



LACERS
LA CITY EMPLOYEES'
RETIREMENT SYSTEM



Board of Administration Agenda

REGULAR MEETING

TUESDAY, MARCH 8, 2022

TIME: 10:00 A.M.

MEETING LOCATION:

In accordance with Government Code Section 54953, subsections (e)(1) and (e)(3), and in light of the State of Emergency proclaimed by the Governor on March 4, 2020 relating to COVID-19 and ongoing concerns that meeting in person would present imminent risks to the health or safety of attendees and/or that the State of Emergency continues to directly impact the ability of members to meet safely in person, the LACERS Board of Administration's March 8, 2022 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) 254-5252 or (669) 216-1590

Meeting ID# 161 485 4304

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).

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

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.

Disclaimer to Participants

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

- 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 MEETING OF FEBRUARY 8, 2022 AND POSSIBLE BOARD ACTION](#)
- III. BOARD PRESIDENT VERBAL REPORT
- IV. GENERAL MANAGER VERBAL REPORT
 - A. REPORT ON DEPARTMENT OPERATIONS
 - B. UPCOMING AGENDA ITEMS
 - C. 2022 STRATEGIC PLAN UPDATE REPORT
 - D. RECOGNITION OF SERVICE FOR DENISE MALOSH
- V. RECEIVE AND FILE ITEMS
 - A. [ETHICAL CONTRACT COMPLIANCE REPORT NOTIFICATION TO THE BOARD](#)
 - B. [BENEFITS PAYMENTS APPROVED BY GENERAL MANAGER](#)
 - C. [COMMISSIONER MICHAEL R. WILKINSON EDUCATION EVALUATION ON NCPERS-2021 PUBLIC RETIREMENT SYSTEMS STUDY & ITS DASHBOARD; VIRTUAL; FEBRUARY 15, 2022](#)
 - D. [COMMISSIONER MICHAEL R. WILKINSON EDUCATION EVALUATION ON MSCI/PREA U.S. QUARTERLY PROPERTY FUND INDEX Q4, 2021; VIRTUAL; FEBRUARY 17, 2022](#)
 - E. [2022 OPEN ENROLLMENT CLOSEOUT REPORT](#)
- VI. COMMITTEE REPORT(S)
 - A. BENEFITS ADMINISTRATION COMMITTEE VERBAL REPORT FOR THE MEETING ON FEBRUARY 22, 2022
- VII. BOARD/DEPARTMENT ADMINISTRATION
 - A. [FINDINGS TO CONTINUE TELECONFERENCE MEETINGS AND DETERMINATION THAT COVID-19 STATE OF EMERGENCY CONTINUES TO DIRECTLY IMPACT THE ABILITY OF MEMBERS TO MEET SAFELY IN PERSON, AND POSSIBLE BOARD ACTION](#)

- B. [977 N. BROADWAY PROJECT REPORT FOR THE QUARTER ENDING DECEMBER 31, 2021 AND POSSIBLE BOARD ACTION](#)
- C. [SEMI-ANNUAL REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD ENDING DECEMBER 31, 2021](#)

VIII. INVESTMENTS

- A. CHIEF INVESTMENT OFFICER VERBAL REPORT INCLUDING DISCUSSION BY NEPC, LLC ON THE PORTFOLIO EXPOSURE TO GLOBAL EVENTS

IX. LEGAL/LITIGATION

- A. **CLOSED SESSION PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTIONS 54956.9(a) AND (d)(4) TO CONFER WITH LEGAL COUNSEL REGARDING THE INITIATION OF LITIGATION (ONE CASE) AND POSSIBLE BOARD ACTION**
- B. **CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54956.9 (A) AND (D)(4) TO CONFER WITH AND RECEIVE ADVICE FROM LEGAL COUNSEL REGARDING THE INITIATION OF LITIGATION (ONE CASE) AND POSSIBLE BOARD ACTION**
- C. **CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(a) AND (d)(1) TO CONFER WITH, AND/OR RECEIVE ADVICE FROM, LEGAL COUNSEL REGARDING PENDING LITIGATION IN THE CASE ENTITLED HUBBARD v. LACERS (Case no. 21STCPO02219) AND POSSIBLE BOARD ACTION**

X. OTHER BUSINESS

- XI. NEXT MEETING: The next Regular meeting of the Board is scheduled for Tuesday, March 22, 2022 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.

XII. ADJOURNMENT

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

In accordance with Government Code Section 54953, subsections (e)(1) and (e)(3), and in light of the State of Emergency proclaimed by the Governor on March 4, 2020 relating to COVID-19 and ongoing concerns that meeting in person would present imminent risks to the health or safety of attendees and/or that the State of Emergency continues to directly impact the ability of members to meet safely in person, the LACERS Board of Administration's February 8, 2022 meeting will be conducted via telephone and/or videoconferencing.

February 8, 2022

10:00 a.m.

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

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 there was no response.

II

APPROVAL OF MINUTES FOR THE MEETING OF JANUARY 11, 2022 AND POSSIBLE BOARD ACTION – Commissioner Serrano moved approval, seconded by Commissioner Elizabeth Lee, and adopted by the following vote: Ayes, Commissioners Chao, Elizabeth Lee, Sandra Lee, Serrano, Wilkinson, and President Ruiz -6; Nays, None.

III

BOARD PRESIDENT VERBAL REPORT – President Ruiz shared that 2022 is off to a good start.

IV

GENERAL MANAGER VERBAL REPORT

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

- LACERS leased space cleaning and disinfecting update
- Annual Fire Life Safety Testing on February 16, 2022
- Actuarial Consulting Services RFP has been launched
- 977 Broadway building update
- Retirement Services applications update
- Transition to Anthem Medicare Preferred PPO Advantage Plan
- HIPAA Compliance review by the City Attorney's Office
- Member Communication Statistics
- Upcoming Seminars & Demos
- Champion Program meeting was held on January 27, 2022

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

- 977 N. Broadway Headquarters Project Quarterly Report
- COLAs for July 2022
- Update to GM Designee Signature Authority

V

RECEIVE AND FILE ITEMS

A. ETHICAL CONTRACT COMPLIANCE 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 SUNG WON SOHN EDUCATION EVALUATION ON HARVARD EXECUTIVE EDUCATION: LEADERSHIP DECISION MAKING: OPTIMIZING PERFORMANCE, VIRTUAL; JANUARY 10-21, 2022 – This report was received by the Board and filed.

D. COMMISSIONER ANNIE CHAO EDUCATION EVALUATION ON PACIFIC CENTER FOR ASSET MANAGEMENT (PCAM) MEETING; VIRTUAL; JANUARY 20, 2022 – This report was received by the Board and filed.

- E. COMMISSIONER CYNTHIA M. RUIZ EDUCATION EVALUATION ON PACIFIC CENTER FOR ASSET MANAGEMENT (PCAM) MEETING; VIRTUAL; JANUARY 20, 2022 – This report was received by the Board and filed.

VI

BOARD/DEPARTMENT ADMINISTRATION

- A. FINDINGS TO CONTINUE TELECONFERENCE MEETINGS AND DETERMINATION THAT COVID-19 STATE OF EMERGENCY CONTINUES TO DIRECTLY IMPACT THE ABILITY OF MEMBERS TO MEET SAFELY IN PERSON, AND POSSIBLE BOARD ACTION – Commissioner Chao Lee moved approval of the following Resolution:

**CONTINUE HOLDING LACERS BOARD AND COMMITTEE MEETINGS
VIA TELECONFERENCE AND/OR VIDEOCONFERENCE**

RESOLUTION 220208-A

WHEREAS, LACERS is committed to preserving public access and participation in meetings of the Board of Administration; and

WHEREAS, all LACERS Board and Committee meetings are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend and participate as the LACERS Board and Committees conduct their business; and

WHEREAS, the Brown Act, Government Code Section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, subject to the existence of certain conditions; and

WHEREAS, the COVID-19 State of Emergency proclaimed by the Governor on March 4, 2020 remains active; and

WHEREAS, on October 12, 2021, the Board met via teleconference and determined by majority vote, pursuant to Government Code Section 54953(e)(1)(B)-(C), that due to the COVID-19 State of Emergency, meeting in person would present imminent risks to the health or safety of attendees; and

WHEREAS, the Board has reconsidered the circumstances of the State of Emergency; and

WHEREAS, COVID-19 remains a public health concern in Los Angeles, with high levels of community transmission;

NOW THEREFORE, BE IT RESOLVED that pursuant to Government Code Section 54953(e)(1)(B)-(C), the Board finds that holding Board and Committee meetings in person would present imminent risks to the health or safety of attendees.

BE IT FURTHER RESOLVED that pursuant to Government Code Section 54953(e)(3)(A) and (B)(i), the Board finds that the COVID-19 State of Emergency continues to directly impact the ability of Board and Committee members to meet safely in person.

Which motion was seconded by Commissioner Wilkinson, and adopted by the following vote: Ayes, Commissioners Chao, Elizabeth Lee, Sandra Lee, Serrano, Wilkinson, and President Ruiz -6; Nays, None.

VII

INVESTMENTS

- A. CHIEF INVESTMENT OFFICER VERBAL REPORT – Rod June, Chief Investment Officer, reported on the portfolio value of \$23.16 billion as of February 7, 2022. Mr. June discussed the following items:
- Emerging Manager Symposium is tentatively scheduled for April 20; start time to be announced
 - CFALA is holding a virtual conference on February 10, 2022, to discuss DEI initiatives including CFA Institute’s draft DEI Code
 - Future agenda items: Investment manager contract, real estate consulting contract, real estate fund opportunity, and private equity notifications
- B. PRESENTATION ON ACTIVE VERSUS PASSIVE INVESTMENT MANAGEMENT – Rod June, Chief Investment Officer, James Wang, Investment Officer I, and Jeremiah Paras, Investment Officer I, presented and discussed this item with the Board for 35 minutes.

VIII

LEGAL/LITIGATION

- A. APPROVAL OF CONTRACTS WITH BEST BEST & KRIEGER LLP, ICE MILLER LLP, AND WELLINGTON GREGORY LLP FOR OUTSIDE COUNSEL SERVICES; AND POSSIBLE BOARD ACTION – Miguel Bahamon, Deputy City Attorney, presented this item to the Board. President Ruiz asked the outside counsel representatives that were present in the meeting to introduce themselves. Isabel Safie, Partner, Best Best & Krieger LLP, Audra Ferguson-Allen, Partner, Ice Miller LLP, Robert Gauss, Partner, Ice Miller LLP, and Don Wellington, Partner, Wellington Group LLP, introduced themselves to the Board. Commissioner Serrano moved approval, seconded by Commissioner Wilkinson, and adopted by the following vote: Ayes, Commissioners Chao, Elizabeth Lee, Sandra Lee, Serrano, Wilkinson, and President Ruiz -6; Nays, None.

President Ruiz recessed the Regular Meeting at 11:12 a.m. to convene in Closed Session.

- B. CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(A) AND (D)(1) TO CONFER WITH, AND/OR RECEIVE ADVICE FROM, LEGAL COUNSEL REGARDING THE INITIATION OF LITIGATION (ONE CASE) AND POSSIBLE BOARD ACTION**

C. CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54956.9(A) AND (D)(1) TO CONFER WITH, AND/OR RECEIVE ADVICE FROM, LEGAL COUNSEL REGARDING PENDING LITIGATION (TWO CASES): IN RE ASHINC CORP, ET AL. V. YUCAIPA AMERICAN ALLIANCE FUND I, LLC, ET AL. (D. DEL. CASE NO. 12-11564) AND YOUNGMAN V. YUCAIPA AMERICAN ALLIANCE FUND I, LLC, ET AL. (LASC CASE NO. 21STCV37137) AND POSSIBLE BOARD ACTION

IX

DISABILITY RETIREMENT APPLICATION(S)

A. CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54957(b) TO CONSIDER THE DISABILITY RETIREMENT APPLICATION OF JOHN MADRID AND POSSIBLE BOARD ACTION

President Ruiz reconvened the Regular Meeting at 12:03 p.m., and announced that the Board unanimously approved the Disability Retirement Application of John Madrid.

X

OTHER BUSINESS – There was no other business.

XI

NEXT MEETING: The next Regular meeting of the Board is scheduled for Tuesday, February 22, 2022, at 10:00 a.m. at LACERS, 202 W. 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.

XII

ADJOURNMENT – There being no further business before the Board, President Ruiz adjourned the Meeting at 12:04 p.m.

Cynthia M. Ruiz
President

Neil M. Guglielmo
Manager-Secretary

**LACERS’ ETHICAL CONTRACT COMPLIANCE REPORT
NOTIFICATION TO THE BOARD**

RESTRICTED SOURCES

The Board’s Ethical Contract Compliance 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.

Name	Description	Inception	Expiration	Division
Agility Recovery	Business Continuity Services	September 20, 2021	September 19, 2022	Administration
K&L Gates LLP	Outside Investment & Real Estate Counsel	N/A	N/A	City Attorneys
Bernstein Litowitz Berger & Grossmann LLP	Securities Monitoring	November 13, 2018	February 28, 2022	City Attorneys
Bleichmar Fonti & Auld LLP	Securities Monitoring	March 1, 2018	February 28, 2022	City Attorneys
Best Best & Krieger LLP	Outside Tax Counsel	N/A	N/A	City Attorneys
Ice Miller LLP	Outside Tax Counsel	N/A	N/A	City Attorneys
Wellington Gregory LLP	Outside Tax Counsel	N/A	N/A	City Attorneys
Anthem	Medical HMO & PPO	January 1, 2022	December 31, 2022	Health Benefits Administration
Kaiser	Medical HMO	January 1, 2022	December 31, 2022	Health Benefits Administration
SCAN	Medical HMO	January 1, 2022	December 31, 2022	Health Benefits Administration
United Healthcare	Medical HMO	January 1, 2022	December 31, 2022	Health Benefits Administration
Delta Dental	Dental PPO and HMO	January 1, 2022	December 31, 2022	Health Benefits Administration

Also viewable online [here](#).

**LACERS' ETHICAL CONTRACT COMPLIANCE REPORT
NOTIFICATION TO THE BOARD**

Anthem Blue View Vision	Vision Services Contract	January 1, 2022	December 31, 2022	Health Benefits Administration
CEM Benchmarking, Inc.	Investment Benchmarking Services	April 1, 2022	March 31, 2023	Investments
NEPC, LLC	General Pension Fund Consulting Services	July 1, 2017	June 30, 2022	Investments
Box, Inc.	Retirement Application Portal Custom Consulting Services	December 1, 2021	November 30, 2022	Systems

Also viewable online [here](#).

**LACERS' ETHICAL CONTRACT COMPLIANCE REPORT
NOTIFICATION TO THE BOARD**

ACTIVE RFPs

Description	Respondents	Inception	Expiration	Division
Real Estate Consultant	Aksia LLC, ORG Portfolio Management LLC, RCLCO Fund Advisors, RVK, Inc., StepStone Group LP, The Townsend Group	September 8, 2021	November 8, 2021	Investments
Passive U.S., Non-U.S., and Global Index Strategies Search	Blackrock, Inc., Mellon Investments Corporation, Northern Trust Securities, Inc., RhumbLine Advisers, State Street Global Advisors, Xponance, Inc.	September 9, 2021	November 9, 2021	Investments
Private Credit Consultant		January 24, 2022	March 25, 2022	Investments
Transition Manager		February 14, 2022	August 31, 2022	Investments
Actuarial Consulting Services		January 31, 2022	March 9, 2022	Administration
Securities Monitoring/Litigation Counsel		February 14, 2022	March 14, 2022	City Attorneys

Also viewable online [here](#).

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>
Johnson, Mark E	37	PW - Sanitation	Equipmnt Operator
Tankersley, Eileen M	36	Harbor Dept.	Exec Admin Asst
Bartlett, Melinda Sue	36	PW - Sanitation	Envirn Affrs Ofc
Caputa, Lisiana	36	PW - Sanitation	W/Wtr Trmt Oper
Labrador, Marissa	34	PW - Sanitation	Sr Administrative Clerk
Fields, Christophe	34	PW - Sanitation	Ref Coll Truck Oper
Sambile, Michelle C	33	Dept. of Transportation	Accounting Clerk
Bryant, Joy O	33	PW - Street Use Inspection	St Svc Investigator
Armendia, Yosu	33	ITA	Programmer/Analyst
Uster, Mark Edward	32	PW - Sanitation	Custodian
Johnson, Lisa Marie	32	Office of the City Admin Officer	Sr Admin Analyst
Sampson, Carl Eric	32	Office of Finance	Asst Dir Of Finance
Williams, Rodney I	32	Dept. of Airports	Commun Info Rep
Smith, Stephanie Lynn	32	Dept. of Airports	Sr Administrative Clerk
Lee, Won Ho	32	Dept. of Bldg. & Safety	Sr Electrcl Inspector
Ta, Lynda Dao	32	PW - Engineering	Accounting Clerk
Orona, Maximo	32	Dept. of Airports	Electrician
Caudill, James Ross	31	Harbor Dept.	Sr Personnel Analyst
Gibbs, Denice	31	Dept. of Airports	Security Officer
Taylor, Tammie E	31	Police Dept. - Civilian	Sr Administrative Clerk
Matturi, Elise Yvette	30	Dept. of Transportation	Traf Officer
Hare, Carolina I	30	PW - Engineering	Civil Engrg Assoc
Francis, David Michael	30	PW - Resurf & Reconstr Div.	St Svcs Supvr
Navarro, Marilyn B	30	Police Dept. - Civilian	Sr Administrative Clerk
Deets, Gregory B	29	PW - Sanitation	Water Biologist
Du, Zhi	29	PW - Sanitation	Envrmtl Engrg Assc
Kunesh, Craig	29	PW - Enginnering	Engrg Geologist
Samarel, Scott J	29	GSD - Standards	Matl Tst Engrg Assc
Barrett, James Alan	29	PW - Sanitation	Ref Coll Truck Oper
Smith, Madeline	28	PW - St. Maint.	Management Analyst
Reyes, Rena Michele	28	Library Dept.	Administrative Clerk
Ponder, Bonnie Lynn	27	Police Dept. - Civilian	Sr Admin Clerk
Russell, Cash W	26	PW - Sanitation	Ref Coll Truck Oper
Wint, Gary Dane	26	Police Dept. - Civilian	Sr Detention Officer
McPherson, Wendy	26	Library Dept.	Librarian
Douglas, Sharon Marie	25	Dept. of Airports	Sr Administrative Clerk

