

DEPARTMENT OF FIRE AND POLICE PENSIONS

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REPORT TO THE BOARD OF FIRE AND POLICE PENSION COMMISSIONERS

DATE: JUNE 18, 2025

ITEM: C.3

FROM: JOSEPH SALAZAR, GENERAL MANAGER

SUBJECT: 2025-26 FINAL ANNUAL PLAN AND POSSIBLE BOARD ACTION

RECOMMENDATION

That the Board approve the 2025-26 Final Annual Plan (Attachment I).

BACKGROUND

On March 20, 2025, the Board approved the 2025-26 Preliminary Annual Plan in conjunction with the 2025-26 Preliminary Budget. The Preliminary Annual Plan consisted of a total of eight projects, of which three are Strategic Goal Projects and five are Operational Initiatives Projects, with two Strategic Goal Projects continuing from the 2024-25 Annual Plan.

Subsequent to the Board's approval of the 2025-26 Preliminary Annual Plan, minor revisions have been incorporated and are discussed further in this report.

The Annual Plan is intended to assist LAFPP in accomplishing its Strategic Goals, as well as supporting its Guiding Principles as outlined within the 2025-27 Strategic Plan (Attachment II). This is the second Annual Plan developed under the 2025-27 Strategic Plan framework.

DISCUSSION

The 2025-26 Final Annual Plan projects have been developed pursuant to LAFPP's Strategic Plan Goals and Guiding Principles and are prioritized relative to operational needs and budgetary considerations. LAFPP's current Strategic Plan Goals and Guiding Principles are shown on the following page.

Strategic Goals

1. Enhance Member Experience by Implementing Ongoing Improvements Based on Member Feedback
2. Enhance Outreach by Promoting Inclusivity and Engagement with Emerging Investment Managers
3. Enhance Employee Development by Increasing Opportunities for Training and Leadership Development

Guiding Principles

1. Ensure a Financially Sound Retirement System
2. Manage Risk Throughout the Organization
3. Enhance Customer Care and Stakeholder Relations
4. Pursue Operational Efficiencies
5. Build and Support a Talented Workforce
6. Promote Diversity, Equity, and Inclusion (DEI) Throughout the Organization, Including Our Investment Portfolio and Business Partners

The projects that make up the 2025-26 Final Annual Plan are listed below. Six projects are newly added while two are continuing from the 2024-25 Annual Plan.

Strategic Goal Projects

1. Member Feedback*
2. Emerging Manager Outreach*
3. Mentorship Program

Operational Initiatives Projects

1. Popular Annual Report
2. Elimination of the Attained Age Database
3. Web-Based Contractor Disclosure Form
4. Review and Update of the Los Angeles Administrative Code for LAFPP Board Elections
5. Artificial Intelligence-Powered Reference Tool

**Continuing project*

Each project is outlined beginning on page 2 of Attachment I, which includes details of the project lead and overall objective. Additional details for each project are included further in Attachment I.

Revision to the 2025-26 Preliminary Annual Plan

The following revision was made to the 2025-26 Preliminary Annual Plan, which was approved by the Board on March 20, 2025:

Operational Initiatives Project No. 5 – Artificial Intelligence-Powered Reference Tool

The September 30, 2025 Milestone has been revised to reflect an updated Citywide requirement. Pursuant to Council File 23-1020, all City departments must obtain prior approval from the Information Technology Agency (ITA) and certify compliance with the Artificial Intelligence (AI) Safety Checklist before implementing any AI applications or agents. This revision has no impact on the project costs, objectives, or goals.

Monitoring Progress

Staff will monitor all projects throughout the year and provide quarterly updates to the Board with recommendations regarding any necessary changes in scheduling or budget. This process will allow the Board to measure progress and to adjust periodically to reflect any changes that may occur.

BUDGET

Funding for the proposed projects has been included in the 2025-26 Final Budget.

POLICY

There are no policy changes proposed in this report.

CONTRACTOR DISCLOSURE INFORMATION

There is no contractor disclosure information required with this report.

