

# LIVE VIRTUAL BOARD MEETING

Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Committee meeting preceding it.



TO VIEW VIA WEB



TO PROVIDE PUBLIC COMMENT

You may submit a request to speak during Public Comment or provide a written comment by emailing [PublicComment@lacera.com](mailto:PublicComment@lacera.com). If you would like to remain anonymous at the meeting without stating your name, please let us know.

**Attention:** Public comment requests must be submitted via email to [PublicComment@lacera.com](mailto:PublicComment@lacera.com).

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

A REGULAR MEETING OF THE BOARD OF RETIREMENT  
LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA

9:00 A.M., WEDNESDAY, FEBRUARY 2, 2022\*

This meeting will be conducted by the Board of Retirement by teleconference under California Government Code Section 54953(e).

Any person may view the meeting online at  
<https://LACERA.com/leadership/board-meetings>

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

- I. CALL TO ORDER
- II. APPROVAL OF MINUTES
  - A. Approval of the Disability Procedures and Services Committee Minutes of the Regular Meeting of August 12, 2021
  - B. Approval of the Minutes of the Regular Meeting of January 5, 2022
- III. PUBLIC COMMENT

(Written Public Comment - You may submit written public comments by email to [PublicComment@lacera.com](mailto:PublicComment@lacera.com). Correspondence will be made part of the official record of the meeting. Please submit your written public comments or documentation as soon as possible and up to the close of the meeting.

Verbal Public Comment - You may also request to address the Board at [PublicComment@lacera.com](mailto:PublicComment@lacera.com) before and during the meeting at any time up to the end of the Public Comment item. We will contact you with information and instructions as to how to access the meeting as a speaker. If you would like to remain anonymous at the meeting without stating your name, please let us know.)
- IV. OTHER COMMUNICATIONS
  - A. For Information
    - 1. December 2021 All Stars

IV. OTHER COMMUNICATIONS

A. For Information (Continued)

2. Chief Executive Officer's Report  
(Memo dated January 24, 2022)

V. DISABILITY RETIREMENT APPLICATIONS ON CONSENT CALENDAR

VI. CONSENT ITEMS

- A. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Board approves that, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Board of Retirement and Board of Investments separately consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of each Board and its Committees to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that each Board and its Committees shall hold teleconference meetings for the next 30 days, and if so, direct staff to comply with the agenda and public comment requirements of the statute. Action taken by each Board will only apply to that Board and its Committees. (Memo dated January 24, 2022)
- B. Ratification of Service Retirement and Survivor Benefit Application Approvals. (Memo dated January 25, 2022)
- C. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board grant the appeal and request for an administrative hearing for applicants Janet Arik and Nina Arutyunyan. (Memo dated January 20, 2022)
- D. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board dismiss with prejudice Sarah E. Mark's appeal for a service-connected disability retirement. (Memo dated January 20, 2022)
- E. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board Dismiss with prejudice the Appeal of C. Renae Walker-Jones for a service-connected disability retirement. (Memo dated January 27, 2022)

VI. CONSENT ITEMS (Continued)

- F. Recommendation as submitted by the Joint Organizational Governance Committee: That the Board 1) Approve for implementation the recommended proposed classification and compensation changes for the existing Executive Secretary, LACERA; Secretary, LACERA; Senior Secretary, LACERA; and Management Secretary, LACERA classifications; and 2) Approve for implementation the recommended proposed classification and compensation changes for the creation of a new Senior Legal Secretary, LACERA classification. (Memo dated January 19, 2022)
- G. Recommendation as submitted by Shawn R. Kehoe, Chair, Operations Oversight Committee: That the Board approve the revised Administrative Appeals Procedures for Felony Forfeiture. (Memo dated January 24, 2022)

VII. EXCLUDED FROM CONSENT ITEMS

VIII. NON-CONSENT ITEMS

- A. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Board approve the attached document entitled “Powers and Duties of Retirement Board Trustees,” which will be included with the ballot materials for the 2022 election of the Seventh Member and Alternate Seventh Member of the Board of Retirement and posted on lacera.com. (Memo dated January 24, 2022)
- B. Recommendation as submitted by Laura Guglielmo, Assistant Executive Officer: That the Board approve the engagement of KH Consulting Group as the Strategic Planning consultant and authorize the Chief Executive Officer or his designee to negotiate a final agreement that includes the role of the Board of Investments within its scope. (Memo dated January 21, 2022)
- C. Recommendation as submitted by JJ Popowich, Assistant Executive Officer: That the Board authorize staff to continue to research, discuss and prepare a report for consideration by the Board regarding the request from two outside public districts, within the County of Los Angeles, who are seeking to provide LACERA retirement benefits to their respective employees. This authorization includes an authorization to seek a formal request from the district’s Boards and an agreement between LACERA and the potential districts, for said districts to bear all costs associated with studying their request. (Memo dated January 18, 2022)



VIII. NON-CONSENT ITEMS (Continued)

- D. Recommendation as submitted by Ted Granger, Interim Chief Financial Officer: That the Board approve for the year ended December 2021, determine the Consumer Price Index changed by 6.6% (or when rounded to the nearest one-half of 1.0% as the COLA benefit rules require, 6.5%: the LACERA 2022 COLA Award), and approve cost-of-living adjustment and respective COLA Accumulation changes for retired LACERA members and beneficiaries, based on retirement plan and date of retirement or death, to become effective April 1, 2022 in accordance with applicable California Government Code Sections. (Memo dated January 19, 2022)
- E. Recommendation as submitted by Ted Granger, Interim Chief Financial Officer: That the Board determine the Consumer Price Index changed by 8.1% for the last two calendar years ended December 2021 and adjust the compensation for the review and analysis of disability retirement cases to a maximum of \$135 per day, to be prorated for less than eight hours in a single day at the hourly rate of \$16.88, effective April 1, 2022. (Memo dated January 19, 2022)
- F. Recommendation as submitted by Carly Ntoya, Ph.D., Human Resources Director: That the Board approve 1) Staff to issue a Request for Proposal (RFP) for Executive Search Services; and 2) That the Board approve recruitment payment for Executive Search Services rendered by a successful bidder(s) in response to a Request for Proposals. The staff has estimated recruitment cost to be \$294,000, although amount may be higher, if such external recruitment resources are used for hiring Investment positions. (Memo dated January 19, 2022)

IX. REPORTS

- A. For Information Only as submitted by Ricki Contreras, Division Manager, Disability Retirement Services, regarding the Application Processing Time Snapshot Reports. (Memo dated January 19, 2022)
- B. For Information Only as submitted by Fern M. Billingsy, Senior Staff Counsel, regarding the Report of Pensionable Compensation and Compensation Earnable Items. (Memo dated January 21, 2022)

IX. REPORTS (Continued)

- C. For Information Only as submitted by Ted Granger, Interim Chief Financial Officer, regarding the following reports:

Monthly Travel and Education Reports for December 2021

(Public Memo dated January 19, 2022)

(Confidential Memo dated January 19, 2022 – Includes Anticipated Travel)

- D. For Information Only as submitted by Ricki Contreras, Division Manager, Disability Retirement Services, regarding the 2021 4<sup>th</sup> Quarter Reports of Paid Invoices. (Confidential Memo dated January 14, 2022)

- E. For Information Only as submitted by Steven P. Rice, Chief Counsel, regarding the January 2022 Fiduciary Counsel Contact and Billing Report. (Memo dated December 27, 2021) (Privileged and Confidential Attorney-Client Communication/Attorney Work Product)

X. ITEMS FOR STAFF REVIEW

XI. GOOD OF THE ORDER

(For information purposes only)

XII. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

- A. Applications for Disability

- B. Disability Retirement Appeals

- C. Staff Recommendations

1. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board instruct staff to close Manuel Carvajal's (Deceased) Application for Disability Retirement. (Memo dated January 24, 2022)
2. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board approve the service provider invoice for Referee Joseph L. Stine. (Memo dated January 18, 2022)

XIII. EXECUTIVE SESSION

- A. Conference with Legal Counsel – Existing Litigation  
(Pursuant to Paragraph (1) of Subdivision (d) of California Government Code Section 54956.9)

1. Administrative Appeal of Tod Hipsher

Tod Hipsher vs. LACERA et al.

Los Angeles County Superior Court Case No. BS153372

XIV. ADJOURNMENT

*\*Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Committee meeting preceding it.*

*Documents subject to public disclosure that relate to an agenda item for an open session of the Board of Retirement that are distributed to members of the Board of Retirement less than 72 hours prior to the meeting will be available for public inspection at the time they are distributed to a majority of the Board of Retirement Trustees 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](mailto:PublicComment@lacera.com), but no later than 48 hours prior to the time the meeting is to commence.*

MINUTES OF THE MEETING OF THE  
DISABILITY PROCEDURES AND SERVICES COMMITTEE  
and  
BOARD OF RETIREMENT

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION  
GATEWAY PLAZA - 300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

THURSDAY, AUGUST 12, 2021

This meeting was conducted by the Board of Retirement by teleconference under the Governor's Executive Order No. N-29-20.

**COMMITTEE TRUSTEES**

PRESENT: Wayne Moore, Vice Chair  
Herman B. Santos (Joined meeting at 8:12 am)  
William Pryor, Alternate (Joined meeting at 8:51)

ABSENT: JP Harris, Chair  
Gina Zapanta

**ALSO IN ATTENDANCE:**

**BOARD TRUSTEES AT LARGE**

Vivian Gray  
Keith Knox  
Ronald Okum  
Les Robbins  
Alan Bernstein  
Shawn Kehoe

**STAFF, ADVISORS, PARTICIPANTS**

Tamara Caldwell, Disability Retirement Services Supervisor  
Hernan Barrientos, Disability Retirement Services Supervisor  
Francis J. Boyd, Senior Staff Counsel

I. CALL TO ORDER

The Meeting was called to order virtually by Vice Chair Moore at 8:01 a.m.

II. APPROVAL OF THE MINUTES

A. Approval of the minutes of the regular meeting of June 10, 2021

Mr. Santos made a motion, Mr. Pryor seconded, to approve the minutes of the regular meeting of June 10, 2021. The motion passed with all trustees present.

III. PUBLIC COMMENT

There were no requests from the public to speak.

IV. FOR INFORMATION ONLY

A. STRESS, HYPERTENSION, and STROKE  
50 Years of Research  
Presentation by Dr. Jeffrey A. Hirsch

Dr. Hirsch provided a presentation to the Committee and answered questions from Trustees.

V. ITEMS FOR STAFF REVIEW

There was nothing to report.

VI. GOOD OF THE ORDER

There were no comments during the Good of the Order.

VII. ADJOURNMENT

With no further business to come before the Disability Procedures and Services Committee, the meeting was adjourned at 9:04 a.m.

MINUTES OF THE REGULAR MEETING OF THE BOARD OF RETIREMENT  
LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA

9:00 A.M., WEDNESDAY, JANUARY 5, 2022

This meeting was conducted by the Board of Retirement by teleconference under California Government Code Section 54953(e).

Any person may view the meeting online at  
<https://LACERA.com/leadership/board-meetings>

PRESENT: William Pryor (Alternate Safety), Chair

Shawn R. Kehoe, Vice Chair

Alan Bernstein, Secretary

Vivian H. Gray

JP Harris (Alternate Retired)

Keith Knox

Wayne Moore

Les Robbins

Antonio Sanchez

Herman Santos

ABSENT: Gina Zapanta

STAFF ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis A. Lugo, Deputy Chief Executive Officer

JJ Popowich, Assistant Executive Officer



STAFF ADVISORS AND PARTICIPANTS (Continued)

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

Jon Grabel, Chief Investment Officer

Dr. Glenn Ehresmann, Medical Advisor

Richard Bendall, Chief Audit Executive

Allan Cochran, Member Services Division Manager

Carlos Barrios, Interim Benefits Division Manager

Ted Granger, Interim Chief Financial Officer

Carly Ntoya, Ph.D., Human Resources Director

Barry W. Lew, Legislative Affairs Officer

Fern M. Billingsy, Senior Staff Counsel

Francis J. Boyd, Senior Staff Counsel

Tamara Caldwell, Disability Retirement Specialist Supervisor

Vickie Neely, Disability Retirement Specialist Supervisor

Kerri Wilson, Disability Retirement Specialist Supervisor

Hernan Barrientos, Disability Retirement Specialist Supervisor

Ricardo Salinas, Disability Retirement Specialist Supervisor

Vincent Lim, Disability Litigation Manager

Allison E. Barrett, Senior Staff Counsel

Eugenia W. Der, Senior Staff Counsel

STAFF ADVISORS AND PARTICIPANTS (Continued)

Jason E. Waller, Senior Staff Counsel

Klausner, Kaufman, Jensen & Levinson  
Robert D. Klausner, Partner

I. CALL TO ORDER

The meeting was called to order virtually by Mr. Bernstein as outgoing Chair at 9:00 a.m.

II. RATIFICATION OF OFFICERS

- A. Recommendation as submitted by Santos H. Kreimann, Chief Executive Officer: That the Board ratify its slate of board officers who will serve their term in the 2022 calendar year. (Memo dated December 21, 2021)

Mr. Knox made a motion, Ms. Gray seconded, to approve the ratification of the slate of board officers. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray. Ms. Zapanta was absent.