Solano, Jose Antonio	25	Dept. of Rec. & Parks	Sr Gardener
Martinez, Oscar C	25	Dept. of Rec. & Parks	Gardener Caretaker
Jaramillo, Martha L	24	Dept. of Airports	Exec Admin Asst
Briceno, Michael Joseph	24	PW - Resurf & Reconstr Div.	Street Svcs Supt
Medina, Carlos F	24	Dept. of Airports	Equipmnt Operator
Saborio, Mario J	24	Harbor Dept.	Management Assistant
Bernal, Bruce William	24	LACERS	Senior Benefits Analyst
Grimm, Christian Nickolas	22	Dept. of Transportation	Signal System Electrcn
Cruz, Timothy John	22	ITA	Commun Electrician
Mc Cullough, Eric T	22	Dept. of Animal Svcs.	Animal Control Ofcr
Omokawa, Noriaki Wayne	21	PW - Sanitation	Management Analyst
Lacuesta, Edcon	21	Harbor Dept.	Field Engineer Aide
Horn Bostel Deets, Deborah A	21	PW - Sanitation	Landscape Arch
Atkins, Delashawn D	20	Dept. of Airports	Custodian Airport
Fuentes, Louis S	20	GSD - Fleet Services	Garage Attendant
Harridsleff, Phillip	20	PW - St. Maint.	St Svcs Supvr
Aiwize, Princely O	20	Harbor Dept.	Pr Security Officer
Gaston, Charles L	20	Dept. of Airports	Maintenance Laborer

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

Beneficiary/Payee

Baker, Ashton E

Karen Piper for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Kimberly Hughes for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Bowen, Paul C

Christopher Cassin Bowen for the payment of the
Burial Allowance

Branch, Sandra J

Jewana Moore for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Brun, Linda

Richard John Brun for the payment of the
Accrued But Unpaid Continuance Allowance

Castillo, Edward

Kristen Linnea Castillo for the payment of the
Accrued But Unpaid Vested Retirement Allowance

Corrales, Rosa Maria	Sandra Corrales for the payment of the Accrued But Unpaid Service Retirement Allowance
Dejam, Dariush	Dorsay Dejam for the payment of the Burial Allowance
Delgado, Paul	Lou Renee Delgado for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Devine, Arthur C	Paula Devine for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Duvall, Dana D	Robert S. Snelling for the payment of the Accrued But Unpaid Service Retirement Allowance
Frank, Versyll	Angela Murray for the payment of the Accrued But Unpaid Continuance Allowance
Guerrero, Maria	Sylvia Munoz for the payment of the Accrued But Unpaid Survivorship (Disability) Allowance
Hefler, Frank J	Eric Hefler for the payment of the Accrued But Unpaid Service Retirement Allowance

Hernandez, Amelia P	Raquel Michelle P. Hernandez-Alejo for the payment of the Accrued But Unpaid Service Retirement Allowance Unused Contributions
Huang, Lee	Sammy Chih-San Lai for the payment of the Burial Allowance
Jarasa, Pedro P	Geraldine Oka for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Johns, Freddie L	Leola Johns for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Kobayashi, Tammy H	Eva A. Kobayashi for the payment of the Burial Allowance Unused Contributions
Kuroda, Teruko	Christine Manaka for the payment of the Accrued But Unpaid Continuance Allowance Kenneth W. Kuroda for the payment of the Accrued But Unpaid Continuance Allowance
Lybrook, Genevieve	Brett J. Lybrook for the payment of the Accrued But Unpaid Continuance Allowance

Maruoka, Alice K	Madison Kaileia Maruoka for the payment of the Accrued But Unpaid Continuance Allowance
	Mark Kevin Maruoka for the payment of the Accrued But Unpaid Continuance Allowance
Masing, Mary Ann	Melissa Marie Masing for the payment of the Accrued But Unpaid Disability Retirement Allowance
Mendoza, Ady U	Ruby Luz Allen for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Mendoza, Aurora Vi	Noralyn M. Yap for the payment of the Burial Allowance
Metcalf, Catherine	Ronald Dennis Metcalf for the payment of the Accrued But Unpaid Service Retirement Allowance Burial Allowance
Mullennex, Richard K	Mary Ruth Mullennex for the payment of the Accrued But Unpaid Larger Annuity Allowance Accrued But Unpaid Service Retirement Allowance Burial Allowance
Ono, Allen N	Nadine Shigemi Ono for the payment of the Burial Allowance

Pinedo, Rudy Sarah Pinedo for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Ramirez, Eugene W Christian Carreon for the payment of the
Accrued But Unpaid Service Retirement Allowance
Unused Contributions

Rogers - Dowe, Mary Lou Roshida Dowe for the payment of the
Accrued But Unpaid Continuance Allowance

Vinka Dowe for the payment of the
Accrued But Unpaid Continuance Allowance

Seal, John E Donald Seal for the payment of the
Accrued But Unpaid Service Retirement Allowance

Sims Lewis, Rhonda Leah Ozzie M. Lewis for the payment of the
Accrued But Unpaid Larger Annuity Allowance
Accrued But Unpaid Service Retirement Allowance
Burial Allowance
Unused Contributions

Spiker, Dennis M Sandra Spiker for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Stojkovic, Vladimir Danica Stojkovic for the payment of the
Burial Allowance

Tucker, Leon

Billy Ray Tucker for the payment of the
Burial Allowance

Westphal, John R

Mary M. Westphal for the payment of the
Accrued But Unpaid Service Retirement Allowance
Burial Allowance

Willis, Michelle

Kathryn Van Houten for the payment of the
Burial Allowance

Wiltz, Gloria J

Deborah A. Morrow for the payment of the
Accrued But Unpaid Service 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

TIER 1

Active

Beneficiary/Payee

Chagolla, Toni J
(Deceased Active)

Robert Joseph Chagolla for the payment of the
Accumulated Contributions

Ferrer, George Ballesterro
(Deceased Active)

Rowena A. Ferrer for the payment of the
Limited Pension

Galvez, Ramon Talens
(Deceased Active)

Camilla M. Galvez for the payment of the
Accumulated Contributions

Neville, Sheila K
(Deceased Active)

Jesus Antonio Lawler for the payment of the
Accumulated Contributions

Rodriguez, Edith M
(Deceased Active)

Melissa Marlene Conrique for the payment of the
Accumulated Contributions

Tavera, Eduardo P
(Deceased Active)

Alejandra Tavera for the payment of the
Limited Pension

TIER 1 Enhanced

Active

Marksbury, Andrew D
(Deceased Active)

Monica Marksbury for Molly Grace Marksbury for the payment
of the
Tier 1 Enhanced Additional Allowance for Minor Child

TIER 3

Ayala, Brenda Dawn
(Deceased Active)

Mitchail T. Encarnacion 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.

**LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM (LACERS)
TRAVEL/CONFERENCE EVALUATION REPORT**

Name of Attendee: Michael R. Wilkinson	
Title of Conference/Seminar: NCPERS 2021 Retirement System Study	
Location: Virtual	No. of Education Hours: 1
Event Sponsor: NCPERS	Date(s) Held: 2/15/2022

Report for:

- Travel
 Conference/Seminar Attendance Only

I. Nature/Purpose of Travel (if applicable):

N/A

II. Significant Information Gained:

Presentation of report comparing on public pension plans on various metrics such as funded level and investment performance.

III. Benefits to LACERS:

Very useful to trustees to see how other plans are performing.

IV. Additional Comments:

Well worth the time. The conference can be viewed online as a recording.

**LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM (LACERS)
TRAVEL/CONFERENCE EVALUATION REPORT**

Name of Attendee: Michael R. Wilkinson	
Title of Conference/Seminar: MSCI/PREA U.S. Quarterly Property Fund Index Q4 2021	
Location: Virtual	No. of Education Hours: 1
Event Sponsor: MSCI/PREA	Date(s) Held: 2/17/2022

Report for:

- Travel
 Conference/Seminar Attendance Only

I. Nature/Purpose of Travel (if applicable):

N/A

II. Significant Information Gained:

Great overview of how various geographic areas and property types are performing.

III. Benefits to LACERS:

This gives trustees education on how property types are responding to market pressures from the COVID-19 pandemic.

IV. Additional Comments:

A worthwhile conference with top experts to explain the charts.



REPORT TO BOARD OF ADMINISTRATION
From: Neil M. Guglielmo, General Manager

MEETING: MARCH 8, 2022
ITEM: V-E

Neil M. Guglielmo

SUBJECT: 2022 OPEN ENROLLMENT CLOSEOUT REPORT

ACTION: CLOSED: CONSENT: RECEIVE & FILE:

Recommendation

That the Board receive and file this report.

Executive Summary

On an annual basis, the Health, Wellness and Buyback Division (HWABD) provides the Board of Administration (Board) a summary of the health plan enrollment activities stemming from LACERS' annual Open Enrollment.

Discussion

LACERS conducts Open Enrollment each year, from October 15 to November 15 for the upcoming plan year. Open Enrollment provides Members the opportunity to enroll in, change, and/or add dependents to LACERS health plans without the need for a qualifying event.

The planning and execution of Open Enrollment begins in March and finishes early in the new plan year. LACERS Health Staff works with our Health and Welfare Consultant, Keenan and Associates (Keenan), our Carriers, and other sections within LACERS throughout the process. The following is the abstract of the planning and implementation of the LACERS Open Enrollment in general, the projects that Health implemented in 2021, and the summary of the results:

Planning

- March through June: Request for Renewal (RFR) process begins
 - RFR is sent to each carrier to provide the proposed premium for the following year and to cost additional benefits that could impact premiums, such as new programs, plan design modifications, or alternative plans and/or pricing. The premium changes and the associated costs, assumptions, and methods used to develop the premium are negotiated with each carrier requesting them to reconsider certain costs, assumptions, and/or methods, based on Keenan's review.

- Existing publications, forms, information sheets, Member communications, Health Benefits Guide, paycheck flyer, e-blast, newsletter, are updated for the new plan year.
- June – Review of renewal proposals and planning
 - Keenan, in consultation with LACERS, submits counter proposals to the respective carrier and negotiates for the most beneficial benefits packages for our Members.
 - Weekly or as-needed meetings are conducted with the various Health units, carriers, Health consultants, and other LACERS sections to plan out the Open Enrollment activities.
- July – Finalize premium rates and recommended changes
 - The plan design changes are presented to the Benefits Administration Committee (BAC) and then the full Board for approval.
- July through September – Publication Update
 - LACERS publications for the Open Enrollment Packet, including all Health documents are revised with rate and plan changes. Approximately 20,000 packets were mailed out for the 2022 Open Enrollment.
- July through December – System Update
 - The Pension Administration System is revised to accept new carriers and the premiums and subsidies for the new plan year.

Additional Open Enrollment Projects in 2021

In 2021, two plan transitions were conducted electronically, requiring additional administrative work and outreach to Members.

- In July 2021, the Board approved replacing the Anthem Medicare Supplement with Prescription Drug Plan (PDP/Rx) with the Medicare Preferred PPO (w/Rx) and included enhanced benefits, transitioning over 4,600 members.
- The Anthem Blue View Vision fully insured plan replaced the self-funded Anthem Blue View Vision plan, transitioning over 6,200 members.

Member Outreach

The 2022 Open Enrollment included the following outreach activities:

- Open Enrollment Webinars
LACERS conducted 10 Open Enrollment Webinars, including the Anthem Transition Webinars. There were 762 members and dependents who responded and 643 (84%) members who attended. In total, 836 members, staff, Health Consultant, and carriers who attended the webinars.

- Outreach to LACERS Members with or without a Health plan
 - In August, the Paycheck Flyer Announcement was sent
 - From September – October, LACERS Website posted Open Enrollment Announcements and Frequently Asked Questions
 - In October, the Annual Open Enrollment Packet with Overview and 2022 Health Benefits Guide were sent
 - In October and November, four LACERS Anthem Medicare Preferred PPO specific Webinars were conducted
- Outreach to existing Anthem Medicare Supplement Members/dependents
 - In September, the Anthem Pre-enrollment Guide with subsequent mailings in October and November were sent
 - In December, the Anthem Welcome Packet and Medicare Preferred ID cards were sent

Open Enrollment Health Staffing and Caseload

- The Open Enrollment Planning Team included staff from the Health Division including the Wellness Team, Member Engagement, Systems, and the Pension Administration System (PAS) support team. In the Health Division, all units in Health assisted with the Open Enrollment planning and implementation; however, the bulk of the work was conducted by the Enrollment and Advocacy Units.
- In 2021, the significant increase of workload was addressed with overtime by the Enrollment and Advocacy Units.
 - Given two clerical vacancies that could not be filled in the Enrollment Unit during this crucial period, each staff handled approximately 86 Open Enrollment cases a two-month period from December and January payroll. Additional staffing for the Enrollment Unit will be requested in the Fiscal Year 2022-23 budget to reduce this caseload to a more manageable level as well as address staff recruitment difficulties.
 - The Advocacy Unit, consisting of one supervisor, three counselors, and one part-time staff handles 50%, or approximately 4,600 calls made to the Health Division. In the four-month period from October 2021 to January 2022, this translated to approximately 287 contacts per staff/month. One additional counseling position will be requested in the Fiscal Year 2022-23 budget for this unit.

Open Enrollment Implementation

- On October 15, 2021, Open Enrollment started. Members started submitting their Open Enrollment selection(s) by mail, fax and/or email. Over 1,700 emails were received at LACERS.Health@lacers.org between October and December 2021.
- The majority of Members' Open Enrollment selections were inputted into PAS in December payroll. However, additional inputs were processed in January payroll, after staff conducted audits of Open Enrollment submissions.

Open Enrollment Results

Staff analyzed the 2022 Open Enrollment activity and prepared graphs detailing the results. These results are summarized in the attached 2022 Open Enrollment Closeout Report Handouts. Of note among these results are:

- 396 unique Members participated in the Open Enrollment, a 7% decrease from the preceding Extended Open Enrollment (396 vs. 425)
- 431 completed requests for New Enrollment, Plan Changes, and/or the Addition of Dependent(s) were received and processed (35 of the 396 unique Members made multiple requests); 89 requests to Add Dependents, 126 New Enrollments, and 216 Plan Changes
- 120 unique dependents were added to the plans; 70 into the dental plans, 50 into the medical plans (29 of the 120 unique dependents added to both medical and dental)
- 32% and 58% of new medical enrollments went into a Kaiser plan and Anthem PPO/Medicare Preferred plans respectively
- 71% of those who changed medical plans migrated into the Anthem PPO/Medicare Preferred plans
- 35% and 31% of those Members who changed from one medical plan to another vacated Kaiser and SCAN respectively
- In Calendar Year 2021, Health processed over 18,000 enrollment-related activities in total for the calendar year. This number included the Separation Incentive Program, the transition of Anthem plans and self-funded program, and the Open Enrollment activities. This is the highest enrollment-related activity Health Division has experienced with a 125% increase in enrollment-related activity workload from the previous year.
- In Calendar Year 2021, Health received 9,192 contacts from October 2021 to January 2022 within the Open Enrollment Period. This accounts for 33% of total contacts of over 29,000 in calendar year 2021.

Strategic Plan Impact Statement

The annual Open Enrollment process supports the Strategic Plan Goal III: Maximize value and minimize costs of our health and welfare program.

Prepared By: Ada Lok, Senior Benefits Analyst, Health, Wellness and Buyback Division.

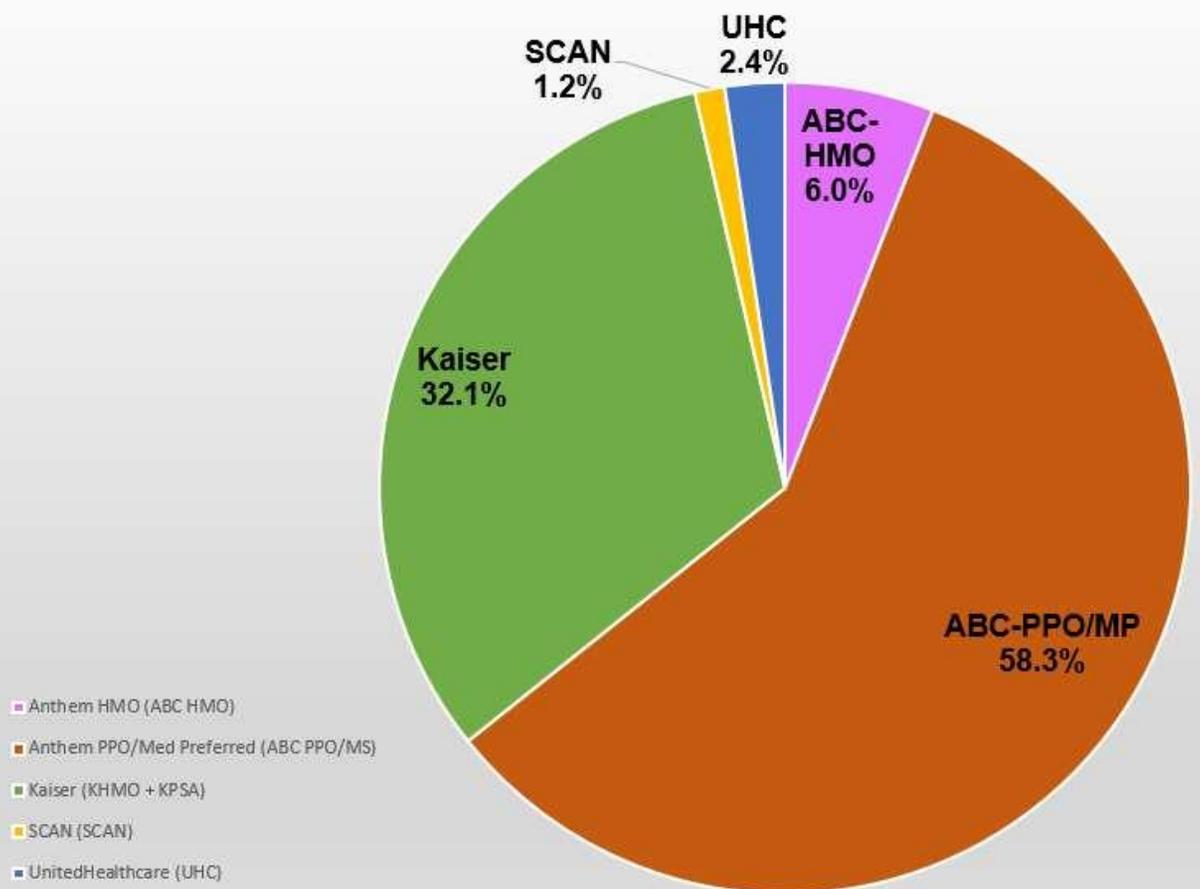
NMG/KF:al

Attachment: 2022 Open Enrollment Closeout Report Handouts

2022 Open Enrollment Closeout Report

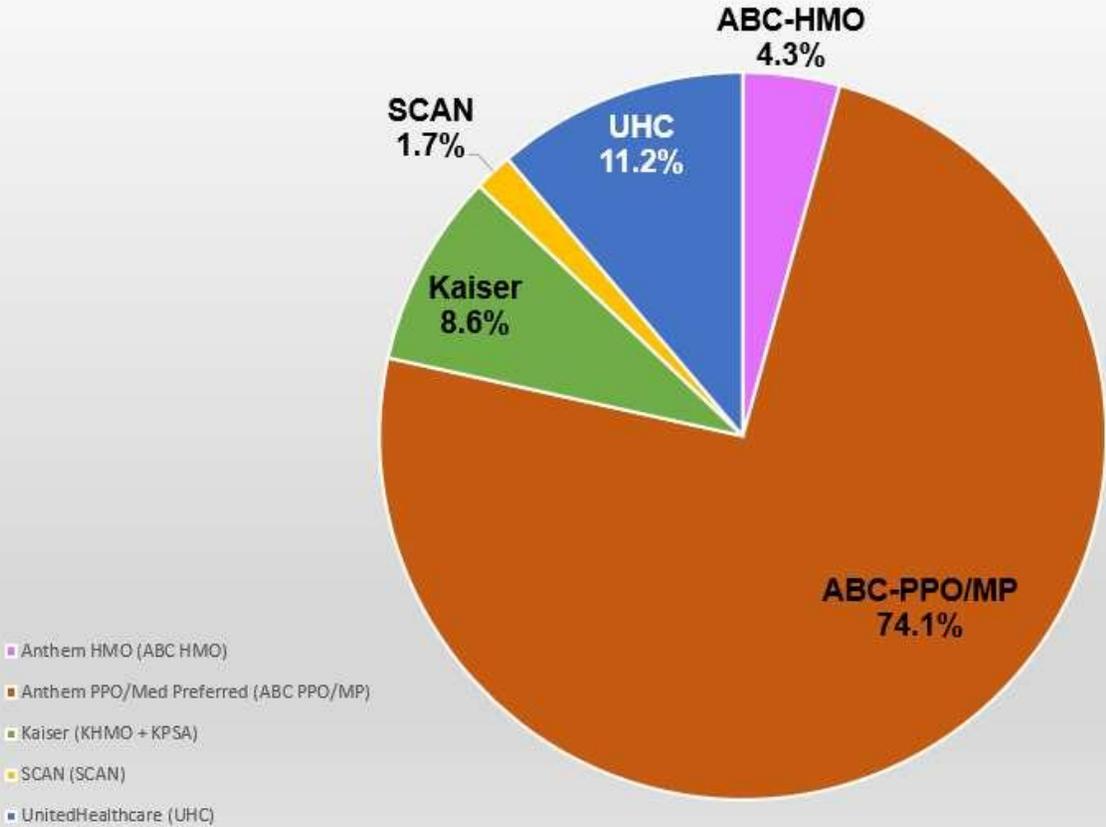
Health, Wellness and Buyback Division
March 8, 2022

