

AGENDA

MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE and BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 NORTH LAKE AVENUE, SUITE 810
PASADENA, CA 91101

THURSDAY, JUNE 9, 2016 - 9:00 A.M.**

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

COMMITTEE MEMBERS:

Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

I. APPROVAL OF THE MINUTES

A. Approval of the minutes of the special meeting of May 5, 2016

II. PUBLIC COMMENT

III. ACTION ITEMS

A. Recommendation as submitted by Steven P. Rice, Chief Counsel, and Robert Hill, Assistant Executive Officer: That the Committee forward to the full Board of Retirement, with the Committee's recommendation for approval, the proposed Restated Memorandum of Understanding between the County of Los Angeles Treasurer and Tax Collector and LACERA for the Provision of Collection Services. (Memorandum dated May 31, 2016)

IV. FOR INFORMATION

A. LACERA Operations Briefing
Robert Hill/JJ Popowich

June 9, 2016

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IV. FOR INFORMATION (Continued)

B. Quarterly LACERA Diversity Reporting
John Nogales

C. Member Service Center – Transition Plan to a New Business Model
Carlos Barrios/Michael Peterson/Vanessa Gonzalez

V. GOOD OF THE ORDER

(For information purposes only)

VI. 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.

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MINUTES OF THE MEETING OF THE
OPERATIONS OVERSIGHT COMMITTEE
and
BOARD OF RETIREMENT*

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

GATEWAY PLAZA - 300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

THURSDAY, MAY 5, 2016, 1:00 P.M. – 1:30 P.M.

COMMITTEE MEMBERS

PRESENT: Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
David L. Muir, Alternate

ABSENT: Ronald Okum

ALSO ATTENDING:

BOARD MEMBERS AT LARGE

Marvin Adams
William de la Garza
Shawn R. Kehoe
Les Robbins

STAFF, ADVISORS, PARTICIPANTS

Robert Hill
JJ Popowich
James Pu
Gregg Rademacher

The meeting was called to order by Chair Kelly at 1:00 p.m. Due to the absence of Mr. Okum, the Chair announced that Mr. Muir, as the alternate, would be a voting member of the Committee.

I. APPROVAL OF THE MINUTES

A. Approval of the minutes of the special meeting of March 2, 2016

Mr. Chery made a motion, Mr. Bravo seconded, to approve the minutes of the special meeting of March 2, 2016. The motion passed unanimously.

II. PUBLIC COMMENT

III. FOR INFORMATION

A. LACERA Operations Briefing
Robert Hill/JJ Popowich

Messrs. Hill and Popowich presented the monthly briefing on LACERA's operations. Many of the items highlighted may recur in subsequent briefings or may result in a future comprehensive OOC presentation.

- Public Records Request Update
- Report of Felony Forfeiture Cases Processed

B. Email Incident Report
Robert Hill

Messrs. Robert Hill, JJ Popowich, and James Pu reported on the recent email incident in which an employee inadvertently emailed two disability evaluation reports to an unintended recipient. In addition to a description of the incident, items discussed were:

- Privacy and learning culture at LACERA
- Rapid Response Team
 - a. Incident management
 - b. Immediate and preventative actions
 - c. Training, policies, and procedures
- Email encryption and auto fill features
- Telecommute program

The Committee directed staff to return to the Board with an analysis of the telecommuting program, and how it can be made more secure.

May 5, 2016

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IV. GOOD OF THE ORDER

(For information purposes only)


V. ADJOURNMENT

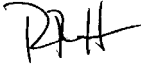
The meeting adjourned at 1:30 p.m., after setting the time for the Budget Hearing at 1:35 p.m.

***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.**

May 31, 2016

TO: Operations Oversight Committee
Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

FROM: Steven P. Rice 
Chief Counsel

Robert Hill 
Assistant Executive Officer

FOR: June 9, 2016 Operations Oversight Committee Meeting

SUBJECT: **Collection Services MOU with County of Los Angeles Treasurer and Tax Collector**

RECOMMENDATION

That the Operations Oversight Committee forward to the full Board of Retirement, with the Committee's recommendation for approval, the proposed Restated Memorandum of Understanding between the County of Los Angeles Treasurer and Tax Collector (TTC) and LACERA for the Provision of Collection Services (Restated MOU) attached as Attachment A.

BACKGROUND

In December 2009, the TTC and LACERA entered into an MOU for collection services. The 2009 MOU served LACERA well. At its meeting on June 11, 2015, the Board of Retirement approved a new Policy for the Recovery of Member Overpayments and Underpayments (Recovery Policy). A copy of the Recovery Policy is attached as Attachment B. The 2015 Recovery Policy made changes to LACERA's collection procedures that in turn required revision of the 2009 MOU. Among other things, the Board's action anticipated "greater utilization of the County Treasurer [and] Tax Collector." (Minutes of 6/11/15 BOR Meeting, Item VII.B(3), at pp. 6-7.)

In seeking approval of the 2015 Recovery Policy, staff stated that, "If approved by the Board, staff will, within 60 days after approval, work with the Treasurer [and] Tax Collector's office to amend the language in the current memorandum of understanding for services, or draft a new agreement, if necessary" (5/22/15 Memorandum from OOC to BOR re Proposed Changes to Board of Retirement's Overpayment Policy, at p. 6.) Given the availability of TTC and LACERA staff, the process of generating a mutually agreeable Restated MOU took longer than expected.

Email and phone discussions began shortly after the June 11, 2015 Board action. On August 19, 2015, LACERA personnel, including representatives of the Executive Office and the Financial and Accounting Services and Legal Divisions, attended a meeting with TTC employees at the TTC's offices. The meeting was successful in outlining the parameters of the parties' revised relationship. Soon after the August 19, 2015 meeting, LACERA forwarded to the TTC a draft of the Restated MOU. There ensued a process of negotiation and exchange of drafts which led to the document now presented to this Committee for review.

DISCUSSION

The Restated MOU includes the following principal changes from the 2009 MOU which are necessary to address the new terms of the 2015 Recovery Policy and to clarify the terms of the agreement:

Statutes of Limitation. To provide the TTC with information necessary to handle referred claims, the Restated MOU adds a summary of the applicable limitations periods and a brief description of the circumstances under which they apply. (Restated MOU, Section 1.1, at p. 3.)

Referral Process. The Restated MOU describes the referral process and procedures in greater detail than the 2009 MOU. Specifically, Delinquent Accounts will be referred to the TTC following reasonable collection efforts by LACERA. Delinquent Accounts are identified as both Member and Non-Member accounts. (Restated MOU, Sections 1.0 and 1.1, at p. 3.) The Restated MOU lists the TTC account numbers for various categories of Delinquent Account referrals, including Members, Non-Members, and Small Claims Court Referrals, to facilitate communication and the tracking of matters and funds. The Restated MOU sets forth specific collection procedures that the TTC may employ, including mailing of bills and notices, telephoning, and filing Small Claims Court cases, as well as referral to an outside collection agency (OCA). (Restated MOU, Sections 5.1.5, 5.1.6, and 5.1.7, at pp. 6-7.)

