

IN PERSON & VIRTUAL BOARD MEETING

*The Committee meeting will be held following the Board of Retirement meeting scheduled prior.



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

Members of the public may address the Board orally and in writing. To provide Public Comment, please visit the above link and complete the request form.

Attention: If you have any questions, you may email PublicComment@lacera.com.

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

AGENDA

A REGULAR MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE AND BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

9:00 A.M., WEDNESDAY, NOVEMBER 5, 2025**

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

Any person may view the meeting in person at LACERA's offices or online at <https://LACERA.com/leadership/board-meetings>.

The Committee may take action on any item on the agenda, and agenda items may be taken out of order.

COMMITTEE TRUSTEES:

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

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

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of October 1, 2025

IV. PUBLIC COMMENT

(Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit <https://LACERA.com/leadership/board-meetings> and complete the request [form](#).

If you select oral comment, we will contact you via email with information and instructions as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Committee. Oral comment requests will be accepted up to the close of the Public Comment item on the agenda.

If you select written comment, please input your written public comment within the form as soon as possible and up to the close of the meeting. Written comment will be made part of the official record of the meeting. If you would like to remain anonymous at the meeting without stating your name, please leave the name field blank in the request form. If you have any questions, you may email PublicComment@lacera.com.)

V. REPORTS

A. **Operations Briefing**

Laura Guglielmo, Assistant Executive Officer
JJ Popowich, Assistant Executive Officer
Kathy Delino, Chief, Information Technology
Iveta Brecko, IT Specialist I, Systems
Dmitriy Khaytovich, Section Head, Benefits
(Presentation)

B. **County-wide Surveys for HR Personnel**

JJ Popowich, Assistant Executive Officer
Tatiana Bayer, Division Manager, Member Services
(For Information Only) (Memo dated October 16, 2025)

C. **Privacy Incidents: Personally Identifiable Information**

Chaitanya Errande, Information Security Officer
(For Information Only) (Memo dated October 20, 2025)

VI. ITEMS FOR STAFF REVIEW

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

VII. ITEMS FOR FUTURE AGENDAS

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

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

IX. EXECUTIVE SESSION

A. **Potential Threats to Public Services or Facilities**

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

Consultation with: LACERA Acting Chief Executive Officer Luis A. Lugo, Assistant Executive Officers JJ Popowich and Laura Guglielmo, Chief, Information Technology Kathy Delino, Information Security Officer Chaitanya Errande, and Other LACERA Staff.

X. ADJOURNMENT

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

****Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Board of Retirement meeting preceding it. Please be on call.**

Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, Suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday *and will also be posted on lacera.com at the same time, [Board Meetings | LACERA](#).*

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

MINUTES OF THE REGULAR MEETING OF THE OPERATIONS OVERSIGHT
COMMITTEE AND BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

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

11:45 A.M. – 1:12 P.M., WEDNESDAY, OCTOBER 1, 2025

This meeting was conducted by the Operations Oversight
Committee both in person and by teleconference under California
Government Code Section 54953(f)

COMMITTEE TRUSTEES

PRESENT: JP Harris, Chair
Nancy M. Durazo, Vice Chair
Aleen Langton, Trustee
Wayne Moore, Trustee
Shawn R. Kehoe, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Bobbie Fesler, Trustee
Elizabeth Ginsberg, Trustee
Les Robbins, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Luis A. Lugo, Acting Chief Executive Officer

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Kathy Delino, Chief, Information Technology

Chaitanya Errande, Information Security Officer

Ganesh Gopanapalli, Information Technology Manager II

Shonita Peterson, Interim Section Head, Process Mgmt. Group

Tamara Caldwell, Disability Retirement Division Manager

I. CALL TO ORDER

This meeting was called to order by Chair Harris at 11:45 a.m.

II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449, California Government Code Section 54953(f)

- A. Just Cause
- B. Action on Emergency Circumstance Requests
- C. Statement of Persons Present at AB 2449 Teleconference Locations

There were no requests received.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of September 3, 2025

Trustee Langton made a motion, Trustee Kehoe seconded, to approve the minutes of the regular meeting of September 3, 2025. The motion passed by the following roll call vote:

Yes: Durazo, Langton, Moore, Harris

No: None

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. REPORTS

A. **LACERA Operations Briefing**

Luis A. Lugo, Acting Chief Executive Officer
JJ Popowich, Assistant Executive Officer
Laura Guglielmo, Assistant Executive Officer
Kathy Delino, Chief, Information Technology
Ganesh Kumar Gopanapalli, Information Technology Manager II
(Presentation)

The Executive team presented the monthly briefing and was available to answer questions from the Committee. This item was received and filed.

