

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.gov.

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, SEPTEMBER 2, 2026**

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 54953.8.3.

Any person may view the meeting in person at LACERA's offices or online at <https://LACERA.gov/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:

Nancy M. Durazo, Chair
Wayne Moore, Vice Chair
Bobbie Fesler, Trustee
Aleen Langton, Trustee
David Ryu, Alternate Trustee

- I. CALL TO ORDER
- II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER SB 707
 - A. Just Cause (Section 54953.8.3)
 - B. Statement of Persons Present at SB 707 Teleconference Locations

III. APPROVAL OF MINUTES

- A. Approval of the Minutes of the Regular Meeting of August 5, 2026

IV. PUBLIC COMMENT

(Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit <https://LACERA.gov/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.gov.)

V. REPORTS

A. **Operations Briefing**

Jessica Baxter, Chief Administrative Officer
JJ Popowich, Chief Benefits Officer
Kathy Delino, Chief, Information Technology
Joe Shiuan, Information Technology Manager II
(Presentation)

B. **New Hire Journey Safety Members Survey**

Tatiana Bayer, Division Manager, Member Services
Cynthia Martinez, Chief, Communications
(For Information Only) (Memo dated August 14, 2026)

C. **Privacy Incidents: Personally Identifiable Information (Monthly)**

Chaitanya Errande, Information Security Officer
(For Information Only) (Memo dated August 17, 2026)

VI. ITEMS FOR STAFF REVIEW

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

VII. ITEMS FOR FUTURE AGENDAS

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

VIII. GOOD OF THE ORDER

(For Information Purposes Only)

IX. ADJOURNMENT

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

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

Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, Suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday and will also be posted on lacera.com 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, from 8:30 a.m. to 5:00 p.m. Monday through Friday or email PublicComment@lacera.gov, 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

12:39 P.M. – 12:55 P.M., WEDNESDAY, AUGUST 5, 2026

This meeting was conducted by the Operations Oversight
Committee both in person and by teleconference under California
Government Code Section 54953.8.3.

COMMITTEE TRUSTEES

PRESENT: Nancy M. Durazo, Chair
Wayne Moore, Vice Chair
Aleen Langton, Trustee

ABSENT: Bobbie Fesler, Trustee
David Ryu, Alternate Trustee

OTHER BOARD OF RETIREMENT TRUSTEES

Elizabeth Ginsberg, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Luis A. Lugo, Chief Executive Officer

JJ Popowich, Chief Benefits Officer

Jessica Baxter, Chief Administrative Officer

STAFF, ADVISORS AND PARTICIPANTS (Continued)

Kathy Delino, Chief, Information Technology

Chait Errande, Information Security Officer

Joe Shiuan, Information Technology Manager II

I. CALL TO ORDER

This meeting was called to order by Chair Durazo at 12:39 p.m.

II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER SB 707

A. Just Cause (Section 54953.8.3)

B. Statement of Persons Present at SB 707 Teleconference Locations

There were no requests received.

III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of July 1, 2026

Trustee Fesler made a motion, Trustee Langton seconded, to approve the minutes of the regular meeting of July 1, 2026. The motion passed by the following roll call vote:

Yes: Langton, Durazo

No: None

Abstain: Moore

Absent: Fesler, Ryu

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. NON-CONSENT ITEMS

A. **Board AI Governance Framework**

Recommendation as submitted by Chaitanya Errande, Information Security Officer and Kathy Delino, Chief, Information Technology: That the Committee recommends sending the Board AI Governance Framework to the Board of Retirement for adoption.

(Memo dated July 17, 2026)

Trustee Langton made a motion, Trustee Moore seconded, to send the Board AI Governance Framework, including comments/changes made by the Committee, to the Board of Retirement for adoption. The motion passed by the following roll call vote:

Yes: Moore, Langton, Durazo

No: None

Absent: Fesler, Ryu

VI. REPORTS

A. **Operations Briefing**

JJ Popowich, Chief Benefits Officer
Jessica Baxter, Chief Administrative Officer
Kathy Delino, Chief, Information Technology
(Presentation)

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

B. **Privacy Incidents: Personally Identifiable Information – July 2026**

Chaitanya Errande, Information Security Officer
(For Information Only) (Memo dated July 21, 2026)

This item was received and filed.

VII. ITEMS FOR STAFF REVIEW

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

There was nothing to report.

VIII. 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.

IX. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

X. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 12:55 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

SEPTEMBER 2026

Prepared for the Operations Oversight Committee

Overview

Two areas of focus for this briefing to the Operations Oversight Committee

01

Operational and Strategic Plan Initiatives

15 organization-wide projects spanning infrastructure, member services, compliance, and technology modernization. 9 technology projects aligned to LACERA's strategic goals, plus 3 initiatives completed this fiscal year.

02

Information Technology (IT) Trends & Artificial Intelligence (AI) Update

Highlighting the artificial intelligence landscape, LACERA's current AI applications, projects in development, and the future pipeline.