2022 Open Enrollment: New Medical Plan Enrollments



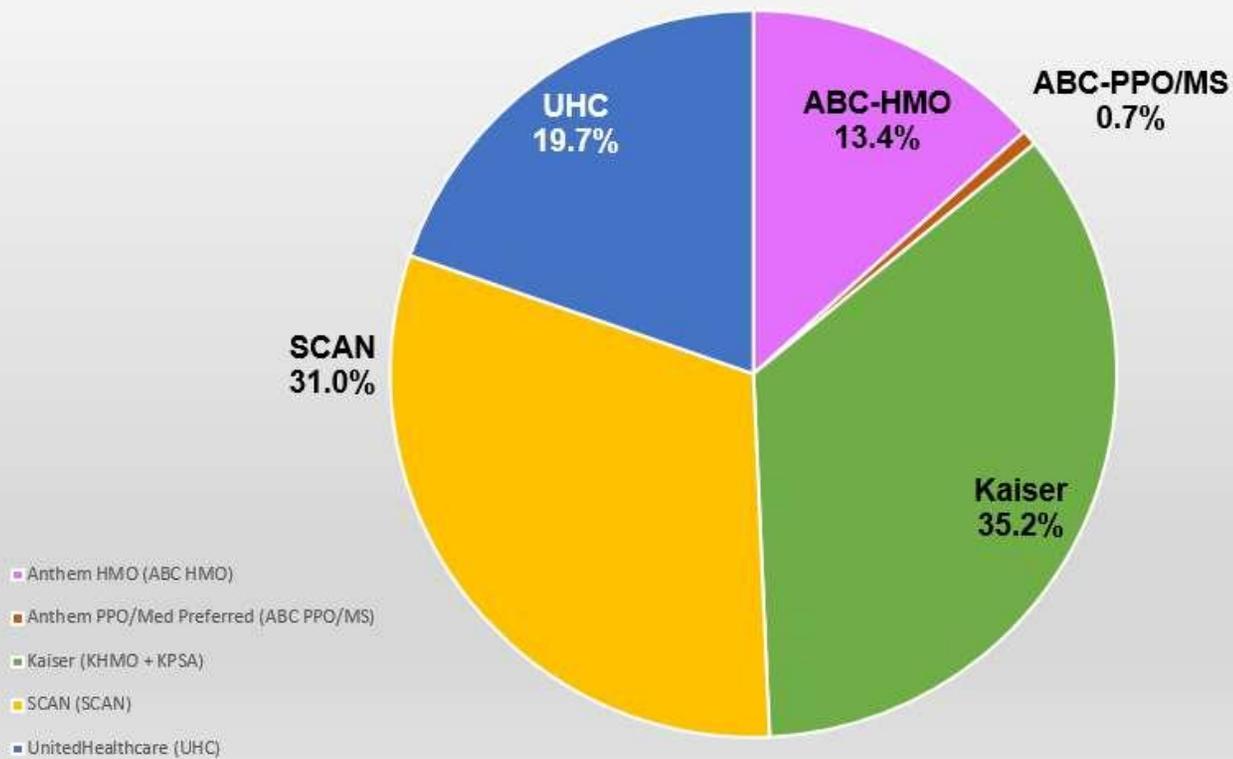
Over 90% of the new medical enrollments went into the Anthem PPO/Medicare Preferred plans and a Kaiser plan.

2022 Open Enrollment: Medical Plan Changes - Moves Into



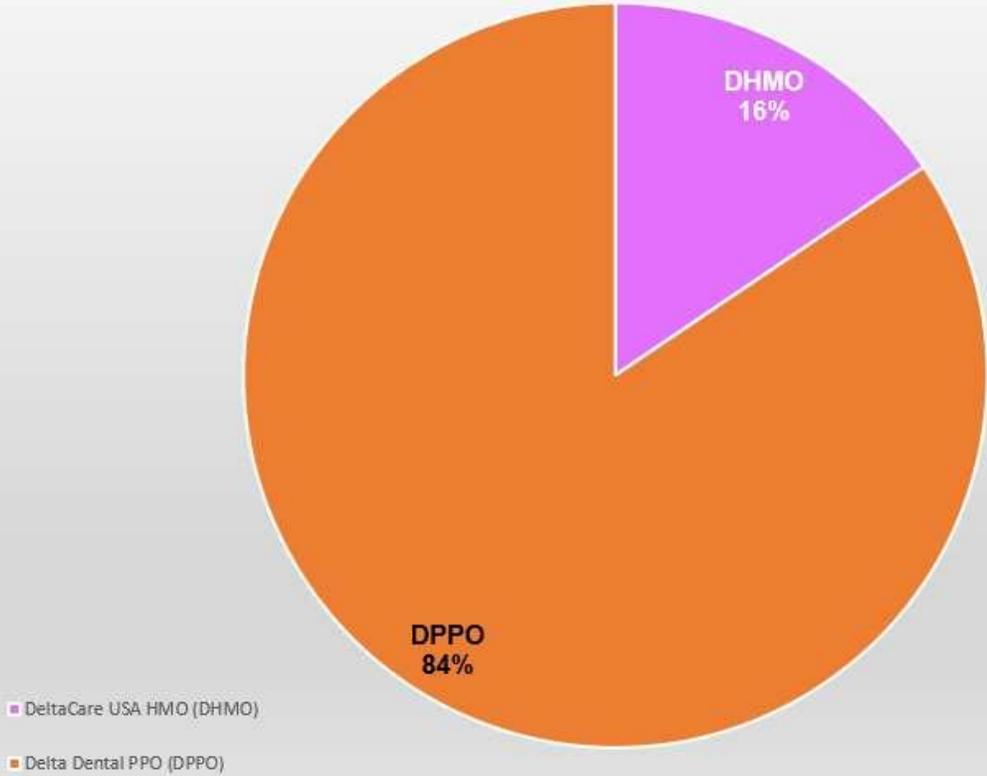
Over 70% of medical plan changes were to move into the Anthem PPO/Medicare Preferred plans.

2022 Open Enrollment: Medical Plan Changes - Plans Vacated



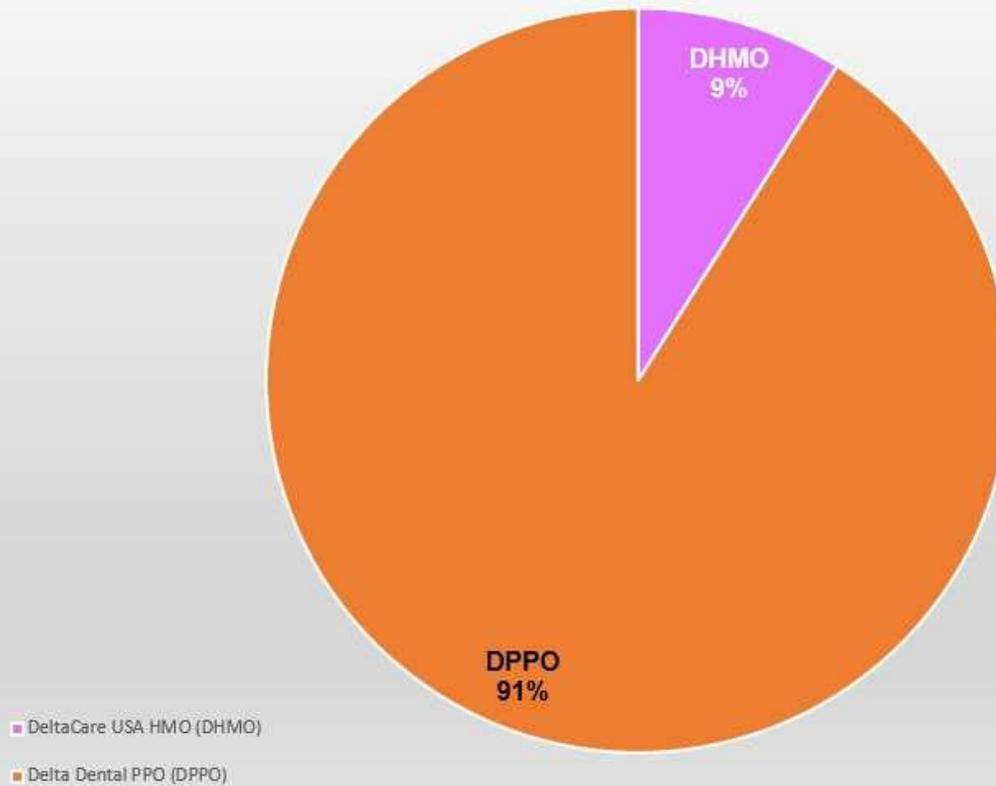
Close to 70% of Members who changed plans vacated Kaiser and SCAN.

2022 Open Enrollment: New Dental Plan Enrollments



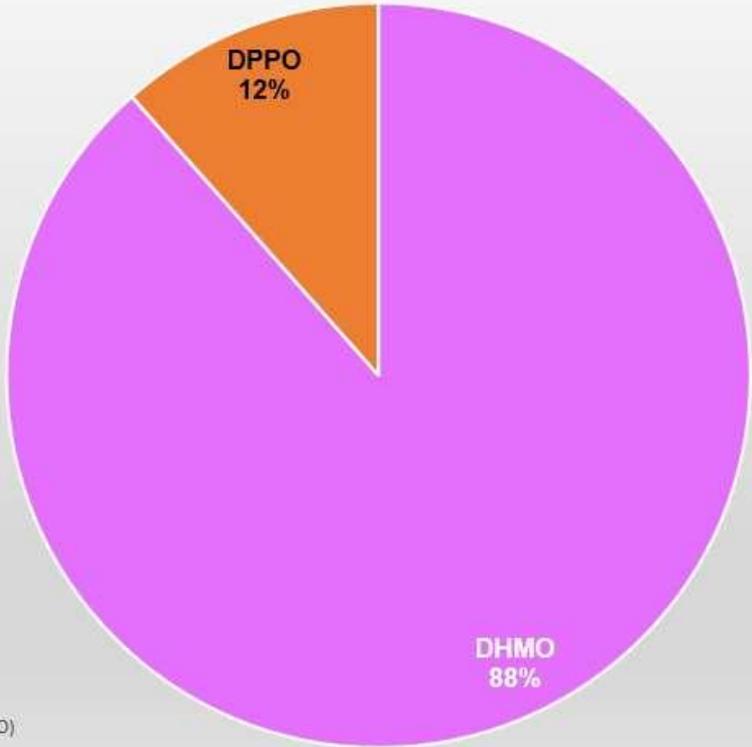
The majority of new dental enrollments went into Delta Dental PPO plan.

2022 Open Enrollment: Dental Plan Changes - Moves Into



Over 90% of dental plan changes were to move into the Delta Dental PPO. Out of the total Member population who had medical and dental or dental only coverages in 2021, 99.5% did not make any changes.

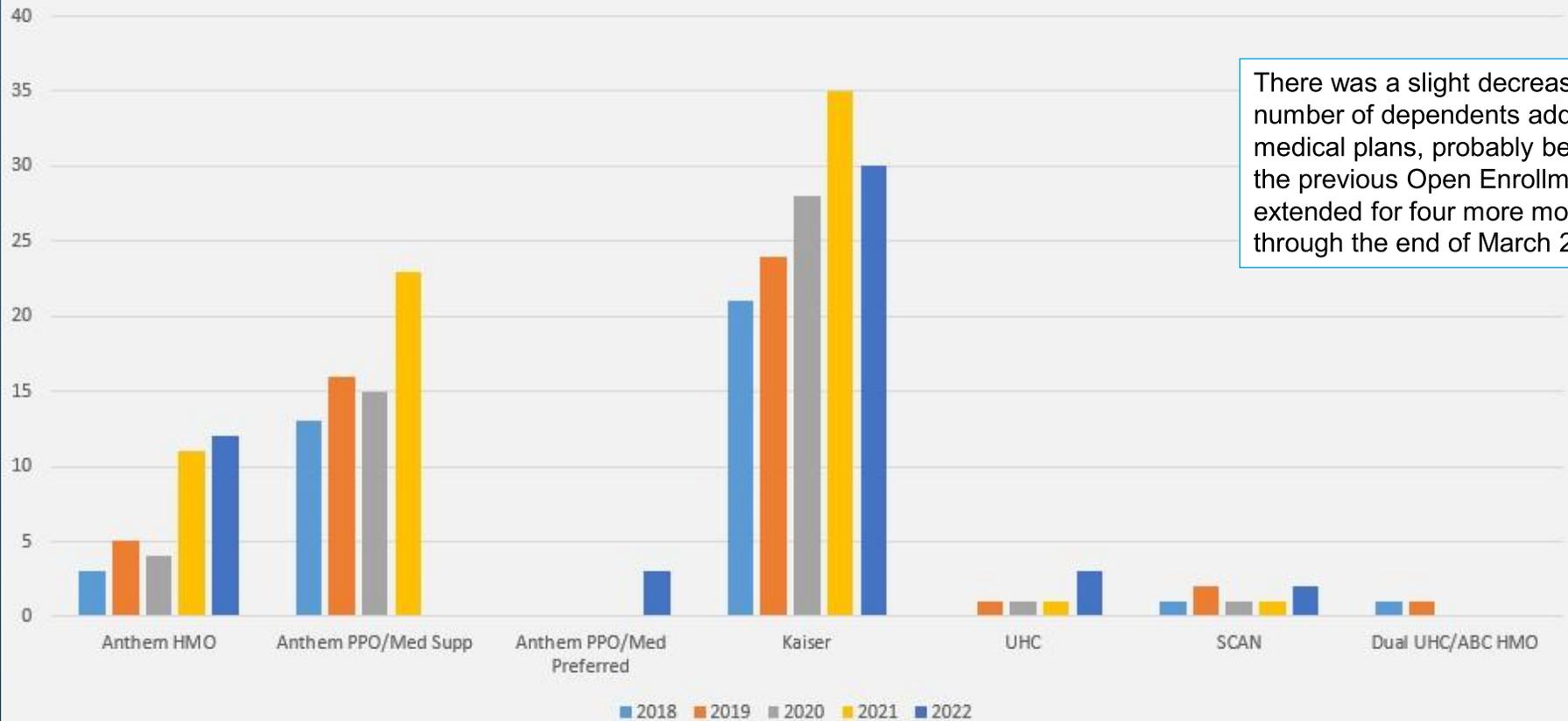
2022 Open Enrollment: Dental Plan Changes - Plans Vacated



- DeltaCare USA HMO (DHMO)
- Delta Dental PPO (DPPO)

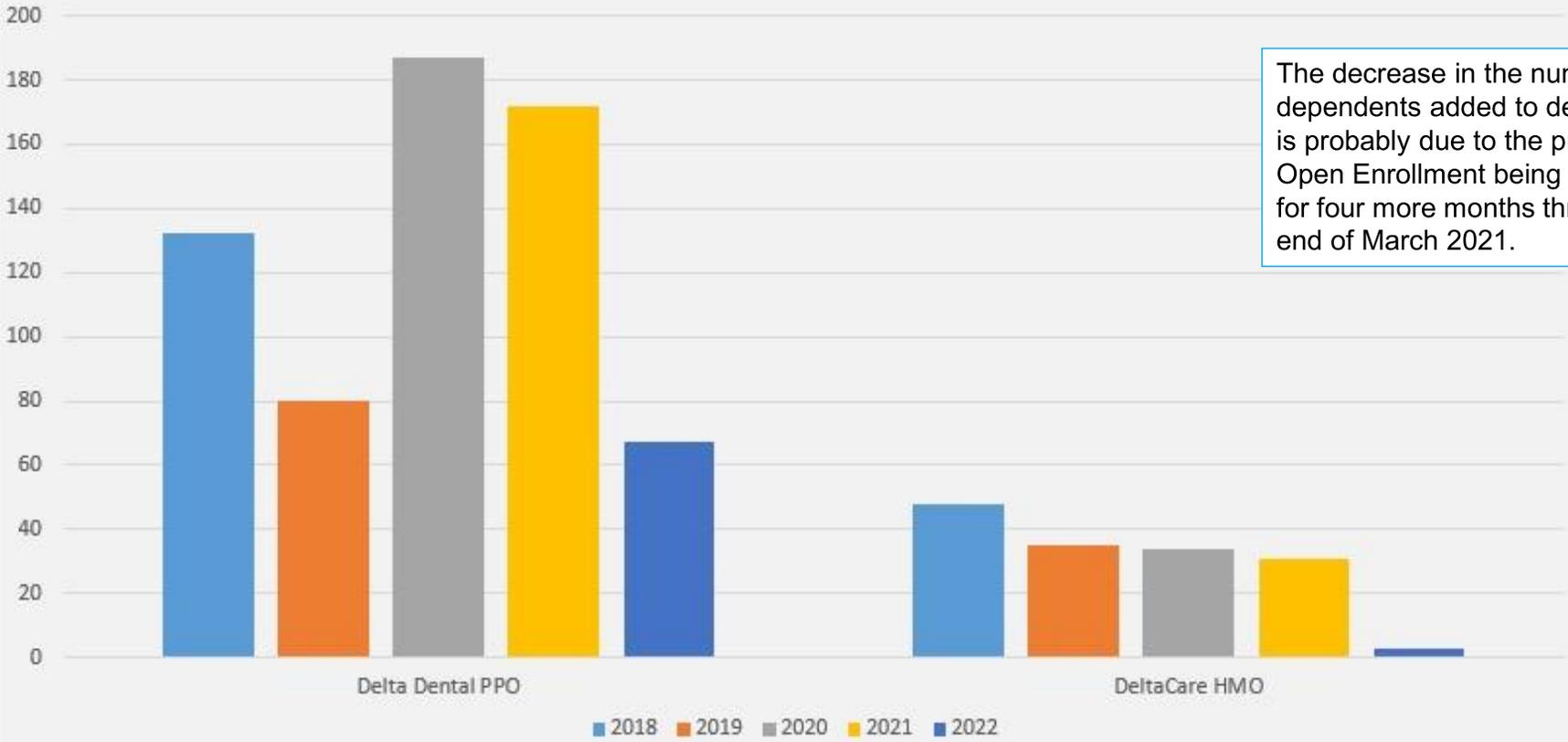
Close to 90% of Members who changed plans vacated DeltaCare HMO.