B. **2023-2028 Quarterly Strategic Plan Update**

Luis A. Lugo, Acting Chief Executive Officer
JJ Popowich, Assistant Executive Officer
Laura Guglielmo, Assistant Executive Officer
(Presentation) (Memo dated September 23, 2025)

The Executive team presented the quarterly strategic plan update and was available to answer questions from the Committee. This item was received and filed.

V. REPORTS (Continued)

C. **LACERA Way2Go Pre-Paid MasterCard**

Shonita Peterson, Interim Section Head, Process Management Group
(Presentation) (Memo dated September 4, 2025)

Ms. Peterson gave a brief presentation and was available to answer questions from the Committee. This item was received and filed.

D. **Privacy Incidents: Personally Identifiable Information**

Chaitanya Errande, Information Security Officer
(For Information Only) (Memo dated September 16, 2025)

This item was received and filed.

VI. ITEMS FOR STAFF REVIEW

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

Trustee Langton requested that a standing item regarding Artificial Intelligence be added to the Committee agenda for updates and discussion.

VII. ITEMS FOR FUTURE AGENDAS

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

There was nothing to report.

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

IX. EXECUTIVE SESSION

A. **Potential Threats to Public Services or Facilities**
(Pursuant to Subdivision (a) of California Government Code
Section 54957)

Consultation with: LACERA Acting Chief Executive Officer Luis A. Lugo, Assistant Executive Officers JJ Popowich and Laura Guglielmo, Chief, Information Technology Kathy Delino, Information Security Officer Chaitanya Errande, and Other LACERA Staff.

There was nothing to report.

X. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 1:12 p.m.

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



Operations Briefing

Operations Oversight Committee
November 2025



Operational Initiatives

Organization-Wide Projects

OPERATIONAL INITIATIVES



Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Expected Completion
Boardroom Relocation and Expansion Relocation of the Boardroom from the 8 th Floor to the ground floor of Gateway Plaza.	 On Track (Planning Phase)	\$700,000	Laura Guglielmo, Ricki Contreras	The Facilities Management and Audio Visual teams are coordinating with the Office of the Building to refine the audio visual requirements and space plans. Pending building permits.	March 2027
COLA Bank Retroactive Changes Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation	 On Track (Execution Phase)	\$0	JJ Popowich, Louis Gittens, Theodore King	The leadership team is developing tools and resources for the team to ensure the accuracy of each payment.	June 2026
CoPilot Champions Expanding the adoption of Co-Pilot by empowering selected staff to lead adoption efforts, recommend training opportunities, and serve as peer mentors across the organization	 On Track (Execution Phase)	\$0	Laura Guglielmo, Kathy Delino, Penelope Rodriguez (PM)	A second round of Co-Pilot training is being scheduled, with this series focusing on division-specific use cases.	September 2028
Deductions for Dues from Retiree Benefit Payments Policy implementation addressing existing and future members who elect to have dues, fees or premium payments for various third-party agencies deducted from their retirement benefit on a monthly basis to ensure LACERA is compliant with CERL Section 31452.5	 Pending (Planning Phase)	\$0	JJ Popowich, Louis Gittens, Fabio Ramirez	The team is currently working with the Legal Office to develop the Agency Agreement that outlines all responsibilities of both parties for approved agencies. Additionally, the team is processing legacy documents from two agencies that have merged as we develop our process for evaluating legacy documents. The results of this pilot will help us inform how we address legacy deductions in place prior to the new policy requirements.	To Be Determined

OPERATIONAL INITIATIVES



Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Expected Completion
Disability Retirement Artificial Intelligence Solution Transform the document and record indexing process of the disability retirement application workflow in order to enhance the speed, accuracy, and efficiency of handling member applications	 Pending (Planning Phase)	\$110,000	JJ Popowich, Tamara Caldwell, Alonso Favela (PM)	Project will kick off in January 2026	To Be Determined
eDiscovery Solution for the Legal Office and Information Security Teams to conduct eDiscovery which is the process of identifying, collecting, and producing electronically stored information (ESI) in response to a request for production in a lawsuit or investigation, to respond to a Public Records Act, or to facilitate collection of information for other business purposes	 On Track (Execution Phase)	\$120,000	Steven Rice, Chait Errande, Alonso Favela (PM)	Proof of Concept (POC) is nearing completion. The LACERA project team is currently evaluating if the product meets the defined requirements and reviewing three pricing options.	November 2025
LACERA Event Response Team (LERT) Management Solutions Automate the tracking of LACERA incidents and integrating the ServiceNow workflow with LACERA's Pension Administration System (Workspace) and LACERA's Emergency Notification System (On-Solve).	 On Track (Execution Phase)	\$0	JJ Popowich, Chait Errande, Iveta Brecko (PM)	Developing the actions, triggers, and conditions in ServiceNow to integrate the workflow with Workspace and On-Solve APIs.	December 2025
Legal Matter Solution Solution for the Legal Office Division to Track and Manage Legal Matter Management and integrate with Enterprise Contract Lifecycle Management	 On Track (Execution Phase)	\$150,000	Steven Rice, Christine Roseland, Iveta Brecko (PM)	Currently in use by in-house legal staff for logging Public Records Requests, inputting Legal investments transactions, and completed commercial contracts. Training is in process for core users from Admin Services and Investments to begin using LawVu to input matter records.	December 2025