Special Circumstances. The Restated MOU adds clarifying detail concerning the handling of special circumstance situations, including bankruptcies, deceased parties, where LACERA decides to stop collection, and NSF checks. (Restated MOU, Sections 5.5.2-5.5.5, at pp. 9-10.)

Fees. The Restated MOU leaves the TTC's commission unchanged from the 2009 MOU at 27% and revises OCA fees to 14% for secondary collection and 33% for the more difficult tertiary collection. OCA fees were a flat 25% in the 2009 MOU. OCA fees are subject to adjustment in the future based upon changes in the TTC's contract awards to its OCAs. (Restated MOU, Exhibit III, at p. 17.)

Operations Oversight Committee

May 31, 2016

Re: Collection Services MOU with Los Angeles County Treasurer and Tax Collector

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Technical. The Restated MOU includes numerous technical changes to clarify the language and intent of the document.

LACERA staff believes these changes, as well as the Restated MOU as a whole, are in LACERA's interest.

Finally, the Board's motion approving the 2015 Recovery Policy provided for a report to be made in one year, i.e., in June 2016, pertaining to the use of Small Claims Court. In that the Restated MOU is just now being submitted for Board approval, the requested report will be provided at a future date when a meaningful amount of data has been collected under the new MOU.


CONCLUSION

For these reasons, **it is recommended:**

That the Operations Oversight Committee forward to the full Board of Retirement, with the Committee's recommendation for approval, the proposed Restated Memorandum of Understanding between the County of Los Angeles Treasurer and Tax Collector (TTC) and LACERA for the Provision of Collection Services.

SPR:dd

Reviewed and Approved



Gregg Rademacher
Chief Executive Officer

c: Gregg Rademacher
Robert Hill
John Popowich
Beulah Auten
Ted Granger
Michael Herrera

Attachment A
Proposed LACERA/TTC MOU



**COUNTY OF LOS ANGELES
TREASURER AND TAX COLLECTOR**

**MEMORANDUM OF UNDERSTANDING
BETWEEN
COUNTY OF LOS ANGELES
TREASURER AND TAX COLLECTOR
AND
LOS ANGELES COUNTY EMPLOYEES
RETIREMENT ASSOCIATION
FOR THE PROVISION
OF
COLLECTION SERVICES**

RESTATED

_____ 2016

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EXHIBITS

- I AGREEMENT ADMINISTRATION**

- II TTC SAMPLE REFERRAL AND ADJUSTMENT FORMS**
 - IIA Sample Collection Referral Transmittal Form
 - IIB Sample Collection Referral Form
 - IIC Sample Credit/Debit Memo Transmittal Form
 - IID Sample Credit/Debit Memo

- III PRICING SCHEDULE**

- IV COLLECTION DETAIL REPORT**

1.0 PURPOSE

This Memorandum of Understanding (MOU) or "Agreement" is entered into between the Treasurer and Tax Collector (TTC) and Los Angeles County Employees Retirement Association (LACERA).

The purpose of this Agreement is for the TTC to provide collection services for Delinquent Accounts. "Delinquent Accounts" is defined as amounts due to LACERA on both Non-Member and Member accounts referred to the TTC for collection under the terms of this Agreement, including, but not limited to, cases involving: Members, such as active and inactive employees, and retirees; Non-Members such as beneficiaries, survivors; and third parties such as trusts, estates and third party beneficiaries.

1.1 Overview of Services

LACERA will refer Delinquent Accounts to the TTC following reasonable collection efforts by LACERA. Delinquent Accounts will be subject to applicable statutes of limitation, including:

- 1.1.1 Actions against Members and Non-Members to recover erroneous overpayments to a Member or beneficiary are subject to a three (3) year statute of limitations commencing from the date of the payment pursuant to California Government Code Section 31540(b)(1).
- 1.1.2 Actions against Members and Non-Members to recover payments which are erroneous because of the death of a retired member or beneficiary or because of the marriage of the beneficiary are subject to a ten (10) year statute of limitations commencing from discovery pursuant to California Government Code Section 31540(c).
- 1.1.3 Actions against Members and Non-Members to recover payments which have been made as a result of fraudulent reports for compensation made, or caused to be made, by a Member for his or her own benefit are subject to a ten (10) year statute of limitations commencing from the date of payment or upon discovery of the fraudulent reporting, which date is later.
- 1.1.4 Actions against Members and Non-Members to recover underpayments of amounts due from or on account of a Member are subject to a three (3) year statute of limitations commencing from the date of discovery pursuant to Section 338 (d) of the California Code of Civil Procedure.

Authority to write off accounts shall rest solely with LACERA.

Subsequent to receipt of Delinquent Accounts, see Exhibit IIA, "Collection Referral Transmittal Form" and Exhibit IIB, "Collection Referral Form" from LACERA, the TTC will generate collection letters, make collection calls, and when necessary conduct skip tracing activities. Where warranted and if cost effective, legal action may be taken. Once generated, computerized letters will be mailed by the TTC to individuals owing Delinquent Accounts. Payments, as a result of the letters, may be made in person to the TTC or to LACERA. The TTC also may transfer accounts to an outside collection agency (OCA). The TTC may also receive payments by mail or through an OCA. The TTC and LACERA will exchange payment data with each other in order for each department to update their respective systems.

2.0 TERM

- 2.1 This Agreement shall become effective immediately upon execution by the TTC and LACERA and replace in its entirety the existing Collections MOU executed on December 28, 2009.
- 2.2 This Agreement will be renewed automatically for subsequent Fiscal Years, beginning every July 1; however, either party may terminate this Agreement at any time upon thirty (30) calendar days prior written notice to the other.

3.0 ADMINISTRATION

3.1 TTC

The TTC's Agreement Administrator is responsible for the overall management and coordination of the performance of Services provided under this Agreement and will interface with LACERA'S Agreement Administrator. The TTC's Agreement Administrator is identified in Section A of Exhibit I, "Agreement Administration." The TTC will notify LACERA in writing within five (5) business days of any changes to TTC staff identified on Exhibit I.

3.2 LACERA

LACERA'S Agreement Manager identified in Section B of Exhibit I will provide overall management. LACERA's Agreement Administrator will provide coordination of the Services to be provided by the TTC, and will interface with the TTC's Agreement Administrator. LACERA will notify the TTC in writing within five (5) business days of any changes to LACERA staff identified on Exhibit I.

