retirement Counseling process, and the My LACERA on-line retirement election.</p> <p>In April, the workgroup made great progress on the new estimate template finalizing their design and text recommendations. The final recommended estimate was distributed for re-view and approval.</p> <p>The estimate was approved. LACERA’s Systems staff has incorporated the new design in Workspace. The new form will be in conjunction with the First Payment Case Management Project in September 2024.</p> <p>Process Management Group is currently collaborating with Systems with testing of the new estimate in Workspace.</p> <p>Workspace QA. The new estimate template is being tested by select Benefits and Member Services staff. Once testing is completed, the estimate will be available in Workspace</p>			



	<p>production. Once in production, it will replace the old estimate and will be used for member counseling.</p>
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**LACERA Public Records Requests**  
**January 15, 2025 – February 14, 2025**

DATE RECEIVED	REQUESTER	DOCS REQUESTED
01-17-25	M. Adusumilli, Individual	<p>Request: Information concerning team members.</p> <ul style="list-style-type: none"> <li>• Org chart for the investment and operations teams</li> <li>• Role descriptions, responsibilities, and qualifications (available documentation)</li> <li>• Compensation policy (available documentation)</li> </ul> <p><b><i>Transmitted 1 document.</i></b></p> <p><b><i>Legal, on February 4, 2025, via email, transmitted the responsive document listed below and LACERA's website where compensation and job descriptions can be located.</i></b></p> <p><b><i>Investment Office Org Chart FY 2024-2025 (FINAL).pdf.</i></b></p> <p><b><i>Link: <a href="#">Class Specifications</a>   <a href="#">Sorted by Class Title ascending</a>   <a href="#">Career Pages</a></i></b></p>
01-22-25	R. Saffra, Bloomberg	<p>Request: Access to and/or a copy of all documents, materials, and/or presentations, including those by external consultants, pertaining to alternative investments for Private Equity, Private Debt, Real Assets, and Real Estate, reported by fund for the most recent quarter available.</p> <p><b><i>Transmitted 2 documents.</i></b></p> <p><b><i>Legal, on January 24, 2025, via email, transmitted the 2 responsive documents listed below.</i></b></p> <p><b><i>Hedge Funds Oct. Nov. 2024.xlsx and Private Markets Q3 2024.xlsx.</i></b></p>
01-23-25	B. Campbell, with. Intelligence	<p>Request: Monthly performance data for the 5 funds listed below for time period January 2023 to November 2024.</p> <p>San Gabriel Fund LP;  San Gabriel Fund 3, LP;  PIMCO Tactical Opportunities Master Fund Ltd.  Cevian Capital II Master Fund, L.P., and  Magnetar Lake Credit Fund</p> <p><b><i>Legal, on January 28, 2025, spoke with Mr. Campbell extending the response date until February 6, 2025.</i></b></p> <p><b><i>Transmitted 1 document.</i></b></p> <p><b><i>Legal, on February 4, 2025, via email, transmitted the responsive document listed below.</i></b></p> <p><b><i>FOIA Request – With Intelligence - Hedge Funds Jan-23 to Nov-24.xlsx.</i></b></p>



## LACERA Public Records Requests January 15, 2025 – February 14, 2025

01-28-25	M. Gesser, Ascension Data	<p>Request: Most recent data available re:</p> <ul style="list-style-type: none"> <li>• Asset allocation (please provide as much detail as available)</li> <li>• Net Total Fund performance on 5 year and 10-year basis</li> <li>• Net Performance by asset class on 5-year basis</li> </ul> <p><b>February 5, 2025, Legal extended the response date to February 20, 2025.</b></p> <p><b>Legal, on February 20, 2025, via email, provided the LACERA website link shown Below.</b></p> <p><b>Fund Reports   LACERA.</b></p>
02-10-25	H. Ahaiwe, HR, LA County and 1 other Recipient	<p>Per monthly request:</p> <p><b>Transmitted 1 document.</b></p> <p><b>Executive Office, on February 10, 2025, via email, transmitted the responsive document listed below.</b></p> <p><b>MonthlyAgenda.csv dated February 5, 2025.</b></p>
02-10-25	Sheriffs Dept, LA County and 4 other Recipients	<p>Per monthly request:</p> <p><b>Transmitted 2 documents.</b></p> <p><b>Executive Office, on February 10, 2025, via email, transmitted the 2 responsive documents listed below.</b></p> <p><b>Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated February 5, 2025.</b></p>
02-10-25	C. Siverson, Fire, LA County and 5 other Recipients	<p>Per monthly request:</p> <p><b>Transmitted 1 document.</b></p> <p><b>Executive Office, on February 5, 2025, via email, transmitted the responsive document listed below.</b></p> <p><b>Board of Retirement Meeting Benefit Approval List dated February 5, 2025.pdf.</b></p>
02-12-25	X.M. Revil, with. Intelligence	<p>Request: Performance details of all closed-end funds including Private Equity, Venture Capital, Private Debt, Real Estate, Real Assets/Infrastructure funds LACERA invested in for Q4 2024.</p> <p><b>Transmitted 1 document.</b></p> <p><b>Legal, on February 20, 2025 via email, transmitted the responsive document listed below.</b></p> <p><b>Private Markets Q4 2024 Best Available.xlsx.</b></p>

## REPORT OF FELONY FORFEITURE CASES

February 18, 2025

#	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
71	SAAVEDRA	ERIC C.	SHERIFF	1/16/2025	2/6/2025	N/A	N/A	DELAY – CD	N/A	N/A
70	PINEDA	REMIN	SHERIFF	11/19/2024	1/10/2025	N/A	N/A	PEND	N/A	N/A
68	ESSEX	SEAN	SHERIFF	6/7/2024	7/22/2024	N/A	N/A	DELAY – CD	N/A	N/A
67	LYONS	ANDREW	SHERIFF	1/12/2024	2/14/2024	N/A	N/A	PEND	SCD	N/A
66	VEGA	MIGUEL	SHERIFF	9/5/2023	10/27/2023	10/17/2024	N/A	APPEAL	PENDING	N/A
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023	10/23/2023	N/A	APPEAL	N/A	N/A

**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
- WITHDRAWN: Member withdrew prior to conviction – no impact
- N/A: Not Available/Applicable