This report was prepared by:

Brandon Chung, Management Assistant
Administrative Services and Human Resources Section

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Attachments: I. 2025-26 Final Annual Plan
 II. 2025-27 Three-Year Strategic Plan



LAFPP

LOS ANGELES FIRE AND POLICE PENSIONS

2025-26

FINAL ANNUAL PLAN

As presented on June 18, 2025 to
the Board of Fire and Police Pension Commissioners



2025-26 FINAL ANNUAL PLAN

INTRODUCTION

Los Angeles Fire and Police Pensions (LAFPP) prepares an Annual Plan each fiscal year consisting of projects to help accomplish its Strategic Plan Goals, as well as support its Guiding Principles. With preparation of the Annual Plan, LAFPP strives to fulfill our Vision and support our Mission as outlined in the 2025-27 Three-Year Strategic Plan. The Strategic Plan, as approved by the Board on January 18, 2024, established LAFPP's commitment to:

Vision

A secure and prosperous future for our members.

Mission

To advance the health and retirement security of those who dedicate their careers and risk their lives to protect the people of Los Angeles.

The 2025-27 Three-Year Strategic Plan was developed with input from the Board, the General Manager, our Plan member representatives, and LAFPP staff. This collaborative effort resulted in a new framework in which six prior Goals, Objectives, and Strategic Initiatives were retitled as "Guiding Principles" to reflect their role as a driving force behind every action we take as an organization. The new strategic planning framework additionally created three new Strategic Goals designed to set a destination toward which LAFPP will navigate and focus its resources.

Strategic Goals

1. Enhance Member Experience by Implementing Ongoing Improvements Based on Member Feedback
2. Enhance Outreach by Promoting Inclusivity and Engagement with Emerging Investment Managers
3. Enhance Employee Development by Increasing Opportunities for Training and Leadership Development

Guiding Principles

1. Ensure a Financially Sound Retirement System
2. Manage Risk Throughout the Organization
3. Enhance Customer Care and Stakeholder Relations
4. Pursue Operational Efficiencies
5. Build and Support a Talented Workforce
6. Promote Diversity, Equity, and Inclusion (DEI) Throughout the Organization, Including Our Investment Portfolio and Business Partners

Values

- Collaboration
- Respect
- Efficiency
- Accountability
- Transparency
- Ethics
- Diversity

2025-26 FINAL ANNUAL PLAN

PROJECT SUMMARY

The 2025-26 Final Annual Plan structures projects into two separate categories: 1) Strategic Goal projects, and 2) Operational Initiatives projects that support our Guiding Principles. Projects are organized further according to the Strategic Goal or Guiding Principle they support. The 2025-26 Final Annual Plan contains eight projects. Six projects are new and two are continuing from the 2024-25 Annual Plan.

2025-26 Strategic Goal Projects

1

Member Feedback

Strategic Goal:
1. Enhance Member Experience by Implementing Ongoing Improvements Based on Member Feedback

Project Lead(s):
Gregory Mack, Pensions Division
Anthony Torres, Pensions Division

Project Objective:
Enact process improvements that will enhance the member experience, based upon feedback from member and beneficiary surveys conducted in 2024-25.

2

Emerging Manager Outreach

Strategic Goal:
2. Enhance Outreach by Promoting Inclusivity and Engagement with Emerging Investment Managers

Project Lead(s):
Bryan Fujita, Investments Division
Annie Chao, Investments Division
Susan Liem, Investments Division
Miki Shaler, Investments Division

Project Objective:
Broaden engagement with emerging investment managers to increase the pool of candidates for LAFPP's investment portfolio, ensuring evaluation of a wide selection of managers capable of delivering superior risk-adjusted returns.

3

Mentorship Program

Strategic Goal:
3. Enhance Employee Development by Increasing Opportunities for Training and Leadership Development

Project Lead(s):
Wilson Poon, Administrative Operations Division

Project Objective:
Increase training and leadership development opportunities that allow employees to be successful at their jobs and careers, create an environment where employees feel the organization is invested in their career development, improve succession planning, and increase retention of institutional knowledge.

2025-26 Operational Initiatives Projects

1

Popular Annual Report

Guiding Principle:

3. Enhance Customer Care and Stakeholder Relations

Project Lead(s):

Nashamah Freeman, Communications and Education Section

Project Objective:

To deliver the Annual Report to stakeholders in a streamlined, accessible, and easy-to-understand format.

2

Elimination of the Attained Age Database

Guiding Principle:

4. Pursue Operational Efficiencies

Project Lead(s):

Jennifer Chan, Medical and Dental Benefits Section

Project Objective:

To retire the Attained Age Database by integrating its functionality and correspondence into the Pension Administration System (PARIS).

