



LACERS
LA CITY EMPLOYEES'
RETIREMENT SYSTEM



Board of Administration Agenda

REGULAR MEETING

TUESDAY, AUGUST 10, 2021

TIME: 10:00 A.M.

MEETING LOCATION:

In conformity with the Governor's Executive Order N-08-21 (June 11, 2021) and due to the concerns over COVID-19, the LACERS Board of Administration's August 10, 2021, meeting will be conducted via telephone and/or videoconferencing.

Important Message to the Public

Information to call-in to listen and or participate:

Dial: (669) 900-6833 or (253) 215-8782

Meeting ID# 832 1042 6340

Instructions for call-in participants:

- 1- Dial in and enter Meeting ID
- 2- Automatically enter virtual "Waiting Room"
- 3- Automatically enter Meeting
- 4- During Public Comment, **press *9** to raise hand
- 5- Staff will call out the last 3-digits of your phone number to make your comment

Information to listen only: Live Board Meetings can be heard at: (213) 621-CITY (Metro), (818) 904-9450 (Valley), (310) 471-CITY (Westside), and (310) 547-CITY (San Pedro Area).

Disclaimer to Participants

Please be advised that all LACERS Board and Committee Meeting proceedings are audio recorded.

President: Cynthia M. Ruiz

Vice President: Sung Won Sohn

Commissioners: Annie Chao
Elizabeth Lee
Sandra Lee
Nilza R. Serrano
Michael R. Wilkinson

Manager-Secretary: Todd Bouey

Executive Assistant: Ani Ghokassian

Legal Counsel: City Attorney's Office
Public Pensions General
Counsel Division

Notice to Paid Representatives

If you are compensated to monitor, attend, or speak at this meeting, City law may require you to register as a lobbyist and report your activity. See Los Angeles Municipal Code §§ 48.01 *et seq.* More information is available at ethics.lacity.org/lobbying. For assistance, please contact the Ethics Commission at (213) 978-1960 or ethics.commission@lacity.org.

Request for Services

As a covered entity under Title II of the Americans with Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services and activities.

Sign Language Interpreters, Communication Access Real-Time Transcription, Assistive Listening Devices, Telecommunication Relay Services (TRS), or other auxiliary aids and/or services may be provided upon request. To ensure availability, you are advised to make your request at least 72 hours prior to the meeting you wish to attend. Due to difficulties in securing Sign Language Interpreters, five or more business days' notice is strongly recommended. For additional information, please contact: Board of Administration Office at **(213) 855-9348** and/or email at ani.ghokassian@lacers.org.

[CLICK HERE TO ACCESS BOARD REPORTS](#)

- I. PUBLIC COMMENTS AND GENERAL PUBLIC COMMENTS ON MATTERS WITHIN THE BOARD'S JURISDICTION AND COMMENTS ON ANY SPECIFIC MATTERS ON THE

AGENDA – *THIS WILL BE THE ONLY OPPORTUNITY FOR PUBLIC COMMENT* - **PRESS
*9 TO RAISE HAND DURING PUBLIC COMMENT PERIOD**

- II. [APPROVAL OF MINUTES FOR THE REGULAR MEETING OF JULY 13, 2021 AND POSSIBLE BOARD ACTION](#)
- III. BOARD PRESIDENT VERBAL REPORT
- IV. GENERAL MANAGER VERBAL REPORT
 - A. REPORT ON DEPARTMENT OPERATIONS
 - B. UPCOMING AGENDA ITEMS
 - C. RECOGNITION OF SERVICE FOR JOHN BLAIR
- V. RECEIVE AND FILE ITEMS
 - A. [MARKETING CESSATION REPORT NOTIFICATION TO THE BOARD](#)
 - B. [BENEFIT PAYMENTS APPROVED BY GENERAL MANAGER](#)
- VI. COMMITTEE REPORT(S)
 - A. BENEFITS ADMINISTRATION COMMITTEE VERBAL REPORT FOR THE MEETING ON AUGUST 10, 2021
- VII. CLOSED SESSION
 - A. **CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54957(b)(1):
GENERAL MANAGER 2020-21 PERFORMANCE EVALUATION AND POSSIBLE
BOARD ACTION**
- VIII. BOARD/DEPARTMENT ADMINISTRATION
 - A. CONSIDERATION OF 2021-22 GENERAL MANAGER'S MERIT PAY AND POSSIBLE BOARD ACTION
 - B. [YEAR-END REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD
ENDING JUNE 30, 2021](#)
- IX. INVESTMENTS
 - A. CHIEF INVESTMENT OFFICER VERBAL REPORT
 - B. [NOTIFICATION OF COMMITMENT OF UP TO \\$50 MILLION IN BROOKFIELD
STRATEGIC REAL ESTATE PARTNERS IV-B, L.P.](#)
- X. LEGAL/LITIGATION

**A. CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(D)(4)
TO CONFER WITH AND RECEIVE ADVICE FROM LEGAL COUNSEL REGARDING
PENDING LITIGATION (ONE CASE) AND POSSIBLE BOARD ACTION**

XI. OTHER BUSINESS

- XII. NEXT MEETING:** The next Regular meeting of the Board is scheduled for Tuesday, August 24, 2021 at 10:00 a.m. at LACERS, 202 West 1st Street, Suite 500, Los Angeles, CA 90012, and/or via telephone and/or videoconferencing. Please continue to view the LACERS website for updated information on public access to Board meetings while response to public health concerns relating to the novel coronavirus continue.

XIII. ADJOURNMENT

MINUTES OF THE REGULAR MEETING
BOARD OF ADMINISTRATION
LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM

In conformity with the Governor's Executive Order N-08-21 (June 11, 2021)
and due to the concerns over COVID-19, the
LACERS Board of Administration's
July 13, 2021, meeting was conducted
via telephone and/or videoconferencing.

Agenda of: Aug. 10, 2021

Item No: II

July 13, 2021

10:00 a.m.

PRESENT via Videoconferencing: President:	Cynthia M. Ruiz
Vice President:	Sung Won Sohn
Commissioners:	Annie Chao Elizabeth Lee Sandra Lee Nilza R. Serrano Michael R. Wilkinson
Manager-Secretary:	Neil M. Guglielmo
Legal Counselor:	Anya Freedman
PRESENT at LACERS offices: Executive Assistant:	Ani Ghoukassian

The Items in the Minutes are numbered to correspond with the Agenda.

I

PUBLIC COMMENTS AND GENERAL PUBLIC COMMENTS ON MATTERS WITHIN THE BOARD'S JURISDICTION AND COMMENTS ON ANY SPECIFIC MATTERS ON THE AGENDA – *THIS WILL BE THE ONLY OPPORTUNITY FOR PUBLIC COMMENT* – **PRESS *9 TO RAISE HAND DURING PUBLIC COMMENT PERIOD** – President Ruiz asked if any persons wanted to make a general public comment to which there was no response.

II

APPROVAL OF MINUTES FOR THE REGULAR MEETING OF JUNE 8, 2021 AND POSSIBLE BOARD ACTION – Commissioner Elizabeth Lee moved approval, seconded by Commissioner Chao, and adopted by the following vote: Ayes, Commissioners Chao, Elizabeth Lee, Sandra Lee, Serrano, Wilkinson, Vice President Sohn and President Ruiz -7; Nays, None.

III

BOARD PRESIDENT VERBAL REPORT – President Ruiz congratulated Vice President Sohn on his reappointment to the LACERS Board of Administration.

IV

GENERAL MANAGER VERBAL REPORT

A. REPORT ON DEPARTMENT OPERATIONS – Neil M. Guglielmo, General Manager, advised the Board of the following items:

- Commissioner Sohn reappointment
- Headquarters update
- ERIP Liability Payments – QE 06/30/2021
- MSC Stats
- Retirement Application Portal
- LACERS YouTube Channel
- Website Stats
- LACERS Admin Intern Moving on and up
- Financial Mastery Webinar

B. UPCOMING AGENDA ITEMS – Neil M. Guglielmo, General Manager, advised the Board of the following items:

- July 20, 2021 – Benefits Administration Committee Meeting (off-cycle) – 2022 Retiree Health Plan Contracts Renewal
- July 27, 2021 – Board Meeting – Legislative Update
- July 27, 2021 – Board Meeting – Receipt of the City's Contribution

V

RECEIVE AND FILE ITEMS

A. MARKETING CESSATION REPORT NOTIFICATION TO THE BOARD – This report was received by the Board and filed.

B. BENEFITS PAYMENTS APPROVED BY GENERAL MANAGER – This report was received by the Board and filed.

C. COMMISSIONER ELIZABETH LEE EDUCATION EVALUATION ON PENSIONS & INVESTMENTS' PRIVATE MARKETS VIRTUAL SERIES, VIRTUAL; JUNE 15-17, 2021 – This report was received by the Board and filed.

D. COMMISSIONER SANDRA LEE EDUCATION EVALUATION ON HARVARD KENNEDY SCHOOL: LEADERSHIP DECISION MAKING: OPTIMIZING ORGANIZATIONAL

PERFORMANCE, VIRTUAL; JUNE 14-25, 2021 – This report was received by the Board and filed.

VI

DIVISION SPOTLIGHT

- A. LEGAL PROCESSING UNIT – Audrey Dymally, Senior Management Analyst I and Claudia Batres-Flores, Benefits Analyst, presented and discussed this item with the Board for 10 minutes.

VII

INVESTMENTS

- A. CHIEF INVESTMENT OFFICER VERBAL REPORT – Rod June, Chief Investment Officer, reported on the portfolio value of \$23.27 billion as of July 12, 2021. Mr. June discussed the following items:
- Preliminary total fund performance for the one-year period ending June 30, 2021, was 28.93% net of fees
 - Core Fixed Income transition of assets
 - Implementation Plan discussing the 2% increases to both Private Equity and Private Credit will be brought forth to the IC and the Board for consideration and approval at future meetings
 - Introduction of Emily Yee, summer Girls Who Invest Intern
 - Upcoming agenda items: Private Equity Benchmark change and a Real Estate Opportunity
- B. PRI ACTION PLAN STATUS UPDATE AND POSSIBLE BOARD ACTION – Rod June, Chief Investment Officer and Ellen Chen, Investment Officer I, presented and discussed this item with the Board for 15 minutes. After the discussion, Commissioner Serrano moved approval, seconded by Commissioner Wilkinson, and adopted by the following vote: Ayes, Commissioners Chao, Elizabeth Lee, Sandra Lee, Serrano, Wilkinson, Vice President Sohn, and President Ruiz -7; Nays, None.
- C. NOTIFICATION OF ADDITIONAL COMMITMENT OF UP TO \$25 MILLION IN KAYNE ANDERSON CORE REAL ESTATE, L.P. – This report was received by the Board and filed.
- D. NOTIFICATION OF ADDITIONAL COMMITMENT OF UP TO \$25 MILLION IN LION INDUSTRIAL TRUST – This report was received by the Board and filed.

