REVISED AS OF 01.26.18

NOTICE OF A SPECIAL MEETING OF THE

BOARD OF RETIREMENT AND BOARD OF INVESTMENTS

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

THE HYATT REGENCY
200 SOUTH PINE AVENUE, LONG BEACH, CA

TUESDAY, JANUARY 30, 2018
9:00 A.M. – BEACON BALLROOM

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

I. WELCOME
Robert R. Hill, Interim Chief Executive Officer

II. PUBLIC COMMENT

III. ACTION ITEMS

A. The Chairs of the Board of Retirement and Board of Investments (Boards) recommend that the Boards dissolve the Joint Organizational Governance Committee (JOGC), terminate its Charter and the Boards' prior delegation of duties to the JOGC, and rescind the Boards' September 11, 2017 action directing that the JOGC conduct the Chief Executive Officer recruitment. The former responsibilities of the JOGC will return to the Boards and their duly created committees for actions appropriate on a case–by-case basis, in accordance with applicable law and LACERA policy. (Memo dated January 24, 2018)

B. Board of Retirement and Board of Investments Elections of Joint Organizational Governance Committee Members.

IV. FORWARD LOOKING

James P. Brekk, Executive Office, Kathy Delino, Systems Division, Vanessa Gonzalez, Benefits, & Division Dana Brooks, Quality Assurance Division

How will the future shape LACERA and the way we fulfill our Mission? Can technology, big data, and other factors help elevate the way we serve our members? In this exploratory session, we will examine the future possibilities.

V. TECHNOLOGY UPDATE

Roxana Castillo, Systems Division

Staff will provide your Board with updated equipment for viewing digital Board Packages. Staff will contact Board Members before the Offsite to assist with the transition planning and be on-hand during the Offsite to facilitate the equipment exchange process.

VI. COMPLIANCE 2.0

Steven P. Rice, Legal Office

Staff will present on the next evolution of LACERA's operational compliance efforts, including proposed staffing models, responsibilities, policies and procedures, and integration across LACERA's divisions. The goal is to enhance LACERA's top-down culture of compliance and provide a structure and process within which compliance is institutionalized as an organizational value.

VII. FIDUCIARY COUNSEL

Harvey L. Leiderman, Reed Smith LLP

Outside fiduciary counsel will provide the Board with perspectives on LACERA from the perspective as counsel for many of LACERA's peers. Counsel will present real world hypothetical questions for interactive discussions in an effort to provide practical fiduciary guidance on issues faced, or likely to be faced, by the Board of Retirement.

VIII. ENGAGEMENT

Barry W. Lew, Legal Office, Joe Ackler, Ackler & Associates, Shari McHugh, McHugh Koepke & Associates, Anthony J. Roda, Williams & Jensen, & Shane E. Doucet, Doucet Consulting Solutions

The Board's recently-hired state and federal legislative advocates will discuss the current and upcoming legislative topics relevant to LACERA, and most importantly, engage the Board with options for legislative strategy going forward.

IX. CLOSING

Documents subject to public disclosure that relate to an agenda item for an open session of the Board of Retirement that are distributed to members of the Board of Retirement 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 Board of Retirement Members at LACERA's offices at 300 N. Lake Avenue, Suite 820, Pasadena, CA 91101, during normal business hours of 9:00 a.m. to 5:00 p.m. Monday through Friday.

Persons requiring an alternative format of this agenda pursuant to Section 202 of the Americans with Disabilities Act of 1990 may request one by calling Cynthia Guider at (626) 564-6000, from 8:30 a.m. to 5:00 p.m. Monday through Friday, but no later than 48 hours prior to the time the meeting is to commence. Assistive Listening Devices are available upon request. American Sign Language (ASL) Interpreters are available with at least three (3) business days notice before the meeting date.

LACERA

January 24, 2018

TO: Each Member,
Board of Retirement

Each Member,
Board of Investments

FROM: Steven P. Rice SPR
Chief Counsel

Harvey L. Leiderman, Reed Smith LLP
Fiduciary Counsel

FOR: January 30, 2018 and February 1, 2018
Board of Retirement and Board of Investments Offsite Meetings

SUBJECT: Dissolution of Joint Organizational Governance Committee

RECOMMENDATION

The Chairs of the Board of Retirement (BOR) and Board of Investments (BOI) (Boards) recommend that the Boards dissolve the Joint Organizational Governance Committee (JOGC), terminate its Charter and the Boards' prior delegation of duties to the JOGC, and rescind their September 11, 2017 action directing that the JOGC conduct the Chief Executive Officer (CEO) recruitment. The former responsibilities of the JOGC will return to the Boards and their duly created committees for actions appropriate on a case-by-case basis, in accordance with applicable law and LACERA policy.

LEGAL AUTHORITY

The Boards have "plenary authority" over the administration of the system under Article XVI, Section 17 of the California Constitution. Under the Constitution and Section 31595 of the California Government Code, such authority shall be exercised "solely in the interest of, and for the exclusive purposes of providing benefits to, participants and their beneficiaries, minimizing employer contributions thereto, and defraying reasonable expenses of administering the system." The Boards shall act "with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with these matters would use in the conduct of an enterprise of a like character and with like aims."

The Boards' authority and responsibility include the ability to adopt such governance policies, procedures, and processes, as the Boards deem appropriate in their discretion.

Approval by the Boards of the recommendation to dissolve the JOGC as set forth in this memo is consistent with, although not required by, the Boards' authority and responsibility. The Boards may appropriately and lawfully exercise their authority and responsibility by taking reasonable action with respect to the dissolution, maintenance, or modification of the JOGC.

BACKGROUND

A. The Legal Responsibilities of the Boards.

Under the County Employees Retirement Law of 1937 (CERL), Cal. Gov't Code §§ 31450, et seq., LACERA has two Boards – a Board of Retirement and a Board of Investments.

Section 31520 of CERL provides, "Except as otherwise delegated to the board of investment and except for the statutory duties of the county treasurer, the management of the retirement system is vested in the board of retirement." Section 31520.2(b) provides, "The board of investments shall be responsible for all investments of the retirement system." The BOR and BOI have joint authority over certain shared responsibilities, including: the appointment and evaluation of the CEO (Section 31522.2); classification and compensation of personnel (Sections 31522.1, 31522.4); adoption of LACERA's administrative budget (Section 31580.2(a)); and other matters as specified in CERL, including but not limited to Section 31459.1 defining the term "Board" as used in CERL.

Because certain of the Boards' responsibilities overlap under CERL as described above and because there are other matters of mutual interest that arise from time to time relating to the administration of the system, the Boards need to work together on issues. CERL does not address how the Boards should collaborate.

B. Historical Process for Collaboration and Joint Action by the Boards Before the JOGC Was Formed.

For many years before the JOGC, the Boards collaborated in four main ways. First, the Board established the Audit Committee, the Travel Policy Committee, and the CEO Performance Committee as standing joint committees. Second, sometimes, each Board separately debated and separately acted on the same subject matter, thereby resulting in joint action. Third, on other occasions, joint meetings of the Boards would take place. Fourth, in some circumstances, the Board Chairs appointed joint ad hoc committees to address issues of mutual interest.

While these four approaches generally worked well, Board members from time to time expressed concern that there was not a formal and consistent process.

In response to these concerns, in September 2016, staff presented, and both Boards adopted, a Policy on Joint Meetings. The Policy on Joint Meetings defined issues of joint concern and established a formal procedure by which the Chairs or individual Board members could call a joint meeting. A copy of the Policy on Joint Meetings is attached as Exhibit A. The policy remains in effect. Staff believes this policy continues to provide a sound procedure for the use of joint meetings.

C. Creation of the JOGC.

In early 2017, the Board Chairs at the time discussed the idea of forming a JOGC as a means of developing consensus and making recommendations to the Boards on joint issues. The Chairs formed an Ad Hoc Joint Organizational Governance Evaluation Committee of representatives from both Boards to discuss the feasibility of the JOGC and prepare a Charter for presentation to the Boards. The Ad Hoc Evaluation Committee held several meetings in April, May, and June 2017. The Committee worked with Funston Advisory Services as a consultant to prepare the JOGC Charter.

At a joint meeting of both Boards on August 10, 2017, the Ad Hoc Evaluation Committee presented its recommendation that the Boards adopt the JOGC Charter. Both Boards voted to adopt the Charter. A copy of the JOGC Charter is attached as Exhibit B.

Under the Charter, the JOGC has eight members: the Chair and Vice Chair of each Board; one member appointed by the Chair of each Board; and one member elected by each Board. (Charter, Section 8, page 7.) The JOGC generally meets five times per year, with special meetings as needed. (Charter, Section 10.1, page 8.) The JOGC is responsible to address the following subject matters:

- Litigation and Claims that raise Unusual and Material Risks to the organization. (Charter, Section 7.1, pages 4-5.)

- Legislation on issues that affect both Boards. (Charter, Section 7.2, page 5.)

- Staff compensation. (Charter, Section 7.3 pages 5-6.)

- New staff classifications. (Charter, Section 7.4, page 6.)

- Chief Executive Officer oversight, including search, evaluation, compensation, and succession planning. (Charter, Section 7.5, page 6.) The JOGC replaced the previous CEO Performance Committee. (Charter, Section 11, page 8.)

- Budget oversight. (Charter, Section 7.6, page 6.)

- Education and travel, replacing the previous Travel Policy Committee. (Charter, Section 7.7, page 6; Section 11, page 8.)

- Organizational philosophy. (Charter, Section 7.8, pages 6-7.)

- Miscellaneous matters that affect both Boards, including dispute resolution between the Boards and their members. (Charter, Section 7.9, page 7.)

D. Implementation of the JOGC.

After its formation, the JOGC held meetings on August 28, 2017, October 12, 2017, and December 13, 2017.

In these meetings, the JOGC developed the Fiduciary Counsel Policy, the Policy Concerning Employment of LACERA Board Members, and the Sexual Harassment Prevention Training Policy for LACERA Board Members. All three of these policies were adopted by the Boards.