4.0 RESPONSIBILITIES

4.1 TTC

The TTC shall be responsible for taking collection action on all referred Delinquent Accounts. The TTC shall accept payments in person, by mail or through an OCA. The TTC shall report payment activity information to LACERA via the transmittal process as shown in Exhibit IV, "Collection Detail Report" on a monthly basis.

The TTC shall be responsible for transferring monies collected, net of any adjustments and cost/commission into LACERA's electronic Countywide Accounting and Purchasing System (eCAPS) account monthly through a Journal Voucher.

4.2 LACERA

LACERA shall be responsible for sending the TTC the required collection information and Delinquent Account activity semi-monthly, including account adjustments made to active Delinquent Accounts. LACERA shall accept payments on Delinquent Accounts referred to the TTC and then report such payments to the TTC semi-monthly. LACERA shall report payment activity information to the TTC via Exhibit IIC, "Credit/Debit Memo Transmittal Memo" and Exhibit IID, "Credit/Debit Memo." LACERA shall be responsible for issuing refunds to Delinquent Accounts for overpayments, as appropriate.

5.0 PROCESSES

5.1 Referral Process

5.1.1 Delinquent Accounts will become eligible for collections when the total money owed by the Delinquent Account is \$100 or more. Delinquent Accounts eligible for collections also include all dishonored negotiable paper (e.g., "Non Sufficient Funds" (NSF) checks), regardless of amount, that LACERA has made a reasonable attempt to collect.

5.1.2 LACERA staff will identify eligible Delinquent Accounts for collection status as defined as Delinquent Accounts that are not under any restrictions, e.g., litigation or liens or eligible for offset.

5.1.3 LACERA staff will provide Delinquent Accounts after sixty (60) calendar days from date of discovery.

5.1.4 LACERA staff will limit referrals to no more than one hundred (100) per month. If the volume of Delinquent Accounts exceeds one

hundred (100) per month, LACERA shall submit referrals electronically.

In the event that electronic transfer is to be established, both parties shall negotiate appropriate setup and ongoing costs.

- 5.1.5 The TTC shall establish and utilize three separate and unique client account numbers for Delinquent Accounts, which includes Non-Members (Client #79287); Members (Client #79292); and Small Claims Court Referral (Client #79293). In making a referral to the TTC, LACERA will clearly advise the TTC in writing as to which client account number should be used for each Delinquent Account.
- 5.1.6 The TTC may employ specialized collection procedures to pursue collection of Delinquent Accounts on behalf of LACERA, which includes, but is not limited to, one or a combination of the following:
- a. Mailing billings and notices, T-Bill(s) or TTC collection bill(s);
 - b. Telephoning;
 - c. Filing cases in small claims court utilizing appropriate TTC staff, but only after advanced notice to LACERA of at least seven (7) calendar days, during which time LACERA may provide additional instruction to the TTC with regard to whether a small claims action should proceed and/or the timing of when a small claims action should be filed.

Pursuant to its Policy for Recovery of Member Overpayments and Underpayments, LACERA may also refer Delinquent Accounts to the TTC to pursue directly in small claims court utilizing appropriate TTC staff following a demand letter by the TTC. Using the Collections Referral Form, LACERA shall clearly indicate the Client Number as "79293" in the "Department I.D. Number" field and "Small Claims Court Referral" in the "Special Instructions" field when referring Delinquent Accounts to the TTC for small claims.

Successful collection by the TTC utilizing one or a combination of any of these specialized collection procedures, including small claims court cases initiated on its own or via a Small Claims Court Referral, is subject to the same commission as set forth in Section 8.0 of the Agreement, and the Pricing Schedule attached thereto as Exhibit III.

- 5.1.7 At the TTC's discretion, Delinquent Accounts may be referred to an OCA. Neither the TTC nor the OCA will report Delinquent Accounts to credit reporting agencies.

5.2 Updates for Payments Collected by Treasurer and Tax Collector

- 5.2.1 The TTC shall send payment notification to LACERA on a monthly basis upon the TTC's receipt of a payment on a Delinquent Account and/or a payment from OCA.
- 5.2.2 The OCA holds collections it receives for ten (10) business days to ensure the check clears prior to remitting the collected amount (net of commission) to the TTC. The OCA sends the TTC a payment file at least once a week (usually Friday), and on the last business day of each month.
- 5.2.3 LACERA staff will reconcile and update the payment information reported by the TTC including any credit balances. LACERA will process any applicable refunds for Delinquent Accounts and adjust the credit balance by notifying the TTC via "Credit/Debit Memo."

5.3 Transfer of Monies Collected

- 5.3.1 Monies collected, net of any applicable adjustments, by the TTC will be transferred to LACERA on a monthly basis, via Journal Voucher, retaining its commission as shown in Exhibit III, "Pricing Schedule" from the total funds collected.

When Delinquent Accounts are sent to the OCA, the OCA retains its commission as shown in Exhibit III, "Pricing Schedule," and remits the net to the TTC. The TTC would then transfer the net funds to LACERA in the same manner with no further deductions.

- 5.3.1.1 The OCA applies its commission to the total funds collected per Delinquent Account regardless of who collects the funds. Therefore, if the TTC or LACERA receive any payment on a Delinquent Account that has been referred to the OCA, the OCA's commission will be applied.
- 5.3.2 For payments received directly by LACERA on Delinquent Accounts already referred to TTC or OCA, LACERA shall notify the TTC of such payments via Exhibit IIC, "Credit/Debit Memo Transmittal Form" and Exhibit IID, "Credit/Debit Memo." When monies are transferred to LACERA by the TTC in the subsequent month, the TTC shall deduct the commission (as shown in Exhibit III, Pricing Schedule) on the collected amount and transfer the net collections via a Journal Voucher. In the event there was no collection made to the Delinquent Account, LACERA will transfer the commission owed to the TTC trust fund, through a Journal Voucher. The TTC will notify LACERA of the amount of the commission to be transferred to the TTC.

5.4 Uncollected Accounts

5.4.1 Accounts Referred to the TTC

5.4.1.1 Delinquent Accounts returned from OCA as uncollected will be returned to LACERA.

5.4.1.2 LACERA staff will continue to send any credit information to the TTC for referred Delinquent Accounts that have not been returned to LACERA.

5.5 Additional Processes

5.5.1 Payment Plan/Reduction of Liability

The TTC may deem it prudent to exercise its right to: 1) establish a payment plan; and/or 2) with LACERA's consent, reduce the debt owed.

5.5.2 Bankruptcies

5.5.2.1 If LACERA staff receives proof of bankruptcy for a responsible party named on a Delinquent Account, LACERA will send proof to the TTC. If the Delinquent Account was discharged, LACERA will send a credit memo requesting the Delinquent Account be returned/closed.