VIII

OTHER BUSINESS – President Ruiz asked if there is a timeline on how much longer the LACERS Board will be meeting virtually. Neil M. Guglielmo, General Manager, stated the September 14th Board Meeting will be held with staff only at the Board of Public Works Board Room, the September 28th Board Meeting will be held with staff and Commissioners, and all meetings thereafter will be held with staff, Commissioners, and the public.

IX

NEXT MEETING: The next Regular meeting of the Board is scheduled for Tuesday, July 27, 2021, at 10:00 a.m. at LACERS, 977 N. Broadway, Suite 260, Los Angeles, CA 90012, and/or via telephone and/or videoconferencing. Please continue to view the LACERS website for updated information on public access to Board meetings while response to public health concerns relating to the novel coronavirus continue.

X

ADJOURNMENT – There being no further business before the Board, President Ruiz adjourned the Meeting at 11:05 a.m.

Cynthia M. Ruiz
President

Neil M. Guglielmo
Manager-Secretary



Agenda of: AUGUST 10, 2021

Item No: V-A

MARKETING CESSATION REPORT NOTIFICATION TO THE BOARD

The Board's Marketing Cessation Policy was adopted in order to prevent and avoid the appearance of undue influence on the Board or any of its Members in the award of investment-related and other service contracts. Pursuant to this Policy, this notification procedure has been developed to ensure that Board Members and staff are regularly apprised of firms for which there shall be no direct marketing discussions about the contract or the process to award it; or for contracts in consideration of renewal, no discussions regarding the renewal of the existing contract.

Firms listed in Attachments 1 and 2 are subject to limited communications with Board Members and staff pursuant to the Policy and will appear and remain on the list, along with the status, from the first publicized intention to contract for services through the award of the contract. Lists of current LACERS' contracts are on file in the Board office and are available upon request.

Attachments: 1) Contracts Pending Final Execution
2) Active RFPs and RFQs

LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM CONTRACTS LIST
FOR THE AUGUST 10, 2021 BOARD MEETING

CONTRACTS PENDING FINAL EXECUTION

NO.	VENDOR / CONSULTANT	DESCRIPTION	EXPIRING CONTRACT		MARKETING CESSATION STATUS	RESTRICTED PERIOD*	
			START	END		START	END
INTERNAL AUDIT							
1.	Grant Thornton, LLP	Internal Audit Services	New contract	N/A	Approved by the Audit Committee; pending Board approval on 7/27/2021.	6/24/2021	9/24/2021
INVESTMENTS							
2.	Axiom International Investors, LLC	Active Non-U.S. Equities Emerging Markets Growth	1/1/2021	12/31/2021	Pending Investment Committee approval on 8/10/2021.	8/5/2021	3/31/2022
MEMBER SERVICES							
3.	California Marketing	Print, Mail, Website and Graphic Design Services	New contract	N/A	Board approved on 5/25/2021; contract negotiation in progress.	5/25/2021	8/25/2021
4.	KES Mail, Inc.	Print, Mail, Website & Graphic Design Services	New contract	N/A	Board approved on 5/25/2021; contract negotiation in progress.	5/25/2021	8/25/2021

LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM CONTRACTS LIST
FOR THE AUGUST 10, 2021 BOARD MEETING

CONTRACTS PENDING FINAL EXECUTION

NO.	VENDOR / CONSULTANT	DESCRIPTION	EXPIRING CONTRACT		MARKETING CESSATION STATUS	RESTRICTED PERIOD*	
			START	END		START	END
5.	Sapphire Business Solutions	Print, Mail, Website and Graphic Design Services	New contract	N/A	Board approved on 5/25/2021; contract negotiation in progress.	5/25/2021	8/25/2021
6.	TRAFFIK	Print, Mail, Graphic & Web Design Services	New contract	N/A	Board approved on 5/25/2021; contract negotiation in progress.	5/25/2021	8/25/2021

Start Date - The estimated start date of the restricted period is three (3) months prior to the expiration date of the current contract. No entertainment or gifts of any kind should be accepted from the restricted source as of this date. Firms intending to participate in the Request for Proposal process are also subject to restricted marketing and communications.

End Date - The end date is the date of final contract execution. This date is estimated for general contracts, investment contracts, and health carrier contracts to be three (3) months, six (6) months, and twelve (12) months, respectively, following the Board approval of contract renewal.

LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM
CONTRACTS LIST FOR THE AUGUST 10, 2021 BOARD MEETING

ACTIVE RFPs AND RFQs

NO.	DESCRIPTION	MARKETING CESSATION STATUS AND VENDOR RESPONSES	
CITY ATTORNEY			
1	Outside Investment & Real Estate Counsel	RFP Release Date:	February 1, 2021
		Submission Deadline:	February 22, 2021
		Status:	On May 25, 2021, the Board awarded contracts to Nossaman LLP, Kutak Rock LLP, and K&L Gates LLP.
			Negotiations in progress.
		List of Respondents:	Ice Miller LLP, Polsinelli LLP, Nossaman LLP, Kutak Rock LLP, K&L Gates LLP
INVESTMENTS			
2	Private Credit Mandate Search	RFP Release Date:	December 10, 2018
		Submission Deadline:	January 18, 2019
		Status:	On July 23, 2019, the Board awarded contracts to Alcentra Limited, Benefit Street Partners L.L.C., Crescent Capital Group LP, and Monroe Capital LLC.
			On May 26, 2020, the Board rescinded the contract award to Alcentra Limited.
			Negotiations in progress.
		List of Respondents:	Alcentra Limited, Barings LLC, MB Global Partners, LLC, Backcast Partners Management LLC, BlackRock, Inc., CLSA Capital Partners (HK) Limited, Cross Ocean Adviser LLP, Clearwater Capital Partners (Fiera Capital Corporation), Guggenheim Partners, LLC, Goldman Sachs Asset Management, L.P., Pemberton Capital Advisors LLP, Kayne Anderson Capital Advisors, L.P., Maranon Capital, L.P., Bain Capital Credit, LP, Breakwater Management LP, Carlyle Global Credit Investment Management L.L.C., Crescent Capital Group LP, MV Credit Partners LLP, New Mountain Capital, LLC, Park Square Capital USA LLC, Tor Investment Management (Hong Kong) Limited, AlbaCore Capital LLP, Muzinich & Co., Inc., Kartesia Management S.A., Medalist Partners, LP, NXT Capital Investment Advisers, LLC, Owl Rock Capital Partners, PennantPark Investment Advisers, PIMCO Investments LLC, Deerpath Capital Management, LP, Brightwood Capital Advisors, Magnetar Capital LLC, MC Credit Partners LP, Oaktree Capital Management, L.P., THL Credit Advisors LLC, White Oak Global Advisors, LLC, Benefit Street Partners L.L.C., EntrustPermal / Blue Ocean GP LLC, Willow Tree Credit Partners LP, Monroe Capital LLC, Runway Growth Capital LLC, Stellus Capital Management, LLC
RETIREMENT SERVICES			
3	Investigative Services	RFP Release Date:	April 20, 2021
		Submission Deadline:	May 28, 2021
		Status:	In progress.
		List of Respondents:	JHRI, Inc., Frasco, Inc., TruView BSI, LLC, RJN Investigations, Inc.

LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM
CONTRACTS LIST FOR THE AUGUST 10, 2021 BOARD MEETING

ACTIVE RFPs AND RFQs

NO.	DESCRIPTION	MARKETING CESSATION STATUS AND VENDOR RESPONSES
-----	-------------	---

***RESTRICTED PERIOD FOR REQUEST FOR PROPOSAL OR REQUEST FOR QUALIFICATIONS:**

Start Date - The restricted period commences on the day the Request for Proposal is released.

End Date - The restricted period ends on the day the contract is executed.

BENEFIT PAYMENTS APPROVED BY GENERAL MANAGER: ITEM V-B

Pursuant to the authority delegated to the General Manager under Board Rule GMA 1, General Manager Authorization, adopted by the Board of Administration on June 14, 2016, the following benefit payments have been approved by the General Manager:

SERVICE RETIREMENTS

<u>Member Name</u>	<u>Service</u>	<u>Department</u>	<u>Classification</u>
Lew, Maria Gin	44	Library Dept.	Librarian
Estrada, Eugene	41	Library Dept.	Sr Librarian
Gonzalez, Efrain	40	PW - Clean Water	Sanitation Wstwater Mgr
Lopez, Thomas G	40	Fire & Police Pensions	Ch Investment Ofcr
Kraus, Richard S	39	Library Dept.	Librarian
Shavers, Vincent L	38	PW - Engineering	Land Surveying Asst
Ilgunas, Raymond S	37	City Attorney's Office	Sr Asst City Atty
Vajar, Abbass	37	Dept. of Transportation	Transp Engineer
Ennis, Lourdes Lao	36	Police Dept. - Civilian	Administrative Clerk
Vaca, Marisela Robles	36	PW - Human Resources	Sr Administrative Clerk
Wong, Nathalie T	36	Library Dept.	Administrative Clerk
Payan, Robert Daniel	35	Police Dept. - Officers	Police Sergeant
Warnasuriya, Louie A	35	Dept. of Bldg. & Safety	Heating/Refrig Insp
Zaldivar, Enrique C	35	PW - Sanitation	Dir Bur Of Sanitation
Beltran, Steven J	34	Dept. of Bldg. & Safety	Plumbing Inspector
Chavez, Jesus R	34	PW - Sanitation	Sr Env Compliance Insp
Higgs, Zelma A	34	PW - Sanitation	W/Wtr Trmt Oper
Lira, Victoria Ann	34	Dept. of Bldg. & Safety	Ch Clerk
Piereson, Bryan Raym	34	PW - Sanitation	Chemist
Valerio, Miguel	34	PW - Solid Resource	Ref Coll Truck Oper
Williams, Lisa M	34	Dept. of Airports	Sr Administrative Clerk
Williams, Mercio	34	Dept. of Airports	Bus Operator
Alonso, Jose M	33	PW - Sanitation	Ref Coll Truck Oper
Benitez, Juan H	33	Dept. of Rec. & Parks	Pr Grounds Maint Supv
Blair, Derrick L	33	PW - Solid Resource	Ref Coll Truck Oper
Crittenden, Roderick Carlton	33	PW - Sanitation	W/Wtr Trmt Oper
De Leon, Alan Lampa	33	Police Dept. - Civilian	Pr Detention Ofcr
Ghantiwala, Ashok	33	PW - Sanitation	Sr W/W Treatment Oper
Mason, Robert C	33	Fire Dept. - Civilian	Heavy Duty Equip Mech
Mello, David A	33	PW - Sanitation	Ref Coll Supervisor
Soriano, Roderic D	33	Police Dept. - Civilian	Municipal Police Officer
Uyemura, Raymond M	33	Office of Finance	Dir Of Systems
Baker, Tracy	32	Dept. of Airports	Commun Info Rep
Banos, Jennifer Sivkeang	32	Dept. of Bldg. & Safety	Deputy Supt Of Bldg
Basilio, John Lucero	32	Police Dept. - Civilian	Sr Detention Officer
Biboso, Amelito L	32	PW - Sanitation	Constr & Maint Supv