The JOGC also discussed certain other issues, including the Chief Investment Officer and Chief Counsel reporting structures, broadcasting of Board meetings, and boardroom technology and branding. No formal actions or recommendations have been made on these issues.

In addition, on September 11, 2017, the Boards voted to direct the JOGC to conduct the CEO search process. In exercise of that authority, the JOGC approved the Request for Proposal (RFP) for Executive Search Services for the CEO recruitment. The RFP is expected to be completed, and a recruiter selected, in February 2018.

E. Review and Evaluation of the JOGC.

Following the Board elections in January 2018, the new Chairs reviewed and discussed the JOGC and how it fits into LACERA's governance and goals. Based on their evaluation, the Chairs decided to make a recommendation to the Boards to dissolve the

JOGC. The reasons for the Chairs' recommendation are stated in the next section of this memo. In developing their recommendation, the Chairs conferred with LACERA executive and legal staff and outside fiduciary counsel.

DISCUSSION

A. Reasons for the Chairs' Recommendation to Dissolve the JOGC.

The Chairs have indicated they believe the JOGC should be dissolved for the following reasons:

1. The JOGC adds a layer of bureaucracy and delay to the operation of the Boards that makes LACERA less nimble by requiring that issues go through the committee before reaching the Boards for decision. Scheduling JOGC meetings has also proven problematic. Dissolution of the JOGC will make the Boards more efficient.

2. The JOGC creates additional work for the eight Board members on the committee, including the Board Chairs and Vice Chairs, which diverts their attention from providing leadership to the Boards themselves.

3. The JOGC imposes additional burden on staff to support and prepare for additional committee meetings. For example, by requiring that the annual administrative budget go through the JOGC instead of directly to the Boards, administrative staff has found that the JOGC adds another month of work to the already lengthy and comprehensive budget preparation process.

4. Based on attendance at JOGC meetings to date, many Board members who are not on the committee nevertheless attend JOGC meetings so that they can participate in the discussion.

5. The important responsibilities of the JOGC can be filled through other existing and more efficient processes. For example:

   a. The CEO search process could easily be handled by an ad hoc search committee, instead of the JOGC. An ad hoc committee would not be subject to the Brown Act, and would actually be a better mechanism for handling the critical timing and confidentiality of an executive search process and to conduct initial screening interviews. Ultimately, the Boards themselves will vote on the hiring in a manner compliant with the Brown Act.

b. The annual CEO evaluation can be handled through a joint Board meeting.

c. The budget process has historically worked well without the JOGC. The addition of the JOGC adds time and complexity. Historically, LACERA has always scheduled budget hearings open to both Boards. To the extent discussion among the Boards is required (which has not been a need in the past), a joint meeting can be held.

d. The Education and Travel Policy can be handled by reestablishing the Travel Policy Committee, or perhaps better by simply taking proposed policy changes directly to the Boards to avoid the problem of obtaining a quorum for a joint committee.

e. Unusual litigation of joint interest to the Boards can be handled through ad hoc committees. This process has worked effectively to manage major litigation during the past few years.

f. Legislation concerning both Boards, which rarely arises, can be addressed through an ad hoc committee.

6. The Boards have an existing Policy on Joint Meetings that can be invoked by the Chairs and any individual Board member when there is a need for the Boards to discuss an issue together.

The Chairs recognize the good intentions behind the JOGC, which were motivated by a desire to enhance communication and decision-making on joint Board issues. The Boards have now tried the JOGC for several meetings. For the reasons set forth above, the Chairs believe that the JOGC is not the best mechanism to govern joint issues. Other tools, such as ad hoc committees and joint Board meetings, already exist and can be used when necessary. The Chairs do not perceive any “cons” to dissolving the JOGC. The Chairs understand that they will have to have good communication with each other to discuss pending issues and manage those that are of joint concern in an efficient and effective way tailored to specific matters that arise.

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B. Staff's View.

LACERA staff, including the executive and legal teams, as well as all other parts of the organization, are prepared to support whatever governance model the Boards adopt. Staff functioned within the JOGC model, although it did add additional work and some inefficiencies. Staff supported the JOGC model when it was adopted by the Boards in 2017. However, staff would also be able to effectively support the Boards and LACERA without the JOGC, as staff did before the JOGC was formed. Staff has been sensitized to the need to proactively anticipate issues of joint Board interest and recommend appropriate processes to the Boards when required.

Joint meetings and ad hoc committees are the main vehicles open to address issues of mutual interest. The Boards have a sound Policy on Joint Meetings that was recently adopted in September 2016. Ad hoc committees are permitted under the Board of Retirement Regulations, the Board of Investments Bylaws, and the Brown Act. Joint issues may also be taken separately to the two Boards, accompanied by proper advance communication between the Chairs and staff.

In the final analysis, taking all relevant considerations into account, the Interim Chief Executive Officer, Chief Counsel, and outside fiduciary counsel, Harvey Leiderman, support the Chairs' current recommendation. The Boards' staff and fiduciary counsel do not believe that dissolution of the JOGC will hamper the ability of the Boards to perform their fiduciary responsibilities and effectively administer LACERA. The choice between "JOGC" and "no JOGC" is a question of discretion for the Boards in determining the governance process that best fits the Boards' needs and duties. There is no right or wrong choice from a governance or fiduciary perspective, so long as the chosen structure permits the Boards to prudently administer the system in a timely manner.

CONCLUSION

For the foregoing reasons, and based on the information provided above, the Board Chairs recommend that the Boards dissolve the JOGC, terminate its Charter and the Boards' prior delegation of duties to the JOGC, and rescind their September 11, 2017 action directing that the JOGC conduct the CEO recruitment. The former responsibilities of the JOGC will return to the Boards and their duly created committees for actions appropriate on a case-by-case basis, in accordance with applicable law and LACERA policy.

Attachments

c: Robert Hill
James Brekk
John Popowich
Bernie Buenaflor
Richard Bendall
Fern Billingy
Frank Boyd
Johanna Fontenot
Michael Herrera
Christine Roseland
Harvey L. Leiderman

Exhibit A

Policy on Joint Meetings

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
BOARD OF RETIREMENT AND BOARD OF INVESTMENTS
POLICY ON JOINT MEETINGS

I. INTRODUCTION

This policy sets forth the procedures that the Board of Retirement and Board of Investments (collectively, Boards) will follow in holding joint meetings. The policy is intended to facilitate consideration of issues that require discussion and action by both Boards under the County Employees Retirement Law of 1937 (CERL), Cal. Gov't Code §§ 31450 et seq.,[1] or where joint discussion is otherwise in the interest of administering the retirement system.

II. DEFINITIONS

For purposes of this policy, the following definitions apply:

A. "**Budget Issues**" means matters relating to adoption of and changes to the budget for the expenses of administering the retirement system in exercise of the power jointly given the Boards by Section 31580.2.

B. "**Personnel and Compensation Issues**" means matters relating to consideration, discussion, and adoption by the Boards of positions, compensation, revisions to the terms of the salary ordinance for LACERA employees, and other matters in exercise of the power jointly given the Boards under Sections 31522.1, 31522.2, and 31522.4, including, when necessary, adoption of a recommendation to the Los Angeles County Board of Supervisors with regard to such matters. The term includes employment litigation or claims concerning employees listed in Section 31522.2 and 31522.4 and the Chief Audit Executive; it does not include employment litigation or claims concerning employees within Section 31522.1, which will be administered by the Board of Retirement.

C. "**Other Joint Governance Issues**" means matters relating to formation of joint committees, recommendations from joint committees, joint policies, and all other matters which require joint action of the Boards under CERL or other governing law or which the Boards agree require Board action.

D. "**Issue**" and "**Issues**" means, individually and collectively, Budget Issues, Personnel and Compensation Issues, and Other Joint Governance Issues.

III. PROCEDURES

A. Methods of Requesting a Joint Meeting.

1. The Board Chairs and the Chief Executive Officer may confer concerning Issues to determine whether they should be brought, in the first instance,

[1] Except where indicated, all statutory references in this policy are to provisions of CERL.

to the Boards in separate meetings or to both Boards in a joint meeting, and if separately, in what order among the two Boards.

2. During consideration of an Issue first brought to the Boards separately, a Member of either Board may make a motion that action of the Member's Board be deferred pending a joint meeting of the two Boards on the Issue.

3. An individual Member of either Board may at any time request a joint meeting be held on an Issue. Such a request may be directed to the Member's Board Chair and the CEO for consideration under Section III.A.1 or may be made by motion to the Member's full Board.

B. Meeting Process.

1. If the Board Chairs agree under Section III.A.1 or if a motion for a joint meeting under Section III.A.2 or III.A.3 receives a majority vote of the Members of a Board who are present, a joint meeting of the Boards on the Issue will be held to consider the Issue. A joint meeting will be held even if one Board has already taken action on the Issue.

2. All joint meetings will be noticed and held in compliance with the Ralph M. Brown Act, Cal. Gov't Code §§ 54950 et seq., and Robert's Rules of Order.

3. All joint meetings will be scheduled for a date at which a quorum of Members of both Boards can reasonably be expected to be present. Joint meetings will alternate between regularly scheduled meeting dates of the two Boards, except when circumstances reasonably require that a different date be selected. The Board, and its Members, receiving a joint meeting request from the other Board will reasonably cooperate in participating in the joint meeting.

4. The Board Chairs and the CEO will confer to determine the agenda for joint meetings. The Board Chairs and the CEO will confer on who will preside over a joint meeting and other procedural matters relevant to the joint meeting.

C. Discussion and Action.

1. At a joint meeting, the Boards will jointly discuss the Issue for which the joint meeting has been noticed. The Boards will separately take action, if any, on the Issue during the meeting. Each Board Chair will preside over the making of a motion, action, and other procedural issues relevant to that Chair's Board.