5.5.2.2 If the Delinquent Account is discharged, the TTC will close and return to LACERA referred Delinquent Accounts coded with "bankruptcy filing" when a responsible party named on a Delinquent Account brings proof of bankruptcy to the TTC or when the OCA returns the account to the TTC and provides proof of bankruptcy.

5.5.3 Accounts of Deceased Delinquent Accounts

5.5.3.1 If LACERA staff receives proof that a responsible party named on a Delinquent Account is deceased, LACERA will send proof to the TTC. The TTC will attempt to identify the trustee/other responsible party and try to collect from them before closing any case related to the deceased responsible party named on the Delinquent Account.

5.5.3.2 If the TTC is unable to collect the Delinquent Account from the trustee/other responsible party, the TTC will close referred Delinquent Accounts with "WOD" (write-off code for deceased).

5.5.4 Canceling a Delinquent Account

If LACERA administratively determines to stop collection efforts, even if the balance has not been paid, LACERA will submit Exhibit IIC, "Credit/Debit Memo Transmittal Form" and Exhibit IID, "Credit/Debit Memo" with appropriate notification and documentation. Upon receipt of such Credit/Debit Memo Transmittal Form, the TTC will thereafter cease further collection efforts on the Delinquent Account(s) identified therein.

5.5.5 NSF Checks

5.5.5.1 If the TTC receives an NSF check for a Delinquent Account, the TTC will cancel the original payment transaction to add the amount of the NSF check to the outstanding balance and will add the County's approved NSF fee (see Exhibit III) to the balance of the Delinquent Account.

5.5.5.2 If the TTC closes an account because a Delinquent Account has been paid in full and subsequently the TTC discovers that payment was made using an NSF check, the TTC will reopen the account by cancelling the payment to put back the amount owing, and add the NSF fee to the account balance.

5.5.5.3 For Delinquent Accounts that include the NSF fee, the TTC shall retain the NSF fee.

5.5.5.4 If a Delinquent Account has been closed by the TTC because LACERA reports that payment has been made in full and subsequently, LACERA discovers that payment was made using an NSF check, LACERA shall make a new referral to the TTC using the procedures outlined in Section 5.1, Referral Process. The new Delinquent Account referral will receive a new account number.

6.0 CHANGES AND AMENDMENTS

For any revisions to this Agreement, a negotiated Amendment shall be executed by the TTC, or his/her designee, and by LACERA, or his/her designee.

7.0 COST

7.1 The TTC will retain a commission (i.e., a percent of the total funds collected) on a monthly basis in accordance with Exhibit III, "Pricing Schedule."

- 7.2 For accounts referred to the OCA, the OCA's commission rate as shown in Exhibit III, "Pricing Schedule" shall apply to the total gross collected, which the OCA shall retain and remit the net to the TTC.
- 7.3 In the event an electronic automated system is established for Delinquent Account referrals, the TTC and LACERA shall negotiate the necessary onetime set up cost and agree with ongoing costs.
- 7.4 Direct Payments Received by LACERA
- 7.4.1 For payments received by LACERA on Delinquent Accounts already referred to the TTC or the OCA, LACERA shall notify the TTC of such payments via Exhibit IIC and IID. When monies are transferred to LACERA by the TTC in the subsequent month, the TTC shall deduct the commission (as shown in Exhibit III) on the collected amount and transfer the net collections via a Journal Voucher. In the event there was no collection made to offset the commission, LACERA will transfer the commission owed to the TTC through a Journal Voucher. The TTC will notify LACERA of the amount of the commission to be transferred to the TTC.
- 7.5 The TTC shall provide services as described herein and at the cost set forth in Exhibit III.
- 7.6 Periodic reviews will be made, as necessary, to more accurately reflect changes in volume, collection procedures, and cost associated with services provided. The TTC shall notify LACERA approximately six months prior to a change in cost, which will become effective the following fiscal year. Any cost adjustments will be made in accordance with Section 6.0, Changes and Amendments.
- 7.7 The TTC will perform subsequent reviews to reflect changes in costs associated with services provided. If the review results in a change in the costs, a negotiated Amendment to the Agreement shall be executed by the TTC, and LACERA, in accordance with Section 6.0, Changes and Amendments.

8.0 INVOICING AND PAYMENT

On a monthly basis, and in accordance with Exhibit III, the TTC shall retain a percentage of the total funds collected through collection efforts.

9.0 NOTICES

- 9.1 Any notice desired or required to be given to the TTC under the terms of this Agreement shall be directed to the Agreement Administrator identified in Section A of Exhibit I, "Agreement Administration."
- 9.2 Any notice desired or required to be given to LACERA under the terms of this Agreement shall be directed to Agreement Manager identified in Section B of Exhibit I, "Agreement Administration."

10.0 NOTICES OF DELAY

If either department has knowledge that any actual or potential situation will delay or threaten to delay the timely performance of services under this Agreement, the department staff identified on Exhibit I, should notify via telephone the other department staff identified on Exhibit I. Notification may be followed up via e-mail or in writing if requested.

11.0 INDEMNIFICATION

The TTC agrees to indemnify, defend, save, and hold harmless LACERA and its officers, trustees, and employees (collectively, "Covered Persons") from and against any and all liabilities, losses, injuries, suits, costs, charges, judgments, fines, penalties, expenses (including defense costs and attorneys' fees) and claims for damages of any nature whatsoever, arising out of, related to, or in connection with any negligent act or omission by or on behalf of the TTC with respect to the performance of the TTC's obligations under this Agreement.

Covered Persons shall give the TTC prompt notice of any claim for which Covered Persons are entitled to indemnification, and the TTC shall control the defense or settlement thereof; provided, no such settlement or compromise shall be entered into unless, as part of such settlement or compromise, the third party executes a full and complete release of Covered Persons without recourse to any Covered Persons for any amount, claim or other obligation whatsoever respecting such claim. The TTC shall have no right to settle or compromise any such claim without the consent of Covered Persons, which consent can be withheld for any reason or no reason, if such settlement or compromise involves the issuance of injunctive or other non-monetary relief binding upon Covered Persons or a plea of guilty or *nolo contendere* on the part of Covered Persons in any criminal or quasi-criminal proceeding, or which involves any admission of liability or culpability on the part of Covered Persons, or which has any collateral estoppel effect on Covered Persons.

IN WITNESS WHEREOF, the TTC and LACERA have caused this Agreement to be signed, this _____ day of _____, 2016.

