

IN PERSON & VIRTUAL BOARD MEETING

November 4, 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, NOVEMBER 4, 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 October 7, 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)

1. **Genesys Cloud – Contact Center**

Gerald Bucacao, Senior Retirement Benefits Specialist

Abigail Lomboy, Retirement Benefits Specialist

Ariel Louie, Retirement Benefits Specialist

(Presentation)

2. **The Future of Counseling – Meeting Members Where They Are**

Vanessa Gonzalez, Section Head, Outreach

Maritza Perez, Senior Retirement Benefits Specialist

(Presentation)

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.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

1:09 P.M. – 1:50 P.M., WEDNESDAY, OCTOBER 7, 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
(Teleconference Due to Just Cause under Section 54953.8.3)

Wayne Moore, Vice Chair

Aleen Langton, Trustee

Bobbie Fesler, Trustee

ABSENT: David Ryu, Alternate Trustee

STAFF, ADVISORS AND PARTICIPANTS

Luis A. Lugo, Chief Executive Officer

Jessica Baxter, Chief Administrative Officer

JJ Popowich, Chief Benefits Officer

STAFF, ADVISORS AND PARTICIPANTS (Continued)

Chait Errande, Information Security Officer

Joe Shiuan, Information Technology Manager II

Erika Heru, Creative Coordinator

James Beasley, Supervising Administrative Assistant II

I. CALL TO ORDER

This meeting was called to order by Chair Durazo at 1:09 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

A physical quorum was present at the noticed meeting location. There was one request received from Trustee Durazo related to a medical condition under Section 54953.8.3(c)(3). Trustee Durazo 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 September 2, 2026

Trustee Langton made a motion, Trustee Fesler seconded, to approve the minutes of the regular meeting of September 2, 2026. The motion passed by the following roll call vote:

Yes: Langton, Fesler, Durazo

No: None

Abstain: Moore

IV. PUBLIC COMMENT

There were no requests from the public to speak.

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)

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. **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)

Staff was available to answer questions from the Committee regarding the Quarterly Strategic Plan Update. This item was received and filed.

VI. ITEMS FOR STAFF REVIEW

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

Trustee Langton requested staff update the OOC Briefing charts to be clearer and more concise, similar to the Strategic Plan Overview.

Trustee Fesler requested staff add AI legislation to the legislative agenda at the Insurance, Benefits and Legislative Committee.

Trustee Fesler requested staff do member outreach regarding Cybersecurity and the use of AI.

VI. ITEMS FOR STAFF REVIEW (Continued)

Trustee Langton requested that AI and Cybersecurity be presented to the full boards, both Board of Retirement and Board of Investments.

VII. ITEMS FOR FUTURE AGENDAS

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

There was nothing to report.

VIII. GOOD OF THE ORDER
(For Information Purposes Only)

There was nothing to report.

IX. EXECUTIVE SESSION

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

Consultation with: LACERA 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.

There was nothing to report.

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.

There was nothing to report.

X. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 1:50 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

November 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 operational and 9 strategic plan initiatives, plus 3 completed this fiscal year: 27 in total. Current status: 16 on track, 4 pending, 1 on hold, and 3 delayed.

02

IT Trends & AI Update

AI work includes division-specific CoPilot training, disability retirement document indexing, AI-assisted mainframe migration, and planned MECP Agent Assist and chatbot capabilities.