Adopted: Board of Investments, September 14, 2016
Board of Retirement, September 15, 2016

Exhibit B

JOGC Charter

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

Joint Organizational Governance Committee Charter

Adopted by Board of Retirement on August 10, 2017
Adopted by the Board of Investments on August 10, 2017
V9

Contents

1 Overview of the LACERA Board of Retirement and the Board of Investments

In 1937, Los Angeles County (County) established a pension trust fund (Fund) to provide defined retirement and death benefits to eligible County employees to be governed by the County Employees Retirement Law of 1937. In 1938, the Los Angeles County Employees Retirement Association (LACERA) was formed to administer the Fund. Since 1971, LACERA has also administered the Retiree Healthcare Benefits Program for the County and outside districts, through contractual agreements with the County.

LACERA is an independent governmental entity. LACERA is the largest county retirement system in America. LACERA is funded by the County, participating employers, employees, and investment earnings.

LACERA is governed by two Boards. Both Boards include a mix of trustees which are appointed and elected members and an ex-officio member, the sitting County Treasurer and Tax Collector. The Board of Retirement (BOR) is responsible for the overall management of the retirement system and the LACERA-administered Retiree Healthcare Benefits Program. The Board of Investments (BOI) is responsible for determining LACERA's investment objectives, strategies, and policies, as well as exercising authority and control over the investment management of the Fund. The BOI also invests and manages the Other Postemployment Benefits Program (OPEB) trust assets for participating employers. In addition, the BOI is responsible for obtaining actuarial valuations that serve as the basis for setting employer and employee contribution rates required to fund the system.

LACERA is a public pension system created in accordance with the County Employees Retirement Law of 1937 (the '37 Act or CERL) and administered pursuant to the '37 Act and the California Public Employees' Pension Reform Act of 2013 (PEPRA). CERL Section 31520 provides that "Except as otherwise delegated to the board of investment and except for the statutory duties of the county treasurer, the management of the retirement system is vested in the board of retirement." CERL Section 31520.2(b) provides that "The board of investments shall be responsible for all investments of the retirement system." The BOR and BOI have joint authority over certain shared responsibilities, including: the appointment and evaluation of the Chief Executive Officer (CEO) (CERL Section 31522.2); classification and compensation of personnel (CERL Sections 31522.1, 31522.4); adoption of LACERA's administrative budget (CERL 31580.2(a)); other matters as specified in CERL, including but not limited to CERL Section 31459.1 defining the term "Board" used in CERL; and as described in this Charter.

2 Purpose of this Document

The purpose of this document is to describe:

- the purpose, scope, responsibilities, meetings, and structure of the Joint Organizational Governance Committee (JOGC);
- the specific terms of reference for the JOGC;
- the committee's membership and leadership; and
- meeting frequency and dates.

3 Purpose of the JOGC

The purpose of the JOGC is to:

- serve and facilitate the work of both Boards when the two boards duties intersect;
- improve the combined oversight of both Boards;
- facilitate effective two-way communications and act as liaison between the Boards;
- ensure that both Boards are comfortable that their perspectives are properly represented;
- make recommendations, not decisions; and
- assist the Boards in resolving potential disputes effectively and at the earliest possible stage.

4 Scope

The scope of the JOGC includes:

- Litigation and Claims Impacting Both Boards
- Legislation Impacting Both Boards
- Staff Compensation
- Staff Classification
- Chief Executive Officer Review
- Budget
- Education and Travel
- Organizational Philosophy
- Miscellaneous Matters Impacting Both Boards

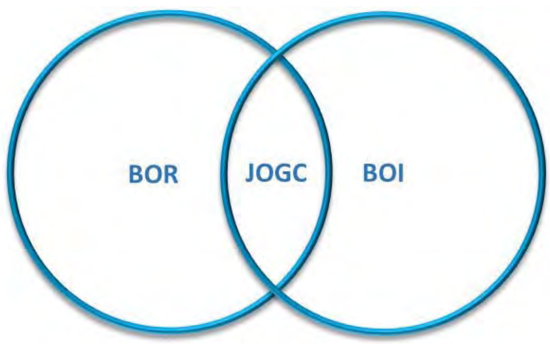
5 Powers Reserved for the BOR and BOI

The BOR reserves for itself all powers related to retirement benefit, disability and healthcare policy, legislation, litigation, operations, and administration, except as defined in its Board Charter and as described in this Charter.

The BOI reserves for itself all powers related to investment policy, legislation, litigation, operations, and administration, and actuarial valuations, except as defined in its Board Charter and as described in this Charter.

6 Authority

The JOGC will only make recommendations to each Board on matters that intersect and affect both the BOR and BOI as described in Section 7, Responsibilities of this Charter. The following figure visually highlights the JOGC role to facilitate the work of both Boards when the Boards' duties intersect.



7 Responsibilities

7.1 Litigation and Claims

Oversee and make recommendations about Litigation and Claims that, in the judgment of the Board Chairs, the Chief Executive Officer, or Chief Counsel, raise Unusual and Material Risks to the organization. Unusual and Material Risks may include Litigation and Claims making allegations of

(1) legal theories,

(2) conduct by LACERA, the Board, Board members, staff, members, vendors, or other third-parties,

(3) an amount or type of damages, or

(4) potential adverse reputational impact or publicity,

that are beyond the type of Litigation or Claims that each Board is generally expected to separately manage, as stated below. Unusual and Material Risks may include Litigation and Claims by or against or concerning the conduct of the Chief Executive Officer and those reporting directly to him. They may also include any other Litigation and Claims, including ones that each Board is generally expected to separately manage, that the Board Chairs, the CEO, or Chief Counsel reasonably believe justify the involvement of this Committee because of mutual interest and concern to both Boards.

Litigation and Claims are defined as court actions, pre-litigation demands or claims, potential court actions, demands, or claims, and other forms of dispute resolution, such as arbitration and mediation.

Each Board is generally expected to separately manage:

(1) As to the Board of Retirement, Litigation and Claims relating to the regular course of business regarding retirement, disability, and healthcare benefits, all LACERA personnel (other than the Chief Executive Officer and those reporting directly to him), and the general operations and administration of the retirement system and the OPEB plan,

(2) As to the Board of Investments, Litigation and Claims relating to the regular course of business regarding investments, actuarial services, and the OPEB Trusts, and

(3) Litigation and Claims concerning contracts approved only by that Board.

7.2 Legislation

Make recommendations about Legislation that impacts both Boards.

7.3 Staff Compensation

Make recommendations related to all types of compensation and compensation policy for:

- Union represented employees, including overseeing the collective bargaining agreements
- Non-represented employees
- Management employees

Administration of the Chief Audit Executive's compensation using the Boards' established compensation structure is reserved to the Audit Committee.

7.4 Staff Classification

Make recommendations to create all new staff classifications.

7.5 Chief Executive Officer

- Should a vacancy occur, conduct the initial search for the CEO and produce a short-list of recommended candidates to each Board (supported by a search consultant)
- Oversee the CEO evaluation and provide timely feedback based on input from all Board members
- Recommend CEO compensation
- Oversee CEO succession planning
- Any other issues related to oversight of the CEO not rising to the level of a joint meeting

7.6 Budget

Oversee the Administrative and Retiree Healthcare budgets according to the following process:

- Staff develop preliminary budget plan in February
- The budget's preliminary budget plan is presented to JOGC in March
- Draft budget package is presented to JOGC in April for release to the Boards
- Budget hearings are held in May
- Proposed budget package is presented to each Board for approval at the Board's June meeting
- The JOGC will provide on-going oversight of the budget-to-actual results during the fiscal year

7.7 Education and Travel

Oversee and make recommendations with respect to the:

- Education and Travel Policy according to its terms
- Other training issues relevant to both Boards as needed

7.8 Organizational Philosophy

Make recommendations regarding LACERA:

- Mission statement

- Values
- Vision
- Strategic planning
- General engagement

7.9 Miscellaneous Matters

Miscellaneous matters, including dispute resolution between the Boards and its members, that may need to be brought before the JOGC will be determined on a case by case basis by the respective Board Chairs and the Chair of the JOGC in consultation with the CEO. Additionally, miscellaneous matters may be brought before the JOGC by any JOGC member.

8 Membership, Quorum, and Rules

There will be eight (8) members with no designated alternates. The JOGC will be comprised of the BOR and BOI Chairs and Vice-Chairs plus one member appointed by each Chair and one member elected by each Board. If there is one JOGC member who represents both Boards (one overlap), then an additional appointment will be made by the BOR Chair in even years and by the BOI Chair in odd years. If there is more than one overlap, the BOR and BOI Chairs will make an equal number of additional appointments; if there are an odd number of overlaps, the final appointment, after the Board Chairs make their separate appointments, will be made following the rule as stated in the preceding sentence that applies in the case of one overlap.

A quorum exists when a majority of the members are present, without regard to the Board from which individual members were appointed.

The JOGC is subject to the Ralph M. Brown Act (Brown Act), and its meetings will be noticed, agendized, and conducted in accordance with the Brown Act. The JOGC may meet in closed session as provided in the Brown Act.

Robert's Rules of Order will also apply in the JOGC's meetings. A motion may be made or seconded by any member. A motion passes if a majority of the members present, without regard to the Board from which they were appointed, vote in favor of the motion.

9 Leadership

The Chair and Vice Chair of the JOGC will be elected by members of the JOGC at the first meeting of each year.

10 Meeting Frequency and Dates

10.1 Frequency

The regular meeting schedule will be established at the first meeting of each year. Generally, the meeting schedule will be March, April, June, September, and December. Special meetings may be called as needed in accordance with the Ralph M. Brown Act.

10.2 Dates

Meetings will alternate between scheduled BOR and BOI meetings, and as needed.

11 Elimination of Certain Committees

With the establishment of the JOGC, the following committees will be eliminated:

- CEO Performance Committee
- Education and Travel Committee

12 Charter Review

The BOR and BOI shall review and update this Charter at least once every three years.

This Charter was adopted by the Board of Retirement on August 10, 2017 and by the Board of Investments on August 10, 2017.

Forward Looking:
How Information Drives Innovation and Precision

Kathy Delino, Vanessa Gonzalez, and Dana Brooks

Information

Kathy Delino
Project Manager
Systems Division

Information

"It's always about the member,
all of the time."