Project Health Dashboard

Portfolio status across all 27 initiatives · FY 26-27

27

TOTAL INITIATIVES

3

COMPLETED

16

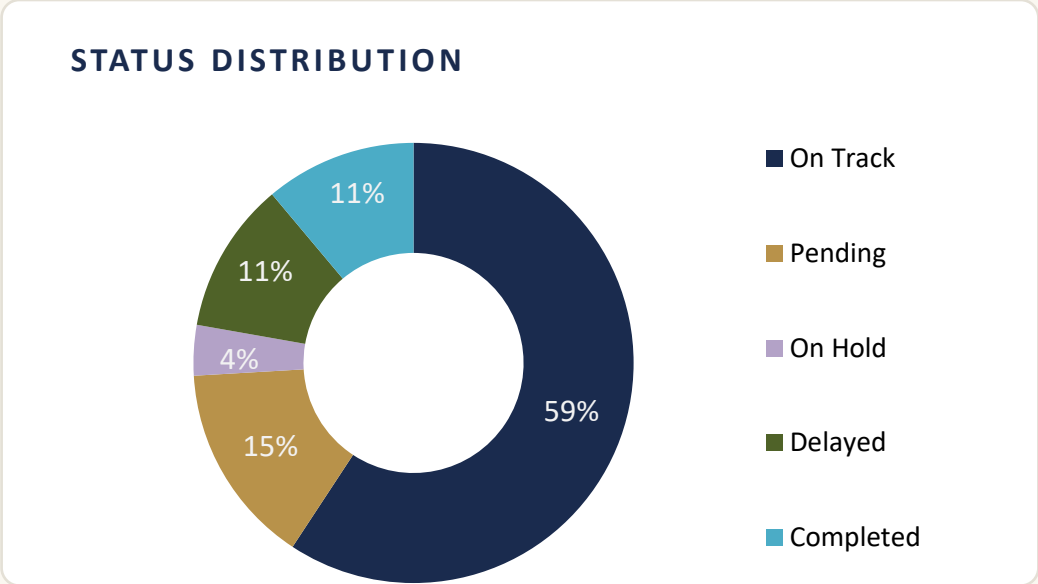
ON TRACK

8

ON HOLD, DELAYED,
PENDING

~\$5.4M

FY 26-27 BUDGET



UPCOMING INITIATIVES

SEP 2026	Microfiche Digitization · PEPRA FAC: Scheduled Earnings
OCT 2026	Legal Matter Management (LMM) · MECP · SASE Phase II
NOV 2026	Case Management (Sol) Phase 2
DEC 2026	Disability Retirement AI · PPM · PEPRA ABS · LERT
2027	Member Verification Modernization · Member Empowerment Platform

RECENTLY COMPLETED

JUL 2026	COLA Bank Retroactive Changes · Seamless Online Retirement · OCR for Direct Deposit
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01

SECTION ONE

Operational and Strategic Plan Initiatives

*IT Related Organization-Wide Projects · 15 Active Initiatives · Technology
Components of LACERA's Strategic Goals · 9 Active Initiatives*

Organization-Wide Impact

How the 27 initiatives advance service, compliance, and modernization across LACERA



Operational Initiatives

Boardroom Relocation and Expansion

On Track • Execution

Relocation of the Boardroom from the 8th Floor to the ground floor of Gateway Plaza — a larger, purpose-built venue designed to expand seating for joint board meetings and accommodate greater attendance by members of the public.

Update: Staff continue planning discussions with the Office of the Building and external vendors on first-floor space allocation and permitting; update at the August JOGC.

ORGANIZATION-WIDE IMPACT

Adds dedicated capacity for joint board meetings and expanded seating for members of the public in a larger ground-floor venue — reinforcing transparency and in-person participation across the organization.

Budget: \$700,000 | Target: July 2027 | Ricki Contreras, Division Manager

CoPilot Champions

On Track • Execution

Expanding CoPilot adoption by empowering staff to lead adoption, recommend training, and mentor peers across the organization.

Update: Second round of training structured around division-specific use cases; purchase order issued and planning underway with the vendor.

ORGANIZATION-WIDE IMPACT

Builds AI fluency and productivity in every division through peer mentors — accelerating organization-wide adoption of Microsoft CoPilot.

Budget: \$98,100 | Target: September 2028 | Penelope Rodriguez, Project Manager

Operational Initiatives

Deductions for Dues from Retiree Benefit Payments

Pending · Planning

Policy implementation for members who elect to have dues, fees, or premiums deducted from retirement benefits, ensuring compliance with CERL §31452.5.

Update: Future process and workflow finalized; Benefits will partner with Systems to build the deduction-automation process.

ORGANIZATION-WIDE IMPACT

Brings retiree benefit deductions into compliance with CERL §31452.5 and automates them — reducing manual processing and legal risk for all electing retirees.

Target: TBD | Louis Gittens, Division Manager

Digital Communication Governance & Compliance

Pending · Planning

eDiscovery solution for the Legal Office and Information Security teams to identify, collect, and produce electronically stored information for legal and public-records requests.

Update: Comparing vendor quotes to determine next steps.

ORGANIZATION-WIDE IMPACT

Enables fast, defensible responses to legal and public-records requests enterprise-wide — reducing legal exposure and manual discovery effort.

Budget: \$150,000 | Target: TBD | Alonso Favela, Project Manager

Operational Initiatives

Disability Retirement AI Solution

On Track · Execution

Transform the document and record indexing in the disability retirement application workflow to improve speed, accuracy, and efficiency.

Update: Finalized detailed requirements (SOW), seeking vendor demonstrations.

ORGANIZATION-WIDE IMPACT

Speeds and sharpens disability retirement processing through AI-assisted indexing — improving turnaround and accuracy for members seeking disability benefits.

Budget: \$150,000 | **Target:** December 2026 | **Alonso Favela, Project Manager**

LACERA Event Response Team (LERT) Management Solutions

Delayed · Execution

Automate tracking of LACERA incidents and integrate ServiceNow workflow with the Pension Administration System and Emergency Notification System.

Update: Technical configuration underway for deployment; refresher training for users.

ORGANIZATION-WIDE IMPACT

Strengthens enterprise emergency response and business continuity by automating incident tracking across LACERA's critical systems.

Target: December 2026 (Previously August) | **Dave Choe, Project Manager**

Operational Initiatives

Legal Matter Management (LMM) Solution

Delayed • Execution

Solution for the Legal Office to track and manage legal matters, integrated with Enterprise Contract Lifecycle Management.

Update: Completing project documentation and readying for project closure.

ORGANIZATION-WIDE IMPACT

Centralizes legal-matter tracking and links it to enterprise contract management — improving oversight and reducing organizational risk.

Budget: \$158,000 | Target: October 2026 (Previously August) | Dave Choe, Project Manager

Mainframe System Migration

On Track • Execution

Migrate existing pension administration mainframe functionality to modern infrastructure for greater scalability, agility, and integration.

Update: Employing AI and automated testing to optimize coding and migration.

ORGANIZATION-WIDE IMPACT

Modernizes the core platform that processes every member's pension benefits — improving scalability, security, and agility for the whole organization.