SERVICE DEPARTMENT:

TREASURER AND TAX COLLECTOR

By: Joseph Kelly
Print Name

Signature

Title: Treasurer and Tax Collector

REQUESTING DEPARTMENT:

**LOS ANGELES COUNTY
EMPLOYEES RETIREMENT
ASSOCIATION**

By: Gregg Rademacher
Print Name

Signature

Title: CEO

APPROVED AS TO FORM:

APPROVED AS TO FORM:

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

AGREEMENT ADMINISTRATION

A. TTC STAFF

Title	Name	Phone/Fax Numbers	E-mail
Agreement Administrator	Bruce Robert	(213) 893-7968	brobert@ttc.lacounty.gov
Alternate Agreement Administrator	Hamlet Panosian	(213) 974-0782	hpanosian@ttc.lacounty.gov
Account Balances	<p>Questions regarding specific account balances may be made by LACERA Staff Monday through Friday from 8:00 a.m. Pacific Time (PT) to 5:00 p.m. PT excluding holidays to:</p> <p>Linda Ramos (Primary) Hamlet Panosian (Alternate)</p>	<p>(213) 974-2430 (213) 974-0782</p>	<p>lramos@ttc.lacounty.gov hpanosian@ttc.lacounty.gov</p>

B. LACERA STAFF

Title	Name	Phone/Fax Numbers	E-mail
Agreement Manager	Beulah Auten	(626)564-6000 Ext. 3475	bauten@lacera.com
Alternate Agreement Manager	Ted Granger	(626) 564-6000 Ext. 3524	tgranger@lacera.com
Agreement Administrator	Susana Seeckts	(626) 564-6000 Ext. 3574	sseeckts@lacera.com
Alternate Agreement Administrator	Gloria Harriel	(626) 564-6000 Ext. 3488	gharriel@lacera.com

TTC SAMPLE REFERRAL AND ADJUSTMENT FORMS

- IIA SAMPLE COLLECTION REFERRAL TRANSMITTAL FORM
- IIB SAMPLE COLLECTION REFERRAL FORM
- IIC SAMPLE CREDIT/DEBIT MEMO TRANSMITTAL FORM
- IID SAMPLE CREDIT/DEBIT MEMO

PRICING SCHEDULE

ONGOING COST (ANNUAL)

1. TTC Collection Cost

27% of total funds collected;

2. OCA Collection Fees

14% (secondary collection) or 33% (tertiary collection) of any payments received regardless of who received the payment, after TTC refers the account to the OCA. Reflects current contracts effective January 1, 2012; adjustments contingent upon future contract awards.

Attachment B
Recovery Policy



**BOARD OF RETIREMENT
POLICY FOR THE RECOVERY OF
MEMBER OVERPAYMENTS AND UNDERPAYMENTS**

The Board of Retirement adopts this policy to ensure the continued proper and timely collection of monies owed to LACERA by or on behalf of a member, including, but not limited to a beneficiary or survivor, as a result of incorrect payments into or out of the retirement system. It is the intent of the Board of Retirement in adopting this policy to fulfill its fiduciary duty to safeguard fund assets by making every reasonable effort to recover all member overpayments, underpayments and appropriate interest thereon.

A. The following threshold limits shall apply to the collection of erroneous payments of erroneous payments into (underpayments) and out of (overpayments) the retirement system.

1. For principal amounts less than \$100, the Chief Executive Officer ("CEO") may make no demand for principal or interest and write off the account, or take such other action the CEO deems reasonable and appropriate.
2. For principal amounts between \$100 and \$1,000, the CEO is authorized, after informal collection efforts (such as verbal and written staff requests for payment) have been completed, to refer the matter to the County of Los Angeles Treasurer Tax Collector, write off the amount of the principal and interest, in whole or in part, or take such other action as the CEO deems reasonable and appropriate. Formal litigation will normally not be commenced as the costs of filing and prosecuting the case would likely exceed the amount that could be recovered.
3. For principal amounts between \$1,001 and \$10,000 the CEO has discretion, after informal collection efforts (such as verbal and written staff requests for payment) have been completed and consultation as necessary with the Legal Office and other staff to determine likelihood of recovery, to pursue recovery of principal and interest in small claims court, refer the matter to the County of Los Angeles Treasurer Tax Collector, commence formal litigation, write off the amount, in whole or in part, or take such other action as the CEO deems reasonable and appropriate.
4. For principal amounts over \$10,000, the CEO is required, after informal collection efforts (such as verbal and written staff requests for payment) have been completed and consultation as necessary with the Legal Office and other staff to determine likelihood of recovery, to seek Board approval to commence formal litigation to recover the principal and interest, write off the account, in whole or in part, or to take such other action as the board deems reasonable and appropriate.

B. Applicable Periods of Limitation

1. Pursuant to California Government Code Section 31540, the applicable periods of limitation for actions to recover erroneous payments into or out of LACERA shall be three years, and shall be applied as follows:
 - a. In cases where LACERA makes an erroneous payment to a member or beneficiary, the system's right to bring an action to collect shall not expire until three (3) years from the date of payment.

- b. Notwithstanding any other provision in this policy, in cases where LACERA makes an erroneous payment because of the death of a retired member or beneficiary, or because of the remarriage of the beneficiary, the system's right to bring an action to collect shall not expire until ten (10) years from the date of discovery of the erroneous payment.
- c. Notwithstanding any other provision in this policy, in cases where LACERA makes an erroneous payment as a result of fraudulent reports for compensation made, or caused to be made, by a member for his or her own benefit, the system's right to bring an action to collect shall not expire until ten (10) years from the date of payment or the date of discovery of the fraudulent reporting, whichever is later.
- d. Notwithstanding any other provision in this policy, in cases involving under paid member contributions, if LACERA brings an action within three (3) years from the date of discovery of the underpayment, it may recover the entire underpayment, regardless of when in the past the underpayment was made. If no action is brought by LACERA within three (3) years from the date of discovery, LACERA's right to bring an action shall expire three (3) years from the date of the underpayment.
- e. LACERA's determination with regard to the period of limitation in any case, and its determination with respect to the running of any period of limitation shall be conclusive and binding for purposes of correcting any error or omission.
- f. For purposes of this policy, date of discovery means the date LACERA discovered or reasonably could have discovered the error giving rise to the erroneous payment.
- g. Nothing in this policy shall be construed as limiting or prohibiting in any way LACERA's authority to correct errors as necessary in a member's or beneficiary's account, prospectively and/or retroactively,
- h. Notwithstanding any other provision in this policy, in cases where LACERA owes money to a member or beneficiary, the periods of limitation set forth above shall not apply.

C. Offsets

As part of LACERA's collection process, the CEO will wherever possible to recover all overpayments and underpayments owing from a member or beneficiary, plus interest thereon, offset amounts due to LACERA against current or future benefits owing to the member or beneficiary. The threshold limits set forth above shall apply to cases involving offsets, and will only be applied after the member or beneficiary is afforded an opportunity to challenge the debt and offset through the Board's Administrative Appeal Procedure.