Information

BIG DATA

Information

Detect and predict trends in:

Member Behavior

Staff Behavior

Information

How is LACERA using

BIG DATA

today?

Information

How will LACERA use

BIG DATA

going forward?

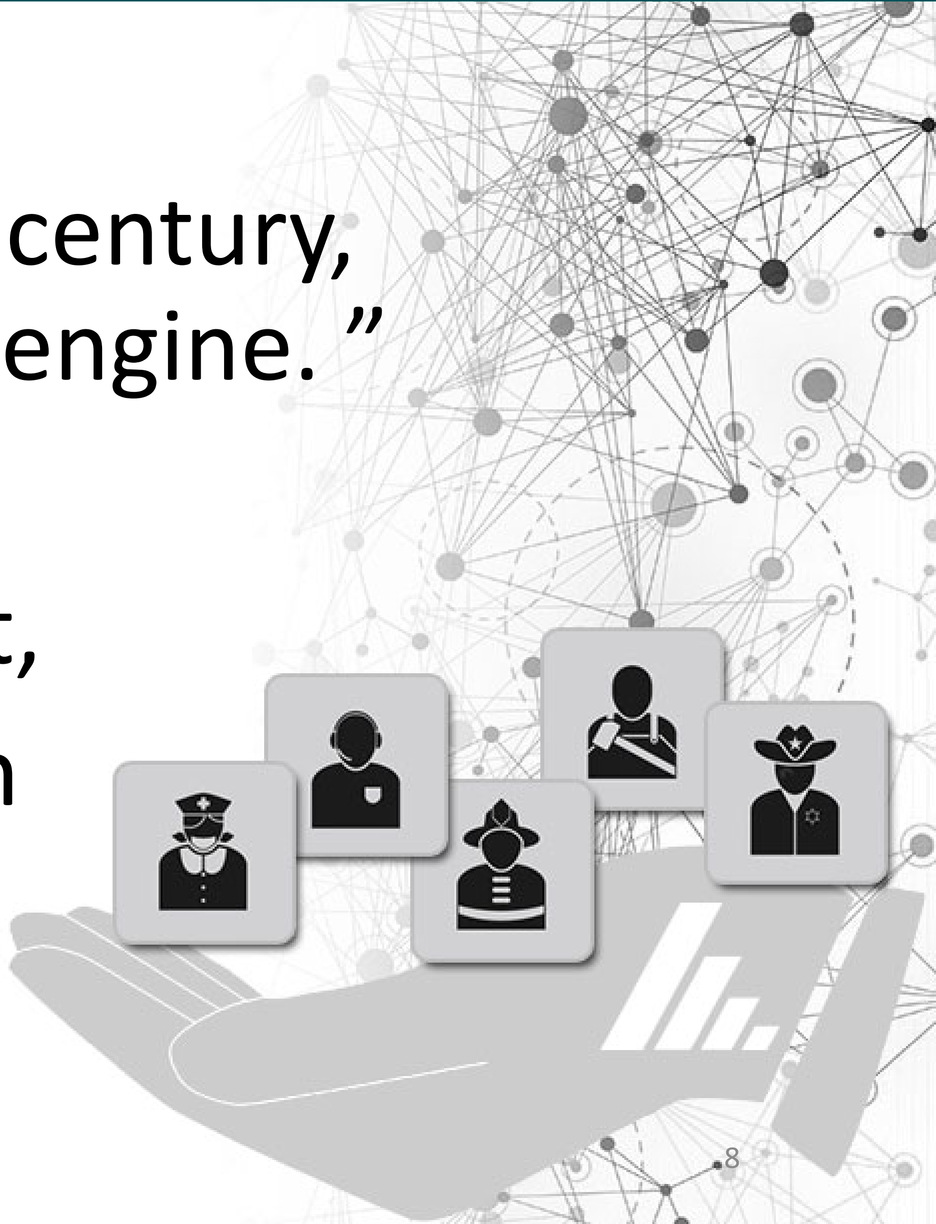
Information

"Information is the oil of the 21st century, and analytics is the combustion engine."

- Peter Sondergaard

Senior Vice President,

Gartner Research



Innovation

Vanessa Gonzalez
Interim Division Manager
Benefits Division

Innovation

"Customer service is everything and anything that touches a customer – directly or indirectly"

- Theodore Roosevelt

Innovation

Customer Service: Shifting Trends

- Old normal: reactive customer service
- New normal: proactive customer service

Innovation

Premier Service

Innovation

How is LACERA using innovation today?

Innovation

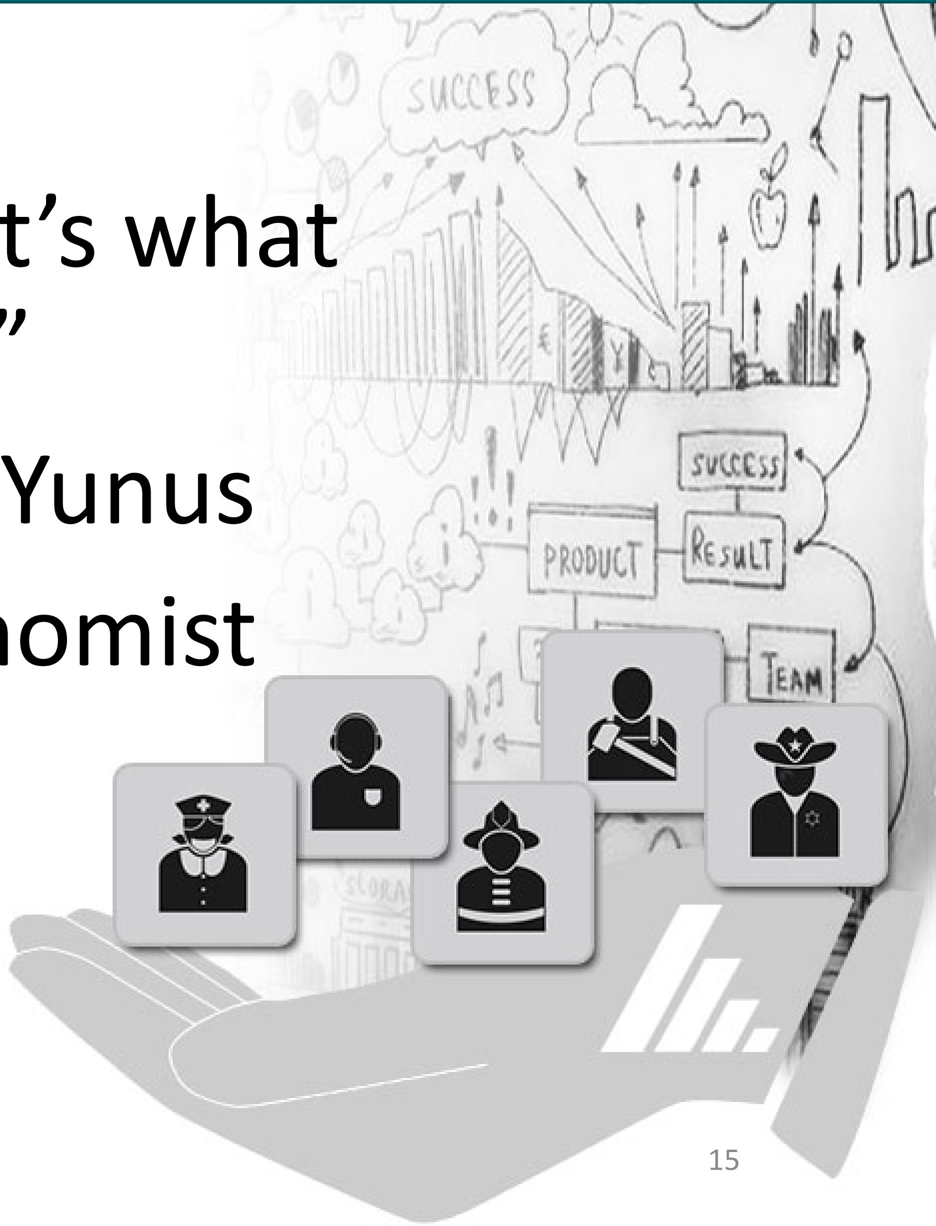
How will LACERA use innovation going forward?

Innovation

"While technology is important, it's what we do with it that truly matters."