3

Web-Based Contractor Disclosure Form

Guiding Principle:

4. Pursue Operational Efficiencies

Project Lead(s):

Jennifer Van, Internal Audit Section
Christian Torres, Internal Audit Section

Project Objective:

To optimize the Contractor Disclosure Reporting Form that currently relies on substantial manual interventions from contractors, Internal Audit staff, and department staff to report, collect, and compile needed information.

4

Review and Update of the Los Angeles Administrative Code for LAFPP Board Elections

Guiding Principle:

4. Pursue Operational Efficiencies

Project Lead(s):

JC De La Cruz, Administrative Services and Human Resources Section
Brandon Chung, Administrative Services and Human Resources Section

Project Objective:

To update the Los Angeles Administrative Code (LAAC) Division 23, Chapter 5, Article 5 and 5.5, as well as the Board Operating Policies and Procedures Section 6.0, which govern the administration of the elections for the Board of Fire and Police Pension Commissioners' four elected commissioner seats.

5

Artificial Intelligence-Powered Reference Tool

Guiding Principle:

4. Pursue Operational Efficiencies

Project Lead(s):

Timothy Morita, Disability Pensions Section
Kyle Susswain, Disability Pensions Section

Project Objective:

To accelerate training and ensure knowledge transfer of Disability Pension-specific references (e.g., City Charter, Los Angeles Administrative Code, Summary Plan Descriptions, etc.) and guides through Artificial Intelligence (AI)-powered learning tools.

Strategic Goal Project #1

Member Feedback

<i>Strategic Goal No.:</i>	1 – Enhance Member Experience by Implementing Ongoing Improvements Based on Member Feedback
<i>Duration:</i>	2024-25, 2025-26, and 2026-27
<i>Project Lead(s):</i>	Gregory Mack, Assistant General Manager, Pensions Division Anthony Torres, Chief Benefits Analyst, Pensions Division
<i>Project Participants:</i>	Pensions Division staff
<i>Stakeholders:</i>	LAFPP Members

OBJECTIVE

Enact process improvements that will enhance the member experience, based upon feedback from member and beneficiary surveys conducted in 2024-25.

BACKGROUND

LAFPP members, retirees, and their beneficiaries rely on LAFPP to administer their pension and retiree health benefits. This project will seek to identify areas where improvements can be made to enhance the member experience. In 2024-25, Pensions Division staff worked with the Fire/Police Relief Associations, Unions, and Los Angeles Retired Fire and Police Association (LARFPA) representatives to gather ideas on improvements that LAFPP can make to enhance the member experience. Staff also developed and released a series of surveys to gather feedback from members and beneficiaries.

2025-26 DELIVERABLES

Pensions Division staff will complete the review of the survey responses and compile all suggested process improvements. Additionally, at least one focus group of members will be conducted to further delve into survey feedback and help prioritize suggested process improvements. Information from the surveys and the focus group(s) will be used to identify enhancements that can be implemented in 2025-26 and 2026-27.

2025-26 MILESTONES

BY DECEMBER 31, 2025:

Complete the review and analysis of the responses received from the surveys conducted in 2024-25.

Strategic Goal Project #1

Member Feedback

2025-26 MILESTONES (cont.)

BY MARCH 31, 2026:

Conduct and complete member focus group(s) to discuss, identify, and solicit member feedback on potential process improvements suggested by survey responses for implementation.

BY JUNE 30, 2026:

- a) Implement identified process improvements that can be completed quickly and within existing resources; and,
- b) Determine the process improvements for implementation in 2026-27.

METRICS

- a) Conduct at least one focus group; and,
- b) Identify at least one process improvement.

RESOURCES

No additional resources are required. All project deliverables will be implemented with existing resources. Future process improvements in 2026-27 may require additional funding that will be determined as part of the 2026-27 Budget development process.

Strategic Goal Project #2

Emerging Manager Outreach

<i>Strategic Goal No.:</i>	2 – Enhance Outreach by Promoting Inclusivity and Engagement with Emerging Investment Managers
<i>Duration:</i>	2024-25 and 2025-26
<i>Project Lead(s):</i>	Bryan Fujita, Chief Investment Officer, Investments Division Annie Chao, Investment Officer III, Investments Division Susan Liem, Investment Officer III, Investments Division Miki Shaler, Investment Officer II, Investments Division
<i>Project Participants:</i>	Executive Management, Investments staff, General Investment Consultant, Private Equity, Private Credit, and Real Estate Consultants
<i>Stakeholders:</i>	Board Members, LAFPP Members, and Investments staff

OBJECTIVE

Broaden engagement with emerging investment managers to increase the pool of candidates for LAFPP's investment portfolio, ensuring evaluation of a wide selection of managers capable of delivering superior risk-adjusted returns.