2018-2022 Open Enrollment Comparison: Dependents Added to Medical Plans



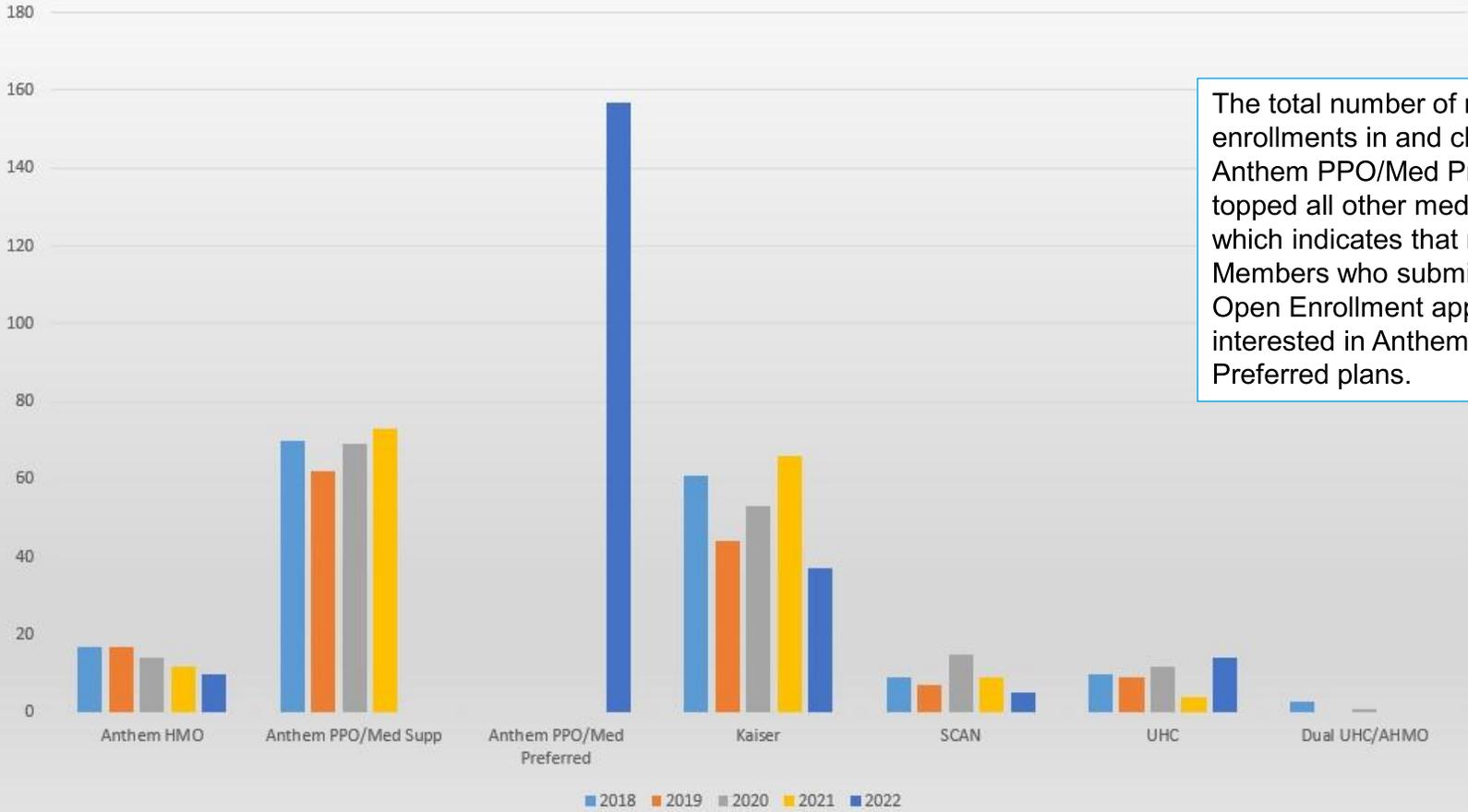
There was a slight decrease in the number of dependents added to medical plans, probably because the previous Open Enrollment was extended for four more months through the end of March 2021.

2018-2022 Open Enrollment Comparison: Dependents Added to Dental Plans



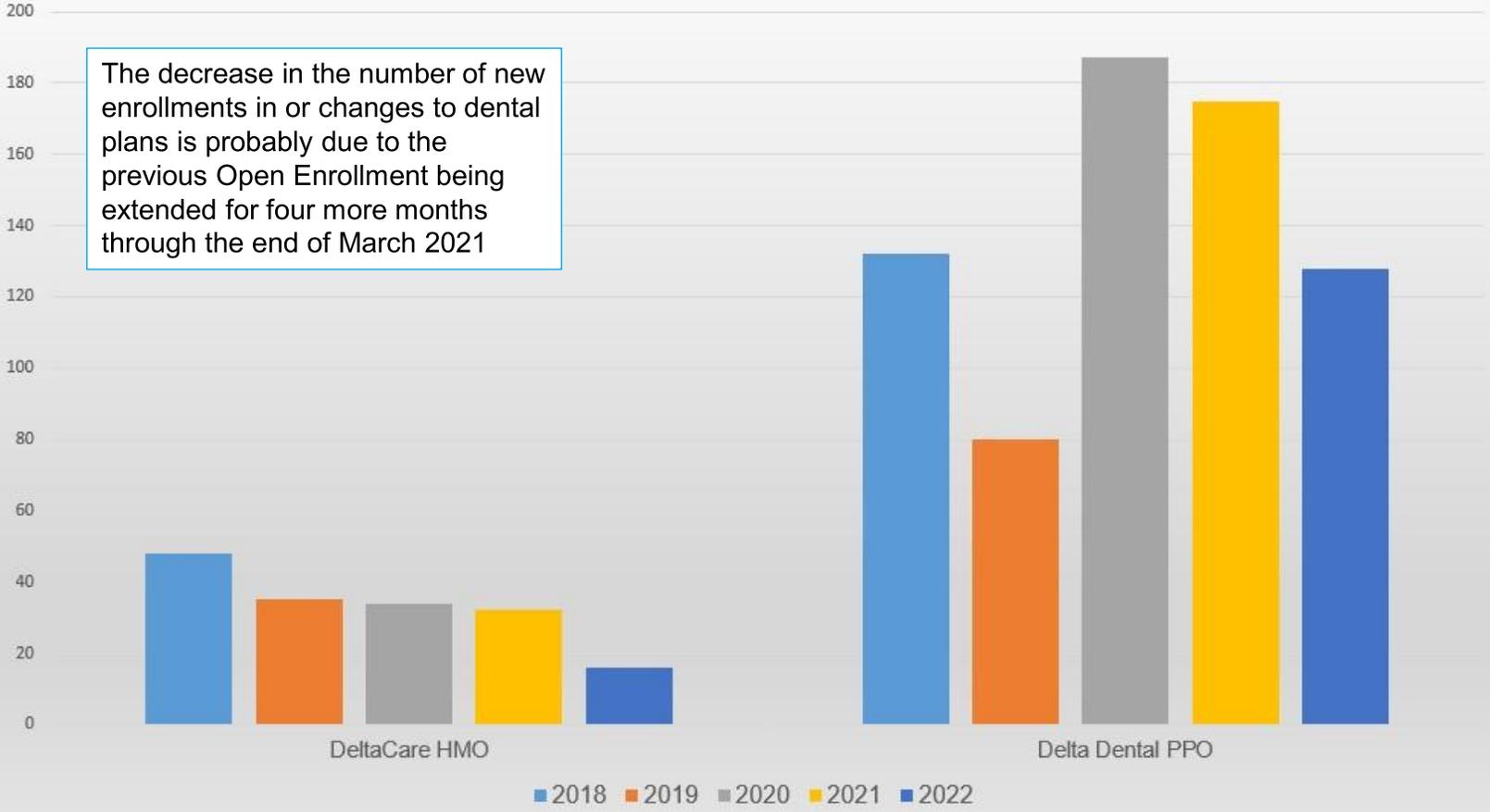
The decrease in the number of dependents added to dental plans is probably due to the previous Open Enrollment being extended for four more months through the end of March 2021.

2018-2022 Open Enrollment Comparison: Medical Plan Enrollments (New + Change)



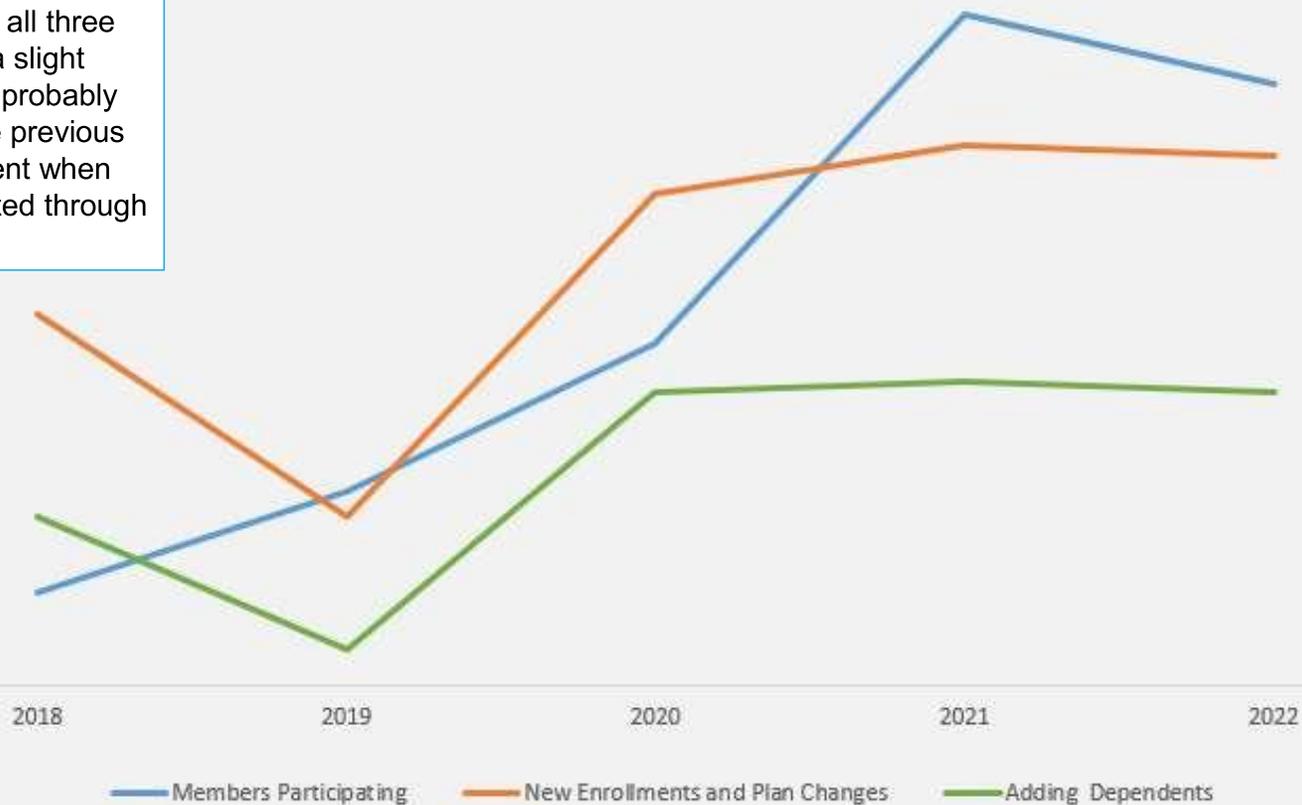
The total number of new enrollments in and changes to the Anthem PPO/Med Preferred plans topped all other medical plans, which indicates that most existing Members who submitted medical Open Enrollment applications were interested in Anthem PPO/Med Preferred plans.

2018-2022 Open Enrollment Comparison: Dental Plan Enrollments (New + Change)



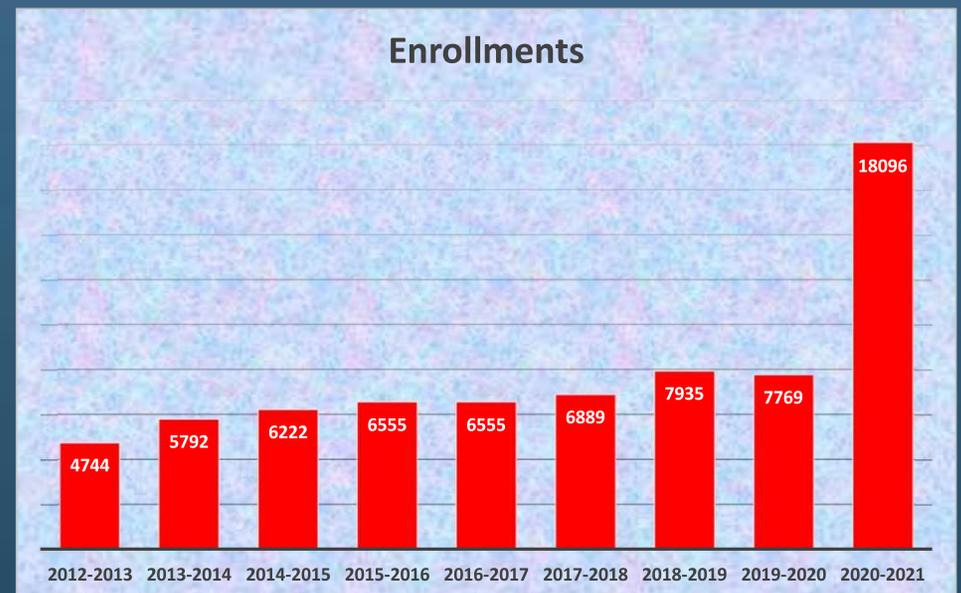
2018-2022 Open Enrollment Comparisons: Trends in Requests and Member Participation

There had been a rise in all three aspects since 2019 but a slight drop from 2021 to 2022, probably due to an increase in the previous extended Open Enrollment when applications were accepted through the end of March 2021.



Trends in Enrollment-related Activities

There has been a steady increase in the number of contacts and enrollment transactions throughout the years and the significant increase in the number of enrollment transactions last year is a result of the Separation Incentive Programs.





REPORT TO BOARD OF ADMINISTRATION
From: Neil M. Guglielmo, General Manager

MEETING: MARCH 8, 2022
ITEM: VII-A

Neil M. Guglielmo

SUBJECT: FINDINGS TO CONTINUE TELECONFERENCE MEETINGS AND DETERMINATION THAT COVID-19 STATE OF EMERGENCY CONTINUES TO DIRECTLY IMPACT THE ABILITY OF MEMBERS TO MEET SAFELY IN PERSON AND POSSIBLE BOARD ACTION

ACTION: CLOSED: CONSENT: RECEIVE & FILE:

Recommendation

That the Board approve continuing to hold LACERS Board and Committee meetings via teleconference and/or videoconference, under Government Code Sections 54953(e)(1)(B)-(C) and 54953(e)(3)(A) and (B)(i).

Discussion

LACERS is committed to preserving public access and participation in meetings of the Board of Administration. All LACERS Board and Committee meetings are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend and participate as the LACERS Board and Committees conduct their business. The Brown Act, Government Code Section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, subject to the existence of certain conditions. The COVID-19 State of Emergency proclaimed by the Governor on March 4, 2020 remains active: COVID-19 remains a public health concern in Los Angeles, with substantial community transmission.

The Board met via teleconference on October 12, 2021, and determined by majority vote, pursuant to Government Code Section 54953(e)(1)(B)-(C), that due to the COVID-19 State of Emergency, meeting in person would present imminent risks to the health or safety of attendees.

Strategic Plan Impact Statement

The Board’s action on this item aligns with the LACERS Strategic Plan Goal to uphold good governance practices which affirm transparency, accountability, and fiduciary duty.

Prepared By: Ani Ghoukassian, Commission Executive Assistant II

Attachment: Proposed Resolution

CONTINUE HOLDING LACERS BOARD AND COMMITTEE MEETINGS
VIA TELECONFERENCE AND/OR VIDEOCONFERENCE

PROPOSED RESOLUTION

WHEREAS, LACERS is committed to preserving public access and participation in meetings of the Board of Administration; and

WHEREAS, all LACERS Board and Committee meetings are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend and participate as the LACERS Board and Committees conduct their business; and

WHEREAS, the Brown Act, Government Code Section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, subject to the existence of certain conditions; and

WHEREAS, the COVID-19 State of Emergency proclaimed by the Governor on March 4, 2020 remains active; and

WHEREAS, on October 12, 2021, the Board met via teleconference and determined by majority vote, pursuant to Government Code Section 54953(e)(1)(B)-(C), that due to the COVID-19 State of Emergency, meeting in person would present imminent risks to the health or safety of attendees; and

WHEREAS, the Board has reconsidered the circumstances of the State of Emergency; and

WHEREAS, COVID-19 remains a public health concern in Los Angeles, with substantial levels of community transmission;

NOW THEREFORE, BE IT RESOLVED that pursuant to Government Code Section 54953(e)(1)(B)-(C), the Board finds that holding Board and Committee meetings in person would present imminent risks to the health or safety of attendees.

BE IT FURTHER RESOLVED that pursuant to Government Code Section 54953(e)(3)(A) and (B)(i), the Board finds that the COVID-19 State of Emergency continues to directly impact the ability of Board and Committee members to meet safely in person.



REPORT TO BOARD OF ADMINISTRATION
From: Neil M. Guglielmo, General Manager

MEETING: MARCH 8, 2022
ITEM: VII-B

Neil M. Guglielmo

SUBJECT: 977 N. BROADWAY PROJECT REPORT FOR THE QUARTER ENDING DECEMBER 31, 2021 AND POSSIBLE BOARD ACTION

ACTION: CLOSED: CONSENT: RECEIVE & FILE:

Recommendation

That the Board:

1. Approve the reallocation of \$677,537.08 from the HQ Project Capital Budget to the LACERS Administrative Budget by increasing Appropriation 167300 – Furniture, Office, and Technical Equipment by \$677,537.08; and
2. Authorize the General Manager to correct any clerical or typographical errors in this document.

Executive Summary

Presented to the LACERS Board of Administration (“Board”) is the 977 N. Broadway Project Report for the Quarter Ending December 31, 2021. This is the second quarterly report issued since the Board approved the Capital Budget and the Operating Expense Budget for LACERS’ new Headquarters (HQ) Building on June 8, 2021.