Budget: \$920,000 | Target: June 2028 | Alonso Favela, Project Manager

Operational Initiatives

Microfiche Digitization

On Track · Execution

Convert LACERA's 46 million pages of microfiche to searchable PDFs in an Enterprise Content Management System, with a subset shared with the L.A. County Auditor-Controller.

Update: Mass conversion to searchable PDFs completed; awaiting MOU with L.A. County for delivery coordination. The team is beginning work on building the repository and discussions are underway on the user experience.

ORGANIZATION-WIDE IMPACT

Turns 46 million pages of member records into instantly searchable files — improving service speed and record access for staff across every division.

Target: September 2026 | Tom Deluca, Project Manager

PEPRA: Annual Benefit Statement

On Track · Execution

Provide an Annual Benefit Statement (ABS) for PEPRA members.

Update: Systems and Communications completed business decision reviews. Communications is finalizing comps for approval and subsequent development.

ORGANIZATION-WIDE IMPACT

Extends Annual Benefit Statements to all PEPRA members — improving benefit transparency and self-service for a growing segment of the membership.

Target: December 2026 | Cynthia Martinez, Communications

Operational Initiatives

PEPRA Final Average Compensation: Scheduled Earnings

On Track • Execution

Board-approved use of Scheduled Earnings instead of Actual Earnings for PEPRA member Final Average Compensation, including retroactive benefit payments.

Update: All routine cases completed; two outstanding complex cases nearing completion.

ORGANIZATION-WIDE IMPACT

Aligns PEPRA final-compensation calculations with Board policy — ensuring accurate benefits and retroactive payments for affected members.

Target: September 2026 (Previously July) | **Kevin Hawkins, Process Management Group, Benefits**

Project Portfolio Management Solution

On Track • Execution

Streamline project selection, prioritization, and resource allocation to align with business goals and improve decision-making.

Update: In Vendor Management (Procurement) and Legal review process.

ORGANIZATION-WIDE IMPACT

Gives leadership one view to prioritize projects and allocate resources — improving decision-making across the entire initiative portfolio.

Budget: \$80,000 | **Target:** December 2026 | **Sai Nichal Dasari, Project Manager**

Operational Initiatives

Retroactive Payroll Adjustments: Prospective Correction

Pending · Initiation

Collaboration with the Auditor-Controller to ensure timely, accurate collection of member payroll contributions on retroactive payroll adjustments.

Update: Concerns communicated to the County; the Auditor-Controller plans to work with Systems to resolve.

ORGANIZATION-WIDE IMPACT

Protects the accuracy of member contributions on retroactive County payroll adjustments — safeguarding fund integrity for affected members.

Target: TBD | JJ Popowich, Assistant Executive Officer

Secure Access Service Edge (SASE) | Phase II

Delayed · Execution

Implement core cloud-based networking and security features — SD-WAN, Secure Enterprise Browser rollout, and Data Loss Prevention.

Update: Advanced features being implemented; Prisma Access Browser testing underway for the Boardroom, contractors, and disaster BYOD; adding an interconnect feature missing from the current solution. Prisma Access Browser is being tested for the ISO team and the plan is to expand it to Systems end of August phased roll out expected after Systems and ISO resolving any issues. Interconnect testing was conducted successfully.

ORGANIZATION-WIDE IMPACT

Hardens enterprise cybersecurity for every user and system through cloud network security and data-loss prevention.

Target: October 2026 (Previously July) | Chait Errande, Information Security

Operational Initiatives

Virtual Mailroom

Pending · Initiation

Move document imaging services in LACERA’s Document Processing Center to a third party as a permanent or business-continuity solution.

Update: In Vendor Management (Procurement) and Legal review process.

ORGANIZATION-WIDE IMPACT

Ensures uninterrupted document processing through a resilient third-party mailroom — protecting continuity of member correspondence.

Budget: \$150,000 | Target: TBD | Dave Choe, Project Manager

Strategic Plan Initiatives

Business Intelligence (BI) Initiative

On Track · Execution

STRATEGIC GOAL 2 · INNOVATION THROUGH TECHNOLOGY — 2.1 BUSINESS INTELLIGENCE

Implement a centralized, scalable BI platform on Microsoft Fabric, Power BI, and Copilot to unify data sources and enable advanced analytics across all divisions.

Update: Deployed first set of three division-specific dashboards; team is working on the next three divisions.

ORGANIZATION-WIDE IMPACT

Delivers unified, self-service analytics to every division — enabling data-driven decisions across the entire organization.

Budget: \$840,000 | Target: December 2027 | Alonso Favela, Project Manager

Case Management (Sol) | Phase 2

On Track · Execution

STRATEGIC GOAL 1 · SUPERIOR MEMBER EXPERIENCE — 1.3 DIGITAL STRATEGY

Extend LACERA's Sol Case Management System to include Death Processing capabilities.

Update: Active Death Case Management module development is almost complete, entering Testing phase.

ORGANIZATION-WIDE IMPACT

Extends digital case management to death processing — improving timeliness and accuracy for survivors and beneficiaries.

Budget: \$500,000 | Target: November 2026 | Iveta Brecko, Project Manager

Strategic Plan Initiatives

Employer Portal

On Hold

STRATEGIC GOAL 1 • SUPERIOR MEMBER EXPERIENCE — 1.3 DIGITAL STRATEGY

A secure online portal for employers to on-board LACERA members, streamlining the Sworn Statement process and granting earlier access to My LACERA self-service.

Update: On hold pending Subject Matter Expert (SME) and resource-availability decisions.

ORGANIZATION-WIDE IMPACT

Would streamline member onboarding for participating employers and speed member access to self-service — currently paused pending prioritization.

Target: TBD | Alonso Favela, Project Manager

Enterprise Knowledge Management

On Track • Execution

STRATEGIC GOAL 2 • INNOVATION THROUGH TECHNOLOGY — 2.2 KNOWLEDGE MANAGEMENT

Hire a taxonomy consultant to assist with requirements definition and an RFP for a Knowledge Management System.

Update: Received Board approval, coordinating with vendor to finalize package to begin contracting process.

