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LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 N. LAKE AVENUE, SUITE 650, PASADENA, CA

Attention: Public comment requests must be submitted via email to PublicComment@lacera.com no later than 5:00 p.m. the day before the scheduled meeting.

NOTICE OF A SPECIAL MEETING AND AGENDA OF THE
JOINT ORGANIZATIONAL GOVERNANCE COMMITTEE
AND BOARD OF RETIREMENT AND BOARD OF INVESTMENTS*
LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 NORTH LAKE AVENUE, SUITE 810, PASADENA, CALIFORNIA 91101
9:00 A.M., WEDNESDAY, APRIL 29, 2020

***This meeting will be conducted by teleconference pursuant to the Governor's Executive Order N-29-20. Any person may view the meeting online at <https://attendee.gotowebinar.com/register/56299799678684428> or listen to the meeting by dialing (866) 952-8437, Access Code 391-466-845.*

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

- I. CALL TO ORDER
- II. ELECTION OF OFFICERS
(Election of Chair and Vice Chair)
- III. APPROVAL OF MINUTES
 - A. Approval of the Minutes of the Joint Organizational Governance Committee of November 6, 2019
- IV. PUBLIC COMMENT
(*Public comment requests must be submitted via email to PublicComment@lacera.com no later than 5:00 p.m. the day before the scheduled meeting. You may provide a written comment or request the ability to speak. If you are requesting to speak, please include your contact information, agenda item, and meeting date.)
- V. NON-CONSENT ITEMS
 - A. Recommendation as submitted by Kimberly D. Hines, Division Manager, Administrative Services: That the Committee review and discuss the FY 2020-2021 Preliminary Budgets.
(Memo dated April 20, 2020)
(Supplemental Memo dated April 23, 2020)

V. NON-CONSENT ITEMS (Continued)

- B. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee recommend the proposed revised Fiduciary Counsel Policy to the Boards for adoption. (Memo dated April 21, 2020)
- C. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee recommend that the Board of Retirement and Board of Investments approve issuance of the Request for Proposals for Fiduciary Counsel Legal Services. (Memo dated April 21, 2020)
- D. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Committee recommend that the Board of Retirement and Board of Investments approve issuance of the Request for Proposals for Media and Public Relations Consultant. (Memo dated April 23, 2020)
- E. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the committee recommend that the Board of Retirement revise its Charter and the Board of Investments revise its Charter to recognize and align the ability of the Chair of each Board to make meeting date changes in the event of a declared state of emergency or governmental directive or when there is a natural disaster or other extraordinary circumstances that prevent LACERA from safely or prudently conducting regular operations. (Memo dated April 22, 2020)

VI. REPORTS

- A. For Information Only as submitted by Kimberly D. Hines, Division Manager, Administrative Services, regarding the FY 2018-2019 Final Budget Control Report. (Memo dated April 20, 2020)

VII. ITEMS FOR STAFF REVIEW

VIII. GOOD OF THE ORDER

IX. ADJOURNMENT

****The Board of Retirement and Board of Investments have each adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five (5) or more members of the Board of Retirement or the Board of Investments (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board or Boards for which a quorum is present. Members of the Board of Retirement and Board of Investments who are not members of the Committee may attend and participate in a meeting of the 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 subsequent meetings of the Board of Retirement and Board of Investments.***

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 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.

*****Requests for reasonable modification or accommodation of the telephone public access and Public Comments procedures stated in this agenda from individuals with disabilities, consistent with the Americans with Disabilities Act of 1990, may call the Board Offices at (626) 564-6000, Ext. 4401/4402 from 8:30 a.m. to 5:00 p.m. Monday through Friday or email PublicComment@lacera.com, but no later than 48 hours prior to the time the meeting is to commence.***

MINUTES OF A SPECIAL MEETING OF THE
OF THE JOINT ORGANIZATIONAL GOVERNANCE COMMITTEE
LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION
300 NORTH LAKE AVENUE, SUITE 810, PASADENA, CALIFORNIA 91101
8:00 A.M., WEDNESDAY, NOVEMBER 6, 2019

PRESENT: Alan Bernstein, Chair

Shawn Kehoe, Vice Chair

Vivian Gray

David Green

David Muir

Ronald Okum

Les Robbins

Herman Santos

STAFF ADVISORS AND PARTICIPANTS

Steven P. Rice, Chief Counsel

I. CALL TO ORDER

The meeting was called to order by Mr. Bernstein at 11:09 a.m., in the Board Room of Gateway Plaza.

II. APPROVAL OF MINUTES

A. Approval of the Minutes of the Joint Organizational Governance Committee of August 14, 2019

Mr. Okum make a motion, Mr. Kehoe seconded, to approve the minutes of the Joint Organizational Governance Committee of August 14, 2019. The motion passed with Mr. Santos abstaining.

III. REPORT ON CLOSED SESSION ITEMS

Mr. Rice announced that Item V.A. is in regards to Lou Lazatin.

IV. PUBLIC COMMENT

There were no requests from the public to speak.

V. EXECUTIVE SESSION

A. Conference with Legal Counsel - Anticipated Litigation Significant Exposure to Litigation (Pursuant to Paragraph (2) of Subdivision (d) of California Government Code Section 54956.9)

Number of Potential Cases: One

The Board met in Executive Session pursuant to Government Code Section 54956.9 (d)(2). There was nothing to report.

VI. ITEMS FOR STAFF REVIEW

There were no items to report.

VII. GOOD OF THE ORDER

There was nothing to report.

November 6, 2019

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VIII. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 11:40 a.m.

April 23, 2020

TO: Each Trustee
Joint Organizational Governance Committee

FROM: Kimberly D. Hines, CPA *KDH*
Manager, Administrative Services Division

JJ Popowich *JJ*
Assistant Executive Officer

FOR: April 29, 2020 Joint Organizational and Governance Committee

SUBJECT: **FY 2020-21 PROPOSED ADMINISTRATIVE, RETIREE HEALTHCARE,
AND OTHER POST-EMPLOYMENT BENEFITS BUDGET CHANGES**

RECOMMENDATION

That the Joint Organizational Governance Committee (JOGC) members review and consider the FY 2020-21 Proposed Administrative, Retiree Healthcare (RHC), and Other Post-Employment Benefits (OPEB) Budgets and supplemental changes recommended by staff; and provide additional modifications to the proposed budget for advancement to the Board of Retirement and Board of Investments as part of the budget hearing process and ultimately for final approval of the FY 2020-21 spending plan.

DISCUSSION

Last month, our Budget Team transmitted the FY 2020-21 Proposed Budgets to the JOGC for its consideration. Unfortunately, the JOGC meeting in March was cancelled due to the rapidly moving and ever-evolving COVID-19 pandemic and the need for the Executive Team to devote its full attention to protecting the safety and health of our employees. We appreciate the support from all the Trustees during this trying time.

We are pleased to present the FY 2020-21 Proposed Budgets with additional budgetary adjustments for your consideration to address the “new normal” as we continue to rapidly transition to a secure remote work environment in response to the pandemic.

A summary of the proposed budget adjustments is detailed on Exhibit A.

Proposed Status Quo Administrative Budget for FY 2020-21

The Proposed Status Quo Administrative Budget for FY 2020-21 in the amount of \$99.0 million reflects a net increase of three (3) new staff positions; realignment of some lower classifications to higher level ones based on the complexity of the work to be performed; a

modest decrease of \$1.28 million in services and supplies; additional funding in the amount of \$3.7 million to account for step increases and salary raises; and nearly \$2.7 million in fringe benefit upgrades negotiated between LACERA and SEIU Local 721 Bargaining Units 850 and 851.

The original spending plan had minimal changes from the prior year, as the budget was intended to maintain the status quo until a much deeper dive of the operations and administrative support functions could be completed; and more meaningful workload metrics could be developed to better inform the Executive Team on the entire business needs of the organization. After this in-depth analysis, the Budget Team planned to present to the JOGC and the Boards a supplemental budget request at the end of the calendar year with the purpose being to realign and add budgetary resources in areas of greatest need and priority.

Based on the technology and operational requirements of the organization following our rapid transition to a remote work environment due to the pandemic, we are accelerating some of our initial supplemental budgetary requests for your consideration as detailed below. More modest budget changes may follow later in the year as we continue to navigate our way through unexpected operational challenges.

Salaries and Employee Benefit Changes

A review of the staffing needs and the necessity to identify budget savings to pay for unexpected costs resulted in a further review of the Salaries and Employee (S&EB) budget line items. This review resulted in a reduction from our initial recommendation of \$80.4 million to \$77.4 million or nearly a \$3.0 million net budgetary savings for a projected 3.77% S&EB spending plan reduction.

The details of the additional budget curtailments being requested are below:

Removal of New Legal Services Positions and Addition of a Public Information Officer

We are recommending that the new Senior Staff Counsel and Staff Counsel positions included in the proposed budget for our Legal Services Division be removed at this time. We are confident that the current staffing levels are sufficient to meet the legal needs of our investments, pension and retiree healthcare divisions. We will reconsider these new positions next year once we have a better understanding on how best to mentor and prepare professional staff in a remote work environment to better position the organization for succession planning purposes.

This change results in a budgetary savings of approximately \$239,000 annually.

We included a request for a Public Information Officer (PIO) to assist with coordinating and actively managing LACERA's media responses and our social media platforms that we plan to launch in the upcoming fiscal year. We believe that having a dedicated public relations

professional on staff will enhance our ability to respond to media inquiries expeditiously, and enhance our ability to provide information to our retired and active members in multiple ways. These alternative communication channels require a great deal of time, effort and thought to develop and manage given the short news cycles and need for publications and media outlets to produce content. The cost for adding this position to the budget is approximately \$120,000 annually. Although the PIO position is an existing ordinance position and thus will not require approval by the County, it is possible that we may need to conduct a compensation study if it is determined this is a below market rate once we begin recruiting.

The recommendation to upgrade lower level positions to higher level ones by swapping out legacy items with more appropriate positions remains unchanged. These upgraded positions are needed to handle the higher level of work complexity, training responsibilities and supervision requirements needed to maximize our effectiveness in delivering exceptional services to our members.

457(b) and 401(k) LACERA Matching Fund Contribution Suspension

Matching payments to staff members on the 457(b) and 401(k) deferred compensation plans have been reduced by 75%. This results in a budget savings of almost \$2.0 million. Historically, the County and LACERA have matched employee deferred compensation payments in each plan up to 4% of salary. However, in a few instances in the past, matching has been suspended — for example, in 2010 to address the budgetary impacts following the Global Financial Crisis.

At its April 28, 2020 meeting, the Board of Supervisors will act upon a recommendation by the County Chief Executive Officer to suspend matching payments for non-represented County employees through the end of the 2020-21 fiscal year, due to economic impacts from the COVID-19 crisis. While LACERA supports the County in times of fiscal stress, LACERA prefers to align treatment of represented and non-represented staff members. Therefore, LACERA intends to postpone suspension of matching until resolution of this issue as to represented staff. The 75% reduction was determined based on the assumption that a decision as to represented staff members will not be made until the end of the first quarter of the fiscal year and that matching for all staff will only be suspended at that time for the balance of the fiscal year.

Again, this is consistent with our past practices on the suspension of deferred compensation plan contributions, and in line with LACERA's shared value of fairness towards all of our staff.

Temporary Employees and Overtime Reduction

We anticipate the need for overtime will diminish as we maintain our ongoing telework program for the foreseeable future. We plan to mitigate any productivity slippage from the

loss of any temporary staff by backfilling vacant positions with essential permanent staff. The plan for overtime is to reduce it by 25% with the ultimate goal of decreasing it to a minimal level over the next few years.

We expect an estimated savings of \$824,000 from these budgetary items.

Services and Supplies Budget Modifications

A closer examination of the ongoing needs of the office and the previous funding allocations in the proposed budget resulted in a slight reduction to the overall Services and Supplies (S&S) Budget. The recommended modifications lowered the total S&S Budget request by \$394,000 from an aggregate budget projected amount of \$18.6 million to \$18.2 million, a 2.12% net decrease in budget appropriation.

The recommended S&S Budget adjustments for your consideration are highlighted below.

Vehicle Replacement and Renovation Projects

The recommended budget request defers the purchasing of replacement vehicles to fiscal year 2021-22 at the earliest. However, we do plan to purchase a vehicle this fiscal year to replace a high mileage car with rising maintenance costs. The remaining fleet of vehicles are still in good working condition and should provide reliable transportation to our staff for the upcoming year.

The deferred savings is estimated to be about \$150,000.

In regards to the postponement of the start of the full office renovation project for the Financial and Accounting Services Division (FASD), we have left enough funding for minimal painting, carpeting and refresh of the area. We plan to revisit the broader space needs and equipment optimization in light of our rapidly evolving remote access program. Budget savings for this category is expected to be \$350,000 leaving approximately \$300,000 for renovation upgrades in FY 2020-21.

The building utilities usage for HVAC and electrical services is also expected to decrease by \$50,000 based on the reduced number of staff working in the building, the closure of our Members Services Center and postponement of Saturday workshops and outreach efforts through the end of the calendar year.

Transportation, Travel and Educational Expenses

Because of the unpredictable nature of the coronavirus and the uncertainty of the lasting effects of the disease on global, national and local communities, we will be continuing our no travel directive on international, national and local travel by staff. We will continue to monitor local, state and national health and travel warnings to inform our future decisions to

relax the no travel policy for staff. However, we deem it highly unlikely that staff travel will resume to its pre-crisis level in the near future. As such, we reduced the travel, transportation and educational expense budget for staff to reflect the anticipated travel constraints through the end of the calendar year.

A budget reduction for Board travel was included in the original proposed budget recommendation previously submitted to the JOGC. This reduction was included to account for the travel policy changes and cost-cutting initiatives began by the Boards in August 2019. As such, no further reductions to Board travel, transportation and educational expenses are recommended as part of this supplemental budget request.

The total transportation, travel and educational budgetary savings identified in this supplemental budget recommendation is projected to be about \$373,000 on an annual basis.

In the meantime, and until the travel situation changes for the better, we are encouraging Trustees and staff to participate in educational conferences and training via webinar. Staff with educational requirements for licenses or certifications have been encouraged to obtain that education online at no or low cost, instead of traveling. From our research, many of these on-line offerings are free of charge and readily available to Trustees and staff. We will reassess our ability to perform business, legal and technical diligence with guidance from public health authorities.

The safety of our Trustees, employees and valued LACERA members will remain our primary focus moving forward. We will continue to deal with the aftermath of the pandemic on our operations while at the same time transitioning from the current COVID-19 operating state to the potential for a remote work environment being our “new normal”.

Remote Call Center

We are requesting supplemental funding in the amount of up to \$250,000 to pay for ongoing costs due to the establishment of a remote call center solution as part of LACERA’s response to the pandemic.

To support and sustain our call center operations under the anticipated “new normal”, we intend to maintain the remote call center for the foreseeable future. The Amazon Web Service (AWS) platform that was set up by Systems and tested by our Member Service teams will undergo a soft release soon. This will provide ample time to fine tune the call trees, optimize any recording applications, and debug the system as needed to enhance the counseling services and experience to our members. The soft release will also provide a period to properly train our Member Services and Retiree Healthcare staff on the use of the new system features and new operational protocols.

Given the virtual call center was implemented as a quick solution with essential but limited functions, it does not provide for the full extent and features of our internal call center. For the long-term, we will research a solution to permanently enable our call center with remote capabilities containing all of our existing feature sets, such as member recordings linked to the member's permanent record, detailed performance reports, and visual screen recordings. This budget request principally supports the COVID-19 remote call center while staff works to identify a more permanent solution that will enhance our remote service capabilities and become a permanent fixture in our disaster recovery and business continuity planning efforts.

Cloud Service Migration

As we are accelerating our plans to implement a secured remote workforce infrastructure, we are also stepping ahead to migrate more of our server operations into the cloud. The requested funding in the amount of \$300,000 is our initial investment to migrating a select number of key servers into the cloud. This separate effort will enhance our previous remote workforce project and transform LACERA into a more resilient organization and one with multiple redundancies. Our disaster recovery program will also benefit from having critical systems available should LACERA's building become inoperable. As always, we need to strike the right balance between security and service. We will be engaging vendor resources to help us with the initial cloud migration process.

Workstation/Remote Office Equipment

Supplemental funding in the amount of \$250,000, is recommended to provide for the acquisition of computing equipment, including laptops and accessories for approximately 100 to 125 remote-working employees. During the COVID-19 emergency, IT staff deployed desktop computers for remote use. Using laptops and accessories designed for a remote-work environment provides better utility and functionality, such as inclusion of webcams and microphones for meetings and member calls as well as larger screens.

Retiree Healthcare and Other Post- Employment Benefits Budget

The Budget Team carefully reviewed the RHC Budget assumptions to determine if additional curtailments should be recommended to the JOGC and the Boards. We determined that the assumptions included in our original request of \$9.2 million for the RHC are still valid and appropriate at the proposed budget levels with the exception of reducing the S&EB item by approximately \$91,000 to reflect a proportional reduction for the defined contribution match. As such, we are recommending a slight reduction, but no additions to the RHC Budget as part of our supplemental request.

Our review of the OPEB Trust concluded that no further modifications are required at this time. Therefore, our budget recommendation continues to be for approximately \$583,000 for this fiscal year. This budget amount reflects a more accurate accounting for

reimbursement of staffing and services and supplies costs incurred by LACERA to administer the program on behalf of the County.

LACERA Austerity Plan

In recognition of the harsh realities that this pandemic has had and will continue to exert on local public health resources, the economy, our plan sponsor and most importantly our members, we are proposing that LACERA adopt a COVID-19 Austerity Plan (CAP) to help guide us through these unprecedented times.

LACERA's operational funding is not dependent on the value of the pension fund assets, but rather the actuarial liabilities of the fund. As a result, it does not have the same financial pressures as our plan sponsor and other governmental agencies. In fact, based on our funding formula of twenty-one basis points applied to our actuarial liabilities, LACERA is estimating a \$61.1 million contingency reserve assuming all budget recommendations are approved by the Boards. This puts us in a solid budgetary position to weather this challenging and uncertain time.

Nonetheless, we believe it is prudent for LACERA as an organization to tighten its financial belt and implement the following CAP measures through FY 2020-21 at a minimum.

- Continue with the closure of our Member Services Center with the intent of eliminating all in-house counseling sessions during the work week and on Saturdays until reopening is consistent with public health professional guidelines. We will replace these in-house counseling sessions with virtual one-on-one sessions.
- Eliminate all non-essential in-person outreach efforts until it is deemed safe to resume local business operations by public health officials. We will replace these efforts with virtual opportunities.
- Continue with the no travel directive for international, national and local travel by staff for due diligence and educational purposes until health and national advisories for international, domestic and local travel warnings are lifted.
- Postpone replacement of in office workstations and any other major building renovation project until further notice. The installation and upgrade of at-home technical tools may be required and will be evaluated and approved on a case-by-case basis.
- Freeze the purchase of all non-essential items and equipment until further notice.
- Restrict overtime and the use of compensation time to the greatest extent possible given the remote work environment we are operating under.
- Implement a hard hiring freeze on non-essential permanent and temporary employees until further notice.
- Implement a soft hiring freeze on essential permanent and temporary staff required to continue the high functioning of the pension system, the first-class management

of our investment operations, and the delivery of critical technology and vital administrative support services.

- Authority to hire essential pension and support staff will be thoroughly examined and solely determined by the Chief Executive Officer and for investment staffing purposes by the CEO in close consultation with the Chief Investment Officer.

Conclusion

The recommended changes to the proposed budget results in an estimated total budget of \$95.4 million. This is a \$3.6 million decrease compared to the original proposed budget of \$99.0 million. A \$91,000 deduction to the RHC budget is recommended reducing the total budget from approximately \$9.2 million to \$9.1 million. There are no recommended adjustments to the OPEB Trust.

The proposed recommendations were well considered and are made in areas that minimize the impact on our investment and member services operations. It also reallocated funding for the unanticipated and ongoing costs to maintain our investment and accounting operations functioning at peak levels and reestablishing member services due to our migration to a remote work environment. While the challenges have been daunting, they have not been insurmountable, as evidenced but the ingenuity and exceptional response by LACERA throughout this stressful and difficult ordeal.

We look forward to discussing our budget recommendations with the JOGC in more detail at our meeting scheduled for April 29, 2020.

KH:JJ:SHK:nm

Attachment (1)

**FY 2020-21 Proposed LACERA Budget
Supplemental Recommended Adjustments to Spending Plan
Joint Organizational Governance Committee**

FY 2020-21 Original Proposed Budget	
Salaries and Employee Benefits	\$80,466,924
Service and Supplies	18,544,700
Original Budget Request Total	\$99,011,626
Recommended S&EB Budget Adjustments:	
Permanent Salaries	(82,326)
Temporary Staffing	(556,525)
Intern Program	(72,000)
Retirement Contribution	(14,454)
FICA Contribution	(1,290)
County Subsidy	(5,511)
Life Insurance	(31)
Thrift Plan/Horizons	(1,115,057)
Savings Plan	(832,988)
Overtime	(267,325)
Rideshare Allowance	(70,300)
Megaflex	(14,002)
Net Total S&EB Curtailments	\$(3,031,846)
Recommended S&S Budget Adjustment:	
Auto Expense	\$(157,900)
Communications	(30,000)
Transportation and Travel	(327,300)
Office Supplies and Equipment	234,000
Building Costs	(400,000)
Parking Fees	(50,000)
Professional and Specialized Services	300,000
Computer Services and Support	250,000
Educational Expenses	(166,600)
Miscellaneous	(46,000)
Net Total S&S Curtailments	\$(393,800)
Revised Total FY 2020-21 Proposed LACERA Budget	\$95,585,980



April 20, 2020

TO: Each Trustee
Joint Organizational Governance Committee

FROM: Kimberly D. Hines, CPA ^{KDH}
Manager, Administrative Services Division

FOR: April 29, 2020 Joint Organizational Governance Committee

SUBJECT: **FY 2020-2021 Preliminary Budgets**

In accordance with the Joint Organizational Governance Committee (JOGC) Charter, attached is a copy of the FY 2020-2021 Preliminary Budgets for the LACERA Administrative, Retiree Health Care Benefits Program, and Other-Post Employment Benefits (OPEB) Trust. The Preliminary Budgets are provided to you for your input and guidance.

LACERA ADMINISTRATIVE BUDGET

The total LACERA Administrative budget is estimated to be approximately \$99,011,725. This represents a variance amount of \$4,411,735 or 4.7% increase compared to the FY 2019-2020 approved budget \$94,599,990.

RETIREE HEALTH CARE BENEFITS PROGRAM (RHCBP) BUDGET

The total RHCBP budget request is anticipated to be approximately \$9,145,272. This represents a variance amount of \$920,422 or 11.2% increase compared to the FY 2019-2020 approved budget of \$8,224,850.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST BUDGET

The total OPEB budget request is anticipated to be approximately \$583,148. This represents a variance amount of \$327,355 or 128% increase compared to the FY 2019-2020 approved budget of \$255,793.

See attached Preliminary Budgets for details related to the budget request and financial summaries that include comparisons between the current and prior year.

If you have any questions, you may contact Kimberly Hines at (626) 564-6000, ext. 4495.

REVIEWED AND APPROVED



John Popowich
Assistant Executive Officer

Attachment

c: S. Kreimann

KH:jj



FY 2020-2021

PRELIMINARY BUDGETS:

ADMINISTRATIVE

RETIREE HEALTHCARE BENEFITS

OTHER POST-EMPLOYMENT BENEFITS

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OPEB Budget

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SECTION I – EXECUTIVE SUMMARY

In accordance with the Joint Organizational Governance Committee (JOGC) Charter, we are presenting the Preliminary Administrative Budget for the Committee's input and guidance. This is a status quo budget, meaning only critical positions and increases in unavoidable business related costs have been added at this time. At mid-year, we plan to return for approval of additional budgetary resources once metrics are developed to more fully address operational needs. We believe this staggered budget development will enable the new executive leadership time to develop the strategic direction and to support the management team with realigning resources.

An administrative budget should reflect the Mission, Vision, Values, and top priorities for an organization as outlined in its Strategic Plans and demonstrate how those plans will be implemented. The FY 2020-2021 Administrative Budget was created to support the mission and strategic goals of LACERA.

Mission Statement:

Our mission is to produce, protect and provide the promised benefits through prudent investment and conservation of plan assets by the expert administration of the pension system while providing exceptional service to our members and beneficiaries.

Vision Statement:

Our vision is our pledge to be the premier retirement association through excellence in retirement law; commitment to teamwork; trust to safeguard assets; and service to members that is courteous, professional, and 100 percent accurate.

Our Values:

- Professionalism
- Respect
- Open Communications
- Fairness
- Integrity
- Teamwork

The LACERA management team is committed to working together across divisional boundaries to deliver a high level of service to our members. This year's budget development process included a considerable amount of collaborative discussion and cross-divisional cooperation. This is done so that the budget reflects our mission, our values, and our organizational needs and goals.

The FY 2020-2021 Budget reflects LACERA's continued commitment to developing and completing the following Strategic Plans:

- Case Management System (a goal that spans several Strategic Plan goals)
- LACERA.com redesign

- Retirement Estimate and Benefit Election form redesign (including the ability to retire online)
- Finalizing our efforts to comply with the Public Employees' Pension Reform Act of 2013 (PEPRA).

The overall Administrative Operating Budget request for FY 2020-2021 is approximately \$99,012,000 representing a 4.7 % increase from the previous year amount of \$94,600,000.

The majority of LACERA's annual budget is Salaries and Employee Benefit (S&EB) costs. The increase in S&EB costs is estimated at 7.6% and can be attributed to the following:

- Three New Positions
- MOU Negotiated Increases
- Salary Step Increases
- Performance/Merit Increases

The Services and Supplies (S&S) costs are reflective of the daily operational needs of the organization and is primarily based on historical expenditures adjusted for inflation. Preliminary numbers indicate there will be a 6.5 percent decrease (approximately \$1.3 million) in S&S costs. The proposed expenses have been reduced through the management team's focus on efficiency and concerted effort to budget more closely to actual expenditures. Most of the decrease relates to system projects that are currently being re-prioritized based on evolving business needs. A budget adjustment for technology projects will be proposed at mid-year following a comprehensive review of our technology needs.

For details related to the budget request and financial summaries that include comparisons between the current and prior year, see [Section IV – Financial Summaries](#). Also note, this is a preliminary budget that has not gone through the final stages of the quality control process.

Summary

The management team has worked diligently to draft a budget that supports LACERA's ongoing needs. While today we present a status quo budget, we look forward to collaborating with the new executive leadership to develop and prioritize a new strategic plan that incorporates bold and innovative ways to provide more efficient and cost-effective ways to serve our members.

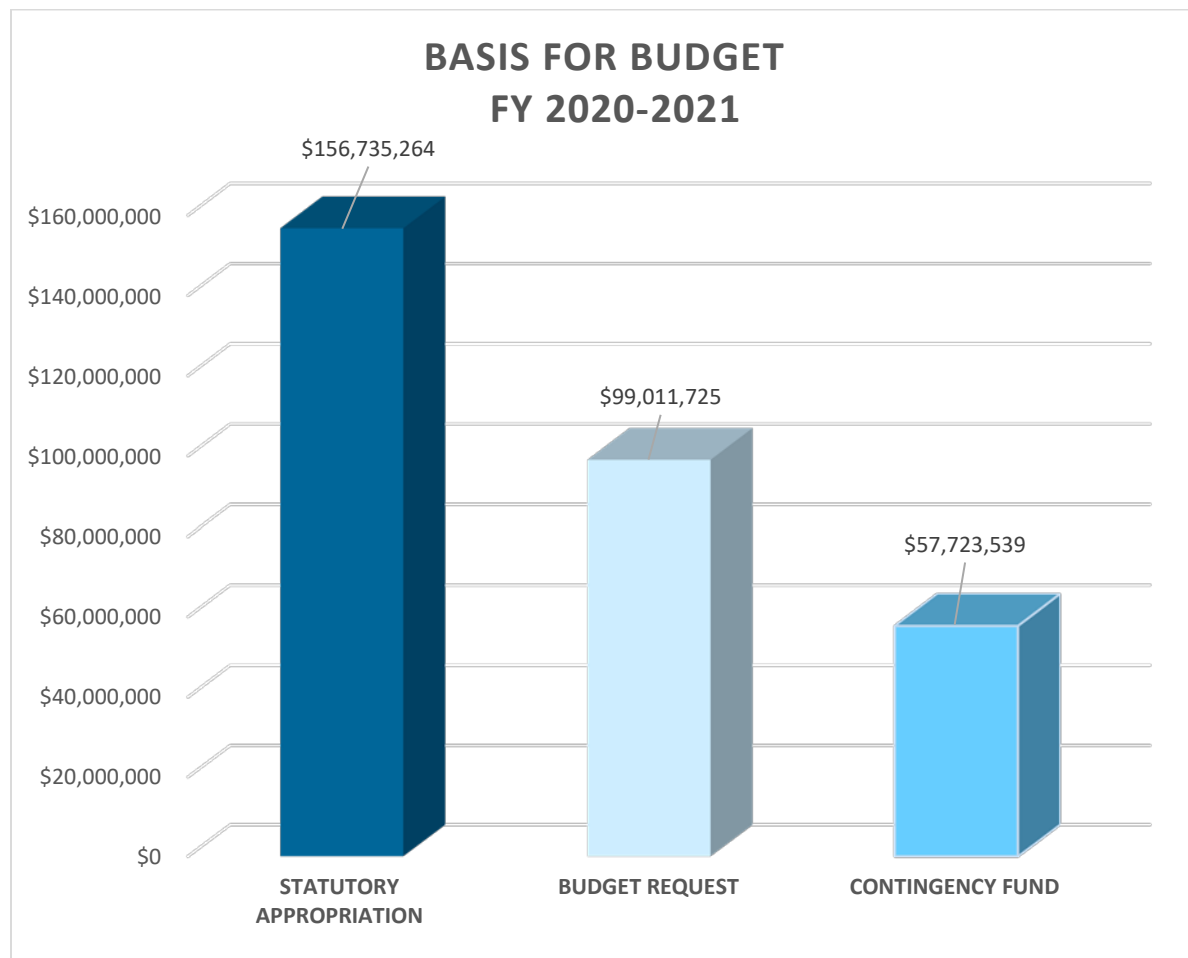
SECTION II – BUDGET POLICIES

LACERA's budgeting policies are based on legal statutes required under the 1937 Act, as well as policies set by LACERA's Board of Retirement and Board of Investments (the Boards).

Legal Requirement

Government Code 31580.2 requires the annual adoption of a budget covering the entire expense of administration of the retirement system. The code requires that the expenses be charged against the earnings of the retirement fund and that the expenses may not exceed twenty-one basis points (0.21%) of the accrued actuarial liability of the retirement system. Although expenses for computer software, hardware and computer technology consulting services are included in the Administrative Budget, such costs are not subject to the budget limit.

Per the 1937 Act, LACERA's Statutory Appropriation for FY 2020-2021 is \$156,735,264.



JOGC Oversight

In addition to the State Code, the budget is also guided by LACERA's Joint Organization Governance Committee (JOGC), which provides oversight during the annual budget development cycle. The process consists of staff developing a preliminary budget plan that consider and support the approved strategic plans and general operating needs. The preliminary budget is presented to the JOGC for review. Recommendations by the JOGC are presented to the Boards during the budget hearings. Both Boards will then independently take action on the JOGC's recommended proposed budget.

Retiree Health Care Benefits Program

Our Retiree Health Care Benefits Program provides health care benefits to our membership on behalf of our plan sponsor, the County of Los Angeles. The insurance premiums are born solely by the participants of the plan and Los Angeles County. LACERA trust funds are not used for premium payments. The direct costs and variable overhead costs associated with the administration of the Retiree Health Care Benefits Program are charged against the premium payments and, as such, are not included in the Administrative Budget.

SECTION III – BUDGET PROCESS

The budget process typically begins in October of each year and coincides with the Strategic Planning process. In October, the management team generally holds an offsite meeting to discuss current events, receive training and or engage in team building exercises, and begin discussion about organizational priorities.

Between October and November, the management team begins to formulate their budget requests. Throughout the month of December, the Budget Team meets with the managers to gather information about what they will be requesting. This discussion helps the Budget Team and their partners begin to prepare costs and determine what will be needed to support the divisional and management requests.

Normally, the budget process parallels the Strategic Plan process. Ideally, the Strategic Plan process is also linked to the budget process to ensure the organization allocates the proper resources to see the plan through to fruition.

This year our process was done differently because our new CEO started in November 2019. The Strategic Plan was rolled over from the previous year to help the organization focus on meeting the already existing goals. This also allowed our new CEO time to evaluate where the organization is and marshal their efforts to see the plan through.

During the month of January, the management team meets with the Executive Office to present their proposed budgets. During this process, the Executive Office weighs the requests against the organizational goals and the Strategic Plan. These discussions help refine the requests and balance competing needs throughout the organization.