III. ELECTIONS OF COMMITTEE MEMBERS

Election of Joint Organizational Governance Committee (1 Trustee) and Audit Committee Trustees (3 Trustees)

Mr. Kehoe called for nominations for the Joint Organizational Governance Committee. Mr. Knox, Mr. Harris, and Mr. Sanchez were nominated to the position of Joint Organizational Governance Committee Member by Mr. Bernstein, Mr. Pryor, and Mr. Santos, respectively. Hearing no other nominations, the nominations were closed. The vote on the nomination of Mr. Knox failed (roll call), with Messrs. Knox, Santos, Sanchez, Moore, Robbins, Kehoe and Ms. Gray voting no and Mr. Bernstein voting yes. The vote on the nomination of Mr. Harris failed (roll call) with Messrs. Knox, Kehoe, Robbins, Bernstein voting yes and Messrs. Santos, Sanchez, Moore, and Ms. Gray voting no. The vote on the nomination of Mr. Sanchez passed (roll call) with Messrs. Santos, Sanchez,

### III. ELECTIONS OF COMMITTEE MEMBERS (Continued)

Moore, Robbins, Bernstein, and Ms. Gray voting yes and Messrs. Knox and Kehoe voting no. Ms. Zapanta was absent for each of the votes.

Mr. Kehoe called for nominations for Audit Committee. Mr. Santos, Mr. Moore, and Mr. Bernstein were nominated to the position of Audit Committee Member by Mr. Pryor, Mr. Knox, and Mr. Knox, respectively. Hearing no other nominations, the nominations were closed. Mr. Kehoe announced that Mr. Santos, Mr. Moore, and Mr. Bernstein were elected to the position of Audit Committee Member for 2022.

### IV. APPROVAL OF MINUTES

#### A. Approval of the Minutes of the Regular Meeting of December 1, 2021

Mr. Moore made a motion, Mr. Knox seconded, to approve the minutes of the regular meeting of December 1, 2021. The motion passed (roll call) with Messrs. Knox, Santos, Moore, Kehoe, Robbins, Bernstein, Ms. Gray voting yes and Mr. Sanchez abstaining. Ms. Zapanta was absent for the vote.

### V. PUBLIC COMMENT

LACERA member, Daphane Poingsett and her attorney Oshea Orchid, addressed the Board regarding her disability retirement application (5221B). A written comment from Ms. Poingsett was also provided to the Board and is part of the meeting record.

### VI. OTHER COMMUNICATIONS

#### A. For Information

##### 1. November 2021 All Stars

Mr. Popowich announced the winners for the month of November: James Nicholson,

VI. OTHER COMMUNICATIONS (Continued)

Karina Lopez, Ervin Wu, and Theodora Byers.

2. Chief Executive Officer's Report  
(Memo dated December 27, 2021)

Mr. Kreimann thanked the 2021 Officers for their leadership and congratulated the 2022 Officers. In addition, Mr. Kreimann shared that the Member Service Center is open for virtual appointments only at this time. Lastly, he shared that staff is prepared to execute the January 31, 2022, return to office plans; however, staff is still monitoring the COVID landscape. In the meantime, staff is being trained on the Fulgent testing procedures in preparation for staff's return on an alternate basis.

VII. DISABILITY RETIREMENT APPLICATIONS ON CONSENT CALENDAR

Safety Law Enforcement  
Service-Connected Disability Applications

On a motion by Mr. Kehoe, seconded by Mr. Bernstein, the Board of Retirement approved a service-connected disability retirement for the following named employees who were found to be disabled for the performance of their duties and have met the burden of proof. The motion passed (roll call) with Messrs. Knox, Moore, Kehoe, Robbins, Bernstein, Santos, Sanchez, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

<u>APPLICATION NO.</u>	<u>NAME</u>
583D	MALCOLM D. HARCROW
584D	LUIS NUNEZ
585D	TODD A. CAMPBELL
586D	DAVID R. WENDLANDT

VII. DISABILITY RETIREMENT APPLICATIONS ON CONSENT CALENDAR

Safety Law Enforcement (Continued)  
Service-Connected Disability Applications

<u>APPLICATION NO.</u>	<u>NAME</u>
587D	JEFFREY P. HOSLET
588D	ANGEL A. MATUTE, JR.
589D	JAMES B. NOBLE
590D	PAUL F. MORALES
591D	STEFAN E. CHRISTOPHER
592D*	ANTHONY J. ROTELLA
593D	JOHN A. COOK
594D	ROMEO S. PASCUAL
595D	DENISE O. ESCOBEDO-FUCHS
596D	MIKE T. MCPHEETERS
597D*	RICHARD A. MARTINEZ
598D	DAVID R. GUNNER
599D**	ARMANDO F. MENESES (DEC'D)
600D	ANDREW J. SERRATA
601D	KEVIN J. NELSON
602D	ROBERT E. RENTERIA
603D	JAMES D. MOLIDOR
604D	THOMAS J. BOGDAN
605D	JOHN P. HAUGHEY
606D	RUBEN M. VALENCIA, JR.
607D***	DEXTER W. JONES
608D	ALICIA M. MALONE

\* Granted SCD – Employer Cannot Accommodate

\*\* Granted SCD – Survivor Benefit

\*\*\* Granted SCD – Retroactive

VII. DISABILITY RETIREMENT APPLICATIONS ON CONSENT CALENDAR  
(Continued)

Safety Law Enforcement (Continued)  
Service-Connected Disability Applications

<u>APPLICATION NO.</u>	<u>NAME</u>
609D*	JOE JUAREZ, JR.
610D**	TIMOTHY D. TELLEZ (DEC'D)

Safety Fire, Lifeguards  
Service-Connected Disability Applications

On a motion by Ms. Gray, seconded by Mr. Knox, the Board of Retirement approved a service-connected disability retirement for the following named employees who were found to be disabled for the performance of their duties and have met the burden of proof. The motion passed (roll call) with Messrs. Knox, Moore, Pryor, Robbins, Bernstein, Santos, Sanchez, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

<u>APPLICATION NO.</u>	<u>NAME</u>
1432B	JEFFREY B. ZIEGLER
1433B	DAVID L. ELLIS
1434B	TODD W. CHRISTIE
1435B	ROBERT A. MARCUCCI
1436B	BRIAN R. CIESLAK
1437B	MARK S. BERNARD
1438B**	SAMUEL C. NEUBAUER (DEC'D)
1439B	JONATHAN S. BOWERS
1440B*	ROBERT H. GIBBONS
1441B	PATRICK ERRETT
1442B	ANDREW J. FREDRICKS
1443B	RONALD A. CORPUS

\* Granted SCD - Retroactive

\*\*Granted SCD – Survivor Benefit



VII. DISABILITY RETIREMENT APPLICATIONS ON CONSENT CALENDAR  
(Continued)

General Members

Service-Connected Disability Applications

On a motion by Ms. Gray, seconded by Mr. Santos, the Board of Retirement made a motion to approve a service-connected disability retirement for the following named employees who were found to be disabled for the performance of their duties and have met the burden of proof. The motion passed (roll call) with Messrs. Knox, Moore, Pryor, Robbins, Bernstein, Santos, Sanchez, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

APPLICATION NO.

NAME

2319C	JENNIFER S. CECHIN
2320C*	SERGIO CAFARO (DEC'D)
2321C**	BAMBI L. MOURKOS
2322C***	SHERRIE Y. DAY
2323C**	RAMON M. GONZALES
2324C****	MARSANELL W. PAGE
2325C	TRAVIS J. KRACKE
2326C****	JORGE PANTOJA
2327C*****	CATRINA C. ANCHONDO
2328C**	ROBERT L. ALLOWAY

\*Granted SCD – Survivor Benefit

\*\*Granted SCD – Employer Cannot Accommodate

\*\*\*Granted SCD – Retroactive Employer Cannot Accommodate

\*\*\*\*Granted SCD – Retroactive

\*\*\*\*\*Granted SCD – Salary Supplement

VII. DISABILITY RETIREMENT APPLICATIONS ON CONSENT CALENDAR  
(Continued)

General Members

Nonservice-Connected Disability Applications

On a motion by Mr. Santos, seconded by Mr. Knox, the Board of Retirement made a motion to approve a nonservice-connected disability retirement for the following named employees who were found to be disabled for the performance of their duties and have met the burden of proof. The motion passed (roll call) with Messrs. Knox, Moore, Pryor, Robbins, Bernstein, Santos, Sanchez, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

APPLICATION NO.

NAME

4409\*

CYNTHIA A. REMBERT

4410\*

RICHARD HERRERA

VIII. CONSENT ITEMS

Mr. Moore made a motion, Mr. Robbins seconded, to approve Consent Items A-F. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

- A. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Board approves that, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Board of Retirement consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of the Board and its Committees to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that the Board and its Committees shall hold teleconference meetings for the next 30 days, and if so, direct staff to comply with the agenda and public comment requirements of the statute.

(Memo dated December 27, 2021)

VIII. CONSENT ITEMS (Continued)

- B. Ratification of Service Retirement and Survivor Benefit Application Approvals. (Memo dated December 28, 2021)
- C. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board grant the appeal and request for an administrative hearing for applicant Susan H. Wen. (Memo dated December 23, 2021)
- D. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board dismiss with prejudice Erica A. Torres' appeal for a service-connected disability retirement. (Memo dated December 21, 2021)
- E. Recommendation as submitted by Fern M. Billingsy, Senior Staff Counsel: That the Board: 1) Adopt the attached Resolutions, No. 2021-BR005 and No. 2021-BR006, specifying pay items as excluded from the definitions of "compensation earnable" and "pensionable compensation;" and 2) Instruct staff to coordinate with the County of Los Angeles to establish necessary reporting mechanism and procedures to permit LACERA to exclude these items from the calculation of final compensation. (Memo dated December 17, 2021)
- F. Recommendation as submitted by Shawn Kehoe, Chair, Joint Organizational Governance Committee: That the Board approve the revised Joint Organizational Governance Committee JOGC Charter. (Memo dated December 27, 2021)

IX. EXCLUDED FROM CONSENT ITEMS

There were no items excluded.

X. NON-CONSENT ITEMS

- A. Recommendation as submitted by Carlos Barrios, Interim Division Manager, Benefits Division: That the Board: 1) Determine, based upon medical evaluation conducted on June 16, 2021, that Theresa Villa-McDowell is not incapacitated for the duties assigned to her in the position of Human Services Administrator I; and 2) Grant the application of Theresa Villa-McDowell for reinstatement to active membership. (Memo dated December 13, 2021)

X. NON-CONSENT ITEMS (Continued)

Mr. Kehoe made a motion, Mr. Knox seconded, to approve staff's recommendation. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

- B. Recommendation that the Board approve attendance of Trustees at the Women's Alliance of Saxena White – First Annual Diversity Investing Symposium in Delray Beach, Florida and approve reimbursement of all travel costs incurred in accordance with LACERA's Trustee Education and Trustee Travel Policies. (Memo dated December 14, 2021)  
(Placed on the agenda at the request of Trustee Vivian Gray)

This Item was pulled from the agenda by Trustee Gray without objection. No action was taken by the Board.

XI. REPORTS

The following items were received and filed.

- A. For Information Only as submitted by Barry W. Lew, Legislative Affairs Officer, regarding the Evaluation of Legislative Advocates.  
(Memo dated December 23, 2021)
- B. For Information Only as submitted by Ricki Contreras, Division Manager, Disability Retirement Services, regarding the Application Processing Time Snapshot Reports. (Memo dated December 21, 2021)
- C. For Information Only as submitted by Joseph Kelly, Audit Committee Chair, and Richard Bendall, Chief Audit Executive, regarding the 2021 Audit Committee Annual Report.  
(Memo dated December 20, 2021)
- D. For Information Only as submitted by Santos H. Kreimann, Chief Executive Officer, regarding the Board of Investments Board Officers: 2022 Calendar Year. (Memo dated December 21, 2021)

XI. REPORTS

- E. For Information Only as submitted by Ted Granger, Interim Chief Financial Officer, regarding the following reports:

Monthly Travel and Education Reports for November 2021

(Public Memo dated December 21, 2021)

(Confidential Memo dated December 21, 2021 – Includes Anticipated Travel)

- F. For Information Only as submitted by Steven P. Rice, Chief Counsel, regarding the December 2021 Fiduciary Counsel Contact and Billing Report. (Memo dated December 27, 2021) (Privileged and Confidential Attorney-Client Communication/Attorney Work Product)

XII. ITEMS FOR STAFF REVIEW

There were no items to report.

XIII. GOOD OF THE ORDER  
(For information purposes only)

Trustees and staff welcomed new Trustee, Mr. Sanchez to the Board. In addition, Trustees thanked the 2021 officers and congratulated the 2022 officers. Lastly, the Board and staff honored LACERA staff member, Freddie Verzosa, who passed away last month.

XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

- A. Applications for Disability

APPLICATION NO. & NAME

BOARD ACTION

5221B – DAPHANE H. POINGSETT\*

Mr. Santos made a motion, Mr. Knox seconded, to deny a service-connected disability retirement and find that the applicant is not permanently incapacitated. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

\*Applicant/Attorney Present

XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

A. Applications for Disability (Continued)

APPLICATION NO. & NAME

BOARD ACTION

5222B – JENNIFER R. MIRANDA

Mr. Harris made a motion, Mr. Knox seconded, to grant a nonservice-connected disability retirement since the employer cannot accommodate pursuant to Government Code Section 31720. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

5223B – SCOTT A. LEONARD

Mr. Harris made a motion, Mr. Robbins seconded, to grant a nonservice-connected disability retirement subject to the limitations of Government Code Section 31720 and 31726(a) and (b)(1). The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

5224B – DAVID B. CAMPS (DEC'D)\*

Mr. Kehoe made a motion, Ms. Gray seconded, to refer back to staff for additional information.

Ms. Gray made a substitute motion, Mr. Santos seconded, to grant a service-connected disability retirement. The makers of the motion withdrew their motion without objection.