OPERATIONAL INITIATIVES



Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Expected Completion
Mainframe System Migration Migration of existing pension administration mainframe functionality to modern infrastructure and architecture to enhance scalability, agility, and integration capabilities.	 On Track (Execution Phase)	\$920,000	Kathy Delino, Alonso Favela (PM)	Recently added temporary development and analysis staff, are optimizing the migration process using AI and automated testing, and are migrating Tax Reporting and Direct Deposit Prenote processes.	June 2028
Microfiche Digitization Conversion of LACERA's 46 million pages of microfiche to searchable PDF files and store them in an Enterprise Content Management System (ECM). A subset of the PDF files will be shared with the L.A. County Auditor-Controller.	 On Track (Execution Phase)	\$0	JJ Popowich, Kathy Delino, Tom De Luca (PM)	Recently procured the tools to convert the image files to searchable .pdf and now scheduling the mass conversion process	December 2025
PEPRA: Annual Benefit Statement Provide an Annual Benefit Statement (ABS) for PEPRA members.	 On Track (Execution Phase)	\$0	JJ Popowich, Cynthia Martinez	Design requirements have been submitted to Systems, and Systems is creating mockups of proposed graphs for review and approval.	December 2026
PEPRA Final Average Compensation: Scheduled Earnings The Board of Retirement approved a change to the methodology for calculating a PEPRA member's Final Average Compensation (FAC) due to a revised interpretation of PEPRA and CERL. Effective with this decision, LACERA will now use Scheduled Earnings to calculate the FAC, instead of Actual Earnings. This project covers all efforts to implement this change and pay any retroactive benefits.	 On Track (Execution Phase)	\$0	JJ Popowich, Louis Gittens, Kevin Hawkins	The team has updated retirement benefits for routine cases and will continue to work on complex cases.	December 2025

OPERATIONAL INITIATIVES



Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Expected Completion
Prepaid Bank Card Providing a prepaid bank card option for monthly benefit payments	 On Track (Execution Phase)	\$0	JJ Popowich, Shonita Peterson	Direct mail, including the Way2Go Introduction Letter and Enrollment Brochure, will go out on October 6, 2025. Emails will be sent to members with emails on file on October 6 as well. Enrollment into the program will begin on November 1, 2025.	November 2025
Project Portfolio Management Solution Streamlining project selection, prioritization, and resource allocation, ensuring alignment with business goals in support of improving efficiency, decision-making, and overall project success rates.	 On Track (Initiation Phase)	\$50,000	Luis Lugo, Kathy Delino, Sai Nichal Dasari (PM)	Developing the Request for Proposal (RFP)	December 2025
Retroactive Payroll Adjustments: Prospective Correction Collaboration with the Auditor-Controller (AC) to ensure timely and accurate collection of member payroll contributions on retroactive payroll adjustments.	 Pending (Initiation Phase)	\$0	JJ Popowich	LACERA has communicated our concerns with the County. The Auditor-Controller plans to work with Systems to resolve this.	To Be Determined
SASE (Phase II) Implement the core features of a cloud-based networking and security architecture to ensure confidentiality availability and Integrity as we conduct our activities when we are logged in. Features such as SDWAN (Software defined wide area network). Secure Enterprise Browser rollout and Data Loss Prevention strategies will be deployed in this phase.	 On Track (Initiation Phase)	\$0	Chait Errande	Available advanced features are now being implemented. We have finished configuring the Prisma Access Browser (PAB) we are getting ready to deploy to the Boardroom kiosks. Testing is ongoing.	October 2025

OPERATIONAL INITIATIVES



Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Expected Completion
Staff Offboarding Implementing the staff offboarding process into ServiceNow.	● On Track (Execution Phase)	\$0	Laura Guglielmo, Carly Ntoya, Alonso Favela (PM)	Developing the actions, triggers, and conditions in ServiceNow to automate the offboarding process.	December 2025
Virtual Mailroom Document imaging services digitizing member documents and business mail through a virtual mail room solution, enhancing both efficiency and business continuity planning.	● Pending (Planning Phase)	\$150,000	Laura Guglielmo, Ricki Contreras, Ahmad Chishty (PM)	In the Vendor Management RFP queue.	To Be Determined