BACKGROUND

The Board adopted the 2025-2027 Strategic Plan, which includes Strategic Goal No. 2 – Enhance Outreach by Promoting Inclusivity and Engagement with Emerging Investment Managers. This goal aims to strengthen the Board's longstanding Emerging Manager Program by expanding outreach channels to emerging managers when evaluating investment opportunities. In Year 1 (2024-25) of this project, two of the initiatives that Investments staff focused on included updating the Emerging Manager Program webpage on the LAFPP website and participating in emerging manager industry events. In Year 2 (2025-26), Investments staff will further LAFPP's engagement by leveraging the accomplishments of Year 1.

2025-26 DELIVERABLES

Investments staff will explore new relationships with emerging manager organizations and will gather feedback and suggestions from emerging managers to further refine the updated Emerging Manager Program webpage. Investments staff will also plan and host/co-host an emerging manager educational event. Investments staff will review Board Investment Policies Section 1.5 – Board Member and Staff Referral Restrictions for Potential New Investments with the Board's consultants for potential clarifications and process enhancements. Investments staff will also explore ways to enhance tracking of emerging managers introduced to consultants.

Strategic Goal Project #2

Emerging Manager Outreach

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

- a) Research additional emerging manager organizations for consideration to be affiliated with or become members of; and,
- b) Begin planning process for an emerging manager educational event, including meeting and collaborating with potential partner organizations such as like-minded public pension plans, investment consultants, and emerging manager organizations.

BY DECEMBER 31, 2025:

Host/co-host emerging manager educational event:

- a) Coordinate with potential partner organizations and LAFPP staff on broad marketing and promotion of the event; and,
- b) Arrange event details and logistics with LAFPP staff.

BY MARCH 31, 2026:

- a) Collect feedback and suggestions from emerging managers on the updated Emerging Manager Program webpage on the LAFPP website;
- b) Review Board Investment Policies Section 1.5 – Board Member and Staff Referral Restrictions for Potential New Investments for possible clarifications and process enhancements; and,
- c) Consider membership options for additional emerging manager organizations.

BY JUNE 30, 2026:

- a) Review and update the Emerging Manager Program webpage based on the feedback received;
- b) Begin drafting updates to Board Investment Policies Section 1.5 for the Board's consideration during the 2026 annual Investment Policies review. Begin development of a new tracking mechanism for emerging managers referred to consultants; and,
- c) Budget for potential membership fees and join additional emerging manager organizations.

METRICS

- a) Number of meetings with emerging managers taken by Investments staff;
- b) Number of emerging managers that participate in the emerging manager educational event hosted by Investments staff;
- c) Number of emerging manager events attended by Investments staff; and,
- d) Number of emerging managers that complete the new manager intake form on the LAFPP website.

Strategic Goal Project #2

Emerging Manager Outreach

RESOURCES

The costs associated with supplies for the emerging manager educational event hosted by Investments staff are included within the 2025-26 Final Budget.

Strategic Goal Project #3

Mentorship Program

Strategic Goal No.: 3 – Enhance Employee Development by Increasing Opportunities for Training and Leadership Development

Duration: 2025-26

Project Lead(s): Wilson Poon, Chief Management Analyst, Administrative Operations Division

Project Participants: LAFPP staff

Stakeholders: LAFPP staff

OBJECTIVE

Increase training and leadership opportunities that allow employees to be successful at their jobs and careers, create an environment where employees feel the organization is invested in their career development, improve succession planning, and increase retention of institutional knowledge.

BACKGROUND

In 2024-25, staff conducted research on existing mentorship programs across the City and other public pension systems. Using this research, LAFPP will develop its own mentorship program that seeks to provide informal, non-technical guidance to LAFPP's workforce.