\*Applicant/Attorney Present



XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

A. Applications for Disability (Continued)

APPLICATION NO. & NAME

BOARD ACTION

5224B – DAVID B. CAMPS (DEC'D) (Continued)

The original motion to refer back to staff passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

5225B – LIONEL E. BERRY, III\*

Mr. Harris made a motion, Mr. Knox seconded, to deny service-connected disability retirement and find the applicant not permanently incapacitated.

Mr. Harris made a substitute motion, Mr. Knox seconded, to refer back to staff for further development. The substitute motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Pryor, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

5226B – WILLIAM C. FABIAN

Mr. Robbins made a motion, Mr. Moore seconded, to deny service-connected disability retirement and find the applicant not permanently incapacitated. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

\*Applicant/Attorney Present

XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

A. Applications for Disability (Continued)

<u>APPLICATION NO. &amp; NAME</u>	<u>BOARD ACTION</u>
5227B – NINA ARUTYUNYAN	Mr. Harris made a motion, Mr. Knox seconded, to grant a nonservice-connected disability retirement since the employer cannot accommodate pursuant to Government Code Section 31720. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.
5228B – TRISHSTINA L. WRIGHT*	Mr. Knox made a motion, Mr. Robbins seconded, to grant a nonservice-connected disability retirement pursuant to Government Code Sections 31720 and 31724. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.
5229B – ANNIE M. ARREDONDO	Mr. Harris made a motion, Mr. Robbins seconded, to grant a nonservice-connected disability retirement pursuant to Government Code Section 31720. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.
5003B – HENRY H. OU*	Mr. Bernstein made a motion, Ms. Gray seconded, to grant a service-connected disability retirement pursuant to Government Code

\*Applicant/Attorney Present

XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

A. Applications for Disability (Continued)

APPLICATION NO. & NAME

BOARD ACTION

5003B – HENRY H. OU (Continued)

Sections 31720 and 31724. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

5193B – DREUSHON N. JONES (DEC'D)

Mr. Harris made a motion, Mr. Knox seconded, to grant a nonservice-connected disability retirement pursuant to Government Code Sections 31720 and 31724. The motion failed (roll call) with Messrs. Knox voting yes and Messrs. Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting no. Ms. Zapanta was absent for the vote.

Mr. Kehoe made a motion, Mr. Robbins seconded, to grant a service-connected disability retirement.

Mr. Bernstein made a substitute motion, Mr. Knox seconded, to refer back to staff for additional information. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

#### XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

##### B. Disability Retirement Appeals

###### APPLICATION NO. & NAME

###### BOARD ACTION

SINURI I. AKIB (DEC'D) – In Pro Per

Allison E. Barrett for the Respondent

Mr. Harris made a motion, Mr. Robbins seconded, to deny the option of an earlier effective date. The motion passed (roll call) with Messrs. Knox, Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes. Ms. Zapanta was absent for the vote.

CRANDLON R. MCGINNIS – Thomas J. Wicke for the Applicant

Eugenia W. Der for the Respondent

Mr. Kehoe made a motion, Mr. Harris seconded, to deny a service-connected disability retirement.

Ms. Gray made a substitute motion, Mr. Kehoe seconded, to grant a service-connected disability retirement. The makers of the motion amended their motion for a nonservice-connected disability retirement with the applicant attorney submitting the Findings of Fact and Conclusions of Law. The substitute motion passed (roll call) with Messrs. Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes and Mr. Knox voting no. Ms. Zapanta was absent for the vote.

##### C. Staff Recommendations

1. Recommendation as submitted by Ricki Contreras, Division Manager, Disability Retirement Services: That the Board approve the service provider invoice for Perry Maloff, M.D.  
(Memo dated December 17, 2021)

XIV. DISABILITY RETIREMENT CASES TO BE HELD IN CLOSED SESSION

C. Staff Recommendations (Continued)

Mr. Bernstein made a motion, Ms. Gray seconded, to approve staff's recommendation. The motion passed (roll call) with Messrs. Santos, Sanchez, Moore, Kehoe, Robbins, Bernstein, and Ms. Gray voting yes and Mr. Knox voting no. Ms. Zapanta was absent for the vote.

XV. EXECUTIVE SESSION

A. Conference with Labor Negotiators

(Pursuant to California Government Code Section 54957.6)

Agency designated representatives: Irma Rodriguez Moisa, Carly Ntoya, Santos H. Kreimann, Luis A. Lugo, JJ Popowich and Laura Guglielmo

Employee Organization: SEIU Local 721

The Board met in Executive Session pursuant to Government Code Section 54957.6.

There was nothing to report.

XVI. ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned in memory of Freddie Verzosa at 11:55 a.m.

Supplemental Information (Information provided to the Trustees prior to the meeting)

1. Ratification of Officers (Corrected to reflect Secretary, Alan Bernstein)  
(Memo dated January 3, 2022)

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ALAN BERNSTEIN, SECRETARY

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WILLIAM PRYOR, CHAIR



January 24, 2022

TO: Each Trustee,  
Board of Retirement  
Board of Investments

FROM: Santos H. Kreimann *SHK*  
Chief Executive Officer

SUBJECT: **CHIEF EXECUTIVE OFFICER'S REPORT – FEBRUARY 2022**

The following Chief Executive Officer's Report highlights key operational and administrative activities that have taken place during the past month.

### **LACERA's Return to Office**

Since the start of the pandemic nearly two years ago, the leadership team at LACERA has put the health and safety of our members and staff at the forefront of our decision-making process. We have adopted a fluid approach to our return-to-office plans to ensure we remain responsive to the ever-changing COVID landscape while balancing the operational needs of the office and helping make the transition to retirement for our members as easy as possible.

After careful review and consideration of the current public health environment we find ourselves in, I have decided to delay our return-to-office plans until after our peak season for member benefit enrollment, March and April. This difficult decision to delay our return-to-office is based on the persistent surge in new COVID cases both locally and nationally; the increased need for testing and shortages in testing kits available; and the recent increase in COVID cases and/or exposures amongst our own LACERA staff.

In the meantime, we will continue to refine our return-to-office plans for the inevitable safe return of our members and staff. Nearly 100% of LACERA staff have registered on the Fulgent registration testing and vaccination verification platform. This will be critical as we work towards a safe reopening in the future.

### **LACERA COVID-19 Incidents**

As of the date of this memo, there were 44 incidents of staff member exposure and 24 COVID-19 positive staff members between December 16, 2021 and January 19, 2022. Staff member exposures are LACERA staff members who had direct close contact to a person outside the office who tested positive for COVID-19.

LACERA continues to follow the Public Health guidelines as they change and evolve, including the City of Pasadena's requirement to use masks indoors. Management continues to limit the number of staff members physically in our offices daily. Based on the most recent numbers, we are averaging approximately 16% of our staff in the office on any given day.



## **Recruitment Updates**

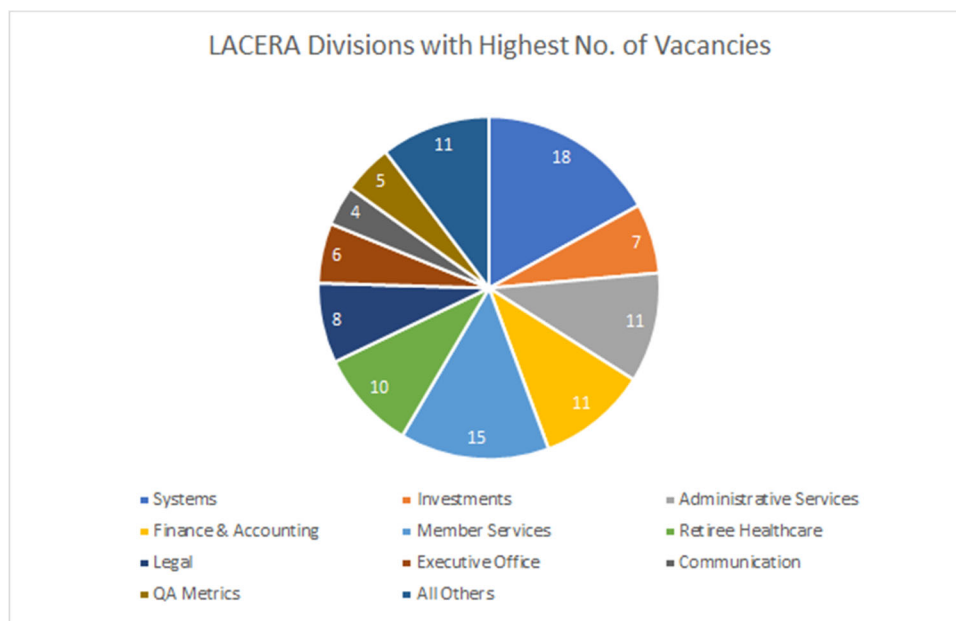
### *Vacancies and Hiring*

Filling vacant positions continues to be a high priority. Executive and Senior Management, in collaboration with Human Resources (HR), is developing a hiring plan that reflects our priorities, such as filling member facing positions to ensure a positive member experience. Member facing Divisions, Investments Division, Systems Division, and Legal Division are the top priorities. The Executive team, HR, and our Investments Division have met to clearly outline their hiring priorities and develop a recruitment strategy. We plan to take a similar approach with other divisions. The organizational recruitment plan will be reviewed by the Executive management and HR teams at least quarterly to ensure the priorities are still appropriate given attrition that may have occurred in the prior quarter.

For the member facing Divisions, hiring new Retirement Benefits Specialist I candidates is the primary goal, followed by promotions in the Retirement Benefits III classification. In the Investments Division, the hiring priority is the Principal Investment Officer position in ESG, followed by Senior Investment Officer, Finance Analyst III and Finance Analyst II. In the Systems Division the hiring priorities are Retirement Systems Specialist, Data Systems Analyst I, IT Specialist I and IT Specialist II (in that order).

The following summary provides an update of LACERA's vacancies and hiring efforts to reduce the number of vacancies.

LACERA has 508 budgeted positions, of which 107 are vacant (21% vacancy rate). The Divisions with the highest number of vacancies, and the classifications with the highest number of vacancies are shown below.



*Development*

Human Resources works with the hiring Division to review the classification description, create an ideal candidate profile, and discuss the assessment process. This information is used by HR to create the job bulletin and recruiting brochure (management positions only). The recruitments/assessments in development are listed below:

<b>Classification</b>	<b>Vacancies</b>	<b>Division</b>
Principal Investment Officer	2	Investments
Data Systems Analyst I	3	Systems
Retirement Systems Specialist	1	Systems
Information Technology Specialist I	6	Systems & Exec
Information Technology Specialist II	5	Systems & Exec
Document Processing Assistant	2	Admin. Services
Administrative Services Analyst I	1	Admin. Services
Administrative Services Analyst II	2	Admin. Services
Administrative Services Analyst III	2	Admin Services
Human Resources Analyst	2	Human Resources

*Recruiting & Assessment*

The Human Resources Team is recruiting qualified internal and external candidates to fill vacancies in our Legal Division and Systems. Bulletins for Staff Counsel and Senior Staff Counsel were opened on January 13, 2022, and a bulletin for Data Systems Analyst was opened on January 24, 2022. An internal bulletin was opened for Principal Investment Officer on January 21, 2022. Interdepartmental Transfer opportunities were posted for Human Resources Analyst and Senior Human Resources Assistant. There are currently no examinations in the assessment phase.

Additionally, the Human Resources Team is preparing a Request for Proposal to solicit executive recruitment services to fill items such as the Deputy Chief Investment Officer, Chief Financial Officer, Chief Information Technology, and Information Security Officer, Principal Investment Officer and Senior Investment Officer positions. A review of our internal recruitment and hiring capacity will be conducted to determine how best to use outside recruitment resources or to conduct employment exams using internal resources over the next few months.

*Hiring*

Thirteen new staff members were hired in January that filled 12 Retirement Benefits Specialist I (Trainee Class), and one Procurement Assistant. Thirteen additional Retirement Benefits Specialist I (Trainee Class) and one Media Artist are expected to begin February 1, 2022. These hiring actions will decrease the number of vacancies by 14 positions, resulting in 93 vacancies remaining (18% vacancy rate).