Project Health Dashboard

Portfolio status across all 27 initiatives · FY 26-27

27

TOTAL INITIATIVES

16

ON TRACK

5

PENDING / ON HOLD

3

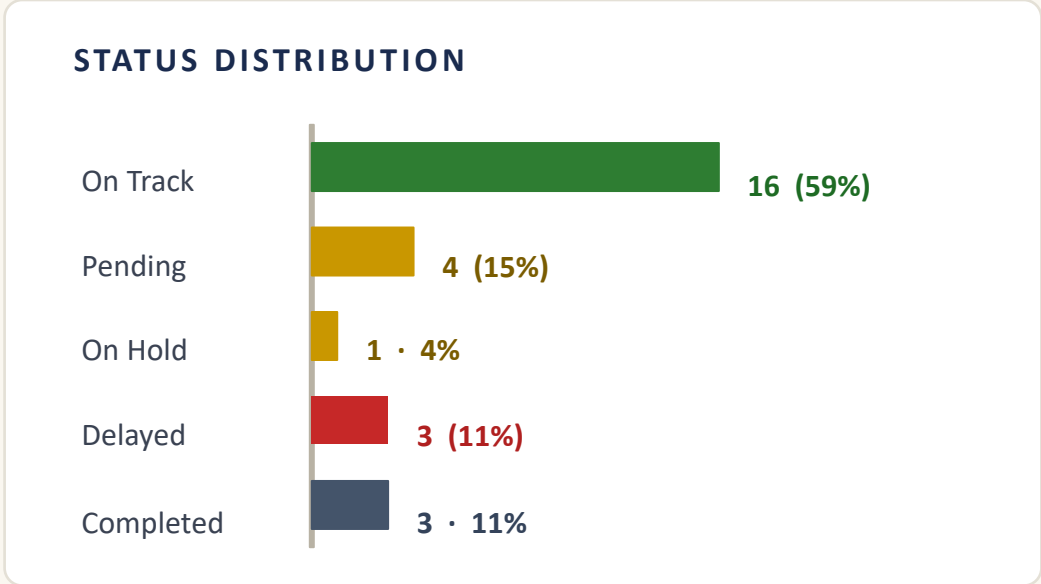
DELAYED

3

COMPLETED

~\$5.4M

REPORTED BUDGETS



UPCOMING TARGET DATES

NOV 2026	Case Management (Sol) Phase 2
DEC 2026	Disability Retirement AI, LERT, Microfiche, PEPRAS ABS, PPM, Legal Matter Management, SASE Phase II
2027	PEPRAS FAC (Jan), Member Verification, MEDP, Boardroom, MECF (Sep), Business Intelligence
2028+	Dues, Mainframe, Healthcare Enrollment (pending), CoPilot Champions, Enterprise Knowledge Mgmt, ERP
TBD	Digital Communication Governance, Retroactive Payroll, Virtual Mailroom, Employer Portal

RECENTLY COMPLETED

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

01

SECTION ONE

Operational and Strategic Plan Initiatives

Status at a Glance

All 27 initiatives: 16 on track, 5 pending or on hold, 3 delayed, and 3 completed

16 ON TRACK			
OPERATIONAL (9)		STRATEGIC PLAN (7)	
Disability Retirement AI	Dec 2026	Case Management (Sol) Phase 2	Nov 2026
LERT Management	Dec 2026		
Microfiche Digitization	Dec 2026	Member Verification Modernization	Mar 2027
PEPRA Annual Benefit Statement	Dec 2026	Member Empowerment Digital Platform	Jun 2027
Project Portfolio Management	Dec 2026	Member Experience Communication Project (MECP)	Sep 2027
Boardroom Relocation & Expansion	Jul 2027	Business Intelligence	Dec 2027
Deductions for Dues	Mar 2028	Enterprise Knowledge Management	Dec 2028
Mainframe Migration	Jun 2028	Enterprise Resource Planning	Dec 2028
CoPilot Champions	Sep 2028		

5 PENDING / ON HOLD	
Online Healthcare Enrollment	Pending (Strategic)
Digital Communication Governance	Pending · Ops
Retroactive Payroll Adjustments	Pending · Ops
Virtual Mailroom	Pending (Ops)
Employer Portal	On Hold · Strategic
Targets: Healthcare Jun 2028, others TBD	
3 DELAYED	
Legal Matter Management	Dec 2026
SASE Phase II	Dec 2026
PEPRA FAC: Scheduled Earnings	Jan 2027
3 COMPLETED	
COLA Bank Retroactive Changes	Jul 2026
Seamless Online Retirement	Jul 2026
OCR for Direct Deposit	Jul 2026
Completed initiatives retained at closeout.	

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Boardroom Relocation and Expansion

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.

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.

Nov Update: Architect has reviewed the final floor plans and being prepared for city permit submission.

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

On Track • Execution

ACTIVITY

- Jul 2026** Planning space and permits (target Mar 2027)
- Aug 2026** JOGC update; target revised to Jul 2027
- Sep 2026** No update
- Oct/Nov 2026** No update — planning and permitting continue

CoPilot Champions

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: Second round of training structured around division-specific use cases; planning underway with the vendor, with first division kick-off this month.

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

On Track • Execution

ACTIVITY

- Aug 2026** PO issued; planning second training round
- Sep 2026** No update
- Oct 2026** First kick-off meeting
- Nov 2026** Preparing and crafting first division training

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Deductions for Dues from Retiree Benefit Payments

On Track • Execution

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

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.

