

IN PERSON & VIRTUAL BOARD MEETING

October 7, 2026, AT 9:00 AM*
**OPERATIONS OVERSIGHT COMMITTEE
MEETING**

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



TO VIEW VIA WEB

<https://lacera.gov/leadership/board-meetings>



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, OCTOBER 7, 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 September 2, 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
Erika Heru, Creative Coordinator
(Presentation)

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

Luis A. Lugo, Chief Executive Officer
Jessica Baxter, Chief Administrative Officer
JJ Popowich, Chief Benefits Officer
Erika Heru, Creative Coordinator
(Presentation) (Memo dated September 24, 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. EXECUTIVE SESSION

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

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

Consultation with: LACERA Chief Executive Officer Luis A. Lugo, Chief Administrative Officer Jessica Baxter, Chief Benefits Officer JJ Popowich, Supervising Administrative Assistant II James Beasley, Administrative Services Analyst II Jonathan Sosa, Administrative Services Division Manager Ricki Contreras, Chief, Information Technology Kathy Delino, Information Security Officer Chait Errande, and Other LACERA Staff.

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

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

Consultation with: LACERA Chief Executive Officer Luis A. Lugo, Chief Administrative Officer Jessica Baxter, Chief Benefits Officer JJ Popowich, Chief, Information Technology Kathy Delino, Information Security Officer Chait 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.gov 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.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

11:05 A.M. – 11:31 A.M., WEDNESDAY, SEPTEMBER 2, 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
Aleen Langton, Trustee
Bobbie Fesler, Trustee
David Ryu, Alternate Trustee
(Teleconference Due to Just Cause under Section 54953.8.3)

ABSENT: Wayne Moore, Vice Chair

OTHER BOARD OF RETIREMENT TRUSTEES

Elizabeth Ginsberg, Trustee
Ernesto J. Pantoja, Trustee

STAFF, ADVISORS AND PARTICIPANTS

Luis A. Lugo, Chief Executive Officer

JJ Popowich, Chief Benefits Officer

Jessica Baxter, Chief Administrative Officer

Kathy Delino, Chief, Information Technology

Chait Errande, Information Security Officer

Joe Shiuan, Information Technology Manager II

Sandy Pang, Information Technology Specialist I

Tatiana Bayer, Division Manager, Member Services

Cynthia Martinez, Chief, Communications

I. CALL TO ORDER

This meeting was called to order by Chair Durazo at 11:05 a.m. In the absence of Trustee Moore, the Chair announced that Trustee Ryu, as the alternate, would be a voting member of the Committee.

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

A physical quorum was present at the noticed meeting location. There was one request received from Trustee Ryu related to childcare under Section 54953.8.3(c)(1). Trustee Ryu confirmed there were no individuals 18 years or older present at the teleconference location.

III. APPROVAL OF MINUTES

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

Trustee Langton made a motion, Trustee Durazo seconded, to approve the minutes of the regular meeting of August 5, 2026. The motion passed by the following roll call vote:

Yes: Langton, Ryu, Durazo

No: None

Abstain: Fesler

Absent: Moore

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. REPORTS

A. **Operations Briefing**

JJ Popowich, Chief Benefits Officer
Jessica Baxter, Chief Administrative Officer
Kathy Delino, Chief, Information Technology
Joe Shiuan, Information Technology Manager II
(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. **New Hire Journey Safety Members Survey**

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

This item was received and filed.

V. REPORTS (Continued)

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

Chaitanya Errande, Information Security Officer

(For Information Only) (Memo dated August 17, 2026)

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.)

There was nothing to report.

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. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 11:31 a.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

October 2026

Prepared for the Operations Oversight Committee

Overview

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

01

Operational and Strategic Plan Initiatives

15 operational 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 — 27 in total.

02

Seamless Online Retirement

Communications walks through the outreach that supports members through the online retirement process.