2025-26 DELIVERABLES

This project seeks to implement a three-month mentorship pilot program. At the conclusion of the pilot, the mentor and mentee can opt to extend the program for an additional three months or longer. Potential mentees will be required to attend a mandatory open house and complete a survey, which will require them to identify personal goals and areas of employee development. Mentors will be identified based on the results of these surveys and will work with the mentee to develop a mentorship plan. Discussions between mentors and mentees are treated as confidential to allow both parties to speak freely and honestly.

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

- Develop mentorship program guidelines and expectations for both mentors and mentees; and,
- Solicit feedback from senior managers on the proposed guidelines.

Strategic Goal Project #3

Mentorship Program

2025-26 MILESTONES (cont.)

BY DECEMBER 31, 2025:

- a) Host a mandatory open house event for interested participants to learn about the program and discuss expectations and commitment level; and,
- b) Distribute survey instrument to all potential participants.

BY MARCH 31, 2026:

- a) Conduct training for mentors; and,
- b) Pair mentors and mentees.

BY JUNE 30, 2026:

- a) Conduct three-month follow-up with mentors and mentees; and,
- b) Develop a survey to measure the effectiveness of the mentorship program, to be distributed in 2026-27.

METRICS

Surveys will be distributed after three months to evaluate the effectiveness of the mentorship program and to assess any new job skills or knowledge that was acquired through the program.

RESOURCES

No additional resources are required. All project deliverables will be implemented with existing resources.

Operational Initiatives Project #1

Popular Annual Report

Guiding Principle No.: 3 – Enhance Customer Care and Stakeholder Relations
Duration: 2025-26
Project Lead(s): Nashamah Freeman, Management Analyst, Communications and Education Section
Project Participants: Communications and Education staff, Investments staff, Executive Management, and LAFPP staff
Stakeholders: LAFPP staff, Board Members, and LAFPP Members

OBJECTIVE

To deliver the Annual Report to stakeholders in a streamlined, accessible, and easy-to-understand format.

BACKGROUND

Due to the timeline required for graphic design, drafting, and editing, the Comprehensive Annual Report does not become available until February. Communications and Education staff seeks to provide a condensed version of the Comprehensive Annual Report to be made available to LAFPP stakeholders, containing highlights of the most important components of the Comprehensive Annual Report. This will allow for a condensed summary of the Comprehensive Annual Report, including information contained in the valuation reports, financial statements, and LAFPP section contributions.

2025-26 DELIVERABLES

A streamlined and easy-to-understand online version of LAFPP's Comprehensive Annual Report (hereinafter, the "Popular Annual Report").

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

Review the current development timeline of the Comprehensive Annual Report.

BY DECEMBER 31, 2025:

- a) Develop the design and theme of the Popular Annual Report; and,
- b) Work with various project participants to ensure that required documents and financial data are received on time (e.g., Annual Actuarial Valuation, Department-wide contributions, etc.).

Operational Initiatives Project #1

Popular Annual Report

2025-26 MILESTONES (cont.)

BY MARCH 31, 2026:

- a) Post the Popular Annual Report to LAFPP's website; and,
- b) Evaluate Popular Annual Report development process and adjust where necessary.

BY JUNE 30, 2026:

- a) Survey stakeholders; and,
- b) Enhance design based on survey feedback.

METRICS

- a) Post the Popular Annual Report; and,
- b) Assess the results of stakeholder survey and feedback.

RESOURCES

No additional resources are required. All project deliverables will be implemented with existing resources.

Operational Initiatives Project #2

Elimination of the Attained Age Database

Guiding Principle No.: 4 – Pursue Operational Efficiencies
Duration: 2025-26
Project Lead(s): Jennifer Chan, Senior Management Analyst I, Medical and Dental Benefits Section
Project Participants: Medical and Dental Benefits staff, Systems staff, and Pension Administration System vendor
Stakeholders: Medical and Dental Benefits staff, Systems staff, and LAFPP Members

OBJECTIVE

To retire the Attained Age Database by integrating its functionality and correspondence into the Pension Administration System (PARIS).

BACKGROUND

The Attained Age Database is used to track the Medicare status of LAFPP pensioners and generate correspondence to members nearing Medicare and/or subsidy eligibility age. A monthly listing from PARIS is needed to update the database to generate Attained Age correspondence to pensioners. This listing and database maintenance requires resources from Systems staff.

2025-26 DELIVERABLES

PARIS will be upgraded with Medicare tracking functionality and Attained Age correspondence. Medicare data currently held in the Attained Age database will be converted into PARIS.