Nov Update: Coordination is taking place to create a site for 3rd party agency use. Each agency will be contacted requesting “Legacy” forms.

Target: March 2028 | Louis Gittens, Division Manager

ACTIVITY

- Jul 2026** Workflow finalized; automation with Systems next
- Aug 2026** No update
- Sep 2026** No update
- Nov 2026** Site being created for 3rd party agency use.

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.

ORGANIZATION-WIDE IMPACT

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

Nov Update: Comparing vendor quotes, pending Chief Ethics and Compliance Officer to on-board.

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

ACTIVITY

- Aug 2026** Comparing vendor quotes
- Sep 2026** No update
- Oct 2026** No update
- Nov 2026** No update, waiting for new Compliance Officer to on-board.

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Disability Retirement AI Solution

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: Seeking vendor demonstrations and obtaining pricing.

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

On Track • Execution

ACTIVITY

- Aug 2026** SOW final; seeking vendor demos
- Sep 2026** No update
- Oct 2026** Vendor demos and pricing
- Nov 2026** No update

LACERA Event Response Team (LERT) Management Solutions

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: Technical changes underway for letter template; refresher training for users.

Target: December 2026 | Dave Choe, Project Manager

On Track • Execution

ACTIVITY

- Aug 2026** No update
- Sep 2026** Target moved to Dec 2026
- Oct 2026** Letter template changes
- Nov 2026** No update

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Legal Matter Management (LMM) Solution

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: Transitioning to production support and readying for project closure.
Budget: \$158,000 | **Target:** December 2026 | **Dave Choe, Project Manager**

Delayed • Execution

ACTIVITY

- Aug 2026** No update
- Sep 2026** Target moved to Oct 2026
- Oct 2026** Transitioning to production support
- Nov 2026** Ready for closure; target moved to Dec 2026

Mainframe System Migration

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: Employing AI and automated testing to optimize coding and migration.
Budget: \$920,000 | **Target:** June 2028 | **Alonso Favela, Project Manager**

On Track • Execution

ACTIVITY

- Aug 2026** AI and automated testing continue
- Sep 2026** No update
- Oct 2026** No update
- Nov 2026** Adjusting and tracking progress of AI assistance

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Microfiche Digitization

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.

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.

Nov Update: Mass conversion to searchable PDFs completed; awaiting payment from L.A. County for delivery coordination.

Target: December 2026 | Tom Deluca, Project Manager

On Track • Execution

ACTIVITY

- Aug 2026** Repository build begun
- Sep 2026** No update
- Oct 2026** Awaiting County payment; target moved to Dec 2026
- Nov 2026** No update

PEPRA: Annual Benefit Statement

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: Systems and Communications completed business decision reviews. The redesigned format and layout are being finalized.

Target: December 2026 | Cynthia Martinez, Communications

On Track • Execution

ACTIVITY

- Jul 2026** Design requirements submitted
- Aug 2026** Business decisions resolved; finalizing comps
- Sep 2026** No update
- Oct 2026** No update
- Nov 2026** Redesign to condensed four-page layout

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

PEPRA Final Average Compensation: Scheduled Earnings

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

ORGANIZATION-WIDE IMPACT

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

Nov Update: All routine cases completed; two outstanding complex cases nearing completion. Business Rules being reviewed.

Target: January 2027 | Kevin Hawkins, Process Management Group, Benefits

Delayed • Execution

ACTIVITY

- Jul 2026** Two complex cases remain (target Jul 2026)
- Aug 2026** Target moved to Sep 2026
- Sep 2026** No update
- Oct 2026** No update; target moved to Nov 2026
- Nov 2026** Under review; moved to Jan 2027

Project Portfolio Management Solution

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

ORGANIZATION-WIDE IMPACT

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

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

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

On Track • Execution

ACTIVITY

- Aug 2026** Procurement process begun
- Sep 2026** In Procurement and Legal review
- Oct 2026** No update
- Nov 2026** No update

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

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.

ORGANIZATION-WIDE IMPACT

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

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

Target: TBD | JJ Popowich, Chief Benefits Officer

ACTIVITY

- Jul 2026 Concerns sent to County; A-C to work with Systems
- Aug 2026 No update
- Sep 2026 No update
- Oct 2026 No update
- Nov 2026 No update

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.