Caboor, Robert Eric	32	Library Dept.	Administrative Clerk
Ford, David W	32	PW - St. Tree Div.	Equipmnt Operator
Hawkins, Sandra F	32	GSD - Bldg. Fac Mgmt.	Sr Custodian
Quintero, George	32	Library Dept.	Library Asst
Santillan, Edward R	32	GSD - Public Bldgs.	Sr Parkg Attendant
Siping, Phillip E	32	Dept. of Airports	Airports Mtce Supvr
Alietti, Alan Marshall	31	Office of the City Clerk	Senior Legislative Assistant
Bailey, Richard M	31	GSD - Fleet Services	Garage Attendant
Berberabe, Susan Pineda	31	PW - Sanitation	Env Compliance Insp
Fumar, Fay Almenario	31	PW - Sanitation	Env Compliance Insp
Gutierrez, Ivy	31	Police Dept. - Civilian	Police Service Rep
Hurt, Helen L	31	Dept. of Airports	Security Officer
Lapid, Ambrosio M	31	PW - Sanitation	Sr Env Compliance Insp
Lim, Anna H	31	Dept. of Airports	Sr Mgmt Analyst
Robinson, Anthony	31	Police Dept. - Civilian	Sr Detention Officer
Sturm, Arlen Eli	31	Zoo Dept.	Truck Operator
Vidales, Gabriela	31	GSD - Fleet Svcs.	Sr Parkg Attendant
Williams, Beulah M	31	Dept. of Airports	Sr Security Officer
Yuan, Henry S	31	PW - Sanitation	Sr Envrmtl Engineer
Andrews, Lisa Ann	30	PW - Sanitation	Secretary
Assaf, Marisa	30	Police Dept. - Civilian	Police Service Rep
Castro, Francisco L	30	PW - Sanitation	Env Compliance Insp
Hall, Steven Thomas	30	PW - Solid Resource	Ref Coll Supervisor
Jolivette, Shanna Nicole	30	Police Dept. - Civilian	Sr Forensic Print Spec
Pacheco, Gabriela	30	Dept. of Airports	Pr Public Relations Rep
Simon, Cynthia L	30	ITA	Commun Info Rep
Bradley, Timothy Lamer	29	Police Dept. - Civilian	Municipal Police Officer
Cole, Michael Dean	28	EWDD	Sr Mgmt Analyst
Ghotbi Ravandi, Kamran	28	Dept. of Bldg. & Safety	Structrl Engrg Assc
Giacomin, Gregory J	27	Dept. of Airports	Airport Police Ofcr
Iman, Adan Hassan	27	PW - Sanitation	Management Analyst
Rittenberg, Laurie	26	City Attorney's Office	Asst City Attorney
Williams, Keith Darryl	26	Police Dept. - Civilian	Detention Officer
De Santos, Antonio	25	PW - St. Maint.	Motor Sweeper Operator
Domingo, Jose Diosc Ayson	25	Dept. of Airports	Instrument Mech Supv
James, Patricia A	25	Police Dept. - Civilian	Sr Detention Officer
Keena, Christopher Paul	25	Dept. of Airports	Security Officer
Phyffer, Lawrence Lloyd	25	Police Dept. - Civilian	Sr Commun Electrician
Lam, Hiep Minh	24	PW - Engineering	Civil Engrg Draft Tech
Cox, Angela	23	Dept. of Airports	Administrative Clerk
Wallace, Shawn Yvette	23	Council - As Needed	Council Aide
Watson, Nathaniel	23	Dept. of Rec. & Parks	Gardener Caretaker
Abellanosa, Cynthia Soriano	22	LA Housing Dept.	Sr Mgmt Analyst
Blabagno, Cecero N	21	PW - Sanitation	Env Compliance Insp
Clark, Cheryl Renee	21	Police Dept. - Civilian	Administrative Clerk

Jones, Russell Eugene	21	PW - Sanitation	Equipmnt Operator
Medina, Rafael	21	Police Dept. - Civilian	Forensic Prnt Spec
Snyder, Greg K	21	PW - Contract Administration	Sr Constr Inspector
Bradley, Timothy E	20	Dept. of Airports	Security Officer
Dreben, Jacqueline	20	Police Dept. - Civilian	Police Service Rep
Hill, Diana Elise	20	Police Dept. - Civilian	Detention Officer
Paris, Adeniyi Jacob	20	GSD - Bldg. Fac Mgmt.	Custodian
Villagonzalo, Marilou Sotto	20	Office of Finance	Tax Renewal Asst
Hall, Maxine G	19	Dept. of Rec. & Parks	Sr Administrative Clerk
Pina, Felipe L	19	Dept. of Rec. & Parks	Gardener Caretaker
Senires, Bernardo	19	GSD - Bldg. Fac Mgmt.	Custodian
Boyd, Brenda J	18	Dept. of Airports	Security Officer
Canales, Luis M	18	Dept. of Airports	Maint & Constr Helper
Reyna, Sergio	18	Police Dept. - Civilian	Garage Attendant
Turner, Debra A	18	Dept. of Airports	Security Officer
Watson, James R	18	PW - Sanitation	Delivery Driver
Zaragoza, Juan	17	GSD - Fleet Services	Equip Mechanic
Brumfield, Essie	16	Dept. of Transportation	Crossing Guard
Dominguez, George Gary	16	PW - Solid Resource	Ref Coll Truck Oper
Marrujo, Joseph E J	16	Dept. of Bldg. & Safety	Build Mech Inspector
Martinez, Jose Epifanio	16	GSD - Bldg. Fac Mgmt.	Custodian
Perez, Juan	16	GSD - Bldg. Fac Mgmt.	Custodian
Strand, John Owen	16	Fire & Police Pensions	Accountant
Yang, Xinjian	16	Dept. of Airports	Environmental Spec
Alvarado, Paul Steve	15	PW - Solid Resource	Ref Coll Truck Oper
Jaramillo, Mario P	15	Dept. of Rec. & Parks	Gardener Caretaker
Rodrick, Joseph C	15	Dept. of Animal Svcs.	Animal Care Tech
Senior, Gerald	15	Dept. of Rec. & Parks	Gardener Caretaker
Solorzano, Rogelio T	15	Dept. of Rec. & Parks	Gardener Caretaker
Castillon, Juan Manuel	13	Dept. of Rec. & Parks	Maint & Constr Helper
Negroe, Raul	13	Dept. of Rec. & Parks	Administrative Clerk
Godoy, Cesar R	12	PW - Resurf & Reconstr	Field Engineer Aide
Johnson, James K	11	Dept. of Airports	Constr Inspector
Snell, Haroldeane E	11	Library Dept.	Librarian
Arellano, Jesus S	10	Dept. of Rec. & Parks	Special Prog Asst
Rodriguez, Miguel Sironi	9	Police Dept.	Security Officer
Estrella, Emilia G	8	Dept. of Rec. & Parks	Special Prog Asst
Garcia, Juan	8	Dept. of Rec. & Parks	Special Prog Asst
Harrison, Donald Lee	7	Dept. of Rec. & Parks	Recreation Asst
Jones, Howard E	7	Dept. of Rec. & Parks	Special Prog Asst
Aldama, Francisco	6	Dept. of Rec. & Parks	Asst Park Svcs Attn
Barajas, Pablo	6	Dept. of Rec. & Parks	Special Prog Asst
Duenas, Paz	6	Library Dept.	Messenger Clerk
Ramirez, Bertha L	5	Dept. of Rec. & Parks	Recreation Asst
Doss, Betty Fay	2	Dept. of Rec. & Parks	Recreation Asst

BENEFIT PAYMENTS APPROVED BY GENERAL MANAGER: ITEM V-B

Pursuant to the authority delegated to the General Manager under Board Rule GMA 1, General Manager Authorization, adopted by the Board of Administration on June 14, 2016, the following benefit payments have been approved by the General Manager:

Approved Death Benefit Payments

Deceased

TIER 1

Retired

Beneficiary/Payee

Astorino, Peter

Kathleen Pilgram for the payment of the
Accrued But Unpaid Vested Retirement Allowance
Burial Allowance

Mary Ann Madelne Hovanec for the payment of the
Accrued But Unpaid Vested Retirement Allowance
Burial Allowance

Barta, James J

Elaine T Barta for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Berg, Rolf A

James Rolf Berg for the payment of the
Burial Allowance

Norman Leif Berg for the payment of the
Burial Allowance

Berilla, George P

John A Berilla for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Brito, Emma R

Martha Camarillo for the payment of the
Accrued But Unpaid Continuance Allowance

Brittain, Marlin J	Mark Harold Brittain for the payment of the Burial Allowance
Brockman, William Martin	Jarolyn Sue Brockman for the payment of the Accrued But Unpaid Vested Retirement Allowance Burial Allowance
Brown, Diana S	Barbara Brown for the payment of the Accrued But Unpaid Continuance Allowance
Brownell, Beverly Sue	Michael R Brownell for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Bruneau, Jacqueline	Charles Ethier for the payment of the Accrued But Unpaid Service Retirement Allowance Jocelyn Moss for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Burgin, Terry A	Judith Burgin for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Burke, Lupe	Michelle Burke for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Unused Contributions Stephanie D Smith for the payment of the Burial Allowance

Candelaria, Robert	Carmen C. Candelaria for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Carbonetta, Edmund	Edmund Michael Carbonetta for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Carleton, Mattie M	Billy Maranan for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Cheng, Hwa Cheung	Joyce Cheng for the payment of the Burial Allowance
Collins, Flossie	Tressy Ann Collins Scott for the payment of the Accrued But Unpaid Continuance Allowance
Comins, Tommy D	Terryle M Comins for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Crowley, Joseph A	Crowley Living Trust Dated 10/5/1993 for the payment of the Burial Allowance
Dallas, Katherine M	Lisa Dallas Huddleston for the payment of the Accrued But Unpaid Continuance Allowance

Davis, Richard Gerard	Madelen Francine Davis for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Dipperstein, Malcolm	Esther Dipperstein for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Evans, Delores	Nancy Jean Agrillo for the payment of the Accrued But Unpaid Continuance Allowance
Felix, Arthur S	Tebbie Ann Palomino for the payment of the Accrued But Unpaid Service Retirement Allowance
Fitzgerald, Billee	Joann Hoier for the payment of the Accrued But Unpaid Continuance Allowance
Francisco, Anceo Stalin	Goletha Jane Francisco for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Gamboa, Justine L	Doreen Flores Garcia for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
	Dorret Flores for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
	Howard Gamboa for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Givens, Faith	Arvinola Y Scott for the payment of the Accrued But Unpaid Continuance Allowance