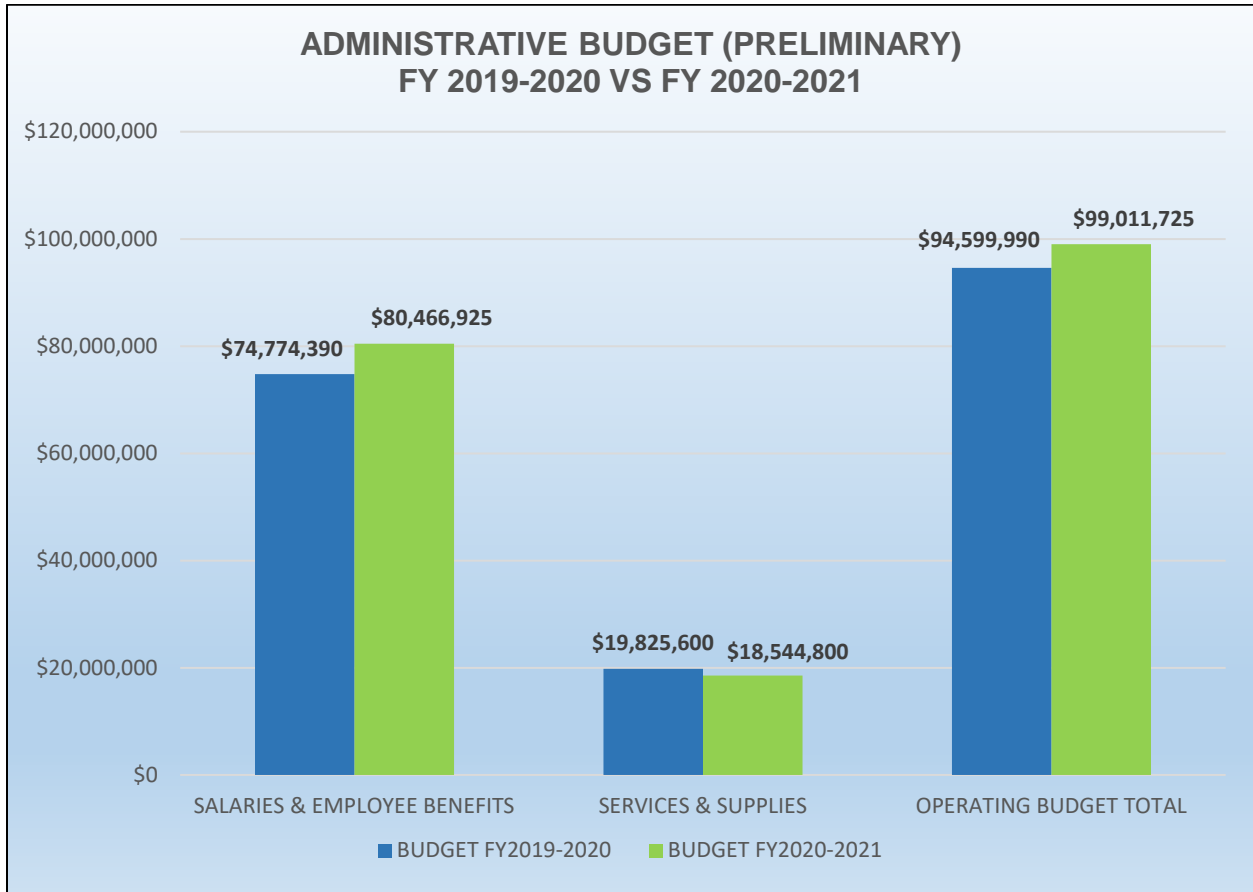
Also, during this stage the Executive Office meets with the Systems Division to review the various requests from the divisions and what those requests will need from a Systems aspect to support the requests. This too is a very labor intensive process that requires the Systems Division to cost out specific support needs that are changing on a daily basis as the requests are refined. At the end of this process, the Executive Office and the management team agree upon their divisional requests and the Budget Unit begins to assemble the budget.

SECTION IV – FINANCIAL SUMMARIES

Overview

The Administrative budget consists of two components, Salaries & Employee Benefits and Services and Supplies. The draft Administrative budget request for FY 2020-2021 is \$99,011,725. This represents a 4.7% increase from the prior year budget.

ADMINISTRATIVE BUDGET	BUDGET FY2019-2020	BUDGET FY2020-2021	VARIANCE	% CHANGE
SALARIES & EMPLOYEE BENEFITS	\$74,774,390	\$80,466,925	\$5,692,535	7.6%
SERVICES & SUPPLIES	\$19,825,600	\$18,544,800	(\$1,280,800)	-6.5%
OPERATING BUDGET TOTAL	\$94,599,990	\$99,011,725	(\$4,411,735)	4.7%



Salaries & Employee Benefits (S&EB)

Salaries & Employee Benefit costs consist of the ongoing personnel costs for the organization. These costs include the salaries, the variable benefit costs (i.e., retirement costs, county subsidy of insurance costs, option plan costs, life insurance, 457 and 401K plan costs, etc.), agency temporary staff, and overtime costs, OPEB costs, and other benefit costs.

Assumptions

The following assumptions were used in developing the S&EB portion of the budgets:

- Salaries are budgeted based on projected yearly costs by position.
- Vacant positions are budgeted at the first step and salary savings are calculated by reducing the salary cost by the number of months it takes to hire against the position. We estimate the vacancy at six months unless otherwise specified.

Increased Costs

Additional Staff

Staffing changes as outlined below include additional positions in the Administrative Services and Legal Services Divisions in the amount of \$320,783.

DIVISION		POSTION TITLE	ANNUAL SALARY	VARIABLE BENEFITS	BUDGET IMPACT
Administrative Services	2.0	Procurement & Supply Clerk	\$89,158	\$45,274	\$134,432
Legal Services	1.0	Staff Counsel	\$123,591	\$62,760	\$186,351
Total	3.0		\$212,749	\$108,034	\$320,783

Other unavoidable cost increases are attributed to the following:

Negotiated Salary Increases (MOU)

This represents salary increases negotiated through a Memorandum of Understanding that will take effect on January 2021. The salary increase ranges from 2.5% to 3.5% depending on the classification. The total annual cost is estimated to be \$793,134.

Performance/Merit Increases

This represents a performance/merit-based salary increase for Tier I and Tier II employees. The increase ranges from 2% to 4% depending on the staff performance rating. The total cost is estimated to be \$433,184.

Salary Step Increases

This represents step increases for staff that are not at the top of their designated salary range. These increases are budgeted at 5.5%. The total cost is estimated to be \$357,666.

Additional Staff Detail

Administrative Services Division: Procurement

No. of Positions	Title of Requested Position	Section/Unit
2	Procurement and Supply Clerk	Procurement

Administrative Services Division is requesting to add two permanent positions at the Procurement Supply Clerk level. It was discovered that the Procurement Assistant II position does not include the arduous capacity in their job description. As the Procurement Unit responsibilities often include heavy lifting, the additional positions are needed to perform these tasks.

Legal Services: Benefits Section

No. of Positions	Title of Requested Position	Section/Unit
1	Staff Counsel	Benefits Section

The Legal Services Office is requesting to add a Staff Counsel to assist with succession planning and staff development. The Benefits Section of the Legal Office supports the legal needs of all benefits-related operations at LACERA. The Senior Staff Counsel who heads this section has over 25 years of service. LACERA will be best served if current Senior Staff Counsel, with her exceptional level of expertise, trains the next generation of Benefits lawyers. While knowledge transfer is already underway, the section will continue to require at least two attorneys into the future. Training of Staff Counsel in the intricacies of CERL and PEPRA is a multi-year project. Therefore, it is prudent to bring in a second Staff Counsel now to ensure that there is an adequate opportunity to train and provide for an orderly transfer of knowledge and responsibility over the next several years.

Position Upgrade Request

Also included in the budget is a request to upgrade four positions. Details of these requests are listed below:

Internal Audit

No. of Positions	Current Position	Upgraded Position
1	Internal Auditor	Senior Internal Auditor

The budget request includes the deletion of one currently vacant Internal Auditor position and the addition of one Senior Internal Auditor to better align staffing levels with the amount of complex work. The increased complexity of audits results in the need for more experienced auditors.

Investment Office

No. of Positions	Current Position	Upgraded Position
2	Finance Analyst I	Finance Analyst II

A classification study completed in June 2019 resulted in the upgrade of two Finance Analyst I positions to Finance Analyst II positions.

Legal Services

No. of Positions	Current Position	Upgraded Position
1	Staff Counsel	Senior Staff Counsel

To meet the demands created by the increasing number and complexity of LACERA's investments and the growth of the in-house investments program across the portfolio (which already includes direct hedge funds and co-investments, among others), the Legal Office proposes to add one Senior Staff Counsel position, while reducing the Staff Counsel headcount by one. The Legal Office added a Staff Counsel –Investments in the FY 2019-2020 budget. The new Senior Staff Counsel will provide services and leadership primary in alternative investments. An additional factor is the Legal Office's desire to improve service and achieve cost savings to the fund by taking more investment work in house, particularly in alternative investments, as opposed to outsourcing it to expensive outside law firms.

Total Budgeted Positions

Based on the proposal to add 3 new positions, LACERA's total budgeted positions count will be 459.

DIVISION	BUDGETED POSITIONS FY2019-2020	CHANGE	BUDGETED POSITIONS FY2020-2021
ADMINISTRATIVE	34	2	36
BENEFITS	71		71
COMMUNICATIONS	13		13
DISABILITY LITIGATION	7		7
DISABILITY RETIREMENT	41		41
EXECUTIVE OFFICE	8		8
FASD	30		30
HUMAN RESOURCES	13		13
INTERNAL AUDIT	11		11
INVESTMENT	44		44
LEGAL SERVICES	26	1	27
MEMBER SERVICES	79		79
QUALITY ASSURANCE	19		19
SYSTEMS	60		60
TOTAL	456	3	459

SERVICES & SUPPLIES (S&S)

The ongoing S&S costs are expected to be about \$18.5 million, which represents a 6.5% decrease in costs.

As mentioned above, the Services and Supplies (S&S) costs are reflective of the daily operational needs of the organization and is primarily based on historical expenditures adjusted for inflation. Preliminary numbers indicate there will be a 6.5 percent decrease (approximately \$1.3 million) in S&S costs. The proposed expenses have been reduced through the management team's focus on efficiency and concerted effort to budget more closely to actual expenditures. A notable area of reduction includes offsite related costs associated with travel & education expenses as a result of the changes made by the Boards to the Travel & Education policy in August 2019. Another area of reduction relates to system projects that are currently being re-prioritized based on evolving technological and business needs. We expect to return with proposed budget adjustments for Systems related projects at mid-year.

APPENDIX A - Preliminary Retiree Healthcare Budget

The Retiree Healthcare Division (RHC) is responsible for administering the Retiree Healthcare Benefits Program (RHCBP) for retired members/survivors and their eligible dependents. This budget request for Fiscal Year 2020-21 reflects our ongoing commitment to provide the highest level of customer service to our members and eligible dependents. RHC is also responsible for understanding and implementing the many complex changes in Federal and State Programs such as the Affordable Care Act (ACA), Medicare and Social Security guidelines as applicable to the RHCBP, in addition to the general health care landscape. This budget will provide the division with the support needed to deliver timely quality service to our retired members/survivors and their eligible dependents.

The RHC Budget request for FY 2020-2021 is approximately \$9,145,272 representing an 11.2% increase from the previous year.

RETIREE HEALTH CARE BUDGET	BUDGET FY2019-2020	BUDGET FY2020-2021	VARIANCE	% CHANGE
SALARIES & EMPLOYEE BENEFITS	\$3,556,664	\$3,837,911	\$281,247	7.9%
SERVICES & SUPPLIES	\$4,668,186	\$5,307,361	\$639,175	13.7%
RHC BUDGET TOTAL	\$8,224,850	\$9,145,272	\$920,422	11.2%

RHC currently has 31 budgeted positions and no new positions are requested for this year. The RHC budget request for FY 2020-2021 includes the upgrade of three vacant Retiree Benefits Specialist (RBS) II positions to Senior Retirement Benefit Specialist. The higher-level positions are being requested to support the Section Heads by providing front line supervision such as, training, coaching, counselling, escalating member cases and triage.

The increase in (S&EB) costs is estimated at 7.9% and can be attributed to the following:

- Upgrade of Three Positions
- MOU Negotiated Increases
- Salary Step Increases
- Performance/Merit Increases

The Services and Supplies (S&S) costs are reflective of the daily operational needs of the Division and overhead charges from other Divisions in support of the RHC mission. S&S costs are estimated to increase by 13.7% or \$639,175. This increase is primarily attributed to rising overhead costs. This year, we re-looked at the hours spent supporting the RHC program and determined that additional budgetary resources would be required to effectively assist our members. The analysis showed an increase in the number of hours allocated to RHC, resulting in an increase in overhead costs.

APPENDIX B-Other Post-Employment Benefits (OPEB) Trust Budget

The County of Los Angeles (County), LACERA and the Superior Court maintain a Retiree Healthcare Program (RHP) for their members. In FY 2012-13, the County established a trust in order to fund this program. In FY 2016-17, the Superior Court established a trust to participate in the program. Beginning in FY 2017-18, the costs of administering the program were displayed separately, based on the size of the participating agencies. The Board of Investments of LACERA is the trustee and investment manager for the trusts.

To avoid OPEB Trust assets being commingled with the retirement fund assets, it is important for LACERA to maintain a separate accounting of the costs associated with administering the OPEB Trust.

Those Divisions that participate in the administration of the OPEB Trust are included in the calculation of costs. These divisions are: Administrative Services, Communications, Executive Office, FASD, Human Resources, Internal Audit, Investments, Legal Services, Systems, and Retiree Healthcare.

Each division use staff and resources to administer the OPEB Trust. In estimating the costs to administer the trust, consideration is given to the amount of time expended by employees as a share of the total cost of salaries and benefits. In estimating the additional costs used to administer the trust, LACERA also considers the share of the total costs of services and supplies.

The OPEB Budget request for FY 2020-2021 is approximately \$583,148 representing a 128% increase from the previous year as detailed below.

OPEB BUDGET	BUDGET FY2019-2020	BUDGET FY2020-2021	VARIANCE	% CHANGE
SALARIES & EMPLOYEE BENEFITS	\$155,183	\$427,818	\$272,635	175.7%
SERVICES & SUPPLIES	\$100,610	\$155,330	\$54,720	54.4%
OPEB BUDGET TOTAL	\$255,793	\$583,148	\$327,355	128.0%

The chart below illustrates that the majority of the increased costs were noted in Investments and Financial Accounting and Services Divisions. The increase is primarily attributed to additional hours added to administer, manage, and invest trust assets as staff are making a more accurate assessment of services levels previously unaccounted for in prior years.

**Comparison of OPEB Trust Costs by Division
FY 2019-2020 vs FY 2020-2021**

DIVISIONS	FY BUDGET		VARIANCE
	2019-2020	2020-2021	
Administrative Services	\$44,984	\$49,514	\$4,529
Communications	\$2,456	\$2,317	(\$140)
Executive Office	\$642	\$994	\$352
Financial & Accounting Services	\$40,908	\$228,755	\$187,847
Internal Audit	\$16,084	\$43,590	\$27,506
Investments	\$69,134	\$156,329	\$87,196
Legal Services	\$42,076	\$44,828	\$2,752
Retiree Healthcare	\$4,034	\$4,450	\$415
Systems	\$35,474	\$52,372	\$16,898
GRAND TOTAL	\$255,793	\$583,148	\$327,355

April 21, 2020

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Steven P. Rice *SPR*
Chief Counsel

FOR: April 29, 2020 Joint Organizational Governance Committee Meeting

SUBJECT: Revised Fiduciary Counsel Policy

RECOMMENDATION

That the Joint Organizational Governance Committee (JOGC) recommend the proposed revised Fiduciary Counsel Policy to the Boards for adoption.

DISCUSSION

The Boards' Fiduciary Counsel Policy was first adopted in November 2017 and last revised in June 2018. Staff presents the policy for review again at this time, with one proposed revision. Review of the policy is a matter for the JOGC under Section 7.4 (Joint Policies) of the JOGC Charter.

Section 3.2.3 of the current policy requires that staff copy the Chairs on written communications with fiduciary counsel and promptly advise them of oral communications. This section also requires a monthly report to the Chairs, copied to all trustees, regarding staff contacts with fiduciary counsel. Staff has complied with this provision by providing a monthly Fiduciary Counsel Contact and Billing Report, which is agendized as a For Information Only report for each Board.

Staff proposes that Section 3.2.3 be revised to eliminate these requirements on the grounds that (1) they place an unnecessary administrative burden on staff and (2) the reports have not generated Board discussion or questions. Staff can be relied upon to appropriately engage with fiduciary counsel and to communicate with the Chairs and the Boards as needed, just like staff routinely does with all matters regardless of subject matter, without the need for a formal policy.

A redline of the proposed revised policy is attached.

Attachment

c: Santos H. Kreimann Jonathan Grabel JJ Popowich

FIDUCIARY COUNSEL POLICY

1. PURPOSE

This policy confirms the role of outside fiduciary counsel and parameters for use of fiduciary counsel by LACERA and its Board of Retirement and Board of Investments (each, a Board), Board Committees, individual Board Members, and LACERA staff.

2. LEGAL AUTHORITY

Under Article XVI, Section 17 of the California Constitution, the Boards have “sole and exclusive responsibility to administer” LACERA. Under Government Code Section 31529.6, the Boards “may contract with attorneys in private practice for legal services and advice. The boards shall pay reasonable compensation for the legal services and advice. The compensation shall be considered a cost of administration of the system.” Under this authority, the Boards may engage outside fiduciary counsel to provide assistance in the exercise of fiduciary duties by LACERA and the Boards. The Boards, collectively and as individual Board Members, must satisfy their fiduciary duties in all matters they consider, all decisions they make, and all aspects of their conduct on behalf of LACERA.

3. POLICY STATEMENT

3.1 *Retention.* The Boards acting jointly shall retain one or more outside fiduciary counsel to represent the interests of LACERA and provide advice to the Boards and LACERA staff in connection with fiduciary issues under the terms of this policy.

3.2 *Scope of Services.* The services provided by outside fiduciary counsel shall include:

3.2.1 *Meeting Attendance.* An outside fiduciary counsel, selected from the list of Board approved and retained counsel, shall, upon request by a Board Chair, Committee Chair, any other Board Member, the Chief Executive Officer, or Chief Counsel, attend any Board of Retirement, Board of Investments, and Committee meeting to provide advice concerning fiduciary issues when such attendance appears relevant and helpful to an issue before a Board or Committee. Fiduciary counsel may also attend any meeting when, in counsel’s view after consultation with relevant Board Members, the Chief Executive Officer, or Chief Counsel, attendance is appropriate. In considering whether fiduciary counsel will attend a meeting, but without limiting attendance when appropriate, consideration shall be given to the cost of attendance as well as cost-effective and efficient alternatives to attendance, such as a

telephonic consultation prior to the meeting, appearance by telephone or video at a meeting, or a written opinion.

3.2.2 Advice to the Board Chairs and Other Board Members Outside Noticed Meetings. Outside fiduciary counsel shall provide such advice concerning fiduciary issues as may be requested by the Chairs and officers of the Boards or any Committee in the setting of Board and Committee agendas and in fulfilling their duties and responsibilities. Outside fiduciary counsel shall also, without limitation, provide advice in connection with fiduciary issues to any individual Board Member who requests it. Board Members are encouraged to seek counsel from LACERA's Chief Counsel or from outside fiduciary counsel on any fiduciary issues that may arise; however, without limiting the right of individual Board Members to contact outside fiduciary counsel, individual Board Members should be mindful of costs and issues of the attorney-client privilege and confidentiality (as outlined in Sections 3.3 and 3.4 of this policy) in determining whether to seek advice from outside fiduciary counsel on a given issue. Board Members are encouraged to discuss any questions regarding privilege and confidentiality with outside fiduciary counsel before beginning a substantive discussion or requesting specific advice.

3.2.3 Consultation with Staff. LACERA's Chief Executive Officer (CEO) and Chief Counsel, or their designees, may seek advice on fiduciary issues from outside fiduciary counsel. ~~The Chairs shall be copied on staff's written communications, and promptly advised of staff's oral communications, with fiduciary counsel. Chief Counsel, in coordination with the CEO, shall provide the Board Chairs with a privileged monthly written report of staff written and verbal contacts, which shall also be copied to all Board Members.~~

3.2.4 Other Projects. Outside fiduciary counsel shall be available to perform any other work concerning fiduciary issues as may be requested from time to time by the Boards.

3.3 Privilege and the Confidentiality of Communications. LACERA is the client for which outside fiduciary counsel provides services. The Boards jointly are the highest authorities within LACERA overseeing outside fiduciary counsel. The confidentiality of communications between LACERA, acting by and through the Boards, and outside fiduciary counsel is subject to the attorney-client privilege under applicable California law, including the California Bar's Rules of Professional Conduct for attorneys.

The Boards jointly control the attorney-client privilege, which may not be waived except by joint action of both Boards. Communications with and information disclosed to or by fiduciary counsel during proceedings of one Board or Committee are subject to disclosure to all Boards and Committees, subject to the requirements of the Brown Act with respect to disclosures in closed session. Communications between any individual member of the Board or LACERA staff and outside fiduciary counsel are subject to disclosure to the Boards and other Board Members. Outside fiduciary counsel does not have an attorney-client relationship with individual Board Members or with LACERA staff.

Communications between Board Members and LACERA staff, on the one hand, and outside fiduciary counsel, on the other hand, about the business of LACERA, should be maintained as confidential as to third parties, unless and until the Boards jointly determine otherwise. In order to avoid waiver of the attorney-client privilege, individual Board Members and LACERA staff shall not disclose communications with outside fiduciary counsel to persons outside LACERA without the authority of both Boards, or their designated representatives.

- 3.4 Professional Responsibilities.** In representing LACERA, outside fiduciary counsel shall have such duties and responsibilities as are set forth in the California Rules of Professional Conduct.
- 3.5 Oversight.** LACERA's relationship with outside fiduciary counsel shall be managed by the Board Chairs, subject to the Scope of Services described above, with the Boards jointly having ultimate oversight. In the event advice is required from outside fiduciary counsel on a matter concerning a Board Chair, the Vice Chair of each respective Board shall manage such work. In the event a matter concerns both a Board Chair and Vice Chair, fiduciary counsel shall be overseen on such matter as determined by a majority vote of a quorum of the Board or Boards, with the Board Chairs and Vice Chairs excluded from the quorum count and vote.
- 3.6 Evaluation.** The Boards shall evaluate outside fiduciary counsel annually. Counsel may provide a self-evaluation in the process.

4. DEFINITION OF "FIDUCIARY ISSUES"

For purposes of this policy, "fiduciary issues" is defined to include all issues as to which the Boards, the Audit Committee, other Board Committees, individual Board Members, and LACERA staff may seek advice from independent counsel in the performance of their fiduciary duties, including but not limited to:

- 4.1 Fiduciary duties under the California Constitution, the County Employees Retirement Law of 1937, the California Public Employees' Pension Reform Act of 2013, and other applicable law.
- 4.2 Ethical issues, under LACERA's Code of Ethical Conduct, the Political Reform Act, California Government Code Section 1090 and other provisions of the California Government Code, Fair Political Practices Commission (FPPC) Regulations, FPPC and California Attorney General Opinions, and other applicable laws and LACERA policy relating to conflicts of interest and ethics of Board Members, LACERA staff, and/or LACERA vendors.
- 4.3 Board governance.
- 4.4 LACERA's organizational structure.
- 4.5 Disputes by and between Board Members.
- 4.6 Negotiation and drafting of contracts.
- 4.7 Actuarial and financial matters.
- 4.8 Employment-related matters.
- 4.9 Benefit-related matters, including service retirement, disability retirement, retiree healthcare benefits, and other benefit issues.
- 4.10 Investment-related matters.
- 4.11 Investigations.

5. SCOPE

This policy applies broadly to all matters that may be addressed by the Boards, Board Committees, individual Board Members, or LACERA staff with outside fiduciary counsel concerning fiduciary issues. This policy does not limit the ability of one or both of the Boards, in the exercise of their plenary authority to administer the retirement system, to engage separate outside fiduciary counsel to represent their interests as a Board or Boards in the event of a conflict of interest or in connection with special projects relating to fiduciary issues.

History:

Adopted as Revised _____ 2020 by Board of Retirement and Board of Investments.

Adopted as Revised June 13, 2018 by Board of Retirement and Board of Investments.

Adopted November 2, 2017 by Board of Investments and November 9, 2017 by Board of Retirement.

April 21, 2020

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Steven P. Rice *SPR*
Chief Counsel

FOR: April 29, 2020 Joint Organizational Governance Committee Meeting

SUBJECT: Request for Proposals for Fiduciary Counsel Legal Services

RECOMMENDATION

That the Joint Organizational Governance Committee (JOGC) recommend that the Board of Retirement and Board of Investments approve issuance of the Request for Proposals for Fiduciary Counsel Legal Services (RFP).

DISCUSSION

The last fiduciary counsel RFP was approved by the Boards in May 2015, and completed in the fall of 2015. Staff recommends that a new RFP be run this year to test the market to ensure that the Boards have counsel that meet their current needs and to evaluate current pricing.

This recommendation is consistent with the Policy for Purchasing Goods and Services adopted by the Board of Retirement on November 6, 2019. The Policy provides in Section 14.2 that the standard term of a contract shall be five years, with a two-year optional extension period. While the Boards could choose to wait up to another two years to run a new RFP, staff recommends that an RFP be run now given the importance of fiduciary counsel to the Boards and LACERA staff.

A draft RFP is attached.

This issue is subject to the jurisdiction of the JOGC under Section 7.9 (Miscellaneous Matters) of the JOGC Charter. Section 3.1 of the Fiduciary Counsel Policy provides that, "The Boards acting jointly shall retain one or more outside fiduciary counsel." The agenda for this meeting was reviewed with the Board Chairs and the Chief Executive Officer.

Attachment

c: Santos H. Kreimann
Jonathan Gabel
JJ Popowich

Los Angeles County Employees Retirement Association Request for Proposals for Fiduciary Counsel Legal Services

I. INTRODUCTION

The Los Angeles County Employees Retirement Association (LACERA) invites proposals from experienced attorneys and law firms in response to this Request for Proposals (RFP) to provide fiduciary counsel legal services to support LACERA's governing Board of Retirement and Board of Investments, staff, and the organization as a whole.

LACERA is a defined benefit public pension fund established to administer retirement benefits to employees of the County of Los Angeles and other participating agencies pursuant to the County Employees Retirement Law (CERL) of 1937 (California Government Code Section 31450, et seq.), the California Public Employees' Pension Reform Act of 2013 (PEPRA) (California Government Code Section 7522, et seq.), and other applicable law. LACERA operates as an independent governmental entity separate and distinct from Los Angeles County. LACERA has approximately 425 employees to administer benefits for active, deferred, and retired members, oversee the County's retiree health benefits program, and manage the fund's investments. As of June 30, 2019, LACERA managed approximately \$58.3 billion in fund assets to support the pensions of over 174,000 members, including over 66,000 benefit recipients.

LACERA's staff includes a Legal Division consisting of ten (10) lawyers, a Legislative Affairs Officer, five (5) legal analysts, and other professional support staff, with expertise in governance, compliance, benefits, disability, investments, commercial contracts, litigation, employment, and legislative matters.

LACERA'S MISSION, VISION, AND VALUES

Mission: To Produce, Protect, and Provide the Promised Benefits

Vision: Excellence, Commitment, Trust, and Service

Values: Professionalism, Respect, Open Communication, Fairness, Integrity, and Teamwork

LACERA GOVERNING BOARDS

Board of Retirement (BOR) – This nine-member Board, with two alternates, is responsible for the overall management of the retirement system. Under the policy guidance of the BOR, LACERA strives to create innovative ways to streamline and expedite retirement processes, integrate new technologies, and introduce new member services options and upgrades.

Board of Investments (BOI) – This nine-member Board is responsible for establishing LACERA's investment policy and objectives, as well as exercising authority over the investment management of the fund's diversified portfolio and actuarial matters. The two Boards share joint responsibility for LACERA's budget, personnel classifications and compensation, and the CEO's performance evaluation.

///

II. SCOPE OF SERVICES AND REQUIRED CORE SKILLS

LACERA seeks to hire outside counsel to provide independent legal advice and services related to the full range of issues of fiduciary duties concerning LACERA's operations and governance, including duties arising in connection with the interpretation and application of relevant provisions of the California Constitution, CERL, PEPRA, the Brown Act, the Public Records Act, Political Reform Act, and other applicable law. Working as appropriate in coordination with the Boards, Board Chairs, and LACERA's Legal Division, the responsibilities of fiduciary counsel will include the following:

- A. Provide oral and written legal advice to the Board of Retirement, Board of Investments, and/or staff regarding fiduciary duties.
- B. Analyze and evaluate fiduciary matters facing the organization and its Boards.
- C. Keep the Boards up-to-date on the laws and legal developments regarding fiduciary duties, and provide training annually or with such other frequency as requested.
- D. Assist in other fiduciary matters, including litigation, as requested.

The duties and responsibilities of fiduciary counsel are further explained in the Boards' Fiduciary Counsel Policy, a copy of which is attached to this RFP.

Core skills include comprehensive knowledge and understanding of relevant fiduciary law, excellent oral and written communication skills, sound judgment, the ability to work well with and maintain the confidence of the Board of Retirement, the Board of Investments, and staff, and the ability to deliver services in a timely and cost effective manner.

Candidates must have at least ten (10) years providing fiduciary advice to public or private organizations. Experience in advising other CERL systems and/or other public pension systems is strongly desirable.

III. RFP PROCESS

This RFP and other relevant information related to the RFP, including addenda, modifications, answers to questions, and other updates, will be posted on the "RFPs" page of LACERA.com. Additional background information about LACERA may also be found on LACERA.com.

A. Calendar *[To be inserted after RFP approval by the Boards.]*

Issuance of RFP

Written Questions and Requests for Clarification Due

Responses to Questions Posted

Proposals Due Finalist Interviews

Estimated Final Selection and Approval by the Boards

B. Communication and Questions

Respondents are encouraged to communicate any questions regarding this RFP by the deadline stated above in the RFP Calendar. Questions should be sent in writing via email only to Steven P. Rice, Chief Counsel, at srice@lacera.com. Questions and answers will be posted at LACERA.com by the date stated in the RFP Calendar.

C. Errors in the RFP

If a respondent discovers an ambiguity, conflict, discrepancy, omission or other error in this RFP, notice should be immediately provided to srice@lacera.com. LACERA is not responsible for, and has no liability for or obligation to correct, any errors or omissions in this RFP.

D. Addenda

Modifications or clarifications of the RFP, if deemed necessary, will be made by addenda to the RFP and posted on LACERA.com.

E. Delivery of Submissions

Submissions must be delivered in PDF format via email to srice@lacera.com by the due date stated above in the RFP Calendar. In addition, respondents must send three (3) hard copies of their submissions for delivery by the due date stated in the RFP Calendar addressed to:

LACERA
Attention: Steven P. Rice
Chief Counsel
300 North Lake Avenue, Suite 620
Pasadena, CA 91101

See “Notice Regarding the California Public Records Act and Brown Act” in this RFP for information regarding redactions and disclosure.

F. Proposal Format and Content

All responses to this RFP should follow the format described in this Section III.F. For each part of the response, restate the RFP item immediately above the response. When requested, please provide details and state all qualifications or exceptions. All information provided should be concise and clearly relevant to qualifications to serve as LACERA’s fiduciary counsel.

///
Cover Letter

The cover letter must provide a statement affirming that the signatory is empowered and authorized to bind the respondent to an engagement agreement with LACERA and represents and warrants that the information stated in the proposal is accurate and may be relied upon by LACERA in considering, and potentially accepting, the proposal.

Executive Summary

In this section, an overview should be provided of the respondent's background, experience, and other qualifications to serve as LACERA's fiduciary counsel.

Experience and Approach

The proposal must provide a detailed statement of the respondent's experience in providing independent fiduciary counsel services to CERL systems and other public pension systems, including experience advising boards on governance issues, the California Constitution, CERL, PEPR, the Brown Act, the Public Records Act, the Political Reform Act, and other legal issues. LACERA's goal in the RFP process is to understand each respondent's experience across the full spectrum of fiduciary issues that may arise in the administration of a California public pension system, including but not limited to:

1. Fiduciary duties under the California Constitution, the County Employees Retirement Law of 1937, the California Public Employees' Pension Reform Act of 2013, and other applicable law.
2. Ethical issues, under LACERA's Code of Ethical Conduct, the Political Reform Act, California Government Code Section 1090 and other provisions of the California Government Code, Fair Political Practices Commission (FPPC) Regulations, FPPC and California Attorney General Opinions, and other applicable laws and LACERA policy relating to conflicts of interest and ethics of Board Members, LACERA staff, and/or LACERA vendors.
3. Board governance.
4. LACERA's organizational structure.
5. Disputes by and between Board Members.
6. Negotiation and drafting of contracts.
7. Actuarial and financial matters.
8. Employment-related matters.
9. Benefit-related matters, including service retirement, disability retirement, retiree healthcare benefits, and other benefit issues.
10. Investment-related matters.
11. Investigations.

LACERA is interested in a respondent's experience and approach in analyzing such issues,

interfacing with trustees and staff, and litigating issues if necessary. LACERA is also interested in how the respondent differentiates themselves from other counsel offering similar services.

Assigned Professionals

The proposal must set forth the name the lead attorney(s) and all other attorneys and professional staff expected to be assigned to LACERA work, including a detailed profile of each person's background and relevant individual experience and the ability of the professionals collectively to function together as a team and also to work effectively with LACERA's Boards and staff in performing the scope of services. Each attorney must be licensed to practice law in the State of California. Diversity is a core LACERA value, and therefore the proposal must specifically address the diversity of the proposed team members in meaningful roles to support the firm's work for LACERA.

References

In this section, the proposal must identify as references at least three (3) public pension systems for which the respondent has served as fiduciary counsel, including, for each system, an individual point of contact, the length of time the respondent served as fiduciary counsel, and a summary of the work performed.

Fees and Costs, Billing Practices, and Payment Terms

The respondent must explain the pricing proposal for the scope of work including pricing of fees and costs, billing practices, and payment terms that would apply assuming a five (5) year initial duration of the engagement as well as an additional two-year optional period during which the engagement may extend. LACERA does not place any limits on the approach to pricing and is open to presentation of more than one pricing alternative for the scope of work, or portions of it. This section of the response should include an explanation as to how the pricing approach(es) will be managed to provide the best value to LACERA. The respondent should represent that the pricing offered to LACERA is, and will remain, equivalent to or better than that provided to other governmental clients, or should provide an explanation as to why this representation cannot be provided. All pricing proposals should be "best and final," although LACERA reserves the right to negotiate on pricing.