IT Trends & Transformation

Sol Case Management – First Payment Processing

Kathy Delino – Chief, Information Technology, Systems

Iveta Brecko – IT Specialist I, Systems

Dmitriy Khaytovich – Section Head, Benefits

Phase I of V

- Disability Retirement Application
 - Go Live Date: 09/22/2023
- Disability Retirement Appeal
 - Go Live Date: 09/22/2023
- First Payment
 - Go Live Date: 12/05/2024



First Payment Process



Description of Process

- Retirement Election
- Case Assignment
- Account Certification
- Trial Disbursements
- Final Benefit Calculation
- First Retirement Benefit Payment





First Payment Process Highlights

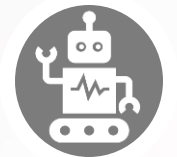
First Payment Process Improvements



Standardized Account Certification



Automatic Letter Generation and Account Documentation



Systematic Payroll Validation



Integrated Payroll Approvals and QA Audits



Centralized Dashboards and Real-time Monitoring



First Payment Process Improvement Results

- 5,333 Cases per Year
- Before Sol – 3 hours/Case
- After Sol – 2 hours/Case
- 33% Reduction in processing time



First Payment Return on Investment (ROI)



Return on Investment:

- Break Even Point = Year 5
- 10 Year ROI is 43%

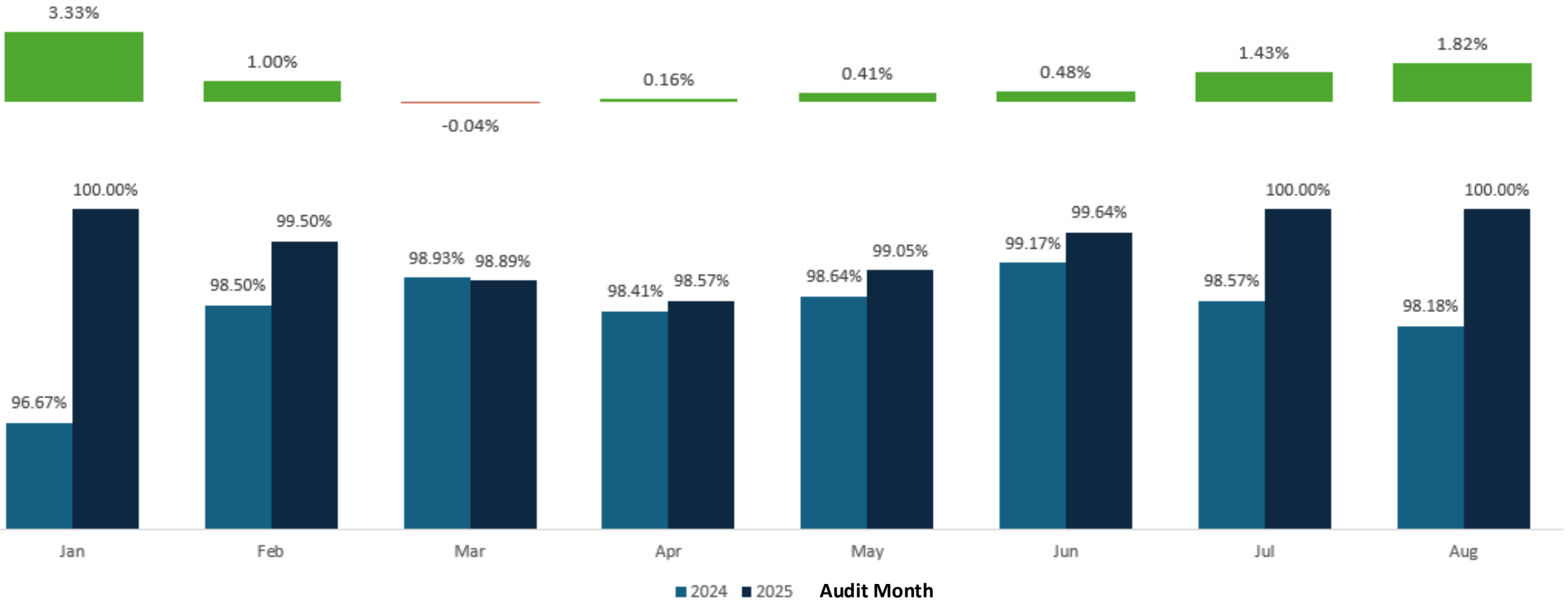
Assumptions:

- Average Staffing Cost to LACERA = \$65/hour
- Fixed Development Cost = \$358,000
- Annual Subscription, Licensing, and Support Cost = \$259,000

First Payment Audit Accuracy



Change in Accuracy





First Payment Interface Highlights

Specialist Dashboard



HomeMy DashboardsDashboard - Notifications (First Payment)Dashboard - Benefits Specialist Dashboard

Benefits Specialist Dashboard - My Dashboards

My Retirement Agenda Cases

Priority	Assigned
High	3
Medium	6
Low	0
Total	9

My First Payment Cases

Past Carry Over - Action Required

Past Carry Over - Action Required 0

Assigned

Assigned 28

Trial Disbursement

Passed 6

Manual Review 16

Recertified 6

Total 28

Final Calc

Passed 0

Manual Review 0

Certified - Correct 0

Certified - Underpayment 0

No Pay 0

Total 0

Approvals

Awaiting Approval 0

Month-End Disbursement

Paying 0

Pay Hold or Need Review 28

Total 28

Carry Over Cases in Progress

New Carry Over Cases 0

Payroll Run Deadlines

Payroll Run	Trial Disbursement	Final Calc	Month-End Disbursement
Deadline	09/16/2025 06:00 PM	09/18/2025 06:00 PM	09/22/2025 06:00 PM

My Tasks

Task Number	Priority	Risk	Case Number	Member	Task Owner	Received On	Due Date
Recertify (Ad-Hoc)	High	Level 4	FP-2508-07245		Crystal Castaneda	09/16/2025	
FP-020 Initial Certification	Medium	Level 4	FP-2509-07364		Crystal Castaneda	09/09/2025	
FP-100 Review Trial Disbursement	High	Level 1	FP-2508-07327		Crystal Castaneda	09/17/2025	
FP-020 Initial Certification	Medium	Level 4	FP-2508-07324		Crystal Castaneda	09/09/2025	
FP-100 Review Trial Disbursement	High	Level 2	FP-2508-07316		Crystal Castaneda	09/17/2025	
FP-020 Initial Certification	Medium	Level 4	FP-2508-07271		Crystal Castaneda	09/09/2025	
FP-020 Initial Certification	Medium	Level 2	FP-2508-07083		Crystal Castaneda	09/08/2025	
FP-100 Review Trial Disbursement	High	Level 5	FP-2507-06968		Crystal Castaneda	09/17/2025	
FP-100 Review Trial Disbursement	High	Level 2	FP-2507-06757		Crystal Castaneda	09/17/2025	

My TO DO

	Pr	Case Number	Instruction	Member	Due Date	Creator
⚙		FP-2508-07316	Check eHR for termination date. Add to Workspace if available.		09/22/2025	Sol
⚙		FP-2507-06670	Send Salary Confirmation letters		09/22/2025	Sol
⚙		FP-2508-07327	Check eHR for termination date. Add to Workspace if available.		09/22/2025	Sol
⚙		FP-2507-06670	Send Salary Confirmation		09/22/2025	Sol

Page 1 of 1

Displaying 1 - 21 of 21

Version: 7.1 R4(7.1.40 31782) | DCM 6.3.6.1 | Privacy | Security | Terms of Use

Manager Dashboard



Home

FP All Cases

Sol (rev. 116)

Benefits First Payment Management

My Dashboards

Search Criteria

Select Unit: All Units

Export

First Payments

	Total
Carry Over Cases In Progress	19
New cases	267
Total	286

Outstanding Audit Findings

Type	Count
CRITICAL - Retirement Agenda	3
OTHER - Retirement Agenda	1
First Payment	0
Total	4

Outstanding Payroll Approvals

Level	Awaiting Approval	Pending Other Approvals
Level 2	0	
Level 3	0	0
Level 4	0	0
Rework	0	

Other Tasks

Outstanding	Total
Supervisor Override	0
System Change Request	0
Deceased Member Processing	2

Payroll Run Deadlines

Payroll Run Deadline	Trial Disbursement	Final Calc	Month-End Disbursement
	09/16/2025 06:00 PM	09/18/2025 06:00 PM	09/22/2025 06:00 PM