Honeycutt, Dorajane	James W Honeycutt for the payment of the Accrued But Unpaid Continuance Allowance
Hoogesteger, Lucille F	Julie H Reimer for the payment of the Accrued But Unpaid Continuance Allowance
Houser, Ann M	Michael J Houser for the payment of the Accrued But Unpaid Continuance Allowance
Howard, Roger W	Ashley N Robitaille for the payment of the Burial Allowance Tyler N Howard for the payment of the Burial Allowance
Humberd, Fumiko	Kiyoko Miyabe for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Sumiko Iwamoto for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Jefferson, Raymond L	Vicki L Jefferson for the payment of the Burial Allowance
Jenkins, Diane	Melanie Dionne Matthews for the payment of the Accrued But Unpaid Survivorship (Disability) Allowance
Jennings, James T	World Wildlife Fund for the payment of the Accrued But Unpaid Disability Retirement Allowance

King, Paul E	Joshua Paul King for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Unused Contributions
	Stephen William King for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Unused Contributions
Kistler, John L	Eva F Kistler for the payment of the Accrued But Unpaid Service Retirement Allowance
	John Daniel Kistler for the payment of the Burial Allowance
Kornfeld, Edith	Joseph Light for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Kotter, Joan	Robert Kotter for the payment of the Accrued But Unpaid Continuance Allowance
Kuris Doherty, Janet F	Eileen Kuris Azose for the payment of the Burial Allowance
Labbe, Peggy B	Ted Councilman for the payment of the Accrued But Unpaid Continuance Allowance
Larkin, Elbert	Carrie R Franklin for the payment of the Accrued But Unpaid Disability Retirement Allowance
Lavender, Charlie B	Jeffrey L Mckinstry for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance

Lee, Jeffrey R	Marie Rayette Lee for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Leroy, Betty M	Leonora A Weber for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Lester, Deena R	Helene L White for the payment of the Accrued But Unpaid Larger Annuity Allowance Accrued But Unpaid Service Retirement Allowance Burial Allowance Melissa R Smith for the payment of the Burial Allowance Micah W White for the payment of the Burial Allowance
Liddell, Mag N	Marilyn Mason for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Lopez, Francisco Z	Consuelo O Lopez for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Louthan, Michele L	Laura Dahlkamp for the payment of the Accrued But Unpaid Vested Retirement Allowance Burial Allowance
Ludgood, James R	James Russell Ludgood for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance

Lui, Elton G	Mark Lui for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Lyons, Chester L	Mary B Wilson Fuller for the payment of the Burial Allowance
Maghakian, Geraldine M	Jill M Tapper for the payment of the Accrued But Unpaid Continuance Allowance
Mariner, Thomas	Glenda E Mariner for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Markman, Joseph	Maurie Markman for the payment of the Accrued But Unpaid Service Retirement Allowance Sandra Markman for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Martinez, Jose F	Alexis Florentina Martinez for the payment of the Accrued But Unpaid Service Retirement Allowance Unused Contributions Jacqueline Martinez for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Unused Contributions
Mentley, Lee	Pamela Louise Goodlow for the payment of the Accrued But Unpaid Disability Retirement Allowance Burial Allowance

Mojica, Epifanio	Earl Francis Mojica for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Unused Contributions
	George Mojica for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance Unused Contributions
Naranjo, Hector J.	Debbara Jane Gray for the payment of the DRO Lump Sum
Narhuminti, Joseph William	Scott Narhuminti for the payment of the Accrued But Unpaid Service Retirement Allowance
Neely, Thomas C	Marian F Neely for the payment of the Accrued But Unpaid Service Retirement Allowance
O Brian, Dennis D	Bonnie J. Goerz for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Olivas, Yolanda	Cecilia Garcia for the payment of the Accrued But Unpaid Continuance Allowance

Oliveri, Carmelo F	Shawn J Oliveri for the payment of the Accrued But Unpaid Vested Retirement Allowance Burial Allowance
Pello, Gene	Patricia Ann Louallen for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Perez, Dorothy	Louis A Perez for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Quach, Thu T	Yung James Huynh for the payment of the Burial Allowance
Ramos, Frank	Frank Ramos for the payment of the Burial Allowance
Raudales, Fernando	Miriam D Aleman for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Reyes, Violeta A	Valerie Ann R Gaurano for the payment of the Accrued But Unpaid Continuance Allowance
Rice, Ida C	Yvonne Mercado for the payment of the Accrued But Unpaid Disability Continuance Allowance
Roberts, Victor E	Rhonda L Roberts for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance

Robinson, Levertia	Miachell Robinson for the payment of the Accrued But Unpaid Continuance Allowance
	Patricia Robinson for the payment of the Accrued But Unpaid Continuance Allowance
	Sherrill Ivey for the payment of the Accrued But Unpaid Continuance Allowance
Romero, Raul Saldana	Leticia Padilla for the payment of the Burial Allowance
Ross, Curtis L	Dora L Ross for the payment of the Accrued But Unpaid Vested Retirement Allowance Burial Allowance
Sauer, Kearney F	Eileen Hainley Sauer for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Schram, James C	Susan Ramirez Schram for the payment of the Accrued But Unpaid Disability Retirement Allowance Burial Allowance
Sedwick, Jack C	Barbara A Sedwick for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Segaitz, Oscar	Judy J Reschke for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance

Seminerio, Matthew L	Susan M Boos for the payment of the Accrued But Unpaid Vested Retirement Allowance Burial Allowance Unused Contributions
Serna, Shirley A	Joaquin G Serna for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Sheets, Helyne L	Carrie Ann Rawson for the payment of the Accrued But Unpaid Continuance Allowance
Smalley, Alice M	Shirlee M Forrester for the payment of the Accrued But Unpaid Continuance Allowance
Somoza, Orlando	Geovanni Antonio Somoza for the payment of the Burial Allowance
Soto, Abelardo	Alfonso A Soto for the payment of the Burial Allowance Martha S Soto for the payment of the Accrued But Unpaid Service Retirement Allowance
Speed, Iris A	Kathleen Wright for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Strong, Charlie	Lorene L Strong for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance

Takahata, Suzuko	Nancy Teruko Takahata for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Tesser, Eli S	Grace Ezra Tesser for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Trejo, Ramona	Juanita Trejo for the payment of the Accrued But Unpaid Continuance Allowance
Turner Fontenot, Joeann	Lisa Louis Guillory for the payment of the Accrued But Unpaid Survivorship (Disability) Allowance
Ueda, Mitzi	Sharon Lynne Clemmey for the payment of the Accrued But Unpaid Continuance Allowance
Underwood, Autrina B	Phillip J Underwood for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Vanduvall, Orlo O	Una Donita Vanduvall for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Walker, Margaret	Kathryn M Laterza for the payment of the Accrued But Unpaid Continuance Allowance

Wang, Theresa Y	Craig Scott Wo for the payment of the Accrued But Unpaid Continuance Allowance
Wessels, Harry	Geertruida M Wessels for the payment of the Accrued But Unpaid Service Retirement Allowance
Wheelon, Marcia L	Katherine Wheelon Sturm for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Whitehouse, Debora A	Lynda Whitehouse for the payment of the Accrued But Unpaid Disability Retirement Allowance Burial Allowance
Williams, Bessie	Hunter R Williams for the payment of the Accrued But Unpaid Disability Retirement Allowance Burial Allowance
Williams, Floyd W	Marvin Williams for the payment of the Accrued But Unpaid Service Retirement Allowance Theresa Williams for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Willis, Ray W	Earnestene Willis for the payment of the Accrued But Unpaid Disability Retirement Allowance Burial Allowance

TIER 3
NONE

BENEFIT PAYMENTS APPROVED BY GENERAL MANAGER: ITEM V-B

Pursuant to the authority delegated to the General Manager under Board Rule GMA 1, General Manager Authorization, adopted by the Board of Administration on June 14, 2016, the following benefit payments have been approved by the General Manager:

Approved Death Benefit Payments

Deceased

Beneficiary/Payee

TIER 1

Active

Armstrong, Crystal
(Deceased Active)

Cimone T Moore for the payment of the
Accumulated Contributions

Barahona, Santos S
(Deceased Active)

Dennys Vladimar Valle for the payment of the
Accumulated Contributions

Boyd, Gabriel
(Deceased Active)

Latrice Cavett Jones-Boyd for the payment of the
Accumulated Contributions
Limited Pension

Carmody, James Isaac
(Deceased Active)

James Isaac Carmody for the payment of the
Accumulated Contributions

Patricia Carmody for the payment of the
Accumulated Contributions

Delossantos, Dexter Angelo
(Deceased Active)

Elna Marzan Angelo De Los Santos for the payment of the
Accumulated Contributions

Isaias Bayot De Los Santos for the payment of the
Accumulated Contributions

Espinosa, Gilbert
(Deceased Active)

Andrea Celeste Connolly for the payment of the
Accumulated Contributions

Elizabeth Proenca for the payment of the
Accumulated Contributions

Nathan Espinosa for the payment of the
Accumulated Contributions

Gardner, Littleton Turner
(Deceased Active)

Annette Gardner for the payment of the
Service Retirement Survivorship Allowance

Gonzalez, Cesar Anthony (Deceased Active)	Anthony Gonzalez for the payment of the Accumulated Contributions
Guillen, Patricia E (Deceased Active)	Maria De Jesus Guillen for the payment of the Accumulated Contributions
Kawaguchi, Linda (Deceased Active)	Jared Matthew Makoto Roehm for the payment of the Accumulated Contributions Mayumi Mae Roehm for the payment of the Accumulated Contributions
Khalvati, Ebrahim (Deceased Active)	Nahid N Khalvati for the payment of the Service Retirement Survivorship Allowance
Kuhn, Michael Richard (Deceased Active)	Yolanda Kuhn for the payment of the Survivor Contributions Death Refund
Margolis, Mike (Deceased Active)	Anida Margolis for the payment of the Accumulated Contributions
Miramontez, Daniel Loera (Deceased Active)	Jannie Murillo for the payment of the Limited Pension
Pereira, Randall R (Deceased Active)	Valerie Pereira for the payment of the Accumulated Contributions
Perez, Edgardo Manuel (Deceased Active)	Nancy Elizabeth Canales for the payment of the Accumulated Contributions
Toro, Carlos (Deceased Active)	Carlos M Toro for the payment of the Accumulated Contributions Enriqueta Toro for the payment of the Accumulated Contributions Erika Toro for the payment of the Accumulated Contributions
Young, Roosevelt (Deceased Active)	Patsy Ruth Sims for the payment of the Service Retirement Survivorship Allowance

TIER 3

Mack, Brian Terrence
(Deceased Active)

Tynisha Latwan Mack for the payment of the
Accumulated Contributions
Limited Pension

Nash, William Gregory
(Deceased Active)

Cynthia Nash for the payment of the
Accumulated Contributions

William R Nash for the payment of the
Accumulated Contributions

Disclaimer: The names of members who are deceased may appear more than once due to multiple beneficiaries being paid at different times.



LACERS
LA CITY EMPLOYEES'
RETIREMENT SYSTEM



REPORT TO BOARD OF ADMINISTRATION

From: Neil M. Guglielmo, General Manager

MEETING: AUGUST 10, 2021

ITEM: VIII – B

SUBJECT: YEAR-END REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD ENDING JUNE 30, 2021

ACTION: ☒ **CLOSED:** ☐ **CONSENT:** ☐ **RECEIVE & FILE:** ☐

Recommendation

That the Board receive and file this report.