03

IT Trends & 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

18

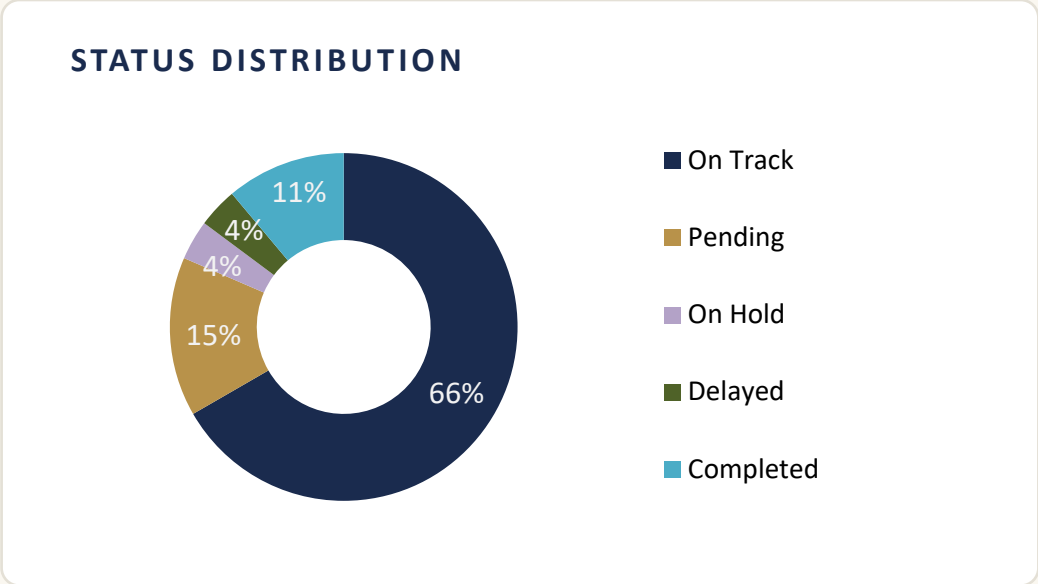
ON TRACK

6

ON HOLD, DELAYED,
PENDING

~\$5.4M

FY 26-27 BUDGET



UPCOMING INITIATIVES

OCT 2026

Legal Matter Management (LMM) · MECP · SASE Phase II

NOV 2026

Case Management (Sol) Phase 2 · PEPRA FAC: Scheduled Earnings

DEC 2026

Disability Retirement AI · PPM · PEPRA ABS · LERT · Microfiche Digitization

2027

Member Verification · Member Empowerment Platform · Boardroom Relocation · Business Intelligence

2028+

Mainframe Migration · Enterprise Knowledge Mgmt · ERP · CoPilot Champions · Online Healthcare Enrollment

RECENTLY COMPLETED

JUL 2026

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

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; planning underway with the vendor, with first division kick-off this month.

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: Seeking vendor demonstrations and obtaining pricing.

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

On Track · Execution

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

Update: Technical changes underway for letter template; 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 | **Dave Choe, Project Manager**

Operational Initiatives

Legal Matter Management (LMM) Solution

On Track · Execution

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

Update: Transitioning to production support 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 | **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

Delayed · 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 payment from L.A. County for delivery coordination.

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: December 2026 (Previously September) | 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. With Executive input and approval, Communications is redesigning the format to incorporate the specified data into a condensed four-page layout.

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: November 2026 | 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 · Planning

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

On Track · 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 | Chait Errande, Information Security

Operational Initiatives

Virtual Mailroom

Pending • Planning

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 2028 | 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; Phase II adds AI Agent Assist and AI chatbot. Phase 1 successfully went 'live' on September 10.

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 arranging demos.

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: LMM, MECP and SASE Phase II (Oct) · PEPRAScheduled Earnings (Nov) · Microfiche Digitization (Dec)

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

Seamless Online Retirement

Member Communication

Presented by Erika Heru, Creative Coordinator

Overview

Online Retirement Application Walkthrough Video Campaign

Communications continues to expand LACERA’s [Video Library](#) with educational content that helps members navigate their retirement journey. For the Online Retirement Application, Communications developed video content to help members understand how to apply for retirement online and what to expect throughout the process.

EDUCATE

Educational Video Content

- Walkthrough video and topic-specific segments
- Housed in the Video Library

PROMOTE

Member-Wide Campaign

- Omnichannel member-wide push
- Pathways, lacera.gov, social, and Member Services monitors

TARGET

Next Steps

- Curated messaging
- Mid-career and pre-retiree members

Educational Video Content

Online Retirement Application Walkthrough Video Campaign

12 MIN

The [Online Retirement Application Walkthrough](#) video shows members how to use the online retirement application and what to expect at each step.

FULL-LENGTH VIDEO

— Complete walkthrough covering the online retirement application process end to end.

SHORT SEGMENTS

— Topic-specific segments that help members quickly find key information.

VIDEO LIBRARY

— Content housed in LACERA's Video Library for convenient, on-demand access.