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

- a) Identify functionality and correspondence requirements; and,
- b) Send functionality and correspondence requirement specifications to the PARIS vendor (Avenu).

BY DECEMBER 31, 2025:

Avenu to deliver the change request and quote for project.

BY MARCH 31, 2026:

Deliver the conversion file from the Attained Age Database to Avenu.

BY JUNE 30, 2026:

Avenu to deliver functionality and correspondence upgrades to the PARIS testing environment.

Operational Initiatives Project #2

Elimination of the Attained Age Database

METRICS

Cost savings attributed to no longer needing to maintain the Attained Age Database and improvement in process efficiency attributed to the elimination of redundant data entry.

RESOURCES

\$25,000 has been included within the 2025-26 Final Budget for the PARIS change request and conversion.

Operational Initiatives Project #3

Web-Based Contractor Disclosure Form

Guiding Principle No.: 4 – Pursue Operational Efficiencies
Duration: 2025-26
Project Lead(s): Jennifer Van, Internal Auditor IV, Internal Audit Section
Christian Torres, Internal Auditor II, Internal Audit Section
Project Participants: Internal Audit staff and LAFPP staff
Stakeholders: Board Members, Senior Management, Contractors, and Consultants

OBJECTIVE

To optimize the Contractor Disclosure Reporting Form that currently relies on substantial manual interventions from contractors, Internal Audit staff, and department staff to report, collect, and compile needed information.

BACKGROUND

The current Contractor Disclosure process requires substantial manual interventions from contractors, Internal Audit (IAS) staff, and Department staff to complete. This can result in time-consuming back and forth communications, potential errors, and the need for extensive review to compile and analyze responses. This project seeks to optimize this process by using a web-based form that's easy to read and retrieve, that can automate manual processes, incorporate proactive data validation, and enhance the user experience for department contractors.

2025-26 DELIVERABLES

IAS staff will leverage an available JotForm enterprise license to develop, test, and implement a web-based form that strives to streamline the submission and intake processes for quarterly and annual Contractor Disclosure requirements. IAS staff will also explore features available through JotForm to improve the analysis and maintenance of Contractor Disclosure compliance data. These efforts seek to automate the most manual procedures in the Contractor Disclosure process, freeing up staff time and improving the user experience for department contractors required to comply with the policy.

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

- a) Track staff time to receive, process, and analyze required filings using current method of compliance reporting to establish a benchmark;
- b) Track time for contractors to submit forms using the current method of submitting forms to establish a benchmark;

Operational Initiatives Project #3

Web-Based Contractor Disclosure Form

2025-26 MILESTONES (cont.)

BY SEPTEMBER 30, 2025: (cont.)

- c) Prepare a draft template and method of analysis of the quarterly form in place for testing for the Contractor Disclosure Q3 (ending September 30, 2025) reporting period with willing beta testers or internal staff; and,
- d) Prepare a draft template and method of analysis for the annual gift form in place for testing for the Contractor Disclosure Q4 (ending December 31, 2025) reporting period.

BY DECEMBER 31, 2025:

- a) Develop messaging for the new form type and provide education to LAFPP staff and contractors;
- b) Deploy final quarterly and annual gift forms for the Contractor Disclosure Q4 (ending December 31, 2025) reporting period; and,
- c) Track time (in business days) for contractors and staff completion for the quarter to begin analysis of performance using new tool.

BY MARCH 31, 2026:

Refine metrics showing average time for contractors to complete and submit forms, as well as IAS staff time to analyze and report compliance data.

BY JUNE 30, 2026:

- a) Adjust and/or develop a quarterly reporting form to allow contractors that are required to report each fiscal year in the same manner as other filers; and,
- b) Develop a survey to distribute to contractors to get their feedback on the new form and suggestions for improvement.

METRICS

- a) Number of business days for contractors to complete forms before and after JotForm implementation;
- b) Number of business days for IAS staff to collect, analyze, and summarize compliance before and after JotForm implementation; and,
- c) Contractor survey results rate overall satisfaction with form reporting.

RESOURCES

No additional resources are required. All project deliverables will be implemented with existing resources.