ORGANIZATION-WIDE IMPACT

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

Nov 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.

Target: December 2026 | Chait Errande, Information Security

ACTIVITY

- Jul 2026 Advanced features; adding interconnect (target Aug 2026)
- Aug 2026 Interconnect testing successful
- Sep 2026 No update
- Oct 2026 No update
- Nov 2026 Target moved to Dec 2026

Operational Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Virtual Mailroom

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

ORGANIZATION-WIDE IMPACT

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

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

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

On Track • Planning

ACTIVITY

- Aug 2026** No update
- Sep 2026** In Procurement and Legal review
- Oct 2026** Preparing RFP package
- Nov 2026** Release RFP this month

Strategic Plan Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

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.

ORGANIZATION-WIDE IMPACT

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

Nov Update: Deployed first set of three division-specific dashboards; team is working on the next three divisions.
Budget: \$840,000 | Target: December 2027 | Alonso Favela, Project Manager

ACTIVITY

- Aug 2026** First three deployed
- Sep 2026** Working on next three divisions
- Oct 2026** No update
- Nov 2026** Preparing this set of dashboards for Production

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.

ORGANIZATION-WIDE IMPACT

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

Nov Update: Active Death Case Management module development is almost complete, entering Testing phase.
Budget: \$500,000 | Target: November 2026 | Iveta Brecko, Project Manager

ACTIVITY

- Aug 2026** ~75% complete
- Sep 2026** Entering testing
- Oct 2026** No update
- Nov 2026** Fixing bugs and preparing for parallel processing

Strategic Plan Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Employer Portal

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.

ORGANIZATION-WIDE IMPACT

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

Nov Update: On hold pending Subject Matter Expert (SME) and resource-availability decisions.
Target: TBD | Alonso Favela, Project Manager

On Hold

ACTIVITY

- Jul 2026** On hold pending prioritization
- Aug 2026** On hold pending SME/resources
- Current** No update until further notice

Enterprise Knowledge Management

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.

ORGANIZATION-WIDE IMPACT

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

Nov Update: Received Board approval, coordinating with vendor to finalize package to begin contracting process.
Budget: \$590,000 | **Target:** December 2028 | Dave Choe, Project Manager

On Track · Execution

ACTIVITY

- Aug 2026** Pending Board vendor approval
- Sep 2026** Board approved; finalizing contract package
- Oct 2026** No update — contract development
- Nov 2026** No update

Strategic Plan Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

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.

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.

Nov Update: Received IT Coordination Council approval to create and release RFP. Assembling project team and appointing Project Manager. Preliminary internal meetings held and formal kick-off meeting scheduled for 10/30.

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

ACTIVITY

Aug 2026 RFP approved by ITCC; assembling team

Sep 2026 No update

Oct 2026 Internal meetings held, kick-off scheduled

Nov 2026 Begin gathering business requirements

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.

ORGANIZATION-WIDE IMPACT

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

Nov 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.

Budget: \$150,000 | Target: September 2027 | JJ Popowich, Chief Benefits Officer

ACTIVITY

Aug 2026 Entering testing

Sep 2026 Preparing go-live

Oct 2026 Phase I completed and went live Sept 10

Nov 2026 Vendor planning activities for Phase II; Target date updated for Phase II

Strategic Plan Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

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.

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.

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

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

ACTIVITY

- Aug 2026** Initiated; defining scope; identifying vendors
- Sep 2026** No update
- Oct 2026** No update
- Nov 2026** Drafting and refining requirements

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.

ORGANIZATION-WIDE IMPACT

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

Nov Update: Requirements gathering underway with Member Services and Legal Office; evaluating identity-verification vendors and arranging demos.

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

ACTIVITY

- Aug 2026** Requirements; evaluating vendors
- Sep 2026** No update
- Oct 2026** Arranging vendor demos
- Nov 2026** No update

Strategic Plan Initiatives

Status key: ■ On Track ■ Pending / On Hold ■ Delayed ■ Completed

Online Healthcare Enrollment

Pending • Planning

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.

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.

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

Target: June 2028 | Business Solutions

ACTIVITY

Sep 2026 Scoping underway

Oct 2026 No update

Nov 2026 In Development

Completed Initiatives

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

3

COMPLETED TO DATE

Three initiatives remain complete. MECP Phase I went live September 10. Phase II remains active, with a September 2027 target.