**Member Operations Group**

*CEO Dashboard Update*

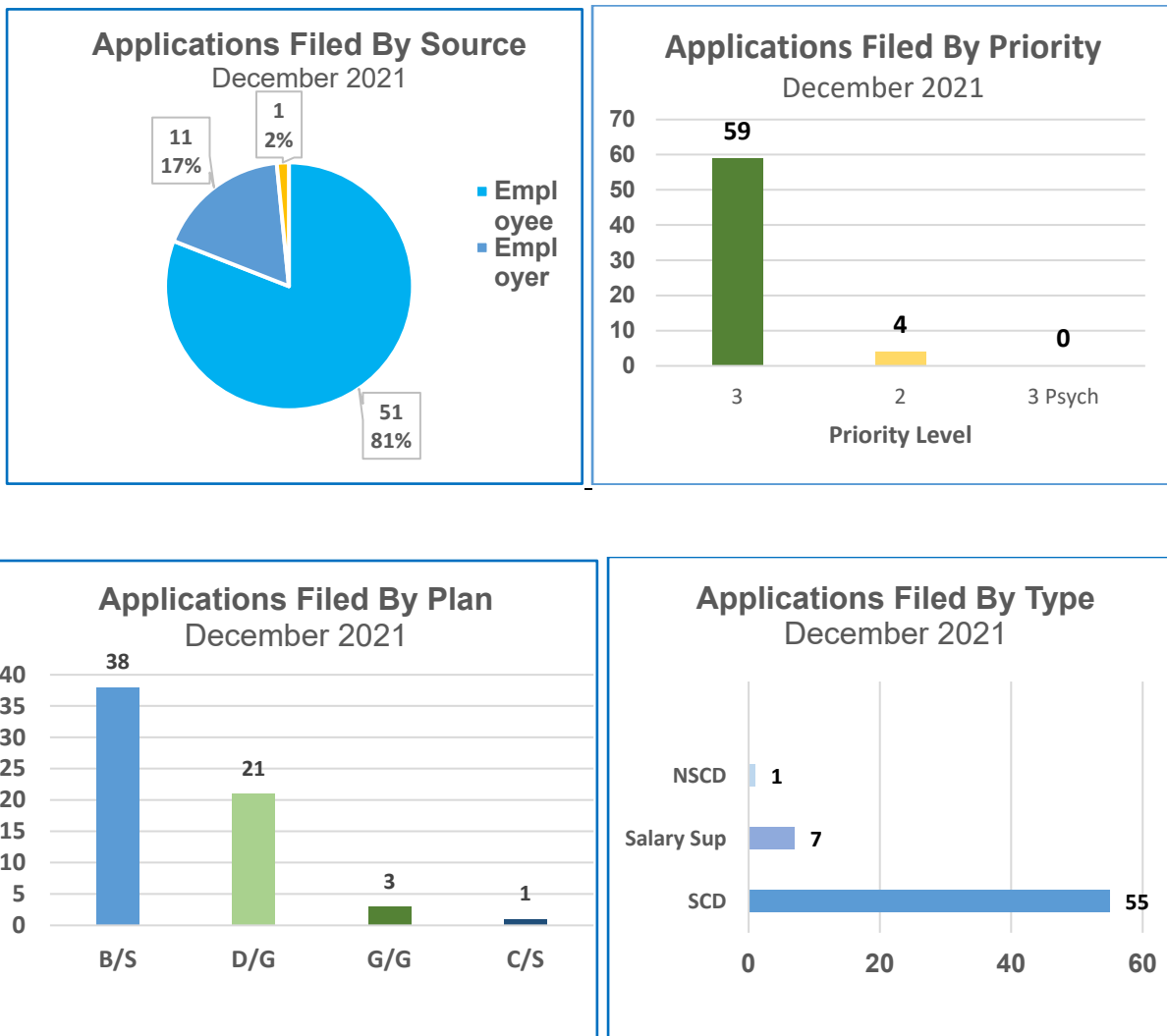
The Executive Office continues to work with the Systems Division to finalize a more detailed membership by status report for both general and safety members. Testing for a revised report

should begin in February with a final updated report to be added to the CEO Dashboard in March or April.

*Disability Retirement Services Sees a Record Number of New Cases*

We have been reporting an increase in the number of retirement counseling calls and inquiries in Member Services and Benefits for the last few months. This trend continues, indicating this will be a busy “March Madness” period.

Last month we reported that Disability Retirement Services (DRS) received a record breaking 82 applications filed in October. Generally, during this time of the year DRS averages around 50 new applications each month. The trend remains higher than normal with a total of 63 cases received in December. We looked at the incoming applications and put together some informative graphs to help dissect what was submitted:



Of the 39 Safety applications received, 25 were from the Sheriff’s Department and 15 were from the Fire Department. We are working on putting together statistics of applications received per month over the last 12 months for comparison. This is obviously a significant number of new

applications and will have an impact on our processing rates. The Disability Retirement Services continues to examine ideas on how we can help “boost” the number of cases processed.

**Retiree Healthcare (RHC) Update**

*Group Health Plans to Cover the Cost of Rapid Antigen At-Home COVID-19 Tests*

You may have heard that beginning January 15, 2022, the President has required most insurance companies and group health plans provide members with free at-home COVID-19 diagnostic tests. However, this does not apply to Medicare or to Medicare Advantage plans.

At this time, original Medicare does not pay for over the counter COVID-19 tests. People with original Medicare can pick up free at-home tests from community health centers and Medicare-certified health clinics.

Some Medicare Advantage Plans may cover and pay for at-home over the counter COVID-19 tests. If you’re in a Medicare Advantage Plan, check with the plan to see if it will cover and pay for these tests.

Therefore, during LACERA’s annual renewal meeting last week, Segal requested that our LACERA health care vendors confirm whether their Medicare plan(s) (i.e., Medicare Supplement or Medicare Advantage) will reimburse up to eight (8) free OTC COVID-19 home tests per eligible member per month. The table below contains responses to COVID-19 Over the Counter (OTC) Test Coverage by Carrier. Both Anthem and Kaiser have noted that while they are not required to include Medicare Plans, they are electing to provide this benefit.

**COVID-19 OTC Test Coverage by Carrier**

<b>Carriers</b>	<b>Non-Medicare Plans</b>	<b>Medicare Plans</b>
Anthem	Yes	Yes
Cigna	Yes	No
Kaiser	Yes	Yes
SCAN	N/A	No
UHC	Yes	No

For our members who are enrolled in one of the plans that have indicated OTC tests coverage will not be provided, beginning January 19, 2022, members can order up to four free at-home COVID-19 tests per household from the website: [COVIDTests.gov](https://www.covidtests.gov). These tests are available to everyone.

*RHC Division Staffing and Future Training*

The new Benefit CORE training class began on January 6<sup>th</sup>, three staff from RHC are currently attending the training. One staff attending the training will be assigned to Member Services upon completion with the two remaining temps looking to be reassigned to the Benefits Division.

Hence, RHC is looking to replace two of these vacancies as soon as possible with new temps upon the current RBS I list being updated once the February 1, 2022 class selection is finalized.

In the meantime, RHC has created a proposed training program for new hires to RHC to complete as opposed to having RHC staff attend the one-year Benefits CORE training class which focuses on the retirement benefits side of the organization. The training plan now includes a RHC Audit Training Guide, RHC Call Center Training Guide, and the RHC Operations Training Guide. The purpose of the training guide is to provide an overview of the LACERA-administered Retiree Healthcare Benefits Program, the administrative guidelines, as well as hands on training of processing healthcare enrollment forms, healthcare enrollment forms quality check, premium calculations, and navigating through the Insurance screens in Workspace.

*\$1 Million Lifetime Maximum Benefit (LMB) for Non-Medicare Plans - Update*

My staff and I continue to engage the Board of Supervisors and County of Los Angeles CEO's office on the elimination of the \$1 million dollar Lifetime Maximum Benefit (LMB) that applies to over 8,700 County active members and retirees enrolled now (or in the future) in the PPO and indemnity plan options.

On December 16, 2021, LACERA, Board of Supervisors staff, and the County CEO's office met to discuss the \$1 million lifetime maximum benefit. All County and BOS districts were present and represented either by their Chief Deputies and/or Budget Deputies.

The LACERA team, healthcare consultant (Segal), and actuary (Milliman) provided meeting participants with an overview of our Retiree Healthcare program, population impacted by the \$1 million LMB, and cost analysis of eliminating the LMB. The meeting was very productive.

We plan to schedule another follow-up meeting once the County CEO's office has completed their own impact and cost analysis on the elimination of the \$1 million LMB. They expect to have their analysis, including an actuarial study, completed sometime in late January 2022.

# Striving for Excellence in Service

Service Metrics Reported on a Fiscal Year Basis (July 1) Through: **December 2021**



**Outreach Attendance**  
**1,073**

7,014 Year-to-Date



**Outreach Events**  
**17**

139 Year-to-Date



**Outreach Satisfaction**  
**N/A**

Change Since Last Mo



**Member Service Center**  
**N/A**

- Change Since Last Mo

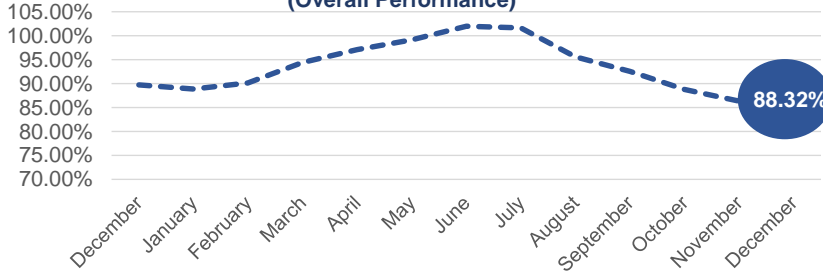


**Member Services Calls**  
**13,572**

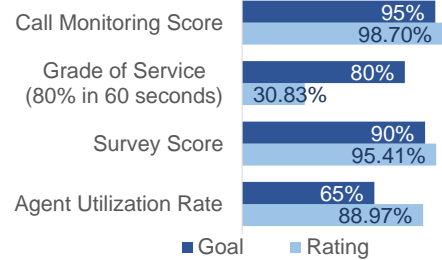
13,740 3 Mo. Avg.

## Key Performance Indicator (Overall Performance)

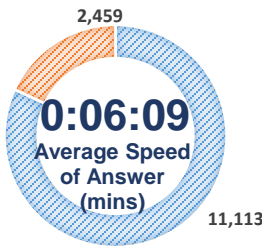
Goal: 100%



## Key Performance Indicator (Components)



## Member Services



## Top Calls

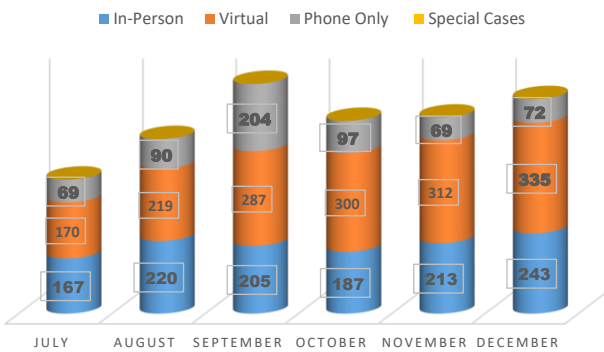
1. Retirement Counseling: Process Overview
2. Retirement Counseling: Estimate
3. Retirement Counseling: Plan Overview

**Emails 560**  
24:00 hours  
Avg. Response Time (ART)

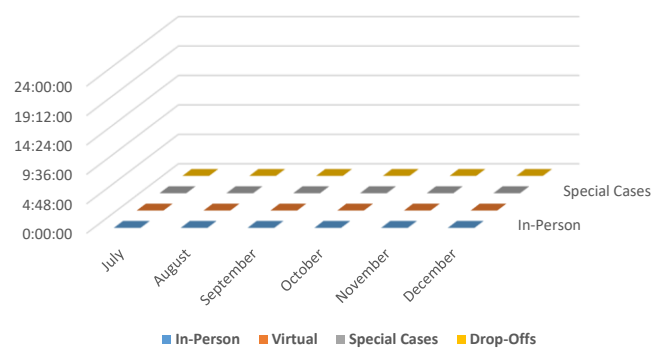


**Secure Messages 861**

## Member Service Center Appointments

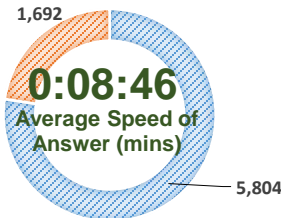


## Member Service Center Average Wait Times



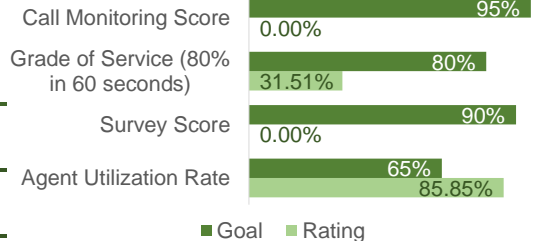
## Retiree Healthcare

Total RHC Calls: **7,496**



## Top Calls

1. Medical/Dental Enrollments
2. Medicare Part B Inquiries
3. General Inquiries



**Emails 505**  
5 Days  
Avg. Response Time (ART)



**Secure Messages 584**

## Striving for Excellence in Service (Continued)

Disability

### Applications

**746**

**In Process**  
**As Of:**  
**12/31/2021**

741 Pending on: 11/30/2021  
63 Received  
319 Year-to-Date  
0 Re-Opened  
0 Year-to-Date  
52 To Board - Initial  
263 Year-to-Date  
6 Closed  
21 Year-to-Date

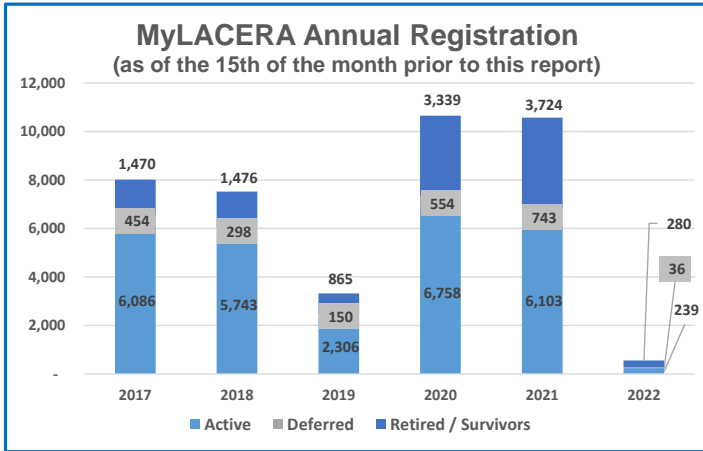
### Appeals

**87**

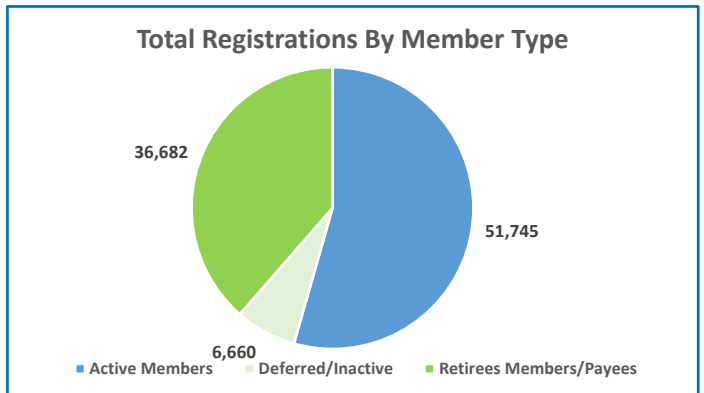
**In Process**  
**As Of:**  
**12/31/2021**