ORGANIZATION-WIDE IMPACT

Captures and organizes institutional knowledge enterprise-wide — reducing knowledge loss and improving staff efficiency across divisions.

Budget: \$590,000 | Target: December 2029 | Dave Choe, Project Manager

Strategic Plan Initiatives

Enterprise Resource Planning

On Track · Execution

STRATEGIC GOAL 5 · FISCAL DURABILITY — 5.1 ORGANIZATIONAL TOOLS

Replace LACERA's finance, budget, procurement, contracts, and human resource data systems with a single integrated Enterprise Resource Planning platform.

Update: Received IT Coordination Council approval to create and release RFP. Assembling project team and appointing Project Manager.

ORGANIZATION-WIDE IMPACT

Unifies accounting, budgeting, procurement, human resources data and financial reporting on one modern platform — strengthening budget accuracy, spending controls, and administrative efficiency across every division.

Budget: \$150,000 | Target: December 2028 | Ted Granger, Chief Financial Officer

Member Experience Communication Project (MECP)

On Track · Execution

STRATEGIC GOAL 1 · SUPERIOR MEMBER EXPERIENCE — 1.3 DIGITAL STRATEGY

Replace AWS Connect with a cloud communications service providing an omni-channel contact center with native MS Teams integration.

Update: Split into two phases: Phase I covers core call center, queue management, call recording, workforce management, quality control, and a beta live chat on LACERA.gov; Phase II adds AI Agent Assist and AI chatbot. Completing Testing phase, preparing go-live activities.

ORGANIZATION-WIDE IMPACT

Transforms member contact into an omni-channel experience — improving responsiveness for every member who calls, chats, or messages LACERA.

Budget: \$150,000 | Target: October 2026 | JJ Popowich, Assistant Executive Officer

Strategic Plan Initiatives

Member Empowerment Digital Platform (MEDP)

On Track · Execution

STRATEGIC GOAL 1 · SUPERIOR MEMBER EXPERIENCE — 1.3 DIGITAL STRATEGY

Deliver a unified self-service portal and mobile app that lets members securely view benefits, run retirement estimates, update personal information, and complete key transactions online.

Update: Project initiated, project team assembled, team defining scope and high-level requirements; identifying vendors for demos.

ORGANIZATION-WIDE IMPACT

Puts benefit information and self-service transactions directly in members' hands — reducing call and office volume while improving access for the entire membership.

Budget: \$500,000 | Target: June 2027 | Dave Choe, Project Manager

Member Verification Modernization

On Track · Execution

STRATEGIC GOAL 1 · SUPERIOR MEMBER EXPERIENCE — 1.3 DIGITAL STRATEGY

Modernize how LACERA confirms member and beneficiary identity — replacing with secure digital identity verification and periodic proof-of-life confirmation.

Update: Requirements gathering underway with Member Services and Legal Office; evaluating identity-verification vendors and defining workflows for online enrollment, life events, and continued-eligibility checks.

ORGANIZATION-WIDE IMPACT

Strengthens safeguards against fraud and improper payments while making identity confirmation faster and less burdensome for members and beneficiaries.

Budget: \$220,000 | Target: March 2027 | Iveta Brecko, Project Manager

Strategic Plan Initiatives

Online Healthcare Enrollment

On Track · Execution

STRATEGIC GOAL 1 · SUPERIOR MEMBER EXPERIENCE — 1.4 RETIREE HEALTHCARE EXPERIENCE

Extend the online retirement experience to retiree healthcare — letting members review plan options, enroll in coverage, and add eligible dependents in the same digital flow, without paper forms.

Update: Scoping underway with Healthcare Benefits and Systems to define plan-selection rules, dependent eligibility, and required documentation; vendor and platform options under review.

ORGANIZATION-WIDE IMPACT

Completes the end-to-end online retirement journey by moving healthcare enrollment online — reducing paper processing for staff and giving every retiring member a single, fully digital experience.

Target: June 2028 | Business Solutions

Completed Initiatives

Delivered initiatives retained as a running record of value — each project moves here at closeout

3

COMPLETED TO DATE

Delivered in FY 26-27 — benefit corrections, a fully online retirement election flow, and automated document data capture.

Next expected: Microfiche Digitization and PEPRA Scheduled Earnings (September) · Legal Matter Management, MECP and SASE Phase II (October)

COLA Bank Retroactive Changes

COMPLETED

Completed July 2026 | Louis Gittens, Division Manager

Recalculated benefit allowances and issued retroactive payments to 1,292 members — restoring accurate cost-of-living benefits and closing the related compliance exposure.

Seamless Online Retirement

COMPLETED

Completed July 2026 | Sandy Pang, Information Technology Specialist

Members now elect retirement, set federal and state tax withholding, and enroll in direct deposit in one online session — 70% of service retirements completed direct deposit online and 52% completed their tax election online.

Optical Character Recognition — Direct Deposit

COMPLETED

Completed July 2026 | Kevin Hunter, Data Systems Analyst

Azure Intelligent Document Processing now reads direct deposit forms automatically — cutting document processing in the Document Processing Center (DPC) and manual data entry in Accounts Maintenance Unit (AMU).

Completed initiatives move to this page at closeout; active work remains in the preceding pages.

02

SECTION TWO

IT Trends and AI Update

Seamless Online Retirement

*Presented by Kathy Delino, Chief Information Technology
Ganesh Gopanapalli, Information Technology Manager
Sandy Pang, Information Technology Specialist
Joe Shiuan, Information Technology Manager*

Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

The gap we closed

Members could begin retirement on MyLACERA — but two essential steps still had to be finished offline as the online options were limited to members processed passed the retirement agenda process.



Apply for retirement

Members could submit their retirement application through the member portal.

ALREADY ONLINE



Tax withholding election

Federal and state withholding choices collected by PDF form outside the online flow.

WAS OFFLINE



Direct deposit setup

Banking details for payments were collected by PDF form, outside the online flow.