Executive Summary

The LACERS Strategic Plan is achieved through various Board sponsored initiatives that move the organization toward established strategic goals. Highlights of the annual achievements under each goal is provided within this report, and the attached Business Plan Initiative report details the year-end status of four initiatives adopted into the Business Plan for 2020-21: The Member Experience Initiative, the Separation Incentive Program Initiative, the Mobile Workforce Initiative, and the Headquarters Move Initiative. The Business Plan for 2021-22 continues these initiatives and adds a fifth – Environmental Social Governance Investing. These initiatives and other LACERS' highlights and achievements of Fiscal Year 2020-21 are discussed herein.

Discussion

In this reporting period marked by the global health care crisis and the spotlight on social injustice, LACERS embraced the environment of change with transformative and innovative results. Events clearly illuminated an operational need for LACERS to be more open in various areas, from opening of the Information Technology (IT) infrastructure to the cloud, adding additional channels of communications and ways to serve Members, and recommitting to expanding contracting and employment opportunities to the broadest audience possible, particularly those who are underrepresented in LACERS' workforce and consultant pool.

With crisis came opportunity. We completely changed our IT model in a few short weeks, from a wholly on-premises computing environment to virtual environment, enabling all full-time employees the ability to access our primary enterprise system from home. We implemented our emergency procedures and activated our Business Continuity Plan, resulting in successful execution of our mission critical function to pay our Retirees on time and maintain health benefits. While in-person services are still on hold, we continue to add ways of reaching out to Members. For example, LACERS launched a modern and user-

friendly website, a cloud-based call center system, and most recently a new online retirement application portal. Further, we are working to expand our Member interactions and communications through implementation of one-on-one video counseling. For employees that must report to the office, we promote a high standard of workplace health and safety, limiting the on-site workforce through continued remote working and staggering of work shifts as made possible by our Mobile Workforce Initiative efforts.

Highlights of other department accomplishments toward LACERS Strategic Goals include:

Accurate and Timely Delivery of Benefits

- Retired 2,148 Members in Fiscal Year 2020-21 the largest number retired in a single year since the Early Retirement Incentive Program (ERIP) eleven years ago. Collaboration with Los Angeles World Airports (LAWA) to retire 334 LAWA employees and with the City to retire 1,372 employees through Separation Incentive Programs (SIP).

Outstanding Customer Service

- Significant strides in providing video content for Members having produced and posted 84 videos, gaining 1,049 subscribers, and a total of 40,856 views on the LACERS YouTube channel.
- Launched a new retirement application portal, which provides Members with an online system to file their retirement application, upload all required documents and provide their electronic signature. This portal uses the highest level of cyber security and greatly enhances the Member experience.

Value Health and Wellness Benefits

- Reviewed Health Plan utilization data to modify plan design for the greatest value at the best cost. Renewal costs increased by only 0.72% versus the Medical trend rate of 6.75%.
- Continued the multi-year campaign of Purposeful Living.
- Conducted an online two-part Financial Mastery Program for Retirees.

Superior Investments

- Realized close of fiscal year investment returns of \$22.53 Billion, an increase of \$4.85 Billion or 29.09%. This historic asset growth represents the greatest return for LACERS on record, further strengthening the Plan.
- In May 2021, the Board approved a new Asset Allocation Policy to increase U.S. public equity and private equity while decreasing non-U.S. developed equity exposures.
- In support of the principles of equal opportunity outlined in Mayoral Directive #27, LACERS continues outreach to underrepresented groups in the Investment Industry. This effort continues through the *Emerging Investment Manager Program*. LACERS conducts extensive emerging manager outreach through networking events and individual manager meetings to help increase the number of firms participating in LACERS investment manager searches. Despite the pandemic, LACERS was able to maintain the caliber of its Emerging Investment Manager Program by conducting virtual meetings with emerging managers and attending virtual emerging manager conferences. A YouTube video was produced in the Spring of 2021 and is now live on the internet that explains LACERS Emerging Investment Manager Program.

Good Governance

- LACERS became a signatory to the Principles for Responsible Investing (PRI) in 2019. As a signatory, LACERS is integrating the six PRI principles into its investment program that is designed to be sensitive to, and account for, Environmental, Social, and Governance (ESG) risk factors. LACERS Board approved its multi-year PRI Action Plan in July 2021 that outlines how the six PRI principles will be integrated into LACERS investment program for the current and next fiscal years.
- Received Board approval for an Environmental, Social and Governance Risk Framework that will help guide LACERS investment program into the future.
- Instituted and improved upon Board Meetings in a virtual environment allowing even greater public access to LACERS Board and Committee meetings.

Organizational Effectiveness, Efficiency, and Resiliency

- LACERS has successfully and nearly fully transitioned to remote work except for those functions requiring in office presence, such as facilities and hardware related work. Every LACERS staff member is equipped with a laptop and docking station in-lieu of a desktop computer, and mobile phones in lieu of desk phones. Software to facilitate remote work such as Office 365 and tools such as Zoom.com for virtual meetings have been deployed, as well as software and hardware to enhance IT security.
- Augmenting a strong cyber security infrastructure, cyber liability insurance was secured for the first time for the Plan, providing significant financial, legal and other resources to support the Plan in the event of data breach or loss.
- Preparation for demolition and construction of LACERS' permanent headquarters facility, a long-term strategic asset of the Plan. Construction completion and move in of LACERS staff is estimated for June 2022.

High-Performing Workforce

- Hired 75 employees, and coordinated temporary transfers of 14 former LACERS employees, to support the Separation Incentive Program implementation.
- Processed 25 internal appointments related to the new Benefits Analyst and Senior Benefits Analyst classification effective July 1, 2020, culminating a six-year effort to develop this specialized class.
- Implemented Weekly Senior Staff Meetings regarding COVID-19 to keep supervisors advised of Safety Protocols.
- Ensured 100% compliance with Anti-Bias Learning for Employees; Cybersecurity; and Fraud Waste and Abuse Trainings.
- Hired two employees from the Targeted Local Hire Program for a total of 16 since program inception.

BUSINESS PLAN INITIATIVES

The year-end report on the four Business Plan Initiatives for 2020-21 is attached.

In the current Fiscal Year 2021-22, five major initiatives were funded by the Board and work has started on all initiatives as further described below.

Separation Incentive Programs – Close Out Phase

The operational priority for the fiscal year, and significant resources, will go toward auditing LAWA SIP and City SIP case files and the implementation and processing of 79 retirements under the Harbor Separation Incentive Programs (HSIP). Temporary staff and limited sub-authority positions will be utilized to assist with auditing, reconciling, and following up with SIP participants who were allowed to submit ancillary retirement documents at a later date.

Member Experience Improvements

LACERS will continue to make virtual resources available to Members with an initiative to begin providing an option for one-on-one video counseling for select situations, augmenting LACERS current group video engagement sessions. Additional functionality will be implemented in the retirement application portal for member ease and staff processing.

Mobile Workforce Initiative

This initiative continues focus on the next level of cyber security and mobile services within the new LACERS Headquarters. Projects consist of purpose-built cyber security software to protect user endpoints, implementing a mobile friendly workplace environment at LACERS Headquarters, and continuing cyber security education for staff.

Headquarters Project

LACERS aims to complete the build-out and readiness of the Headquarters by May 2022 with move-in of staff shortly thereafter. Significant risks to the project schedule remain due to the pandemic and the impacts on labor, supplies, work efficiency and costs. Nevertheless, LACERS and the Headquarters project team are doing everything possible to mitigate these risks and complete delivery of this project.

Environmental Social Governance Investing Initiative

LACERS Board approved its first ESG Risk Framework that outlines how ESG risk factors will be integrated into LACERS investment program for the current and following fiscal years. In addition, LACERS Board approved amendments to its Proxy Voting Policy that addressed particular voting positions specific to, and support of, ESG issues including:

- a. Lack of Women Representation on Corporate Boards
- b. Gender, Race, or Ethnicity Pay Gap
- c. Reports on Employee Diversity
- d. Social & Environmental Issues

LACERS is drafting a Responsible Investment Policy, which will include an ESG belief statement, define broad goals and focused objectives, how ESG will be integrated into LACERS investment process, and monitoring and reporting requirements. The Responsible Investment Policy is designed to align with the broader mission and goals of the PRI organization and support the six PRI principles.

A semi-annual report on the progress of these BPIs will be provided in January/February 2022.

Strategic Plan Impact Statement

The purpose of the Business Plan Initiative Program is to meet Strategic Plan Goals by designating the highest priority projects for the fiscal year as initiatives under the program. The department leadership actively engages in collaborative efforts toward successful outcomes for this initiative.

Prepared By: Edeliza Fang, Senior Benefits Analyst II, Administration Division

NMG/TB/DWN/EF

Attachment: Business Plan Initiatives Fiscal Year 2020-2021 Dashboards for the Reporting Period Ending June 2021

REPORTING PERIOD ENDING JUNE 30, 2021

BUSINESS PLAN INITIATIVES

FISCAL YEAR 2020-2021

Prepared for

LACERS BOARD OF ADMINISTRATION

August 10, 2021

TABLE OF CONTENTS

01 LACERS GOALS

02 EXECUTIVE SUMMARY DASHBOARD

03 BUSINESS PLAN INITIATIVE DASHBOARDS

03 Member Experience

05 Mobile Workforce

07 Headquarters Move

09 Separation Incentive Program

11 APPENDIX A – BUSINESS PLAN INITIATIVE TEMPLATE

LACERS GOALS



CUSTOMER SERVICE *To provide outstanding customer service.*

BENEFITS DELIVERY *To deliver accurate and timely Member benefits.*

HEALTH AND WELLNESS *To improve the value and minimize costs of Members' health and wellness benefits.*

INVESTMENT *To optimize long-term risk adjusted returns through superior investments.*

GOVERNANCE *To uphold good governance practices which affirm transparency, accountability, and fiduciary duty.*

ORGANIZATION *To increase organizational effectiveness, efficiency, and resiliency.*

WORKFORCE *To recruit, retain, mentor, empower, and promote a high-performing workforce.*

EXECUTIVE SUMMARY DASHBOARD

	COMPLETED
	ON-TRACK
	OFF-TARGET
	NEEDS INTERVENTION

INITIATIVES, GOALS & EXECUTIVE SPONSORS	DECEMBER STATUS	INITIATIVE LEADS
1 MEMBER EXPERIENCE CUSTOMER SERVICE, BENEFITS DELIVERY, ORGANIZATON Executive Sponsor: Lita Payne		Lead: Heather Ramirez, Vanessa Lopez, Brittany Cotton & Sandra Ford-James
2 MOBILE WORKFORCE ORGANIZATION Executive Sponsor: Todd Bouey		Lead: Jason Leung & Thomas Ma
3 HEADQUARTERS MOVE ORGANIZATION Executive Sponsor: Todd Bouey		Lead: Isaias Cantú & Horacio Arroyo
4 SEPARATION INCENTIVE PROGRAM BENEFITS DELIVERY Executive Sponsor: Lita Payne		Lead: Karen Freire, Ferralyn Sneed & Bruce Bernal