Conflicts of Interest

The proposal must identify all actual or potential conflicts of interest that the respondent may face in the representation of LACERA. Specifically, and without limitation to other actual or potential conflicts, the proposal should identify any representation of the County of Los Angeles, Los Angeles County Office of Education, the South Coast Air Quality Management District, Little Lake Cemetery District, and Local Agency Formation Commission, and, to the respondent's knowledge, any of LACERA's members, vendors, other contracting parties, investments, and employees. The proposal should also identify any positional conflicts of which the respondent is aware.

/// Claims

The proposal must identify all past, pending, or threatened litigation, including but not limited to malpractice claims, and all administrative, state ethics, and disciplinary proceedings and other claims against the firm and any of the attorneys proposed to provide services to LACERA.

Insurance

The proposal must explain the insurance that the respondent will provide with respect to the services to be provided and other acts or omission of the firm and its attorneys and staff in the representation of LACERA. The limits of liability are a material term of any engagement letter with the firm and may be subject to negotiation.

Other Information

The proposal may contain any other information that the respondent deems relevant to LACERA's selection process.

G. Post-Proposal Request for Information

LACERA reserves the right in its discretion to request additional information from any respondent, although such requests may not be made to all respondents.

H. Interviews and Personal Presentations

LACERA intends to require one or more interviews with or personal presentations by finalists to be conducted with staff and/or the Boards.

I. Evaluation Criteria

Respondents will be evaluated in the discretion of LACERA based upon the following factors:

1. Experience providing fiduciary advice to public and private organizations, including representation of CERL systems and other public pensions, and their governing boards and staff.
2. Quality of the team proposed to provide services to LACERA.
3. Information provided by references.
4. Communications skills.
5. Pricing and value.
6. Team work, both internally and with LACERA's Boards and staff.
7. Level of investment and commitment to the LACERA relationship.
8. The organization, completeness, and quality of the proposal, including cohesiveness,

conciseness, and clarity.

The factors will be considered as a whole, without a specific weighting. The balancing of the factors is in LACERA's sole discretion. Factors other than those listed may be considered by LACERA in making its selection.

J. Engagement Agreement

LACERA will negotiate an engagement agreement with a successful respondent, which must contain such terms as LACERA in its sole discretion may require. The agreement will be submitted to the Boards for approval.

IV. GENERAL CONDITIONS

This RFP is not an offer to contract. Acceptance of a proposal neither commits LACERA to award a contract to any respondent even if all requirements stated in this RFP are met, nor does it limit LACERA's right to negotiate the terms of an engagement agreement in LACERA's best interest, including requirement of terms not mentioned in this RFP. LACERA reserves the right to contract with a vendor for reasons other than lowest price.

Failure to comply with the requirements of this RFP may subject the proposal to disqualification. However, failure to meet a qualification or requirement will not necessarily subject a proposal to disqualification.

Publication of this RFP does not limit LACERA's right to negotiate for the services described in this RFP. If deemed by LACERA to be in its best interests, LACERA may negotiate for the services described in this RFP with a party that did not submit a proposal. LACERA reserves the right to choose to not enter into an agreement with any of the respondents to this RFP.

A. Quiet Period

To ensure that prospective service providers responding to this RFP have equal access to information regarding the RFP and communications related to the RFP are consistent and accurate so that the selection process is efficient and fair, a quiet period will be in effect from the date of issuance of this RFP until the search has been completed. During the quiet period, respondents are not permitted to communicate with any LACERA staff member or Board member regarding this RFP except through the point of contact named herein. Respondents violating the quiet period may be disqualified at LACERA's discretion. Respondents who are existing LACERA service providers must limit their communications with LACERA staff and Board members to the subject of the existing services provided.

B. Notice Regarding the California Public Records Act and Brown Act

The information submitted in response to this RFP will be subject to public disclosure pursuant to the California Public Records Act (California Government Code Section 6250, et. seq.) and the Brown Act (California Government Code Section 54950, et seq.) (collectively, the Acts). The Acts provide generally that records relating to a public agency's business are open to public inspection and copying and that the subject matter of this RFP is a matter for public open session discussion by the Boards, unless specifically exempted under one of

several exemptions set forth in the Acts. If a respondent believes that any portion of its proposal is exempt from public disclosure or discussion under the Acts, the respondent must provide a full explanation and mark such portion “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY,” and make it readily separable from the balance of the response. Proposals marked “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY” in their entirety will not be honored, and LACERA will not deny public disclosure of all or any portion of proposals so marked.

By submitting a proposal with material marked “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY,” a respondent represents it has a good faith belief that the material is exempt from disclosure under the Acts; however, such designations will not necessarily be conclusive, and a respondent may be required to justify in writing why such material should not be disclosed by LACERA under the Acts.

LACERA will use reasonable means to ensure that material marked “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY” is safeguarded and held in confidence. LACERA will not be liable, however, for disclosure of such material if deemed appropriate in LACERA’s sole discretion. LACERA retains the right to disclose all information provided by a respondent.

If LACERA denies public disclosure of any materials designated as “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY,” the respondent agrees to reimburse LACERA for, and to indemnify, defend and hold harmless LACERA, its Boards, officers, fiduciaries, employees and agents from and against:

1. Any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs and expenses. including without limitation attorneys’ fees, expenses and court costs of any nature whatsoever (collectively, Claims) arising from or relating to LACERA’s non-disclosure of any such designated portions of a proposal; and
2. Any and all Claims arising from or relating to LACERA’s public disclosure of any such designated portions of a proposal if LACERA reasonably determines disclosure is deemed required by law, or if disclosure is ordered by a court of competent jurisdiction.

If LACERA staff recommends any respondent to the Boards for hiring, such recommendation, the reasons for the recommendation, and the relevant proposal(s) will appear on a publicly posted agenda and in supporting materials for public meetings of the Boards.

C. Reservations by LACERA

In addition to the other provisions of this RFP, LACERA reserves the right to:

1. Cancel this RFP, in whole or in part, at any time.
2. Make such investigation as it deems necessary to determine the respondent’s ability to furnish the required services, and the respondent agrees to furnish all such information for this purpose as LACERA may request.

3. Reject the proposal of any respondent who is not currently in a position to perform the contract, or who has previously failed to perform similar contracts properly, or in a timely manner, or for any other reason in LACERA's sole discretion.
4. Waive irregularities, to negotiate in any manner necessary to best serve the public interest, and to make a whole award, multiple awards, a partial award, or no award.
5. Award a contract, if at all, to the firm which will provide the best match to the requirements of the RFP and the service needs of LACERA in LACERA's sole discretion, which may not be the proposal offering the lowest fees.
6. Reject any or all proposals submitted in response to this RFP.
7. Determine the extent, without limitation, to which the services of a successful respondent are or are not actually utilized.

D. Ownership of Proposals

The information that a respondent submits in response to this RFP becomes the exclusive property of LACERA. LACERA will not return any proposal or reimburse proposal preparation expenses.

E. Valid Period of Proposal

The pricing, terms, conditions, and other information stated in each proposal must remain valid for 120 days from the date of delivery of the proposal to LACERA.

F. Cost of Proposal

LACERA shall not be liable for any costs respondents incur in connection with the preparation or submission of a proposal.

April 23, 2020

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Steven P. Rice *SPR*
Chief Counsel

FOR: April 29, 2020 Joint Organizational Governance Committee Meeting

SUBJECT: Request for Proposals for Media and Public Relations Consultant

RECOMMENDATION

That the Joint Organizational Governance Committee (JOGC) recommend that the Board of Retirement and Board of Investments approve issuance of the Request for Proposals for Media and Public Relations Consultant (RFP).

DISCUSSION

LACERA and the Boards interact with stakeholders, including the plan sponsor, members and beneficiaries, employees, and the public, through media and public relations. Stakeholders' views of the fund are influenced by the information they receive about the organization in the media, which broadly includes the written press, other traditional media, and social media and other third-party providers of information. LACERA also releases information directly to stakeholders through internally-generated communications, publications, lacera.com, member service, and other statements. All of these external and internal channels of information are collectively part of media and public relations.

During the past five years, and possibly earlier, external media and public relations services have been obtained on an as-needed, case-by-case basis by the Chief Executive Officer or in certain circumstances through other staff or as a subcontractor through other vendors. External services have been provided through four different firms during this period of time. Because services have been obtained ad hoc, intermittently, and through different providers, there has been no overall strategic plan or continuity of approach to externally provided media and public relations efforts.

LACERA separately provides media and public relations through the Communications Division, which does an excellent job of producing a large volume of important, high quality, consistent, and impactful work on a continuous basis throughout the year in close collaboration with the Executive Officer and other staff.

Each Member, Joint Organizational Governance Committee
Re: Request for Proposals for Media and Public Relations Consultant
April 23, 2020
Page 2

Staff proposes, based on a recognized need and input from trustees, to issue an RFP for a media and public relations consultant to work with the Boards and internal staff to develop a cohesive strategic plan for LACERA. The consultant will also assist the Boards and staff in providing effective messaging on the specific media and public relations issues that arise for immediate response from time to time.

A draft RFP is attached.

This issue is subject to the jurisdiction of the JOGC under Section 7.9 (Miscellaneous Matters) of the JOGC Charter because the engagement of an external media and public relations consultant has been expressed as a matter of importance and interest to both Boards. The consultant will interact with both Boards. The agenda for this meeting was reviewed with the Board Chairs and the Chief Executive Officer.

Attachment

c: Santos H. Kreimann
Jonathan Grabel
JJ Popowich
Cynthia Martinez

Los Angeles County Employees Retirement Association Request for Proposals for Media and Public Relations Consultant

I. INTRODUCTION

The Los Angeles County Employees Retirement Association (LACERA) invites proposals from experienced professionals in response to this Request for Proposals (RFP) to provide media and public relations services to LACERA, its governing Board of Retirement and Board of Investments, and staff. The selected respondent will partner with LACERA to effectively communicate the organization's message, priorities, and successes to the media and other stakeholders on a wide variety of issues and initiatives, and thereby enhance public understanding and appreciation of the organization. The services involve both development and implementation of an overall strategic communications plan and assistance in planning and messaging for specific issues as they arise on an ongoing basis.

LACERA is a defined benefit public pension fund established to administer retirement benefits to employees of the County of Los Angeles and other participating agencies. LACERA operates as an independent governmental entity separate and distinct from Los Angeles County. LACERA has approximately 425 dedicated employees to administer pension benefits for active, deferred, and retired members, oversee the County's retiree health benefits program, and manage the fund's investments. As of June 30, 2019, LACERA managed approximately \$58.3 billion in fund assets to support the pensions of over 174,000 members, including over 66,000 benefit recipients. LACERA's annual pension benefits payments to its retirees total approximately \$3 billion.

Our members rely upon LACERA to provide a secure and dignified lifetime retirement at the conclusion of their careers of public service to the people of Los Angeles County in many different general and safety positions that support the community. LACERA is the largest county pension system in the United States, the fourth largest public system in California, and one of the largest public pensions at any level in the country. LACERA is both a member service organization serving its members, and a financial institution investing its assets for the long term to provide for our members and their beneficiaries. The successful respondent will have an appreciation for and the knowledge and experience to assist both aspects of LACERA's business.

LACERA's Chief Executive Officer (CEO) is the designated spokesperson for the system on general pension issues. The Chief Investment Officer (CIO), who oversees a team of over 40 financial professionals responsible for implementation of the fund's strategic asset allocation, speaks for LACERA on investment issues.

LACERA has an internal Communications Division of 13 experienced staff. The Division creates and communicates essential retirement information to LACERA members and staff. They apply innovative thinking, contemporary advertising and marketing practices, and technology to promote LACERA-wide solutions. LACERA's Member Services, Benefits, Disability Retirement Services, Quality Assurance Division, and Retiree Health Care Divisions collectively include over 240 staff. They provide world-class service and education to members with kindness, care, and empathy and ensure the timely and accurate delivery of

benefits. The balance of LACERA's staff provides financial and accounting, legal, internal audit, systems, human resources, and other necessary administrative services and support to the organization to further its effective operations.

LACERA's stakeholders include: our plan sponsor, the County of Los Angeles; other participating agencies; active, deferred, and retired members; LACERA's employees; and the public. LACERA emphasizes transparency, accountability, and values of good communication and positive relationships with our stakeholders. The successful proposer will work on an ongoing basis primarily in collaboration with and under the oversight of the CEO and other Executive Office staff, the CIO, Chief Counsel, and the Communications Division, including any internal Public Information Officer that may be hired, plus other personnel as needed. The selected firm will also present to LACERA governing Boards when appropriate.

LACERA'S MISSION, VISION, AND VALUES

Mission: To Produce, Protect, and Provide the Promised Benefits

Vision: Excellence, Commitment, Trust, and Service

Values: Professionalism, Respect, Open Communication, Fairness, Integrity, and Teamwork (PROFIT)

LACERA'S GOVERNING BOARDS

Board of Retirement (BOR) – This nine-trustee Board, with two alternates, is responsible for the overall management of the retirement system. Under the policy guidance of the BOR, LACERA strives to create innovative ways to streamline and expedite retirement processes, integrate new technologies, and introduce new member services options and upgrades.

Board of Investments (BOI) – This nine-trustee Board is responsible for establishing LACERA's investment policy and objectives, and overseeing the investment management of the fund. The BOI diversifies fund investments to maximize the rate of return and minimize the risk of loss; the Board also oversees actuarial services to assist in the setting of employer and employee contributions to assure the long-term safety of LACERA's assets.

The two Boards share joint responsibility for LACERA's budget, personnel classifications and compensation, and certain other issues. The Boards, and their trustees, have a fiduciary duty of prudence and loyalty to administer the system to assure the prompt delivery of benefits and related services to members and beneficiaries. The successful respondent will serve the interests of both Boards in effective media and public relations concerning LACERA.

The Boards each include trustees elected by active general and safety members and retirees, trustees appointed by the Los Angeles County Board of Supervisors, and the County Treasurer and Tax Collector, who sits ex officio on both Boards. This balanced and diverse composition of the Boards ensures a broad range of perspectives.

For additional information about LACERA, respondents are encouraged to access the resources available on LACERA.com.

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II. SCOPE OF SERVICES, DELIVERABLES, AND REQUIRED CORE SKILLS

LACERA seeks to hire a media and public relations consultant to provide advice and services related to the full range of LACERA's operations and governance, including strategic planning as well as responses to immediate issues that may arise during the course of LACERA's operations. As used in this Request for Proposals, "media" refers to all channels of local, state, national, and international media, including but not limited to print, television and radio, and social media platforms. The responsibilities and deliverables of the consultant include the following:

- A. Analyze and evaluate existing and anticipated media and public relations issues facing the organization and its Boards.
- B. Develop proactive messaging consistent with LACERA's Mission, Vision, and Values in the interest of transparency, good relationships, and communication to promote understanding and appreciation of LACERA's achievements and to further LACERA's standing, visibility, and positive profile in the media and with stakeholders.
- C. Provide oral and written legal advice to the Board of Retirement, Board of Investments, and/or staff regarding media and public relations issues.
- D. Monitor, track, and keep the Boards and staff immediately informed of all media concerning LACERA or issues that may relate to LACERA or its business.
- E. Make direct contact with media and stakeholder groups as needed, and counsel the LACERA Boards and staff in connection with contacts they may have with the media and stakeholders.
- F. Prepare and review media releases, statements, communications, and presentations to the media and stakeholder groups.
- G. Prepare strategic media and public relations planning documents and work plans.
- H. Maintain regular oral and written communications with the Boards and staff concerning media and public relations issues.
- I. Respond to immediate or short-term media inquiries, and develop proactive plans for immediate needs and circumstances as they occur.
- J. Review and coordinate member communication documents with, and provide talking points for, LACERA staff, including but not limited to Communications, Member Services, and Retiree Health Care Divisions, regarding media content to ensure consistency across media and member communication channels.
- K. Collaborate with other LACERA professionals, including but not limited to auditors, actuaries, counsel, and investment consultants, to obtain and share knowledge or address particular LACERA issues.
- L. Assist in other media and public relations issues, as requested.

Core skills include: comprehensive knowledge, understanding, and experience in media and public relations services and issues for member service organizations and financial institutions, including public pensions if available; contacts and relationship-building with media and stakeholder groups; strategic planning skills; ability to provide immediate advice and assistance when required; professional oral and written communication skills; sound judgment; the ability to work well with and maintain the confidence of the Board of Retirement, the Board of Investments, and staff; and the ability to deliver services in a timely and cost effective manner.

Respondents, including the lead consultant committed to provide services to LACERA, must have at least ten (10) years providing media and public relations services to public and private member service organizations and financial institutions. Experience in advising other public pension systems is desirable.

III. RFP PROCESS

This RFP and other relevant information related to the RFP, including addenda, modifications, answers to questions, and other updates, will be posted on the RFPs page of LACERA.com. Additional background information about LACERA may also be found on LACERA.com.

A. Calendar, Expected but Subject to Change *[To be inserted after RFP approval by the Boards.]*

Issuance of RFP

**Written Questions and
Requests for Clarification Due**

Responses to Questions Posted

Proposals Due

Finalist Interviews

**Estimated Final Selection and
Approval by the Boards**

B. Communication and Questions

Respondents are encouraged to communicate any questions regarding this RFP by the deadline stated above in the RFP Calendar. Questions should be sent in writing only via email to Steven P. Rice, Chief Counsel, at srice@lacera.com. Questions and answers will be posted at LACERA.com by the date stated in the RFP Calendar.

C. Errors in the RFP

If a respondent discovers an ambiguity, conflict, discrepancy, omission or other error in this RFP, notice should be immediately provided to srice@lacera.com. LACERA is not responsible for, and has no liability for or obligation to correct, any errors or omissions.

D. Addenda

Modifications or clarifications of the RFP, if deemed necessary, will be made by addenda to the RFP and posted on LACERA.com.

E. Delivery of Submissions

Submissions must be delivered in PDF format via email to srice@lacera.com by the due date stated above in the RFP Calendar. In addition, respondents must send three (3) hard copies of their submissions for delivery by the due date stated in the RFP Calendar addressed to:

LACERA
Attention: Steven P. Rice
Chief Counsel
300 North Lake Avenue, Suite 620
Pasadena, CA 91101

See the Notice Regarding the California Public Records Act and Brown Act in Section IV.B of this RFP for information regarding redactions and disclosure.

F. Proposal Format and Content

All responses to this RFP should follow the format described in this Section III.F. When requested, please provide details and state all qualifications or exceptions. All information provided should be concise and clearly relevant to the qualifications to serve as LACERA's media and public relations consultant.

Cover Letter

The cover letter must provide a statement affirming that the signatory is empowered and authorized to bind the respondent to an engagement agreement with LACERA and represents and warrants that the information stated in the proposal is accurate and may be relied upon by LACERA in considering, and potentially accepting, the proposal.

Executive Summary

In this section, an overview should be provided of the respondent's background, experience, and other qualifications to serve as LACERA's media and public relations consultant, and respondent's approach to providing services to LACERA.

Experience and Approach

The proposal must provide a detailed statement of the respondent's experience in providing media and public relations services to public and private sector member service and financial institutions, including, if applicable, other public pension systems. The response should keep in mind the evaluation criteria stated in Section III.I. LACERA's goal in the RFP process is to obtain an understanding of each respondent's experience across the full spectrum of media and public relations issues that may arise in the representation of LACERA and the type of work and working relationship LACERA can expect from the respondent. Examples of

strategic media planning work as well as recommendations for immediate or short-term client needs should be included.

LACERA is interested in a respondent's experience and approach in analyzing such issues, interfacing with trustees and staff, and communicating with the media and other stakeholders. LACERA is also interested in how the respondent differentiates themselves from other consultants offering similar services.

LACERA encourages respondents to provide written samples of relevant work product, which may be redacted as deemed appropriate.

Assigned Professionals

The proposal must state the name of the lead consultant and all other professional staff expected to be assigned to LACERA work, including a detailed profile of each person's background and relevant individual experience and the ability of the professionals collectively to function together as a team and also to work effectively with LACERA's Boards and staff in performing the scope of services. Diversity is a core LACERA value, and therefore the proposal must specifically address the diversity of the proposed team members in meaningful roles across levels of seniority to support the firm's work for LACERA. LACERA expects that this section of the response will only include those persons committed to supporting LACERA and investing in a relationship with LACERA on a regular and long-term basis. The proposal should include a commitment by the lead consultant to be reasonably available to LACERA on an ongoing basis.

With respect to diversity, the response must include a description of diversity policies, practices, and procedures maintained by the firm regarding equal employment opportunity, including the recruitment, development, retention, and promotion of a diverse and inclusive workforce, non-discrimination based on gender, race, ethnicity, sexual orientation, age, veteran's status, and other legally protected categories, and prohibition of sexual harassment in the workplace. If the respondent has written policies, a copy should be provided with the response to this RFP. The response should identify the oversight, monitoring, and other compliance processes for implementation and enforcement of the firm's diversity policies, practices, and procedures, including the name of the perform who is responsible for oversight the firm's method to measure the effectiveness of the policies, and conclusions as to effectiveness. Please describe any judicial, regulatory, or other legal finding, formal action, or claims related to equal employment opportunity, workplace discrimination, or sexual harassment during the past ten (10) years.

References

In this section, the proposal must identify as references at least five (5) public and private member service organizations and financial institutions, including, if available, public pension systems, for which the respondent provided media and public relations services in the last five years. Each reference should include an individual point of contact, the length of time the respondent served as consultant, and a summary of the work performed and successes achieved.

Fees and Costs, Billing Practices, and Payment Terms

The respondent must explain the pricing proposal for the scope of work including pricing of fees and costs, billing practices, and payment terms that would apply assuming a five (5) year initial duration of the engagement. LACERA does not place any limits on the approach to pricing and is open to presentation of more than one pricing option for the scope of work, or portions of it. This section of the response should include an explanation as to how the pricing approach(es) will be managed to provide the best value to LACERA. The respondent should represent that the pricing offered to LACERA is, and will remain, equivalent to or better than that provided to other governmental clients, or should provide an explanation as to why this representation cannot be provided. All pricing proposals should be “best and final,” although LACERA reserves the right to negotiate on pricing.

Conflicts of Interest

The proposal must identify all actual or potential conflicts of interest that the respondent may face in providing media and public relations services to LACERA. Specifically, and without limitation to other actual or potential conflicts, the proposal should identify any representation of the County of Los Angeles, Los Angeles County Office of Education, the South Coast Air Quality Management District, Little Lake Cemetery District, and Local Agency Formation Commission, and, to the respondent’s knowledge, any of LACERA’s members, vendors, other contracting parties, investments or investment managers, and employees. The proposal should identify any potential positional conflicts of which the respondent is aware. The proposal should explain how conflicts that may arise during the course of the representation will be addressed and what steps will be taken to assure the respondent’s ability to vigorously and creatively advise LACERA and represent its positions and interests without limitations.

Claims

The proposal must identify all past, pending, or threatened litigation, including any claims against the firm and the personnel proposed to provide services to LACERA.

Insurance

The proposal must explain the insurance that the respondent will provide with respect to the services to be provided and other acts or omission of the firm and its personnel in the representation of LACERA. The limits of liability are a material term of any engagement letter with the firm and may be subject to negotiation.

Other Information

The proposal may contain any other information that the respondent deems relevant to LACERA’s selection process, including as noted above written samples of relevant work product or other other media, such as, for example, on camera work, reflective of the respondent’s work and efforts.

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G. Post-Proposal Request for Information

LACERA reserves the right in its discretion to request additional information from any respondent, although such requests may not be made to all respondents.

H. Interviews and Personal Presentations

LACERA intends to require one or more interviews with or personal presentations by finalists to be conducted with staff and members of the Boards. The lead consultant must attend the interviews, as well as other team members that will support LACERA.

I. Evaluation Criteria

Respondents will be evaluated at the discretion of LACERA based upon the following factors:

1. Experience providing media and public relations services to public and private member service organizations and financial institutions in strategic planning and in response to specific issues as they arise with the general and financial press and LACERA's stakeholder groups. The nature and depth of existing connections, relationships, and interactions with and access to relevant media is highly relevant. Specific experience in representing public pension systems should be included, if available. The relevance of all stated experience to representation of LACERA should be explained.
2. Quality of the team proposed to provide services to LACERA, based on experience, contacts and relationships, diversity, insights, creativity, and success.
3. Ability to provide focused, professional, and responsive services in a timely manner in both strategic planning assignments and time-sensitive situations that can be expected to arise, including the availability of the lead consultant and other team members on an immediate basis when needed.
4. Information provided by references.
5. Written and oral communications skills, including written materials and other samples of work, such as, for example, on camera work, demonstrating such skills, if provided.
6. Pricing and value.
7. Team work, both internally and with LACERA's Boards and staff. LACERA seeks a highly collaborative relationship with the successful respondent.
8. Level of investment and commitment to the LACERA relationship.
9. The organization, completeness, and quality of the proposal, including cohesiveness, conciseness, and clarity.

The factors will be considered as a whole, without a specific weighting. The balancing of the factors is in LACERA's sole discretion. Factors other than those listed may be considered by

LACERA in making its selection.

J. Engagement Agreement

LACERA will negotiate an engagement agreement with the successful respondent, which must contain such terms as LACERA in its sole discretion may require. The agreement will be submitted to the Boards for approval.

IV. GENERAL CONDITIONS

This RFP is not an offer to contract. Acceptance of a proposal neither commits LACERA to award a contract to any respondent even if all requirements stated in this RFP are met, nor does it limit LACERA's right to negotiate the terms of an engagement agreement in LACERA's best interest, including requirement of terms not mentioned in this RFP. LACERA reserves the right to contract with a vendor for reasons other than lowest price.

Failure to comply with the requirements of this RFP may subject the proposal to disqualification. However, failure to meet a qualification or requirement will not necessarily subject a proposal to disqualification.

Publication of this RFP does not limit LACERA's right to negotiate for the services described in this RFP. If deemed by LACERA to be in its best interests, LACERA may negotiate for the services described in this RFP with a party that did not submit a proposal. LACERA reserves the right to choose to not enter into an agreement with any of the respondents to this RFP.

A. Quiet Period

To ensure that prospective service providers responding to this RFP have equal access to information regarding the RFP and that communications related to the RFP are consistent and accurate so that the selection process is efficient and fair, a quiet period will be in effect from the date of issuance of this RFP until the search has been completed. During the quiet period, respondents are not permitted to communicate with any LACERA staff member or Board member regarding this RFP except through the point of contact named herein. Respondents violating the quiet period may be disqualified at LACERA's discretion. Respondents who are existing LACERA service providers must limit their communications with LACERA staff and Board members to the subject of the existing services provided.

B. Notice Regarding the California Public Records Act and Brown Act

The information submitted in response to this RFP will be subject to public disclosure pursuant to the California Public Records Act (California Government Code Section 6250, et. seq.) and the Brown Act (California Government Code Section 54950, et seq.) (collectively, the Acts). The Acts provide generally that records relating to a public agency's business are open to public inspection and copying and that the subject matter of this RFP is a matter for public open session discussion by the Boards, unless specifically exempted under one of several exemptions set forth in the Acts. If a respondent believes that any portion of its proposal is exempt from public disclosure or discussion under the Acts, the respondent must provide a full explanation and mark such portion "TRADE SECRETS," "CONFIDENTIAL," or "PROPRIETARY," and make it readily separable from the balance of the response. Proposals marked "TRADE SECRETS," "CONFIDENTIAL," or "PROPRIETARY" in their entirety will not

be honored, and LACERA will not deny public disclosure of all or any portion of proposals so marked.

By submitting a proposal with material marked “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY,” a respondent represents it has a good faith belief that the material is exempt from disclosure under the Acts; however, such designations will not necessarily be conclusive, and a respondent may be required to justify in writing why such material should not be disclosed by LACERA under the Acts.

LACERA will use reasonable means to ensure that material marked “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY” is safeguarded and held in confidence. LACERA will not be liable, however, for disclosure of such material if deemed appropriate in LACERA’s sole discretion. LACERA retains the right to disclose all information provided by a respondent.

If LACERA denies public disclosure of any materials designated as “TRADE SECRETS,” “CONFIDENTIAL,” or “PROPRIETARY,” the respondent agrees to reimburse LACERA for, and to indemnify, defend and hold harmless LACERA, its Boards, officers, fiduciaries, employees and agents from and against:

1. Any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs and expenses, including without limitation attorneys’ fees, expenses and court costs of any nature whatsoever (collectively, Claims) arising from or relating to LACERA’s non-disclosure of any such designated portions of a proposal; and
2. Any and all Claims arising from or relating to LACERA’s public disclosure of any such designated portions of a proposal if LACERA reasonably determines disclosure is deemed required by law, or if disclosure is ordered by a court of competent jurisdiction.

If LACERA staff recommend any respondent to the Boards for hiring, such recommendation, the reasons for the recommendation, and the relevant proposal(s) will appear on a publicly posted agenda and in supporting materials for public meetings of the Boards.

C. Reservations by LACERA

In addition to the other provisions of this RFP, LACERA reserves the right to:

1. Cancel this RFP, in whole or in part, at any time.
2. Make such investigation as it deems necessary to determine the respondent’s ability to furnish the required services. The respondent agrees to furnish all such information for this purpose as LACERA may request.
3. Reject the proposal of any respondent who is not currently in a position to perform the contract, or who has previously failed to perform similar contracts properly, or in a timely manner, or for any other reason in LACERA’s sole discretion.
4. Waive irregularities, to negotiate in any manner necessary to best serve the public

interest, and to make a whole award, multiple awards, a partial award, or no award.

5. Award a contract, if at all, to the firm which will provide the best match to the requirements of the RFP and the service needs of LACERA in LACERA's sole discretion, which may not be the proposal offering the lowest fees.
6. Reject any or all proposals submitted in response to this RFP.
7. Determine the extent, without limitation, to which the services of a successful respondent are or are not actually utilized.

D. Ownership of Proposals

The information that a respondent submits in response to this RFP becomes the exclusive property of LACERA. LACERA will not return any proposal or reimburse proposal preparation expenses.

E. Valid Period of Proposal

The pricing, terms, conditions, and other information stated in each proposal must remain valid for 120 days from the date of delivery of the proposal to LACERA.

F. Cost of Proposal

LACERA shall not be liable for any costs that respondents incur in connection with the preparation or submission of a proposal.

April 22, 2020

TO: Each Trustee,
Joint Organizational Governance Committee

FROM: Steven P. Rice *SPR*
Chief Counsel

FOR: April 29, 2020 Joint Organizational Governance Committee Meeting

SUBJECT: Board Charter Revisions Authorizing Meeting Date Changes in an
Emergency

RECOMMENDATION

That the Joint Organizational Governance Committee recommend that the Board of Retirement revise its Charter and the Board of Investments revise its Charter to recognize and align the ability of the Chair of each Board to make meeting date changes in the event of a declared state of emergency or governmental directive or when there is a natural disaster or other extraordinary circumstances that prevent LACERA from safely or prudently conducting regular operations.

LEGAL AUTHORITY

Each Board has plenary authority under Article XVI, Section 17 of the California Constitution to adopt such policies and procedures as are necessary to aid in the administration of the system within their areas of responsibility. The Board of Retirement and Board of Investments have previously exercised this power to adopt Charters addressing the powers of their respective Chair.

This matter is presented to the JOGC under Section 7.9 (Miscellaneous Matters) of the JOGC Charter as a matter of common interest because the Boards should be procedurally aligned in their response to emergencies. The Boards will separately retain the power to adopt such language as they see fit in response to the JOGC's recommendation.

DISCUSSION

The COVID-19 crisis seriously affected LACERA's operations and created health and safety risks that management has been required to address. These challenges led the Board Chairs, in consultation with the Chief Executive Officer, the Chief Investment Officer, and Chief Counsel, to postpone or cancel certain Board meetings.

The Board of Retirement Regulations and the Board of Investments Bylaws establish a regular meeting day each month. The Boards may, by majority vote, change this schedule. Both Boards routinely make such changes. However, the Boards' current Charters have a gap in that they do not explicitly address each Chair's authority in times of emergency to adjust the meeting schedule as may be necessary.

The recent date changes were made based on the Chair's ability to manage the agendas of their Board. Staff believes these changes were prudent and appropriate under the circumstances of the COVID-19 emergency as declared by federal, state, County, and city governments, and related guidance and orders. However, there is an absence of explicit authority in the Boards' governing documents for such actions.

Staff has proposed language to be added to the Board of Retirement and Board of Investments Charters to clarify each Chair's authority. Redlined copies of the two Charters are attached, showing proposed changes to Section 4.1.3.


The proposed changes provide that each Chair, in consultation with the Vice Chair, the Chief Executive Officer, and in the case of the Board of Investments, the Chief Investment Officer, may postpone or cancel Board meetings when there is a declared emergency or other governmental directives or when there is a natural disaster or other extraordinary circumstances that prevent LACERA from prudently or safely conducting normal operations. Each Chair may postpone or cancel committee meetings in further consultation with the committee chair. The Chair will schedule a Board meeting for the earliest available date to address the circumstances and the meeting schedule going forward. The Chair is responsible to facilitate the normal operations of the Board to the extent possible.

CONCLUSION

The recommended changes provide reasonable authority to each Chair to change Board and committee meeting schedules in an emergency, while providing that the issue be promptly brought to the Board for discussion and encouraging the normal operation of the Boards.

Attachments

c: Santos H. Kreimann
Jonathan Grabel
JJ Popowich



LOS ANGELES COUNTY
EMPLOYEES RETIREMENT
ASSOCIATION
LACERA

Board of Investments Charter
Role of Chair/Vice-Chair/Secretary

Adopted by Board of Investments on May 10, 2016
V-22

LACERA
Board of Investments Charter

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LACERA
Board of Investments Charter

1 Overview of the LACERA 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 introduced to administer it. Since 1971, LACERA has also administered the Retiree Healthcare Benefits Program, on behalf of and through contractual agreement with Los Angeles County.