Upcoming targets:

Nov 2026: Sol Phase 2

Dec 2026: Legal Matter

Management and SASE

Jan 2027: PEPRA Scheduled Earnings

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.

Chronology · Jul 2026: Final 14 of 1,292 cases finalized → Completed

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.

Chronology · Jul 2026: Completed

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).

Chronology · Jul 2026: Completed

Completed count remains 3. Legal Matter Management, SASE Phase II, and PEPRA Scheduled Earnings are delayed, not completed.

02

SECTION TWO

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

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
- AI Use Case Recommendations from Cutter Consulting

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



New AI Use Case



AI Use Case Moved to Next Phase

Questions?

Operations Oversight Committee | November 2026



LACERA MEMBER EXPERIENCE COMMUNICATION PLATFORM

Genesys Cloud

Contact Center





What Genesys Cloud Is?

LACERA's Member Experience Communication Platform

Live since September 10 — developed with Systems, Member Services, Benefits, Retiree Healthcare, and Disability Retirement.

Amazon Connect (AWS) served as LACERA's platform from 2020 through 2026. All member facing interactions now run through Genesys Cloud under established LACERA procedures.

Platform Purposes

- Manage Member Interactions
- Unified communication across all member facing divisions

Current Users

- **Member Services**
 - Contact Center
 - Member Service Center
 - Member Services Quality Control
- **Benefits**
 - Benefit Protection Unit
 - Death Legal Unit
 - Advance Payroll Unit
- **Retiree Health Care**
 - Call Center
 - Operations Unit
- **Disability Retirement Services**

Genesys Demo Video



Today's Platform

Benefits for members, staff, and LACERA operations.



For Members

Reduced member effort

New validation methods can help focus more on the purpose of the call.

Fewer avoidable transfers

Enhanced/Direct routing connects members to the appropriate queues, specialty teams, or assigned disability specialist.

More proactive service

Automated campaign calls and coordinated voicemail management provide additional channels for proactive assistance.

For Staff

Integrated communications

Member-facing divisions can transfer calls while retaining the available interaction context.

Reduced administrative workload

Call summaries, recordings, and streamlined record retrieval support follow-up activities.

Consolidated performance insights

A unified agent view provides access to performance data, schedules, and coaching information.

For LACERA

Operational visibility

Genesys provides metrics for all interactions, including call volume and handling data.

Centralized customer experience data

One system retains quality monitoring, survey data, and sentiment analysis for all calls.

Service improvement opportunities

Member interaction data can help identify process weaknesses and opportunities to help improve the member experience.

Improved member access, streamlined staff workflows, and data-informed operational decisions

Tomorrow's Service Model



MyLACERA Live Chat capabilities

**Mining Call Data for Process Improvements
in all Member Interaction Channels**

Customer Self Service – Chatbot & IVR

**Knowledge Management Integration for
Agent Assist**



Genesys & Sol: Case Management Integration

Genesys connects directly to Sol, so Disability Retirement Services staff can work from one place.

Call Members Directly from Sol

- **Click to call:** DRS staff place calls to members directly from Sol via Genesys
- **Logged in the case:** every interaction linked to the member's case
- **Call recordings & summaries:** calls are recorded, summarized, and saved for future reference

BUILT ON PROVEN GENESYS FEATURES

Sol takes advantage of the same Genesys capabilities that Member Services and Retiree Healthcare already rely on.

Intelligent Call Routing

Routed to the Assigned Specialist

- Members are automatically connected to their disability retirement specialist when one has been assigned. Members can still call their specialists directly.

Intake Cases Covered

- Calls for members whose cases are still in the intake stage are routed too, so no one is missed.

LACERA MEMBER EXPERIENCE COMMUNICATION PLATFORM

 **Thank You**

Questions





LACERA Member Services

THE FUTURE OF COUNSELING

Meeting members where they are

In-person, virtual, and telephone retirement counseling — online self-service for retirement, payment method, and tax withholding enrollments.

Presenters

Vanessa Gonzalez & Maritza Perez

Counseling is changing — more online options

Members now expect omnichannel access and online self-service alongside traditional counselor-led guidance.

Members expect a true omnichannel service

Self-service can be achieved across every channel a member chooses.

Online improvement to Service retirement

Members can apply for retirement through MyLACERA and choose payment method and tax withholding selections.