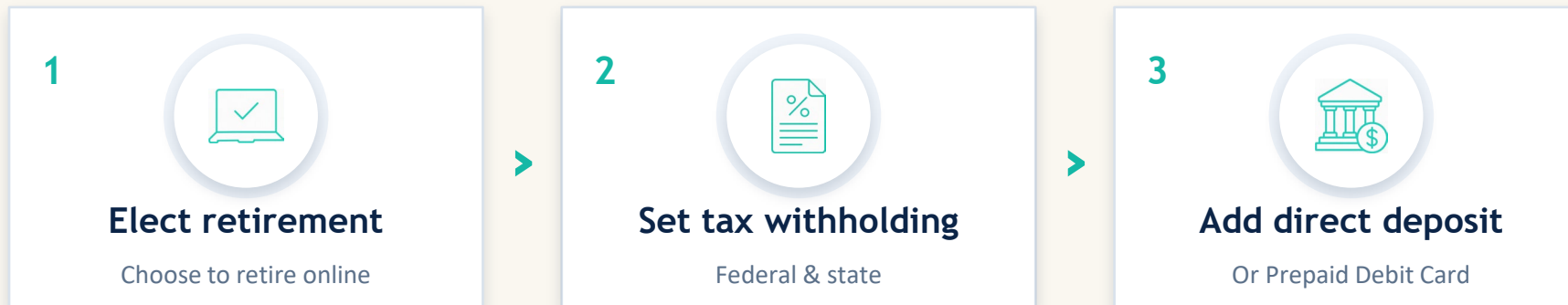
WAS OFFLINE

Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

What changed in June

The moment a member elects retirement, the system now creates the core retirement records that link every step — so tax withholding and direct deposit can be completed right away.



One shared foundation: core retirement records are created automatically at the moment of election, connecting all three steps.

Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

The member experience, before and after

BEFORE

Apply online, then finish offline

- Retirement application submitted online
- Core Records were created weekly
- Tax withholding forms mailed in/uploaded
- Direct Deposit forms mailed in/uploaded
- Multiple steps, handoffs, and delays

AFTER

One seamless online session

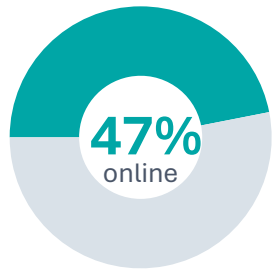
- ✓ Elect retirement online
- ✓ Core Records create immediately
- ✓ Choose tax withholding in the same flow
- ✓ Set up direct deposit at the same time
- ✓ One complete, streamlined submission

Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

Initial Results: MyLACERA On-line Activity

Tax Election

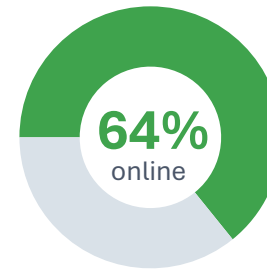


● Online ● Paper Form/Phone Call

Online completion
76 of 162
47% of service retirements

Immediate online tax election
38 of 76
50% of online tax elections

Direct Deposit



● Online ● Paper Form/Phone Call

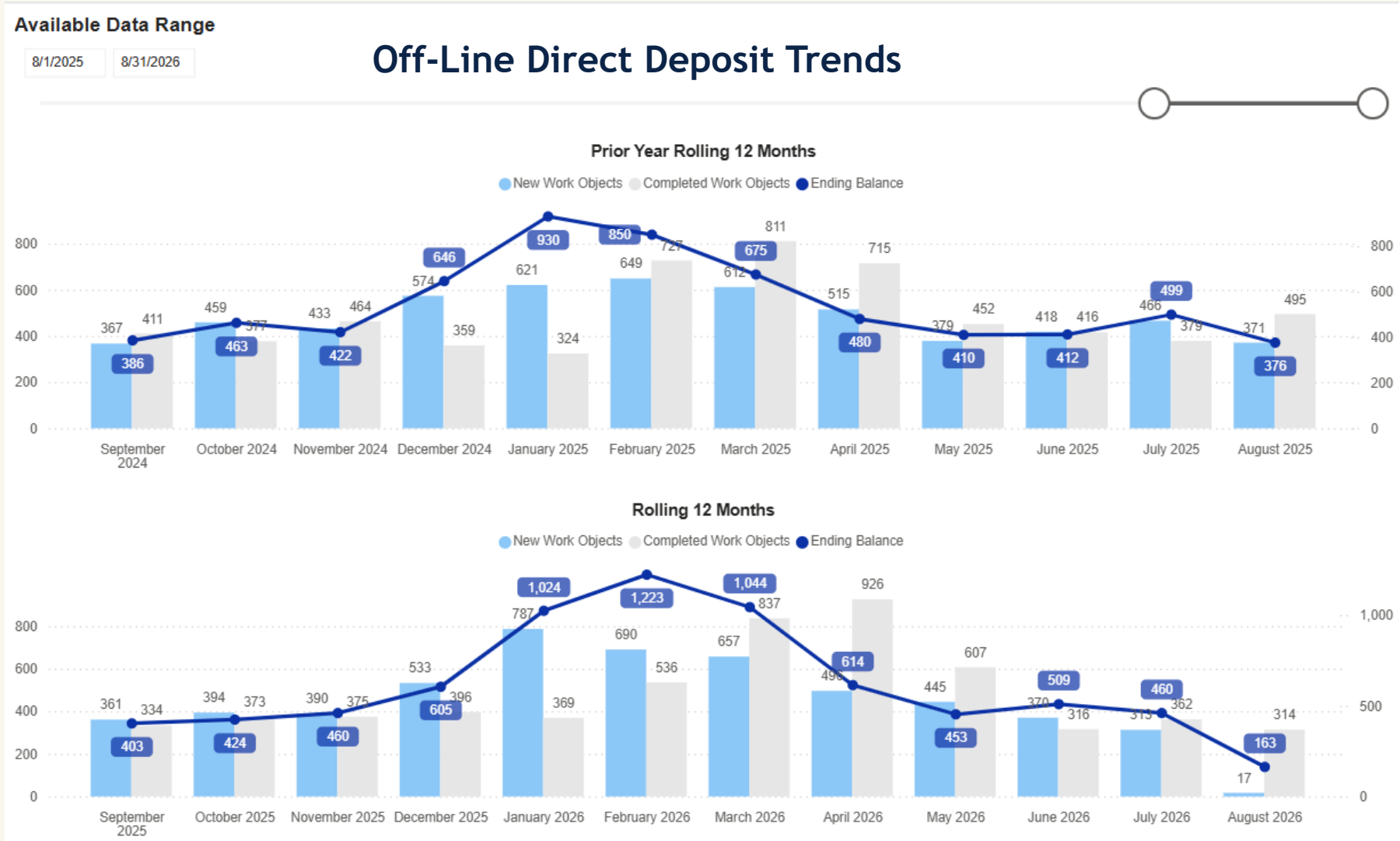
Online completion
104 of 162
64% of service retirements

Immediate online direct deposit
84 of 104
81% of online direct deposits

Takeaway: This will significantly reduce document processing and data entry time for Tax Elections and Direct Deposits.