LACERA is an independent governmental entity, separate and distinct from the County, which administers and manages the Fund for the County and outside districts. LACERA is one of the largest county retirement systems in America. The Board of Investments (BOI) has a fiduciary responsibility to administer the funds in the best interests of participants and their beneficiaries in order to provide them with a financially sound retirement. LACERA also administers the Retiree Healthcare Benefits Program, which is subsidized by the County and other participating employers.

LACERA is governed by two Boards. Both Boards include a mix of appointed, elected and an ex-officio member, the sitting County Treasurer-Tax Collector. The Board of Retirement is responsible for the overall management of the retirement system and the LACERA-administered Retiree Healthcare Benefits Program. The 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.

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). The BOI (BOI) was established in 1971 by the Los Angeles County Board of Supervisors. The BOI "shall be responsible for all investments of the retirement system." CERL, Section 31520.2(b). The BOI has joint authority with the Board of Retirement over shared responsibilities, including, for example: the appointment and evaluation of the CEO; classification and compensation of personnel; and, adoption of LACERA's administrative budget.

The BOI also invests and manages the Other Postemployment Benefits Program (OPEB) trust assets for participating employers.

LACERA
Board of Investments Charter

2 Fiduciary and Co-Fiduciary Duties of the Board of Investments

The members of the BOI recognize that they serve as fiduciaries of the Fund, with fiduciary duties as defined in the California Constitution and CERL. The trustees have fiduciary duties both individually and collectively as a BOI.

In the exercise of their individual and collective fiduciary duties, the trustees and the BOI may, under the California Constitution and CERL, delegate to staff, outside consultants and vendors, and other fiduciaries, while recognizing that the ultimate fiduciary responsibility of the BOI and its individual trustees for the fund is non-delegable. The BOI and the trustees exercise their fiduciary duties with respect to delegated matters by having adequate processes in place to oversee their delegates, which processes should include reporting by and active monitoring and questioning of delegates.

One of BOI's primary responsibilities is the prudent investment of Fund assets. In addition, the BOI is required to exercise the care, skill, prudence and diligence that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims. As part of this duty, the BOI must diversify the investments of the Fund in accordance with prudent investment standards.

The BOI also has a fiduciary duty of undivided loyalty, and must be impartial in the exercise of such duty in regard to any divergent interests of various groups of members of the Fund, as all Fund assets must be used for the exclusive benefit of the Fund's covered members and their beneficiaries. No part of the corpus or income of the trust may be used for or diverted to any purpose other than for the exclusive benefit of the members and beneficiaries of each Fund.

In the exercise of his or her individual fiduciary responsibilities, a trustee cannot knowingly participate in, or act to conceal, a breach of fiduciary duties by another trustee, enable another trustee to breach their fiduciary duties by failing to exercise reasonable care and prudence, or fail to take reasonable steps to report or remedy a breach of duty by another trustee when it is known or should have been known or suspected under the circumstances.

Further, the BOI and its members must observe laws applicable to the Fund and to their conduct as Trustees. They may not engage in any related party transactions with the Fund or plan sponsor that are prohibited by California Constitution, CERL, and other applicable laws.

LACERA
Board of Investments Charter

They are also bound to observe applicable standards of conduct and limitations on conflicts of interest that are prohibited by the Political Reform Act of 1974 and other applicable laws. BOI members or anyone acting on their behalf must comply with these provisions.

Additionally, BOI members who come into possession of material non-public information concerning a publicly traded company via their BOI service must safeguard such information and not intentionally or inadvertently communicate it to any person unless the person needs to know for legitimate fund-related reasons. See additional restrictions in the Board Trading Policy.

3 Expectations of Trustees

To be effective as a BOI and as individual Trustees, and in recognition of their fiduciary and co-fiduciary duties, Trustees should:

- 3.1. Appropriately prepare for and attend the entirety of each BOI meeting and of each Committee meeting of which they are a member;
- 3.2. Provide proactive input to the BOI and Committees to aid their deliberations;
- 3.3. Be respectful of their fellow members and of staff while giving firm and clear direction;
- 3.4. Be respectful of majority decisions, without compromising their ability to properly advocate for the things they believe are in the organization's interests;
- 3.5. Be respectful of the roles of the Chair/ Vice-Chair/ Secretary in their efforts to facilitate the effectiveness of the BOI in achieving its objectives; and,
- 3.6. Maintain a sense of professional, personal decorum and collegiality amongst the trustees.
- 3.7. Diligently avoid conflicts of interest and adhere to the code of ethics.

LACERA
Board of Investments Charter

4 The Role of the Chair and Vice-Chair

See BOI Bylaws for the:

- A. Election of Chair;
- B. Election of Vice Chair;
- C. Election of Secretary;
- D. Election of Audit Committee Member; and,
- E. Filling of Vacancy in Office.

Overall, the Chair (and in the absence of the Chair, the Vice-Chair), should facilitate the BOI deliberations and preside over its meetings, coordinate the setting of its agenda, and ensure the BOI is an effective working group in making progress on the BOI's duties and objectives. The Chair should promote a culture of openness, respect and debate, and ensure there is effective open communication. The Chair should ensure that all BOI members receive accurate, timely and clear information.

Activities of the Chair (Vice-Chair) include the following:

- 4.1. Facilitate and preside over BOI meetings
- 4.2. Coordinate the setting of agendas
- 4.3. Liaise with staff through the Chief Executive Officer
- 4.4. Facilitate the establishment of the BOI's major policy goals and objectives
- 4.5. Coordinate the BOI's self-assessment of its effectiveness
- 4.6. Coordinate the CEO's annual performance review
- 4.7. Coordinate sharing of leading practices
- 4.8. Make appointments to committees
- 4.9. Oversee the effectiveness of stakeholder relations
- 4.10. Coordinate with the Chair of the Board of Retirement concerning matters of common interest

Frequently Used Terms

- Facilitate means to make (an action or process) easy or easier.
- Coordinate means to bring the different elements of (a complex activity or organization) into a relationship that will ensure efficiency or harmony.
- Liaise means to establish a working relationship, typically in order to cooperate on a matter of mutual concern.
- Ensure means make certain that (something) shall occur or be the case.

LACERA
Board of Investments Charter

4.1 Facilitate and preside over Board meetings

- 4.1.1 In consultation with the BOI, the CIO, and the CEO, schedule dates, times and location for BOI meetings.
- 4.1.2 Facilitate and preside over BOI meetings to enable effective and efficient functioning of such meetings including:
 - 4.1.2.1 Ensure that discussion on agenda items is on topic, productive and professional;
 - 4.1.2.2 Ensure there is sufficient time during the meeting to fully discuss agenda items; and,
 - 4.1.2.3 Ensure that all meetings are conducted in a manner consistent with the Brown Act and Robert’s Rules of Order
- 4.1.3 Ensure meetings are called and held in accordance with LACERA’s BOI by-laws, except that the Chair, in consultation with the Vice Chair and the Chief Executive Officer and Chief Investment Officer, may cancel or postpone Board meetings and, in further consultation with the committee chair, committee meetings when there is a declared national, state, or County of Los Angeles state of emergency or other governmental directive or when there is a natural disaster or other extraordinary circumstances that prevent LACERA from safely or prudently conducting regular operations. The Chair will schedule a Board meeting for the earliest available date to address with the Board the circumstances and the schedule for Board and committee meetings. In such circumstances, the Chair will be responsible for facilitating the normal operations of the Board to the extent possible.
- 4.1.4 Ensure the meeting agenda and relevant documents are circulated to the members of the BOI in advance of the BOI meeting and in compliance with the Brown Act to ensure sufficient preparation time.
- 4.1.5 Chair and facilitate the BOI meetings ensuring respectful debate such that all voices and opinions are heard.
- 4.1.6 Ensure meetings are run and votes are taken in accordance with agreed upon rules of order / procedure.
- 4.1.7 Call special meetings of the BOI when warranted.
- 4.1.8 Chair Executive sessions of the BOI.

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4.2 Coordinate the setting of agendas

LACERA
Board of Investments Charter

- 4.2.1 Facilitate the BOI in setting the strategy and policy of the BOI every three years or as warranted.
- 4.2.2 In consultation with the Vice Chair, CEO, and CIO, coordinate and confirm an agenda for each BOI meeting (refer to the BOI Bylaws for rules regarding placing an item on the agenda).
- 4.2.3 Plan agendas that facilitate the flow of work and the effectiveness of the achievement of the BOI's goals and objectives.
- 4.2.4 Communicate with Committee Chairs in setting the Committee agendas and integrating the activities of the Committees with the objectives of the BOI as a whole.

4.3 Liaise with Staff through the Chief Executive Officer

- 4.3.1 Liaise with staff through the Chief Executive Officer to keep an overview of the system's affairs and to provide BOI support as appropriate.
- 4.3.2 Monitor that BOI requests are implemented by staff, and reported back and confirmed to the BOI.

4.4 Facilitate the establishment of the BOI's major policy goals and objectives

- 4.4.1 Ensure the BOI identifies policy goals and objectives for the year.
- 4.4.2 Oversee that these goals and objectives link to the Fund's strategic plan and are measurable.
- 4.4.3 Coordinate with BOR to ensure the BOI's goals and objectives link to LACERA's overall strategic plan.

4.5 Coordinate the BOI's self-assessment of its effectiveness

- 4.5.1 On at least an annual basis, coordinate the BOI's self-assessment of the effectiveness of its performance in achieving its objectives, its committees, its use of consultants.
- 4.5.2 The BOI Chair and the CEO and the Chief Counsel should annually evaluate the training requirements/program for the trustees and put forth any revisions as necessary to the full Board.

LACERA
Board of Investments Charter

4.6 [Coordinate the CEO's annual performance review](#)

- 4.6.1 Coordinate the annual performance review of the CEO with the BOR and any other BOI direct reports and/or ensure there is a capable process to do so.
- 4.6.2 Coordinate with the BOR to establish annual goals for the CEO and other BOI direct reports.
- 4.6.3 Ensure the CEO's performance goals are linked to the strategic plan.

4.7 [Coordinate the sharing of leading practices](#)

- 4.7.1 Coordinate the sharing and timely advice on leading and prevailing practices regarding public pension fund and investment activities.
- 4.7.2 Oversee the CEO's coordination of the BOI training with staff and consultants.

4.8 [Make appointments to committees](#)

- 4.8.1 Appoint Committee Chairs and Vice-Chairs (Standing and Ad Hoc in accordance with Bylaws).
- 4.8.2 Appoint members to committees as detailed in the bylaws.
- 4.8.3 Coordinate committee chair reporting to the BOI on committee actions and agendas.
- 4.8.4 Provide leadership and ensure committee members are aware of their obligations and comply with their responsibilities.

4.9 [Oversee the effectiveness of stakeholder relations](#)

- 4.9.1 Ensure the BOI, staff and consultants develop and manage key stakeholder relationships.
- 4.9.2 Be the BOI spokesperson for matters agreed upon by the BOI.
- 4.9.3 Act as an ambassador for the organization as agreed upon by the BOI.

LACERA
Board of Investments Charter

4.10 Coordinate with the Chair of the Board of Retirement concerning matters of common interest

- 4.10.1 Ensure the two Boards openly communicate, have consensus on their respective separate jurisdictions as well as joint jurisdictions, and otherwise work well together in furtherance of LACERA's mission.

5 The Role of the Secretary

- 5.1 The Secretary is responsible for ensuring accurate and sufficient documentation exists to meet legal requirements, and to enable the public to determine when, how, and by whom the BOI's business was conducted.
- 5.2 Upon the BOI approving the BOI meeting minutes, the Secretary will join the BOI Chair in signing the minutes as evidence of their authenticity and completeness.
- 5.3 In the absence of the Chair and Vice-Chair, the Secretary will call the meeting to order, presiding until the Chair or Vice-Chair is present.
- 5.4 The Secretary will conduct the Officer elections as detailed in the bylaws.

6 Duties and Responsibilities of the BOI

Specific Powers Reserved to be added after BOI approval (see separate document)

- 6.1 Governance and Strategy
- 6.2 Investment (For both the Fund and OPEB)
- 6.3 Reassurance, Risk and Compliance
- 6.4 Administration

LACERA
Board of Investments Charter

7 Expectations of Committees

To be effective as a Committee, Committees should:

- 7.1 Develop and pursue agendas to make timely and substantive progress on issues within the Committee's area of responsibility, with the goal of providing effective assistance to the full BOI in pursuing its work;
- 7.2 Provide ample opportunity for input by all Trustees both verbally and in writing (even if they are not members of the Committee) during the course of its deliberations;
- 7.3 Once a decision has been made and recommended by the committee, the committee chair shall oversee staff in the preparation of executive summaries to the full BOI of issues considered by the Committee. Such summaries should include a high level description of:
 - The issue(s) being addressed;
 - A brief background;
 - The due diligence process used to arrive at the Committee's recommendation;
 - The options available to the BOI (the least it could do to the most it could do);
 - The pros and cons of the main options including sharing dissenting opinions when making recommendations to the BOI;
 - The risks of action and inaction; and,
 - Its recommendations to the BOI.

8 Policy Review

- 8.1 BOI shall review and update of this charter at least once every three years; and
- 8.2 BOI shall direct staff to review policies related to BOI conduct and powers reserved at a frequency agreed upon by the BOI.



LOS ANGELES COUNTY
EMPLOYEES RETIREMENT
ASSOCIATION
LACERA

Board of Retirement Charter
Role of Chair/Vice-Chair/Secretary

v-10
Adopted by the Board of Retirement April 13, 2017

**LACERA
Board of Retirement Charter**

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LACERA
Board of Retirement Charter

1 Overview of the LACERA Board of Retirement

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 introduced to administer it. Since 1971, LACERA has also administered the Retiree Healthcare Benefits Program, on behalf of and through contractual agreement with the County.

LACERA is an independent governmental entity, separate and distinct from the County, which administers and manages the Retiree Healthcare Benefits Program for the County and outside districts. LACERA is one of the largest county retirement systems 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.

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 31520.2 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." The BOR has joint authority with the BOI over shared responsibilities, including, for example: the appointment and evaluation of the Chief Executive Officer (CEO); classification and compensation of personnel; and, adoption of LACERA's administrative budget.

LACERA
Board of Retirement Charter

2 Fiduciary and Co-Fiduciary Duties of the BOR

The members of the BOR recognize that they serve as fiduciaries for the administration of the retirement system, with fiduciary duties as defined in the California Constitution and CERL. The trustees have fiduciary duties both individually and collectively as a BOR.

In the exercise of their individual and collective fiduciary duties, the trustees and the BOR may, under the California Constitution and CERL, prudently delegate to staff, outside consultants and vendors, and other fiduciaries, while recognizing that the ultimate fiduciary responsibility of the BOR and its individual trustees for the retirement program is non-delegable. The BOR and the trustees exercise their fiduciary duties with respect to prudently delegated matters by having adequate processes in place to oversee their delegates, which processes should include reporting by and active monitoring and questioning of delegates.

The BOR must discharge its duties solely in the interest of members and their beneficiaries, and for the exclusive purposes of providing benefits to participants and their beneficiaries. In addition, the BOR is required to exercise the care, skill, prudence and diligence that a prudent person acting in a like capacity and familiar with such matters would use in the conduct of an enterprise of like character and with like aims.

The BOR also has a fiduciary duty of undivided loyalty, and must be impartial in the exercise of such duty in regards to any divergent interests of various groups of members of the retirement system. The BOR must strive to minimize employer contributions and defray reasonable expenses of administering the system.

In the exercise of his or her individual fiduciary responsibilities, a trustee cannot knowingly participate in, or act to conceal, a breach of fiduciary duties by another trustee, enable another trustee to breach their fiduciary duties by failing to exercise reasonable care and prudence, or fail to take reasonable steps to report or remedy a breach of duty by another trustee when it is known or should have been known or suspected under the circumstances.

Further, the BOR and its members must observe laws applicable to the retirement program and to their conduct as trustees. They may not engage in any related party transactions with the retirement program or plan sponsor that are prohibited by California Constitution, CERL, and other applicable laws.

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Trustees are also bound to observe applicable standards of conduct and limitations on conflicts of interest that are prohibited by the Political Reform Act of 1974 and other applicable laws. BOR members or anyone acting on their behalf must comply with these provisions.

3 Expectations of Trustees

To be effective as a BOR and as individual trustees, and in recognition of their fiduciary and co-fiduciary duties, trustees should:

- 3.1. Appropriately prepare for and attend the entirety of each BOR meeting and of each Committee meeting of which they are a member;
- 3.2. Provide proactive input to the BOR and Committees to aid their deliberations;
- 3.3. Be respectful of their fellow members and of staff while giving firm and clear direction;
- 3.4. Be respectful of majority decisions, without compromising their ability to properly advocate for the things they believe are in the organization's interests;
- 3.5. Be respectful of the roles of the Chair/ Vice-Chair/ Secretary in their efforts to facilitate the effectiveness of the BOR in achieving its objectives;
- 3.6. Maintain a sense of professional, personal decorum and collegiality amongst the trustees; and,
- 3.7. Diligently avoid conflicts of interest and adhere to the Conflict of Interest Code and Code of Ethical Conduct.

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4 The Role of the Chair and Vice-Chair

See BOR Regulations for the:

- A. Election of Chair;
- B. Election of Vice Chair;
- C. Election of Secretary;
- D. Election of Audit Committee Member; and,
- E. Filling of Vacancy in Office.

Overall, the Chair (and in the absence of the Chair, the Vice-Chair), should facilitate the BOR deliberations and preside over its meetings, coordinate the setting of its agenda, and ensure the BOR is an effective working group in making progress on the BOR's duties and objectives. The Chair should promote a culture of openness, respect and debate, and ensure there is effective, open communication. The Chair should ensure that all BOR members receive accurate, timely and clear information.

Activities of the Chair (Vice-Chair) include the following:

- 4.1. Facilitate and preside over BOR meetings;
- 4.2. Coordinate the setting of agendas;
- 4.3. Liaise with staff through the CEO;
- 4.4. Facilitate the establishment of the BOR's major policy goals and objectives;
- 4.5. Coordinate the CEO's annual performance review;
- 4.6. Coordinate sharing of leading practices;
- 4.7. Make appointments to Committees;
- 4.8. Oversee the effectiveness of stakeholder relations; and,
- 4.9. Coordinate with the Chair of the BOI concerning matters of common interest.

Frequently Used Terms

- Facilitate means to make (an action or process) easy or easier.
- Coordinate means to bring different elements (of a complex activity or organization) into a relationship that will ensure efficiency or harmony.
- Liaise means to establish a working relationship, typically to cooperate on a matter of mutual concern.
- Ensure means make certain that (something) shall occur or be the case.

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4.1 Facilitate and preside over BOR meetings

- 4.1.1 In consultation with the BOR and the CEO, schedule dates, times and location for BOR meetings.
- 4.1.2 Facilitate and preside over BOR meetings to enable effective and efficient functioning of such meetings, including:
 - 4.1.2.1 Ensure that discussion on agenda items is on topic, productive and professional;
 - 4.1.2.2 Ensure there is sufficient time during the meeting to fully discuss agenda items; and,
 - 4.1.2.3 Ensure that all meetings are conducted in a manner consistent with the Brown Act and Robert’s Rules of Order.
- 4.1.3 Ensure meetings are called and held in accordance with LACERA’s BOR Regulations, except that the Chair, in consultation with the Vice Chair and the Chief Executive Officer, may cancel or postpone Board meetings and, in further consultation with the committee chair, committee meetings when there is a declared national, state, or County of Los Angeles state of emergency or other governmental directive or when there is a natural disaster or other extraordinary circumstances that prevent LACERA from safely or prudently conducting regular operations. The Chair will schedule a Board meeting for the earliest available date to address with the Board the circumstances and the schedule for Board and committee meetings. In such circumstances, the Chair will be responsible for facilitating the normal operations of the Board to the extent possible.
- 4.1.4 Ensure the meeting agenda and relevant documents are circulated to the members of the BOR in advance of the BOR meeting and in compliance with the Brown Act to ensure sufficient preparation time.
- 4.1.5 Chair and facilitate the BOR meetings ensuring respectful debate such that all voices and opinions are heard.
- 4.1.6 Ensure meetings are run and votes are taken in accordance with agreed upon rules of order / procedure.
- 4.1.7 Call special meetings of the BOR when warranted.
- 4.1.8 Chair executive sessions of the BOR.

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4.2 Coordinate the setting of agendas

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Board of Retirement Charter

- 4.2.1 Facilitate the BOR in setting the strategy and policy of the BOR.
- 4.2.2 In consultation with the Vice Chair and CEO, coordinate and confirm an agenda for each BOR meeting (refer to the BOR Regulations for rules regarding placing an item on the agenda).
- 4.2.3 Plan agendas that facilitate the flow of work and the effectiveness of the achievement of the BOR's goals and objectives.
- 4.2.4 Maintain an annual calendar of BOR decisions to be made and communicate to Committee Chairs to facilitate appropriate timing of Committee recommendations to the BOR.
- 4.2.5 Communicate with Committee Chairs in setting the Committee agendas and integrating the activities of the Committees with the objectives of the BOR as a whole.

4.3 Liaise with Staff through the CEO

- 4.3.1 Liaise with staff through the CEO to keep an overview of the system's affairs and to provide BOR support as appropriate.
- 4.3.2 Monitor that BOR requests are implemented by staff, and reported back and confirmed to the BOR.

4.4 Facilitate the establishment of the BOR's major policy goals and objectives

- 4.4.1 Ensure the BOR identifies policy goals and objectives for the year.
- 4.4.2 Oversee that these goals and objectives link to the retirement program's strategic plan and are measurable.
- 4.4.3 Coordinate with the BOI to ensure the BOI's goals and objectives link to LACERA's overall strategic plan.

4.5 Coordinate the CEO's annual performance review

- 4.6.1 Coordinate the annual performance review of the CEO with the BOI and any other BOR direct reports and/or ensure there is a capable process to do so.
- 4.6.2 Coordinate with the BOI to establish annual goals for the CEO and other BOR direct reports.
- 4.6.3 Ensure the CEO's performance goals are linked to the strategic plan.

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4.6 [Coordinate the sharing of leading practices](#)

- 4.7.1 Coordinate the sharing and timely advice on leading and prevailing practices regarding retirement program activities.
- 4.7.2 Oversee the CEO's coordination of the BOR training with staff and consultants.

4.7 [Make appointments to Committees](#)

- 4.8.1 Appoint Committee Chairs and Vice-Chairs (Standing and Ad Hoc, in accordance with BOR Regulations).
- 4.8.2 Appoint members to Committees as detailed in the BOR Regulations and Standing Committee Charter.
- 4.8.3 Coordinate Committee Chair reporting to the BOR on Committee actions and agendas.
- 4.8.4 Provide leadership and ensure Committee members are aware of their obligations and comply with their responsibilities.

4.8 [Oversee the effectiveness of stakeholder relations](#)

- 4.9.1 Ensure the BOR, staff and consultants develop and manage key stakeholder relationships.
- 4.9.2 Be the BOR spokesperson for matters agreed upon by the BOR.
- 4.9.3 Act as an ambassador for the organization as agreed upon by the BOR.

4.9 [Coordinate with the Chair of the BOI concerning matters of common interest](#)

- 4.10.1 Ensure the two Boards openly communicate, have consensus on their respective separate jurisdictions as well as joint jurisdictions, and otherwise work well together in furtherance of LACERA's mission.

5 [The Role of the Secretary](#)

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- 5.1 The Secretary is responsible for ensuring accurate and sufficient documentation exists to meet legal requirements, and to enable the public to determine when, how, and by whom the BOR's business was conducted.
- 5.2 Upon the BOR approving the BOR meeting minutes, the Secretary will join the BOR Chair in signing the minutes as evidence of their authenticity and completeness.
- 5.3 In the absence of the Chair and Vice-Chair, the Secretary will call the meeting to order, presiding until the Chair or Vice-Chair is present.
- 5.4 The Secretary will conduct the Officer elections as detailed in the BOR Regulations.

6 Duties and Responsibilities of the BOR

6.1 Governance and Strategy

- 6.1.1 Approve BOR Charter.
- 6.1.2 Approve BOR Committee structure, roles and charters.
- 6.1.3 Approve BOR delegations to staff.
- 6.1.4 Approve BOR development policy and educational programs.
- 6.1.5 Approve BOR governance principles and policies.
- 6.1.6 Approve Organizational Policies as proposed by Committees and Staff, and act upon other Committee and Staff reports and recommendations, as appropriate.
- 6.1.7 Oversee the Strategic Planning Process.
- 6.1.8 Oversee the effectiveness of the of the BOR strategic plans.
- 6.1.9 Oversee the BOR stakeholder engagement program.
- 6.1.10 Oversee the BOR business planning process and business plans.

6.2 Reassurance, Risk and Compliance

- 6.2.1 Oversee Internal Audit reports referred by the Audit Committee or BOR Standing Committee.
- 6.2.2 Oversee retirement and retiree healthcare-related risk framework and management.
- 6.2.3 Select LACERA's External Financial Auditor.
- 6.2.4 Oversee retirement benefit and healthcare benefit controls and compliance.

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6.3 Administration

- 6.3.1 Approve staff classification and compensation
- 6.3.2 Approve litigation and settlements related to retirement and retiree healthcare benefits.
- 6.3.3 Approve budget process and budgets.
- 6.3.4 Oversee the Privacy of Member Information.
- 6.3.5 Conduct hiring, evaluation, compensation and firing of the CEO.
- 6.3.6 Oversee human resource policies for retirement and retiree healthcare operations.
- 6.3.7 Oversee accounting policies for non-investment activities.
- 6.3.8 Oversee the CEO's effectiveness in hiring/firing and management of the performance for senior executives.
- 6.3.9 Oversee business continuity plans.

6.4 Conflicts and Ethics

In addition to the BOR's other responsibilities, the BOR will have authority and responsibility to oversee actual and potential conflict of interest and ethics issues concerning the BOR's areas of responsibility as follows:

- 6.4.1 General Compliance. Oversee compliance with the Conflict of Interest Code, Code of Ethical Conduct, and conflict of interest and ethics laws, and take action with respect to such matters, as appropriate.
- 6.4.2 Matters Referred by Standing Committees. Review and take such action, as appropriate, with respect to reports and recommendations received from the Board of Retirement Standing Committees relating to conflict of interest and ethics issues in each Committee's areas of responsibility as defined in the Committee Charter.
- 6.4.3 BOR Members. BOR members will avoid actual or potential conflict of interest or ethics issues. BOR members will notify the BOR Chair and Vice Chair, the CEO, and Legal Counsel of such issues concerning themselves and other BOR members related to the business of the BOR. The BOR will take such action as is lawful and appropriate with respect to such issues, including procedures provided in the BOR Regulations.
- 6.4.4 Third-Parties. BOR members and staff will exercise diligence in identifying, and informing the BOR about, all actual and potential conflict of interest issues concerning persons and entities who have business before the BOR, such as

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vendors, consultants, and all other third-parties (Third-Parties). The BOR will take appropriate action with regard to such issues, including:

- 6.4.4.1 Disclosure of actual or potential conflict of interest and ethics issues;
- 6.4.4.2 Waiver of any disclosed conflict of interest and ethics issues;
- 6.4.4.3 Other measures to eliminate or mitigate conflict of interest or ethics issues, including the costs of such measures;
- 6.4.4.4 The prudence of contracting, doing business, or taking other action on behalf of LACERA with any Third-Party with conflict or interest or ethics issues;
- 6.4.4.5 Contract provisions and other means of ensuring against, monitoring, and addressing future conflict of interest and ethics issues of Third-Parties;
- 6.4.4.6 Violations by any Third-Party of LACERA's Conflict of Interest Code and Code of Ethical Conduct; and,
- 6.4.4.7 Such other conflict of interest and ethics issues as may arise relating to Third-Parties.

6.4.5 LACERA Staff

- 6.4.5.1 LACERA Staff Other Than the CEO. In that conflict of interest and ethics issues relating to staff other than the CEO may implicate Civil Services Rules, rights of privacy, and other employee rights, staff conflict of interest and ethics issues will be addressed by the BOR on an individual basis based upon consultation with the CEO, Human Resources, and Legal Counsel. The BOR will make recommendations concerning staff training on conflict of interest and ethics issues relating to the BOR's areas of responsibility.
- 6.4.5.2 CEO. Oversee conflict of interest and ethics issues with regard to the CEO. The BOR's discussion will take place in executive session to the extent permitted under the Brown Act given the circumstances of each individual issue. The Chair of the BOR will inform the Chair of the BOI of such issues and coordinate with the BOI as appropriate under the circumstances.

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7 Expectations of Committees

To be effective as a Committee, Committees should:

- 7.1 Develop and pursue agendas to make timely and substantive progress on issues within the Committee's area of responsibility, as described in their charters, with the goal of providing effective assistance to the full BOR in pursuing its work;
- 7.2 Provide ample opportunity for input by all trustees both verbally and in writing (even if they are not members of the Committee) during the course of its deliberations;
- 7.3 Once a decision has been made and recommended by the Committee, the Committee chair shall oversee staff in the preparation of executive summaries to the full BOR of issues considered by the Committee. Such summaries should include a high-level description of:
 - The issue(s) being addressed;
 - A brief background;
 - The due diligence process used to arrive at the Committee's recommendation;
 - The options available to the BOR (the least it could do to the most it could do);
 - The pros and cons of the main options, including sharing dissenting opinions when making recommendations to the BOR;
 - The risks of action and inaction; and,
 - Its recommendations to the BOR.

8 Charter Review

- 8.1 BOR shall review and update this charter at least once every three years.
- 8.2 This Charter was adopted by the Board of Retirement on ~~April 13, 2017~~.



April 20, 2020

TO: Each Member
Joint Organizational Governance Committee

FROM: Kimberly D. Hines, CPA
Manager, Administrative Services Division

FOR: April 29, 2020 Joint Organizational Governance Committee

SUBJECT: **FY 2018-2019 Final Budget Control Report**

Attached is a copy of the Final Budget Control Report for the LACERA Administrative, Retiree Health Care Benefits Program, and Other-Post Employment Benefits (OPEB) Trust Budget for FY 2018-2019.

LACERA ADMINISTRATIVE BUDGET

The total operating expenses are \$81,956,838. This represents an under expenditure of \$6,665,398 compared to LACERA's operating budget of \$88,622,236.

RETIREE HEALTH CARE BENEFITS PROGRAM (RHCBP) BUDGET

The total operating expenses are \$6,118,267. This represents an under expenditure of \$1,581,786 compared to the RHCBP operating budget of \$7,700,053.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST BUDGET

The total operating expenses are \$233,860. This represents an under expenditure of \$12,490 compared to the OPEB Trust operating budget \$246,349.

The attached Final Year End Budget Control Report details the major factors contributing to the variances noted.

If you have any questions, please call Kimberly at (626) 564-6000, ext. 4495.

REVIEWED AND APPROVED

John Popowich
Assistant Executive Officer

Attachment

c: S. Kreimann

KH:jj



FISCAL YEAR END REPORT

AS OF JUNE 30, 2019

ADMINISTRATIVE BUDGET

RETIREE HEALTHCARE BENEFITS BUDGET

OTHER POST-EMPLOYMENT BENEFITS BUDGET

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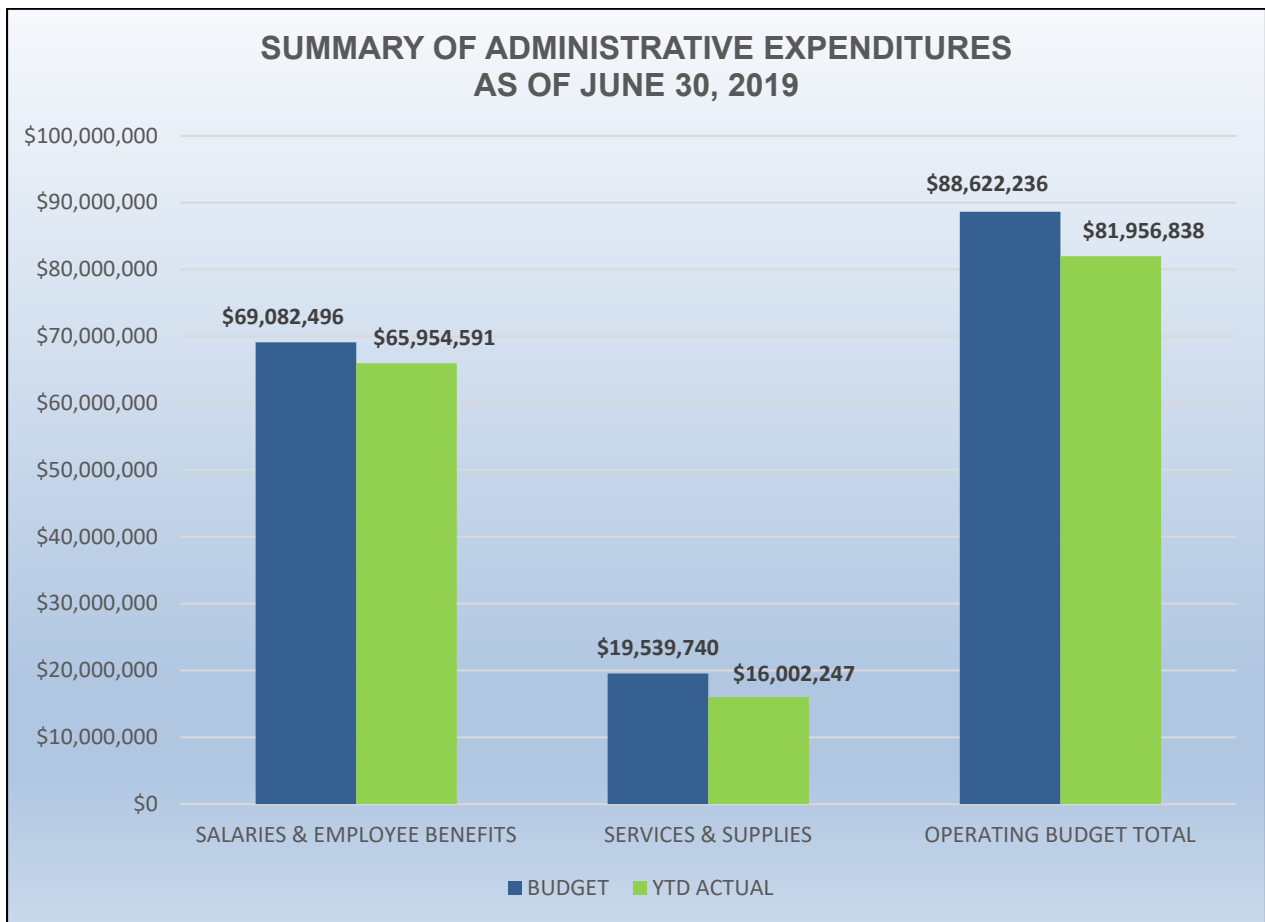
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SECTION I - ADMINISTRATIVE BUDGET SUMMARY

LACERA's Fiscal Year 2018-2019 ended June 30, 2019 with actual administrative expenses of \$81,956,838 or 92.5% of the \$88,622,236 administrative approved budget. This represents an under expenditure of \$6,665,398 of the total administrative approved budget.