Member-Wide Campaign Approach

Online Retirement Application Walkthrough Video Campaign

To promote the Online Retirement Application Walkthrough, Communications launched a member-wide omnichannel campaign timed to March Madness, directing members to the landing page in the Video Library section of lacera.gov. The campaign introduced the online retirement application feature and walkthrough video as resources for active members who may choose to apply online.

PRINT

Pathways Article

Placed in *Pathways* to build awareness among active members at every stage of their retirement journey, so those who apply online know the walkthrough is available.

DIGITAL & SOCIAL

Supportive Messaging

Ran across LACERA's digital and social channels:

- lacera.gov homepage carousel
- LACERA social platforms
- Member Services digital monitor

Next Steps: Targeted Retirement Strategies

Online Retirement Application Walkthrough Video Campaign

Now that Communications has announced the feature and provided the walkthrough video as a resource, the next phase will repurpose existing materials to target members who are thinking about or nearing retirement.

TARGETED EMAIL

- An ongoing campaign for mid-career and pre-retiree members promoting the online retirement application, the full-length video, and the shorter segments.

QR CODES

- Placed in print and digital monitor materials to track engagement with curated messaging for mid-career and pre-retiree members.

SOCIAL SEGMENTS

- Short video segments capture attention quickly, introduce key topics, and direct members to the full-length video.

Strategic Alignment

Online Retirement Application Walkthrough Video Campaign

STRATEGIC GOAL 1 • SUPERIOR MEMBER EXPERIENCE

A more targeted approach supports LACERA's Member Experience Strategic Initiative by meeting members where they are in their retirement journey and connecting them with timely, relevant resources to help them take the next step.

MEMBER IMPACT

Members receive the right retirement guidance at the right moment in their journey.

03

SECTION THREE

IT Trends and AI Update

*Presented by Kathy Delino, Chief Information Technology
Joe Shiuan, Information Technology Manager*

LACERA's AI Journey

From applications in production today to the future pipeline

IN PRODUCTION <i>Current Applications</i>	IN DEVELOPMENT <i>Building Now</i>	FUTURE PIPELINE <i>Coming Next</i>
— 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	— Website Chatbot + Call Center — Disability Retirement Document AI — AI-Assisted Analysis and Triage of Legal Documents	— AI for Board Meetings — AI-Assisted Legal Research ★ — AI Use Case Recommendations from Cutter Consulting

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

Questions?

Operations Oversight Committee | October 2026



September 24, 2026

TO: Each Trustee,
Board of Retirement

FROM: Luis A. Lugo, Chief Executive Officer 
Jessica Baxter, Chief Administrative Officer 
JJ Popowich, Chief Benefits Officer 

FOR: October 7 2026, Operations Oversight Committee Meeting

SUBJECT: 2023-2028 Strategic Plan Update: Current Status and Path to Completion

The Strategic Plan began in 2023 with five clear goals. Each goal was intended to move LACERA from planning and alignment into practical improvements that members, employers, staff, and the Boards can see and use. The summary below explains each goal in simple terms: what the team set out to do, where the work stands now, and where it is going next.

Goal 1: Superior Member Experience

What we set out to do: Make it easier for members to get information, complete transactions, and receive consistent service across every channel, including phone, online, in person, written communications, and retiree healthcare services.

Where we are now: Work has moved from planning into delivery. The Member Experience Communication Platform has launched, digital service tools are advancing, and member education and retiree healthcare improvements are being developed.

Where we are going: By the end of the plan, members should have a more connected and modern experience, including improved digital access, better self-service options, clearer educational resources, and enhanced retiree healthcare tools.

Goal 2: Innovation Through Technology

What we set out to do: Use technology to help staff work more efficiently, improve access to information, and strengthen LACERA's ability to manage data, knowledge, and operations across the organization.

Where we are now: Business intelligence dashboards have been delivered for several divisions, additional divisions are being assessed, and the enterprise knowledge management effort has moved forward with vendor selection and preparation work.

Where we are going: By completion, LACERA should have stronger enterprise-wide tools for reporting, decision-making, knowledge sharing, and operational consistency.

Goal 3: Investing in People

What we set out to do: Support LACERA's workforce by improving the candidate experience, training and development, retention, and employee engagement.

Where we are now: Learning and development plans have been deployed for managers and supervisors. Work continues employee development, hiring metrics, and employee

engagement efforts.