First Payments by Specialist

Specialist	Past Carry Over Action Required	Assigned	Trial Disbursement			Final Calc			Month-End Disbursement			New Carry Over	
			Passed	Manual Review	Recertified	Passed	Manual Review	Certified Correct	Certified Underpay	No Pay	Paying	Pay Hold or Need Review	
Albert Robles	0	42	22	1	19	0	0	0	0	0	0	42	0
Alvina Heard	2	1	0	0	1	0	0	0	0	0	0	1	0
Angela Ward	4	10	0	10	0	0	0	0	0	0	0	10	0
Brittany Moyer	0	15	0	1	13	0	0	0	0	0	0	15	0
Carla Quezada	0	5	1	2	2	0	0	0	0	0	0	5	0
Christina Tung	0	12	0	10	2	0	0	0	0	0	0	12	0
Christopher Carlin	0	31	10	10	11	0	0	0	0	0	0	31	0
Clarence Malone Iv	1	2	0	0	2	0	0	0	0	0	0	2	0
Crystal Castaneda	0	28	6	17	5	0	0	0	0	0	0	28	0
Debbie Goldasich	0	1	0	0	1	0	0	0	0	0	0	1	0
Diego Romero	0	18	7	8	3	0	0	0	0	0	0	18	0
Henry Gonsalves	1	0	0	0	0	0	0	0	0	0	0	0	0
Kenneth Rios	0	20	6	0	14	0	0	0	0	0	0	20	0
Lisa Chasse	3	21	8	10	3	0	0	0	0	0	0	21	0
Mary Ann Valenzuela	1	8	0	8	0	0	0	0	0	0	0	8	0
Nancy Harper	1	1	1	0	0	0	0	0	0	0	0	1	0
Rebecca Yu	1	1	0	1	0	0	0	0	0	0	0	1	0
Seema Parween	0	13	0	6	7	0	0	0	0	0	0	13	0
Silvano Cruz	0	4	1	0	3	0	0	0	0	0	0	4	0
Soledad Cruz	1	36	20	14	2	0	0	0	0	0	0	36	0
Xue-Mei Gao	1	17	9	8	0	0	0	0	0	0	0	17	0
Total	16	286	91	106	88	0	0	0	0	0	0	286	0

Document Indexing Pending Items

Open Document Indexing

Received Date	Subject	LACERA ID	Party	Case Number	Email Owner

Los Angeles County Employees Retirement Association

18



LOOKING AHEAD



- Case Management Phase II
 - Felony Forfeiture
 - Active Death
 - Retired Death
 - Seamless Survivor Process
-

Thank You!



Sol Case Management

Questions?



Appendix

First Payment Return on Investment (ROI)



Times Savings per Case:

Before Sol – 3 hours/case

After Sol – 2 hours/Case

Rounded Savings: 1 hour per case

Staff Cost:

\$65 per hour

Number of Cases per year: 5,333

Total Annual Savings:

Time Savings per case X Staff Cost per minute X Number of Cases per year

1 Hour X \$65 per hour X 5333 cases per year = \$346,645 saved per year

Rounded Savings: \$347,000 per year

First Payment Return on Investment (ROI)



One Time Development Cost

\$358,000

Annual Support and Licensing Cost

\$259,000

First Payment Return on Investment (ROI)



LACERA ROI ANALYSIS	Years	1	2	3	4	5	6	7	8	9	10
CASH OUTFLOW (FIXED COST)											
Statement of work		\$70,000.00	-	-	-	-	-	-	-	-	-
Change Request		\$288,000.00	-	-	-	-	-	-	-	-	-
Total fixed expense		\$358,000.00	-	-	-	-	-	-	-	-	-
ONGOING COST											
annual maintenance		\$58,000.00	\$58,082.00	\$58,082.00	\$58,082.00	\$58,082.00	\$58,082.00	\$58,082.00	\$58,082.00	\$58,082.00	\$58,082.00
subscription (@ 2% annual increase per year)		\$201,000.00	\$205,020.00	\$209,120.40	\$213,302.81	\$217,568.86	\$221,920.24	\$226,358.65	\$230,885.82	\$235,503.54	\$240,213.61
Total expense		\$259,000.00	\$263,102.00	\$267,202.40	\$271,384.81	\$275,650.86	\$280,002.24	\$284,440.65	\$288,967.82	\$293,585.54	\$298,295.61
PV of Cash Flow	\$0.00	\$242,056.07	\$229,803.48	\$218,116.75	\$207,038.17	\$196,535.26	\$186,577.32	\$177,135.34	\$168,181.90	\$159,691.08	\$151,638.36
Cummulative Cash Outflow	\$0.00	\$242,056.07	\$471,859.55	\$689,976.30	\$897,014.47	\$1,093,549.73	\$1,280,127.05	\$1,457,262.39	\$1,625,444.29	\$1,785,135.37	\$1,936,773.73
Cumulative Cash outflow + fixed expense		\$600,056.07	\$829,859.55	\$1,047,976.30	\$1,255,014.47	\$1,451,549.73	\$1,638,127.05	\$1,815,262.39	\$1,983,444.29	\$2,143,135.37	\$2,294,773.73
CASH INFLOW											
Benefit specialists time savings (5333 cases with 31% time savings @ \$11,275K per month and @3.25% annual increase in pay)		\$347,000	\$358,000	\$370,000	\$382,000	\$394,000	\$407,000	\$420,000	\$434,000	\$448,000	\$463,000
Total Saving		\$347,000.00	\$358,000.00	\$370,000.00	\$382,000.00	\$394,000.00	\$407,000.00	\$420,000.00	\$434,000.00	\$448,000.00	\$463,000.00
PV of Cash Inflow		\$324,299.07	\$312,691.06	\$302,030.21	\$291,425.97	\$280,916.55	\$271,201.29	\$261,554.89	\$252,591.95	\$243,682.32	\$235,365.72
Cumulative Cash Inflow		\$324,299.07	\$636,990.13	\$939,020.34	\$1,230,446.32	\$1,511,362.87	\$1,782,564.16	\$2,044,119.05	\$2,296,711.00	\$2,540,393.32	\$2,775,759.04
Cumulative annual savings		-\$275,757.01	-\$192,869.42	-\$108,955.96	-\$24,568.16	\$59,813.14	\$144,437.11	\$228,856.66	\$313,266.71	\$397,257.95	\$480,985.31
NPV of Project		\$838,985.31									
ROI		43%									
Cash Flow		(\$270,000.00)	\$94,898.00	\$102,797.60	\$110,615.19	\$118,349.14	\$126,997.76	\$135,559.35	\$145,032.18	\$154,414.46	\$164,704.39