ADMINISTRATIVE BUDGET	BUDGET	ACTUAL	OVER / UNDER BUDGET	% UTILIZED
Salaries & Employee Benefits	\$69,082,496	\$65,954,591	(\$3,127,905)	95.5%
Services & Supplies	\$19,539,740	\$16,002,247	(\$3,537,493)	81.9%
TOTAL	\$88,622,236	\$81,956,838	(\$6,665,398)	92.5%



Salaries & Employee Benefits (S&EB)

Salaries and Employee Benefit (S&EB) costs incurred as of June 30, 2019 were \$65,954,591 or 95.5% of the \$69,082,496 approved budget. This represents an under expenditure of \$3,127,905. A summary of all S&EB expenses and explanations of significant variances are provided below.

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS BASED ON EXPENDITURES FYE JUNE 30, 2019			
	BUDGET	ACTUAL	OVER / UNDER BUDGET
<u>SALARIES & OTHER PAY</u>			
Permanent/County Temporary	\$41,634,600	\$39,437,567	(\$2,197,033)
Agency Temporary	1,895,909	2,838,638	942,729
Intern Program	242,000	12,311	(229,689)
Stipends	65,000	65,037	37
Overtime	594,994	901,216	306,222
Bilingual Bonus	24,000	18,600	(5,400)
Pay in Lieu of Salary Reduction	0	1,038	1,038
Transportation Allowance	7,200	0	(7,200)
Sick leave Buyback	58,100	53,888	(4,212)
Reserve For Remuneration	0	0	0
TOTAL SALARIES & OTHER PAY	\$44,521,803	\$43,328,293	(\$1,193,510)
<u>VARIABLE BENEFITS</u>			
Retirement	7,350,774	6,980,856	(369,918)
Fica Contribution	668,065	626,258	(41,807)
County Subsidy - Insurance	2,204,846	1,901,675	(303,171)
Options Plan	3,764,040	3,737,429	(26,611)
Life Insurance	20,940	19,579	(1,361)
Health Insurance Temps	286,331	89,734	(196,597)
Flexible Benefit Plan	78,048	50,501	(27,547)
Thrift Plan/Horizons	1,307,318	1,155,610	(151,708)
Savings Plan	1,000,662	866,526	(134,136)
Pension Savings Plan	25,834	13,816	(12,018)
Mega Flex	4,030,260	3,875,386	(154,874)
TOTAL VARIABLE BENEFITS	\$20,737,117	\$19,317,370	(\$1,419,747)
OPEB CONTRIBUTION	\$692,576	\$730,072	\$37,496
OTHER BENEFITS	\$3,131,000	\$2,578,856	(\$552,144)
TOTAL EMPLOYEE BENEFITS	\$24,560,695	\$22,626,298	(\$1,934,397)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$69,082,496	\$65,954,591	(\$3,127,905)

*All amounts rounded to the nearest dollars

Permanent Salaries & Variable Benefits

Permanent Salaries expenditures were \$39,437,567 or 94.7% of the adopted budget. This represents an under expenditure of \$2,197,033. This variance is explained through hiring plan changes resulting from recruitment delays, unplanned vacancies, and employee retirements.

Variable Benefit expenditures were \$19,317,370 or 93.2% of the adopted budget. This represents an under expenditure of \$1,419,747. These expenditures were lower than anticipated due to vacancies that correlate to reduced benefit costs.

At the end of the year, the status of vacant positions are reflected in the difference between budget and actual S&EB. Vacant positions are budgeted at the first step and salary savings are calculated by reducing the salary cost by the number of months it takes to hire against the position. We estimate the vacancy at six months unless otherwise specified. Positions are hired at various stages or remain vacant for the entire year. This is reflected in the gap between budget and actual S&EB.

See table on page 4 for details related to vacant positions.

Other Variances

Agency Temporary

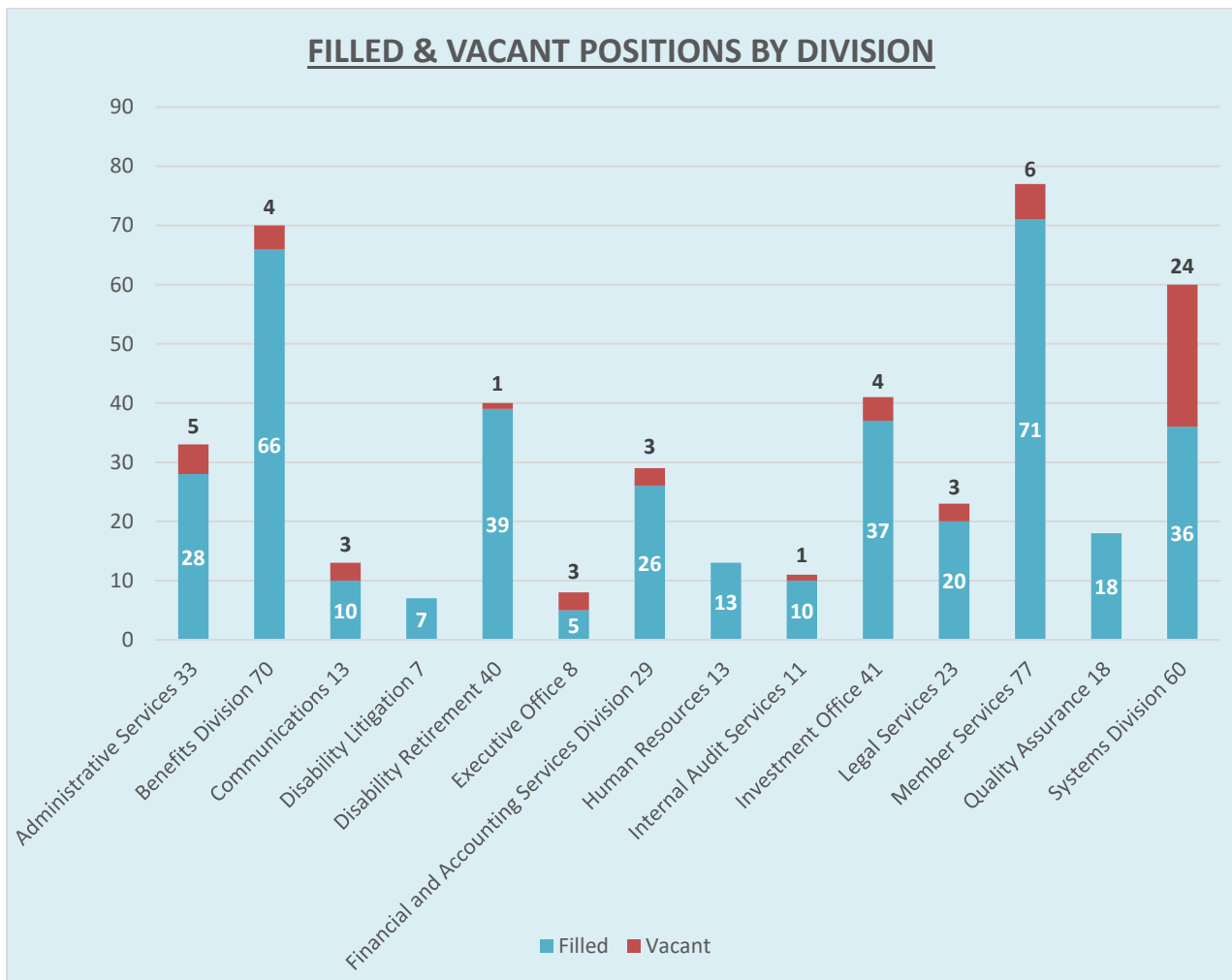
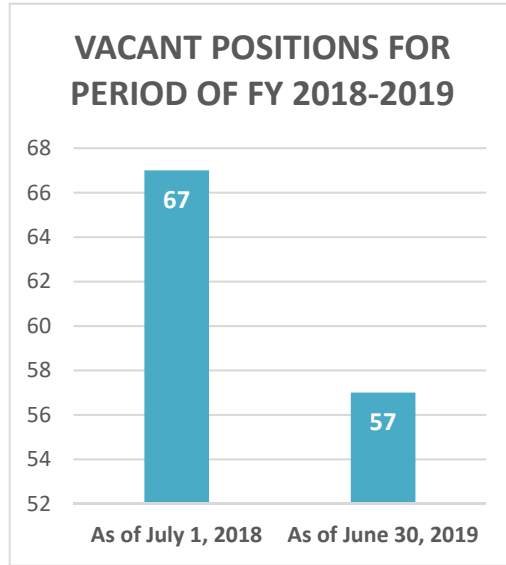
Agency Temporary staff expenditures were \$2,838,638 or 149.7% of the adopted budget. This represents an over expenditure of \$942,729. The majority of this variance relates to prolonged employee medical leaves, unanticipated organizational projects, and recruitment challenges.

Overtime

Overtime expenditures were \$901,216 or 151.5% of the adopted budget. This represents an over expenditure of \$306,222. A portion of the variance relates to the Member Services Division extending services between January and March to include Saturday workshops and one-on-one counseling. The variance also relates to the Benefits Division experiencing heavy work volumes and increasing complexities due to ongoing process improvement measures aimed at ensuring regulatory compliance and accuracy.

Vacancies

The LACERA Management team is dedicated and committed to filling every vacant position. We began the fiscal year with 67 staff vacancies out of 443 budgeted position with a 15.1% vacancy rate. We ended the year on June 30, 2019 with 57 vacancies and a vacancy rate of 12.8%. Great strides were made throughout the year with hiring staff. However, the cumulative impact of resignations and retirements minimize the effect of improving the vacancy rate.



Services & Supplies (S&S):

Expenditures for Services & Supplies (S&S) were \$16,002,247 or 81.9% of the annual budget for this category of \$19,539,740. This represents an under expenditure of \$3,537,493 or 18.1% of the approved budget request for this category.

SERVICES & SUPPLIES for FY 2018-2019			
S&S CATEGORY	BUDGET	ACTUAL	OVER/UNDER BUDGET
Auto Expenses	\$38,500	\$32,611	(\$5,889)
Communications	1,016,400	\$732,401	(283,999)
Transportation & Travel	1,173,000	\$753,567	(419,433)
Postage	979,700	\$813,280	(166,420)
Stationery & Forms	594,000	\$500,867	(93,133)
Office Supplies & Equipment	858,310	\$565,134	(293,176)
Insurance	656,000	\$657,825	1,825
Equipment Maintenance	614,650	\$476,490	(138,160)
Equipment Rents & Leases	315,000	\$263,017	(51,983)
Building Costs	2,563,030	\$2,014,811	(548,219)
Parking Fees	527,000	\$351,750	(175,250)
Professional & Specialized Services	2,714,550	\$1,983,273	(731,277)
Bank Services	280,000	\$216,675	(63,325)
Legal Fees & Services	654,000	\$1,417,644	763,644
Disability Fees & Services	1,968,000	\$1,829,441	(138,559)
Computer Services & Support	2,776,900	\$1,956,048	(820,852)
Educational Expenses	1,390,850	\$1,021,413	(369,437)
Miscellaneous	419,850	\$416,000	(3,850)
TOTAL	\$19,539,740	\$16,002,247	(\$3,537,493)

*All amounts rounded to the nearest dollars

- Computer Services & Support expenditures were \$1,956,048 or 70% of the annual budget for this category of \$2,776,900. The under expenditure of \$820,852 is the result of organizational priorities, which resulted in project deferrals for future years.
- Legal Fees & Services expenditures were \$1,417,644 or 216.8% of the annual budget for this category of \$654,000. The over expenditure of \$763,644 relates to Legal Fees & Services due to nonrecurring costs associated with Board and HR matters that were not possible to anticipate and/or budget costs for in advance.
- Under expenditure of \$731,277 or 26.9% under for Professional & Specialized Services are mainly due to the following services in this category:
 - Under expenditure of \$187,524 in Audits due to fewer real estate audits performed by external audit firms. These audits have been deferred to the following fiscal year.

- Under expenditure of \$180,000 for the Knowledge and Document Management Project due to project not being implemented because of other organizational priorities.
 - Under expenditure of \$92,715 for Legislative Consulting due to lower than anticipated expenses for special project costs.
 - Under expenditure of \$85,000 for Security Assessment due to project not being implemented because of other organizational priorities.
 - Under expenditure of \$68,895 for IBM Hotsite Services due to lower than anticipated expenses for service costs.
- Under expenditure of \$548,219 or 21.4% in Building Costs due to lower than anticipated costs for renovation and certain renovation projects that did not occur.
 - Under expenditure of \$419,433 or 25.9% in Transportation & Travel due to staff attending fewer than anticipated educational events. In addition, more emphasis has been placed on more efficient travel, given higher fixed costs associated with international travel (i.e. flights).
 - Under expenditure of \$369,437 or 26.6% in Educational Expenses due to a lower number of attendees for the scheduled trainings, as well as a reduction in membership costs.

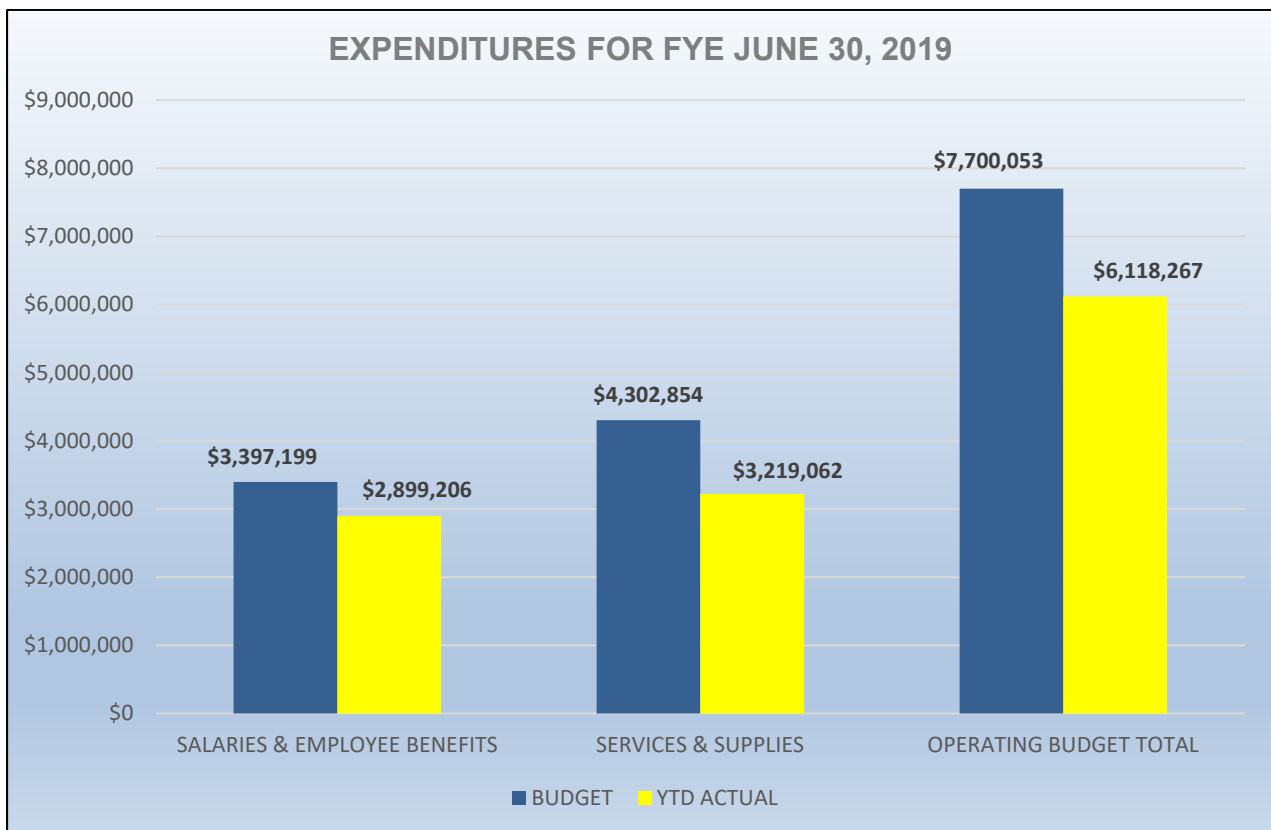
For additional details on LACERA expenses see Appendix A.

SECTION II - RETIREE HEALTHCARE BENEFITS BUDGET SUMMARY

Following is a summary of the Final Budget Control Report for Retiree Healthcare Benefits Program for the period ending June 30, 2019. The total program expenses were \$6,118,267. This represents an under expenditure of \$1,581,786 from the operating budget of \$7,700,053.

RETIREE HEALTHCARE BENEFITS PROGRAM EXPENDITURES AS OF FYE JUNE 30, 2019				
RHCBP	BUDGET	ACTUAL	OVER / UNDER BUDGET	% UTILIZED
SALARIES & EMPLOYEE BENEFITS	\$3,397,199	\$2,899,206	(\$497,993)	85.3%
SERVICES & SUPPLIES	\$4,302,854	\$3,219,062	(\$1,083,792)	74.8%
OPERATING BUDGET TOTAL	\$7,700,053	\$6,118,267	(\$1,581,786)	79.5%

*All amounts rounded to the nearest dollars



Salaries and Employee Benefits (S&EB):

The under expenditure of \$497,993 in S&EB is the result of permanent salaries and variable benefits being lower than anticipated due to hiring plan changes resulting from recruitment delays and unanticipated vacancies.

Services and Supplies (S&S):

The under expenditure of \$1,083,792 in Services and Supplies are primarily due to the following factors:

- Under expenditure of \$917,755 for Professional and Specialized Services due to the following:
 - Under expenditure of \$800,000 due to a Dependent Eligibility Audit that was postponed because of other organizational priorities and unanticipated projects. It was also determined that Phase II of the Retiree Drug Subsidy Audit was not conducted as recommended by the vendor, and Phase III was postponed, resulting in the under expenditure.
 - Under expenditure of \$214,479 for OPEB Valuation cost due to RHC opting to go with the highest budget estimate cost amount provided by the vendor in the event of unanticipated costs, which resulted in the under expenditure.
- Under expenditure of \$426,459 for Postage related to an amount that was not billed in the correct year. We receiving a late bill for the May 2019 mailing after the financial records were closed for Fiscal Year 2018-2019. In addition, other unanticipated special mailings were not conducted during this fiscal year.

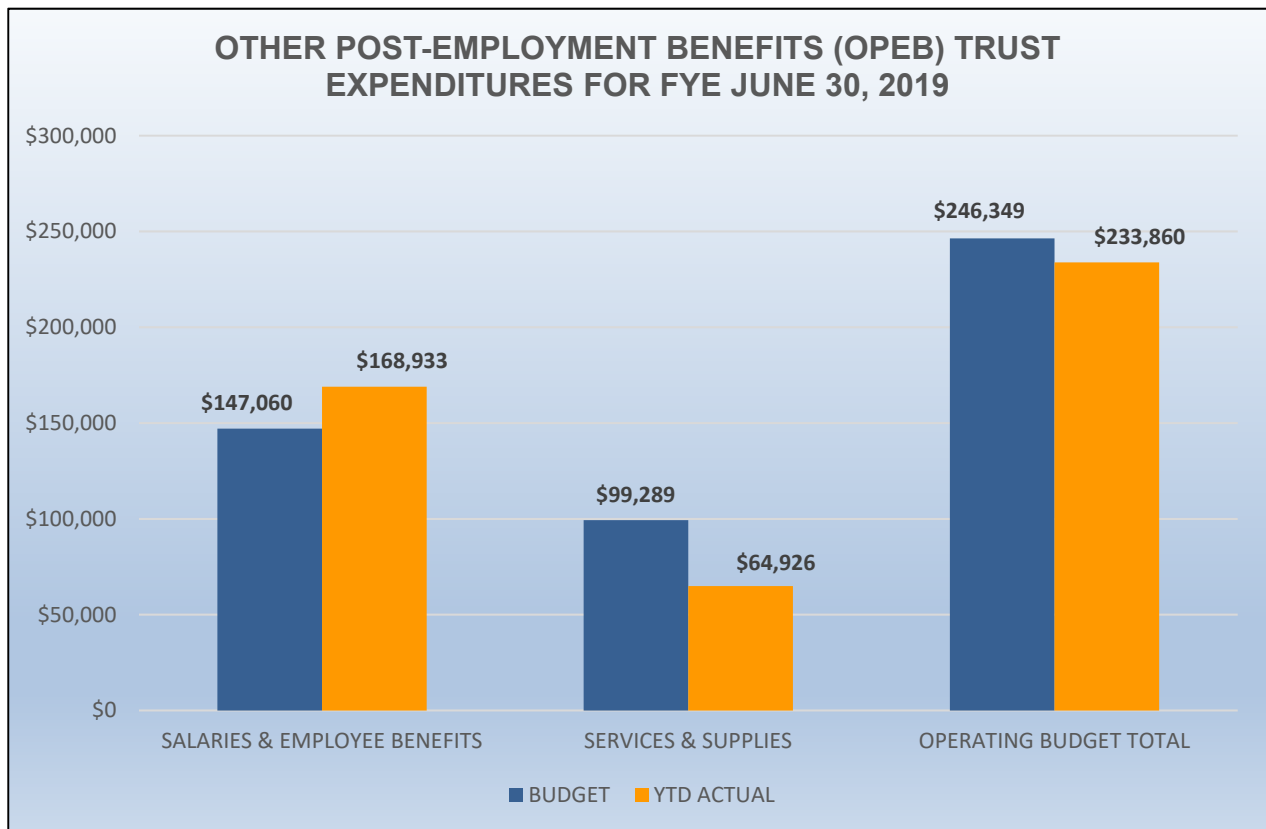
For additional details on RHCBP expenses see Appendix B.

SECTION III - OTHER POST-EMPLOYMENT BENEFITS BUDGET SUMMARY

Following is a summary of the Final Budget Control Report for OPEB Trust expenses for the period ending June 30, 2019. The total expenses were \$233,860. This represents an under expenditure of \$12,490 compared to the operating budget of \$246,349.

OTHER POST-EMPLOYMENT BENEFITS (OPEB) TRUST EXPENDITURES FOR FYE JUNE 30, 2019				
OPEB TRUST	BUDGET	ACTUAL	OVER / UNDER BUDGET	UTILIZED %
SALARIES & EMPLOYEE BENEFITS	\$147,060	\$168,933	\$21,873	114.9%
SERVICES & SUPPLIES	\$99,289	\$64,926	(\$34,363)	65.4%
OPERATING BUDGET TOTAL	\$246,349	\$233,860	(\$12,490)	94.9%

*All amounts rounded to the nearest dollars



The under expenditure is mainly attributed to lower than anticipated costs for services and supplies associated with OPEB Trust legal fees.

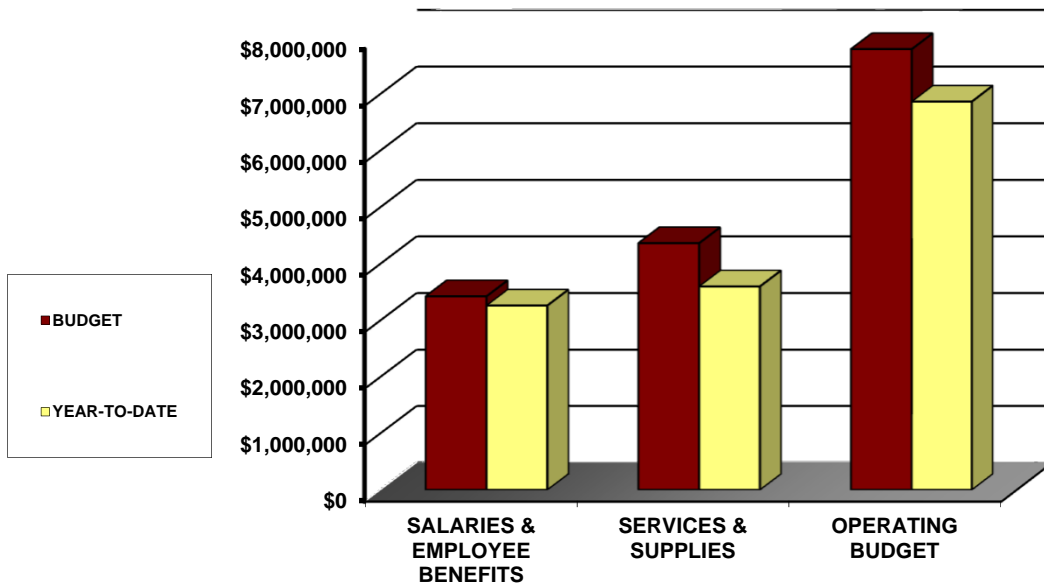
For additional details on OPEB Trust expenses see Appendix C.

ADMINISTRATIVE SERVICES

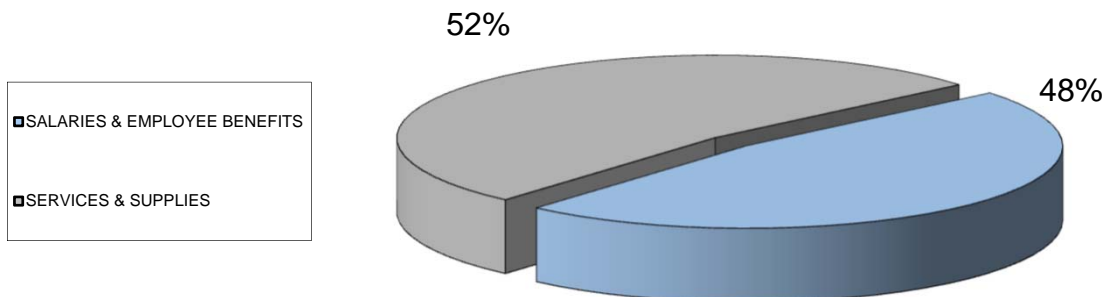
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$3,428,195	\$3,264,572	(\$163,623)
SERVICES & SUPPLIES	\$4,366,380	\$3,602,161	(\$764,219)
OPERATING BUDGET	\$7,794,575	\$6,866,734	(\$927,841)

Budgeted Positions 33
Filled Positions 28



Total Expenditures by Category



2018-2019

ADMINISTRATIVE SERVICES

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$2,095,050	\$1,907,626	(\$187,424)
AGENCY TEMPORARY	114,000	97,002	(16,998)
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	28,007	45,852	17,845
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	7,300	5,133	(2,167)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$2,244,357	\$2,055,614	(\$188,743)
VARIABLE BENEFITS			
RETIREMENT	360,938	350,574	(10,364)
FICA CONTRIBUTION	25,665	29,200	3,535
COUNTY SUBSIDY - INSURANCE	37,068	31,514	(5,554)
OPTIONS PLAN	388,338	492,139	103,801
LIFE INSURANCE	1,107	1,218	111
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	29,493	18,036	(11,457)
THRIFT PLAN / HORIZONS	49,913	44,287	(5,626)
SAVINGS PLAN	38,159	16,616	(21,543)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	60,755	57,934	(2,821)
TOTAL VARIABLE BENEFITS	\$991,436	\$1,041,518	\$50,082
OPEB CONTRIBUTION	\$34,850	\$37,093	\$2,243
OTHER BENEFITS	\$157,552	\$130,347	(\$27,205)
TOTAL EMPLOYEE BENEFITS	\$1,183,838	\$1,208,958	\$25,120
TOTAL SALARIES & EMPLOYEE BENEFITS	\$3,428,195	\$3,264,572	(\$163,623)

2018-2019

ADMINISTRATIVE SERVICES DIVISION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
AUTO EXPENSES				
9102	AUTO MAINTENANCE/REPAIR	\$8,000	\$12,957	\$4,957
9103	GAS	1,500	1,357	(143)
9105	LICENSE FEES	400	0	(400)
	TOTAL	9,900	14,313	4,413
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	1,000	413	(587)
9182	TRAVEL	8,000	6,606	(1,394)
	TOTAL	9,000	7,018	(1,982)
POSTAGE				
9201	POSTAGE METER	265,000	152,918	(112,083)
9202	BUS REPLY PERMIT 4796/ACCTG FEE	1,300	1,260	(40)
9204	CALLER BOX SERVICE ANNUAL FEE	1,400	0	(1,400)
	TOTAL	267,700	154,178	(113,523)
STATIONERY AND FORMS				
9264	MISC STATIONERY & FORMS/DIRECTORIES	1,000	3,358	2,358
	TOTAL	1,000	3,358	2,358
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	18,000	12,330	(5,670)
9305	SAFETY AND HEALTH SUPPLIES	10,500	5,233	(5,267)
9306	COMPUTER SUPPLIES	75,000	90,903	15,903
9307	STANDARD STOCK	125,000	144,293	19,293
9337	OFFICE FURNISHINGS	60,000	31,969	(28,031)
9352	ERGONOMIC ITEMS	1,000	1,020	20
	TOTAL	289,500	285,749	(3,751)
INSURANCE				
9381	FIDUCIARY INSURANCE	220,000	267,042	47,042
9382	UMBRELLA POLICY	23,000	20,889	(2,111)
9384	EARTHQUAKE/FLOOD	98,000	83,220	(14,780)
9386	CRIME INSURANCE POLICY	22,000	20,000	(2,000)
9387	BUSINESS PACKAGE	70,000	53,153	(16,847)
9388	EMPLOYMENT PRACTICE LIABILITY INSURANCE	98,000	99,820	1,820
9390	CYBER LIABILITY INSURANCE	125,000	113,701	(11,299)
	TOTAL	656,000	657,825	1,825

2018-2019

ADMINISTRATIVE SERVICES DIVISION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

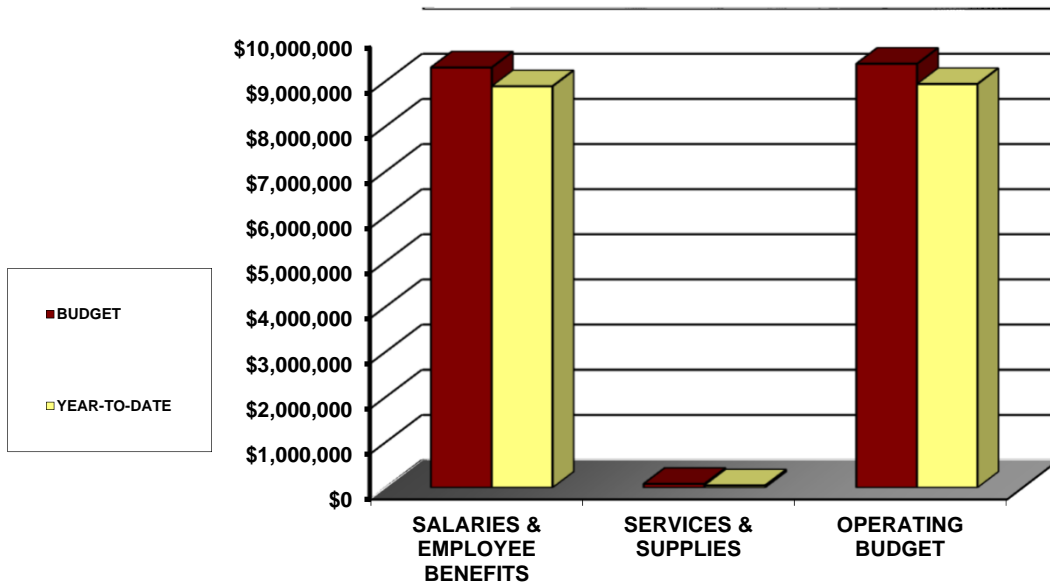
	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
EQUIPMENT MAINTENANCE			
9401 FAX MACHINES	\$4,000	\$495	(\$3,505)
9411 AV MAINTENANCE CONTRACT BOARDROOM	0	4,857	4,857
9423 TIME CLOCK MAINTENANCE	250	380	130
9426 SECURITY SYSTEM (PANIC BUTTONS)	5,000	3,659	(1,341)
TOTAL	9,250	9,391	141
EQUIPMENT RENTS AND LEASES			
9452 MAILING EQUIPMENT	40,000	31,092	(8,908)
9463 PRODUCTION COPIERS - LEASES	275,000	231,924	(43,076)
TOTAL	315,000	263,017	(51,983)
BUILDING COSTS			
9476 BUILDING OPERATIONAL COSTS	1,658,030	1,542,178	(115,852)
9477 OVERTIME HVAC/LIGHTING	170,000	160,687	(9,313)
9480 FACILITIES MAINTENANCE	85,000	53,290	(31,710)
9481 RENOVATION PROJECTS	650,000	258,656	(391,344)
TOTAL	2,563,030	2,014,811	(548,219)
PROFESSIONAL AND SPECIALIZED SERVICES			
9506 COUNTY MESSENGER SERVICES - ISD	4,000	0	(4,000)
9553 ARCHIVE/ OFF-SITE STORAGE	62,000	52,501	(9,499)
9677 SHREDDING SERVICE	40,000	22,274	(17,726)
9685 LEGAL PREFERENCE COURIER	36,000	18,278	(17,722)
9686 FURNITURE OFF-SITE STORAGE	26,000	16,909	(9,091)
9688 UNIVERSAL MAIL DELIVERY SERVICE	8,000	7,451	(549)
9689 NEXT DAY MAIL DELIVERY SERVICE	45,000	57,736	12,736
TOTAL	221,000	175,150	(45,850)
EDUCATIONAL EXPENSES			
9961 MEMBERSHIPS	1,500	652	(848)
9962 REGISTRATION FEES	10,000	1,060	(8,940)
9963 EDUCATIONAL MATERIALS	1,000	632	(368)
TOTAL	12,500	2,344	(10,156)
MISCELLANEOUS			
9986 MISCELLANEOUS	8,500	10,195	1,695
9990 RIDESHARE	4,000	4,813	813
TOTAL	12,500	15,008	2,508
GRAND TOTAL	\$4,366,380	\$3,602,161	(\$764,219)