In conjunction with this report is a recommendation to reallocate \$677,537.08 from the HQ Project Capital Budget to the LACERS’ Administrative Budget to pay for the establishment of the 977 N. Broadway Building’s network infrastructure and to procure asset tracking technologies.

This reallocation of funds is a cost saving measure allowing us to leverage the City’s contract with Dell Technologies and its discounted pricing.

Discussion

The quarterly report will cover the discussion section.

Strategic Plan Impact Statement

Ownership in 977 North Broadway advances the Board Governance Goal and Organization Goal by being a cost-effective investment in the long-term as compared to leasing and provides LACERS with

complete control over its administrative facilities adding to the organization's efficiency, effectiveness, and resiliency.

Prepared By: John Koontz, Senior Management Analyst I

NMG/TB:jk

Attachments: 1. Proposed Resolution
2. 977 N. Broadway Project Report for the Quarter Ending December 31, 2021

**AUTHORIZATION TO TRANSFER FUNDS
FROM THE HQ PROJECT'S CAPITAL BUDGET ACCOUNT
TO THE ADMINISTRATIVE BUDGET ACCOUNT**

PROPOSED RESOLUTION

WHEREAS, on October 23, 2019, LACERS closed escrow on the purchase of an office building at 977 North Broadway ("Broadway Building"), Los Angeles California at the price of \$33,750,000; the property is a real estate asset held in a separate account in the LACERS Trust Fund, and the LACERS Board of Administration has sole and exclusive plenary authority over the assets of the trust fund;

WHEREAS, the Broadway Building goals for Fiscal Year 2021-22 (FY22) include LACERS' full occupancy in 2022, and completion of necessary improvements prior to move-in;

WHEREAS, LACERS Board of Administration (Board) previously approved \$19,577,987 for the Capital Budget, including \$2,700,000 for the Owner Technology portion line item within the Capital Budget;

WHEREAS, the funds for the purchase of technology was originally approved by the Board as part of the Capital Budget Account;

WHEREAS, \$628,583.44 in funds from the Administrative Budget Account were used to commence the establishment of the Broadway Building's network infrastructure, and \$48,953.64 to procure asset-tracking technologies;

WHEREAS, both Networking and Asset-Tracking expenditures leverage the City's contract and discount prices with Dell Technologies;

WHEREAS, the purchase of both Networking and Asset Tracking equipment would require a transfer of \$677,537.08 from the Capital Budget Account to the Administration Budget Account; and

WHEREAS, pursuant to the City Charter, the Board has full control of LACERS' budget,

NOW, THEREFORE, BE IT RESOLVED, that the Board:

1. Approve the reallocation of \$677,537.08 from HQ Project in the Capital Budget to the Administrative budget by increasing Appropriation 167300 – Furniture, Office, and Technical Equipment by \$677,537.08; and
2. Authorize the General Manager to correct any clerical or typographical errors in this document.



BOARD Meeting: 03/08/22
Item VII-B
Attachment 2

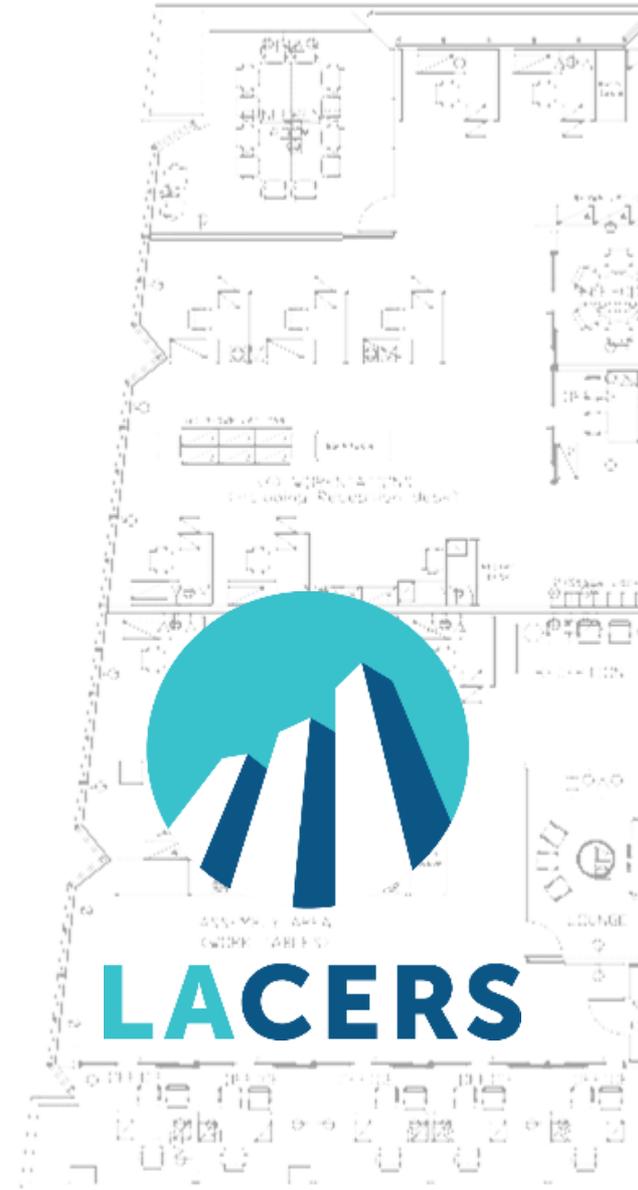
977 N. BROADWAY PROJECT REPORT FOR THE QUARTER ENDING DECEMBER 31, 2021

For Los Angeles City Employees' Retirement System



TABLE OF CONTENTS

- Executive Summary
- Capital Project Summary
- Project Timeline
- Property Status Summary
- Financial Overview



EXECUTIVE SUMMARY

The Headquarters Move Project made significant progress on design scopes, addressed prior budgeting challenges, and began pre-construction work (like demolition).

Project Timeline

- ❖ LACERS occupancy of the building is projected for the 1st Quarter of FY22-23, an anticipated delay into August since the last quarterly update.
- ❖ The prior timeline for the 977 N Broadway Project is included in this report, pending completion of an updated timeline currently underway.
- ❖ Working through the permitting processes has been the primary driver of the extended construction schedule.

Budget

- ❖ LACERS has spent 11.11% of the capital budget for the 977 N. Broadway Project.
- ❖ Efforts continued on mitigating effects of supply-chain disruption on budget and project schedule.

Completed Milestones

- ❖ Tenant Improvement Bid has been approved.
- ❖ Façade/Roofing/Enclosure/Abatement package has been approved, and material order is underway.
- ❖ Furniture/finishes selections has been approved and ordered.
- ❖ Technology: Pre-migration server equipment approved and ordered.
- ❖ 90% of the Seismic Strengthening construction work has been completed.



CAPITAL PROJECT SUMMARY

Cost Control

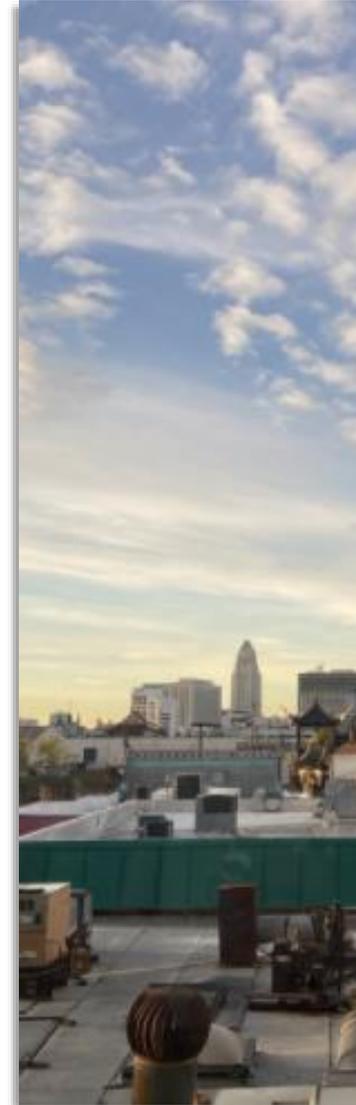
- ❖ Realigning project priorities to stay within approved budget.
- ❖ Releasing early work packages and moving forward on securing contracts (including seismic, demolition, generator) to lock in prices.
- ❖ Regular communications with contractors, vendors, manufacturers and suppliers to prepare and mitigate supply-chain disruptions and cost increases.

Pre-Construction

- ❖ 100% of the seismic design work has been completed.
- ❖ Pre-construction for make-ready work was completed.
- ❖ Finalizing design work on security and gate infrastructure.
- ❖ Electrical work package out for bid.
- ❖ Pre-construction estimates completed for tenant improvement, low-voltage, and furniture.
- ❖ FitWel certification gap analysis and consultant engagement in process.

Technology Milestones

- ❖ **Network Equipment Procurement** The new headquarters will be equipped with the latest, best of breed, network appliances inclusive of routers, firewalls, switches, and security devices. The equipment were shipped on schedule, ensuring the next step of building out the premigration phase of the project.
- ❖ **Pre-Migration Kick-Off** LACERS had a kick-off meeting with our network vendor on December 13th, to discuss schedule, resources, and scope of work, as related to the initial build-out of the information technology at the new headquarter. This premigration work is comprised of establishing wide area connectivity from new headquarter to destination inclusive of current building, city's information technology agency, and disaster recovery site.
- ❖ **RFP, IT Vendor Selection** LACERS completed a due diligence review of four vendors, bidding for technology services such as audio visual, access control, asset tracking, cabling, network, and mass communication. After a thorough review process, LACERS had selected two vendors to complete build-out of the computing environment, expected to start in fourth quarter of FY23.



CAPITAL PROJECT SUMMARY

Permitting

- ❖ Permit applications submitted to LADBS for Tenant Improvement
 - Architectural - Pending
 - Mechanical - Approved
 - Electrical work - Approved
 - HVAC - Approved
 - Plumbing - Approved
- Emergency Generator
 - Structural work for back-up natural gas generator – Approved
 - Diesel generator - Approved
- ❖ Permit applications submitted to SCAQMD to operate
 - New back-up diesel generator - Approved

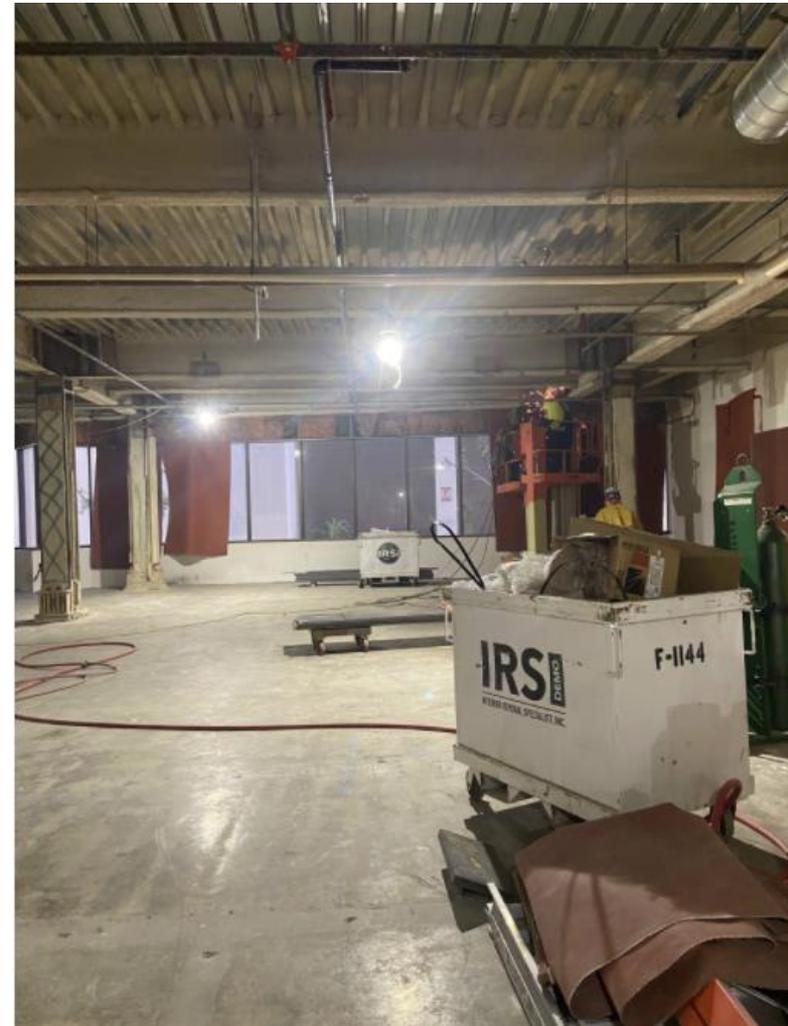
Supply-Chain Disruption

- ❖ Supply-chain disruptions are creating a strain on the project and volatile price increases from all vendor and supply companies.
- ❖ LACERS is working with partners to mitigate these impacts to our budget and supply lead times by exploring temporary equipment, alternate supplies, prioritizing the early release of bids for material with long lead times, reaching out to our supplies, and adjusting the construction sequencing.



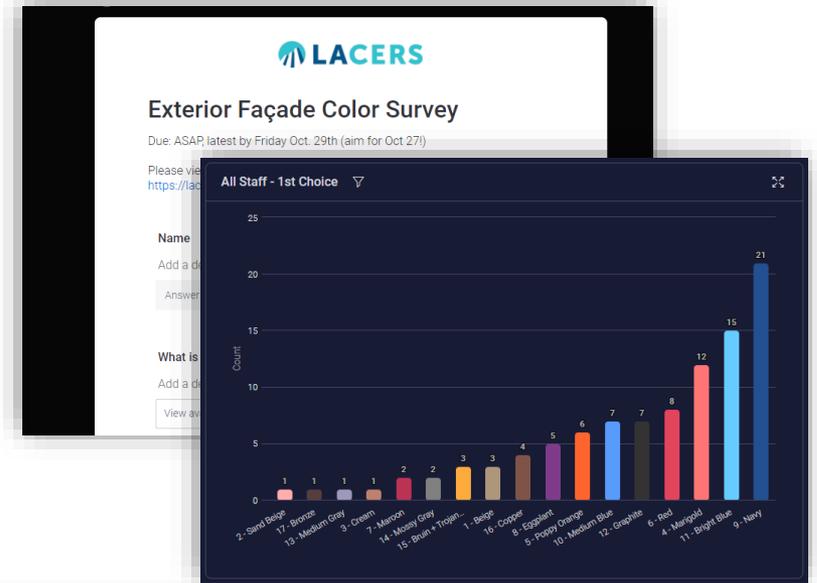
CAPITAL PROJECT SUMMARY

Pre-construction in this second quarter involved preparing the space for the sequence of specialized trades and construction to follow.



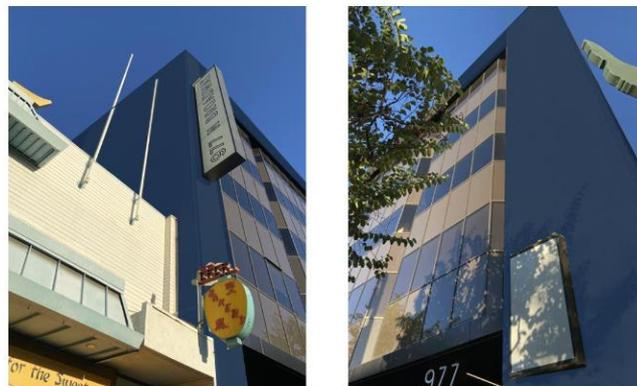
CAPITAL PROJECT SUMMARY

Finalizing façade and design scope, in action.
LACERS staff weighed in to select a new color: Navy.



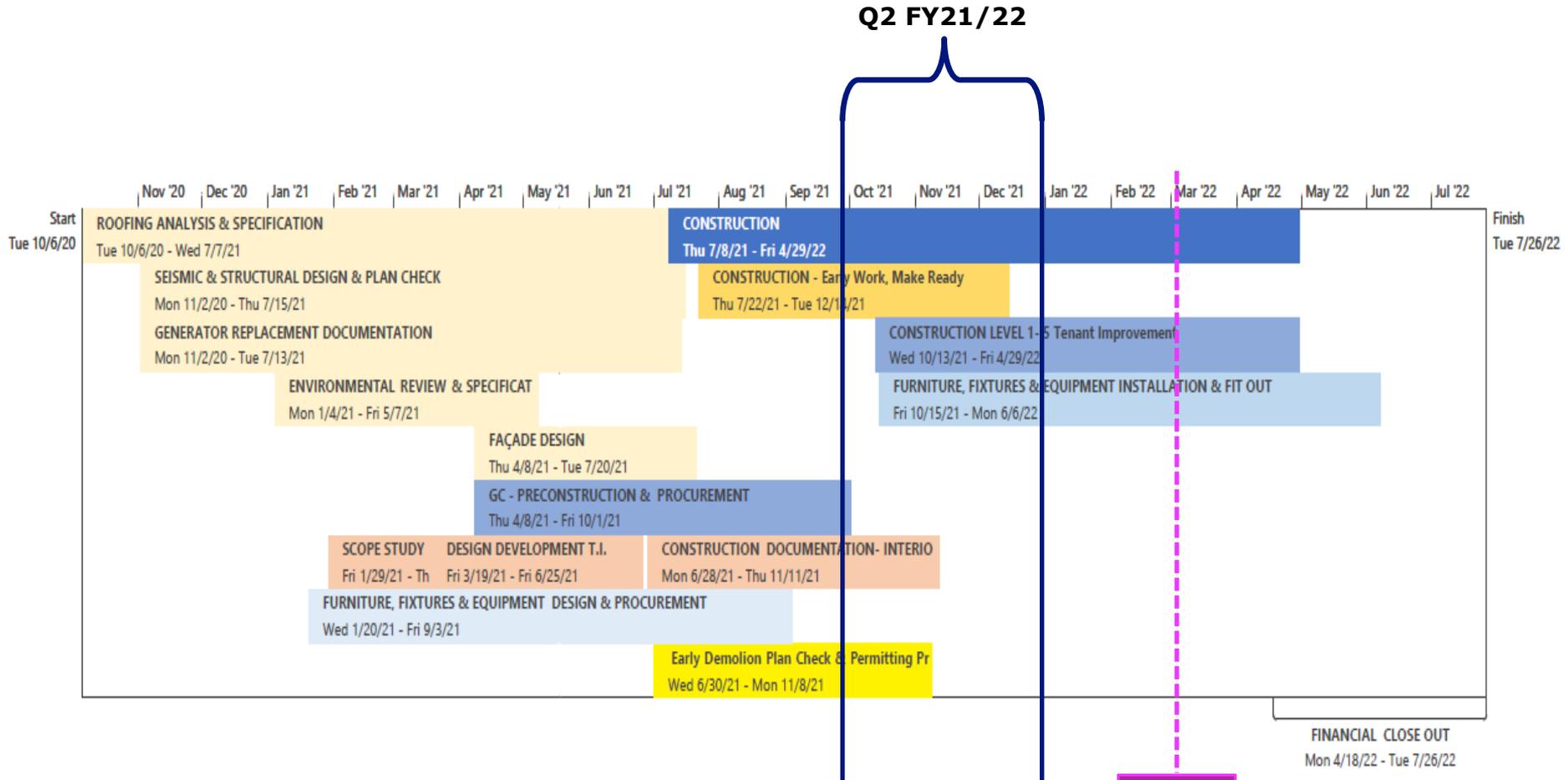
977 N Broadway

Fresh Coat of Navy Blue




31037 #E1C99D R16 100-100-100	31433 #8C7A6B R16 100-100-100	31414 #F0C89A R16 100-100-100	3282 #E67E22 R16 100-100-100
32400 #E74C3C R16 100-100-100	31100 #E91E63 R16 100-100-100	32340 #C0392B R16 100-100-100	31449 #8E44AD R16 100-100-100
31141 #2E86C1 R16 100-100-100	30340 #2980B9 R16 100-100-100	30301 #2E86C1 R16 100-100-100	37109 #34495E R16 100-100-100
37103 #34495E R16 100-100-100	31133 #2E86C1 R16 100-100-100	31400 #F1C40F R16 100-100-100	32640 #E74C3C R16 100-100-100
33339 #34495E R16 100-100-100			

PROJECT TIMELINE



Today

NOTE: The most recent forecasts place the project completion date at 8/18/22. An updated Project Timeline to reflect the new construction schedule will be provided in the next quarterly report.