- Muhammad Yunus

Nobel Prize Winning Economist



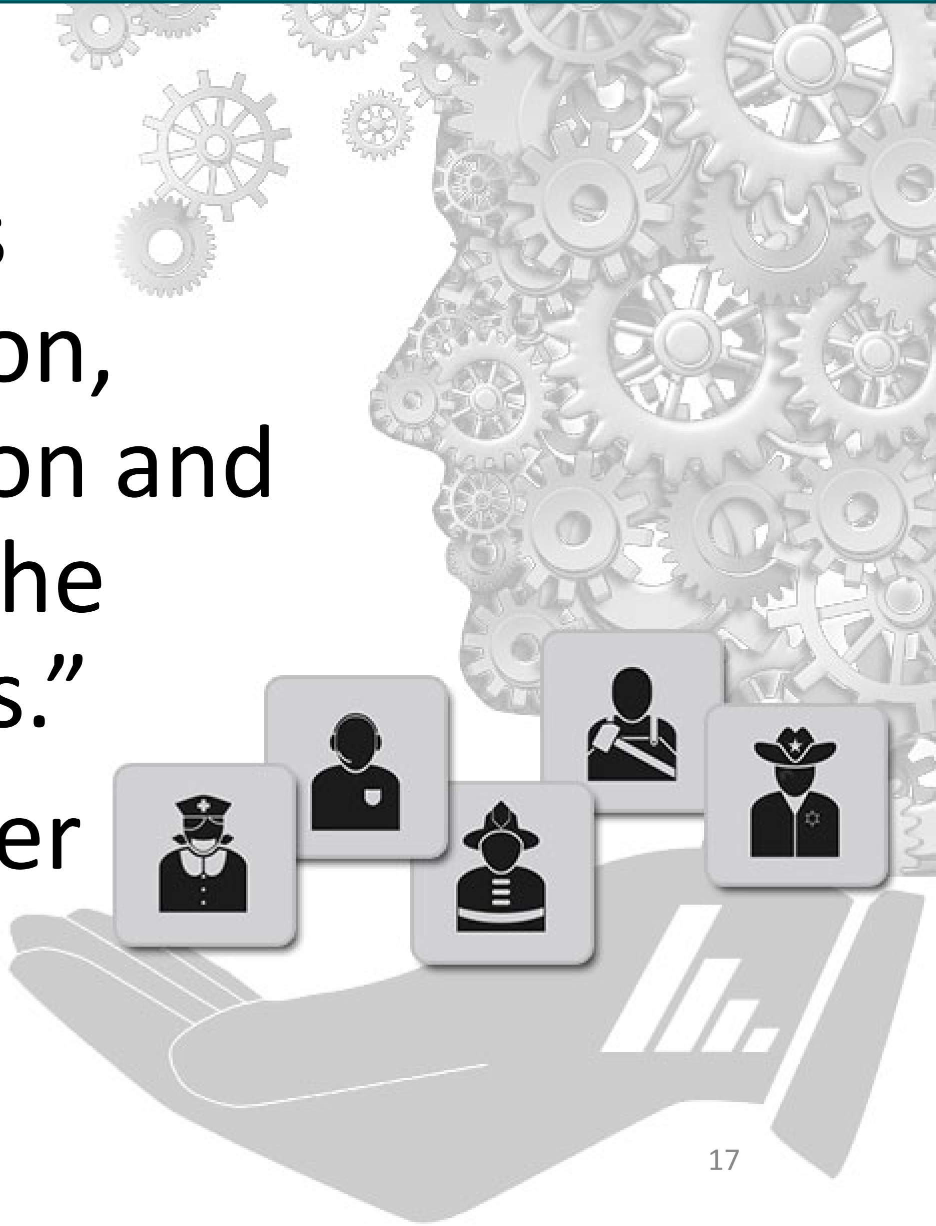
Precision

Dana Brooks
Quality Auditor II
Quality Assurance and Metrics Division

Precision

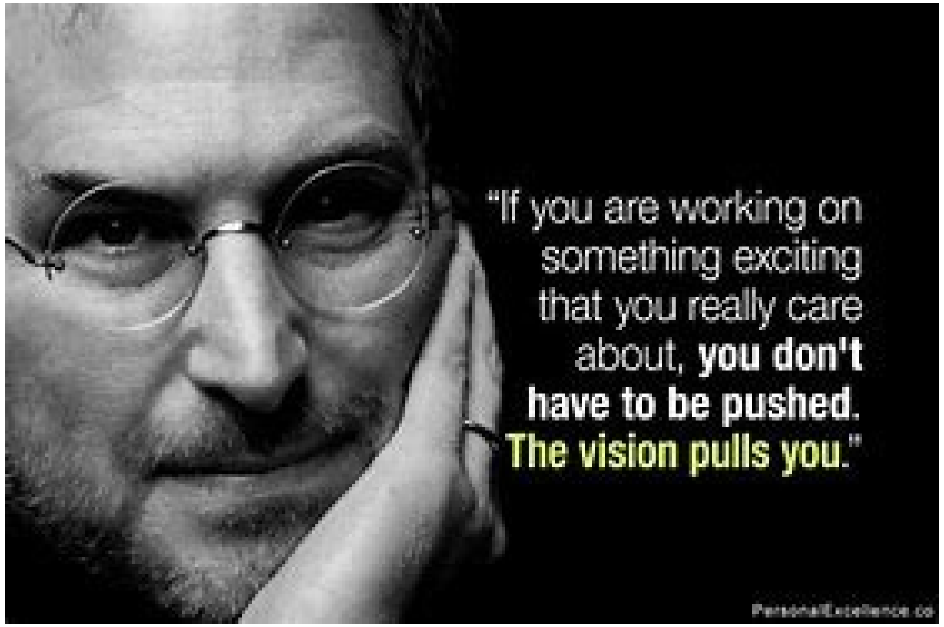
“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.”

- William A. Foster



Precision

Vision



Precision

Precision

How is LACERA improving today?

Precision

How will LACERA improve going forward?

Precision

“Precision is, after all, not only a form of responsibility and a kind of pleasure, but an instrument of compassion. To be precise requires care, time, and attention to the person, place, or process being described.”

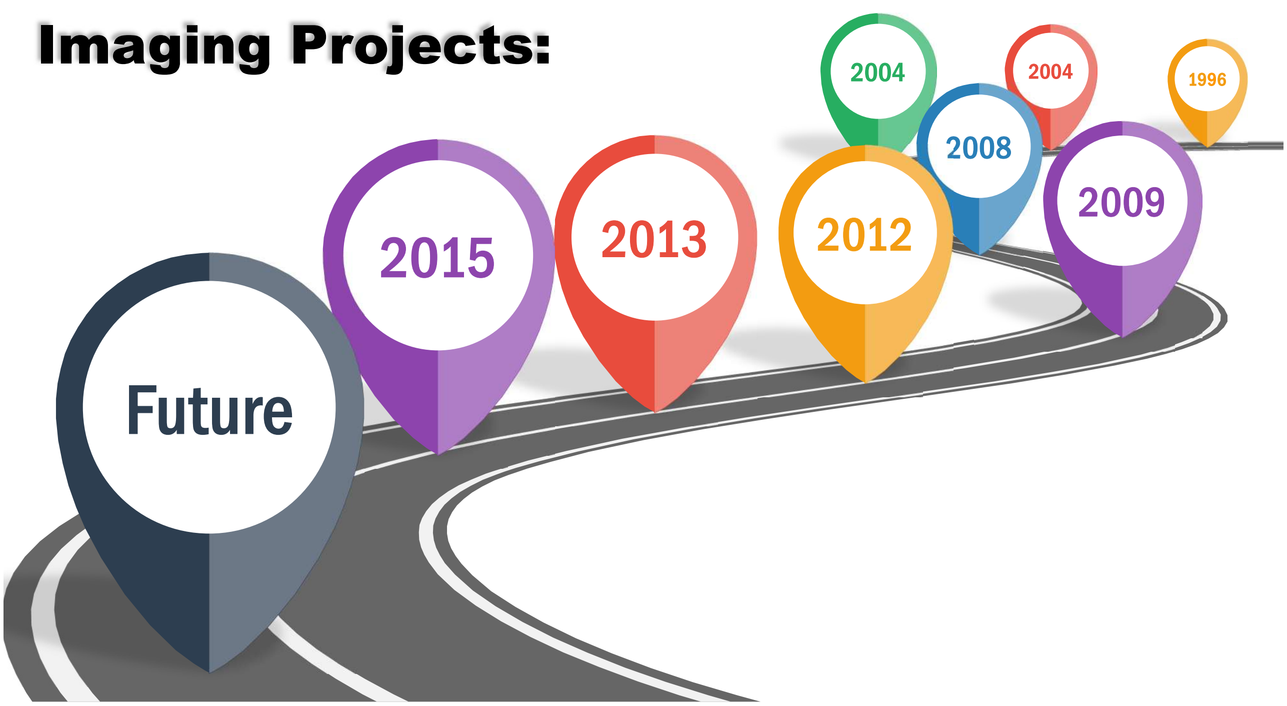
- Marilyn Chandler McEntyre

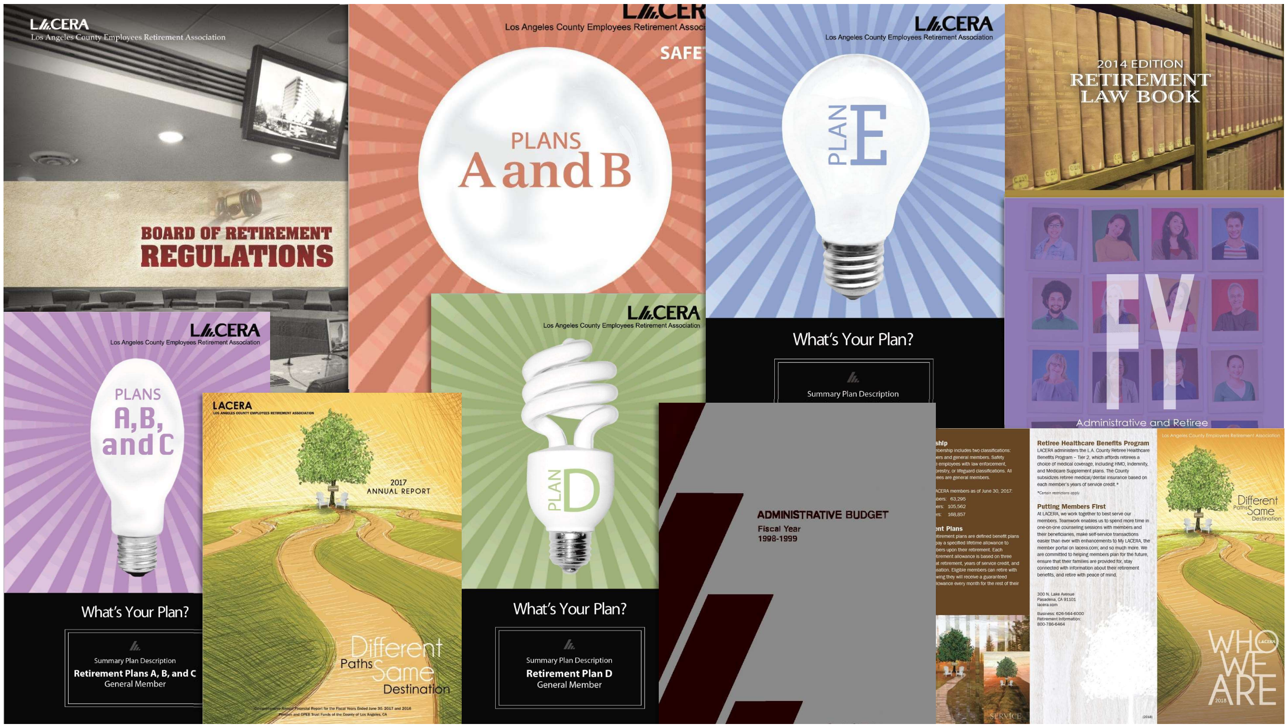
Precision

Thank You!