D. Interest

The CEO will include appropriate interest on any overpayment or underpayment it seeks to recover in accordance with Section A. However, in accordance with Section A, the CEO may make no further demand for collection of interest, in whole or in part, where the CEO determines, after a careful review of case, it is appropriate under the circumstances of the case.

For purposes of this policy, appropriate interest means LACERA's actuarially assumed rate of return applicable during the period of the overpayment or underpayment, as it may have changed from time to time and as applied to the principal amount due at each point during the relevant period.

E. Delegation of Responsibilities

In all instances the CEO may delegate to staff the activities and work called for and necessarily required to carry out this policy.

F. Conflicts with applicable law.

To the extent anything in this policy conflicts with IRS rules or applicable law, such IRS rules or applicable law will prevail.

Revised: 6/11/2015
Revised: 6/14/2007
Adopted: 8/2/1995

FOR INFORMATION ONLY

May 31, 2016

TO: Operations Oversight Committee
Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

FROM: Robert R. Hill, Assistant Executive Officer *RRH*
JJ Popowich, Assistant Executive Officer *JJ*

FOR: June 9, 2016 Operations Oversight Committee Meeting

SUBJECT: **LACERA OPERATIONS BRIEFING**

The purpose of this briefing is to share insights on staff activities, updates on goals, and discuss opportunities and/or concerns. Many of the items highlighted may recur in subsequent briefings or may result in a future comprehensive OOC presentation.

- Public Records Request Update
- Report of Felony Forfeiture Cases Processed
- DB2 Migration
- Generator Test

DATE RECEIVED	REQUESTER	DOCS REQUESTED
04-21-16 VERBAL REQUEST	A. Jacobious, Pensions and Investments	Requested memos that include the current securities litigation vendors. <i>Transmitted via email BOI memo dated Dec. 5, 2012 re Selection of Foreign Securities Litigation Monitoring Counsel.</i>
04-26-16	S. Michael, LGT Capital Partners (USA) Inc.	First Request and Response: Requested information re locality requirements applicable for investment firm personnel who may be defined as "placement agents" under Rule AB 1743; interested in the reporting requirements of investment professional personnel (who would be considered "placement agents" under the rule) acting in connection with LACERA, and any applicable exceptions therein. Understood that LACERA has disclosure policies for placement agents on file. Trying to get background on who is considered a placement agent for those purposes. <i>Transmitted via email the link to the LACERA web page that contains the Investment Policy and the link to the PDF for LACERA's Placement Agent Disclosure form.</i> Second request and response: Follow up questions that weren't quite clear based on initial reading of the investment policy as well as the placement agent disclosure form. If you could provide some color on the below that would be appreciated. Question: Based on the investment policy, would sales personnel employed by investments firms need to register as "placement agents" with LACERA? Or would that only factor in upon having a certain number of conversations about potential investments? <i>Response transmitted via email:</i> LACERA is not able to provide legal advice or interpretation. LACERA provides the placement agent policy and form to all investment managers. They must seek independent legal counsel to determine legal compliance. LACERA is not able to offer an answer to questions posed. Submitted document titled State of California, Government Code Section 7513.8
05-03-16	D. Kushner, Individual	Requested agenda packet for BOR Disability/Administrative and Committee meetings scheduled for May 5, 2016. <i>Executive office electronically submitted website link for the BOR Administrative/Disability meeting.</i>
05-04-16	G. Eubanks, Funston Advisors	Requested agenda packet for BOI meeting to be held on Tuesday, May 10, 2016 <i>Transmitted information via email.</i>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
05-04-16	R. Funston Funston Advisors	Requested agenda packet for BOI meeting to be held on Tuesday, May 10, 2016 <i>Transmitted information via email.</i>
05-04-16	A. Poe, Reed Smith	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	H. Leiderman, Reed Smith	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	K. Burch-Garcia, LA County	Requested agenda packet for BOI meeting to beheld on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	M. Keehn, LA County	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	S. Moomjean, LA County	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	T. Okusanya, LA County	Requested agenda packet for BOI meeting to beheld on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	D. Kushner, Individual	Requested agenda packet for BOI meeting to beheld on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	F. Massey, Individual	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	R. Spare, Individual	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	N. Johnson, Individual	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>
05-04-16	S. Russin, Individual	Requested agenda packet for BOI meeting to be held on May 10, 2016. <i>Transmitted information via email.</i>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
05-04-16	Vasudha Desikan, SEIU	<p>Requested agenda packet for BOI meeting to be held on May 10, 2016.</p> <p><i>Transmitted information via email.</i></p>
05-04-16	B. Lipsky, Wilson Elser Moskowitz Edelman & Dicker	<p><i>Per our recent telephone conversation, I am hereby formalizing my request for any current contact information that you might be able to provide to me pertaining to Michael Tsai, M.D</i></p>
05-09-16	G. Chung, Financial Investment News	<p>Requested agenda packet for BOI and Committee meetings to be held on May 10, 2016.</p> <p><i>Transmitted information via email.</i></p>
05-09-16	J. Hammond, RELAC	<p>Monthly request of Benefit Approval List.</p> <p><i>Transmitted, via email, the March 2016 list.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
05-13-16	A. Jacobious, Pensions & Investments	<p>A few questions about the last BOI meeting and the one before that one. Answers in red.</p> <p>I have a few questions about the last BOI meeting and the one before that one.</p> <p>Did the board adopt a new asset allocation at the last board meeting? Refer to attached report. If so could you please share the May 10 memo and provide the details of the new asset allocation? Did the board reduce the policy target weight to “Other Opportunities” from 5% to 0%, while adopting a policy target range of 0% to 5%; (2) Redeploying the 5% allocation as follows: 3.5% to Fixed Income and 1.5% to Global Equities; and (3) Include the glidepath for reaching the new target weights by 12/31/18. Will the new asset allocation result in searches or terminations of managers? Searches will be necessary to fill the "Other Opportunities" category. Manager terminations will not result from this policy.</p> <p>2. Did the board opt to continue the risk parity search that is currently underway, until completion, at which time staff will present its finding and any recommendations? Yes. Is this search being conducted by RFP or is it an invitation-only search? Invitation only. May I have a copy of the memo?. Attached.</p> <p>3. Did the board report out regarding the closed session concerning the activist equity managers—Cevian Capital, JANA Partners and Symphony Financial Partners. Did the board hire one of these managers? Yes, the board hired all three. If so, how much did LACERA invest and what was the source of the funding? At the April board meeting, which took place in open session, staff recommended \$250 million to Cevian, \$120 million to JANA, and \$100 million to Symphony. In May, the board approved these amounts Funding will come from equities and cash.</p> <p>5. What are LACERA’s total assets under management? \$47 billion.</p> <p><i>Transmitted via email May 10, 2016 Memorandum from Meketa Investment Group re Asset Allocation: "Other Opportunities" Recommendation and April 26, 2016 BOI Memo re Risk Parity Recommendation, recommendation is to continue the Risk Parity search.</i></p>