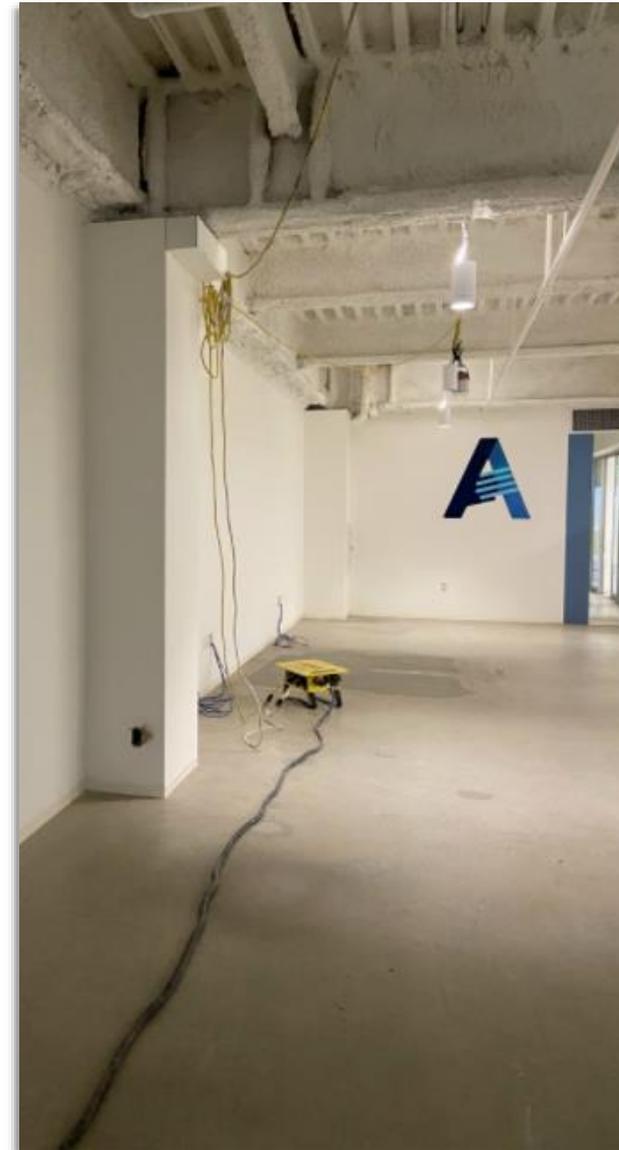
PROPERTY STATUS SUMMARY

Property Management:

- ❖ The permit for the work on the fire pump replacement has been approved by LADBS. A new fire pump was ordered by HCI with installation expected to be completed by Q3 in FY 2021-22, depending on shipment arrivals.

Tenant/Vacancy Status

- ❖ An agreement to terminate the Allies for Every Child lease was reached on November 24, 2021. The tenant vacated the premises in December 2021.
- ❖ The AT&T lease is still active and rent payments are being received.



FINANCIAL OVERVIEW



FY 2021/22 Q2 Financial Status Report (October – December 2021)

Budget	Budgeted Amount	Actuals FYTD	% Budgeted Amount Expended FYTD	Budget Variance Comments
Operating	\$1,292,058	\$575,748	44.56%	
Capital	\$19,707,987	\$2,190,482	11.11%	
Total	\$21,000,045	\$2,766,230	13.17%	

NOTE: The data presented in this chart reflect expenses paid out through our Property Management Account.

977 N BROADWAY



LOS ANGELES CITY EMPLOYEES' RETIREMENT SYSTEM

202 W. FIRST STREET, SUITE 500
LOS ANGELES, CA 90012
(800) 779-8328 / RTT: (888) 349-3996
LACERS.ORG





REPORT TO BOARD OF ADMINISTRATION

From: Neil M. Guglielmo, General Manager

Neil M. Guglielmo

MEETING: MARCH 8, 2022

ITEM: VII-C

SUBJECT: SEMI-ANNUAL REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD ENDING DECEMBER 31, 2021

ACTION: CLOSED: CONSENT: RECEIVE & FILE:

Recommendation

That the Board receive and file this report.

Discussion

This semi-annual report of the business plan initiatives (“BPIs”) for Fiscal Year 2021-22 continues to progress on four priority initiatives and adds two new initiatives for the reporting period of July to December 2021. The Member Experience BPI seeks to further enhance the service delivery to our Members while the Mobile Workforce BPI continues to increase operational efficiency and resiliency. Last fiscal year, the Separation Incentive Program (SIP) BPI met its commitment in processing mass retirements, this year’s focus continues with reviewing and evaluating the outcome of the SIP process and addressing the service purchases case backlog. The Headquarters Move BPI continued in its planning and design phase, with construction currently underway and an anticipated move-in of the 1st Quarter in Fiscal Year 2022-23.

This Fiscal Year BPIs add additional focus on responsible investing through the Environmental, Social, and Governance Investing (ESG) BPI while the Diversity, Equity, and Inclusion (DEI) BPI seeks to promote a diverse, equitable, and inclusive organizational culture.

The following provides a brief highlight of each BPI.

Member Experience BPI - on-target

ENHANCING MEMBER COMMUNICATION CHANNELS AND SERVICE DELIVERY THROUGH WEB-BASED OPTIONS

Team: Heather Ramirez (lead), Vanessa Lopez, Gabriel Perez, Nathan Herkelrath

- Project sponsor: Dale Wong-Nguyen
- Total project budget: \$56,000
- Project duration: July 2019 and ongoing

Mobile Workforce BPI - on-target

INCREASING OPERATIONAL EFFICIENCY AND RESILIENCY IN THE MOBILE COMPUTING ENVIRONMENT

Team: Thomas Ma (lead), Jason Leung

- Project sponsor: Todd Bouey
- Total project budget: \$918,951
- Project duration: April 2020 to June 2022

Headquarters Move BPI - off-target

BUILDING A BUDGET-SENSITIVE HQ IN THE TIME OF COVID

Team: Isaias Cantú (lead), Horacio Arroyo

- Project sponsor: Todd Bouey
- Total project budget: \$21,415,441
- Project duration: November 2019 to June 2022

City Separation Incentive Program (CSIP): Audit and Evaluation – off-target / Service Purchase Case Backlog (SPS) BPI - on-target

EVALUATING THE SIP RETIREMENT PROCESS AND ADDRESSING THE SERVICE PURCHASE CASE BACKLOG

Team: Ferralyn Sneed (SIP lead), Delia Hernandez / Edeliza Fang (SPS lead), Lourdes Quintos

- Project sponsor: Dale Wong-Nguyen
- Total project budget: \$389,925 (\$242,295 CSIP + \$147,000 SPS Overtime)
- Project duration: July 2021 and ongoing

Diversity, Equity, and Inclusion (DEI) BPI - on-target

PROMOTING A DIVERSE, EQUITABLE, AND INCLUSIVE WORKPLACE

Team: Tiffany Obembe (lead), Eduardo Park (lead)

- Project sponsor: Neil Guglielmo
- Total project budget: No budget this Fiscal Year
- Project duration: September 2021 and ongoing

Environmental, Social, and Governance Investing (ESG) BPI - *on-target*

ENHANCING LACERS INVESTMENT PORTFOLIO BY IMPLEMENTING A RESPONSIBLE INVESTMENT POLICY

Team: Bryan Fujita (lead), Ellen Chen

- Project sponsor: Rod June
- Total project budget: \$18,750
- Project duration: July 2021 and ongoing

Strategic Plan Impact Statement

The BPI Program seeks to enhance the Strategic Plan Goal of greater organizational effectiveness, efficiency, and resiliency.

Prepared By: Chhintana Kurimoto, Management Analyst

NMG/TB/CK

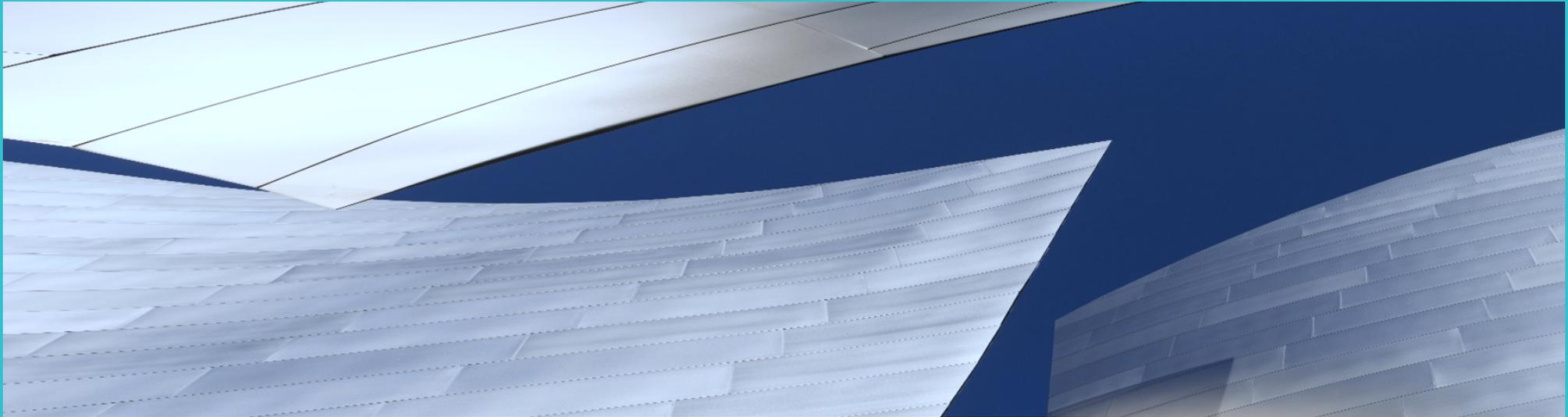
Attachment: Semi-Annual Report of Business Plan Initiatives Fiscal Year 2021-22 for the reporting period ending December 31, 2021

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BUSINESS PLAN INITIATIVES

ATTACHMENT



**SEMI-ANNUAL REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD ENDING
DECEMBER 31, 2021**

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 - **Audit and Evaluation**
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LACERS GOALS

- **OUTSTANDING CUSTOMER SERVICE**
- **ACCURATE AND TIMELY DELIVERY OF MEMBER BENEFITS**
- **IMPROVE VALUE AND MINIMIZE COSTS OF OUR HEALTH AND WELLNESS PROGRAM**
- **OPTIMIZE LONG-TERM RISK ADJUSTED RETURNS THROUGH SUPERIOR INVESTMENTS**
- **GOVERNANCE PRACTICES WHICH AFFIRM TRANSPARENCY, ACCOUNTABILITY, AND FIDUCIARY DUTY**
- **INCREASE ORGANIZATIONAL EFFECTIVENESS, EFFICIENCY, AND RESILIENCY**
- **RECRUIT, RETAIN, MENTOR, EMPOWER, AND PROMOTE A HIGH PERFORMING WORKFORCE**

EXECUTIVE SUMMARY DASHBOARD

	COMPLETED
	ON-TRACK
	OFF-TARGET
	NEEDS INTERVENTION



INITIATIVES	GOALS	DECEMBER STATUS	EXECUTIVE SPONSORS	INITIATIVE LEADS
1 MEMBER EXPERIENCE	Customer Service; Accurate & Timely Delivery of Benefits; Organizational Effectiveness, Efficiency, & Resiliency		Dale Wong-Nguyen	Heather Ramirez, Vanessa Lopez, Gabriel Perez, & Nathan Herkelrath
2 MOBILE WORKFORCE	Organizational Effectiveness, Efficiency, & Resiliency		Todd Bouey	Thomas Ma & Jason Leung
3 HEADQUARTERS MOVE	Customer Service; Accurate & Timely Delivery of Benefits; Organizational Effectiveness, Efficiency, & Resiliency		Todd Bouey	Isaias Cantú & Horacio Arroyo
4 CITY SEPARATION INCENTIVE PROGRAM	Accurate & Timely Delivery of Benefits; Organizational Effectiveness, Efficiency, & Resiliency		Dale Wong-Nguyen	Ferralyn Sneed, Edeliza Fang, Delia Hernandez, & Lourdes Quintos
5 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE INVESTING	Optimize Long-Term Risk Adjusted Returns Through Superior Investments		Rod June	Bryan Fujita & Ellen Chen
6 DIVERSITY, EQUITY, AND INCLUSION	Organizational Effectiveness, Efficiency, & Resiliency; Recruit, Retain, Mentor, & Empower Workforce		Neil Guglielmo	Tiffany Obembe & Eduardo Park

INITIATIVE: **MEMBER EXPERIENCE**
 DIVISION(S)/SECTIONS: **MEMBER SERVICES TEAM**
 STRATEGIC GOAL(S): **CUSTOMER SERVICE, BENEFITS DELIVERY, AND ORGANIZATIONAL EFFECTIVENESS, EFFICIENCY, & RESILIENCY**

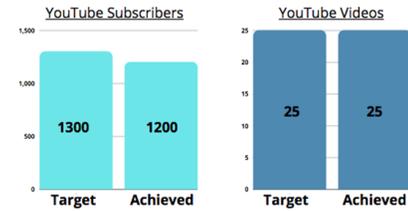
STATUS: **ON-TRACK**
 REPORT MONTH: **DECEMBER 2021**
 LEAD(S): **HEATHER RAMIREZ, VANESSA LOPEZ, GABRIEL PEREZ, NATHAN HERKELWRATH**

INITIATIVE SUMMARY

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

- Produce and Post Videos
- One-On-One Video Conferencing
- Online Retirement Application Portal (RAP)

KEY INDICATORS



BUDGET

Appropriation:	\$56,000
Expense:	\$52,361
Unspent:	\$3,639

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Cost	Need to secure funding so that the RAP project can go forward	A FYE 23 budget request was submitted, pending approval	Yellow
Schedule	Need to secure buy-in from all parties involved to meet deadlines proposed and implement the projects	Meeting for One-On-One video conferencing was held in early February	Green
Competing Priorities	Other parties may have competing priorities such as health and retirement processing that may cause delays	Continue to convey the importance of these projects during scheduled meetings	Green

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
Secure Funding for RAP Project	Gathering requirements for budget request	Submitted FYE 23 budget request	Pending FY23 Budget approval	Pending FY23 Budget approval
Zoom Government Licenses	In process to acquire Zoom for Government Licenses	Acquired Zoom for Government Licenses and assigned them to units	N/A	N/A
One-On-One Video Conferencing Procedures	Pending Zoom for Government Licenses	Three month trial period to test Zoom for Government Licenses	Begin writing procedures	Finalize Procedures
Implement Phase 2 of RAP Project	Pending FY23 Budget approval	Pending FY23 Budget approval	Pending FY23 Budget approval	Pending FY23 Budget approval
YouTube Subscriber Count to reach 1300	On track	On track with 1,200 subscribers	Continue to reach for 1,300 subscribers	Reach goal of 1,300 subscribers
Member Engagement Team will have uploaded 25 YouTube videos	On track	Posted 25 videos	Continue to post more videos to YouTube	Continue to post more videos to YouTube

JULY – DECEMBER 2021

SUMMARY

MEMBER EXPERIENCE

ACCOMPLISHMENTS

Produced and posted 25 videos on the LACERS YouTube Channel, which exceeds the goal for the fiscal year.

Additionally, we are well on our way to meeting our subscriber goal of 1,300, having reached 1,200 YouTube subscribers.

We encourage members to subscribe via eblasts, paycheck flyers, newsletters, seminars, events, and targeted campaigns, including quizzes on topical videos (Survivor Benefits Unit quiz yielded 220 responses).

The Zoom for government licenses were procured by the Systems team in fall 2021 and provided to various units for a three-month test period to try out One-On-One video conferencing options. The Member Service Center has conducted three sessions so far with Members and has reported that the sessions have been positive and helpful to both LACERS staff and Members as it allows a visual component to help communicate information.

The Retirement Application Portal officially launched in summer 2021 for Active Tier 1 Members and the team is currently gathering requirements for Phase 2 while waiting for funding to be approved. Funding is to be expected in the next fiscal year.

CHALLENGES & OPPORTUNITIES

There were some unforeseen challenges outside of LACERS control that impacted the portal for about a week's time due to a security release. Staff is looking into upgrading our support package for better access and response times.

The delay in hiring the Senior Benefits Analyst I has impacted the expansion of the Member Experience BPI beyond the RAP otherwise the other deliverables are completed already or are on track to be completed on time.

The RAP project Phase 2 cannot move forward until funding is obtained. Once funding is secured it will take approximately six months of development and testing and then another six months for fixes and maintenance. Phase 2 will include the ability to use RAP for those not included in Phase 1: Tier 1 Deferred Vested, Tier 1 Enhanced, and Tier 3.

NEXT STEPS

The One-On-One video counseling committee reconvenes in early February after the three-month test period concludes to start to create a procedure for One-On-One video counseling sessions.

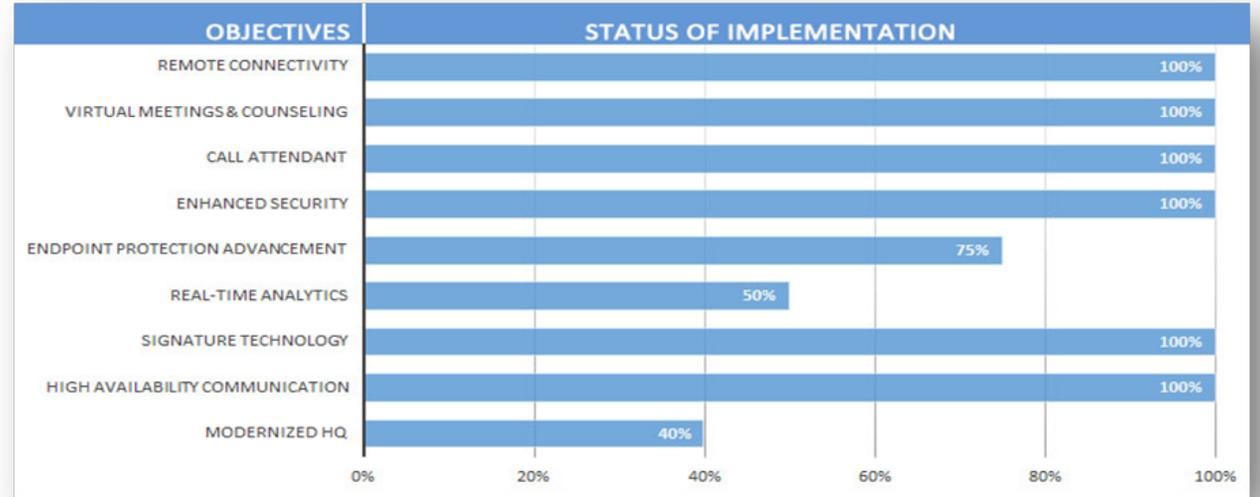
Work on the projects will continue throughout the fiscal year and into the next.