DIGITAL TRANSFORMATION

Imaging Projects:





- **Digital transformation links our past far into the future.**
- **It is about information preservation, accessibility, and *protecting our members*.**
- **Digital transformation ensures that LACERA's history and knowledge is never lost.**

Los Angeles County Employees Retirement Association

Compliance 2.0

UPDATE ON LACERA'S EFFORTS TO BUILD A WORLD-CLASS OPERATIONAL COMPLIANCE PROGRAM

BOARD OF RETIREMENT OFFSITE, JANUARY 30, 2018

STEVEN P. RICE, CHIEF COUNSEL

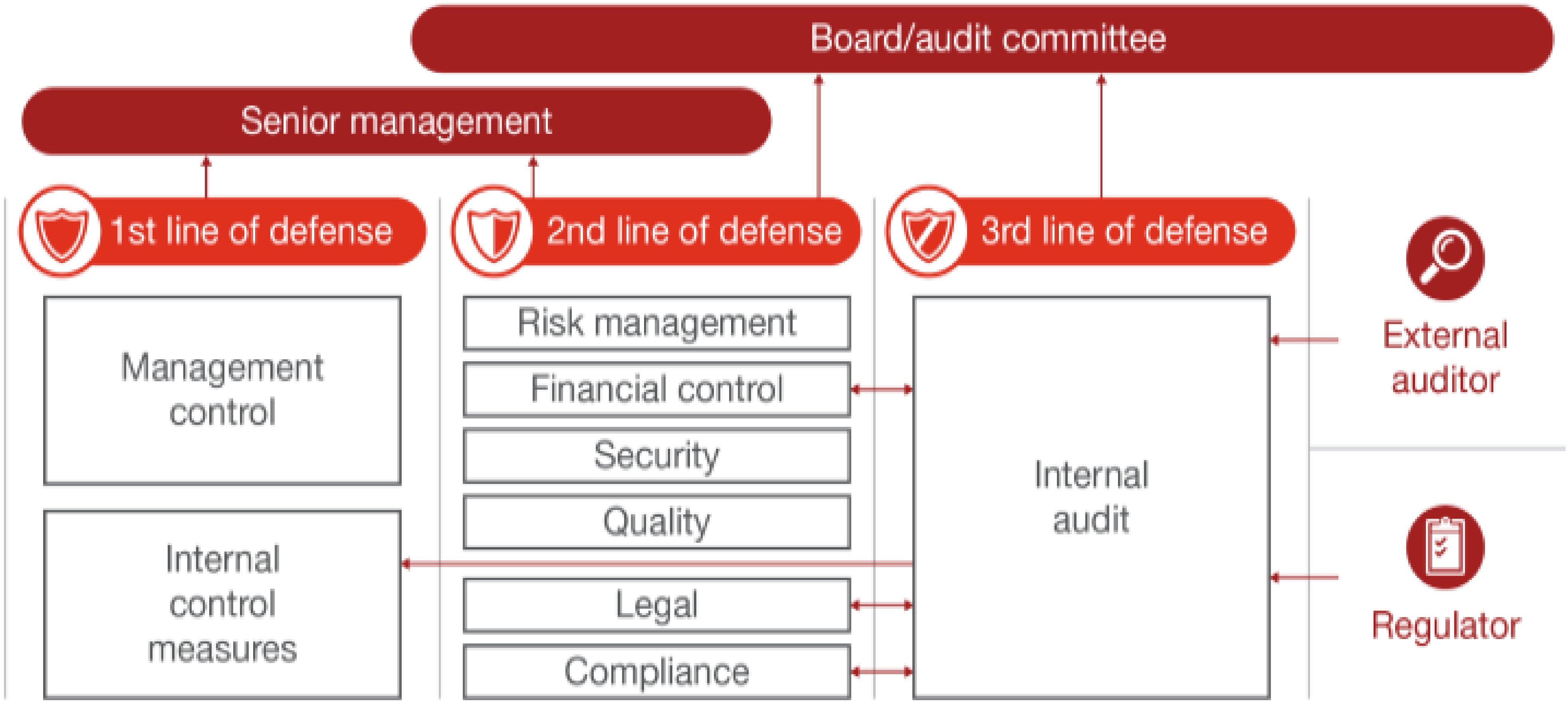
Agenda

- What is Compliance?
- Why is it Necessary?
- What Has LACERA Done?
- What is LACERA Going to Do Next?

Compliance – *Definition*

Acting in accordance with laws, regulations, ethics, LACERA's Values, and established standards. Operations, excluding Investments.

Three Lines of Defense



Los Angeles County Employees Retirement Association

Compliance Program – *Definition*

Compliance Program – *Key Decisions*

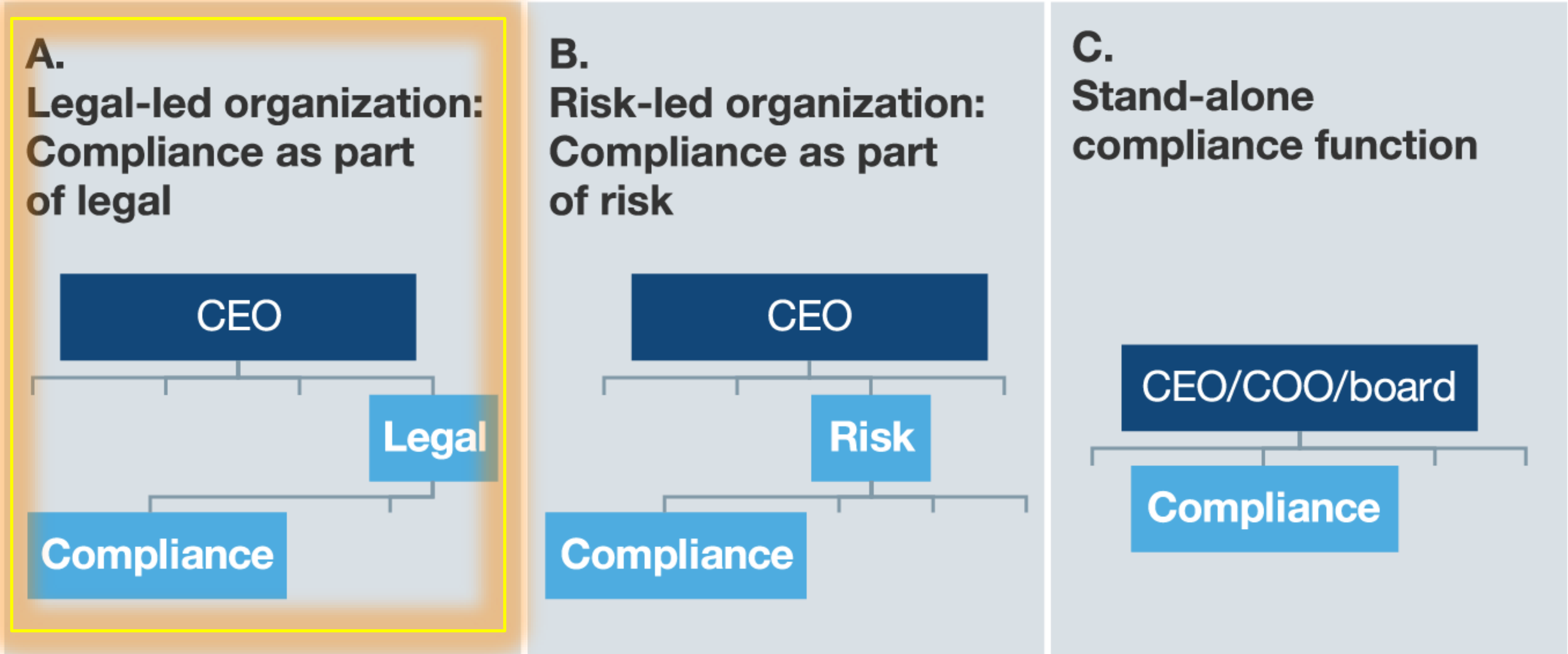
1. Governance & Decision-Making
   - How will the Compliance Program be set-up and managed? Who is responsible for the key functions? What is the team structure?
2. Areas of Risk & Compliance
   - What are the areas of risk and compliance that need to be controlled in the organization? How do we want to think about LACERA's operational structure?
3. Applicable Laws & Regulations
   - What laws and regulations apply to LACERA's operations?

Los Angeles County Employees Retirement Association

Governance & Decision-Making

There are several common archetypes for compliance organizations.

Organi-zation chart



CalSTRS **CalPERS** **CCCERA**

Legal-Led Compliance Function

Key Features of Legal-led Compliance Function:

- Director of Compliance reports to Chief Counsel
- Historically, the most common reporting structure
- Compliance considered as a specialized unit within the Legal Office
- Legal and compliance staff often cover issues/cases jointly
- Fosters independence from business divisions
- Facilitates synergies and sharing of legal/regulatory expertise

Areas of Risk & Compliance in LACERA

- Governance
- Member Benefits – Pension (Service & Disability) and Retiree Health
- Security & Privacy
- Administrative
- Human Resources
- Business Recovery
- Investments & Financial

LACERA
Los Angeles County Employees Retirement Association

Applicable Laws & Regulations

- LACERA Policies
  - Board Policies
  - Management Policies
  - Divisional Policies
- Ethical Rules & Standards
- Privacy Standards
- Constitution/CERL/PEPRA

LACERA's Historical Approach

DECENTRALIZED through the Divisions

- Bottom up
- Relied upon the expertise and collaboration of the separate divisions

Challenges:

- No uniform processes or accountability
- Institutional memory can be lost
- Difficult to develop and enforce clear understanding of applicable rules

2016 Privacy Audit – recommended changes

- Management ownership of risk and a structured compliance operation

Future Approach: Centralized Model

Develop CENTRALIZED model led by Director of Compliance located in the Legal Office, with a compliance committee of representatives from the separate divisions

Advantages:

- Stable, reliable, lasting, and independent system
- Defined and transparent chain of compliance command
- Demonstrates organizational commitment
- Single day-to-day manager of compliance controls, with expertise
- Preserves structure for divisional role and collaboration
- Strong governance model within which to build compliance culture

Los Angeles County Employees Retirement Association

2017-2020 LACERA Strategic Plan

Operational Compliance

LACERA continues implementing innovative and best practice quality initiatives by introducing another line-of-defense -- a formalized Operational Compliance program. The Operational Compliance program is geared to nurture a culture of compliance and to provide a structured and transparent approach to adhere to operational processes, policies and key organizational training regiments. The program's ultimate success is achieved by an organization demonstrating a culture of compliance and ethical business practices coupled with the efficient and effective integration of Operational Compliance into our daily business practices.