Operational Initiatives Project #4

Review and Update of the Los Angeles Administrative Code for LAFPP Board Elections

<i>Guiding Principle No.:</i>	4 – Pursue Operational Efficiencies
<i>Duration:</i>	2025-26
<i>Project Lead(s):</i>	JC De La Cruz, Management Analyst, Administrative Services and Human Resources Section Brandon Chung, Management Assistant, Administrative Services and Human Resources Section
<i>Project Participants:</i>	Administrative Services and Human Resources Section, Pensions Division staff, Office of the City Attorney staff, Office of the City Clerk – Election Division staff, and Personnel Department staff
<i>Stakeholders:</i>	Board Members and LAFPP Members

OBJECTIVE

To update the Los Angeles Administrative Code (LAAC) Division 23, Chapter 5, Articles 5 and 5.5, as well as the Board Operating Policies and Procedures Section 6.0, which govern the administration of the elections for the Board of Fire and Police Pension Commissioners' (Board) four elected commissioner seats.

BACKGROUND

Los Angeles Fire and Police Pensions (LAFPP) conducts elections for Employee and Retired Members of the Board in accordance with the City Charter, LAAC, and Board Operating Policies and Procedures. The LAAC governing Employee Members was codified in 1972 and updated in 1995, 2000, and 2017, while the LAAC for Retired Members was codified in 2000 and updated in 2004 and 2017. The 2017 revisions standardized the processes for both groups, which until that time lacked uniformity due to their separate development timelines. Board elections are currently administered under this version of the LAAC.

In 2020, the COVID-19 Pandemic disrupted LAFPP's election administration process in unforeseen ways, requiring immediate procedural adaptations not considered in the 2017 LAAC revision. Various procedures originally designed for in-person interactions among LAFPP staff, City staff, and LAFPP members had to be quickly transitioned to virtual alternatives. Additionally, operational changes implemented by our partner City agencies in response to the pandemic, as well as implementation of a new Citywide payroll system, led to compressed election timelines, reducing flexibility in election administration.

Operational Initiatives Project #4

Review and Update of the Los Angeles Administrative Code for LAFPP Board Elections

2025-26 DELIVERABLES

The updated LAAC, if adopted by the City Council, will align with election procedures adopted and continued since the COVID-19 Pandemic. Additionally, the election timeline will be adjusted to reflect post-pandemic operational changes and provide staff and the Board with greater flexibility in administering Board elections.

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

- a) Meet with Pensions Division staff, Office of the City Clerk – Election Division staff, Personnel Department staff, and Office of the City Attorney staff to solicit input on potential enhancements to the LAAC; and,
- b) Document all recommendations, assess feasibility, and present the proposed revisions to Executive Management.

BY DECEMBER 31, 2025:

- a) Present a draft of the LAAC revisions for consideration by the Board; and,
- b) Integrate any revisions requested by the Board.

BY MARCH 31, 2026:

- a) Present a final draft of LAAC revisions for consideration by the Board; and,
- b) Transmit the Board-approved LAAC revisions to the City Council for adoption.

METRICS

- a) Host at least one consultation with each project participant; and,
- b) Number of operational improvements approved by the Board.

RESOURCES

No additional resources are required. All project deliverables will be implemented with existing resources.

Operational Initiatives Project #5

Artificial Intelligence-Powered Reference Tool

Guiding Principle No.: 4 – Pursue Operational Efficiencies
Duration: 2025-26
Project Lead(s): Timothy Morita, Senior Management Analyst I, Disability Pensions Section
Kyle Susswain, Senior Benefits Analyst II, Disability Pensions Section
Project Participants: Disability Pensions staff, and Systems staff
Stakeholders: LAFPP Members, Disability Pensions staff, and Pensions Division staff

OBJECTIVE

To accelerate training and ensure knowledge transfer of Disability Pension-specific references (e.g., City Charter, Los Angeles Administrative Code, Summary Plan Descriptions, etc.) and guides through Artificial Intelligence (AI)-powered learning tools.

BACKGROUND

AI is transforming industries, including government operations, at an unprecedented pace. Staff plans to unlock AI potential through a pilot program to optimize internal operations, specifically enabling retrieval of information from consistent source documents, thereby increasing efficiency and productivity with regards to tasks and research. This project would also serve as a proof-of-concept to determine scalability for additional non-member-facing operations throughout the Pensions Division.

2025-26 DELIVERABLES

An AI-powered chat interface trained on publicly available, non-confidential data for use by Disability Pensions staff with consistent information retrieval and research functionality. The tool may also support additional tasks and capabilities as available. Once completed, other Pensions Division Sections will also be able to perform the same information retrieval and research.