INITIATIVE SUMMARY

Implement remote work solutions deploying mobile equipment and cloud services to maximize operational productivity without requiring physical in-office presence. For FY22, LACERS shall focus on activities related to endpoint security, real-time analytics, and headquarter modernizations which include key priorities as listed.

- 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

KEY INDICATORS



BUDGET

Appropriation:	\$918,951
Expense:	\$624,766
Unspent:	\$294,185

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Funding Availability	Costs related to computing equipment and services.	Establish budget, based on vendor proposals.	Green
Cybersecurity	Safeguard measures for remote workers environment.	Policies, procedures, communication, training.	Yellow
Cloud Support	Cloud-based platform and related learning curve.	Provide tech support, and guidance on use.	Green
Network Bandwidth	Connectivity and bandwidth for new infrastructure.	Assess needs, negotiate, and deploy services.	Green
Equipment	Logistics of mobile equipment, software, and services.	Prepare plan, procure early 90-day lead time.	Green
Project & Resources	New projects, aligned with existing resources.	Develop plan, overlay schedule to maximize.	Green
HQ Timeline	Plan, demolition, and construction of mobile facilities.	Establish options to accommodate changes.	Yellow

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
Real Time Analytics	Infrastructure	Business Requirements	Contract & SOW	Design & Development
Endpoint Security for Hybrid Workforce	Kickoff & Requirements	Setup & Configure	Deployment	
Headquarter Mobility	Design	Build-Out	Build-Out	Deploy

JULY – DECEMBER 2021

SUMMARY

MOBILE WORKFORCE

ACCOMPLISHMENTS

LACERS has achieved many milestones in the first half of this fiscal year, as related to “Mobile Workforce.” These achievements further protect the computing environment and prepares the new Headquarters (HQ) with mobile capabilities.

Q1-Q2/FY22 – Carbon Black & Ransomware

In the first quarter, LACERS and LA City established a high-level plan to deploy cybersecurity endpoint software. Primarily, this software is purpose-built to protect an organization from malware and ransomware attacks, specific to remote users. As of current, LACERS has successfully deployed two hundred eighty (280) endpoints to computing machines such as laptops, workstations, and virtual desktops. In near term, LACERS is expected to deploy a total of four hundred (400) endpoints inclusive of computing servers.

Q2/FY22 – HQ, Premigration & Vendor Selection

During the second quarter, LACERS had a project kick-off meeting to initiate the build-out of the network at the new HQ. The Premigration SOW (Statement of Work) is comprised of configuring equipment such as routers, firewalls, and switches, with access to Internet inclusive of connectivity to LA City services.

In the same quarter, LACERS completed a due diligence review of four vendors, bidding for technology services such as audio visual, access control, asset tracking, cabling, network, and mass communication.

After a thorough review process, LACERS had selected two vendors to further advance the premigration activities, expected to start in fourth quarter of this fiscal year.

CHALLENGES & OPPORTUNITIES

Challenges – HQ, Supply Chain & Costs – Q2-FY22

The supply chains are continually facing major challenges in which shipments are delayed as much as half a year, especially with semiconductors. The impact is compounded by rising costs of inflation.

LACERS has selected technology vendors for build-out of the mobile computing network at the new HQ. To ensure timely delivery and stabilize costs, the purchasing of equipment was initiated in the second quarter, with many of the components already delivered, optimistic that more will be available timely.

Challenges – City Contracts, Limited Cloud Experts – Q3-FY22

LACERS intends to redesign our central repository of databases, and align mobile tools to provide real-time data analytics. Primarily, the plan is comprised of cloud technology, and LACERS will need to acquire a contractor with skills in deploying these tools. However, LA City is limited in contractual services with cloud experts.

To mitigate this limitation, LACERS has initiated discussion with external cloud experts on the scope of work. The expectation is to establish a contract with statement of work in the third quarter, initiate build-out of the technology in the fourth quarter, and deploy mobile dashboards in the first half of FY23.

Opportunities – HQ, Hybrid Platform – Q4/FY22

Last year, LACERS successfully deployed mobile equipment such as laptops inclusive of cell phones, telecommunication infrastructure, and cloud services.

As the public sector continues to build-out of a hybrid infrastructure for secured internal and external access to the computer network. LACERS shall consider this approach in the build-out of the new HQ, which includes wireless access points secured from the internal computing network.

Opportunities – Virtualize Network – FY23

As related to strategic goal, “Maximize Operational Efficiency & Effectiveness,” LACERS had deployed virtual desktops to over one hundred fifty (150) users. The use of virtual desktops provides substantial cost savings of two hundred percent, and streamlines the process of managing these computing endpoints.

With this successful roll-out, LACERS shall consider opportunities to expand the virtual infrastructure to include network appliances. These appliances comprise of email security, web security, and security incident & event management, providing cost savings and a centralized platform to manage the network.

NEXT STEPS

In the next two quarters, LACERS will continue to build-out modernization of the new HQ, and redesign the central repository to provide a high-level view of business processes.

JULY – DECEMBER 2021

SUMMARY

MOBILE WORKFORCE

NEXT STEPS CONTINUED...

HQ, Pre-Migration & Final Config

LACERS expects most equipment to be received by third quarter of the fiscal year. The near-term activities include build-out of the security room, providing Internet connectivity and point-to-point access between the current headquarter and new HQ, inclusive of LA City services.

In the fourth quarter, activities shall comprise of completing technology infrastructure such as audio visual, access control, asset tracking, cabling, mass communication, and surveillance. Also, phased migration of all data servers will be coordinated with movers, with last phase to complete a final cutover.

Central Repository, Vendor Contract

LACERS intends to employ contractual services for redesign efforts as related to the central repository, within the third quarter. As strategized, the new design will advance the capabilities of accessing high level information through mobile platforms, while retaining secured access to detailed datasets for onsite users.

Expected in the fourth quarter, LACERS intends to integrate business intelligence software with the central repository, and further build-out mobile dashboards in early FY23, providing management and executives a high-level dashboard of organization status utilized for decision making.

INITIATIVE SUMMARY

The Headquarters (HQ) Move initiative seeks to relocate LACERS to its new home at 977 N Broadway. With construction underway, the project involves consultants, contractors, and key LACERS representatives that work together to build LACERS' new home for staff and Members.

KEY INDICATORS

STRUCTURAL AND EXTERIOR WORK | TENANT IMPROV. WORK | INSTALL 123 SAFETY MEASURES | MOVE BY JUNE 30, 2022 | CLOSE OUT LAT BY JUNE 30, 2022 | ACHIEVE FITWEL CERTIFICATION

BUDGET

Appropriation:	\$21,415,441
Expenses:	\$2,779,459
Unspent:	\$18,635,982

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Increased Costs	Ongoing supply chain constraints which continue to inflate costs	Purchase materials with longer lead times; increased contingency	
Supply Constraints	Supply chain constraints have created a high demand for materials with long lead times.	Work with consultants to secure purchase order earlier and with longer lead-times	Some delays
Permitting Delays	Longer than expected delays on permitting processing	Open lines of communication with City counterparts, anticipate delays in schedules	Some delays
LA Times (LAT) Close Out	Possible delays with moving, salvaging items, scanning, and closing out requirements for LAT	Increased office support, earlier launch of Movers RFP, archiving support from City Clerk	

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
Onboard General Contractor and all discipline sub-contractors	<ul style="list-style-type: none"> GC contract complete Signed initial pre-construction contracts 			
Make-Ready and Early Demolition Complete	<ul style="list-style-type: none"> Begin demolition as-needed for future Tenant Improvements. 	<ul style="list-style-type: none"> Make a 977 a Hard-Hat Construction site Prepare for construction 		
Seismic Strengthening	<ul style="list-style-type: none"> Seismic work initiated on all 5 levels Improvements to elevator shafts begins 	<ul style="list-style-type: none"> Structural columns work 90% complete 		
Asbestos Remediation Complete	<ul style="list-style-type: none"> Consultant secured 		<ul style="list-style-type: none"> ACM remedied by 2/1/2022 	
Roof Replacement	<ul style="list-style-type: none"> Bid scope released 	<ul style="list-style-type: none"> Material goods ordered 		<ul style="list-style-type: none"> Roof installed by 9/15/22
Complete Tenant Improvement Work	<ul style="list-style-type: none"> Submit Permit Applications 	<ul style="list-style-type: none"> Secure Permits 		<ul style="list-style-type: none"> TI Completed by 5/15/22
Building Furnished	<ul style="list-style-type: none"> Furniture contract finalized Design process begins 	<ul style="list-style-type: none"> Furniture order placed 		<ul style="list-style-type: none"> Installed by 6/6/22 Install Tech by 6/17/22
Move LACERS Staff and Operations	<ul style="list-style-type: none"> Initial walk thru with potential vendor(s) 	<ul style="list-style-type: none"> Released Moving Svcs RFP 		<ul style="list-style-type: none"> Move by 6/30/2022
FitWel Certification	<ul style="list-style-type: none"> Initiate FitWel process 	<ul style="list-style-type: none"> Meet with FitWel consultants Establish criteria 	<ul style="list-style-type: none"> Submit checklist documents for evaluation 	<ul style="list-style-type: none"> Inspection by 6/30/22

JULY – DECEMBER 2021

SUMMARY

HEADQUARTERS MOVE – PHASE 3

ACCOMPLISHMENTS

The HQ Move Project made significant progress in the first half of FY22 by kicking off the Pre-Construction Phase. This phase focused on early demolition of the existing layout on all floors and performing structural reinforcement work on the building's support columns and elevator shafts. This is pivotal to ensuring the building has good strong bones to support LACERS' home for decades to come.

LACERS coordinated the early release of construction bids for materials experiencing long lead times or volatile pricing. This effort was carried out as part of ongoing efforts to implement a proactive cost management plan to mitigate the COVID-19-related cost increases. The early release of crucial bids allowed LACERS to lock in pricing, mitigate long lead times for materials, and reduce the negative impact on the project schedule.

With the onboarding of Corporate Contractors Inc. (CCI) as LACERS' General Contractor, LACERS was able to bid out numerous trade scopes such as Electrical, Plumbing, Low-Voltage Technology, Network Infrastructure, Lighting, etc. Working in partnership with CCI, LACERS has been able to secure competitive pricing on these scopes and material costs and has maintained lines of communication to vendors for expected delays. Additionally, the Furniture Purchase Order has been completed allowing us to secure competitive pricing on furniture for the Board Room and Reception Area, private offices, workspaces, and ancillary spaces.

Progress has also been made in securing most of the necessary permits from the various regulatory agencies that have enabled the project to proceed from the design phase to construction.

The Team has been in ongoing communication with the Los Angeles Department of Building and Safety (LADBS), the Southern California Air Quality Management District (SC-AQMD), and the Los Angeles Fire Department (LAFD) to coordinate the various plan checks and permit applications.

Concurrently, LACERS has begun preparatory work to strategically migrate the network to 977. This delicate work involves LACERS' Systems Group working with Presidio to evaluate and design the network connections at LA Times and 977. The work would migrate connectivity from LA Times to the new Headquarters using a phased approach meant to ensure uninterrupted network access.

Lastly, the project has begun making the initial preparations for the exterior building envelope repairs which will replace the roof, contain the Asbestos Containing Material (ACM) in the curtain wall, upgrade caulk joints, revitalize the existing exterior panels, and change the façade color. While this entire scope won't be complete for several months to come, the building exterior will see visible improvements in the second half of FY23.

CHALLENGES & OPPORTUNITIES

Despite LACERS' best efforts to coordinate the early release of bids, the HQ Move Project experienced noteworthy supply-chain constraints and volatile pricing on most of the construction materials and equipment needed on this project. These effects are not unique to the City of Los Angeles and are being felt across the country.

Early in the first half of FY22, the HQ Move Project saw immediate increases in both lead times and increased material costs. LACERS' Back-Up Generator saw both a price increase and an increased lead time from 10 weeks to 28 weeks.

The roofing membrane material saw a substantial increase in costs and lead time where the material first increased by \$75,000. Upon ordering, the cost increased an additional \$50,000 and lead time increased from 28 to 42 weeks. These effects are not unique to just these two components. In fact, LACERS' consultants have indicated that the construction industry is experiencing similar effects.

Moreover, the Second-Floor tenant relocation efforts significantly delayed the pre-construction phase and demolition of the Second Floor. This required isolating the Second Floor from plan check submissions until the tenant was successfully relocated. As of this report, the progress on the Second Floor has virtually caught up to the rest of the build schedule. However, permitting of the Tenant Improvements on the remaining floors are still in process with some back-and-forth redesign based on comments from the City. At this time, a delay is anticipated since the latest schedule was completed, likely placing the project completion nearer to the end of the 1st Quarter in FY23.

NEXT STEPS

LACERS will work closely with consultants and their suppliers to mitigate supply-chain delays and price increases and, where necessary, adapt in order to maintain the overall project timeline.

The HQ Project Team is actively working with City plan checkers to finalize floor plans in order to proceed with tenant improvement work.

INITIATIVE SUMMARY

RSD's Business Plan Initiative – Year 2 will focus on two SIP closeout activities:

- 1) Auditing all SIP cases to determine and ensure member file information is complete and accurate
- 2) Conducting an after-action review of the SIP retirement process, documenting lessons learned and procedural improvements for future incentive program implementations.

KEY INDICATORS

DESCRIPTION		TARGET	ACTUAL July-Dec	STATUS
#	Audit Category	Per Quarter	Per Quarter	
1.1	Member Case File Reviews	150	0	Deferred
1.2	Member Case File Outstanding Documentation Follow-up	15	0	Deferred
2.1	After-Action Review – Analyze webinar attendance vs webinar sign-up	Three (3) SIP Groups	2	Pending
2.2	After-Action Review - Analyze Members who retired on time vs not on time	Three (3) SIP Groups	0	Pending

BUDGET

Appropriation:	\$242,295
Expenses:	\$113,192
Unspent:	\$129,103

*Includes part-time salaries and OT

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Staffing	Insufficient staff to perform audit.	Reduce caseload, adjust metrics, revise milestones, reassignments, overtime – mitigation measures enacted.	Yellow
Funding	Insufficient funding to acquired staff to perform or assist with project.	Hiring was delayed and resources refocused to address CSIP problem cases and the RAP.	Orange
Audit extended	Competing priorities delay completing audit tasks.	Adjust number of cases reviewed and the number of members contacted – Deliverables adjusted and audit will be extended beyond FYE 2022.	Orange
External factors	Pandemic or other external factors may affect the audit.	External financial and pandemic related factors have delayed the audit schedule, requiring a revision to audit milestones and deliverables. Initial case reviews are not expected to occur before the Q4 and monthly targets will be cut in half.	Orange

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
BPI Project Documents		<ul style="list-style-type: none"> Develop Charter Mid-Year Reporting 		
Audit of Member Case Files		<ul style="list-style-type: none"> Audit 150 case files Outstanding Member document follow-up (est. 10% of cases) 	<ul style="list-style-type: none"> Audit 150 case files Outstanding Member document follow-up (est. 10% of cases) 	<ul style="list-style-type: none"> Audit 150 case files Outstanding Member document follow-up (est. 10% of cases)
After-Action Analysis			<ul style="list-style-type: none"> CSIP & LSIP webinar and retirement comparison charts Assessment of electronic and virtual resources 	<ul style="list-style-type: none"> Final Audit After-Action Report

JULY – DECEMBER 2021 SUMMARY

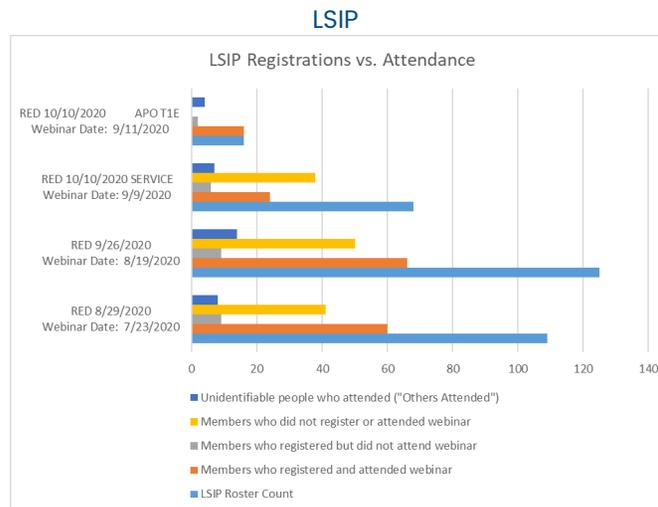
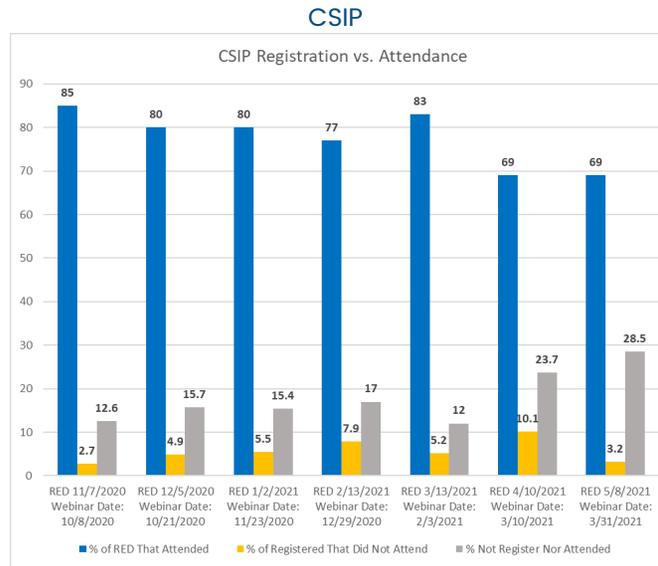
CITY SEPARATION INCENTIVE PROGRAM

The FY21 Business Plan Initiative (BPI) focused on the development, execution and completion of the Los Angeles World Airports Separation Incentive Program (LSIP) and City Separation Incentive Programs (CSIP). The goals and objectives involved meeting monthly targets related to the retirement process such as retirement package distribution, webinar counseling, health enrollment, and securing needed ancillary resources.