Task	Implementation
Create Compliance Program Charter	FY 2017-18
Implement Organizational Compliance Committee	FY 2017-18
Develop Compliance Reporting Protocols	FY 2017-18
Develop Policy Governance Procedures and Training	FY 2018-19
Develop and Deliver Compliance and Ethics Training	FY 2018-19
Inventory LACERA Policies and Standardize	FY 2019-20
Conduct Best Practices Review	FY 2019-20

Compliance 1.0 (2017-18) Focus on Privacy and Policy Development

LACERA
Los Angeles County Employees Retirement Association

Formation of Organizational Compliance Committee, with representatives from:

Executive Office	Internal Audit	Systems
Administrative Services	Benefits	Quality Assurance
Human Resources	Communications	Legal

Initial Goal: Privacy Audit Recommendations

Work to Date:

- LACERA Incident Response Team (LIRT) Charter
- Secured Workplace Policy
- Web Content Management Policy
- Policy on Policies, Procedures & Charters
- HIPAA Plan Sponsor Exception

Compliance 2.0 (2018-19) Focus on Staffing, Procedures & Training

Los Angeles County Employees Retirement Association

Goal 1	Add Director of Compliance in 2018-19 Legal Office Budget
Goal 2	Continued use of Organizational Compliance Committee to establish implementation procedures for the policies developed in 2017-18
Goal 3	Policy, Privacy, and Ethics Training

Role of Management

- Compliance is part of organizational management
- Support of program, understands and buys into it
- Responsibility to assess and manage enterprise risks, which is an important step in the compliance process
- Ultimate owner of compliance controls and compliance function

Role of the Board

- Compliance culture starts at the top
- Support for compliance activity through approval of Board-level policies
- Periodic reporting to Board, at least annually, on goals, accomplishments, and status of compliance program
- Supplements Internal Audit’s required reporting
- Director of Compliance may report issues directly to Audit Committee Chair, if warranted

Los Angeles County Employees Retirement Association

Compliance vs. Internal Audit

	Compliance	Internal Audit
Mission	Ensures and supports compliance with laws, rules, policies, and ethics	Independent, objective assurance of effectiveness of internal control structure
Timeliness	Ongoing control system to address risk	Function performed at specific times
Operations	Operationalizes compliance function, and supporting policies and procedures	Independent of operations
Management	Part of management	Independent of management
Auditing and Monitoring	Monitors compliance activities, and ensures audits are made	Performs independent audits of implementation and effectiveness of compliance program and processes; Audit Committee Charter requires the Committee monitor management's system of compliance and perform annual review
Follow Up and Reporting	Documents follow up on issues; reporting to Board is in discretion of Compliance Director, subject to policy	Required to follow up on recommendations to management; reporting to Board is required
Line of Defense	Second	Third

Summary

Staff has begun to implement a compliance function

- Organizational Compliance Committee
- Preparation of compliance policies

A Director of Compliance is the next step to provide a dedicated resource to build, refine, and maintain LACERA's compliance program

FIDUCIARY EDUCATION

Board of Retirement
Los Angeles County
Employees Retirement
Association

January 30, 2018

Harvey L. Leiderman
Reed Smith LLP

FUNDAMENTAL FIDUCIARY DUTIES

- Primary Loyalty Rule
- Exclusive Benefit Rule
- Duty of Prudence
- Duty to Diversify
- Follow the Plan

FUNDAMENTAL FIDUCIARY DUTIES

- *Primary Loyalty Rule* – Duty to act in the best interests of the members and beneficiaries, not to promote personal or others' interests (this duty takes precedence over all others)
- *Exclusive Benefit Rule* – Duty to use plan assets solely for the purpose of paying the members' promised benefits and reasonable administrative expenses
- *Prudence Standard* – Duty to act "under the circumstances then prevailing" as would a prudent person "in a like capacity *and familiar with these matters*…in the conduct of an enterprise of like character and with like aims"

ReedSmith

FUNDAMENTAL FIDUCIARY DUTIES

- *Diversification* – Duty to diversify the investments so as to minimize risk and maximize return, unless clearly not prudent to do so
- *Follow the Plan Documents* – Duty to administer the Plan in accordance with the Plan documents – including the Constitution, the CERL, IRC and regulations, Board regulations, charters and policies

ReedSmith

WHAT IT MEANS TO BE "LOYAL"

- An "interested" board, but not a "representative" one
- A constituency of one - members
- Even if offices are not legally "incompatible," you cannot favor the other one over this one
- Avoid conflicts of interest – the strongest public policy
- Avoid abstaining from voting

ReedSmith

WHAT IT MEANS TO BE “LOYAL”

- Be impartial – treat all members fairly
  - Active and retired members may have different interests
  - Work to balance all members’ interests
  - Avoid sacrificing long-term financial success to achieve short-term financial or other goals
  - Allowed discretion recognizes how difficult this balance can be to achieve

ONE COURT SAYS IT ALL

The fiduciary provisions of trust law were designed to prevent a trustee from being put in a position where he has dual loyalties, and therefore, he cannot act exclusively for the benefit of a plan's participants and beneficiaries. An employee benefit fund trustee is a fiduciary whose duty to the trust beneficiaries must overcome any loyalty to the interest of the party that appointed him. Thus, the statutes defining the duties of a management-appointed trustee make it virtually self-evident that trustees are not representatives.

* * *

One of the means of insuring neutrality in the administration of a trust was to give each side of the bargaining table an equal voice in the selection of trustees. It is also a recognition of the fact that the administration of a trust fund often gives rise to questions over which representatives of management and labor may have legitimate differences of opinion that are entirely consistent with their fiduciary duties.

The guarantee of impartiality in making decisions of this kind is not a total divorce of every trustee from the interests that appointed him. There is a distinction between the process by which a person is appointed to office and the manner in which he performs that office after he has been appointed.

NLRB v. Amax Coal Co., 433 U. S. 322 (1981)

WHAT IT MEANS TO BE “PRUDENT”

- Heightened prudence standard
- Duty to delegate: If you don’t have the expertise, find it
- Don’t rubber stamp the experts – question carefully
- Don’t “set and forget” – monitor, audit and adjust
- Assure alignment with best interests of members
- Process matters more than results – so record it!

ReedSmith

ANOTHER COURT SAYS IT ALL

A fiduciary's investments are prudent if s/he has given appropriate consideration to those facts and circumstances that are relevant to the particular investment involved and has acted accordingly. Appropriate consideration includes a determination by the fiduciary that the particular investment is reasonably designed to further the purposes of the plan, taking into consideration the risk of loss and the opportunity for gain, in addition to consideration of the portfolio's diversification, liquidity, and projected return relative to the plan's funding objectives. In addition, under trust law, a fiduciary normally has a continuing duty of some kind to monitor investments and remove imprudent ones.

The test for determining whether a fiduciary has satisfied his duty of prudence is whether the individual trustees, at the time they engaged in the challenged transactions, employed the appropriate methods to investigate the merits of the investment and to structure the investment.

In other words, we must focus on whether the fiduciary engaged in a reasoned decision-making process, consistent with that of a prudent person acting in a like capacity. Courts have readily determined that fiduciaries who act reasonably - i.e., who appropriately investigate the merits of an investment decision prior to acting - easily clear this bar.

Pfeil v. State Street Bank and Trust Co. 806 F. 3d 377 (6th Cir. 2015)

ReedSmith

SCENARIO #1

Board member Charlie is a retiree who has a gemology degree. When he attends SACRS and other conferences, he likes to host a late night sales auction in his hotel room, where he auctions off various gems and jewelry to the highest bidders. The winning bidders are usually personnel of investment managers attending the conference, who can afford the $1,000+ prices.

Earlier on the day of an auction, the firm of one of the successful bidders responded to an open RFP issued by Charlie's Board.

What are the fiduciary issues raised by these events?

ReedSmith

SCENARIO #2

An appointed Board member is sick and tired of having to spend so much time on disability appeals. She makes a motion to adopt the following policies:

A. All disability applications and appeals will go to a committee made up of three active or retired employee Board members (since they have expertise in county working conditions)

B. The committee's actions will be placed on the Board's consent calendar, and can only be pulled for discussion by a vote of 2/3rds of the Board

C. In any event, the committee's decisions will be binding on the Board unless 2/3rds of the Board votes to overrule them.

Are you going to vote for the motion?

ReedSmith

SCENARIO #3

A local real estate syndicator has just been appointed to the Board. His men's club is throwing a private, invitation-only dinner reception for the new trustee, which will feature his official swearing-in ceremony. The club invites the five other men on the Board to attend, and pitches the event as "a good networking opportunity."

The CEO is worried: Is it ok for board members to attend? Ok for the men only? Is the value of the dinner a gift to each board member? Can the CEO accept the gift for the system instead and select the board members to go for the system? Should the system reimburse the club for the cost?

What do <u>you</u> think, and why?