INITIATIVE SUMMARY

Increase Member communication channels and web-based service options via:

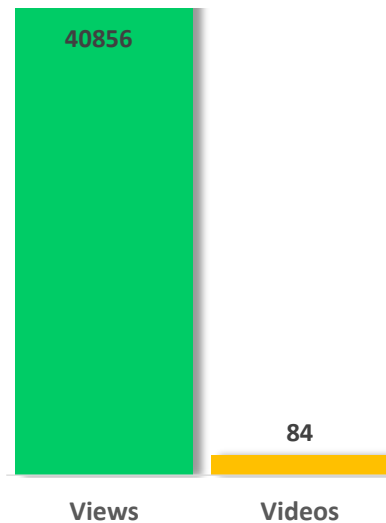
- Produce and Post Videos (PPV)
- Article Repository and Communications Timeline (ARCT)
- Benefits Calculators (BC) – *deferred to FY 22-23*
- One-On-One Video Conferencing (VC) – *deferred to FY 21-22*
- Online Retirement Application Portal (RAP) – *full implementation in FY 21-22*

BUDGET

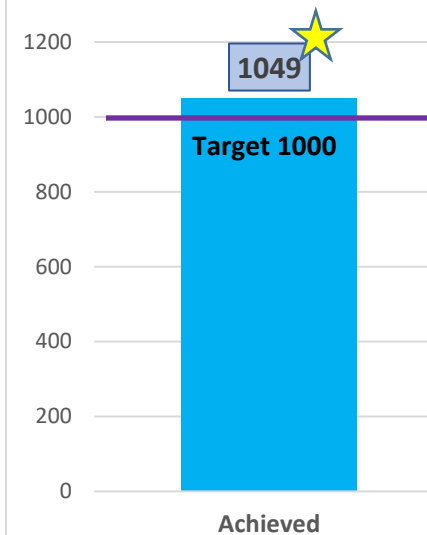
Appropriation:	\$365,400
Expense:	\$351,906
Unspent:	\$13,494

KEY INDICATORS

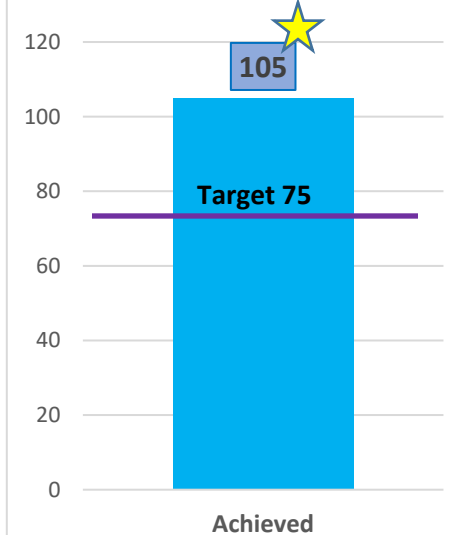
LACERS YouTube Statistics



YouTube Subscribers



Articles Compiled



MILESTONES/DELIVERABLES

MEMBER COMMUNICATIONS CHANNELS & WEB-BASED SERVICE OPTIONS	Project Initiation	Project Planning	Project Execution	Project Performance /Monitoring	Project Close	NOTES
Produce and Post Videos (PPV)	Q1		Q1, Q2, Q3, Q4	Q4	Close BPI - Move to on-going work	84 videos produced. Continue to expand content and promote usage.
Article Repository and Communications Timeline (ARCT)	Q1	Q1	Q1, Q2	Q4	Close BPI - Move to on-going work	105 LACERS articles compiled to date. On-going initiative.
Online Retirement Application Portal (RAP) – <i>full implementation in FY 21-22</i>	Q1	Q2	Q3, Q4	FY21-22		Launched in July 2021. Improvements continue.
Benefits Calculators (BC) – <i>deferred to FY 22-23</i>	Q2		FY22-23			Project deferred to FY22-23 due to competing priorities of key units
One-On-One Video Conferencing (VC) – <i>deferred to FY 21-22</i>	Q1		FY21-22			Project deferred to FY21-22 due to competing priorities of key units

JULY 2020 - JUNE 2021

SUMMARY

MEMBER EXPERIENCE

ACCOMPLISHMENTS

The Member Experience Initiative has broadened communications to our Members through expanded channels by developing a comprehensive content management structure to efficiently manage information for newsletters, the website, and other communication avenues such as LACERS' YouTube Channel and other communication platforms.

Members will soon have the option to complete their retirement application forms electronically via an online application portal.

Produce and Post Videos

The team produced and posted 84 videos, gained 1,049 YouTube subscribers, and had a total of 40,856 views on the LACERS' YouTube channel. The goal this FY had been to gain at least 1,000 subscribers which was exceeded.

Article Repository and Communications

The team exceeded the target goal of 75 articles and compiled a total of 105 articles for the Evergreen Article Repository which is a collection of articles used for communication to Members. The team completed the communications timeline.

Retirement Application Portal (RAP)

The RAP is going live for Members to use, with full implementation expected in July. The Member Engagement team has hosted four demos for Members and these will continue to be provided on a monthly basis ongoing. A full marketing plan has been initiated which includes website postings, email blasts, etc.

LACERS initiated Phase 3 of the build allowing for enhanced workflow capability, process tracking, electronic signature, and application withdrawal. Phase 3 costs were \$65,000 with funds provided from the Calculator Project (postponed) and other budgetary savings.

Total cost of the project, including Phase 3, is \$259,500.

Benefits Calculators

This project has been pushed and will be re-evaluated in the budget process as key team participants were unavailable to dedicate time on this project due to competing priorities. Funding that was set aside for this was redirected to the RAP project.

Video Conferencing

Zoom video conferencing for group sessions has been implemented. Zoom has also been identified to be used for One-On-One Online Member Counseling. However, due to the multiple Separation Incentive Programs (LAWA, City, and Harbor), this initiative is postponed until next fiscal year.

CHALLENGES & OPPORTUNITIES

Key subject matter experts for the benefits calculator project and the one-on-one video counseling project are tasked with two other Business Plan Initiatives: the Separation Incentive Program (SIP) and Mobile Workforce. Therefore, these projects have been delayed.

NEXT STEPS

In 2021-22, this initiative aims to expand self-service options for Members including retirement seminars via webinars. It will provide Members with the ability to video conference with retirement counselors and the option to complete their retirement application forms electronically via an online application portal.

INITIATIVE: **MOBILE WORKFORCE**
 DIVISION(S)/SECTIONS: **SYSTEMS/INNOVATION/ADMINISTRATIVE SERVICES OFFICE/MEMBER STEWARDSHIP UNIT**
 STRATEGIC GOAL(S): **ORGANIZATIONAL EFFECTIVENESS, EFFICIENCY, & RESILIENCY**

STATUS: **ON-TRACK**
 REPORT MONTH: **JUNE 2021**
 LEAD(S): **JASON LEUNG/THOMAS MA**

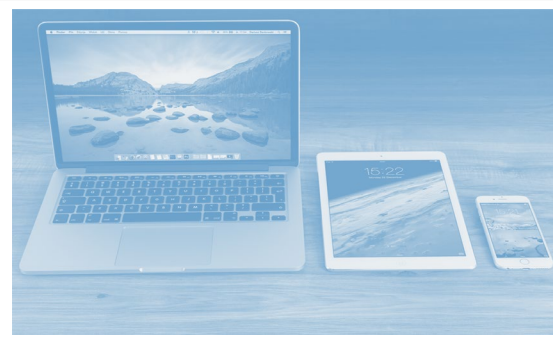
INITIATIVE SUMMARY

Implement remote work solutions deploying mobile equipment and cloud services to maximize operational productivity without requiring physical in-office presence, with focus on key priorities:

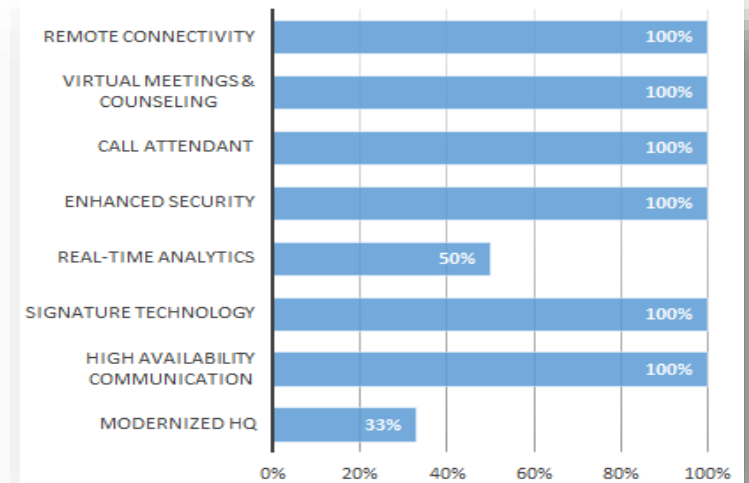
- Secured Remote Access to Enterprise Systems
- Cost-Efficiency & Reduction of Physical Footprint
- Productive Counseling & Meeting Conferences
- Real-Time Statistics & Operational Health
- Modernized Building & Mobility
- High Availability of Collaboration & Communication Tools

BUDGET

Appropriation:	\$624,766.00
Expense:	(\$570,496.00)
Unspent:	\$45,154.00



KEY INDICATORS



MILESTONES/DELIVERABLES

MOBILE WORKFORCE	Q1	Q2	Q3	Q4	NOTES
Azure Web Services		Project Planning	User Train & Deploy		
Infrastructure Buildout	Telecommute Infra	Azure & Multi Factor			
Cyber Policies	Adopt				On-going communications, training, & enhanced cyber tools
Software Deployment		Mobile Equipment Box.com MS Teams Monday.com Zoom	Virtual Desktop MS Office 365		
Exchange Hybrid		Plan	Setup & Test	Implementation	
Enterprise Data Analytics		Plan	Procurement & Setup		
Beyond Trust Remote Support			Procure & Deploy		
Digital Fax Migration			Plan & Requirements	Test & Deploy	
AI Security				Procure & Plan	FY22 Setup & Deploy
Endpoint Security				Procure & Plan	FY22 Setup & Deploy
Power BI				Procure & Setup	FY22 Deploy

JULY 2020 - JUNE 2021

SUMMARY

MOBILE WORKFORCE

ACCOMPLISHMENTS

Remote work productivity is expanded and mobile technologies further secured as a result of the completion of all milestones for the year related to the Mobile Workforce Initiative.

Enabling capabilities for staff to work remotely throughout the pandemic crisis was a critical expectation that was successfully met with the added benefit of significant cost savings through the reduction of equipment and power hosted at the LACERS offices.