This year RSD's BPI will focus on reviewing and evaluating the general outcome of the SIP retirement process. To assess this outcome, RSD will audit all SIP cases to: (1) determine and ensure member file information is complete and consistent; (2) conduct follow up with those members who were required to provide documentation later due to delays in retrieving information from other agencies; and, (3) determine lessons learned and if procedural improvements are needed. It will also evaluate the effectiveness of the added electronic and virtual platforms used in the SIP retirement process.

ACCOMPLISHMENTS

Review and Compare – Analysis of Webinar Attendance



CSIP

The analysis of CSIP webinar participation revealed an average webinar attendance rate of 78% per scheduled retirement effective date. The percentage of CSIP participants who registered to attend but failed to attend a webinar averaged 5.6%. Furthermore, CSIP participants who chose to forgo registering or attending a webinar averaged 18%.

Webinar attendance began strong and remained above 80% for the first five months, then tapered down to 69% for the final two months. Staff noted having to spend more time with members in the latter two groups because of member computer accessibility issues and Spanish speaking members who required additional assistance.

LSIP

The attendance rate for LSIP participants was lower than CSIP, averaging 58%. The no show rate for participants who registered was 17% and the rate for those who chose not to attend a webinar at all was 34%. These lower participation rates are more than likely attributable to LAWA's pre-LSIP communication campaign with possible participants. LAWA issued several department-wide memos, conducted a Q & A session and requested information from LACERS on required documents and health coverage (limited) prior to the official launch and filing period in preparation. LAWA also actively worked to aid participants and LACERS in making sure submitted retirement packages were complete.

JULY – DECEMBER 2021

SUMMARY

CITY SEPARATION INCENTIVE PROGRAM

ACCOMPLISHMENTS CONTINUED...

Lessons Learned and Procedural Improvements

In evaluating SIP processing, one practice that improved efficiency and helped highlight areas impeding the case workflow, was the separating of retirement counseling responsibilities from in-progress case auditing duties. The separation allowed for the counseling team to process non-problem cases quickly and efficiently without having the distraction of spending inordinate amounts of time dealing with issues. Having an analyst dedicated to performing a higher-level review, audit and/or to troubleshoot and resolve problem cases proved invaluable. The analyst aided counselors with Members requiring more assistance, generated aging and performance reports, and kept management apprised of any serious issues.

CHALLENGES & OPPORTUNITIES

- Competing priorities and COVID-19 has delayed and affected the Division's ability to perform the primary audit tasks of case reviews and documentation follow-up.
- The introduction of new electronic platforms designed to aid staff working remotely and assist members in submitting documents to LACERS added to staff's workload.
- Temporary budgetary constraints and reallocations prevented the Division from hiring the staff needed to perform the case reviews.
- Staffing changes (retirements, promotions and reassignments) also had an impact on BPI tasks.
- RSD was also unable to secure full time staff willing to fill temporary positions.
- The lack of an active Benefits Analyst list resulted in having to utilize emergency appointments from a limited pool of internal candidates.
- RSD also completed the Harbor SIP on schedule retiring 79 participants by December 2021.

NEXT STEPS

- Determine the effectiveness of the various electronic/virtual platforms employed to process SIP participants.
- Review and Compare - Members who retired on time versus Members who did not.
- Revise the timeline for the audit and update the metrics to reflect more realistic achievable goals based on available resources and encroaching external factors.

INITIATIVE SUMMARY

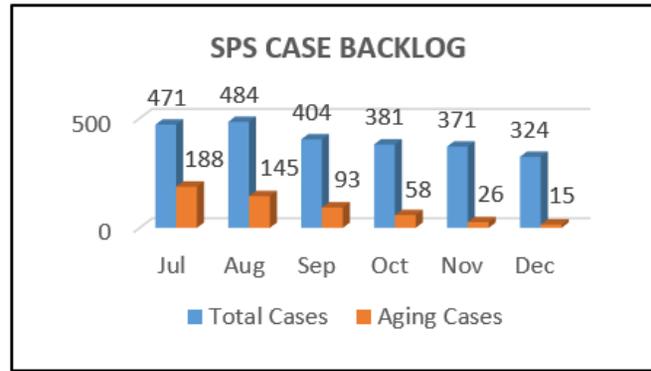
This initiative is to address and reduce the case backlog in the Service Processing Section. The backlog consists of service purchase applications, service certifications from DWP, LAFPP and other agencies, and reciprocity requests. These cases were placed on hold in FY21 to focus on SIP work. For FY22, the Board approved additional resources (5 substitute authorities, 3 part-time employees) and use of overtime to manage the backlog.

In July 2021, the total case count was at 471, with 188 of those being aging cases (6 months or more in the queue), and average wait time of 12 months.

To date, the total case count is down to 324, with 15 of those being aging cases, and average wait time of 6 months.

KEY INDICATORS

Month/Year	Total outstanding cases in the queue	Aging cases (6 months or older)	Average wait time
July 2021	471	188	12 months
Aug 2021	484	145	11 months
Sep 2021	404	93	9 months
Oct 2021	381	58	9 months
Nov 2021	371	26	7 months
Dec 2021	324	15	6 months



BUDGET

Appropriation:	\$147,000
Expense:	\$84,259
Unspent:	\$62,741

Note: This is the budget only for SPS overtime. It does not include salaries of substitute authorities and part-time employees.

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Staffing	Only two of the five substitute authorities are filled.	All the regular positions and 3 of the 4 part-time positions are filled. Additionally, staff has been working overtime.	

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
Reduce the number of aging cases (6 months or older) in the queue down to zero.	The number of aging cases as of Sept 2021 is 93.	The number of aging cases as of Dec 2021 is 15.		
Reduce Member wait time from 12 months to 8 months by the end of the FY.	The wait time average (July thru Sept 2021) is 10.5 months.	The wait time average (Oct thru Dec 2021) is 7 months.		

JULY – DECEMBER 2021

SUMMARY

SERVICE PURCHASE BACKLOG

ACCOMPLISHMENTS

By mid-fiscal year, the Service Processing Section (SPS) was able to reduce service purchase the backlog by 31%. In July 2021, the section's outstanding case count was at 471. By the end of December, the count was at 324.

There was also a significant decrease in the number of aging cases managed by the section, from 93 cases in July to 15 cases in December. This represents an 84% decrease. Aging cases are applications that have been in the queue for 6 months or longer.

The average processing wait time for all service buyback applications also lessened from 12 months to 6 months.

- For City service purchases, the average processing time decreased from 10 months to 5 months.
- For Non-City service purchases, the average processing wait time decreased from 12 months to 7 months.

Based on the mid-fiscal year numbers above, SPS not only met, but surpassed, expectations for this initiative. The overall goal is to reduce the number of aging cases down to zero (or close to zero) by the end of the fiscal year. SPS also aimed to reduce the average processing time or Member wait time from 12 months to 8 months by the end of the fiscal year. Since that goal has already been met, SPS is aiming to reduce that average wait time further, down to 5 months.

CHALLENGES & OPPORTUNITIES

Launching this initiative during the COVID-19 pandemic did not have a negative effect on deliverables or accomplishments. Challenges and issues that SPS may face that could impact progress on the initiative are loss of staffing due to retirement, promotion, and transfer; as well as the addition or continuation of special projects that could take staff's focus away from regular and backlog work.

We are addressing these potential challenges by ensuring that all staff are cross-trained in the processing of the different types of buybacks. We are also requesting, in the FY23 budget, for the regularization and/or continuation of substitute authorities so institutional knowledge can be captured from departing staff. Additionally, SPS is ensuring that procedures, desk manuals, and reference materials are updated.

The impact of this initiative to LACERS strategic goals has been positive as SPS has been able to provide timely and accurate Member benefits and provide improved customer service.

The impact of this initiative to Members is financial in nature as LACERS is able to provide them with their service buyback cost more quickly. This translates to a lesser cost to the Member since most buybacks are based on their current salary at the time of purchase.

NEXT STEPS

The next steps expected for the period covering January to June 2022 are the continuation of efforts to further reduce the backlog and shorten the processing wait times for both City and Non-City service purchases. In addition, SPS expects to fill the remaining vacant positions.

INITIATIVE: ENVIRONMENTAL, SOCIAL, AND GOVERNANCE INVESTING
 DIVISION(S)/SECTIONS: INVESTMENT
 STRATEGIC GOAL(S): TO OPTIMIZE LONG-TERM RISK ADJUSTED RETURNS THROUGH SUPERIOR INVESTMENTS

STATUS: ON-TRACK
 REPORT MONTH: DECEMBER 2021
 LEAD(S): BRYAN FUJITA/ELLEN CHEN

INITIATIVE SUMMARY

LACERS became a signatory to the Principles for Responsible Investment (PRI) on September 3, 2019. Responsible investing incorporates environmental, social, and governance (ESG) factors into investment decisions and the investment process to better manage risk and generate sustainable, long-term outperformance. The ESG BPI tracks the progress of the implementation of LACERS' ESG Program, pursuant to LACERS' commitment to PRI.

KEY INDICATORS

Key indicators for the ESG BPI are the milestones/deliverables detailed in the section below

BUDGET

Appropriation:	\$18,750
Expense:	\$0
Unspent:	\$18,750

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Competing Priorities	Limited staff resources may result in competing priorities and insufficient time to appropriately address critical and essential priorities.	Staff receives essential resources and continued ESG education both externally from credible and reliable academic sources as well as cross training of staff, and relying on and leveraging the expertise of LACERS' ESG Consultant.	ON TRACK
Staff Inexperience	Staff has not received formal ESG training and education.	Staff will seek the expertise of the LACERS' ESG Consultant, pursue formal ESG education, and continue to participate in ESG conferences and networking events.	ON TRACK

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
Update the PRI Action Plan	Completed on 7/13/21			
Include ESG questions into Passive Index and Real Estate Consultant RFPs	Completed on 8/24/21			
Review the annual proxy votes	Completed on 9/14/21			
Host inaugural Emerging Manager Symposium		Completed on 10/20/21		
Review LACERS' 2021 PRI Private Transparency Reports		Completed on 11/26/21		
Execute contract with MSCI, Inc. for ESG risk screening tool		Completed on 12/30/21		
Develop ESG Activity Log		Completed on 12/30/21		
Present draft Responsible Investment Policy for Board consideration			Completed on 1/11/22	
Respond to City Council Motions on divestment from Facebook and Unilever (CF 21-116 and CF 21-1460)			Completed on 1/11/22	
Incorporate ESG questions into the forthcoming Transition Manager RFP			Due 1/14/22	
Revise questions in annual ESG due diligence questionnaire for public markets managers as needed			Due 2/28/22	
Review Emerging Investment Manager Policy				Due 5/31/22
Review the Proxy Voting Policy				Due 8/31/22
Consolidate PRI and ESG Risk Framework Action Plans into one comprehensive action plan document				Due 12/31/22

JULY – DECEMBER 2021

SUMMARY

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE INVESTING

ACCOMPLISHMENTS

The Investment Division has met most of the targeted milestones on time or ahead of schedule. Key accomplishments include:

- Updating the PRI Action Plan, an operational document that guides the implementation of the ESG Program.
- Hosting LACERS' inaugural Emerging Manager Symposium, attended by a total of 212 professionals including 168 from emerging manager firms.
- Reviewing LACERS' draft PRI Transparency Report which provides comprehensive information on LACERS ESG Program and activities for the calendar year 2020; PRI to publish the Transparency Report in 2022.
- Developing an ESG Activity Log to maintain a database of LACERS' ESG efforts.
- Incorporating ESG questions into LACERS' Passive Index and Real Estate Consultant RFPs to evaluate proposers' ESG capabilities.
- Executing a contract with MSCI, Inc. for an ESG risk screening tool to monitor carbon exposure within the public markets portfolio.

The completion of one key milestone, the Responsible Investment Policy, has been delayed from December 2021 to the second half of FY22. Staff presented an initial draft policy for Board consideration in November 2021 and continues to work with the Board to refine the proposed policy framework.

CHALLENGES & OPPORTUNITIES

Currently, one Investment staff is dedicated to managing LACERS' ESG Program while also maintaining other investment responsibilities. Staff does not have capacity to engage in every ESG matter, particularly time-sensitive engagement campaigns that may be important to PRI signatories and LACERS stakeholders.

Actions being taken to address this challenge include:

- Requesting additional Investment staff through the FY23 budgeting process.
- Assigning ESG projects to other existing Investment staff to the extent those staff have excess capacity.
- Proposing language in the draft Responsible Investment Policy that delegates authority to engage in time-sensitive letter writing campaigns from the Board to the General Manager, Chief Investment Officer, and the Board President in order to meet campaign deadlines.

NEXT STEPS

The Investment Division will continue to work on ESG BPI projects through the remainder of the fiscal year including:

- Continuing Board discussion of the proposed Responsible Investment Policy in January 2022
- Presenting a draft joint letter response from LACERS and LAFFP for Board consideration in January 2022 regarding two City Council motions directing divestment of Meta (Facebook) and Unilever securities (CF 21-1116 and CF 21-1460); engaging in further research and analysis as directed by the Board.
- Reviewing and potentially revising the Emerging Investment Manager Policy and Proxy Voting Policy to address changes in the market.
- Consolidating actions and initiatives established in the PRI Action Plan and the ESG Risk Framework Action Plan into one comprehensive action plan document.

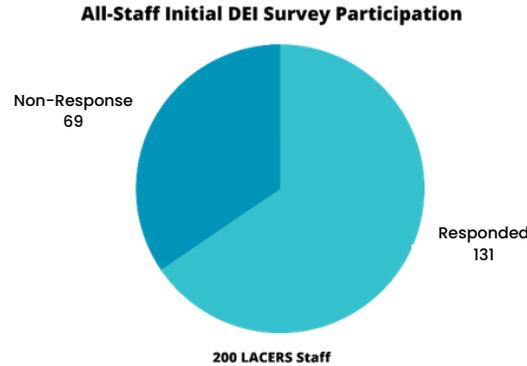
INITIATIVE: **DIVERSITY, EQUITY, AND INCLUSION**
 DIVISION(S)/SECTIONS: **MEMBER SERVICES DIVISION & INVESTMENT DIVISION**
 STRATEGIC GOAL(S): **ORGANIZATIONAL EFFECTIVENESS, EFFICIENCY, & RESILIENCY;
 RECRUIT, RETAIN, MENTOR, & EMPOWER WORKFORCE**

STATUS: **ON-TRACK**
 REPORT MONTH: **DECEMBER 2021**
 LEAD(S): **TIFFANY OBEMBE/EDUARDO PARK**

INITIATIVE SUMMARY

LACERS is committed to a diverse, equitable, inclusive workplace where everyone has an opportunity to thrive. LACERS has incorporated DEI most notably in our investment policies and programs, and in talent acquisition and retention. There's more that can be done, and we are committed to expanding opportunities to advance DEI in the workplace, in serving our Members, and with our partners. The DEI Team plans to do this by analyzing the current state of DEI at LACERS and offering staff wide training and resources.

KEY INDICATORS



- Staff participation in DEI initial survey:
- 131 fully complete surveys
 - 155 highest individual section response received, out of a total of 200 staff members.
 - 65% response rate.

- Metrics of to be tracked:
- hours of training per course content
 - # of participants per course
 - employee sentiment over time

*Must create baseline, possible semi-annual survey with clear and consistent structure over the course of 2 years)

BUDGET

Appropriation:	Requesting: \$309,800 (Includes salary of Sr. PA I @\$134,000 and All-LACERS Fellowship training @ \$165,000, plus Cornell Trainings)
Expense:	\$0
Unspent:	N/A

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
Staffing	Need a dedicated staff member to oversee DEI Initiative	Submit budget request for Sr. PA I position in HR	Yellow
Funding	A total of \$369,400 will be needed for new staff position, DEI Cornell training, and all-LACERS Fellowship training.	Will need to separate Cornell training and all-LACERS fellowship cohort into multiple fiscal years to spread out costs	Yellow

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
Project Charter	Complete			
Initial DEI All-Staff Survey	Complete			
Cal State LA Partnership Contract		Establish agreement with CSULA		
Prepare and submit FY23 DEI Budget Package		Submitted budget request for FY22-23		
Quarterly Open Forums		Selecting topics	Offering first open forum end of FY	Next open forum

JULY – DECEMBER 2021

SUMMARY

DIVERSITY, EQUITY, AND INCLUSION

ACCOMPLISHMENTS

Over the past few months the LACERS' DEI team and working group have accomplished a handful of our intended milestones. In December 2021, we completed an initial LACERS-wide DEI Survey and received a 65% response rate. The results will help the DEI team narrow its focus on issues most relevant to LACERS as a whole. We also partnered with Cal State Los Angeles and will be working with the undergraduate and graduate students to establish a baseline and help develop a DEI program that will create and maintain a diverse, equitable, and inclusive environment for LACERS' employees and its Members. As a result of this partnership, the DEI team in association with the City Attorney, created a NDA document to further ensure that LACERS' confidentiality is honored through any new and existing relationships that LACERS embarks on with outside vendors and entities in the pursuit of achieving a DEI environment for all.

The DEI team has also identified the need for a full-time LACERS staff member (Sr. PA I) within the Human Resources Division to oversee DEI initiatives. In addition, LACERS will pursue staff-wide DEI training through a fellowship cohort. The cost of both positions and training will be included in the upcoming budget request for FY23.

CHALLENGES & OPPORTUNITIES

The DEI initiative is brand new to LACERS and as such, all funding for recommended trainings and resources will need to go through the budget process for approval. There is still some apprehension from LACERS' staff to share their thoughts and opinions on the state of DEI at LACERS, as evident by the survey's participation rate (65%). We see this as an opportunity to grow from this benchmark and hope to encourage more participation as the years go on and as LACERS' staff begin to feel more comfortable sharing their ideas.

NEXT STEPS

The DEI team will finalize the partnership with Cal State Los Angeles and work with the professors to create a work plan that will fit LACERS' DEI needs.

Budget requests for the Sr. PA I position and fellowship cohort training will be included in the next budget cycle.

The DEI team will work to hold quarterly open forums on various DEI topics. The first forum is projected to be held in July 2022, if not sooner.

DEI information resources are being collected and once ready, will become available to all LACERS' staff via the intranet.

APPENDIX A – BUSINESS PLAN INITIATIVE TEMPLATE

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

Shade the cells according to status:

Completed
On-Track
Off-Track
Intervention Needed

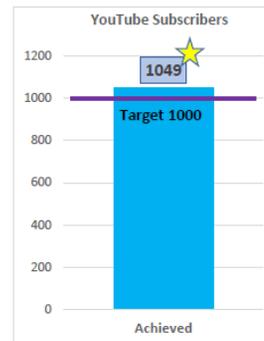
STATUS: ON-TRACK
 REPORT MONTH: [REPORTING MONTH AND YEAR]
 LEAD(S): [FIRST AND LAST NAMES]

INITIATIVE SUMMARY

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

KEY INDICATORS

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



BUDGET

Appropriation:		\$
Expense:		\$
Unspent:		\$

RISKS/MITIGATION

Risks	Description	Mitigation Address	Status
[Staffing]			ON-TRACK
[Technology]			
[Time]			
[Funding]			

MILESTONES/DELIVERABLES

	Q1	Q2	Q3	Q4
[Milestone/Deliverable #1]				
[Milestone/Deliverable #2]				
[Milestone/Deliverable #3]				