Technology Highlight: Seamless Online Retirement

Member Experience Enhancement



Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

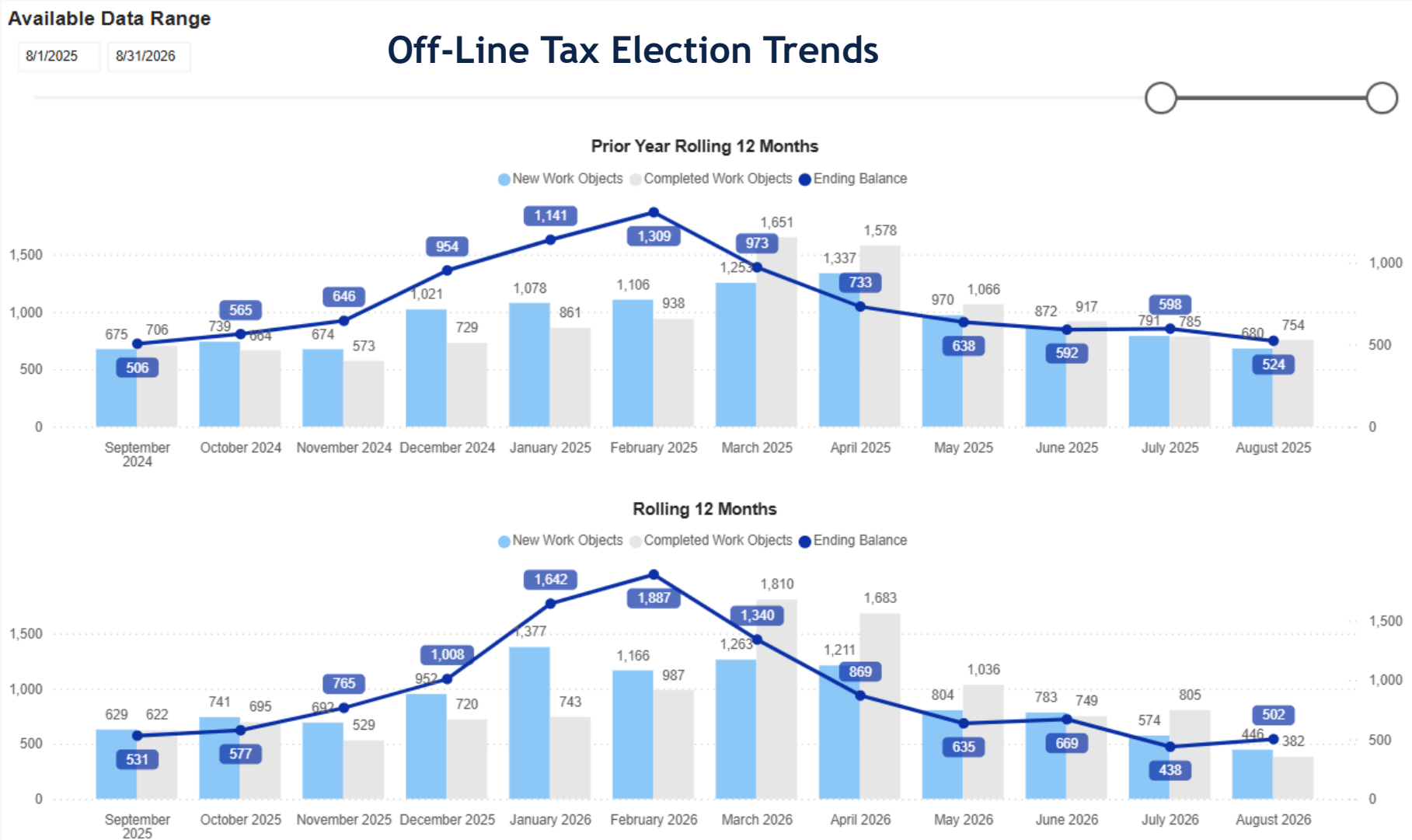
Off-Line Direct Deposit Trends: May 2026 - August 2026

Month	Last Year	This Year	% Change
July	466	313	-33%
August	371	17	-95%



Technology Highlight: Seamless Online Retirement

Member Experience Enhancement



Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

Off-Line Tax Election Trends: May 2026 - August 2026

Month	Last Year	This Year	% Change
July	791	574	-27%
August	680	446	-34%



Technology Highlight: Seamless Online Retirement

Member Experience Enhancement

ON THE HORIZON

One step remaining



Retirement Healthcare enrollment

The final piece of the journey. Coming soon — so members can complete a fully online, end-to-end retirement experience.

NOW ONLINE



3 of 4 steps now available online

LACERA's AI Journey

From applications in production today to the future pipeline

IN PRODUCTION

Current Applications

- Microsoft CoPilot Chat
- Microsoft 365 CoPilot
- Microsoft CoWork
- AI-Powered Video Transcription
- BI & Data Visualization Tools
- AI-Assisted Code Generation
- AI-Assisted Test Case Generation
- AI-Assisted Contract Review
- AI-Enhanced Excel for Investments
- Intelligent Document Processing

IN DEVELOPMENT

Building Now

- Website Chatbot + Call Center
- Disability Retirement Document AI
- AI-Assisted Analysis and Triage of Legal Documents

FUTURE PIPELINE

Coming Next

- AI for Board Meetings
- AI-Assisted Legal Research

New Use Case and Use Cases Moving to Next Phase are reviewed each reporting period.