Cloud-based productivity tools deployed to all staff have enhanced internal communications as well as customer services through online capabilities; mobile services including webinars to conduct larger group meetings; secure content sharing capabilities; and the option for Members to complete retirement applications online.

Enhancements to our Mobile Workforce include:

Exchange Hybrid & Email Security

LACERS deployed a hybrid email solution which combines integration with internal applications, and cloud-based expansion of services to ensure availability of email communication during a disruptive event such as the upcoming Headquarters building move.

LACERS deployed an email content and security solution to create an additional layer of security, reducing exposure to malicious content in our computing environment.

BeyondTrust Remote Support

LACERS successfully deployed BeyondTrust technology to the computing environment enabling IT staff to securely connect to remote workers to provide assistance and deploy software to remote machines.

Mobile Fax

LACERS completed migration of a secured cloud-based fax solution which provides accessibility for telecommute users, cost savings of up to 400% of the annual upkeep of existing telecom appliances and software, and achievement of the highest industry cyber security standard to ensure compliance with PII, HIPAA, and bank information.

The process included requirements gathering, user testing, training, and soft launch. To minimize disruption, LACERS ran parallel with the existing fax system. In addition, LACERS ported the existing fax numbers to ensure continuity and prevent potential mishaps of external reuse of the fax numbers. Overall, a total of fifteen business units were migrated to the new system.

Box Shield, Data Leakage Protection

LACERS completed setup of data leakage and prevention technology to protect the critical data files that are stored on the content sharing platform. The security solution protects the inadvertent sharing of sensitive data with external users, and has built in malware detection to scan files at real-time. In addition, the solution includes machine learning capabilities to auto classify documents, and identify files containing personal information.

CHALLENGES

Prior to March 2020, LACERS maintained all computing equipment within the physical building. During the pandemic, the department enabled remote connections, extending access to the department computer network for staff working at home. This resulted in a bigger footprint for the IT Team to monitor cyber-related activities. To mitigate risks, LACERS deployed necessary safeguards to manage these activities such as multi-factor authentication, cyber policies, endpoint software, and management tools.

The deployment schedule for the Mobile Workforce Initiative was challenged by the significant increase in Department staff due to operational demand. The BPI team mitigated this risk by establishing a work plan focused on priorities, projects and resources.

NEXT STEPS

In completing the “Mobile Workforce” initiative, LACERS shall continue to maintain and support the technologies relating to remote work solutions, productivity tools, cloud services, and mobile equipment. The initiative shall transition towards efforts relating to the new headquarters such as modernization of workspace with solutions inclusive of audio/video, wireless, and mobility appliance.

INITIATIVE SUMMARY

The Headquarters (HQ) Move Initiative (HQMI) tracks the transition of LACERS from its current headquarters to its new location and will focus on the following key priorities:

- Approve architectural space plans and designs for internal tenant improvements to all floors and the parking garage and furniture that meet the WELL standard
- Structural improvements that include curtain wall, seismic, and emergency generator upgrades; roof replacement, and asbestos abatement
- Provide technological improvements to the building's infrastructure as well as incorporate security and owner technology that supports LACERS' Mobile Workforce BPI
- Support network migration from LA Times to 977 including the transfer of servers, user technology, and office equipment
- Coordinate weekly status meetings with Executive staff, consultants, and contractors
- Prepare Board reports related to the HQ Move
- LACERS' occupancy goal is for 3rd Quarter but is estimated to be end of 4th Quarter of FY21-22

BUDGET

Appropriation:	\$22,519,976
Expense:	(\$1,670,853)
Unspent:	\$20,849,123

MILESTONES/DELIVERABLES

Q1 Design Project & Assemble Team

- ✓ Finalized architectural space programming
- ✓ Identify Project Team
- ✓ Architectural Consultant
- ✓ Mechanical, Electrical, and Plumbing Consultant
- ✓ Structural Engineer
- ✓ Exterior Cladding and Roof Consultant



Q2 Complete Space & Technology Plan

- ✓ Hire Low-Voltage Technology Consultant
- ✓ Finalize Architectural Space plans
- ✓ Complete Schematic Design
- ✓ Finalize workspace technology needs in each floor



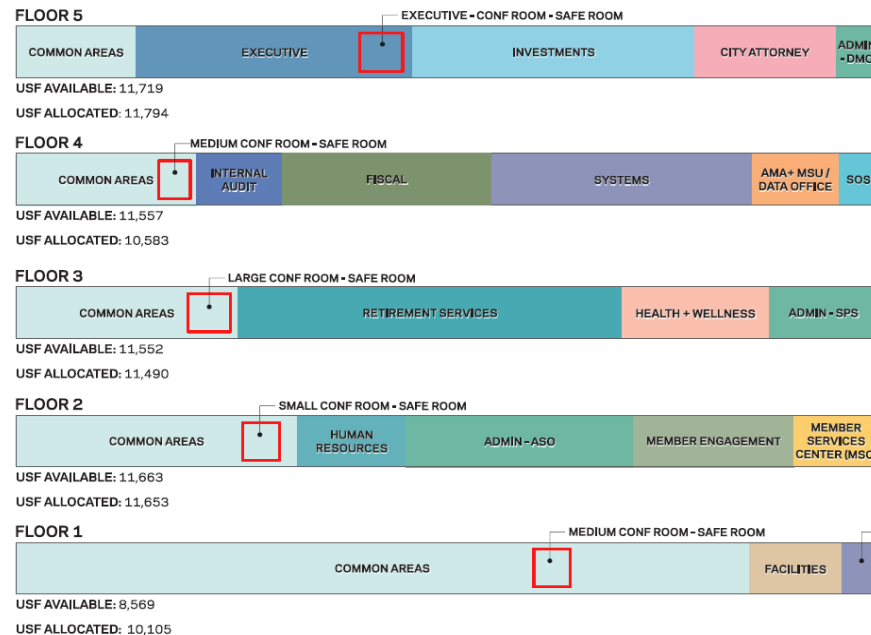
Q3 Finalize All Plans, Hire Project Manager

- ✓ Contract Project Management Consultant
- ✓ Finalize Server configuration and cabling requirements for each floor
- ✓ Finalize security and access control technology needs
- ✓ Finalize workstation furniture requirements
- ✓ Finalize Architectural Design Development
- Finalize external wayfinding branding and designs
- ACM Environmental Review and finalize abatement scope

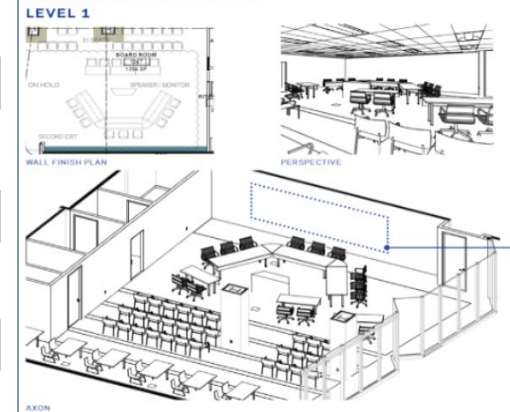


Q4 Prepare Budget, Select Contractor, Submit Plans

- ✓ Prepare FY 21-22 HQ Building Budget
- ✓ Approve Architectural Design Development
- ✓ City approves Generator Replacement Plan Check
- ✓ Roof Replacement Design sent for Plan Check
- ✓ Submit Seismic & Structural Design for Plan Check
- ✓ Contract Technology Documentation Vendor
- ✓ Contract with a General Contractor
- ✓ Transition from Asset Management to Property Management model for oversight of 977



SPACES: BOARDROOM



JULY 2020 - JUNE 2021

SUMMARY

HEADQUARTERS MOVE – PHASE 2

ACCOMPLISHMENTS

The impact of this initiative to LACERS' strategic goals is extensive. Ownership in 977 North Broadway is a cost-effective investment in the long-term as compared to leasing and provides LACERS with complete control over its administrative and Member services facilities. This control adds to the organization's efficiency, effectiveness, and resiliency, and gives LACERS sole discretion to implement physical office changes that can enhance services to Members. Ensuring that this project is completed on schedule, within budget, and according to the identified specifications, is of utmost importance to LACERS.

The HQ Move Project made significant progress in FY20/21 (FY21) by maintaining project design momentum throughout the COVID-19 Pandemic; implementing an assertive cost management plan to mitigate the COVID-19 related cost increases; and by building a team of project partners capable of planning and implementing the LACERS HQ buildout.

Through weekly meetings to communicate project timeline goals and deliverables, and leveraging teleconferencing technology, the work of designing the HQ Buildout continued at a steady pace to advance plans on the structural work, internal construction and design, architectural space programming and stacking plans, private office and cubicle layouts, furniture selection, network infrastructure, access control, and security.

Once initial designs were costed out, LACERS with its partners, worked hard to revise the project to ensure

costs remained within the budget approved by the LACERS Board of Administration.

LACERS revised its team of partners by transitioning from an Asset Manager to a Property Management model, realizing efficiencies and cost savings.

Key partners on this project include Project Manager Cushman & Wakefield (CW); Executive Real Estate Advisor Twenty-One 11 Ventures LLC, to provide project oversight and industry expertise; and Architectural Consultant, Hellmuth, Obata & Kassabaum, Inc. (HOK) is designing the exterior and interior space. Additional consultants contracted during FY21 include: ARC Engineering serving as the project's Mechanical, Plumbing, and Engineering Consultant; Corporate Contractors hired as the General Contractor; Exante360 performing as the Technology Documentation Consultant; Haworth engaged as the Furniture Manufacturer; Jensen Hughes hired as the Fire Life Safety Consultant; MHP contracted as the Structural Engineering Consultant; Presidio acting as the Low Voltage Integrator and Network Consultant & Installation; Targus Environmental performing Environmental Consulting, Testing, and Monitoring regarding the Asbestos Containing Material mitigation; Unisource Solutions selected as the Furniture Dealer and Installer; and Wiss, Janey, Elstner Associates (WJE) overseeing the building roof replacement and façade improvements.

CHALLENGES & OPPORTUNITIES

COVID-19 has caused some unexpected delays and increase in costs for the initiative. LACERS and its partners continue to develop plans for mitigating these challenges including creating a construction timeline that emphasizes early purchasing of materials and equipment to avoid the expected

spikes in costs and shortages. LACERS will continue to monitor these effects and rely on guidance from the consultants on how to mitigate any future delays and pricing.

Additionally, analysis and feedback revealed unforeseen expenses related to mitigation of asbestos containing materials (ACM). Working with our partners, LACERS has approved a plan to encapsulate the ACMs to avoid a far more costly removal process.

The HQ Move project team of internal and external partners has met the expectations expressed in the BPI. The project has required a perpetual readiness to address the unexpected, frank communication of challenges and mitigation, and the ability to compromise to meet budget and timeline targets while still achieving valued objectives for the project.

NEXT STEPS

In FY22, staff will kick off the construction phase of the HQ Move Project. This phase will require the finalization and permitting of build plans; vacating the building; then construction will begin. Construction is expected to be completed by May 2022 with staff move-in expected by the end of FY22. LACERS will continue to monitor the budget and project schedule with the support of our Project Management.