Member Services Counselors' assistance

Our team will continue to serve our members and provide the Superior Member Experience.



How We Reach Our Members

01 In Person



- Schedule face-to-face at LACERA
- Documents reviewed and signed on site
- Moving to touch screen where members complete the retirement process online, including payment method and tax withholding election

02 Virtual



- Scheduled video appointments
- Shared screen to walk through estimates
- Same counselor quality, no travel
- Staff will guide members to complete the retirement process online

03 By Phone



- Call-in counseling for questions or retirement counseling
- Widest reach — highest volume channel
- Full retirement counseling by phone — counselors explain each member's options, then guide them to log in to MyLACERA and complete the retirement process online

One member record — the channel changes, the guidance does not.

Online enrollment, end to end

Online enrollment gives members live estimates, end-to-end completion, and instant confirmation — all within MyLACERA.



Live estimates before submitting

Members see real-time benefit figures before finalizing any retirement or enrollment decision.



Instant confirmation and history

Submissions are confirmed immediately with a full history record accessible through the portal.

Eligible for Retirement

Our records indicate that you meet the requirements of eligibility for **Retirement Plan D - General**.

Apply for Retirement

⚠ This is an **official application to retire**. Before proceeding with this application, you may wish to [calculate a benefit estimate](#).

Retirement Eligibility

“To further prepare for your retirement online, use the links provided below to select your payment method and tax withholding, and start your healthcare plan enrollment.”

Payment Method

Select how to receive your monthly benefit payments, with options for **Direct Deposit**, **Way2Go Prepaid Mastercard**, or mailed check.

Manage Payment Methods

Tax Withholding

Enter your tax withholding election information for your **Federal W-4P** and (if applicable) **California DE 4P** here on My LACERA.

Adjust Tax Withholding

Payment & Tax

“You can also download or order forms and submit them to LACERA in person, by fax, or by mail.

What it takes to get there

Getting there requires four parallel investments: staff training, digitized forms, channel fluency, and outcome measurement.

01



Full Training for All Member Services Staff

Staff on the phones and in in-person or virtual appointments are fully trained on all online retirement processes and a standardized counseling process — so members receive the same guidance through any channel.



02



Digitize the Forms

Retirement, payment method, and tax withholding election fully online — no need for paperwork and sorting mail.



03



Train for Every Channel

Counselors fluent on camera, on the phone, and in person — ready to guide members through every touchpoint.



04



Measure What Matters

Less time spent completing forms manually, improving member satisfaction across every channel.



Getting there requires four parallel investments: staff training, digitized forms, channel fluency, and outcome measurement.

Training Framework

Consistent standards across every counseling channel ensure every member receives the same quality guidance — regardless of how or where they meet with a counselor.

PILLAR

01



Standardized Checklists

Outreach utilizes checklists aligned with the call center, ensuring consistent counseling practices across all channels.

PILLAR

02



Supervisor Review

Supervisors audit and review Zoom counseling sessions to identify opportunities for coaching and staff development.

PILLAR

03



Operating Instructions

Defined expectations outline what a counseling session should look like — including what information is discussed and what documents must be provided to each member.

PILLAR

04



Omnichannel Document Consistency

Counseling and document distribution are aligned across in-house, Zoom, and field counseling/events to reinforce the omnichannel approach.

People & Momentum

Recent promotions and cross-training reflect LACERA's commitment to a workforce ready to deliver the Superior Member Experience across every channel.



Promotions

Team Growth

RBS III Promotions

6 Retirement Benefits Specialist IIIs recognized for their growth and readiness for the next stage of their careers.

 October 2026



Onboarding

2-Week

Structured Onboarding Training

Newly promoted staff completed a standardized two-week onboarding program ensuring consistency from day one across all counseling channels.



Skill Building

Cross-Training

Call Center & Member Service Center

Ongoing cross-training between both teams ensures all staff continue to develop and sharpen counseling skills across multiple communication channels.

THE BOTTOM LINE

Counselors focus on what matters most.

"Counselors focus on the decisions that matter. More time discussing important retirement information, less time completing forms."

- ✓ Three channels — in person, virtual, and phone — for real counseling conversations
- ✓ Online enrollment for retirement, payment method, and tax withholding
- ✓ Same guidance, same record, whichever door a member walks through

The End

Q&A Welcome

 Vanessa Gonzalez & Maritza Perez