Where we are going: By completion, LACERA should have stronger tools and programs to help attract, develop, and retain a skilled and engaged workforce prepared to meet future service needs.

Goal 4: Compliance and Enterprise Risk Management

What we set out to do: Strengthen governance by building clear ethics, compliance, and risk management frameworks that support integrity, accountability, transparency, and sound decision-making.

Where we are now: A Chief Ethics and Compliance Officer has been selected, the Enterprise Risk Management Group has been established, and work is underway to align compliance, internal audit, and risk management activities to bridge control gaps.

Where we are going: By completion, LACERA should have a fully functioning ethics and compliance program and an enterprise risk management framework that helps identify, monitor, and address risks across the organization.

Goal 5: Fiscal Durability

What we set out to do: Strengthen LACERA's long-term fiscal durability by managing resources prudently, improving financial tools and contract oversight, supporting sound funding and reserve policies, and advancing the Board of Investments' Strategic Plan goals.

Where we are now: LACERA has advanced key funding and investment priorities, including approval of the Actuarial Funding Policy and the Interest Crediting Policy for Reserves, along with classification and analysis of the LACERA Building and implementation of a reclassification plan. Work also continues on the OPEB Prefunding Policy, an Investment Office Incentive Plan, contract lifecycle management, staff financial training, future enterprise resource planning needs, and selection of a media and public relations firm.

Where we are going: By completion, LACERA should have stronger financial management and contract oversight, updated funding and reserve policies, improved tools for long-term resource planning, and sustained support for the Investment Office in implementing the Board of Investments' strategic priorities.

The table below summarizes each goal's reported progress and the point at which its objectives are scheduled to complete.

Goal	Objectives	Progress (September 2026)
1 Superior Member Experience	4	30%
2 Innovation Through Technology	2	50%
3 Investing in People	3	39%
4 Ethics & Compliance and Enterprise Risk Management	2	59%
5 Fiscal Durability	2	57%

Budget and Resources

For FY 2025-26, LACERA allocated \$1.9 million for strategic plan initiatives and spent \$1.2 million of that amount. The FY 2026-27 strategic budget is \$2.63 million excluding a \$25,000 contingency, an increase of roughly \$750,000, or 33 percent, over the prior year. The increase

is concentrated where the delivery work now sits: \$1.43 million for Innovation Through Technology and \$1.0 million for the digital strategy under Superior Member Experience, with \$150,000 for Fiscal Durability and \$50,000 for enterprise risk management. Beginning with this reporting cycle, budget and actual expenditures continue to be reported by goal so the Boards can track spending against the initiatives it funds.

Looking Ahead

As the Strategic Plan moves into its remaining years, the focus will be on completing the major systems, programs, and frameworks that are now in progress. This next phase is about turning the work started in 2023 into lasting improvements that make LACERA easier to access, easier to manage, and better prepared for the future.

LL:bn

Attachment: 2023-2028 Strategic Plan Quarterly Update

cc:

Board of Investments

Jon Grabel, Chief Investment Officer

Steven Rice, Chief Counsel

Ted Granger, Chief Financial Officer

Leisha Collins, Chief, Internal Audit

Kathy Delino, Chief Information Technology

Joe Shiuanm Information Technology Manager II

Carly Ntoya, Human Resources Director

Cynthia Martinez, Communications Chief

Tatiana Bayer, Member Services Division Manager

Ricki Contreras, Administrative Services Division Manager

Cassandra Smith, Retiree Healthcare Director

Allison Barrett, Senior Staff Counsel

Eugenia Der, Senior Staff Counsel

Tionna Fredericks, Section Head, Retiree Healthcare



BOARD OF RETIREMENT | STRATEGIC PLAN

2023–2028 Strategic Plan Quarterly Update

Operations Oversight Committee

October 2026

QUARTERLY REVIEW

Dashboard

July – September 2026

01

Strategic Plan Budget

FY 2026–27 • BUDGET VS. ACTUAL

\$2.7M | \$122K

FY 2026–27 Allocation by Goal	Budget	Progress
Superior Member Experience	\$1,000,000	30% (+3%)
Innovation Through Technology	\$1,430,000	50% (+5%)
Investing in People	-	39% (+0%)
Ethics & Compliance / Risk	\$50,000	59% (+0%)
Fiscal Durability	\$150,000	57% (+7%)
Total Strategic Budget*	\$2,630,000	

*Strategic budget excludes \$25,000 contingency fund. Progress as of September 2026; (+%) = gain since last report.