2025-26 MILESTONES

BY SEPTEMBER 30, 2025:

- a) Assess LAFPP's current technology platform and systems to determine what solution is viable within our existing setup and capabilities; and,
- b) Obtain approval from the Information Technology Agency (ITA) and ensure compliance with the AI Safety Checklist, as required per Council File 23-1020 regarding safe facilitation of AI usage.

Operational Initiatives Project # 5

Artificial Intelligence-Powered Reference Tool

2025-26 MILESTONES (cont.)

BY DECEMBER 31, 2025:

Research and select solution for the proof-of-concept and use case.

BY MARCH 31, 2026:

Data source research, evaluation, and validation.

BY JUNE 30, 2026:

- a) Implementation and testing of AI tool; and,
- b) Staff training of AI tool for its intended use.

METRICS

Recollection accuracy, with potential for additional metrics based on adopted AI model.

RESOURCES

\$20,000 has been included within the 2025-26 Final Budget for this project.

LAFFPP

Los Angeles Fire and Police Pensions



2025-27
STRATEGIC PLAN

To Serve Those Who Protect

OUR VISION AND MISSION

VISION

A secure and prosperous future for our members.

MISSION

To advance the health and retirement security of those who dedicate their careers and risk their lives to protect the people of Los Angeles



OUR VALUES

- **Collaboration**

We value teamwork to achieve success and encourage staff at all levels to share ideas and offer suggestions for improving operations. We are enriched by our engagement with the Board, our members and our stakeholders.

- **Respect**

We treat each other and our members with kindness and dignity. We promote a fair environment and support each other by sharing information and knowledge to ensure we deliver quality services.

- **Efficiency**

We continually search for ways to deliver quality services and reduce administrative expenses. We promote innovation throughout the organization and use performance measurement to drive decisions.

- **Accountability**

We recognize our responsibility to our members to deliver promised pension benefits. We ensure appropriate oversight to achieve excellence in service, operational, and investment decision making.

- **Transparency**

We strive to always provide clear, accurate, and complete information, and transact business decisions in an open manner so that our members, the City, and the public can trust that our decisions are fair, honest, and ethical.

- **Ethics**

We preserve the public trust by adhering to the ethical standards established by the State, the City, and our Board.

- **Diversity**

We embrace diversity, equity, and inclusion (DEI), and we believe in the power of DEI to enrich our organization.

OUR GUIDING PRINCIPLES

1. Ensure a financially sound retirement system.
2. Manage risk throughout the organization.
3. Enhance customer care and stakeholder relations.
4. Pursue operational efficiencies.
5. Build and support a talented workforce.
6. Promote diversity, equity, and inclusion throughout the organization, including our investment portfolio and business partners.



OUR STRATEGIC GOALS AND OBJECTIVES

1

Enhance Member Experience by
Implementing Ongoing
Improvements Based on Member
Feedback

Objective

Enact process improvements that will enhance the member experience, based upon feedback from a member and beneficiary survey.





2

Enhance Outreach by Promoting Inclusivity and Engagement with Emerging Investment Managers

Objective


Broaden engagement with emerging investment managers to increase the pool of candidates for LAFPP's investment portfolio, ensuring evaluation of a wide selection of managers capable of delivering superior risk-adjusted returns.

3

Enhance Employee Development by Increasing Opportunities for Training and Leadership Development

Objective

Increase training and leadership development opportunities that allow employees to be successful at their jobs and careers, create an environment where employees feel the organization is invested in their career development, improve succession planning, and increase retention of institutional knowledge.



ACKNOWLEDGEMENTS

Thank you to the Board of Fire and Police Pension Commissioners for their service and guidance in shaping LAFPP's Strategic Plan, priorities, and objectives.



Sumi Parekh
PRESIDENT
Appointed by
the Mayor



Garrett Zimmon
VICE PRESIDENT
Elected by
Retired Police Members



Andrea Ambriz
Appointed by
the Mayor



Rigo Arellano
Elected by
Active Fire Members



Kenneth E. Buzzell
Elected by
Retired Fire Members



William "Billy" Chun
Appointed by
the Mayor



Brian J. Churchill
Elected by
Active Police Members



Michael A. Lawson
Appointed by
the Mayor



Raul Perez
Appointed by
the Mayor

We also want to recognize the staff of the Department of Fire and Police Pensions for their input and involvement.