DATE RECEIVED	REQUESTER	DOCS REQUESTED
05-16-13	A. Mills, Pitchbook	<p>Currently seeking updated quarterly performance data from your plan's alternative asset holdings for the following date(s): Q3 2014, Q4 2015 and Q1 2016 (if available). Interested asset classes include private equity, venture capital, real estate and real assets.</p> <p>On behalf of PitchBook Data, Inc., under the California Public Records Act, I request a copy of the quarterly public records from Q3 2014, Q4 2015 and Q1 2016 (if available) of the following information at the partnership level, preferably in Excel or PDF format:</p> <ol style="list-style-type: none"> 1. Names and vintage years of all private equity, venture capital, mezzanine, distressed, real estate/REIT, debt and infrastructure partnerships in Los Angeles County Employees' Retirement Association's portfolio. 2. Commitments made to each partnership. 3. Contributions drawn down since inception. 4. Distributions made to Los Angeles County Employees' Retirement Association to date by each individual partnership. 5. Net Asset Value of each partnership. 6. Internal rates of return (IRRs) for each partnership. Please note if the IRRs are not net. 7. Investment multiple (TV/PI) for each individual partnership. 8. The dollar amount of "total management fees and costs paid" for each individual partnership. 9. Date as of which all the above data was calculated. 10. Names of all alternative asset partnerships partially and fully sold by Los Angeles County Employees' Retirement Association, including date of sale. <p><i>Transmitted via email LACERA Portfolio Investment Report as of September 30, 2014</i></p>
05-16-16	G. Chung, Financial Investment News	<p>I am following up on the BI meeting held last week. Can you tell me if all recommended items were approved as presented?</p> <p><i>Yes, all investment recommendations were approved. For the activist manager search, the board approved staff's recommendation to invest \$250 million with Cevian, \$120 million with JANA, and \$100 million with Symphony.</i></p>



FOR INFORMATION ONLY

June 1, 2016

TO: Operations Oversight Committee
Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternative

FROM: John Nogales, Director Human Resources, LACERA

SUBJECT: QUARTERLY LACERA DIVERSITY REPORTING

LACERA believes a diversified workforce is vital to creating a positive and engaging work environment that reflects the diversity of the community we serve. In an effort to highlight the significance diversity brings to LACERA, Human Resources shall on a quarterly basis report to the Operations Oversight Committee information reflecting LACERA's diversity and the efforts we undertake to further foster diversity at LACERA.

This initial short presentation shall cover the what, why and how of diversity as well as provide statistical information reflecting LACERA's current ethnicity and gender make-up.

Noted and Approved:



John Popowich
Assistant Executive Officer

06-01-2016
Date

LACERA DIVERSITY



What is Diversity?

Generally, diversity refers to the similarities and differences between individuals accounting for all aspects of one's personality and individual identity. Some of the dimensions of diversity include:

- Age
- Color
- Disability
- Ethnicity/National origins
- Family status
- Gender
- Gender identity or expression
- Generation
- Language
- Life experiences
- Organization function and level
- Physical characteristics
- Race
- Religion, belief and spirituality
- Sexual orientation
- Thinking patterns
- Veteran status

Why Diversity is Important to Business Organizations?

- Fosters a mutual respect among employees
- Acquaints employees to others' differences, which adds to an organization's ability to better serve a diverse customer (membership) base
- Supports harmonious work relationships and facilitates an easier road to conflict resolution
- An organization known for its ethics, fair employment practices and appreciation for diverse talent is better able to attract a wider pool of qualified applicants
- Increases creativity and learning by introducing alternative views and different work styles for completing work and solving difficult problems
- Broadens an organization's skill base through greater range of talents and experiences

How is Diversity Promoted?

- Recruiting from Diverse Talent Pools
- Providing Diversity Training Programs
- Through Inclusion (Welcome, Respect, Support, Value)
- By Management Support

Why Diversity Is Important to LACERA as a Business?

LACERA is responsible for the managing and administration of retirement benefits for a diverse group of Los Angeles County employees and retirees. As with any service-oriented business, LACERA should possess a diverse workforce that reflects the community of which it serves. It is essential that LACERA members feel comfortable doing business with people to whom they can relate. A workforce that reflects its customers' makeup can better address their needs and respond appropriately. Additionally, LACERA requires a variety of skills, personality traits, and life experiences to succeed. Maintaining a diverse workforce ensures that LACERA has a broad base of skills and experiences that it can rely upon to resolve difficult problems and perform its business effectively, efficiently and creatively.

**LACERA'S ETHNICITY AND GENDER STATISTICS
MAY 2016**

LACERA DIVISIONS	ETHNICITY							GENDER	
	Caucasian	African Amer.	Hispanic/Latino	Amer. Indian	Asian/Pacific Islander	Filipino	LACERA Totals	Male	Female
Admin. Srvc.	3	12	6	0	3	1	25	7	18
Benefits	13	18	11	1	15	8	66	29	37
Communications	4	1	2	0	0	0	7	2	5
Disability Litigation	3	0	0	0	3	0	6	2	4
Disability Retirement	5	8	14	0	5	2	34	10	24
Executive/Board Secretaries	5	0	2	0	0	0	7	3	4
FASD	3	1	2	1	13	8	28	7	21
Human Resources	3	3	4	0	1	1	12	2	10
Internal Audit	4	3	2	0	2	0	11	6	5
Investments	10	4	4	0	5	1	24	15	9
Legal Services	5	3	7	0	2	0	17	5	12
Member Services	14	9	25	1	6	4	59	20	39
Quality Assurance & Metrics	3	4	3	0	4	1	15	2	13
Ret. Health Care Systems	3	5	6	0	2	3	19	5	14
	16	1	8	0	10	3	38	21	17
LACERA Totals	94	72	96	3	71	32	368	136	232
LACERA Percentages	25.5%	19.6%	26.1%	0.8%	19.3%	8.7%	100.0%	37.0%	63.0%
LOS ANGELES COUNTY 2010 CENSUS DATA	27.79%	8.30%	47.74%	0.74%	13.5%*	* Included in Asian/Pac. Percentage			



June 9, 2016

TO: Operations Oversight Committee
Joseph Kelly, Chair
Yves Chery, Vice Chair
Anthony Bravo
Ronald Okum
David Muir, Alternate

FROM: Carlos Barrios, CEBS, Section Head
Michael Peterson, Supervisor
Vanessa Gonzalez, Supervisor

FOR: Operations Oversight Committee Meeting—June 9, 2016

SUBJECT: Member Service Center—Transition Plan to a New Business Model

FOR INFORMATION ONLY

At the December 8, 2015, the Board of Retirement approved a recommendation by the Operations Oversight Committee to adopt a new business model in the Member Service Center (MSC) of accommodating an 80% appointment allocation. The presentation today is to share the progress of the appointments in the MSC.