October 16, 2025

TO: Operations Oversight Committee
JP Harris, Chair
Nancy Durazo, Vice Chair
Aleen Langton
Wayne Moore
Shawn Kehoe, Alternate

FROM: JJ Popowich 
Assistance Executive Officer

Tatiana Bayer
Division Manager, Member Services Division

FOR: Operations Oversight Committee Meeting of November 5, 2025

SUBJECT: County-wide surveys for HR personnel

EXECUTIVE SUMMARY

As part of our ongoing strategic initiative to enhance the member experience, we are conducting a targeted survey with County departments to better understand how LACERA-related onboarding processes are currently being implemented across the County.

This effort stems from our July 31 meeting with all Human Resources Department Heads (DHRM meeting), where we discussed the importance of aligning LACERA's onboarding touchpoints with County HR workflows.

We initially met with the County of Human Resources Director, Ms. Lisa Garret, along with staff from her Department. They recommended that we present our initiative at an upcoming HR Managers meeting and explain the objectives of the Superior Member Experience and the Standardization of the onboarding of New hires to County HR personnel.

SURVEY

The survey itself—developed in partnership with a consultant designed to capture how departments currently handle key LACERA processes such as sworn statements, plan selection, and MyLACERA access. It also seeks to identify timing gaps, communication challenges, and opportunities for earlier engagement with new employees.

Our goal is to improve consistency, identify opportunities for earlier engagement, and ensure all new employees have the tools they need to understand and access their LACERA benefits.

Our goal is not to audit or evaluate departments, but to gather insights that will help us:

- Improve consistency in how LACERA is introduced to new hires.
- Identify pain points and misconceptions that may hinder benefit understanding.
- Develop tools and materials that support County HR teams in delivering accurate and timely LACERA information.

WHAT'S NEXT

We are excited to start the survey process, gather the results and begin analyzing the feedback received from the County HR personnel. We are looking forward to developing the standardized onboarding process with all County Departments, which will ensure all new hires receive the same information as it relates to LACERA.

In partnership with our System's Division, we will be adding extra steps for new hires to be able to register with the LACERA Portal as early as they get hired. Our vision is for the Member Sworn Statement to be an electronic process, which means new hires will initially register into their Portal account, complete their personal information, submit the Member Sworn Statement, learn, and submit, if applicable, information for prior previous purchase and reciprocity, watch welcoming videos and webinars. This will ensure all members have the same experience once they join the County workforce.

We will continue to monitor the progress of the Standardized Onboarding process goals and will continue to provide Superior Member Experience.

CONCLUSION

The survey, supported by the Department of Human Resources, is designed to help us better understand how individual County departments engage with new hires on LACERA-specific processes such as sworn statements, plan selection, and registration, and My LACERA access.

This initiative is a foundational step in mapping the full member journey—from onboarding through retirement—and ensuring that all County employees receive the support they need from day one. The survey results will inform future presentations, training sessions, and collaborative efforts with County departments.