Questions?

Operations Oversight Committee | September 2026



August 14, 2026

TO: Operations Oversight Committee
Nancy Durazo, Chair
Wayne Moore, Vice Chair
Bobbie Fesler
Aleen Langton
David Ryu, Alternate

FROM: Tatiana Bayer
Division Manager, Member Services Division

Cynthia Martinez
Chief, Communications

FOR: Operations Oversight Committee Meeting of September 2, 2026

SUBJECT: New Hire Journey Safety Members Survey

EXECUTIVE SUMMARY

In support of LACERA's 2023-2028 Strategic Plan, specifically Strategic Objective 1.1, *Superior Member Experience*, which seeks to ensure a consistent omnichannel experience at every stage of a member's journey, the Member Experience Council (MXC), in collaboration with the Communications Division, is launching a New Hire Journey Survey for Safety Members. This initiative represents an important step in advancing the Strategic Plan by gathering direct member feedback to better understand the experiences, expectations, and needs of newly enrolled safety members. Strategic Objective 1.1 identifies member journey mapping, omnichannel engagement, and continuous improvement as key components of delivering a superior member experience.

The Member Experience Council is a cross-functional team comprised of representatives from multiple LACERA divisions who work collaboratively to support the organization's Superior Member Experience strategic priority. The Council is responsible for identifying and mapping member journeys, evaluating member feedback, and recommending improvements that enhance service delivery across all communication channels. The Council's collaborative structure reflects LACERA's commitment to organizational partnership and ensures that member experience improvements are developed and implemented from an enterprise-wide perspective.

The survey is designed to gather direct feedback from newly hired safety employees regarding their onboarding experience, understanding of retirement benefits, awareness of LACERA resources, and overall satisfaction with communications received during the early stages of employment. The information obtained will help identify opportunities to improve educational outreach, communication effectiveness, and member support services.

This initiative supports LACERA's strategic objective of delivering a superior member experience by ensuring that new safety members receive clear, timely, and relevant information that enables informed retirement planning from the beginning of their careers.

SURVEY AUDIENCE

The survey will be distributed to all Safety members who have been hired within the past five (5) years

Participants will be invited to voluntarily share feedback regarding their experience of becoming a LACERA member and accessing retirement information and resources.

DATA COLLECTION AND REPORTING

Survey responses will be compiled and analyzed by the Member Experience Council team.

Results will be aggregated and reported in a manner that preserves respondent confidentiality. Findings will be used to identify gaps, opportunities for improvement, and priorities for future onboarding enhancements.

The New Hire Journey Survey is a foundational component of LACERA's Superior Member Experience Initiative. While journey mapping identifies the touchpoints and processes members encounter, the survey provides the member's voice necessary to understand how those interactions are perceived and experienced. By collecting direct feedback from newly enrolled safety members, LACERA can identify service gaps, validate journey assumptions, prioritize improvements, and establish measurable benchmarks for success.

The survey ensures that the New Hire Journey is designed based on actual member needs and supports Strategic Objective 1.1 to deliver a consistent, standardized, and omnichannel member experience.

The survey results may also serve as a baseline for measuring the impact of future member experience initiatives and communication strategies.

Safety members were selected as the first population for the New Hire Journey Survey because they represent a distinct member group with unique retirement and benefit provisions, including safety-specific service requirements, retirement eligibility rules, and employment experiences. Surveying this population first allows LACERA to gain valuable insights from members whose onboarding and retirement journey can be more complex than those of the general membership.

Our next target group will be general members. The methodology, survey questions, and process will be similar to the process for Safety members. We plan to provide regular updates to this Committee in future Operations Oversight Committee meetings.

NEXT STEPS

The Member Experience Council team has reached out to Human Resources staff in the Fire and Sheriff's Departments to request assistance communicating information about the upcoming survey to eligible employees. The next steps will be:

1. Confirm survey distribution dates with the safety Human Resources Departments Emails were sent early and received early August 2026.
2. Send a pre-survey announcement to eligible Safety members. The announcement was sent on August 14, 2026.
3. Distribute the survey through email and postcard communications. Surveys were sent via mail (postcards) on August 14, 2026, and via email on August 20, 2026.
4. Monitor participation and response rates.
5. Analyze survey results and identify key themes.
6. Develop recommendations for improving onboarding communications and member education.
7. Present findings and recommendations for executive leadership.
8. Incorporate findings into future onboarding and communication strategies.
9. Evaluate expansion of the survey to General members.

CONCLUSION

The New Hire Journey Survey represents an important step in understanding the experiences and needs of newly enrolled safety members. By obtaining direct feedback early in a member's career, LACERA can better tailor communications, improve educational resources, and strengthen engagement throughout the member lifecycle.

This initiative supports the organization's commitment to continuous improvement and the delivery of a superior member experience through informed, data-driven decision-making.

CC: Luis A. Lugo
JJ Popowich
Jessica Baxter
Member Experience Council team

Attachments:

1. Survey template
2. Survey email announcement and email
3. Survey postcard

SURVEY QUESTIONS

LACERA

New Hire Member Survey

Superior Member Experience Initiative

LACERA is working to better understand how new members (new County employees hired in recent years) experience our onboarding process. Your feedback will help us improve how we communicate, support, and engage with members during their first few years of service. Your responses are anonymous and confidential. We will not ask for your name, employee ID, or personally identifying information.

This survey should take about 7 minutes. You can skip any question you prefer not to answer. Your responses will only be used in summary form to improve services.