87 Pending on: 11/30/2021  
2 Received  
14 Year-to-Date  
1 Admin Closed/Rule 32  
16 Year-to-Date  
1 Referee Recommended  
7 Year-to-Date  
0 Revised/Reconsidered for Granting  
0 Year-to-Date

My LACERA

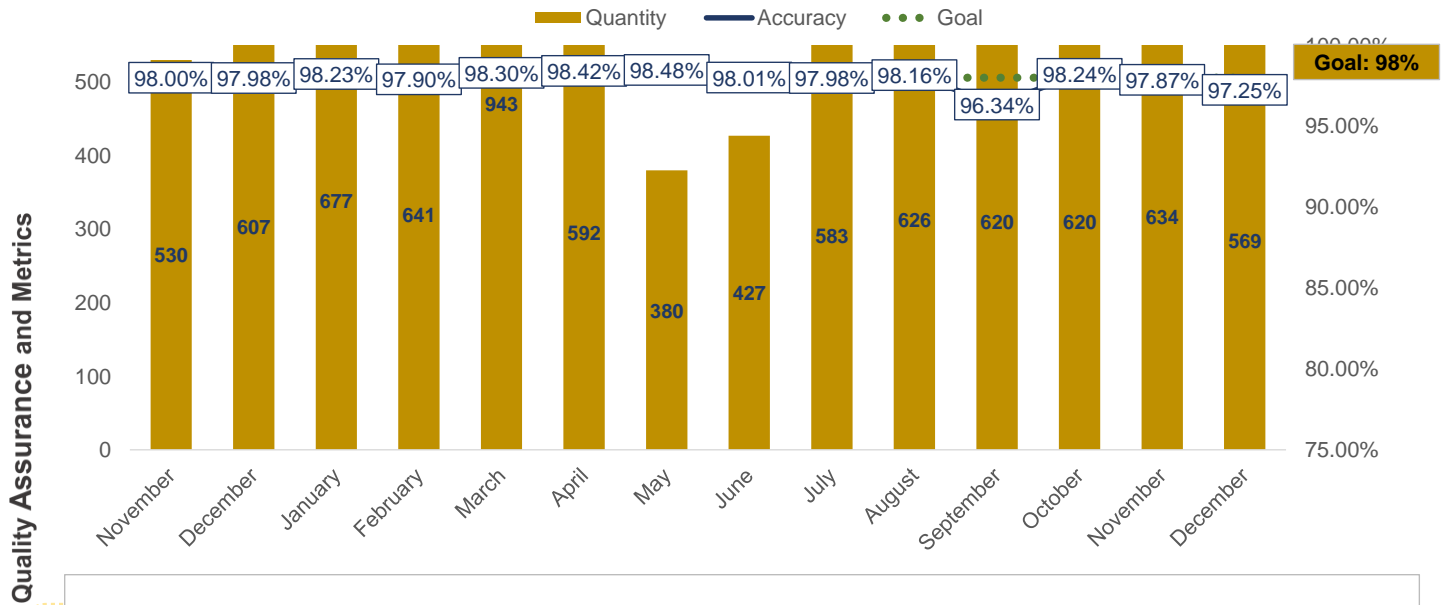


<b>Total MyLACERA Registrations / Percentage of Total Members</b>	<b>95,087</b>	<b>56%</b>
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## Striving for Excellence in Quality

### Audits of Retirement Elections, Payment Contracts, and Data Entry Completed by QA



**December 2021**  
**97.25%**



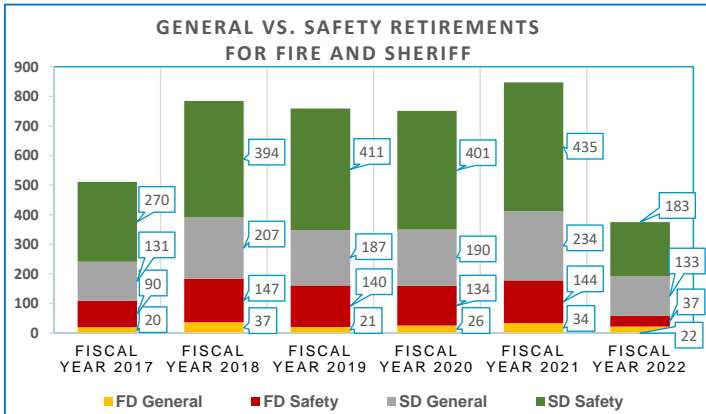
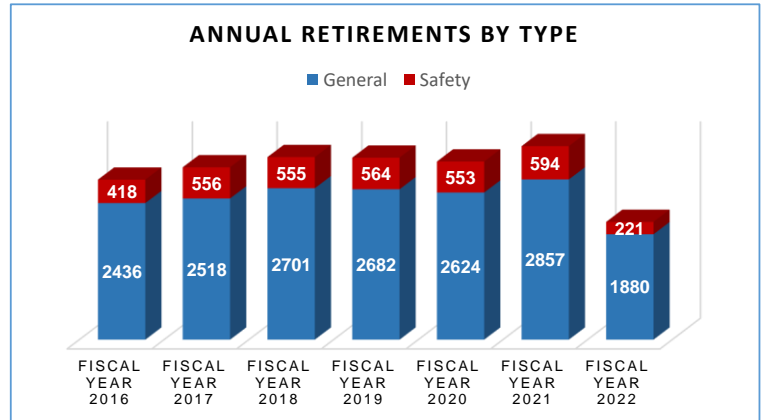
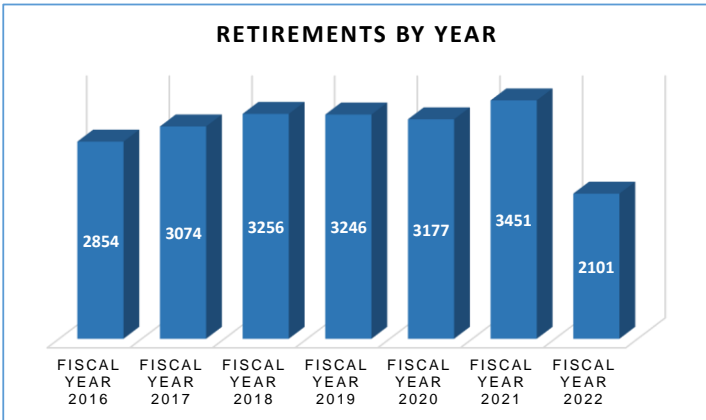
**Retirement Elections**  
**380** Samples  
**98.89%** Accuracy

**Payment Contracts**  
**98** Samples  
**95.41%** Accuracy

**Data Entry**  
**91** Samples  
**97.44%** Accuracy

# MEMBER SNAPSHOT

		Members as of 01/15/2022			
General	Plan	Active	Retired	Survivors	Total
	Plan A	65	14,400	4,200	18,665
	Plan B	19	651	69	739
	Plan C	20	421	65	506
	Plan D	37,190	19,034	1,754	57,978
	Plan E	14,634	14,576	1,462	30,672
	Plan G	32,722	146	12	32,880
	<b>Total General</b>	<b>84,650</b>	<b>49,228</b>	<b>7,562</b>	<b>141,440</b>
Safety	Plan A	2	4,660	1,658	6,320
	Plan B	8,474	7,078	371	15,923
	Plan C	4,686	16	2	4,704
	<b>Total Safety</b>	<b>13,162</b>	<b>11,754</b>	<b>2,031</b>	<b>26,947</b>
<b>TOTAL MEMBERS</b>		<b>97,812</b>	<b>60,982</b>	<b>9,593</b>	<b>168,387</b>
<b>% by Category</b>		<b>58%</b>	<b>36%</b>	<b>6%</b>	<b>100%</b>



SPACE AVAILABLE FOR FUTURE EXPANSION

### Average Monthly Benefit Allowance Distribution January 21, 2022

	General	Safety	Total	%
\$0 to \$3,999	30,172	1,689	31,861	52.51%
\$4,000 to \$7,999	13,626	3,450	17,076	28.14%
\$8,000 to \$11,999	3,680	4,267	7,947	13.10%
\$12,000 to \$15,999	1,008	1,814	2,822	4.65%
\$16,000 to \$19,999	329	350	679	1.12%
\$20,000 to \$23,999	100	116	216	0.36%
\$24,000 to \$27,999	25	27	52	0.09%
> \$28,000	20	3	23	0.04%
<b>Totals</b>	<b>48,960</b>	<b>11,716</b>	<b>60,676</b>	<b>100%</b>

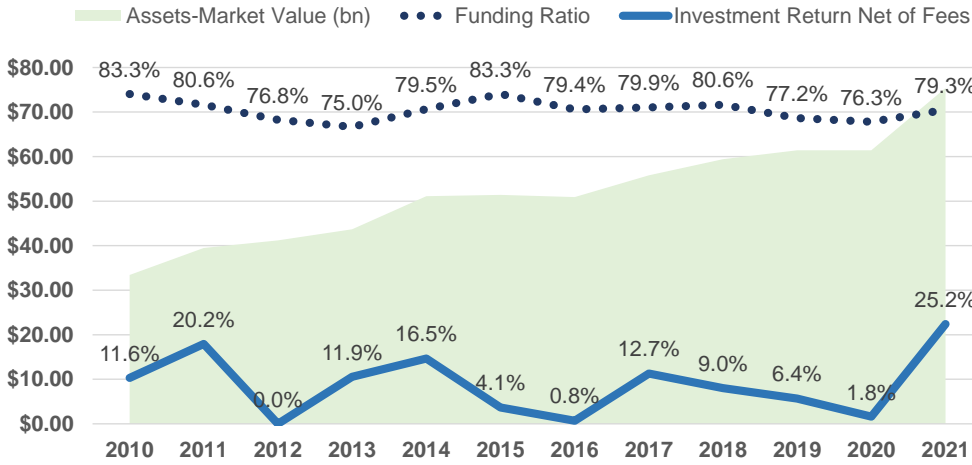
**Average Monthly Benefit Allowance: \$ 4,583.00**

Healthcare Program		Healthcare Enrollments	
(Mo. Ending: 12/31/2021)		(Mo. Ending: 12/31/2021)	
	Employer	Member	
Medical	\$290.8	\$21.7	Medical 53,372
Dental	\$23.2	\$2.2	Dental 54,967
Part B	\$40.1	\$0.0	Part B 36,697
			LTC 556
<b>Total</b>	<b>\$354.1</b>	<b>\$23.9</b>	<b>Total 145,592</b>



## Key Financial Metrics

### Fiscal Year End Financial Update (as of 06/30/2021)



### Funding Metrics (as of 6/30/21)

Employer NC	10.88%
UAAL	13.58%
Assumed Rate	7.00%
Star Reserve	\$614m
Total Assets	\$73.0b

### Contributions (as of 6/30/21)

	Employer	Member
Annual Add	\$2.0b	\$761.0m
% of Payroll	24.46%	7.87%

### TOTAL FUND RETURN (Net of Fees)

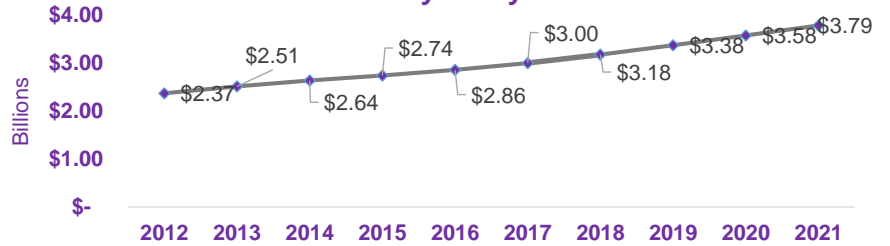
5 YR: 10.8%    10 YR: 8.6%

### Retired Members Payroll

(As of 12/31/2021)

Monthly Payroll	\$334.65m
Payroll YTD	\$2.0b
New Retired Payees Added	387
Seamless %	95.61%
New Seamless Payees Added	2,187
Seamless YTD	95.34%
By Check %	2.00%
By Direct Deposit %	98.00%

### Retiree Payroll by Year



**QUIET PERIOD LIST**  
**Current Active Quiet Period List for Non-Investments**

RFP/RFI Name	Issuing Division	RFP Issued	Status*	Quiet Period for RFP Respondents*
Search for Classification and Compensation Study Services (HR)	Human Resources	May 24, 2021	Bid Review	<ul style="list-style-type: none"> <li>• Koff and Associates</li> <li>• Magnova Consultant</li> <li>• Grant Thornton</li> <li>• Reward Strategy Group</li> </ul>
Search for Classification and Compensation Study Services (RHC)	Human Resources	May 24, 2021	Bid Review	<ul style="list-style-type: none"> <li>• Koff and Associates</li> <li>• Magnova Consultant</li> <li>• Grant Thornton</li> <li>• Reward Strategy Group</li> </ul>
Agenda Management, Livestream, Recording, and Archiving	Board Offices	April 16, 2021	Vendor Selection	<ul style="list-style-type: none"> <li>• Granicus</li> <li>• Diligent</li> <li>• iCompass</li> <li>• PrimeGov</li> <li>• eSCRIBE</li> <li>• Hyland</li> <li>• Provox Systems</li> </ul>
Contract Lifecycle Management Application	Administrative Services/ Systems	TBD	RFP Peer Review	<ul style="list-style-type: none"> <li>• Icertis</li> <li>• Cobblestone</li> <li>• Agiloft</li> <li>• Iron Clad</li> <li>• SmartSheet</li> </ul>
Strategic Planning Consultant	Board Offices	August 23, 2021	Solicitation Process	<ul style="list-style-type: none"> <li>• Academy for Leadership and Training</li> <li>• Bellatrix Group</li> <li>• The Segal Group</li> </ul>