Goal Highlights



July through September 2026

Goal 1 | Superior Member Experience

The Member Experience Communication Platform (Genesys) has been implemented.

Goal 2 | Innovation Through Technology

The Enterprise-Wide Knowledge Management Solution is in contract development with the vendor.

Dashboards under development for: Admin Services, HR, Benefits.

Goal 3 | Investing in People

Current focus on developing PowerBI metrics and on finalizing employee Development Pathways.

Goal 4 | Ethics & Compliance and Enterprise Risk Management

Recruitment for the Chief Ethics and Compliance Officer (CECO) has been completed. The CECO will start on November 2, 2026.

Goal 5 | Fiscal Durability

As part of the enterprise-wide fiscal responsibility tool assessment, a needs assessment and corresponding scope of work for the Enterprise Resource Planning (ERP) solution is being developed during the procurement pre-planning phase.

Goal 1 | Objective 1.1 - Omnichannel Member Experience

Milestone Highlight

*Member Experience Communication Platform (Genesys)
and Member Communication*

JJ Popowich, Chief Benefits Officer
Erika Heru, Creative Coordinator

02

New Member Communication Platform at a Glance



Goal 1 | Objective 1.3 | Develop, implement, and deploy a digital strategy to better serve our members

On September 10, 2026, LACERA launched a new member communication platform (Genesys) designed to make connecting with LACERA easier, faster, and more convenient.

EASIER TO CONNECT

A single modern platform for member contact across phone, email, and digital channels.

TIMELY REMINDERS

Proactive reminders and follow-up keep members informed at each step.

BETTER PHONE EXPERIENCE

Faster, more convenient service when members call LACERA.

COMING SOON | MY LACERA LIVE CHAT (BETA)

Real-time assistance during business hours from a LACERA Member Services specialist. The beta rolls out for Member Services inquiries only — members may continue to call 800-786-6464 for retiree healthcare questions while the feature is expanded.

Next update: The Member Services team will report usage volume, member feedback, and the timeline for extending chat to retiree healthcare inquiries in an upcoming OOC meeting.

Communications' Role in the Genesys Launch



Goal 1 | Objective 1.2 | Enhance member educational content at every stage in their journey and launch LACERA Communication Plan

Communications supported the Genesys launch with coordinated messaging that educated members about the new Member Communication Platform.

KEY TAKEAWAY

Clear formatting and benefit-focused messaging made a lengthy update easier for members to understand.



One core idea, delivered in a format members can scan and understand

01

One Core Idea

Aligned member communications around how the new platform benefits members and supports a better overall experience.

02

Scannable Format

Used bold benefit statements to highlight features such as **Timely Reminders and Follow-Up, Improved Phone Experience, and Live Chat (Coming Soon).**

03

Plain, Member-Focused Language

Used familiar language to describe the features, with member-focused branding that positioned the launch as the “New Member Communication Platform”

Omnichannel Reach



One launch message, reinforced across every member communication channel

Communications carried the launch message across five channels — reaching members in a variety of ways.

Email

lacera.gov
Carousel Banner

News Feed

Digital Monitors

Social Media

Result: a consistent, recognizable campaign at every member touchpoint.

PROGRESS AGAINST GOALS

Strategic Plan Overview

July – September 2026

03

GOAL 1: Superior Member Experience

Innovate and continuously improve the member experience

Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Highlights	Expected Completion
1.1 Ensure a consistent omnichannel member experience at every stage of the member's journey	On Track (Execution Phase)	\$0	JJ Popowich, Tatiana Bayer	Member journey surveys efforts are underway.	The Member Experience Council continues to work on each member journey framework.	September 2028
1.2 Enhance member educational content at every stage in their journey and launch LACERA Communication Plan	On Track (Execution Phase)	\$0	Jessica Baxter, Cynthia Martinez	The Communication Plan is in the final stage of review.	Retirement University educational video series in post-production, with twelve videos planned.	December 2028
1.3 Develop, implement, and deploy a digital strategy to better serve our members	On Track (Execution Phase)	\$1,000,000	JJ Popowich, Kimberly Sanders (PM), Iveta Brecko (PM)	The Member Experience Communication Platform (Genesys) successfully launched on September 10.	Continued enhancements and efforts to Sol and other applications continue.	December 2028
1.4 Improve and enhance the retiree healthcare experience	On Track (Execution Phase)	\$0	JJ Popowich, Tionna Fredericks	Efforts are underway to finalize the online Retiree Healthcare enrollment.	Retiree Healthcare Surveys will be sent in by late Fall.	June 2028