BENEFITS DIVISION

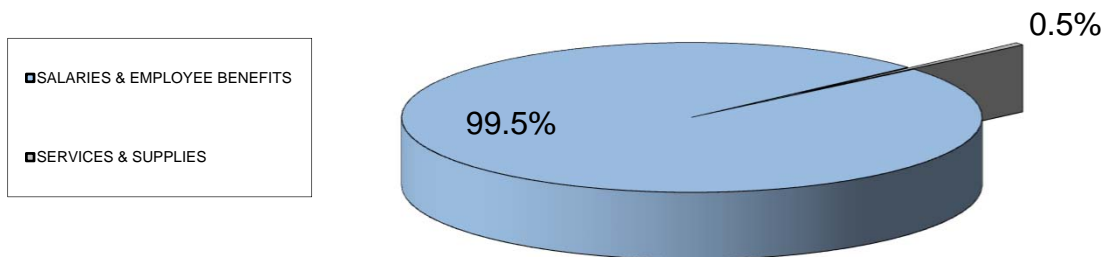
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$9,307,224	\$8,891,237	(\$415,987)
SERVICES & SUPPLIES	\$82,250	\$48,928	(\$33,322)
OPERATING BUDGET	\$9,389,474	\$8,940,164	(\$449,310)

Budgeted Positions 70
Filled Positions 66



Total Expenditures by Category



2018-2019

BENEFITS DIVISION

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$5,427,184	\$5,282,283	(\$144,901)
AGENCY TEMPORARY	0	97,390	97,390
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	191,075	356,121	165,046
BILINGUAL BONUS	2,400	1,400	(1,000)
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	11,000	11,353	353
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$5,631,659	\$5,748,548	\$116,889
VARIABLE BENEFITS			
RETIREMENT	1,120,514	995,123	(125,391)
FICA CONTRIBUTION	95,607	83,876	(11,731)
COUNTY SUBSIDY - INSURANCE	137,434	111,071	(26,363)
OPTIONS PLAN	1,217,483	1,168,480	(49,003)
LIFE INSURANCE	7,240	6,433	(807)
HEALTH INSURANCE TEMPS	82,071	1,495	(80,576)
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	202,014	169,500	(32,514)
SAVINGS PLAN	51,354	21,544	(29,810)
PENSION SAVINGS PLAN	10,807	167	(10,640)
MEGAFLEX	252,629	142,308	(110,321)
TOTAL VARIABLE BENEFITS	\$3,177,151	\$2,699,997	(\$477,154)
OPEB CONTRIBUTION	\$90,279	\$106,051	\$15,772
OTHER BENEFITS	\$408,134	\$336,641	(\$71,493)
TOTAL EMPLOYEE BENEFITS	\$3,675,566	\$ 3,142,689	(\$532,877)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$9,307,224	\$8,891,237	(\$415,987)

2018-2019

BENEFITS DIVISION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

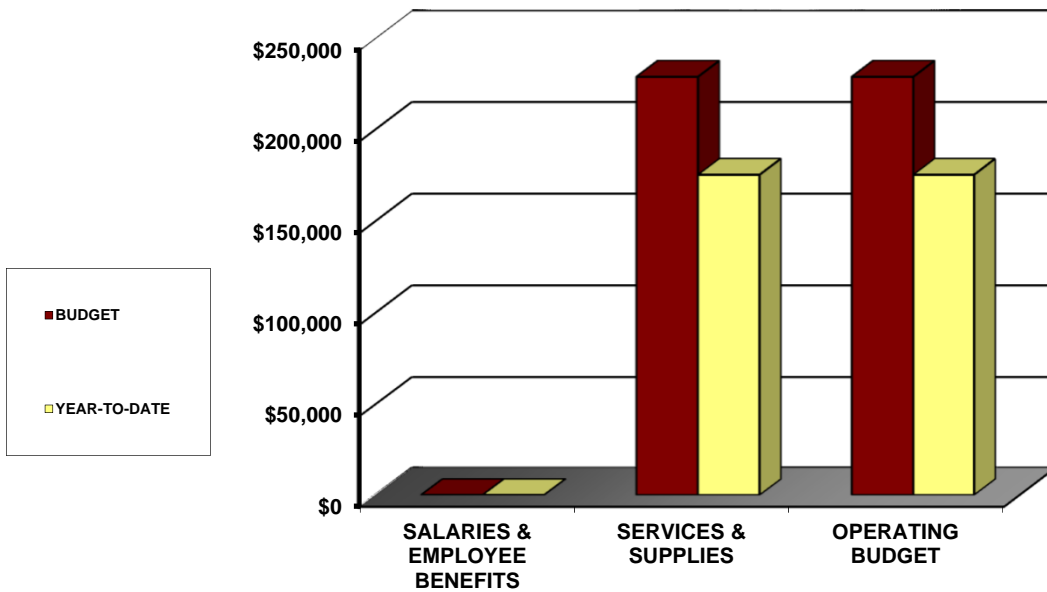
	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL			
9181	\$2,000	\$2,758	\$758
9182	10,000	7,756	(2,244)
TOTAL	12,000	10,514	(1,486)
OFFICE SUPPLIES AND EQUIPMENT			
9302	4,500	3,398	(1,102)
TOTAL	4,500	3,398	(1,102)
PROFESSIONAL AND SPECIALIZED SERVICES			
9516	1,250	268	(983)
9572	15,000	1,750	(13,250)
9674	19,000	23,263	4,263
TOTAL	35,250	25,280	(9,970)
EDUCATIONAL EXPENSES			
9961	2,500	1,293	(1,207)
9962	25,000	8,131	(16,869)
9963	1,500	0	(1,500)
TOTAL	29,000	9,423	(19,577)
MISCELLANEOUS			
9986	1,500	312	(1,188)
TOTAL	1,500	312	(1,188)
GRAND TOTAL	\$82,250	\$48,928	(\$33,322)

BOARD OF RETIREMENT

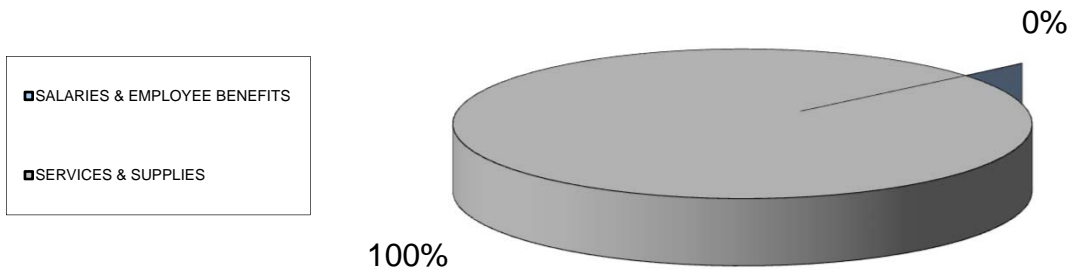
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$0	\$0	\$0
SERVICES & SUPPLIES	\$228,900	\$175,465	(\$53,435)
OPERATING BUDGET	\$228,900	\$175,465	(\$53,435)

Board of Retirement 12



Total Expenditures by Category



2018-2019

BOARD OF RETIREMENT

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

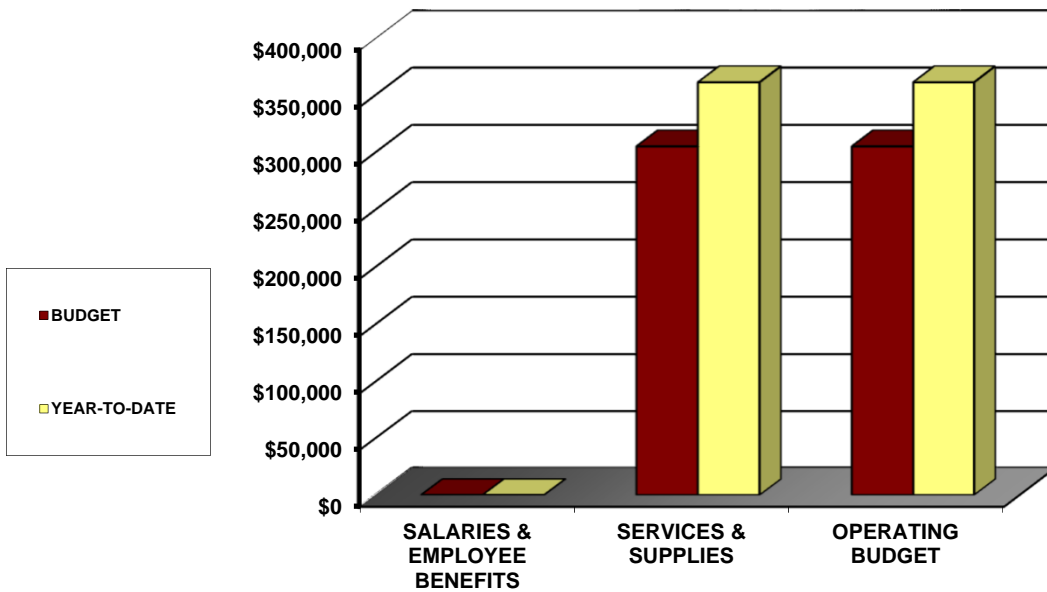
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
	COMMUNICATIONS			
9129	PC LINES FOR BOARD MEMBERS	\$3,400	\$874	(\$2,526)
	TOTAL	3,400	874	(2,526)
	TRANSPORTATION AND TRAVEL			
9181	TRANSPORTATION	21,500	11,999	(9,501)
9182	TRAVEL	131,500	90,129	(41,371)
	TOTAL	153,000	102,128	(50,872)
	EDUCATIONAL EXPENSES			
9961	MEMBERSHIPS	6,500	4,847	(1,653)
9962	REGISTRATION FEES	60,000	59,473	(528)
9963	EDUCATIONAL MATERIALS	6,000	8,144	2,144
	TOTAL	72,500	72,463	(37)
	GRAND TOTAL	\$228,900	\$175,465	(\$53,435)

BOARD OF INVESTMENTS

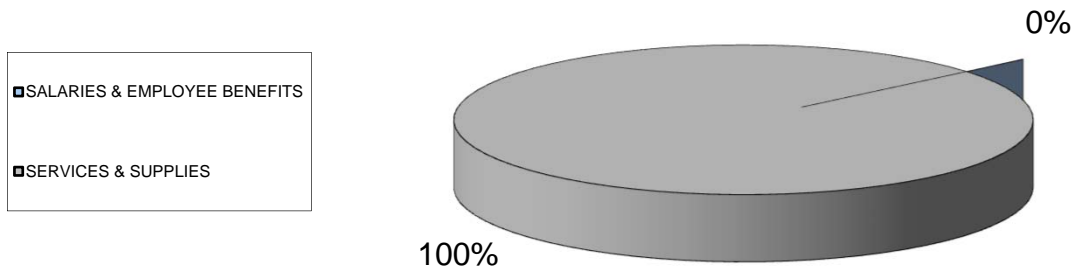
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$0	\$0	\$0
SERVICES & SUPPLIES	\$305,500	\$361,445	\$55,945
OPERATING BUDGET	\$305,500	\$361,445	\$55,945

Board of Investment 10



Total Expenditures by Category



2018-2019

BOARD OF INVESTMENTS

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

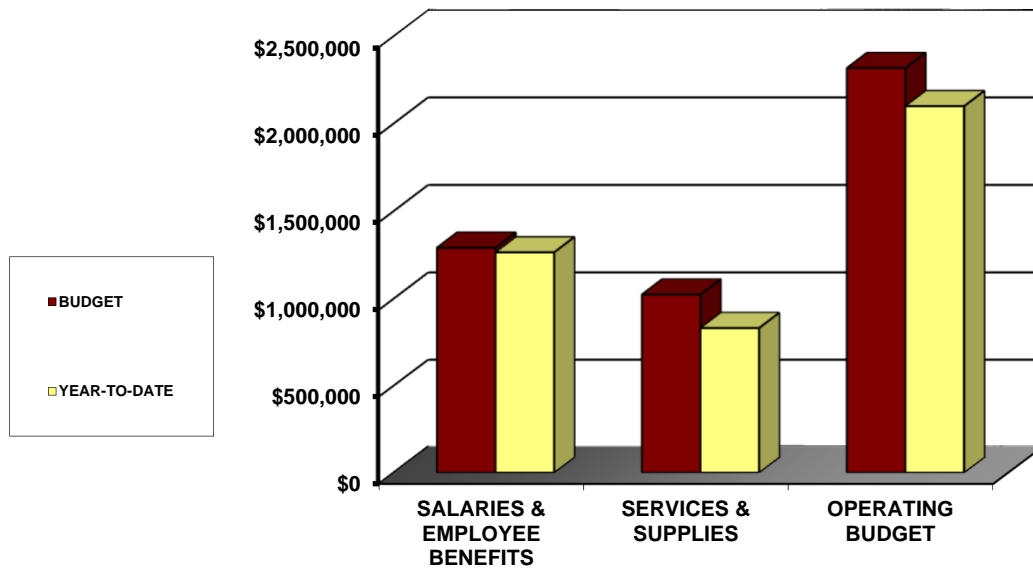
	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
COMMUNICATIONS			
9129 PC LINES FOR BOARD MEMBERS	\$2,000	\$1,237	(\$763)
TOTAL	2,000	1,237	(763)
TRANSPORTATION AND TRAVEL			
9181 TRANSPORTATION	18,000	16,592	(1,408)
9182 TRAVEL	215,000	232,506	17,506
TOTAL	233,000	249,098	16,098
EDUCATIONAL EXPENSES			
9961 MEMBERSHIPS	9,000	6,711	(2,289)
9962 REGISTRATION FEES	55,000	98,691	43,691
9963 EDUCATIONAL MATERIALS	6,500	5,708	(792)
TOTAL	70,500	111,110	40,610
GRAND TOTAL	\$305,500	\$361,445	\$55,945

COMMUNICATIONS

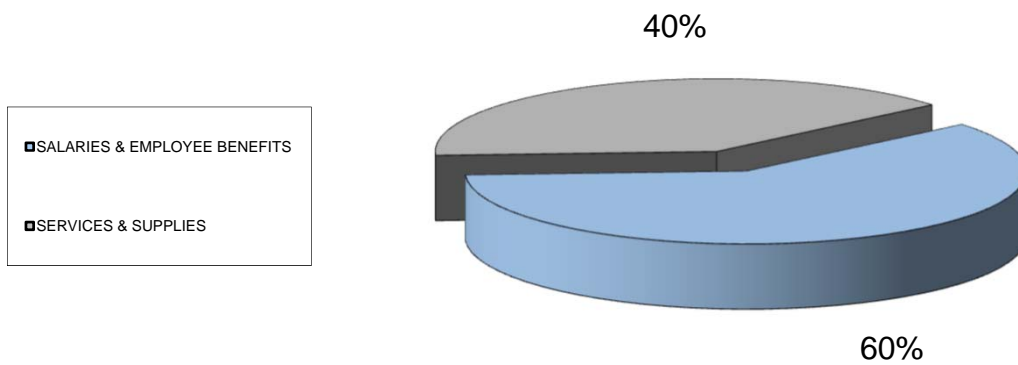
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$1,293,171	\$1,266,835	(\$26,336)
SERVICES & SUPPLIES	\$1,026,050	\$834,832	(\$191,218)
OPERATING BUDGET	\$2,319,221	\$2,101,667	(\$217,554)

Budgeted Positions 13
Filled Positions 10



Total Expenditures by Category



2018-2019

COMMUNICATIONS

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$858,966	\$788,222	(\$70,744)
AGENCY TEMPORARY	102,500	18,315	(84,185)
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	3,600	1,861	(1,739)
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	3,500	0	(3,500)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$968,566	\$808,398	(\$160,168)
VARIABLE BENEFITS			
RETIREMENT	95,285	148,522	53,237
FICA CONTRIBUTION	8,449	12,390	3,941
COUNTY SUBSIDY - INSURANCE	11,399	41,453	30,054
OPTIONS PLAN	94,588	105,665	11,077
LIFE INSURANCE	325	246	(79)
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	6,579	13,689	7,110
SAVINGS PLAN	0	6,721	6,721
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	29,098	60,688	31,590
TOTAL VARIABLE BENEFITS	\$245,722	\$389,375	\$143,653
OPEB CONTRIBUTION	\$14,289	\$15,816	\$1,527
OTHER BENEFITS	\$64,596	\$53,247	(\$11,349)
TOTAL EMPLOYEE BENEFITS	\$324,608	\$458,438	\$133,830
TOTAL SALARIES & EMPLOYEE BENEFITS	\$1,293,171	\$1,266,835	(\$26,336)

2018-2019

COMMUNICATIONS

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$2,500	\$466	(\$2,034)
9182	TRAVEL	17,500	6,235	(11,265)
	TOTAL	20,000	6,701	(13,299)
POSTAGE				
9205	NEWSLETTER POSTAGE	200,000	165,763	(34,237)
9207	ANNUAL BENEFITS STATEMENT POSTAGE	107,000	90,000	(17,000)
9210	MISCELLANEOUS MAILINGS	35,000	22,850	(12,150)
	TOTAL	342,000	278,613	(63,387)
STATIONERY AND FORMS				
9233	DISABILITY AND HEARING - BROCHURES	5,000	0	(5,000)
9235	PLANS AB;ABC;D;E - BROCHURES	41,000	28,192	(12,808)
9236	PREVIOUS SERVICE - BROCHURES	2,500	0	(2,500)
9237	SURVIVOR - BROCHURES	3,000	768	(2,232)
9239	WITHDRAWAL/RECIPROCITY - BROCHURES	10,000	6,461	(3,540)
9240	ANNUAL REPORT	47,000	57,108	10,108
9242	ANNUAL BENEFITS STATEMENT	115,000	102,062	(12,938)
9246	FORMS	15,000	15,516	516
9249	LACERA CALENDARS	8,000	5,981	(2,019)
9253	NEW MEMBER PACKAGE	12,500	9,151	(3,349)
9255	PRE-RET GUIDE	20,000	13,890	(6,110)
9256	POSTSCRIPT PRINTING	70,000	69,654	(346)
9259	RETIREEES - INSERTS	2,500	2,712	212
9261	SPOTLIGHT PRINTING	60,000	66,307	6,307
9262	SURVEY	17,000	4,055	(12,945)
9263	UNANTICIPATED PROJECTS	30,000	36,160	6,160
9265	SPECIALIZED MAILINGS	20,000	4,564	(15,436)
9266	DIRECT DEPOSIT - BROCHURES	5,000	1,977	(3,023)
9267	Q&A - BROCHURES	2,500	8,030	5,530
9268	TRANSFER BROCHURES	2,500	0	(2,500)
9269	DISABILITY PACKETS	25,000	1,376	(23,624)
9273	HR CONFERENCE	0	75	75
9274	STATIONERY	30,000	30,829	829
9280	ZDI PDF CD'S	20,000	12,230	(7,770)
9281	ESTIMATE PACKAGE	1,000	1,206	206
9282	NEW RETIREE PACKAGE	2,500	1,323	(1,177)
9283	POWER OF ATTORNEY	7,000	17,884	10,884
9284	RHC TIER 2 PLAN BROCHURES	4,000	0	(4,000)
9285	RETIREMENT UNIVERSITY	15,000	0	(15,000)
	TOTAL	593,000	497,509	(95,491)

2018-2019

COMMUNICATIONS

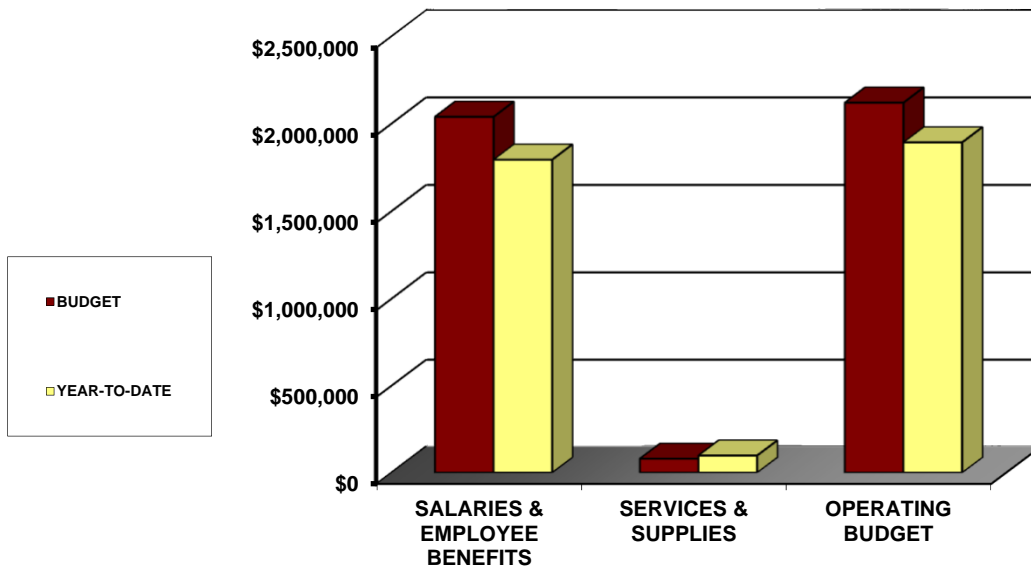
DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	\$12,500	\$4,888	(\$7,612)
	TOTAL	12,500	4,888	(7,612)
PROFESSIONAL AND SPECIALIZED SERVICES				
9627	NEWSLETTER MAILINGS	25,000	28,293	3,293
9628	PRE PEP RESOURCES	3,500	803	(2,697)
	TOTAL	28,500	29,097	597
COMPUTER SERVICES & SUPPORT				
9837	MACINTOSH CONSULTING & MAINT	3,000	2,031	(969)
9840	MACINTOSH SOFTWARE PACKAGE	1,500	0	(1,500)
9855	MACINTOSH EQUIPMENT	10,000	373	(9,627)
	TOTAL	14,500	2,404	(12,096)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	0	75	75
9962	REGISTRATION FEES	10,000	10,325	325
9963	EDUCATIONAL MATERIALS	5,000	4,528	(472)
	TOTAL	15,000	14,928	(72)
MISCELLANEOUS				
9986	MISCELLANEOUS	550	693	143
	TOTAL	550	693	143
GRAND TOTAL		\$1,026,050	\$834,832	(\$191,218)

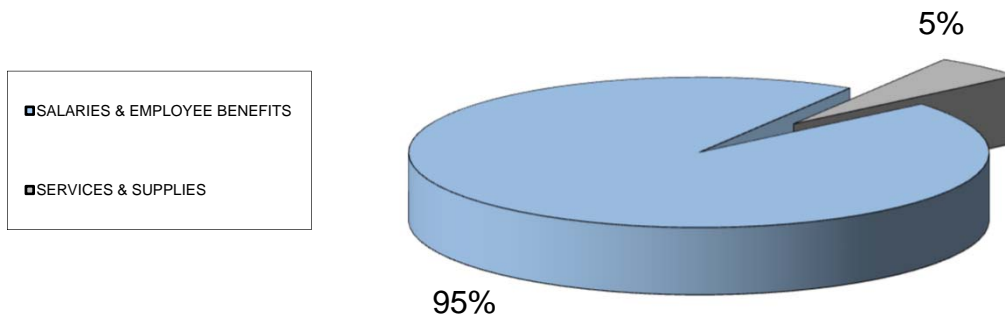
DISABILITY LITIGATION

BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$2,040,546	\$1,795,785	(\$244,761)
SERVICES & SUPPLIES	\$80,650	\$98,658	\$18,008
OPERATING BUDGET	\$2,121,196	\$1,894,444	(\$226,752)
Budgeted Positions	7		
Filled Positions	7		



Total Expenditures by Category



2018-2019

DISABILITY LITIGATION

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$1,309,757	\$1,132,873	(\$176,884)
AGENCY TEMPORARY	0	0	0
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	0	3	3
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
RIDESHARE ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	0	0	0
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$1,309,757	\$1,132,877	(\$176,880)
VARIABLE BENEFITS			
RETIREMENT	237,262	204,510	(32,752)
FICA CONTRIBUTION	19,821	17,151	(2,670)
COUNTY SUBSIDY - INSURANCE	93,696	79,161	(14,535)
OPTIONS PLAN	0	0	0
LIFE INSURANCE	0	0	0
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	54,798	40,053	(14,745)
SAVINGS PLAN	50,306	46,278	(4,028)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	154,622	173,993	19,371
TOTAL VARIABLE BENEFITS	\$610,505	\$561,147	(\$49,358)
OPEB CONTRIBUTION	\$21,787	\$21,052	(\$735)
OTHER BENEFITS	\$98,496	\$80,710	(\$17,786)
TOTAL EMPLOYEE BENEFITS	\$730,788	\$662,909	(\$67,879)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$2,040,546	\$1,795,785	(\$244,761)

2018-2019

DISABILITY LITIGATION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

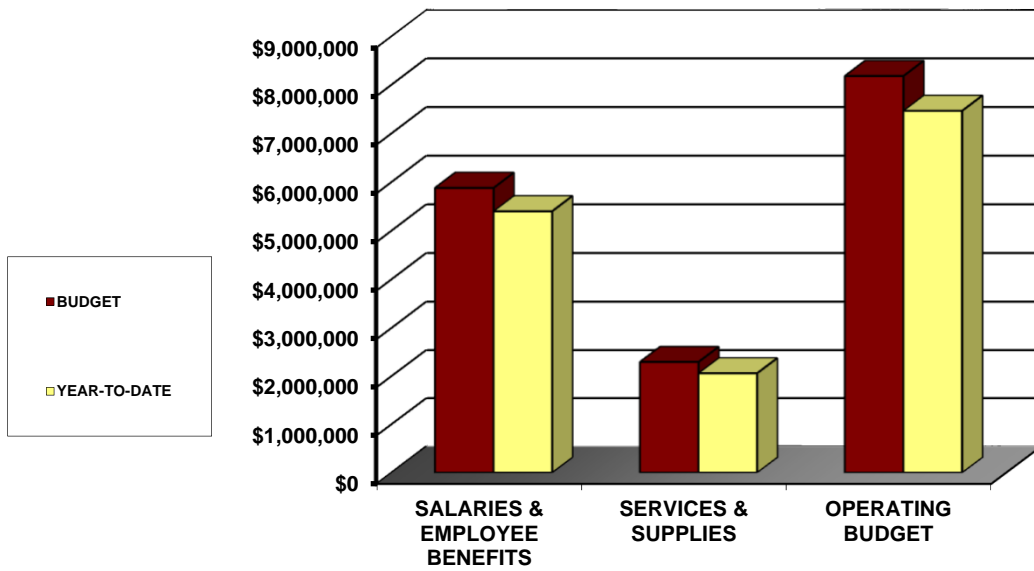
	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
AUTO EXPENSES			
9102 AUTO MAINTENANCE/REPAIR	\$1,000	\$542	(\$458)
9103 GAS	1,500	1,305	(195)
9105 LICENSE FEES	300	303	3
TOTAL	2,800	2,150	(650)
TRANSPORTATION AND TRAVEL			
9181 TRANSPORTATION	2,000	1,073	(927)
9182 TRAVEL	12,000	5,559	(6,441)
TOTAL	14,000	6,632	(7,368)
OFFICE SUPPLIES AND EQUIPMENT			
9302 SPECIAL ORDERS/MINOR EQUIP	1,800	3,415	1,615
TOTAL	1,800	3,415	1,615
LEGAL FEES AND SERVICES			
9772 OUTSIDE LEGAL COUNSEL	25,000	60,372	35,372
9775 ON-LINE LEGAL/MEDICAL RESEARCH	0	519	519
TOTAL	25,000	60,891	35,891
EDUCATIONAL EXPENSES			
9961 MEMBERSHIPS	2,750	2,596	(154)
9962 REGISTRATION FEES	7,000	2,740	(4,260)
9963 EDUCATIONAL MATERIALS	27,000	19,616	(7,384)
TOTAL	36,750	24,952	(11,798)
MISCELLANEOUS			
9986 MISCELLANEOUS	300	619	319
TOTAL	300	619	319
GRAND TOTAL	\$80,650	\$98,658	\$18,008

DISABILITY RETIREMENT

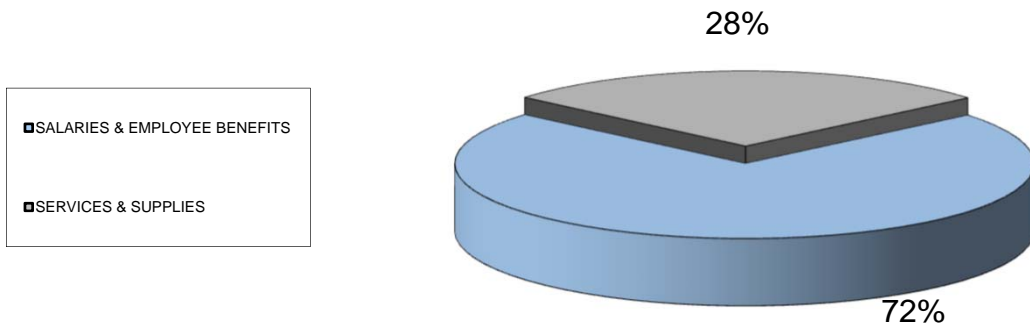
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$5,884,599	\$5,404,790	(\$479,809)
SERVICES & SUPPLIES	\$2,300,200	\$2,065,109	(\$235,091)
OPERATING BUDGET	\$8,184,799	\$7,469,899	(\$714,900)

Budgeted Positions 40
Filled Positions 39



Total Expenditures by Category



2018-2019

DISABILITY RETIREMENT

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$3,553,661	\$3,258,577	(\$295,084)
AGENCY TEMPORARY	42,009	46,525	4,516
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	11,972	23,813	11,841
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	4,600	5,234	634
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$3,612,242	\$3,334,149	(\$278,093)
VARIABLE BENEFITS			
RETIREMENT	715,728	640,560	(75,168)
FICA CONTRIBUTION	55,738	50,789	(4,949)
COUNTY SUBSIDY - INSURANCE	290,099	267,867	(22,232)
OPTIONS PLAN	227,284	232,499	5,215
LIFE INSURANCE	3,902	3,645	(257)
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	120,332	87,575	(32,757)
SAVINGS PLAN	79,480	79,017	(463)
PENSION SAVINGS PLAN	1,739	0	(1,739)
MEGAFLEX	451,699	420,061	(31,638)
TOTAL VARIABLE BENEFITS	\$1,946,001	\$1,782,015	(\$163,986)
OPEB CONTRIBUTION	\$59,114	\$68,171	\$9,057
OTHER BENEFITS	\$267,242	\$220,455	(\$46,787)
TOTAL EMPLOYEE BENEFITS	\$2,272,357	\$2,070,641	(\$201,716)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$5,884,599	\$5,404,790	(\$479,809)

2018-2019

DISABILITY RETIREMENT

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

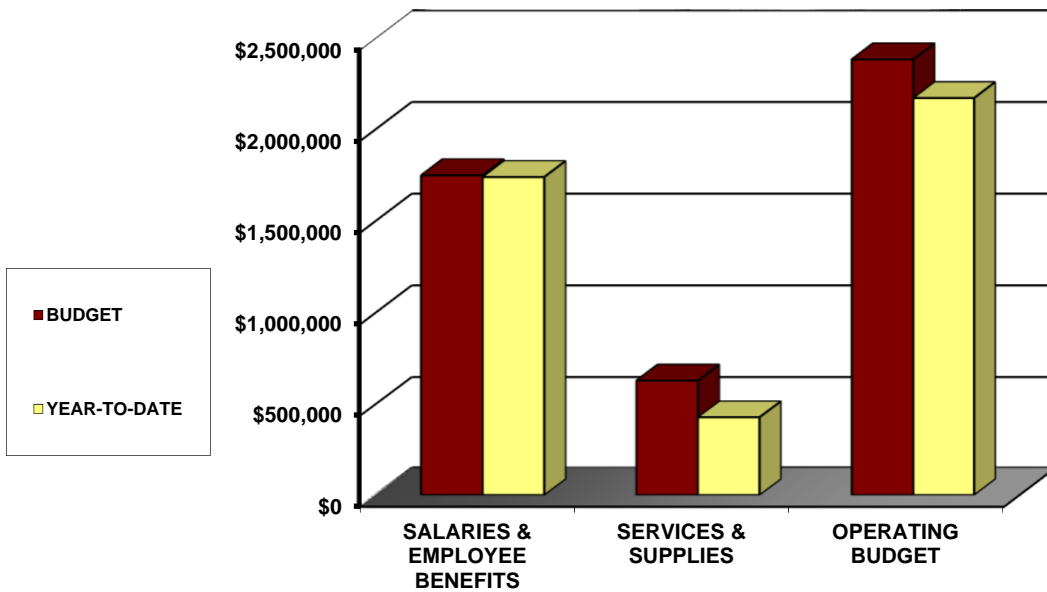
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$7,000	\$1,629	(\$5,372)
9182	TRAVEL	11,500	10,812	(688)
	TOTAL	18,500	12,441	(6,059)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	11,000	3,924	(7,076)
	TOTAL	11,000	3,924	(7,076)
PROFESSIONAL AND SPECIALIZED SERVICES				
9673	PHOTOCOPIES OF DOCUMENTS	215,000	190,531	(24,469)
9695	JOB ANALYST	10,000	6,891	(3,109)
	TOTAL	225,000	197,422	(27,578)
LEGAL FEES AND SERVICES				
9772	OUTSIDE LEGAL COUNSEL	50,000	5,960	(44,040)
	TOTAL	50,000	5,960	(44,040)
DISABILITY FEES AND SERVICES				
9802	HEARING OFFICER FEES	200,000	114,670	(85,330)
9803	MEDICAL FEES	1,600,000	1,626,361	26,361
9804	COURT REPORTER	40,000	21,877	(18,124)
9805	INVESTIGATIVE SERVICES	60,000	8,729	(51,272)
9806	DATABASE SEARCHES	3,000	143	(2,857)
9807	MEDICAL ADVISOR	65,000	57,662	(7,338)
	TOTAL	1,968,000	1,829,441	(138,559)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	400	0	(400)
9962	REGISTRATION FEES	25,000	15,455	(9,545)
9963	EDUCATIONAL MATERIALS	1,500	466	(1,034)
	TOTAL	26,900	15,921	(10,979)
MISCELLANEOUS				
9986	MISCELLANEOUS	800	0	(800)
	TOTAL	800	0	(800)
GRAND TOTAL		\$2,300,200	\$2,065,109	(\$235,091)