1. What LACERA plan are you in?

Safety - Plan C/S

General - Plan G/G

Other

2. What best describes your age group?

Under 18

18-24

25-34

35-44

45-54

55 or older

3. What is your preferred method of communication when you need to contact LACERA?

Call

In-person appointment

Virtual appointment

e-mail

Mail

Electronic message

Prefer not to answer

Other

4. When did you begin working for the County (or outside agency served by LACERA)?

Within the last 6 months

6 months to 1 year ago

1–2 years ago

2–5 years ago

5. At the time of your hire, how clearly were LACERA retirement benefits explained to you?

Very clearly

Somewhat clearly

Not clearly

I don't recall receiving any information

6. How did you receive information about LACERA during onboarding? (Check all that apply):

Printed brochures or handouts

A live or virtual presentation or webinar

A link to MyLACERA

A link to lacera.gov

Email from HR or LACERA

Other

None of the above

7. When did you create MyLACERA account?

Within 6 months of hiring date

6-months to 1 year after hiring date

1 year to 3 years after hiring date

More than 5 years after hiring date

I'm not sure what MyLACERA is

8. Have you attended a LACERA new hire webinar?

Yes

No

I don't remember / not sure

9. How confident are you in your understanding of your LACERA benefits?

Very confident

Somewhat confident

Not very confident, please explain in the below text box

Not confident at all, please explain in the below text box

Please explain why you are not very confident or not confident at all in understanding your LACERA Benefits

10. What could LACERA have done to better support you as a new member? Are there additional opportunities/ways that LACERA could have supported you during onboarding?

Retiree healthcare is an important benefit available to retirees. The following questions help us understand what information is being received, and what remains unclear.

11. When you were hired, were you informed about future Retiree Healthcare benefits?

Yes

Somewhat, but I didn't understand it fully

No, not at all

I'm still unsure what retiree healthcare includes

12. Based on your knowledge, please select all that you were informed about:

The County healthcare benefits are not the same as LACERA healthcare benefits

LACERA healthcare plan benefits available to retirees

How the LACERA subsidy is calculated

Dependent's coverage eligibility

Other

13. What is your preferred language?

14. What department do you work in?



LACERA survey coming your way.

Hello, Safety Member:

This Thursday, we will be emailing you a short questionnaire, asking you to share your feedback about your experience with LACERA as a recently hired County employee.

Please know that this is an official survey coming directly from LACERA, hosted securely on our website. It is anonymous and does not ask for any personal data or information. The sole purpose of the survey is to help us enhance our services for public safety employees.

Sincerely,

Member Services Division



We want to hear from you!

Hello, Safety Member:

LACERA invites your feedback as a recently hired County employee. We understand that you have unique priorities and needs as you progress in your public safety career. Your input is important to help us:

- Improve how and when we provide retirement information
- Develop resources suited to your schedule and career
- Enhance support for you and your family

Please use the survey link below, which is hosted securely on the LACERA website and does not ask for personal data or information. Your responses will be used solely for service improvements.

[Take the survey now.](#)



Los Angeles County Employees Retirement Association

**Take the survey
now by scanning
the QR code**



**or visiting
www.surveymonkey.com/r/G6WYKHM**



Share Your New Hire Journey Experience With Us

Hello, LACERA member! We are glad to have you on board.

We are conducting a brief survey to assess how well we have been meeting your service needs at the start of your career. The survey is confidential and anonymous, and does not ask for personally identifying information.

We will use your feedback to enhance our services and support during your career—ensuring you have vital information for maximizing your retirement from day one—and to develop better tools for your future needs.



FOR INFORMATION ONLY

August 17, 2026

TO: Operations Oversight Committee
Nancy M. Durazo, Chair
Wayne Moore, Vice Chair
Bobbie Fesler, Trustee
Aleen Langton, Trustee
David Ryu, Alternate Trustee

FROM: Chaitanya Errande 
Information Security Officer

FOR: September 2, 2026, Operations Oversight Committee Meeting

SUBJECT: **Privacy Incidents: Personally Identifiable Information (Monthly)**

EXECUTIVE SUMMARY

The Information Security Office has been investigating and reporting privacy-related events. Potential privacy breaches are now classified as "events" until investigations confirm them as "incidents".

A total of **1** event was investigated, with **1** confirmed as incident, including **1** involving Personally Identifiable Information (PII) and **0** involving Protected Health Information (PHI) for the month of July 2026. Severity levels are low. As a standard practice, affected members are offered a 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:** The Information Security Office now leads the investigation and reporting of all privacy-related events.
2. **Workflow Improvements:** The investigation determined that DPC staff inadvertently combined documents belonging to two different members into a single envelope. To reduce the risk of recurrence, additional training should be provided to DPC personnel on document sorting, verification, and mailing procedures, with emphasis on safeguarding members' personally identifiable information.
3. **Readability Improvements:** Per Board feedback, this memo uses clear section headings, a summary table, and concise language to enhance comprehension.
4. **Education:** The Information Security Office has collaborated with the Administrative Division/DPC to review existing workflow procedures, identify opportunities for improvement, and reinforce staff awareness of established document handling and privacy safeguards.

5. **Divisional Privacy Practices Assessments:** The ISO office will be conducting divisional assessments to evaluate existing practices to suggest improvements.

Incident Summary

Incidents	Under Investigation	Closed	PII Incidents	PHI Incidents
1	0	1	1	0

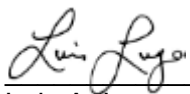
A total of **1** confirmed as incidents, including **1** involving Personally Identifiable Information (PII) and **0** involving Protected Health Information (PHI). Severity levels are low. As a standard practice, affected members are offered one-year membership to Experian's Identity Theft Protection Services to mitigate risks.

Incident Details

Incident

	Details
Incident Date	June 12, 2026
Discovery Date	June 29, 2026
Status	Closed, PII Incident exposure
Description	"Benefit Payment Confirmation" letter addressed to a member had been erroneously mailed to another LACERA member.
# of Members affected	1
PII Exposure	Member name, address, last four digits of checking account.
Cause	The error happened during the document sorting and insert process of DPC. The DPC staff inadvertently combined documents belonging to two different members into a single envelope. The insertion process is a fully manual procedure.
Remediation / Corrective Action	Enhanced diligence and adherence to established procedures during document sorting and mailing are essential to ensure the protection of personally identifiable information (PII). More training is needed to prevent recurrence of the above incident. DPC personnel should be more careful when sorting and mailing documents.

Reviewed and approved:



Luis A. Lugo
Chief Executive Officer