CC: Luis A. Lugo

Laura Guglielmo

Kathy Delino

FOR INFORMATION ONLY

October 20, 2025

TO: Operations Oversight Committee
JP Harris, Chair
Nancy M. Durazo, Vice Chair
Aleen Langton, Trustee
Wayne Moore, Trustee
Shawn R. Kehoe, Alternate Trustee

FROM: Chaitanya Errande 
Information Security Officer

FOR: November 5, 2025, Operations Oversight Committee Meeting

SUBJECT: **Privacy Incidents: Personally Identifiable Information**

EXECUTIVE SUMMARY

Potential privacy breaches are now classified as "events" until investigations confirm them as "incidents." To address prior Board feedback, we have enhanced the readability of this report through concise language, structured formatting, and a clear summary table.

A total of **4** events were investigated, with **3** confirmed as incidents, including **3** involving Personally Identifiable Information (PII). Severity levels are low. As a standard practice, affected members are provided with one-year membership to Experian's Identity Theft Protection Services to mitigate risks.

DISCUSSION**Process Improvements**

The following changes have been implemented in our privacy incident management process:

1. **Oversight:** ISO Office conducted a walk through at the Document Processing Center (DPC) to observe operations and to address any issues/concerns.
2. **Workflow Improvements:** We discovered that two case files were opened at the same time by a Benefits Division Specialist. We recommended that cut-

and-paste activities should be restricted to template documents to further minimize the potential for exposure of sensitive information.

3. **Education:** We have conducted targeted Cyber Training pertaining to divisional workflows to ensure privacy incidents are kept to a minimum.
4. **Divisional Privacy Practices Assessments:** The ISO office has started divisional assessments to evaluate existing practices to suggest improvements.

Incident Summary

Incidents	Under Investigation	Closed	PII Exposure	PHI Exposure
4	1	3	3	0

A total of 4 events were investigated, with 3 confirmed incidents, including 3 involving Personally Identifiable Information (PII). Severity levels are low. As a standard practice, affected members are provided with one-year membership to Experian's Identity Theft Protection Services to mitigate risks.

Incident Details

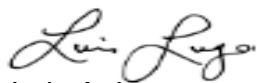
	Details
Incident Date	July 22, 2025
Discovery Date	August 13, 2025
Description	Beneficiary Confirmation Notice of one member was mistakenly sent to another member.
# Members affected	1
PII Exposure	Name, Address, Retirement Information
Cause	DPC has been having issues with paper jams with the Pitney Bowes equipment. In this particular case a paper jam condition occurred and staff inadvertently included Beneficiary Confirmation Notice of the member in the wrong envelope.
Remediation / Corrective Action	Staff should be trained to be more diligent when paper jams occur. Staff should re-verify and validate that the correct documents are included in the envelopes.
Status	Closed

	Details
Incident Date	September 11, 2025
Discovery Date	September 19, 2025
Description	Retirement confirmation notice of one member was mistakenly sent to another member.
# Members affected	1
PII Exposure	Name, Address, Retirement Information
Cause	In Progress, Possible DPC error.
Status	In Progress

	Details
Incident Date	September 3, 2025
Discovery Date	October 1, 2025
Description	A Beneficiary Confirmation Notice of one member was mistakenly sent to another member.
# Members affected	1
PII Exposure	Name, Address, Tax Levy Information
Cause	One member received tax levy letter intended for another member. The Benefits Division specialist was managing two active cases and mistakenly sent the tax levy document intended for one member to the other.
Remediation / Corrective Action	Benefits Division Specialists should manage one case at a time and refrain from working on multiple cases concurrently to minimize the risk of error. Cut-and-paste activities are restricted to template documents to further minimize the potential for misrouting sensitive information. Benefits is also revisiting the template process used to draft letters and exploring alternatives to help mitigate staff errors.
Status	Closed

	Details
Incident Date	August 4, 2025
Discovery Date	October 3, 2025
Description	A Beneficiary Confirmation Notice of one member was mistakenly sent to another member.
# Members affected	1
PII Exposure	Name, Address, Legal Split Information
Cause	One member received a Legal Split letter intended for another member. The Benefits specialist was managing two active cases and mistakenly sent the Legal Split document intended for one member to the other.
Remediation / Corrective Action	The Benefits Division Specialists should manage one case at a time and refrain from working on multiple cases concurrently to minimize the risk of error.
Status	Closed

Reviewed and approved:



Luis A. Lugo
Acting Chief Executive Officer

CE:SF: nm

C: JJ Popowich, AEO

Documents not attached are exempt from disclosure under the California Public Records Act and other legal authority.

**For further information, contact:
LACERA
Attention: Public Records Act Requests
300 N. Lake Ave., Suite 620
Pasadena, CA 91101**