EXECUTIVE OFFICE

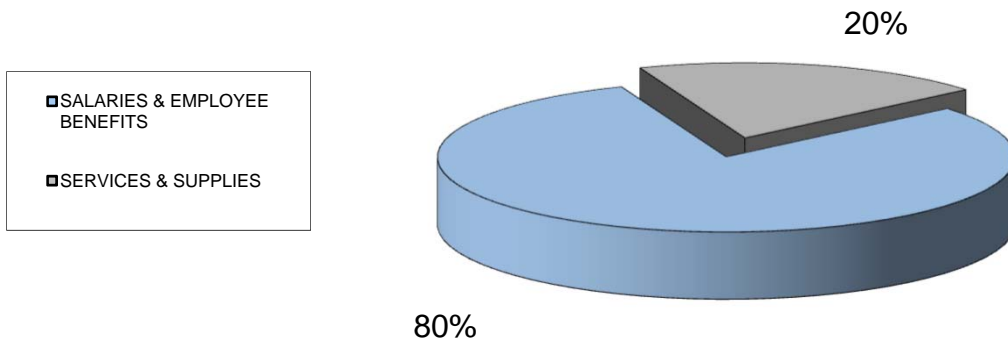
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$1,751,696	\$1,742,436	(\$9,260)
SERVICES & SUPPLIES	\$632,450	\$430,390	(\$202,060)
OPERATING BUDGET	\$2,384,146	\$2,172,826	(\$211,320)

Budgeted Positions 8
Filled Positions 5



Total Expenditures by Category



2018-2019

EXECUTIVE OFFICE

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$1,076,536	\$1,023,731	(\$52,805)
AGENCY TEMPORARY	0	0	0
LACERA INTERN PROGRAM	0	0	0
STIPENDS	65,000	65,037	37
OVERTIME	6,376	61,205	54,829
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	1,000	0	(1,000)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$1,148,912	\$1,149,972	\$1,060
VARIABLE BENEFITS			
RETIREMENT	181,019	170,512	(10,507)
FICA CONTRIBUTION	19,170	18,809	(361)
COUNTY SUBSIDY - INSURANCE	88,526	73,826	(14,700)
OPTIONS PLAN	0	0	0
LIFE INSURANCE	0	0	0
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	23,662	25,322	1,660
SAVINGS PLAN	31,666	30,407	(1,259)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	159,875	189,458	29,583
TOTAL VARIABLE BENEFITS	\$503,918	\$508,335	\$4,417
OPEB CONTRIBUTION	\$17,908	\$17,790	(\$118)
OTHER BENEFITS	\$80,958	\$66,339	(\$14,619)
TOTAL EMPLOYEE BENEFITS	\$602,784	\$592,464	(\$10,320)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$1,751,696	\$1,742,436	(\$9,260)

2018-2019

EXECUTIVE OFFICE

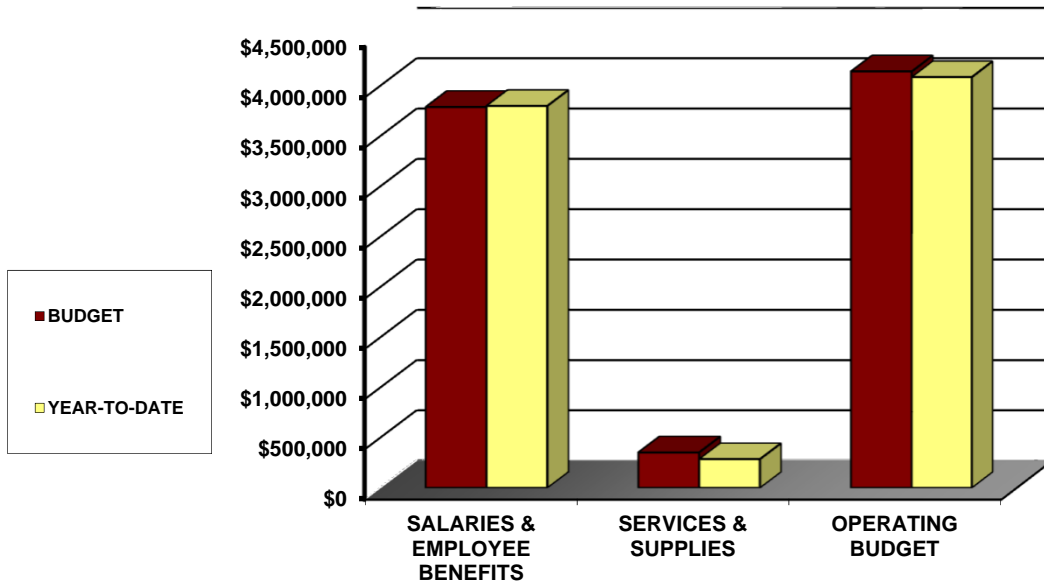
DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
AUTO EXPENSES				
9102	AUTO MAINTENANCE/REPAIR	\$4,500	\$4,059	(\$441)
9103	GAS	12,000	6,456	(5,544)
9105	LICENSE FEES	1,750	842	(908)
	TOTAL	18,250	11,357	(6,893)
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	5,000	2,167	(2,833)
9182	TRAVEL	35,000	2,687	(32,313)
	TOTAL	40,000	4,854	(35,146)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	4,500	3,130	(1,370)
	TOTAL	4,500	3,130	(1,370)
PROFESSIONAL AND SPECIALIZED SERVICES				
9543	LEGISLATIVE CONSULTING	80,000	42,545	(37,455)
9672	IMPROVEMENT PROJECTS	40,000	0	(40,000)
9716	PUBLIC & MEDIA RELATIONS	45,000	8,834	(36,166)
	TOTAL	165,000	51,379	(113,621)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	150,000	76,949	(73,051)
9962	REGISTRATION FEES	40,000	7,569	(32,431)
9963	EDUCATIONAL MATERIALS	8,500	3,542	(4,958)
	TOTAL	198,500	88,060	(110,440)
MISCELLANEOUS				
9982	EMPLOYEE RECOGNITION PROGRAM	5,000	5,313	313
9983	OFF-SITE BOARD MEETING EXPENSE	150,000	217,246	67,246
9984	FOOD/BEVERAGES	45,000	43,545	(1,455)
9986	MISCELLANEOUS	6,200	5,506	(694)
	TOTAL	206,200	271,610	65,410
	GRAND TOTAL	\$632,450	\$430,390	(\$202,060)

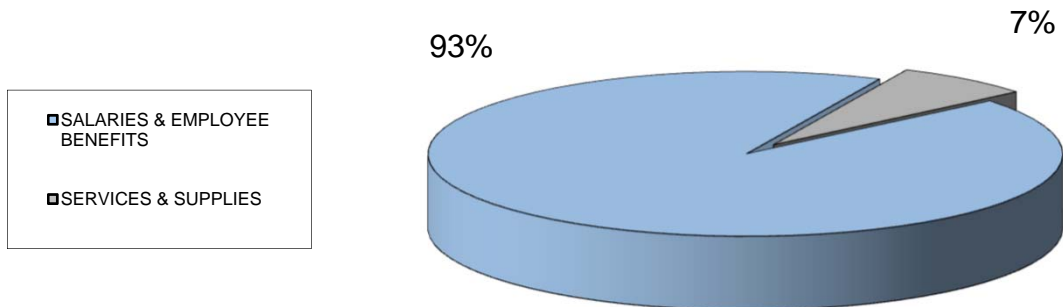
FINANCIAL AND ACCOUNTING SERVICES

BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$3,789,612	\$3,799,884	\$10,272
SERVICES & SUPPLIES	\$353,500	\$286,536	(\$66,964)
OPERATING BUDGET	\$4,143,112	\$4,086,420	(\$56,692)
Budgeted Positions	29		
Filled Positions	26		



Total Expenditures by Category



2018-2019

FINANCIAL AND ACCOUNTING SERVICES DIVISION

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$2,197,346	\$2,088,533	(\$108,813)
AGENCY TEMPORARY	296,300	417,710	121,410
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	63,720	48,042	(15,678)
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	12,000	7,816	(4,184)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$2,569,366	\$2,562,102	(\$7,264)
VARIABLE BENEFITS			
RETIREMENT	387,932	399,437	11,505
FICA CONTRIBUTION	33,109	31,425	(1,684)
COUNTY SUBSIDY - INSURANCE	38,011	36,420	(1,591)
OPTIONS PLAN	389,343	441,888	52,545
LIFE INSURANCE	2,845	2,079	(766)
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	22,829	19,066	(3,763)
THRIFT PLAN / HORIZONS	85,136	76,951	(8,185)
SAVINGS PLAN	18,611	16,845	(1,766)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	40,633	33,139	(7,494)
TOTAL VARIABLE BENEFITS	\$1,018,449	\$1,057,249	\$38,800
OPEB CONTRIBUTION	\$36,552	\$42,292	\$5,740
OTHER BENEFITS	\$165,245	\$138,241	(\$27,004)
TOTAL EMPLOYEE BENEFITS	\$1,220,246	\$1,237,782	\$17,536
TOTAL SALARIES & EMPLOYEE BENEFITS	\$3,789,612	\$3,799,884	\$10,272

2018-2019

FINANCIAL AND ACCOUNTING SERVICES DIVISION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

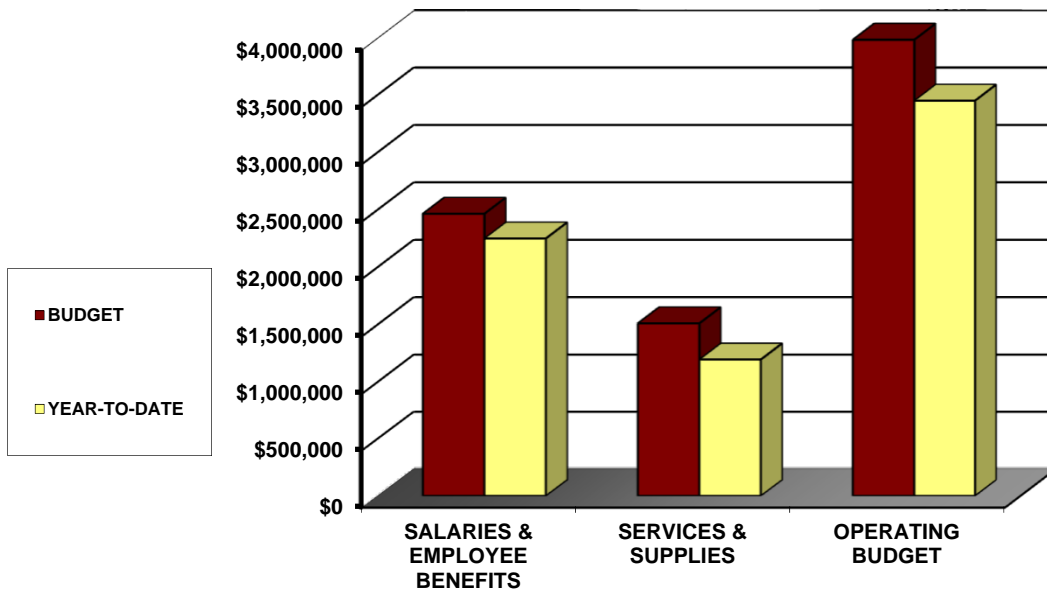
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$5,000	\$3,363	(\$1,637)
9182	TRAVEL	30,000	27,518	(2,482)
TOTAL		35,000	30,881	(4,119)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	5,000	2,559	(2,441)
TOTAL		5,000	2,559	(2,441)
BANK SERVICES				
9753	BANK CHARGES - STATE STREET	280,000	216,675	(63,325)
TOTAL		280,000	216,675	(63,325)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	5,000	6,140	1,140
9962	REGISTRATION FEES	22,000	21,578	(423)
9963	EDUCATIONAL MATERIALS	2,500	6,494	3,994
TOTAL		29,500	34,212	4,712
MISCELLANEOUS				
9986	MISCELLANEOUS	4,000	2,209	(1,791)
TOTAL		4,000	2,209	(1,791)
GRAND TOTAL		\$353,500	\$286,536	(\$66,964)

HUMAN RESOURCES

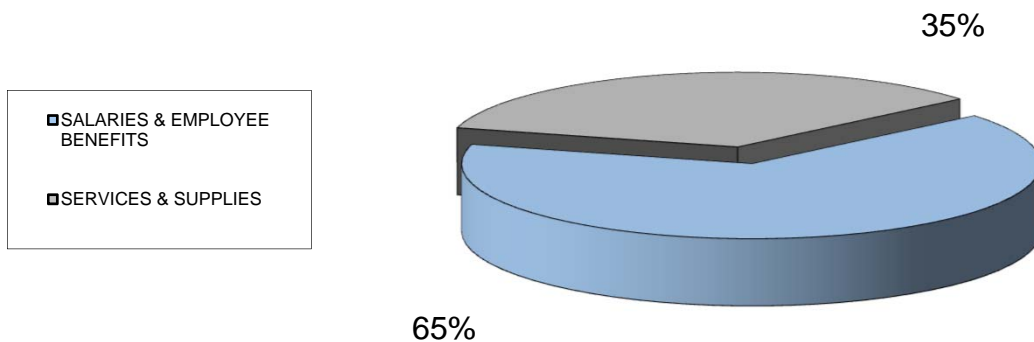
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$2,469,656	\$2,254,085	(\$215,571)
SERVICES & SUPPLIES	\$1,515,200	\$1,200,116	(\$315,084)
OPERATING BUDGET	\$3,984,856	\$3,454,201	(\$530,655)

Budgeted Positions 13
Filled Positions 13



Total Expenditures by Category



2018-2019

HUMAN RESOURCES

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$1,290,521	\$1,336,649	\$46,128
AGENCY TEMPORARY	101,100	93,245	(7,855)
LACERA INTERN PROGRAM	242,000	12,311	(229,689)
STIPENDS	0	0	0
OVERTIME	1,403	1,372	(31)
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	0	0	0
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$1,635,024	\$1,443,577	(\$191,447)
VARIABLE BENEFITS			
RETIREMENT	270,668	255,084	(15,584)
FICA CONTRIBUTION	20,253	20,092	(161)
COUNTY SUBSIDY - INSURANCE	107,669	101,903	(5,766)
OPTIONS PLAN	0	1,528	1,528
LIFE INSURANCE	0	456	456
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	51,448	43,941	(7,507)
SAVINGS PLAN	66,379	58,794	(7,585)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	199,700	222,122	22,422
TOTAL VARIABLE BENEFITS	\$716,115	\$703,919	(\$12,196)
OPEB CONTRIBUTION	\$21,467	\$27,063	\$5,596
OTHER BENEFITS	\$97,050	\$79,525	(\$17,525)
TOTAL EMPLOYEE BENEFITS	\$834,634	\$810,508	(\$24,126)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$2,469,656	\$2,254,085	(\$215,571)

2018-2019

HUMAN RESOURCES

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$3,000	\$2,489	(\$511)
9182	TRAVEL	15,000	13,519	(1,481)
TOTAL		18,000	16,008	(1,992)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	6,000	9,053	3,053
TOTAL		6,000	9,053	3,053
PARKING FEES				
9491	GATEWAY PLAZA	525,000	351,750	(173,250)
9492	MUSIC CENTER	2,000	0	(2,000)
TOTAL		527,000	351,750	(175,250)
PROFESSIONAL AND SPECIALIZED SERVICES				
9504	PAYROLL SERVICES	125,000	146,667	21,667
9510	FINGERPRINTING SERVICES	4,000	2,864	(1,136)
9511	SECURITY SERVICES - SHERIFF	20,000	14,861	(5,139)
9512	PAYROLL ENV, DUPLICATE W2'S - AUD	200	135	(65)
9513	PERSONNEL SRVCS - HUMAN RESOURCES	30,000	62,701	32,701
9547	HUMAN RESOURCES CONSULTING	75,000	121,264	46,264
9694	BACKGROUND CHECKS	4,000	2,845	(1,155)
9700	OHS PHYSICALS	500	2,655	2,155
9711	REQUEST FOR ACCOMMODATIONS	50,000	25,456	(24,544)
TOTAL		308,700	379,448	70,748
COMPUTER SERVICES & SUPPORT				
9838	MISC SOFTWARE PACKAGES	40,000	8,820	(31,180)
TOTAL		40,000	8,820	(31,180)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	10,000	7,997	(2,003)
9962	REGISTRATION FEES	35,000	18,800	(16,200)
9963	EDUCATIONAL MATERIALS	9,000	5,827	(3,173)
9966	DEPARTMENTAL TRAINING	180,000	126,161	(53,839)
9967	TUITION REIMBURSEMENT PROGRAM	75,000	72,116	(2,884)
9968	MOU TRAINING ALLOCATION	100,000	65,457	(34,543)
9969	MENTORING PROGRAM	35,000	29,075	(5,925)
TOTAL		444,000	325,432	(118,568)

2018-2019

HUMAN RESOURCES

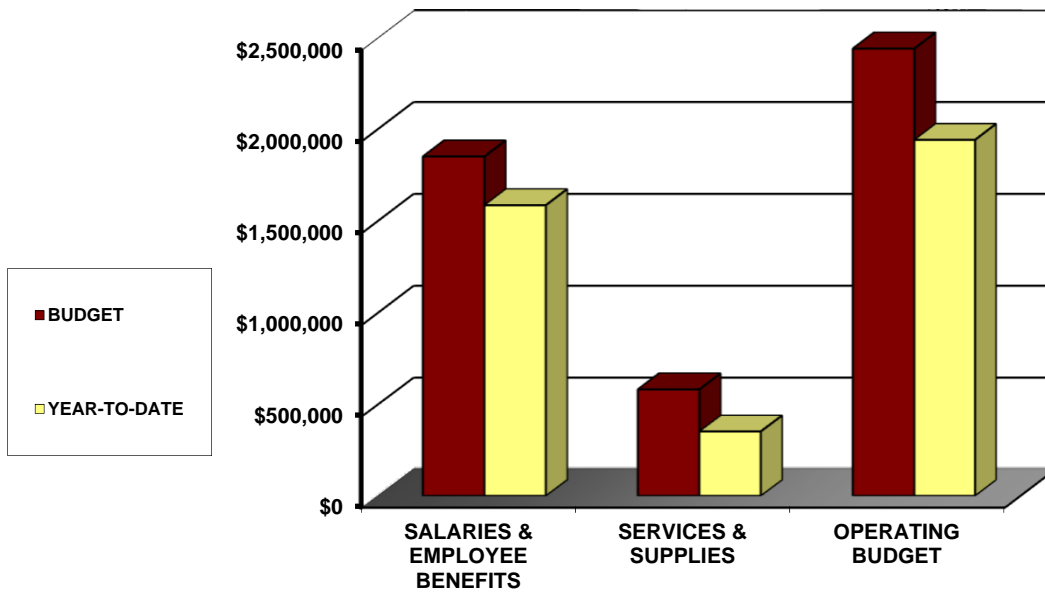
DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

		<u>BUDGET</u>	<u>YTD ACTUAL</u>	<u>OVER/(UNDER) BUDGET</u>
	MISCELLANEOUS			
9981	RECRUITMENT	\$125,000	\$99,703	(\$25,297)
9986	MISCELLANEOUS	2,000	2,724	724
9989	WEB DAY	4,500	7,177	2,677
9991	MANAGEMENT OFFSITE	40,000	0	(40,000)
	TOTAL	171,500	109,604	(61,896)
	GRAND TOTAL	\$1,515,200	\$1,200,116	(\$315,084)
		=====	=====	=====

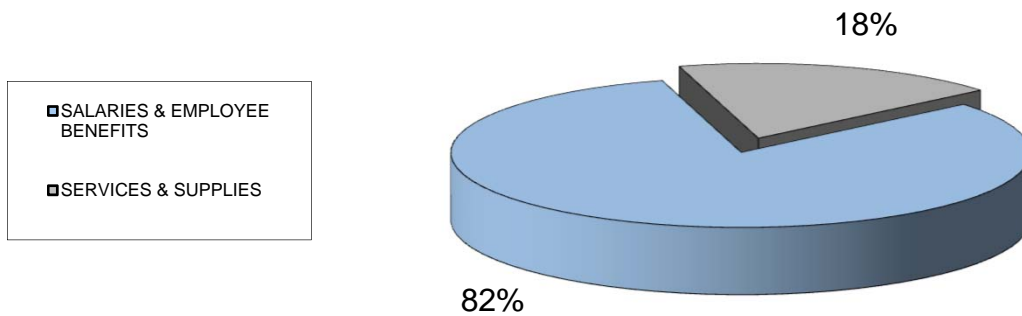
INTERNAL AUDIT

BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$1,855,122	\$1,589,974	(\$265,148)
SERVICES & SUPPLIES	\$587,500	\$355,709	(\$231,791)
OPERATING BUDGET	\$2,442,622	\$1,945,683	(\$496,939)
Budgeted Positions	11		
Filled Positions	10		



Total Expenditures by Category



2018-2019

INTERNAL AUDIT SERVICES

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$1,203,697	\$993,540	(\$210,157)
AGENCY TEMPORARY	0	8,346	8,346
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	3,327	108	(3,219)
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	1,500	0	(1,500)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$1,208,524	\$1,001,994	(\$206,530)
VARIABLE BENEFITS			
RETIREMENT	226,396	192,170	(34,226)
FICA CONTRIBUTION	19,603	16,453	(3,150)
COUNTY SUBSIDY - INSURANCE	55,494	63,814	8,320
OPTIONS PLAN	0	0	0
LIFE INSURANCE	0	0	0
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	29,184	30,129	945
SAVINGS PLAN	49,145	40,932	(8,213)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	156,232	149,931	(6,301)
TOTAL VARIABLE BENEFITS	\$536,055	\$493,431	(\$42,624)
OPEB CONTRIBUTION	\$20,023	\$20,374	\$351
OTHER BENEFITS	\$90,520	\$74,175	(\$16,345)
TOTAL EMPLOYEE BENEFITS	\$646,597	\$587,980	(\$58,617)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$1,855,122	\$1,589,974	(\$265,148)

2018-2019

INTERNAL AUDIT SERVICES

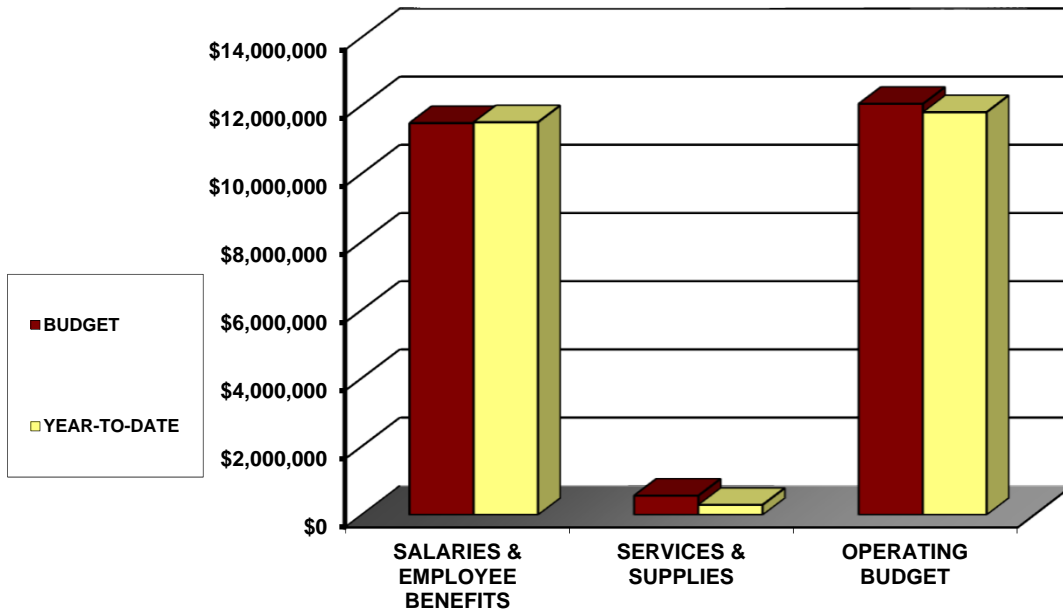
DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$5,000	\$1,058	(\$3,942)
9182	TRAVEL	25,000	8,742	(16,258)
	TOTAL	30,000	9,800	(20,200)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	2,500	1,164	(1,336)
	TOTAL	2,500	1,164	(1,336)
PROFESSIONAL AND SPECIALIZED SERVICES				
9541	AUDITS	500,000	312,476	(187,524)
9702	AUDIT COMMITTEE CONSULTANT	21,000	8,600	(12,400)
	TOTAL	521,000	321,076	(199,924)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	7,500	3,125	(4,375)
9962	REGISTRATION FEES	20,000	16,976	(3,025)
9963	EDUCATIONAL MATERIALS	5,500	3,228	(2,272)
	TOTAL	33,000	23,329	(9,671)
MISCELLANEOUS				
9986	MISCELLANEOUS	1,000	341	(659)
	TOTAL	1,000	341	(659)
GRAND TOTAL		\$587,500	\$355,709	(\$231,791)

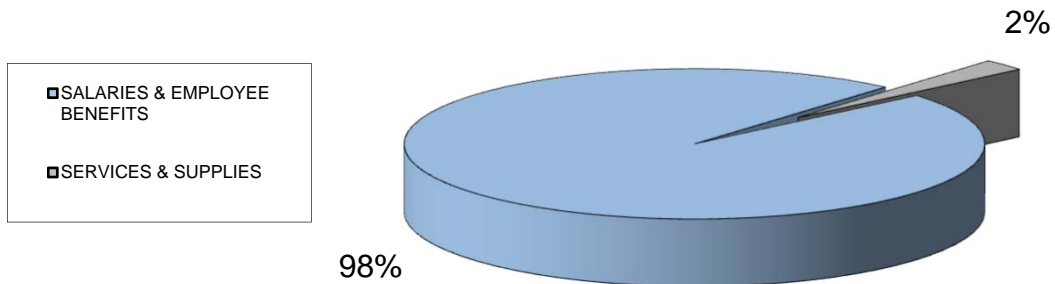
INVESTMENT OFFICE

BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$11,487,512	\$11,510,332	\$22,820
SERVICES & SUPPLIES	\$564,700	\$294,442	(\$270,258)
OPERATING BUDGET	\$12,052,212	\$11,804,774	(\$247,438)
Budgeted Positions	41		
Filled Positions	37		



Total Expenditures by Category



2018-2019

INVESTMENT OFFICE

SUMMARY SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$7,643,862	\$7,662,605	\$18,743
AGENCY TEMPORARY	0	0	0
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	2,000	574	(1,426)
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	7,200	0	(7,200)
SICKLEAVE BUYBACK	1,200	0	(1,200)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$7,654,262	\$7,663,179	\$8,917
VARIABLE BENEFITS			
RETIREMENT	1,022,933	1,102,758	79,825
FICA CONTRIBUTION	128,466	124,195	(4,271)
COUNTY SUBSIDY - INSURANCE	474,035	410,814	(63,221)
OPTIONS PLAN	0	0	0
LIFE INSURANCE	0	0	0
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	209,279	220,524	11,245
SAVINGS PLAN	275,214	282,254	7,040
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	1,021,338	1,126,304	104,966
TOTAL VARIABLE BENEFITS	\$3,131,265	\$3,266,848	\$135,583
OPEB CONTRIBUTION	\$127,153	\$109,271	(\$17,882)
OTHER BENEFITS	\$574,833	\$471,033	(\$103,800)
TOTAL EMPLOYEE BENEFITS	\$3,833,251	\$3,847,153	\$13,902
TOTAL SALARIES & EMPLOYEE BENEFITS	\$11,487,512	\$11,510,332	\$22,820

2018-2019

INVESTMENT OFFICE

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

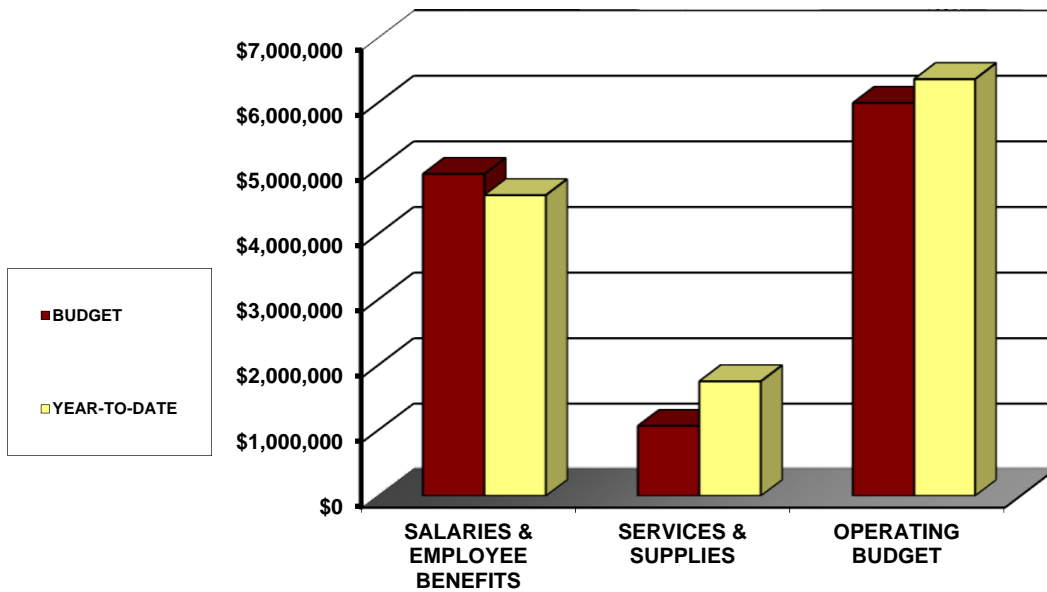
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
AUTO EXPENSES				
9102	AUTO MAINTENANCE/REPAIR	\$2,000	\$30	(\$1,970)
9103	GAS	1,000	187	(813)
9105	LICENSE FEES	400	0	(400)
	TOTAL	3,400	217	(3,183)
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	36,000	17,825	(18,175)
9182	TRAVEL	370,000	158,811	(211,189)
	TOTAL	406,000	176,635	(229,365)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	6,000	13,039	7,039
	TOTAL	6,000	13,039	7,039
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	78,000	79,866	1,866
9962	REGISTRATION FEES	40,000	9,672	(30,328)
9963	EDUCATIONAL MATERIALS	25,800	9,582	(16,218)
	TOTAL	143,800	99,120	(44,680)
MISCELLANEOUS				
9986	MISCELLANEOUS	5,500	5,431	(69)
	TOTAL	5,500	5,431	(69)
	GRAND TOTAL	\$564,700	\$294,442	(\$270,258)

LEGAL SERVICES

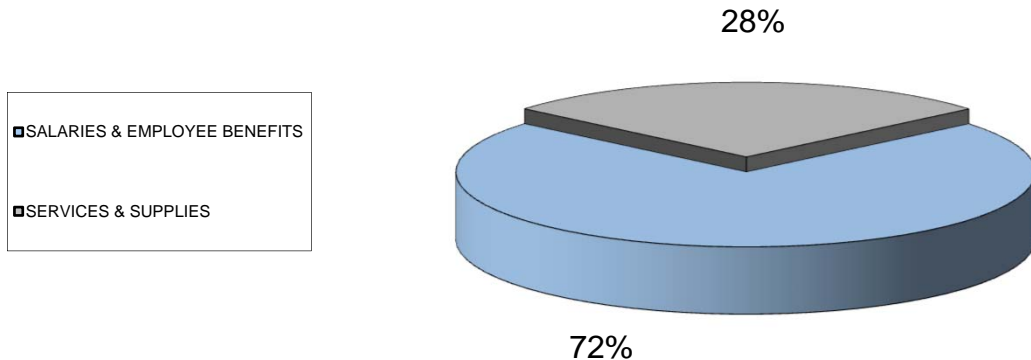
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$4,928,167	\$4,605,333	(\$322,834)
SERVICES & SUPPLIES	\$1,082,150	\$1,767,779	\$685,629
OPERATING BUDGET	\$6,010,317	\$6,373,113	\$362,796