Strategic Objective 1.1 | Omni-Channel Experience



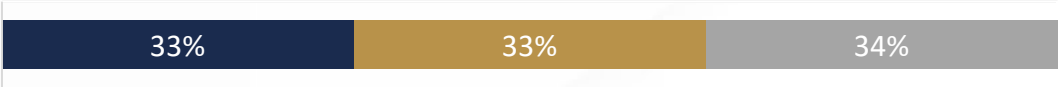
Ensure an omni-channel experience at every stage of a member journey

Overall Status
EXECUTION PHASE



Overall Objective Progress

■ Completed ■ In Progress ■ Pending Completion



Key Accomplishments

- Implemented a standardized omnichannel retirement counseling
- Implemented Retiree Healthcare new retiree topics into the Member Services retirement counseling throughout the Call Center to offer a true omnichannel standardized counseling (in alignment with the current Outreach counseling)
- Cross trained Outreach and Call Center staff on all different channels used to provide member counseling

Key Activities Underway

- New hire member surveys for general and safety
- Identify points of communication in each member journey
- Develop a framework and plan for each omni-channel
- Identify and implement new omni-channel sources
- Communicate omni-channel sources and educational content

Strategic Objective 1.2 – Member Educational Content



Enhance member educational content at every stage in their journey and launch LACERA Communication Plan

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Launched Social Media Plan

Key Activities Underway

- Launch LACERA's Communication Plan
- Complete member education needs assessment
- Launch and expand the Resource Library on LACERA.gov
- Enhance member education content at every stage or event in their journey
- Execute targeted outreach campaigns
- Implement accessibility enhancements
- Retirement University educational video series

Strategic Objective 1.3 – Digital Strategy



Develop, implement, and deploy a digital strategy to better serve our members

Overall Status
EXECUTION PHASE



Overall Objective Progress

43%

14%

43%

■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Member Experience Communication Platform (Genesys) successfully launched on September 10.
- First Payment (retirement election processing) within Sol (LACERA's case management system) is in production and continually refined.
- Execute the Disability Retirement and Disability Litigation Case Management (SOL Phase I)

Key Activities Underway

- Sol Phase II: Active Death: Migrating the process of active death cases to Sol to streamline and improve the process.
- Sol Phase II: Retired Death: Migrate the retired death process to Sol, to streamline and improve the process.
- Streamline foundational processes within SOL, My LACERA, and Workspace (pension administration platform)
- Planning the Member Experience Communication Platform (Genesys) Phase 2 to introduce member facing chatbot
- Integrate Empower (401/457 Defined Contribution Plan) and My LACERA portal
- Launch Employer Portal to support LA County Department of Human Resources and new hires
- Launch LACERA mobile application

Strategic Objective 1.4 – RHC Experience



Improve and enhance the retiree healthcare experience

Overall Status
EXECUTION PHASE



Overall Objective Progress

22%

33%

45%

■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Survey results received from the Retiree Healthcare staff regarding member journey and process input

Key Activities Underway

- Creation of a Retiree Healthcare summary chart of the non-medicare plans for members to easily reference
- Launch a member online medical and dental plan comparison for member reference
- Integrate the Social Security Administration (SSA) date exchange for member online plan comparison
- Automate Retiree Healthcare foundational processes
- Distribute a Retiree Healthcare survey to all members
- Implement a Retiree Healthcare online enrollment
- Communicate Retiree Healthcare online enrollment and training to members

Goal 2: Innovation Through Technology

Leverage technological solutions to advance capabilities, increase productivity, and elevate operational maturity

Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Highlights	Expected Completion
2.1 Promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform	● On Track (Execution Phase)	\$840,000	Luis Lugo, Kathy Delino, Alonso Favela (PM)	Business Intelligence dashboards have been developed for four divisions: Systems, Member Services, Disability Retirement Services, and Retiree HealthCare.	The Business Intelligence project team is working with HR, Admin Services and Benefits to assess reporting and dashboard requirements.	December 2027
2.2 Implement an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information	● On Track (Execution Phase)	\$590,000	JJ Popowich, Eugenia Der, David Choe (PM)	Knowledge management solution vendor approved by the BOR.	The Vendor Management team is currently in contract development with the vendor.	December 2028