JP:AC:cb

Noted and Approved:

JJ Popowich
Assist Executive Officer



MEMBER SERVICE CENTER UPDATE OF TRANSITION PLAN TO A NEW BUSINESS MODEL

**Presented By:
Carlos E. Barrios, CEBS
Section Head**

WHY WAS THERE A NEED?

Member Service Center

Increased
demand for
appointments

Peak traffic
during the late
morning

No shows for
appointments
booked too far
in advance



WHAT WAS THE GOAL?

What Has Been Achieved

One Hour Appointment

No Appointments During Lunch

Appointments Coincide With Staff Availability

Saturday In-House Appointments and Workshop

Advanced Booking Up To 90 Days

Partner With RHC for Staff Support

Outreach—Focus on High Attendance Events



WHAT IS IN PROGRESS?

Neighborhood
Workshops

Encourage Self-
Service Options



PROGRESSIVE IMPLEMENTATION PLAN

October 8, 2015

- 9 appointments

October 9, 2015

- 21 appointments

December 8, 2015

- 28 appointments

January 7, 2016

- 38 appointments

February 29, 2016

- 40 appointments



SATURDAY APPOINTMENTS AND WORKSHOP

March 5 Appointments	<ul style="list-style-type: none">• 20 available• 18 signed up• 11 showed up
March 5 Workshop	<ul style="list-style-type: none">• 30 available• 27 signed up• 21 showed up
April 2 Appointments	<ul style="list-style-type: none">• 20 available• 19 signed up• 14 showed up
April 2 Workshop	<ul style="list-style-type: none">• 30 available• 30 signed up• 24 showed up
May 7 Appointments	<ul style="list-style-type: none">• 20 available• 20 signed up• 16 showed up
May 7 Workshop	<ul style="list-style-type: none">• 30 available• 30 signed up• 18 showed up



APRIL 2016 STATISTICS

Total

- Members = 1527

Appointments

- Members = 528
- Wait = 6.9 minutes

Walk-ins

- Members = 487
- Wait = 27minutes

Drop-off

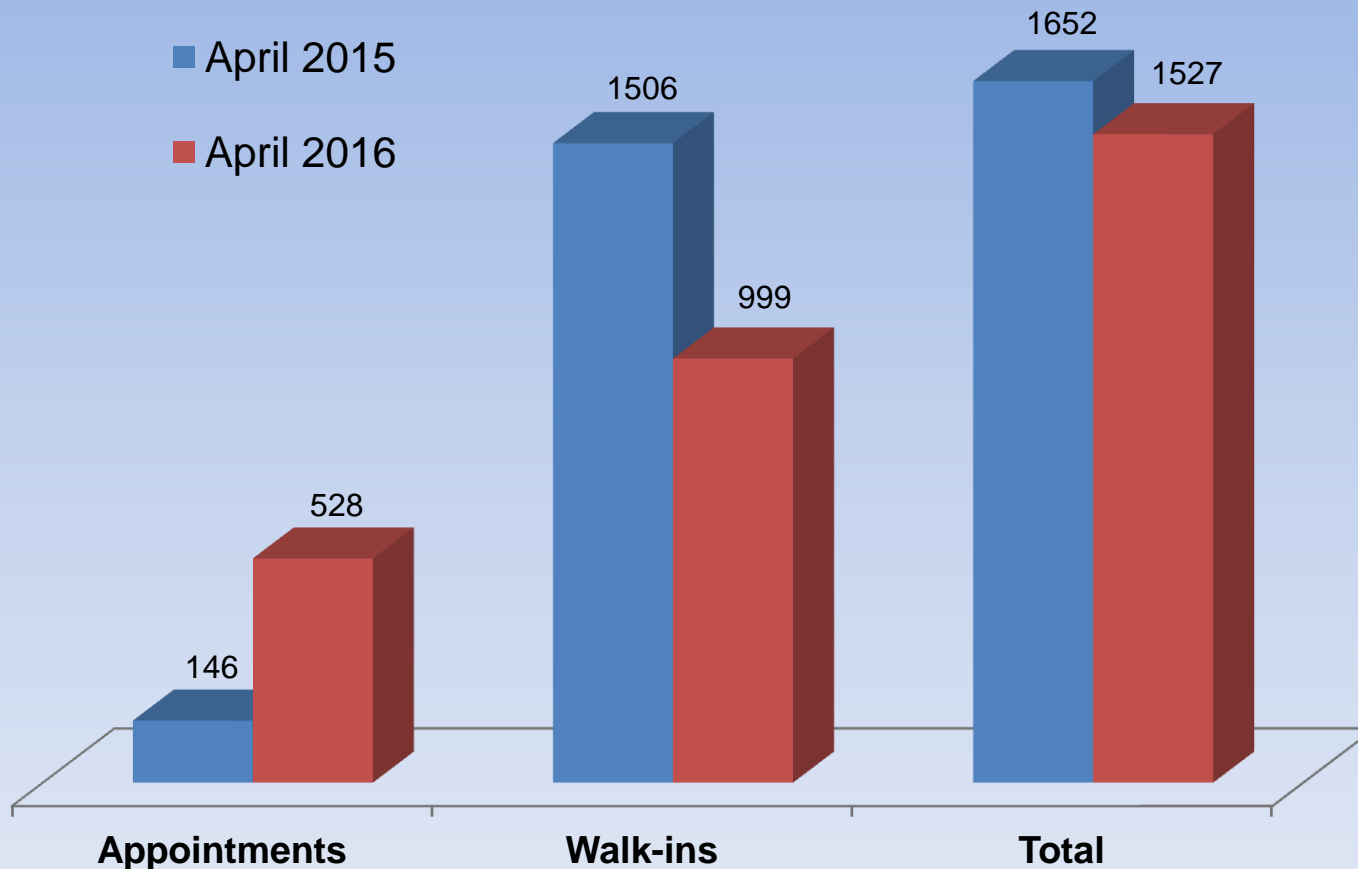
- Members = 503
- Wait = 4 minutes

Special

- Members = 9
- Wait = 55 minutes



COMPARISON OF VISITS TO MSC APRIL 2015 VS. APRIL 2016



DID WE MEET THE GOAL?

By February 29, 2016, 80% Appointment Allocation



THE FUTURE LOOKS GOOD

Appointments
available in a
week or often
less

Training
complete
November 2016

We continue to
promote
appointments
over walk ins



MULTI-DIVISIONAL COLLABORATION



QUESTIONS?