ReedSmith

SCENARIO #4

Recently the Board has had to wrestle with several errors in calculating members' pensionable compensation, caused by bad data from County HR. The errors led to overpaying benefits for a dozen years. The Board is considering the following options:

A. Reducing monthly benefits going forward but forgiving past overpayments.

B. Reducing monthly benefits going forward, recovering all past overpayments , but crediting retirees with the amount they overpaid in contributions during service

C. Not changing anything for retirees but including the cost of the errors in the amortized UAAL.

Which options, if any, are consistent with the Board's fiduciary duties?

ReedSmith

SCENARIO #5

The Board is considering a proposal to limit its retiree health care plan to only one provider, to ease the administrative burden on staff. A Board member's husband is the Director of the County health services department.   A short while before the Board meeting, they are flown to visit the provider's headquarters in Bermuda, first class, all expenses paid, where they spend a week chatting about health care and seafood with happy employees on the beach.

At the board meeting, the Board member describes the provider as a "finely tuned instrument" and moves for approval of the proposal.

Any fiduciary considerations for this Board member?

ReedSmith

Joseph J. Ackler, Jr.
Principal

Biography

Ackler & Associates, started in 1989, provides governmental advocacy and public affairs consulting at the state and local levels of California government. The firm has represented a broad range of interests, including clients in the airline, agriculture, biotechnology, pharmaceutical and plastics industries, as well as the largest county employee retirement association in California. Ackler & Associates has a proven track record of successfully promoting and defending their clients' interests through development of comprehensive government affairs programs.

Joe Ackler began his career with Atlantic Richfield Company (ARCO) and held a variety of public affairs assignments, including Director of Media Relations, Philadelphia; Manager of Constituency Relations, Los Angeles; lobbying assignments in Washington, D.C. and the Rocky Mountain States and Director of Government Relations in Sacramento responsible for ARCO's state and local government activities throughout California.

Mr. Ackler holds a Bachelor Degree in Political Science from Mount St. Mary's University and a Master's Degree in Business Administration from Widener University.

McHugh Koepke & Associates

government relations

Shari L. McHugh
Legislative Advocate
Partner

Biography

Shari has over 16 years successful experience in government affairs and public relations. She is currently a partner in the lobbying firm of McHugh, Koepke & Associates. Shari's lead clients include the California Credit Union League, the Hartford, the National Association of Insurance & Financial Advisors of California, the Pacific Association of Domestic Insurance Companies, and the Pechanga Band of Luiseno Mission Indians.

Prior to joining McHugh, Koepke & Associates, Shari was the Senior Vice President for the Coalition of California Insurance Professionals (CCIP). Shari was responsible for overseeing and implementing the lobbying and regulatory agenda developed by CCIP's Steering Committee. She served as staff liaison to the various task forces and steering committees of coalition partners.

Prior to joining CCIP, Shari was the Senior Vice President of PIA. As staff liaison to PIA's Public Affairs Committee, she managed the formulation and implementation of PIA's legislative program and worked with officials from the DOI on regulatory issues. She was also responsible for PIA's grassroots network and media program.

Shari has worked diligently over the years to develop and maintain working relationships with legislators, legislative staff, regulatory officials, administration representatives, lobbyists, media personnel and industry representatives. Her work in helping to establish and grow PIA's government and public affairs department earned Shari a Presidential Citation award in 1996 in recognition of meritorious efforts and achievements.

Prior to working with PIA, Shari served as a legislative aide for Melendez Associates, a Sacramento-based lobbying firm, where she worked on issues for major California employers such as ARCO, E & J Gallo Winery and the Port of Long Beach.

Shari graduated from California State University Sacramento with a Bachelor's degree in Political Communication and Government.

OUR TEAM

Naomi Padron

Legislative Advocate

Naomi joined the McHugh, Koepke & Associates team in October 2017 as a legislative advocate. She brings several years of political and public policy experience. Most recently, she served as a consultant to the Senate Governmental Organization Committee. In this capacity, she forged consensus on key policies, analyzed proposals before the committee, and provided comprehensive counsel to the Chairman. During this time, she gained a deep understanding of complex issues related to alcohol regulation, the gaming industry, and horse racing in California.

Naomi spent over five years as a Capitol staffer in both the Assembly and the Senate. Prior to being a consultant, Naomi was Legislative Director to Assemblymember Marc Levine. She was responsible for managing his legislative agenda and worked on an array of policy areas including labor, public safety, and energy.

In 2010, Naomi began her career in public service as a Senate Fellow. Established in 1973, the California Senate Fellows program is one of the oldest and most distinguished fellowships in the country. Naomi remains connected to the program and its network through her involvement with the Capital Fellows Alumni Association.

Along with her state service, Naomi has also developed and implemented successful strategies on a number of campaigns at the local, state, and federal level. Her political work has helped candidates across California achieve victory on Election Day.

Naomi graduated from the University of La Verne with a Bachelor’s degree in Political Science. Additionally, Naomi is a member of the California Latino Capitol Association, and Capitol Network, a non-profit association committed to promoting women in California politics.

Contact Us ➞ (../../contact/)

Anthony J. Roda

Principal

Tony Roda has been actively involved in public policy since 1982. Today, he is able to draw upon a depth of experience, and contacts in the legislative, regulatory and political areas to assist his clients meet their objectives in Washington.

Tony became associated with Williams & Jensen in 1992 and became a principal of the firm in 1995. He is adept at planning and executing the broad strategies and day-to-day tactics needed for success in Congress and the federal agencies, such as identifying and organizing bipartisan Congressional allies and private sector coalitions, drafting legislation, white papers and talking points, shaping legislative histories, preparing witnesses for Congressional hearings, and providing overall strategic advice. Tony has managed projects that have resulted in enacting changes to federal law (including the Internal Revenue Code), securing federal appropriations funding, and obtaining specific regulatory relief.

While handling a variety of subject areas, Tony has spent considerable time on federal taxation, national defense and intellectual property. He has spoken at several national conferences on law and legislation affecting public pensions and is a member of the National Association of Public Pension Attorneys. Tony has authored numerous articles on federal legislation and regulations affecting public pension plans.

Professional background
Prior to joining Williams & Jensen Tony worked for three Members of the U.S. House of Representatives - Congressmen Stewart McKinney of Connecticut, Steve Gunderson of Wisconsin and Minority Whip Newt Gingrich of Georgia - as well as a Member of the British House of Commons. At age 23 Tony was named Legislative Director to Congressman McKinney. During his tenure in the Leadership staff, he served as the point person for private sector coalition building and long-term legislative strategy.

Originally from Stamford, Connecticut, Tony and his wife Jennifer and their children Nicholas, Elizabeth and Caroline now live in Alexandria, Virginia. He coached youth baseball and softball for many years and served on the Board of Directors of Alexandria Little League. Tony is Vice Chairman of the University of Maryland's Center for American Politics and Citizenship.

Education
University of Maryland, B.A., 1983
The Catholic University Columbus School of Law, J.D., 1989
Georgetown University Law Center, L.L.M., (Tax), 1995

Bar Admissions
District of Columbia
Virginia

Court Admissions
U.S. Supreme Court

Shane Doucet

Over the last 18 years, Mr. Doucet has represented clients in a variety of areas including health care, public pensions, law enforcement, trade, national security and high-tech. He has been a leading voice on behalf of his clients on issues related to the Medicare Modernization Act of 2003, the Pension Protection Act of 2006, the Genetic Information Nondiscrimination Act of 2008, the Affordable Care Act of 2010 and the 21st Century Cures Act of 2016. Mr. Doucet has specialized in work to promote health and wellness measures before Congress, the Administration, HHS, CMS, EEOC and the NAIC. He led an effort in 2015-2016 comprised of the leading population care management companies before the EEOC on the utilization and evidence of workplace wellness programs. Shane has represented healthcare coalitions committed to liberating health data to improve patient and consumer data accessibility and promote innovative uses of data to improve quality of care. He led successful coalitions to bring greater transparency to healthcare costs that resulted in the first ever publication of Medicare Part B payments in 2014. He has moderated panels comprised of top union, industry and trade association representatives on the impact of health reform and has been a featured speaker across the country on key provisions of the Affordable Care Act and the recently passed American Health Care Act. He has also been a featured speaker for such organizations as the Population Health Alliance, American Heart Association, National Coalition for Promoting Physical Activity, California Employee Retirement System Educational Forum and International Foundation of Employee Benefit Plans. He has also written opinion pieces in The Hill newspaper and contributed to workplace wellness articles in the Journal of Occupational and Environmental Medicine.

Before joining the private sector, Shane spent time on Capitol Hill working for Congressman Chris John (D-LA) who is the former Chairman of the Blue Dog Democrats and served on the Energy and Commerce Committee's Subcommittee on Health. While there, he wrote the Rural Education Development Initiative (REDI) Act, legislation designed to assist poor rural school districts which was signed into law as part of the No Child Left Behind Act of 2001. He also spent time as a legislative aide for State Senator Phil Short in Louisiana. Mr. Doucet serves in the District of Columbia Air National Guard as the Inspector General for the 113th Wing. With his experience in population health, Mr. Doucet initiated an education program "Wellness Warrior" to help soldiers and airmen improve and maintain their physical, mental and social health and well-being. He has a B.A. in History and English from Tulane University and M.A. in National Security and Strategic Studies with distinction from the U.S. Naval War College.

ENGAGEMENT

LACERA BOARD OFFSITE
JANUARY 30, 2018

BARRY W. LEW
LEGISLATIVE AFFAIRS OFFICER

JOE ACKLER
ACKLER & ASSOCIATES

SHARI MCHUGH
MCHUGH KOEPKE & ASSOCIATES

ANTHONY J. RODA
WILLIAMS & JENSEN

SHANE DOUCET
DOUCET CONSULTING SOLUTIONS

STATE

- SACRAMENTO
- GOVERNOR 2018
- LEGISLATURE
- PENSION
- ENGAGEMENT STRATEGIES

FEDERAL

- WASHINGTON D.C.
- TAX
- PENSION
- SOCIAL SECURITY

- ENTITLEMENT REFORM
- HEALTH CARE
- MID-TERM/2020 OUTLOOK
- ENGAGEMENT STRATEGIES

QUESTIONS