Strategic Objective 2.1 – Business Intelligence Platform



Promote an enterprise approach to information gathering, integration, analysis, and sharing that fosters decision-making through the adoption of a business intelligence platform

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Selected and implemented a business intelligence platform
- Established a centralized repository for organization-wide information for easy reference
- Business Intelligence dashboards delivered for four divisions

Key Activities Underway

- Establish Business Intelligence governance and role-based access
- Roll out of dashboards to each division to include top metrics and visualization requirements, building interactive dashboards with drill-down capabilities, and rolling out dashboards to leadership teams

Strategic Objective 2.2 – Enterprise-Wide Knowledge Management



Implement an enterprise-wide knowledge management system to digitally capture, document, organize, and access critical business knowledge and information

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Taxonomy consultant selected
- Organizational assessment and content tagging of approximately 3,500 knowledge assets from the Member Operations Group and Compass Library completed
- First iteration of LACERA taxonomy glossary completed
- Request for Proposal issued for a Knowledge Management Solution
- Training for divisional knowledge generators to ensure compliance with taxonomy processes
- Selection of a Knowledge Management Solution Vendor

Key Activities Underway

- Contract development with Knowledge Management Solution Vendor
- Implement and launch Knowledge Management Solution

Goal 3: Investing in People

Attract, motivate, hire, and retain a highly engaged and skilled workforce

Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Highlights	Expected Completion
3.1 Develop and implement a framework aimed at promoting and embracing diversity, equity, and inclusion (DEI)	● On Track (Execution Phase)	\$0	Jessica Baxter	Monthly IDEA discussions continue on rotating topics, each producing actionable follow-ups.	Established a recurring Lunch & Learn series for staff.	December 2027
3.2 Develop enterprise-wide training and development programs designed to support and encourage employee growth and development	● On Track (Execution Phase)	\$0	Jessica Baxter, Carly Ntoya	Completed design of Development Pathways, scoping budget.	Assisted with MOG-focused training.	June 2028
3.3 Improve and simplify the hiring process, aimed at building a solid foundation for succession planning	● On Track (Execution Phase)	\$0	Jessica Baxter, Carly Ntoya	Started PowerBI initiative for HR-related metrics	30+ promotions in the Retirement Benefits Specialist Series.	June 2028

Strategic Objective 3.1 – Diversity, Equity, Inclusion



Develop and implement a framework aimed at promoting and embracing diversity, equity, and inclusion (DEI)

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Established the Inclusion, Diversity, Equity, and Accessibility (IDEA) Council
- Communicated Statement of Commitment to LACERA team members, members via LACERA.gov and to the public via social media
- Created the IDEA platform on LACERA Connect (Intranet) for LACERA team members to go for resources and information
- Launch the IDEA platform internally providing resources and information

Key Activities Underway

- Strengthen engagement and belonging
- Centralize training programs and opportunities to educate LACERA team members via LEARN Management System

Strategic Objective 3.2 – Employee Training and Development



Develop enterprise-wide training and development programs designed to support and encourage employee growth and development

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Completed the design of LACERA's new Development Pathways as part of the CEO's commitment following the 2025 Culture Survey.
- Development Pathway programs developed for staff members and supervisors.
- Designed a Shadowing program and re-designed the Temporary Opportunity Program (TOP).

Key Activities Underway

- Developing budget options for the Development Pathways with internal resources and options for vendors.
- Assisted to MOG-units with training development and sourcing for Genesys implementation readiness and staff member resilience.

Strategic Objective 3.3 – Improve & Simplify Hiring Process



Improve and simplify the hiring process, aimed at building a solid foundation for succession planning

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Implemented a standardized rater training process
- Automated represented staff performance evaluations in NeoGov.
- Advanced LACERA's workforce analytics capabilities by developing Power BI dashboards that enable ongoing monitoring of HR KPIs, supporting strategic decision-making and improved measurement of talent acquisition, employee development, retention, and advancement outcomes

Key Activities Underway

- Automate the hiring process
- Enhance the recruitment and applicant communication in NeoGov
- Explore options to map the hiring process that are compatible with the PowerBI dashboards.
- Update the Employee Handbook
- Launch a modern new hire orientation program
- Develop a Workforce Plan to mitigate attrition

Goal 4: Ethics & Compliance and Enterprise Risk Management

Adopt and implement compliance and enterprise risk frameworks aimed at facilitating strengthened governance around risk management and compliance

Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Highlights	Expected Completion
4.1 Develop an enterprise ethics and compliance plan and program to ensure adherence to established processes, procedures, policies, and governing laws, rules and regulations	● On Track (Execution Phase)	\$0	Luis Lugo, Steven Rice, Allison Barrett	Continuing development of policies, training, and governance structures to strengthen ethical standards, accountability and compliance across the organization.	The Chief Ethics and Compliance Officer recruitment is completed. The CECO will start work on November 2, 2026.	December 2028
4.2 Implement a comprehensive enterprise risk management framework and structure to facilitate stronger organizational risk management	● On Hold (Execution Phase)	\$50,000	Luis Lugo, Leisha Collins	Due to Internal Audit staffing shortages and audit priorities, work on ERM will be paused until 2027.	-	December 2028

Strategic Objective 4.1 – Ethics & Compliance Plan and Program



Develop an ethics and compliance plan and program to ensure adherence to ethical standards and established processes, procedures, policies, and governing rules and regulations

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Ethics and Compliance Committee Established
- Policy Management Central Library Created
- Conducted Staff Culture Survey and Focus Groups, followed by action plan
- Substantial Progress on All Elements of Board-and ACRE-Approved Foundational Work Plan
- Eight Certified Ethics and Compliance Professionals (CCEP)
- Chief Ethics and Compliance Officer recruitment completed; CECO will start work on November 2, 2026
- Code of Ethical Conduct revision and Code Roll-Out Completed; Orientation and Training Plan for all Trustees and Staff Under Development

Key Activities Underway

- Create Staff Culture Action Plan Based on Survey Results
- Partnered with Internal Audit on Initial Ethics and Compliance Risk Assessment ("Aligned Assurance")
- Conduct Ongoing In-House Ethics and Compliance Training, through Several Vehicles, including the Ethics and Compliance Committee, the Management Offsite, and Direct Staff Interactions
- Create Nonretaliation Policy, Investigation Policy, Risk Identification and Assessment Policies and Procedures

Strategic Plan 4.2 – Enterprise Risk Management



Implement a comprehensive enterprise risk management framework and structure to facilitate stronger organizational risk management

Overall Status
EXECUTION PHASE (On Hold)



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Established an Enterprise Risk Management (ERM) Group
- Interviewed consulting firms to advise on ERM implementation

Key Activities Underway

- Hire an ERM consultant to advise and assist in the ERM implementation
- Develop an ERM framework

Goal 5: Fiscal Durability

Exercise care and prudence in managing our resources and fund assets

Objective	Progress	Current FY Budget	Executive Sponsor, Lead, Project Manager	Key Update	Highlights	Expected Completion
5.1 Develop organizational tools to support enterprise-wide fiscal responsibility	● On Track (Execution Phase)	\$150,000	Jessica Baxter, Ricki Contreras	CobbleStone contract management system transitioned to PMO ownership.	Enterprise Resource Planning (ERP) needs assessment underway.	June 2028
5.2 Support the LACERA Investment Office in implementing and achieving the BOI’s Strategic Plan goals	● On Track (Execution Phase)	\$0	Luis Lugo, Jon Grabel, Jude Perez	Classification of the LACERA Building completed.	Investment incentive plan analysis under review.	June 2027

Strategic Objective 5.1 – Fiscal Responsibility



Develop organizational tools to support enterprise-wide fiscal responsibility

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Implemented Accounts Payable (Certify) System
- Implemented a Budget Software (Questica) Solution
- Centralized a vendor management program
- Implemented a Travel and Expense Software (Certify/Emburse)

Key Activities Underway

- Implement an Enterprise Contract Lifecycle Management (ECLM) Solution (Cobblestone)
- Provide staff with financial training
- Conduct an Enterprise Resource Planning (ERP) tool assessment – Project Manager Assigned

Strategic Objective 5.2 – Support the BOI’s Strategic Plan Goals



Support the LACERA Investment Office in implementing and achieving the BOI’s Strategic Plan Goals

Overall Status
EXECUTION PHASE



Overall Objective Progress



■ Completed ■ In Progress ■ Pending Completion

Key Accomplishments

- Approval of the Actuarial Funding Policy and Interest Crediting Policy for Reserves
- Conduct the classification and analysis of the LACERA Building
- Implement a plan to reclassify the LACERA Building

Key Activities Underway

- Approval of the OPEB Prefunding Policy
- Select a Media and Public Relations firm
- Implement an Investment Office Incentive Plan

Thank You.

Questions & Discussion

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**

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