Budgeted Positions 23
Filled Positions 20



Total Expenditures by Category



2018-2019

LEGAL SERVICES

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$2,943,795	\$2,875,699	(\$68,096)
AGENCY TEMPORARY	118,700	57,928	(60,772)
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	36,144	6,086	(30,058)
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	0	0	0
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$3,098,639	\$2,939,713	(\$158,926)
VARIABLE BENEFITS			
RETIREMENT	525,278	509,721	(15,557)
FICA CONTRIBUTION	45,602	46,270	668
COUNTY SUBSIDY - INSURANCE	350,519	273,997	(76,522)
OPTIONS PLAN	0	0	0
LIFE INSURANCE	0	0	0
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	89,934	77,534	(12,400)
SAVINGS PLAN	107,616	81,629	(25,987)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	440,232	443,134	2,902
TOTAL VARIABLE BENEFITS	\$1,559,181	\$1,432,285	(\$126,896)
OPEB CONTRIBUTION	\$48,969	\$51,931	\$2,962
OTHER BENEFITS	\$221,379	\$181,404	(\$39,975)
TOTAL EMPLOYEE BENEFITS	\$1,829,529	\$1,665,621	(\$163,908)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$4,928,167	\$4,605,333	(\$322,834)

2018-2019

LEGAL SERVICES

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

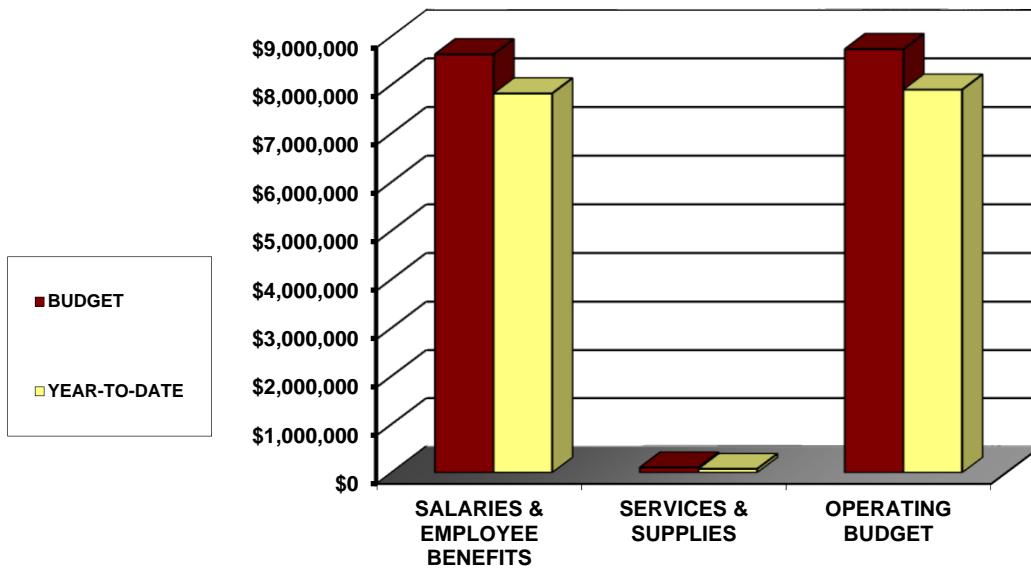
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
AUTO EXPENSES				
9102	AUTO MAINTENANCE/REPAIR	\$1,350	\$988	(\$362)
9103	GAS	2,400	2,689	289
9105	LICENSE FEES	400	896	496
	TOTAL	4,150	4,573	423
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	8,000	4,970	(3,030)
9182	TRAVEL	48,000	31,567	(16,433)
	TOTAL	56,000	36,536	(19,464)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	7,000	5,806	(1,194)
	TOTAL	7,000	5,806	(1,194)
PROFESSIONAL AND SPECIALIZED SERVICES				
9543	LEGISLATIVE CONSULTING	285,000	229,740	(55,260)
9673	PHOTOCOPIES OF DOCUMENTS	500	406	(94)
	TOTAL	285,500	230,146	(55,354)
LEGAL FEES AND SERVICES				
9771	ATTORNEY FEES AWARDS	75,000	20,550	(54,450)
9772	OUTSIDE LEGAL COUNSEL	500,000	1,330,213	830,213
9777	LITIGATION SUPPORT	4,000	31	(3,969)
	TOTAL	579,000	1,350,794	771,794
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	15,000	10,089	(4,911)
9962	REGISTRATION FEES	25,000	32,796	7,796
9963	EDUCATIONAL MATERIALS	107,500	95,431	(12,069)
	TOTAL	147,500	138,316	(9,184)
MISCELLANEOUS				
9986	MISCELLANEOUS	3,000	1,608	(1,392)
	TOTAL	3,000	1,608	(1,392)
GRAND TOTAL		\$1,082,150	\$1,767,779	\$685,629

MEMBER SERVICES

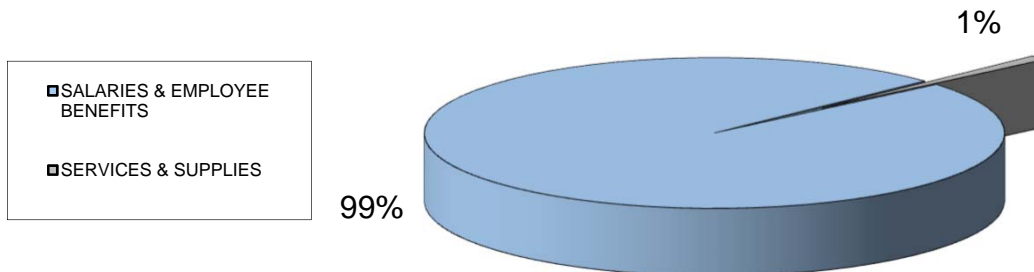
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$8,630,096	\$7,827,206	(\$802,890)
SERVICES & SUPPLIES	\$107,500	\$77,704	(\$29,796)
OPERATING BUDGET	\$8,737,596	\$7,904,910	(\$832,686)

Budgeted Positions 77
Filled Positions 71



Total Expenditures by Category



2018-2019

MEMBER SERVICES

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$5,038,062	\$4,692,620	(\$345,442)
AGENCY TEMPORARY	129,300	152,329	23,029
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	115,400	209,193	93,793
BILINGUAL BONUS	21,600	17,200	(4,400)
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	10,000	12,762	2,762
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$5,314,362	\$5,084,104	(\$230,258)
VARIABLE BENEFITS			
RETIREMENT	918,934	837,305	(81,629)
FICA CONTRIBUTION	88,825	76,357	(12,468)
COUNTY SUBSIDY - INSURANCE	160,587	84,754	(75,833)
OPTIONS PLAN	1,100,340	973,118	(127,222)
LIFE INSURANCE	3,825	4,103	278
HEALTH INSURANCE TEMPS	204,259	88,239	(116,020)
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	173,183	142,094	(31,089)
SAVINGS PLAN	29,217	20,736	(8,481)
PENSION SAVINGS PLAN	13,288	9,662	(3,626)
MEGAFLEX	160,598	103,439	(57,159)
TOTAL VARIABLE BENEFITS	\$2,853,056	\$2,339,808	(\$513,248)
OPEB CONTRIBUTION	\$83,806	\$89,071	\$5,265
OTHER BENEFITS	\$378,872	\$314,223	(\$64,649)
TOTAL EMPLOYEE BENEFITS	\$3,315,734	\$2,743,102	(\$572,632)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$8,630,096	\$7,827,206	(\$802,890)

2018-2019

MEMBER SERVICES

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

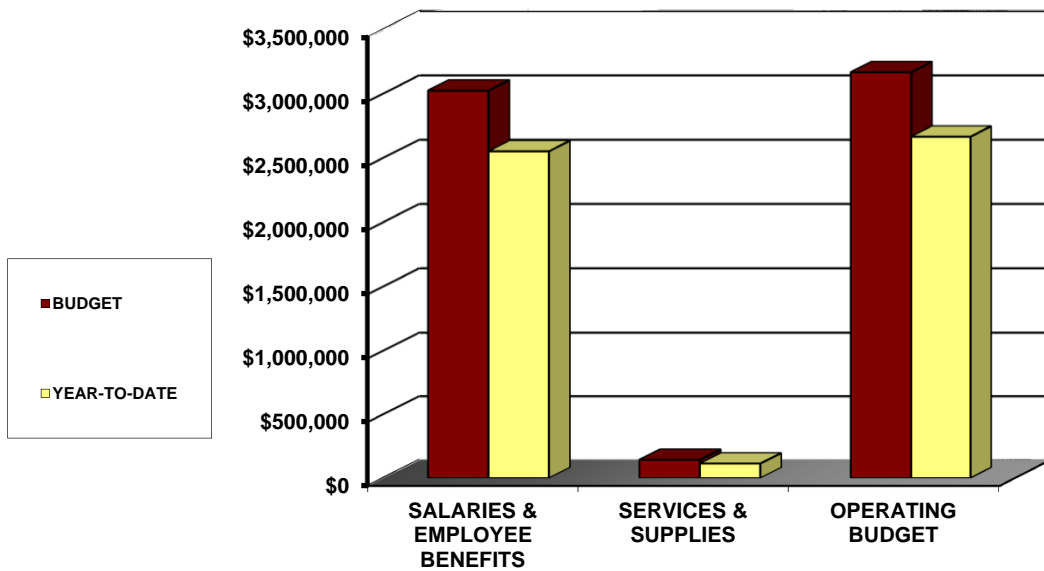
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$17,500	\$12,634	(\$4,866)
9182	TRAVEL	30,000	23,434	(6,566)
TOTAL		47,500	36,069	(11,431)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	22,000	12,502	(9,498)
TOTAL		22,000	12,502	(9,498)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	1,500	635	(865)
9962	REGISTRATION FEES	25,000	20,947	(4,053)
9963	EDUCATIONAL MATERIALS	500	0	(500)
TOTAL		27,000	21,582	(5,418)
MISCELLANEOUS				
9986	MISCELLANEOUS	8,000	6,550	(1,450)
9992	FACILITIES RENTAL	3,000	1,002	(1,998)
TOTAL		11,000	7,552	(3,448)
GRAND TOTAL		\$107,500	\$77,704	(\$29,796)

QUALITY ASSURANCE

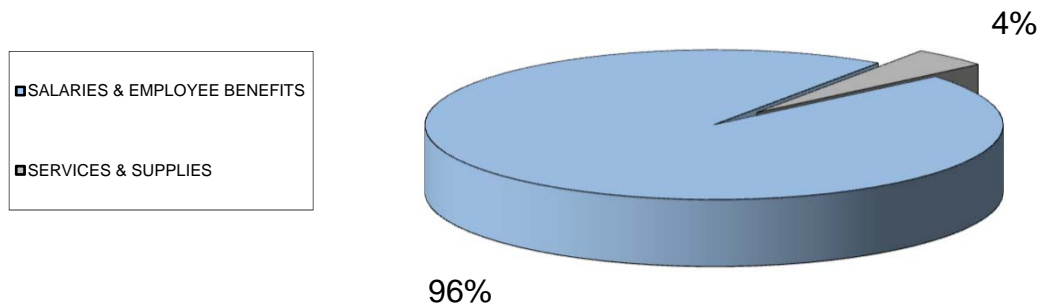
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$3,024,222	\$2,552,084	(\$472,138)
SERVICES & SUPPLIES	\$143,000	\$113,853	(\$29,147)
OPERATING BUDGET	\$3,167,222	\$2,665,938	(\$501,284)

Budgeted Positions 18
Filled Positions 18



Total Expenditures by Category



2018-2019

QUALITY ASSURANCE

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPEDITURES AS JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$1,726,751	\$1,566,189	(\$160,562)
AGENCY TEMPORARY	0	0	0
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	1,871	4,289	2,418
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	0	0	0
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	1,728,622	1,570,478	(158,144)
VARIABLE BENEFITS			
RETIREMENT	373,375	327,125	(46,250)
FICA CONTRIBUTION	26,099	24,233	(1,866)
COUNTY SUBSIDY - INSURANCE	162,302	105,555	(56,747)
OPTIONS PLAN	0	1,936	1,936
LIFE INSURANCE	8	21	13
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	9,627	996	(8,631)
THRIFT PLAN / HORIZONS	45,377	42,729	(2,648)
SAVINGS PLAN	67,257	49,505	(17,752)
PENSION SAVINGS PLAN	0	0	0
MEGAFLEX	452,978	288,608	(164,370)
TOTAL VARIABLE BENEFITS	\$1,137,022	\$840,706	(\$296,316)
OPEB CONTRIBUTION	\$28,724	\$34,494	\$5,770
OTHER BENEFITS	\$129,855	\$106,407	(\$23,448)
TOTAL EMPLOYEE BENEFITS	\$1,295,602	\$981,606	(\$313,996)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$3,024,222	\$ 2,552,084	(\$472,138)

2018-2019

QUALITY ASSURANCE

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

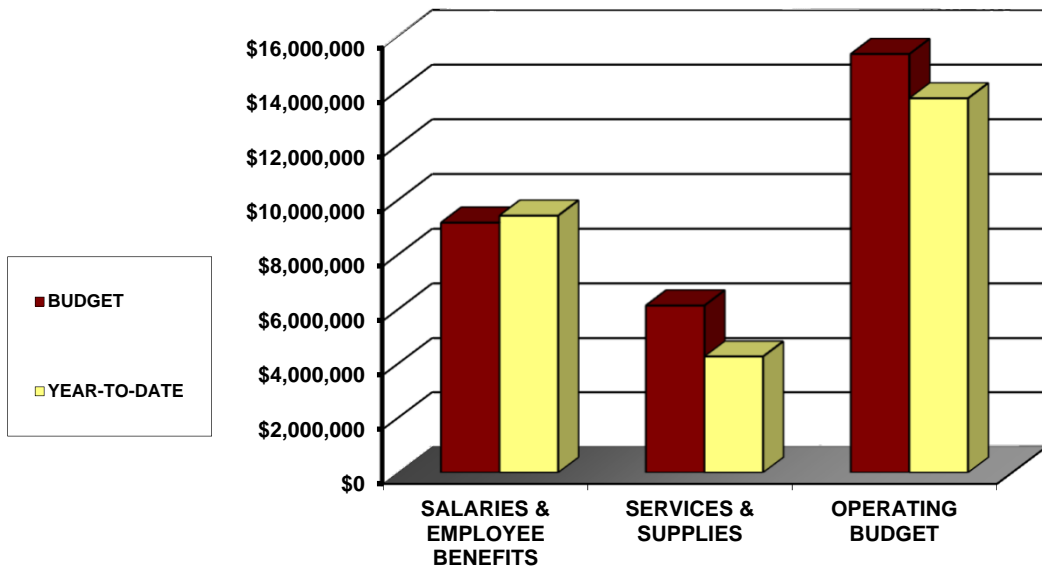
		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	\$3,500	\$2,748	(\$752)
9182	TRAVEL	45,000	30,870	(14,130)
TOTAL		48,500	33,618	(14,882)
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	3,500	4,063	563
TOTAL		3,500	4,063	563
PROFESSIONAL AND SPECIALIZED SERVICES				
9715	COST EFFECTIVE MANAGEMENT (CEM)	45,000	45,000	0
TOTAL		45,000	45,000	0
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	8,000	7,609	(391)
9962	REGISTRATION FEES	35,000	22,978	(12,022)
9963	EDUCATIONAL MATERIALS	2,000	185	(1,815)
TOTAL		45,000	30,772	(14,228)
MISCELLANEOUS				
9986	MISCELLANEOUS	1,000	400	(600)
TOTAL		1,000	400	(600)
GRAND TOTAL		\$143,000	\$113,853	(\$29,147)

SYSTEMS DIVISION

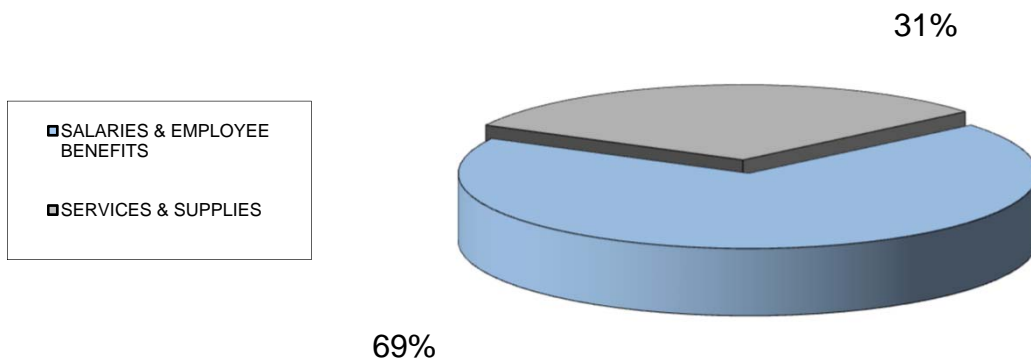
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$9,192,677	\$9,450,037	\$257,360
SERVICES & SUPPLIES	\$6,163,810	\$4,289,119	(\$1,874,691)
OPERATING BUDGET	\$15,356,487	\$13,739,156	(\$1,617,331)

Budgeted Positions 60
Filled Positions 36



Total Expenditures by Category



2018-2019

SYSTEMS DIVISION

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$5,269,412	\$4,828,419	(\$440,993)
AGENCY TEMPORARY	992,000	1,849,848	857,848
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	130,100	142,695	12,595
BILINGUAL BONUS	0	0	0
PAY IN LIEU OF SALARY REDUCTION	0	1,038	1,038
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	6,000	11,589	5,589
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$6,397,512	\$6,833,589	\$436,077
VARIABLE BENEFITS			
RETIREMENT	914,511	847,454	(67,057)
FICA CONTRIBUTION	81,658	75,017	(6,641)
COUNTY SUBSIDY - INSURANCE	198,008	219,525	21,517
OPTIONS PLAN	346,664	320,177	(26,487)
LIFE INSURANCE	1,690	1,377	(313)
HEALTH INSURANCE TEMPS	0	0	0
FLEXIBLE BENEFIT PLAN	16,099	12,403	(3,696)
THRIFT PLAN / HORIZONS	166,480	141,282	(25,198)
SAVINGS PLAN	136,259	115,248	(21,011)
PENSION SAVINGS PLAN	0	3,987	3,987
MEGAFLEX	449,872	464,266	14,394
TOTAL VARIABLE BENEFITS	\$2,311,242	\$2,200,736	(\$110,506)
OPEB CONTRIBUTION	\$87,655	\$89,602	\$1,947
OTHER BENEFITS	\$396,270	\$326,109	(\$70,161)
TOTAL EMPLOYEE BENEFITS	\$2,795,166	\$2,616,448	(\$178,718)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$9,192,677	\$9,450,037	\$257,360

2018-2019

SYSTEMS DIVISION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
COMMUNICATIONS				
9121	DISASTER RECOVERY - CELLULAR SRVC	\$150,000	\$106,841	(\$43,159)
9124	INTERNET ACCESS	165,000	183,030	18,030
9125	TRUNK LINES	200,000	254,304	54,304
9130	TELECOMMUTING EXPENSE	41,000	17,280	(23,720)
9133	TELEPHONE SYSTEM SUPPLIES	25,000	11,989	(13,011)
9135	TELEPHONE SYSTEM MAINTENANCE	430,000	156,845	(273,155)
	TOTAL	1,011,000	730,291	(280,709)
TRANSPORTATION AND TRAVEL				
9181	TRANSPORTATION	7,500	1,636	(5,864)
9182	TRAVEL	25,000	12,998	(12,002)
	TOTAL	32,500	14,633	(17,867)
POSTAGE				
9208	MONTHLY RETIREE CHECK MAILING	370,000	380,490	10,490
	TOTAL	370,000	380,490	10,490
OFFICE SUPPLIES AND EQUIPMENT				
9302	SPECIAL ORDERS/MINOR EQUIP	24,000	10,944	(13,056)
9332	COMPUTER MONITORS	20,000	71,834	51,834
9336	COMPUTER PRINTER	12,000	3	(11,997)
9344	COMPUTER ACCESSORIES	20,000	4,139	(15,861)
9345	COMPUTER PERIPHERALS	30,000	33	(29,967)
9347	STORAGE MEDIA	15,000	0	(15,000)
9348	BOARD MEMBER TECH SUPPORT	50,000	39,000	(11,000)
9353	DIVISIONAL IT SUPPLIES/EQUIPMENT	311,510	86,492	(225,018)
	TOTAL	482,510	212,445	(270,065)
EQUIPMENT MAINTENANCE				
9406	MAINFRAME EQUIPMENT	185,000	231,167	46,167
9411	AV MAINTENANCE CONTRACT BOARDROOM	43,000	37,368	(5,632)
9412	KEY CARD SECURITY SYSTEM (DAS)	40,000	47,832	7,832
9414	LAN HARDWARE MAINTENANCE	184,700	20,952	(163,748)
9419	ON-SITE PRINTER MAINTENANCE	18,000	10,466	(7,534)
9424	EQUIP MAINT - UPS - SERVER ROOM	14,500	69,528	55,028
9436	EQUIP MAINT - AIR CONDITIONING	60,000	41,502	(18,498)
9438	AUDIO VISUAL ENHANCEMENTS	25,000	1,586	(23,414)
9439	SURVEILLANCE SYSTEM	15,000	2,842	(12,159)
9442	FIRE SUPPRESSION SYSTEM	15,000	0	(15,000)
9443	GENERATOR SYSTEM	5,200	3,855	(1,345)
	TOTAL	605,400	467,099	(138,301)

2018-2019

SYSTEMS DIVISION

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

		BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
PROFESSIONAL AND SPECIALIZED SERVICES				
9502	EDP CHARGES - ISD	\$8,500	\$9,406	\$906
9509	AUDITOR CONTROLLER - PAYROLL SERVICES	86,100	36,000	(50,100)
9550	FILENET WORKFLOW/GUI CONSULTING	40,000	71,850	31,850
9574	KNOWLEDGE & DOC MGMT PROJECT	180,000	0	(180,000)
9680	IRON MOUNTAIN MEDIA STORAGE	50,000	39,909	(10,091)
9681	RETIREE PAYROLL PRINTING	230,000	241,005	11,005
9692	IBM HOTSITE SERVICES	200,000	131,105	(68,895)
9714	SECURITY ASSESSMENT	85,000	0	(85,000)
	TOTAL	879,600	529,275	(350,325)
COMPUTER SERVICES & SUPPORT				
9831	LAN SOFTWARE & LIC - NEW	70,000	0	(70,000)
9832	LAN SOFTWARE & LIC - EXISTING	832,400	894,263	61,863
9833	MAINFRAME SOFTWARE & LIC - EXISTING	815,000	647,715	(167,285)
9843	LAN NETWORK HARDWARE - NEW	135,000	130,978	(4,022)
9879	CO-LOCATION	245,000	212,682	(32,318)
9882	BOARDROOM OPERATION MGMT SYSTEMS I	250,000	43,078	(206,922)
9923	PUBLIC BROADCAST AND/OR STREAMING	75,000	16,106	(58,894)
9924	NETWORK INFRASTRUCTURE & SWITCH	200,000	0	(200,000)
9925	ROUTER/SECURITY APPLIANCE	25,000	0	(25,000)
9926	ECM - HISTORICAL DATA IMAGING	75,000	0	(75,000)
	TOTAL	2,722,400	1,944,823	(777,577)
EDUCATIONAL EXPENSES				
9961	MEMBERSHIPS	900	1,590	690
9962	REGISTRATION FEES	50,000	4,064	(45,936)
9963	EDUCATIONAL MATERIALS	8,500	3,795	(4,705)
	TOTAL	59,400	9,449	(49,951)
MISCELLANEOUS				
9986	MISCELLANEOUS	1,000	614	(386)
	TOTAL	1,000	614	(386)
GRAND TOTAL		\$6,163,810	\$4,289,119	(\$1,874,691)

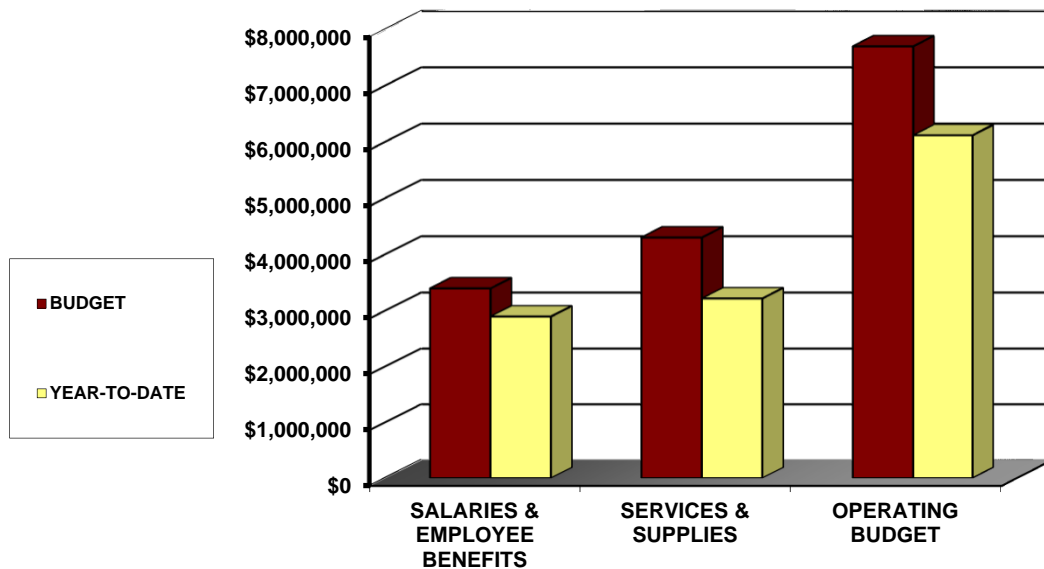
FISCAL YEAR 2018-2019
RETIREE HEALTHCARE BENEFITS PROGRAM
BUDGET CONTROL REPORT
BASED ON EXPENDITURES AS OF
JUNE 30, 2019

RETIREE HEALTHCARE BENEFITS PROGRAM

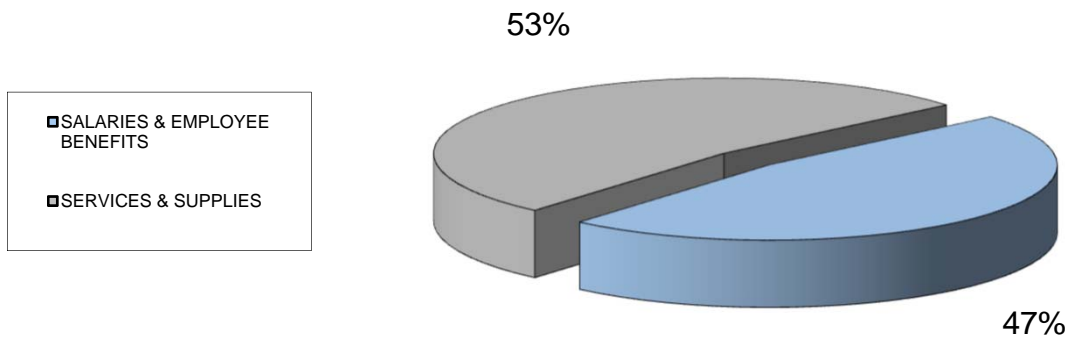
BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$3,397,199	\$2,899,206	(\$497,993)
SERVICES & SUPPLIES	\$4,302,854	\$3,219,062	(\$1,083,792)
OPERATING BUDGET	\$7,700,053	\$6,118,267	(\$1,581,786)

Budgeted Positions 28
Filled Positions 21



Total Expenditures by Category



2018-2019

RETIREE HEALTH CARE BENEFITS PROGRAM

SUMMARY OF SALARIES AND EMPLOYEE BENEFITS
 BASED ON EXPENDITURES AS OF JUNE 30, 2019

	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
SALARIES & OTHER PAYS			
PERMANENT / COUNTY TEMPORARY	\$2,069,450	\$1,865,145	(\$204,305)
AGENCY TEMPORARY	132,100	69,213	(62,887)
LACERA INTERN PROGRAM	0	0	0
STIPENDS	0	0	0
OVERTIME	36,245	20,815	(15,430)
BILINGUAL BONUS	2,400	3,550	1,150
PAY IN LIEU OF SALARY REDUCTION	0	0	0
TRANSPORTATION ALLOWANCE	0	0	0
SICKLEAVE BUYBACK	10,000	5,878	(4,122)
RESERVE FOR REMUNERATION	0	0	0
TOTAL SALARIES & OTHER PAYS	\$2,250,195	\$1,964,601	(\$285,594)
VARIABLE BENEFITS			
RETIREMENT	390,385	336,170	(54,215)
FICA CONTRIBUTION	29,442	24,458	(4,984)
COUNTY SUBSIDY - INSURANCE	59,701	34,716	(24,985)
OPTIONS PLAN	422,138	324,421	(97,717)
LIFE INSURANCE	877	1,014	137
HEALTH INSURANCE TEMPS	28,303	3,264	(25,039)
FLEXIBLE BENEFIT PLAN	0	0	0
THRIFT PLAN / HORIZONS	72,053	53,139	(18,914)
SAVINGS PLAN	20,647	21,302	655
PENSION SAVINGS PLAN	910	165	(745)
MEGAFLEX	88,125	104,028	15,903
TOTAL VARIABLE BENEFITS	\$1,112,580	\$902,677	(\$209,903)
OPEB CONTRIBUTION	\$34,424	\$31,928	(\$2,496)
OTHER BENEFITS	\$0	\$0	\$0
TOTAL EMPLOYEE BENEFITS	\$1,147,004	\$934,605	(\$212,399)
TOTAL SALARIES & EMPLOYEE BENEFITS	\$3,397,199	\$2,899,206	(\$497,993)

2018-2019

RETIREE HEALTH CARE BENEFITS PROGRAM

DETAIL OF SERVICES AND SUPPLIES ACCOUNTS
BASED ON EXPENDITURES AS OF JUNE 30, 2019

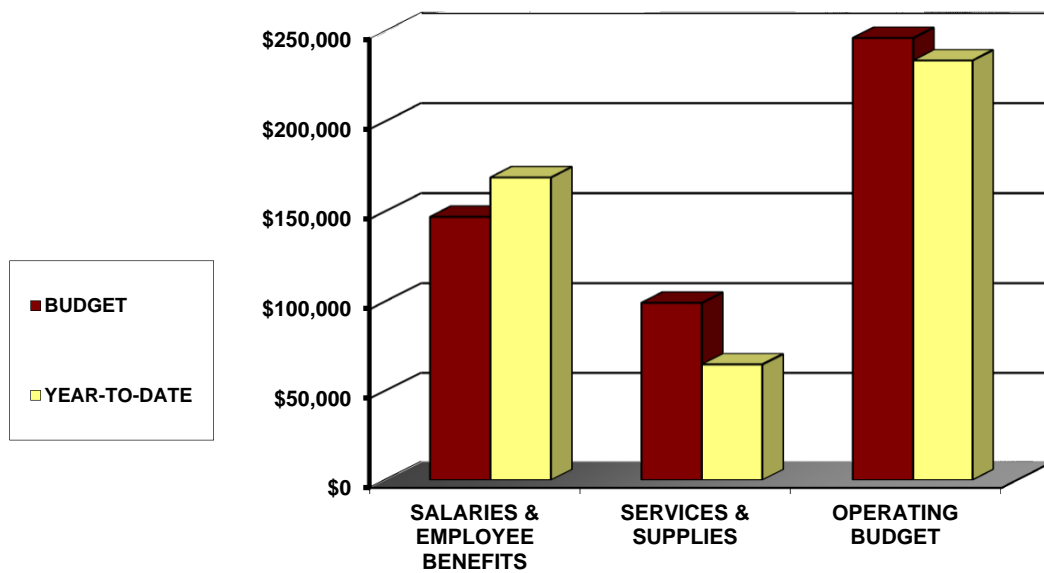
	BUDGET	YTD ACTUAL	OVER/(UNDER) BUDGET
TRANSPORTATION AND TRAVEL			
9181	\$5,000	\$3,883	(\$1,117)
9182	50,000	44,596	(5,404)
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TOTAL	55,000	48,479	(6,521)
POSTAGE			
9212	450,000	23,541	(426,459)
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TOTAL	450,000	23,541	(426,459)
OFFICE SUPPLIES AND EQUIPMENT			
9302	4,000	7,308	3,308
	-----	-----	-----
TOTAL	4,000	7,308	3,308
OPERATIONAL COSTS			
9482	112,800	112,798	(2)
9483	1,521,554	1,787,376	265,822
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TOTAL	1,634,354	1,900,175	265,821
PROFESSIONAL AND SPECIALIZED SERVICES			
9541	800,000	0	(800,000)
9545	750,000	848,225	98,225
9572	1,500	0	(1,500)
9573	576,000	361,521	(214,479)
	-----	-----	-----
TOTAL	2,127,500	1,209,745	(917,755)
EDUCATIONAL EXPENSES			
9961	4,000	3,000	(1,000)
9962	25,000	26,760	1,760
9963	3,000	54	(2,946)
	-----	-----	-----
TOTAL	32,000	29,814	(2,186)
	-----	-----	-----
GRAND TOTAL	\$4,302,854	\$3,219,062	(\$1,083,792)
	=====	=====	=====

FISCAL YEAR 2018-2019
OTHER POST-EMPLOYMENT
BENEFITS TRUST
BUDGET CONTROL REPORT
BASED ON EXPENDITURES AS OF
JUNE 30, 2019

OTHER POST-EMPLOYMENT BENEFITS TRUST

BUDGET CONTROL REPORT - FISCAL YEAR 2018-2019 BASED ON EXPENDITURES AS OF JUNE 30, 2019

<u>CATEGORY</u>	<u>BUDGET</u>	<u>YEAR-TO-DATE</u>	<u>OVER / (UNDER) BUDGET</u>
SALARIES & EMPLOYEE BENEFITS	\$147,060	\$168,933	\$21,873
SERVICES & SUPPLIES	\$99,289	\$64,926	(\$34,363)
OPERATING BUDGET	\$246,349	\$233,860	(\$12,490)



Total Expenditures by Category