INITIATIVE: **CITY SEPARATION INCENTIVE PROGRAM**
 DIVISION(S)/SECTIONS: **RETIREMENT SERVICES DIVISION & HEALTH BENEFITS AND WELLNESS DIVISION**
 STRATEGIC GOAL(S): **ACCURATE AND TIMELY DELIVERY OF MEMBER BENEFITS**

STATUS: **ON-TRACK**
 REPORT MONTH: **JUNE 2021**
 LEAD(S): **KAREN FREIRE, FERRALYN SNEED, BRUCE BERNAL**

INITIATIVE SUMMARY

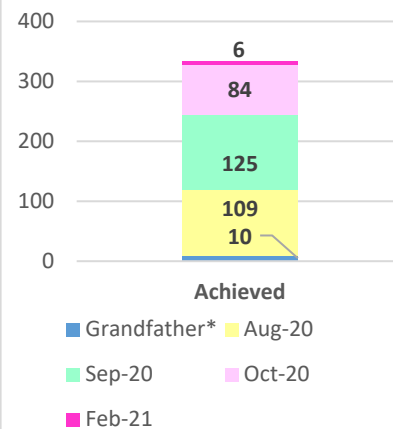
The implementation of the Separation Incentive Program (SIP) for the Los Angeles World Airport (LAWA) and the City was designed to meet the City's budgetary savings goals through targeted staff reductions. This initiative is to ensure the timely delivery of both SIP and non-SIP participant retirements and health enrollments with efficiencies achieved through streamlined processes and increased technology utilization resulting in processing 2,148 total retirements for FY 20/21 with 1,706 attributed to the SIP (LAWA: 334; CSIP: 1,372).

BUDGET

	BUDGET	ACTUAL
Full Hiring Salary & Benefits, Loaned staff	\$2,316,861	\$2,143,068
Addtl Part-Time	\$423,600	\$553,899
Overtime	\$304,057	\$248,080
Office space & furnishings	\$291,400	\$197,639
Expenses	\$184,616	\$147,649
TOTAL	\$3,520,534	\$3,290,336

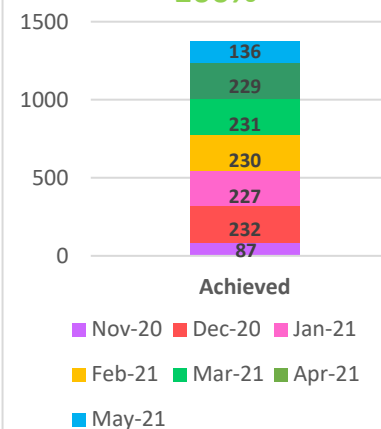
KEY INDICATORS

100% LAWA SIP RETIREMENTS COMPLETED

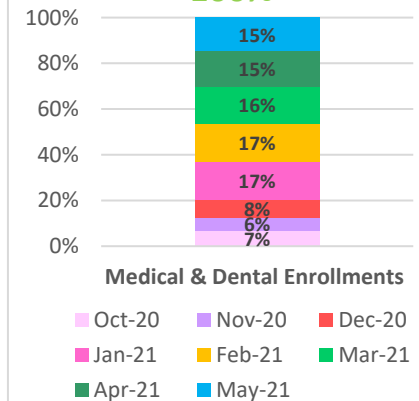


*Pre-August retirees that LAWA approved to be part of the LAWA SIP.

SIP RETIREMENTS COMPLETION TARGET ACHIEVED: 100%



SIP HEALTH ENROLLMENTS COMPLETION TARGET ACHIEVED: 100%



MILESTONES/DELIVERABLES

RETIREMENTS	Q1	Q2	Q3	Q4	HEALTH ENROLLMENTS	Q1	Q2	Q3	Q4
Plan & prepare: forms, application packets, FAQs, instructional videos					Plan & prepare: forms, electronic distribution/collection; allowance of digital signatures				
Review Members' service credit & retirement eligibility					Coordinate with health plan carrier to handle volume				
Conduct counseling, work with Members					Prepare instructional video, health plan enrollment packet				
Work with Departments					Early notification of retirees 65 and over (approx. 35% of CSIP population) regarding Medicare enrollment				
Retire targeted # of Members					Conduct education, counseling, communications with Members				
					Enroll all SIP Members electing health coverage				

JULY 2020 - JUNE 2021

SUMMARY

SEPARATION INCENTIVE PROGRAMS (SIP)

ACCOMPLISHMENTS

Retirement Services Division (RSD)

RSD successfully retired 334 participants of the Los Angeles World Airports Separation Incentive Program (LAWA SIP/LSIP), and 1,372 participants of the City Separation Incentive Program (CSIP).

These milestones included the implementation of innovative and creative solutions to operate in a pandemic environment:

- “How to” video on completing retirement packet for LSIP and CSIP
- Implemented CSIP Retirement electronic packets
- Conducted a virtual session on Abeyance
- On-Boarded 34 full-time staff

Health Benefits and Wellness Division (HBWD)

HBWD successfully enrolled 100% of LSIP and CSIP.

These milestones included the implementation of innovative and creative solutions to operate in a pandemic environment:

- Adapted health enrollment forms for electronic distribution, collection, and electronic signatures to mitigate loss of in-person counseling
- Created “how to” video on health plan options and completion of health plan enrollment material for posting online
- Conducted four Health Q&A webinars for LAWA and CSIP participants, approximately 650 attendees in total
- Extended Open Enrollment period to avoid workload overload simultaneous with SIP processing

- Onboarded 16 additional staff to address increased workload demands

CHALLENGES & OPPORTUNITIES

- The COVID Pandemic posed a challenge in the delivery of Member counseling and the processing of retirement applications. However, by implementing safety protocols and utilizing video conferencing, webinars, content, and document management platforms, the risk to both staff and members was significantly lessened
- Factors contributing to the success of the SIP implementation included detailed logistical planning, technological upgrades, the hiring of sub-authority and temporary staff, and the use of borrowed former staff
- With implementation of a CSIP abeyance period, from November 2020 to January 2021, a limited number of retirement applications were processed during the initial phase of the CSIP, allowing staff the opportunity to work out technical and communications issues arising from switching to a completely electronic retirement process successfully
- During the post-abeyance period, the number of non-CSIP retirement applications, exceeded the projected figures; however, the *managed retirement process policy* helped keep the number of applications processed within staff and resource capabilities
- The transition from in-person to virtual retirement counseling was a necessity and a challenge; however, the one-on-one personal

interaction that Members expected was maintained as much as possible through webinars and follow-up phone calls with retirement counselors

- The extended Open Enrollment period added approximately 400 enrollment changes/additions to the workload. As expected, Open Enrollment requests were spread out over several months, as requests continued through to the end of March and processed into June

It was necessary for Health Division to continue processing health plan enrollments for survivors, assist with plan changes, process Medicare transactions, and reconcile Member health plan accounts, while concurrently onboarding new staff. Despite these challenges, staff prevailed in meeting the expectations of SIP.

NEXT STEPS

In Fiscal Year 2021-22, RSD will focus on audit of all regular, LSIP and CSIP to ensure accuracy of retirement benefits and processing of 79 Members under the Harbor SIP which began in June and will conclude in December 2021.

HBWD will continue current processes; continue mentoring new staff; and refine the division structure to streamline enrollment form processing, distribution, collection, and verification.

APPENDIX A – BUSINESS PLAN INITIATIVE TEMPLATE

INITIATIVE: [NAME OF BUSINESS PLAN INITIATIVE]
DIVISION(S)/SECTIONS: [DIVISION/SECTION NAME]
STRATEGIC GOAL(S): [ASSOCIATED STRATEGIC GOAL AREA]

Shade the cells according to status:

- Completed
- On-Track
- Off-Track
- Intervention Needed

STATUS: [ON-TRACK][OFF-TRACK]
REPORT MONTH: [REPORTING MONTH][YEAR]
LEAD(S): [FIRST AND LAST NAMES]

INITIATIVE SUMMARY

[Provide 1-2 line description of initiative. Bullet the major components.]

- [Component 1]
- [Component 2]
- [Component 3]

BUDGET

Appropriation:	\$(Whole Dollars)
Expense:	\$(Whole Dollars)
Unspent:	\$(Whole Dollars)

[Add budget notes here]
[Budget should reflect expenses, excluding salaries, unless requesting new positions mid-year.]

MILESTONES / DELIVERABLES

QE 09/30/2020

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- [List key upcoming items/deliverables this quarter. Use the box bullet.]

QE 12/31/2021

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- [List key upcoming items/deliverables this quarter. Use the box bullet.]

QE 03/31/21

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- [List key upcoming items/deliverables this quarter. Use the box bullet.]

QE 06/30/21

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- [List key upcoming items/deliverables this quarter. Use the box bullet.]

KEY INDICATORS

- [Provide quantitative measurements of successful implementation. Graphical representations are encouraged.]

Survey Feedback

"How helpful was this medical section for you?"

"Do you feel like you have a better understanding of how your medical benefits work now?"



Choice	Count	%	Choice	Count	%
Extremely helpful	6	42.9%	Yes, definitely	7	29.2%
Very helpful	3	21.4%	Yes, a little	9	37.5%
Somewhat helpful	3	21.4%	Maybe	2	8.3%
Not very helpful	1	7.1%	No, not really	4	16.7%
Not at all helpful	1	7.1%	No, definitely not	2	8.3%



LACERS
LA CITY EMPLOYEES'
RETIREMENT SYSTEM



REPORT TO BOARD OF ADMINISTRATION

From: Neil M. Guglielmo, General Manager

MEETING: AUGUST 10, 2021

ITEM: IX - B

SUBJECT: NOTIFICATION OF COMMITMENT OF UP TO \$50 MILLION IN BROOKFIELD STRATEGIC REAL ESTATE PARTNERS IV-B, L.P.

ACTION: ☐ CLOSED: ☐ CONSENT: ☐ RECEIVE & FILE: ☒

Recommendation

That the Board receive and file this notice of the commitment of up to \$50 million in Brookfield Strategic Real Estate Partners IV-B, L.P.

Discussion

On July 27, 2021, the Board, in closed session pursuant to Government Code Section 54956.81, approved a commitment of up to \$50 million in the following private real estate fund: Brookfield Strategic Real Estate Partners IV-B, L.P. The investment closed on August 4, 2021. Board vote: Ayes 6 (Commissioners Annie Chao, Elizabeth Lee, Sandra Lee, Nilza Serrano, Michael Wilkinson, and President Cynthia Ruiz), Recusal 0, and Nays 0.

Strategic Plan Impact Statement

The commitment to Brookfield Strategic Real Estate Partners IV-B, L.P. aligns with the Strategic Plan Goal to optimize long-term risk adjusted investment returns (Goal IV).

Prepared By: Robert King, Investment Officer I, Investment Division

NMG/RJ/BF/WL/RK:rm