RFP/RFI Name	Issuing Division	RFP Issued	Status*	Quiet Period for RFP Respondents*
				<ul style="list-style-type: none"> <li>• Athenian Group</li> <li>• KH Consulting</li> <li>• TBM &amp; Associates</li> </ul>
Case Management Software Solution	Systems Division	October 6, 2021	Vendor Evaluation & Selection	<ul style="list-style-type: none"> <li>• RGB Projects</li> <li>• Aeon Nexus</li> <li>• Oracle</li> <li>• CrossFuze</li> <li>• Main Street Computing</li> <li>• MERP Systems</li> <li>• Accenture</li> <li>• Slalom</li> <li>• Salesforce</li> <li>• Klearai</li> <li>• Eccentex</li> </ul>
Insurance Brokerage Services	Administrative Services	January 5, 2022	Solicitation Process	<ul style="list-style-type: none"> <li>• Alliant Insurance Services</li> <li>• Gallagher Risk Management Services</li> <li>• Hub International</li> <li>• Liberty Company Insurance Brokers</li> <li>• Montage Insurance Solutions</li> <li>• Seeman Holtz/ Kaercher Campbell</li> </ul>

\*Subject to change

\*\*Does not include Investments related vendor searches

Date	Conference
<b>February, 2022</b>	
11	CALAPRS (California Association of Public Retirement Systems) Round Table – Benefits Virtual
23-25	Pacific Pension Institute (PPI) Winter Roundtable Westlake Village, CA
<b>March, 2022</b>	
2-3	National Association of Securities Professionals (NASP) Women’s Forum Philadelphia, PA
5-8	CALAPRS (California Association of Public Retirement Systems) General Assembly Meeting San Diego, CA
7-9	Council of Institutional Investors (CII) Spring Conference Washington D.C.
7-9	National Association of Corporate Directors (NACD) Master Class Laguna Beach, CA
14-17	AHIP (America’s Health Insurance Plans) National Health Policy Conference Washington D.C.
23-24	PREA (Pension Real Estate Association) Spring Conference Beverly Hills, CA
24	NASP 12 <sup>th</sup> Annual “Day of Education in Private Equity” for Trustees and Staff Los Angeles, CA
30 – April 1	CALAPRS (California Association of Public Retirement Systems) Advanced Principles of Pension Governance for Trustees at UCLA Los Angeles, CA
<b>April, 2022</b>	
4-8	Investment Strategies & Portfolio Management Wharton School, University of Pennsylvania Live Online
25-26	IFEBP (International Foundation of Employment Benefit Plans) Health Care Mgmt. Conference Phoenix, AZ
27-28	IFEBP (International Foundation of Employment Benefit Plans) Investments Institute Phoenix, AZ
29	CALAPRS (California Association of Public Retirement Systems) Round Table – Trustees Virtual



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**Documents not attached are exempt from disclosure under the California Public Records Act and other legal authority.**

**For further information, contact:  
LACERA  
Attention: Public Records Act Requests  
300 N. Lake Ave., Suite 620  
Pasadena, CA 91101**

January 24, 2022

TO: Each Trustee,  
Board of Retirement  
Board of Investments

*SPR*

Chief Counsel

FOR: February 2, 2022 Board of Retirement Meeting  
February 9, 2022 Board of Investments Meeting

SUBJECT: Approval of Teleconference Meetings Under AB 361 and Government Code Section 54953(e)

## **RECOMMENDATION**

That, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Board of Retirement and Board of Investments separately consider whether to find that the Governor's COVID-19 State of Emergency continues to directly impact the ability of each Board and its Committees to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that each Board and its Committees shall hold teleconference meetings for the next 30 days, and if so, direct staff to comply with the agenda and public comment requirements of the statute. Action taken by each Board will only apply to that Board and its Committees.

## **LEGAL AUTHORITY**

Under Article XVI, Section 17 of the California Constitution, the Boards have plenary authority and exclusive fiduciary responsibility for the fund's administration and investments. This authority includes the ability of each Board to manage their own Board and Committee meetings and evaluate and act on legal options for the conduct of such meetings, such as whether to invoke teleconferencing of meetings under AB 361 and Government Code Section 54953(e) of the Brown Act to protect the health and safety of Trustees, staff, and the public. The Boards previously took this action at their October, November, December 2021, and January 2022 meetings. Findings made under this memo will be effective for meetings held during the next 30 days.

## **DISCUSSION**

### ***A. Summary of Law.***

On September 16, 2021, the Governor signed AB 361 which enacted new Government Code Section 54953(e) of the Brown Act to put in place, effective immediately and through December 31, 2023, new teleconferencing rules that may be invoked by local legislative

bodies, such as the LACERA Boards, upon making certain findings and following certain agenda and public comment requirements.

Specifically, Section 54953(e)(3) provides that the Boards may hold teleconference meetings without the need to comply with the more stringent procedural requirements of Section 54953(b)(3) if a state of emergency under Section 8625 of the California Emergency Services Act impacts the safety of in person meetings or state or local officials have imposed or recommended social distancing rules, provided that the Board makes the following findings by majority vote:

(A) The Board has considered the circumstances of the state of emergency; and

(B) Any of the following circumstances exist:

- (i) The state of emergency continues to directly impact the ability of the Trustees to meet safely in person; or
- (ii) State or local officials continue to impose or recommend measures to promote social distancing.

If each Board makes the required findings, that Board and its Committees may hold teleconference meetings for the next 30 days without the need to comply with the regular rules of Section 54953(b)(3) provided that: agendas are prepared and posted under the Brown Act; members of the public are allowed to access the meeting via a call-in option or an internet-based service option; and the agenda provides an opportunity for public comment in real time and provides notice of the means of accessing the meeting for public comment.

***B. Information Supporting the Required Findings and Process if the Boards Determine to Invoke Section 54953(e).***

The Governor's State of Emergency for the COVID-19 pandemic as declared in the Proclamation of a State of Emergency dated March 4, 2020 remains active. The Proclamation was issued under the authority of Section 8625 of the California Emergency Services Act. It is unclear when the State of Emergency will end, although the Governor recently extended certain COVID-19 emergency provisions to March 31, 2022. See Order No. N-21-21, issued November 10, 2021.

The Los Angeles County Department of Public Health maintains guidance to "Keep your distance. Use two arms lengths as your guide (about 6 feet) for social distancing with people outside your household when you are not sure that they are vaccinated." <http://publichealth.lacounty.gov/acd/ncorona2019/reducingrisk/>. The County Public Health Department also maintains guidance that employers should, "Implement policies and practices that support physical distancing: Whenever possible, take steps to reduce crowding indoors and enable employees and customers to physically distance from each

other. Generally, at least 6 feet of distance (2 arm lengths) is recommended, although this is not a guarantee of safety, especially in enclosed or poorly ventilated spaces.”

<http://publichealth.lacounty.gov/acd/ncorona2019/bestpractices/>

The Centers for Disease Control and Prevention (CDC) has recently updated its guidance, but the CDC still advises the public to “Stay 6 feet away from others” and that, “Indoors in public: “If you are not up to date on COVID-19 vaccines, stay at least 6 feet away from other people, especially if you are at higher risk of getting very sick with COVID-19.”

<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html#stay6ft%20>.

The pandemic continues to present a significant health risk, as the virus presents itself in different variants. LACERA has not yet returned to the office. Management has prepared return to office vaccination and testing protocols to ensure the safety of LACERA employees, members, and others, including Trustees.

Under these circumstances, the Boards may reasonably conclude and find that teleconferencing under Section 54953(e) is appropriate for Board and Committee meetings during the next 30 days because (1) the state of emergency continues to directly impact the ability of the Trustees to meet safely in person, and (2) the County and other authorities continue to recommend measures to promote social distancing, as required by the statute.

If each Board makes these findings and directs teleconferencing under Section 54953(e), procedures exist and will be implemented to ensure compliance with the agenda and public comment requirements of the statute, as stated above.

## **CONCLUSION**

Based on the above information, staff recommends that, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Board of Retirement and Board of Investments separately consider whether to find that the Governor’s COVID-19 State of Emergency continues to directly impact the ability of each Board and its Committees to meet safely in person and that the County of Los Angeles and other agencies still recommend social distancing such that each Board and its Committees shall hold teleconference meetings for the next 30 days, and if so, direct staff to comply with the agenda and public comment requirements of the statute. Action taken by each Board will only apply to that Board and its Committees.

c: Santos H. Kreimann  
Jonathan Grabel

Luis Lugo  
Laura Guglielmo

JJ Popowich  
Carly Ntoya





January 25, 2022

**TO:** Trustees, Board of Retirement

**FOR:** Board of Retirement Meeting on February 2, 2022

**SUBJECT:** Ratification of Service Retirement and Survivor Benefit Application Approvals

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The attached report reflects service retirements and survivor benefit applications received as of the date of this memo, along with any retirement rescissions and/or changes approved at last month's Board meeting. Any retirement rescissions or changes received after the date of this memo up to the date of the Board's approval, will be reflected in next month's report.

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### SAFETY MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
JAMES C. ATKINS	SHERIFF Dept.#SH	02-26-2022	25 YRS 08 MOS
MARK E. BALLIN	SHERIFF Dept.#SH	03-29-2022	35 YRS 06 MOS
LIONEL E. BERRY III	L A COUNTY FIRE DEPT Dept.#FR	01-29-2022	43 YRS 10 MOS
MATTHEW J. BODELL	SHERIFF Dept.#SH	02-28-2022	31 YRS 04 MOS
JOHN S. BONES	SHERIFF Dept.#SH	03-31-2022	33 YRS 00 MOS
JOHN J. BONNER	SHERIFF Dept.#SH	01-25-2022	30 YRS 08 MOS
AGOSTINO BRANCATO	SHERIFF Dept.#SH	01-29-2022	30 YRS 00 MOS
JAIME CALOCA	SHERIFF Dept.#SH	03-31-2022	25 YRS 05½ MOS
ALEX D. CAMPBELL	DISTRICT ATTORNEY Dept.#DA	02-25-2022	32 YRS 08 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### SAFETY MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
WENDIE CONTRERAS	DISTRICT ATTORNEY Dept.#DA	12-31-2021	03 YRS 08½ MOS
ALONSO D. CORRAL	SHERIFF Dept.#SH	03-31-2022	30 YRS 01½ MOS
KEVIN E. CROSBY	L A COUNTY FIRE DEPT Dept.#FR	02-28-2022	30 YRS 03½ MOS
ANTHONY F. DIVITA	SHERIFF Dept.#SH	03-16-2022	33 YRS 04 MOS
STEVEN M. DOUMA	SHERIFF Dept.#SH	03-31-2022	33 YRS 08 MOS
ANTONIO FASCIO JR	SHERIFF Dept.#SH	02-25-2022	36 YRS 09 MOS
SCOTT W. GAGE	SHERIFF Dept.#SH	02-26-2022	30 YRS 10 MOS
DANIEL J. GILLESPIE	SHERIFF Dept.#SH	03-31-2022	27 YRS 05½ MOS
ANTONIO C. GOMEZ	SHERIFF Dept.#SH	03-31-2022	20 YRS 05½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### SAFETY MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
JAMES T. GUESS	L A COUNTY FIRE DEPT Dept.#FR	02-28-2022	29 YRS 09 MOS
JORGE GUIDOS	L A COUNTY FIRE DEPT Dept.#FR	01-01-2022	27 YRS 00 MOS
RALPH HERNANDEZ	SHERIFF Dept.#SH	02-24-2022	33 YRS 05 MOS
RODNEY W. HUFF II	SHERIFF Dept.#SH	02-19-2022	26 YRS 10 MOS
NANCY L. IACONO	L A COUNTY FIRE DEPT Dept.#FR	01-27-2022	27 YRS 09 MOS
DAVID KASTIGAR	L A COUNTY FIRE DEPT Dept.#FR	03-31-2022	28 YRS 09½ MOS
SUSAN I. KING	SHERIFF Dept.#SH	01-29-2022	32 YRS 03 MOS
PAUL N. KOSZUT	SHERIFF Dept.#SH	03-31-2022	37 YRS 00 MOS
DEREK H. KUNISHIMA	SHERIFF Dept.#SH	02-25-2022	22 YRS 05 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### SAFETY MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
SHERYLYN LOVELL-GONZA	SHERIFF Dept.#SH	02-26-2022	34 YRS 00 MOS
JOHN G. MANCHA	L A COUNTY FIRE DEPT Dept.#FR	01-01-2022	32 YRS 10½ MOS
THOMAS MARTINEZ	SHERIFF Dept.#SH	03-31-2022	30 YRS 11½ MOS
KENJI MASHIKO	SHERIFF Dept.#SH	03-26-2022	30 YRS 07 MOS
HECTOR M. MEZA	SHERIFF Dept.#SH	01-29-2022	25 YRS 07 MOS
COREY L. MORNING	SHERIFF Dept.#SH	03-31-2022	31 YRS 07 MOS
HAROLD W. MORROW	SHERIFF Dept.#SH	02-28-2022	32 YRS 01 MOS
HEINZ J. NAAS	DISTRICT ATTORNEY Dept.#DA	03-22-2022	23 YRS 00 MOS
ERIN M. OBRIEN-KAUL	SHERIFF Dept.#SH	03-31-2022	25 YRS 01 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### SAFETY MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
HENRY M. ORTEGA	SHERIFF Dept.#SH	02-27-2022	33 YRS 02 MOS
ANTHONY J. PERAITA	SHERIFF Dept.#SH	02-26-2022	30 YRS 10 MOS
DAVID J. PETROCELLI	SHERIFF Dept.#SH	03-26-2022	27 YRS 10 MOS
LORI R. PRICKETT	DISTRICT ATTORNEY Dept.#DA	03-31-2022	21 YRS 04 MOS
STEPHEN A. REID	SHERIFF Dept.#SH	03-30-2022	27 YRS 02 MOS
MARTIN W. ROSS	L A COUNTY FIRE DEPT Dept.#FR	02-01-2022	27 YRS 08½ MOS
JERALD L. SECRIST	SHERIFF Dept.#SH	02-28-2022	30 YRS 09 MOS
STEVEN A. STRAUSS	SHERIFF Dept.#SH	02-26-2022	35 YRS 03 MOS
SCOTT T. TERRY	SHERIFF Dept.#SH	03-31-2022	30 YRS 11½ MOS

**BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022**

**BENEFIT APPROVAL LIST**

**SAFETY MEMBER APPLICATIONS FOR: SERVICE RETIREMENT**

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
ERIC S. TOMIKAWA	SHERIFF Dept.#SH	02-19-2022	30 YRS 01 MOS
MICHAEL K. WILSON	L A COUNTY FIRE DEPT Dept.#FR	02-26-2022	33 YRS 06 MOS
NICHOLAS J. YSLAS	L A COUNTY FIRE DEPT Dept.#FR	02-26-2022	31 YRS 04 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
CARIDAD ACOSTA	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-30-2022	36 YRS 07 MOS
MARICELA AGUILAR	SHERIFF Dept.#SH	03-31-2022	25 YRS 05½ MOS
CAROLINA ALBERT	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	01-29-2022	19 YRS 02 MOS
FRANK L. ALBERT	HEALTH SERVICES ADMINISTRATION Dept.#HS	02-25-2022	40 YRS 04 MOS
MARIA C. ANDRADE	MENTAL HEALTH Dept.#MH	01-29-2022	42 YRS 06½ MOS
EDWIN M. ANONUEVO	HEALTH SERVICES ADMINISTRATION Dept.#HS	02-25-2022	13 YRS 02 MOS
MARIA E. ANTUNEZ	CHILDREN & FAMILY SERVICES Dept.#CH	01-31-2022	43 YRS 03 MOS
ROBERT F. APPELL	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	02-02-2022	36 YRS 01½ MOS
LOURDES P. ARAGON	SHERIFF Dept.#SH	02-08-2022	37 YRS 05 MOS



# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MICHAEL O. ARMSTRONG	TREASURER AND TAX COLLECTOR Dept.#TT	01-29-2022	45 YRS 04 MOS
GODOFREDO S. ARQUISOLA	CORRECTIONAL HEALTH Dept.#HC	01-31-2022	15 YRS 06 MOS
EMMA AVALYAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	30 YRS 03½ MOS
LERMA BAGAMASPAD	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	03-30-2022	31 YRS 07 MOS
PRABAL BARKATAKI	PROBATION DEPARTMENT Dept.#PB	02-26-2022	32 YRS 01 MOS
JULIET BARKER	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	27 YRS 01 MOS
ANA BARRAZA	AMBULATORY CARE NETWORK Dept.#HN	12-27-2021	18 YRS 02½ MOS
MARY LOUISE BARROS-NISKA	MENTAL HEALTH Dept.#MH	03-31-2022	24 YRS 03 MOS
ROSALYN BASKIN	RANCHO LOS AMIGOS HOSPITAL Dept.#HR	02-26-2022	40 YRS 01 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
ALEXANDRA BAUER	CHILD SUPPORT SERVICES Dept.#CD	01-28-2022	31 YRS 01 MOS
GEORGE BEACHAM III	ANIMAL CONTROL Dept.#AN	01-30-2022	30 YRS 06 MOS
HENRIETTA BEASLEY	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	01-29-2022	37 YRS 10 MOS
RONALD J. BELLAMY	SUPERIOR COURT/COUNTY CLERK Dept.#SC	02-26-2022	28 YRS 00 MOS
RICHARD J. BELTRAN	CHIEF EXECUTIVE OFFICE Dept.#AO	03-31-2022	36 YRS 11 MOS
DAVID H. BERTRAMS	PUBLIC WORKS Dept.#PW	01-29-2022	24 YRS 05 MOS
DIPTI BHAMBHANI	PUBLIC HEALTH PROGRAM Dept.#PH	02-26-2022	38 YRS 02 MOS
DAVID BLESSING	PUBLIC WORKS Dept.#PW	03-31-2022	25 YRS 01 MOS
PACITA A. BONGAT	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	02-26-2022	21 YRS 04 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
ROBERT R. BOUCHER	RANCHO LOS AMIGOS HOSPITAL Dept.#HR	03-31-2022	29 YRS 01½ MOS
VANESSA A. BROWN-LAWREN	REG-RECORDER/COUNTY CLERK Dept.#RR	02-28-2022	36 YRS 06 MOS
KETLY M. BRUNACHE-DEM	CHILDREN & FAMILY SERVICES Dept.#CH	03-31-2022	31 YRS 10 MOS
ELIZABETH BUDEK	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	02-12-2022	34 YRS 02 MOS
CONCEPCION N. BUNUAN	CORRECTIONAL HEALTH Dept.#HC	02-26-2022	25 YRS 01 MOS
LUIS CABRERA	MENTAL HEALTH Dept.#MH	01-29-2022	28 YRS 00 MOS
PHILLISE E. CALHOUN	COUNTY COUNSEL Dept.#CC	02-26-2022	39 YRS 00 MOS
FRANCISCA CAMPBELL	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-28-2022	31 YRS 04 MOS
NILO P. CANO	SHERIFF Dept.#SH	03-31-2022	16 YRS 05 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
GUADALUPE CARLOS-ALARC	REG-RECORDER/COUNTY CLERK Dept.#RR	03-31-2022	28 YRS 01 MOS
MAIDA F. CASANOVA	JUVENILE COURT HEALTH SERVICES Dept.#HJ	02-26-2022	10 YRS 08 MOS
JACKELINE P. CASTRO	SHERIFF Dept.#SH	01-31-2022	25 YRS 01½ MOS
MARY O. CASTRO	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-11-2022	38 YRS 08½ MOS
BARBARA CASTRO	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-25-2022	35 YRS 04 MOS
LUPE P. CERVANTES	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	03-31-2022	36 YRS 04½ MOS
ELENORA CHAKRYAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-01-2022	21 YRS 04½ MOS
NANCY H. CHANG	INTERNAL SERVICES Dept.#IS	03-31-2022	25 YRS 01 MOS
MARTHA F. CHAVEZ	INTERNAL SERVICES Dept.#IS	01-03-2022	29 YRS 07½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MASAKO O. CHEN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	27 YRS 03 MOS
PATRICK T. CHIM	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	27 YRS 05 MOS
ELIZABETH CHINO-BARCEN	AMBULATORY CARE NETWORK Dept.#HN	12-30-2021	30 YRS 02 MOS
ELENA K. CHUNG	INTERNAL SERVICES Dept.#IS	01-29-2022	30 YRS 05 MOS
PHILOMEN R. CLARK	L A COUNTY FIRE DEPT Dept.#FR	03-25-2022	25 YRS 07 MOS
CHERYL C. CLIFFORD	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	02-26-2022	16 YRS 11½ MOS
VICTOR H. COBAR	MENTAL HEALTH Dept.#MH	01-29-2022	20 YRS 09 MOS
ARELIA CONDE	AMBULATORY CARE NETWORK Dept.#HN	02-26-2022	38 YRS 08 MOS
RANDY L. COOK	ASSESSOR Dept.#AS	01-01-2022	31 YRS 03½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
JOLENE COOPER	PUBLIC HEALTH PROGRAM Dept.#PH	03-31-2022	10 YRS 09½ MOS
LORETTA A. CORNER	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-28-2022	24 YRS 01 MOS
SANDRA L. COVINGTON	CHILD SUPPORT SERVICES Dept.#CD	03-31-2022	31 YRS 10½ MOS
LORI J. CULLETON	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-26-2022	36 YRS 01 MOS
COLLEEN G. DAHL	CHILD SUPPORT SERVICES Dept.#CD	03-01-2022	22 YRS 03½ MOS
YURI DANIELYAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	20 YRS 09 MOS
PHIL-PHUC Q. DAO	PUBLIC HEALTH PROGRAM Dept.#PH	12-31-2021	27 YRS 10 MOS
ROOSEVELT DAVIS 1 11	PUBLIC HEALTH PROGRAM Dept.#PH	01-28-2022	31 YRS 05 MOS
MARISSA L. DAYAO	JUVENILE COURT HEALTH SERVICES Dept.#HJ	03-01-2022	25 YRS ½ MOS

## BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

### BENEFIT APPROVAL LIST

#### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MIGUEL DEL RIO	PUBLIC WORKS Dept.#PW	02-25-2022	33 YRS 11 MOS
GREGORY T. DESMUKE	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-01-2022	11 YRS 04½ MOS
SUSAN L. DIZON	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	01-29-2022	38 YRS 10 MOS
RAMON C. DIZON JR.	TREASURER AND TAX COLLECTOR Dept.#TT	03-31-2022	16 YRS 05 MOS
ALICIA M. DOMINGO	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-28-2022	30 YRS 02 MOS
LOURDES DOMINGUEZ	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	33 YRS 04 MOS
LIANNE J. EDMONDS	COUNTY COUNSEL Dept.#CC	03-31-2022	26 YRS 02½ MOS
RASHEEDAH EL AMIN	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-31-2022	19 YRS 03 MOS
ZENIA E. EMPENO	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	02-28-2022	25 YRS 02 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MICHELE M. ERVIN	CHILDREN & FAMILY SERVICES Dept.#CH	03-13-2022	28 YRS 09½ MOS
MATTHEW E. ETUK	CORRECTIONAL HEALTH Dept.#HC	01-31-2022	29 YRS 10 MOS
JACQUELINE C. EVANS	PROBATION DEPARTMENT Dept.#PB	03-31-2022	35 YRS 05½ MOS
EVELYN E. FERNANDEZ	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	03-31-2022	24 YRS ½ MOS
LETICIA FERNANDEZ	PUBLIC DEFENDER Dept.#PD	01-29-2022	45 YRS 07 MOS
PETE A. FLORES	PUBLIC WORKS Dept.#PW	02-02-2022	27 YRS ½ MOS
ELEANOR R. FLOWERS	PUBLIC HEALTH PROGRAM Dept.#PH	03-31-2022	31 YRS 10½ MOS
INNOCENTIA K. FONDONG	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	02-26-2022	07 YRS 09 MOS
MYRNA FONSECA	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-30-2022	16 YRS 01½ MOS



# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
ALFREDO T. FRANCISCO	INTERNAL SERVICES Dept.#IS	02-24-2022	32 YRS 09 MOS
THERESA GABEL	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-31-2022	34 YRS 04 MOS
CHAD A. GAGNA	ASSESSOR Dept.#AS	01-01-2022	26 YRS 01½ MOS
OVANES GALUKYAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	20 YRS 09½ MOS
KIMBERLY GARRISON	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-31-2022	15 YRS 09 MOS
CHERYL A. GASKELL	SHERIFF Dept.#SH	02-26-2022	25 YRS 00 MOS
TRILOCHAN SI GAWRA	PUBLIC HEALTH PROGRAM Dept.#PH	01-19-2022	32 YRS 06 MOS
YACOB I. GEBREBI	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-31-2022	21 YRS 11½ MOS
MARINA GEVORGIAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-23-2022	31 YRS 08 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MARTHA P. GHELFI	PUBLIC WORKS Dept.#PW	03-31-2022	34 YRS 06 MOS
MELBA I. GOMEZ	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	12-31-2021	32 YRS 03½ MOS
AURORA GONZALEZ	PROBATION DEPARTMENT Dept.#PB	01-31-2022	27 YRS 09½ MOS
ALBERT GONZALEZ	PROBATION DEPARTMENT Dept.#PB	03-22-2022	20 YRS 08 MOS
ROSEMARIE GREEN	CHILDREN & FAMILY SERVICES Dept.#CH	02-28-2022	21 YRS 04 MOS
RUSSELL A. GRIFFITH	PUBLIC DEFENDER Dept.#PD	02-26-2022	33 YRS 01 MOS
MARTHA GUZMAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	31 YRS 09 MOS
JENNY HALL	AUDITOR - CONTROLLER Dept.#AU	03-31-2022	36 YRS 09½ MOS
EDWARD HALL	INTERNAL SERVICES Dept.#IS	02-04-2022	23 YRS 06½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
CONSTANCE G. HALL	CHILDREN & FAMILY SERVICES Dept.#CH	02-02-2022	21 YRS 05½ MOS
FRANCISCA HARRIS	CHILDREN & FAMILY SERVICES Dept.#CH	01-07-2022	16 YRS 02½ MOS
DARCY L. HASTINGS	PUBLIC LIBRARY Dept.#PL	02-27-2022	16 YRS 05 MOS
ARMIDA HEREDIA	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	01-01-2022	29 YRS 11½ MOS
MANUEL J. HERNANDEZ	INTERNAL SERVICES Dept.#IS	02-26-2022	35 YRS 10 MOS
JOHN D. HICKMAN	ASSESSOR Dept.#AS	03-31-2022	23 YRS 07 MOS
EILEEN HILL	ANIMAL CONTROL Dept.#AN	02-26-2022	34 YRS 01 MOS
KIMBERLEE L. HOLMES	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	31 YRS 08½ MOS
ELISA HOVHANNISYAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	21 YRS 02 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
YUNG-PEI M. HSU	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-19-2022	22 YRS 04 MOS
SU C. HUANG	PUBLIC WORKS Dept.#PW	03-31-2022	18 YRS 09 MOS
HUEY C. HUANG	MENTAL HEALTH Dept.#MH	12-31-2021	10 YRS ½ MOS
DENISE HUMPHREY	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-31-2022	25 YRS 05½ MOS
MARY L. HWANG	PUBLIC HEALTH PROGRAM Dept.#PH	02-26-2022	26 YRS 00 MOS
BRIDGET Y. INGRAM	CHILDREN & FAMILY SERVICES Dept.#CH	01-25-2022	05 YRS 06 MOS
RAZA IQBAL	RANCHO LOS AMIGOS HOSPITAL Dept.#HR	03-21-2022	29 YRS 00 MOS
VALENTINO J. JACOB	CORRECTIONAL HEALTH Dept.#HC	02-26-2022	16 YRS 04 MOS
RACHEL JOHNSON	SHERIFF Dept.#SH	01-31-2022	42 YRS 08½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
ANDREW R. JONES	CHILDREN & FAMILY SERVICES Dept.#CH	02-02-2022	13 YRS 06½ MOS
STANLEY KADOHATA	SUPERIOR COURT/COUNTY CLERK Dept.#SC	01-04-2022	38 YRS 11½ MOS
TIGRANOUI KARAPETIAN	WORKFORCE DEV AGING & COMM SVC Dept.#CS	02-01-2022	18 YRS 01½ MOS
LEILANI A. KELLY	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	02-28-2022	26 YRS 01 MOS
MICHELLE H. KIM	AMBULATORY CARE NETWORK Dept.#HN	01-29-2022	34 YRS 00 MOS
SUN M. KIM	REG-RECORDER/COUNTY CLERK Dept.#RR	02-15-2022	32 YRS 10½ MOS
STANLEY KLEIN	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	02-01-2022	44 YRS 01½ MOS
MANDY T. LAM	REG-RECORDER/COUNTY CLERK Dept.#RR	03-31-2022	32 YRS 08 MOS
MICHAEL S. LAMPERT	DEPARTMENT OF HUMAN RESOURCES Dept.#HM	02-11-2022	19 YRS 03½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
KATHLEEN A. LANDACRE	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	01-01-2022	30 YRS 10½ MOS
BERNIE T. LEANILLO	PUBLIC HEALTH PROGRAM Dept.#PH	01-30-2022	15 YRS 10 MOS
CYNTHIA D. LEE	PROBATION DEPARTMENT Dept.#PB	02-26-2022	42 YRS 07 MOS
RONALD L. LEE	PROBATION DEPARTMENT Dept.#PB	01-28-2022	37 YRS 02 MOS
FRANCES H. LEE	INTERNAL SERVICES Dept.#IS	02-26-2022	38 YRS 11 MOS
PAUL S. LEE	HEALTH SERVICES ADMINISTRATION Dept.#HS	03-31-2022	23 YRS 06½ MOS
KAREN LENIER	CHILDREN & FAMILY SERVICES Dept.#CH	02-26-2022	36 YRS 05 MOS
ROBERT LEVENTER	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-30-2022	33 YRS 11 MOS
KWOK W. LEW	PARKS AND RECREATION Dept.#PK	01-29-2022	20 YRS 02 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
JOYCE M. LEWIS	CHILD SUPPORT SERVICES Dept.#CD	03-31-2022	25 YRS 08½ MOS
KUO-TONG LIAO	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	02-26-2022	34 YRS 01 MOS
NINA LIEU	PUBLIC HEALTH PROGRAM Dept.#PH	03-31-2022	33 YRS 10 MOS
MAGGIE LIN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	31 YRS 11 MOS
GLENDA A. LINDSEY	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	01-29-2022	37 YRS 05 MOS
MICHAEL F. LITEL SR	PROBATION DEPARTMENT Dept.#PB	03-31-2022	35 YRS 07½ MOS
CHING TANG LIU	MENTAL HEALTH Dept.#MH	01-29-2022	25 YRS 04 MOS
DARRIN W. LIVINGSTON	PUBLIC WORKS Dept.#PW	02-26-2022	15 YRS ½ MOS
CYNTHIA LIZARRAGA	AMBULATORY CARE NETWORK Dept.#HN	03-31-2022	06 YRS 11 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MARIA E. LOPEZ	PUBLIC WORKS Dept.#PW	02-25-2022	42 YRS 07 MOS
MARTHA M. LOPEZ	HEALTH SERVICES ADMINISTRATION Dept.#HS	03-30-2022	45 YRS 08 MOS
PATRICIA H. LOPEZ	PUBLIC HEALTH PROGRAM Dept.#PH	03-31-2022	31 YRS 02 MOS
AILUA L. LOTOA	PROBATION DEPARTMENT Dept.#PB	02-25-2022	32 YRS 07 MOS
BERNICE Y. LU	HEALTH SERVICES ADMINISTRATION Dept.#HS	02-26-2022	32 YRS 10 MOS
MAY C. LUCAS	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	31 YRS 01 MOS
MARY V. MAC TAGGART	PUBLIC LIBRARY Dept.#PL	01-29-2022	34 YRS 00 MOS
NOYEMIK MADADIAN DAV	INTERNAL SERVICES Dept.#IS	01-28-2022	28 YRS 02 MOS
GLADYS E. MADDIN	SHERIFF Dept.#SH	02-26-2022	33 YRS 02 MOS



# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
CHHAVY B. MAK	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	36 YRS 00 MOS
YOLANDA E. MALACON-LACA	PUBLIC WORKS Dept.#PW	03-31-2022	28 YRS ½ MOS
HRATCHIK MANSURIAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	01-29-2022	25 YRS 00 MOS
MOHAMMAD R. MARASHI	AGRICULTURAL COMM./WTS & MEAS. Dept.#AW	03-31-2022	37 YRS 03½ MOS
JOSEFINA P. MARQUEZ	RANCHO LOS AMIGOS HOSPITAL Dept.#HR	02-26-2022	10 YRS 10½ MOS
GREG A. MARTIN	DISTRICT ATTORNEY Dept.#DA	01-01-2022	23 YRS 09½ MOS
ROSALBA P. MATHEW	PUBLIC HEALTH PROGRAM Dept.#PH	03-20-2022	38 YRS 11½ MOS
KELVIN J. MC ADORY	CHILD SUPPORT SERVICES Dept.#CD	01-28-2022	39 YRS ½ MOS
MICHAEL P. MC CULLOUGH	SUPERIOR COURT/COUNTY CLERK Dept.#SC	02-22-2022	32 YRS 06 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
SAMBATT MEAS	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-01-2022	36 YRS 03½ MOS
TAMMY M. MEDINA	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-14-2022	15 YRS 05½ MOS
DAVID W. MILL	PUBLIC LIBRARY Dept.#PL	03-31-2022	37 YRS 08½ MOS
MITCHELL B. MILLER	PUBLIC WORKS Dept.#PW	03-31-2022	35 YRS 09½ MOS
NOEMI M. MINA	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-01-2022	30 YRS 04½ MOS
JASMINE Z. MING	CHILD SUPPORT SERVICES Dept.#CD	03-31-2022	15 YRS 03 MOS
OFELIA O. MIRANDA	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	22 YRS 01 MOS
ALBERTO MIRO	CHILDREN & FAMILY SERVICES Dept.#CH	01-29-2022	36 YRS 11 MOS
ARMIDA MONTANO	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	02-15-2022	29 YRS ½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
GLORIA J. MORAD	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-13-2022	21 YRS 02 MOS
ESTHER A. MORENO	CHILDREN & FAMILY SERVICES Dept.#CH	01-28-2022	35 YRS 09 MOS
DANENE M. MOSES	SHERIFF Dept.#SH	02-25-2022	35 YRS 11 MOS
ELIZABETH M. MUNISOGLU	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-31-2022	32 YRS 09½ MOS
ANITA M. NAJERA	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-26-2022	23 YRS 00 MOS
RANKO NAKAGOME	PROBATION DEPARTMENT Dept.#PB	03-31-2022	20 YRS 04 MOS
PATRICIA R. NAVARRO	AUDITOR - CONTROLLER Dept.#AU	01-29-2022	47 YRS 00 MOS
SUSAN E. NAVAS	DISTRICT ATTORNEY Dept.#DA	03-31-2022	29 YRS 01½ MOS
ANGELA J. NEHRIR	CHIEF EXECUTIVE OFFICE Dept.#AO	03-31-2022	37 YRS 02½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
STEVEN NELSON	MEDICAL EXAMINER-CORONER Dept.#ME	02-10-2022	19 YRS 11½ MOS
YEM T. NGUYEN	MENTAL HEALTH Dept.#MH	02-01-2022	40 YRS 04½ MOS
VICKI L. NIKOLA	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-31-2022	19 YRS 05½ MOS
CYNTHIA S. NILSSEN-VARG	PUBLIC DEFENDER Dept.#PD	03-31-2022	25 YRS 07 MOS
MIRANDA L. NORWOOD	CHILDREN & FAMILY SERVICES Dept.#CH	02-27-2022	06 YRS 02 MOS
DANIEL OMOLAFE	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	26 YRS 01 MOS
LAUREN J. ORR	CHILD SUPPORT SERVICES Dept.#CD	02-25-2022	24 YRS 00 MOS
SHAKEH PAHLEVANIAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-25-2022	25 YRS 01 MOS
MUYAN PAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	17 YRS ½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
DAMIANA C. PARAS	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	23 YRS 00 MOS
KWANG PARK	MENTAL HEALTH Dept.#MH	03-31-2022	35 YRS 11½ MOS
THOMAS PARYS	PUBLIC HEALTH PROGRAM Dept.#PH	01-13-2022	37 YRS 07½ MOS
CAROL C. PETERS	ASSESSOR Dept.#AS	01-28-2022	38 YRS 06 MOS
JOY OLIVIA A. PINPIN	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-01-2022	25 YRS 02½ MOS
MARIA K. POON	PUBLIC HEALTH PROGRAM Dept.#PH	03-31-2022	33 YRS 11 MOS
OFELIA P. QUINONEZ	SUPERIOR COURT/COUNTY CLERK Dept.#SC	01-22-2022	39 YRS 05 MOS
MIGUEL QUINTERO	L A COUNTY FIRE DEPT Dept.#FR	03-31-2022	31 YRS 01 MOS
MICHELLE RAMELOT	COUNTY COUNSEL Dept.#CC	01-10-2022	43 YRS 06½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
RENE D. RETANA	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	03-31-2022	25 YRS 07½ MOS
ADONA D. REYES	CORRECTIONAL HEALTH Dept.#HC	01-29-2022	14 YRS 06 MOS
LILIA V. REZAZADEH	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	30 YRS 03 MOS
JIMMIE E. RHODES	INTERNAL SERVICES Dept.#IS	01-05-2022	17 YRS 01½ MOS
PATRICIA RIVERA	CHILDREN & FAMILY SERVICES Dept.#CH	03-31-2022	36 YRS 10½ MOS
TERESA A. ROBB	CHILDREN & FAMILY SERVICES Dept.#CH	03-31-2022	31 YRS ½ MOS
SHARON ROCHELLE	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	21 YRS 11½ MOS
LINDA T. RODGERS	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	03-31-2022	35 YRS 01½ MOS
NIEVES T. RODRIGUEZ	SHERIFF Dept.#SH	02-26-2022	32 YRS 07 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
BETH K. ROSOFF	PUBLIC LIBRARY Dept.#PL	02-26-2022	37 YRS 00 MOS
ROSARIO RUIZ	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	25 YRS 01½ MOS
SOPHIA SAM	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	33 YRS 10 MOS
ROBERT Z. SANTOS	LACERA Dept.#NL	01-29-2022	26 YRS 02 MOS
HASMIK J. SARAFIAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-15-2022	27 YRS ½ MOS
ROSE M. SAUCEDO	SUPERIOR COURT/COUNTY CLERK Dept.#SC	01-29-2022	22 YRS 00 MOS
RAYMOND V. SCHMID	PROBATION DEPARTMENT Dept.#PB	03-31-2022	32 YRS 01½ MOS
JERRY J. SEFIANE	MENTAL HEALTH Dept.#MH	03-31-2022	27 YRS 03½ MOS
HAROLD J. SEMEL	SUPERIOR COURT/COUNTY CLERK Dept.#SC	02-28-2022	30 YRS 00 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
GARNIK SEVINYAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	22 YRS 06 MOS
SYLVIA SHEU	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	15 YRS ½ MOS
SANDRA S. SHIELDS	MENTAL HEALTH Dept.#MH	03-31-2022	25 YRS 03½ MOS
VIRGINIA P. SIBAL	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	22 YRS ½ MOS
STEVEN G. SILVA	PUBLIC WORKS Dept.#PW	01-29-2022	16 YRS 03 MOS
PEARLEAN SMITH	PROBATION DEPARTMENT Dept.#PB	01-31-2022	42 YRS 01½ MOS
MICHAEL L. SMITH	INTERNAL SERVICES Dept.#IS	01-11-2022	06 YRS 05½ MOS
PAUL R. SMITH	PROBATION DEPARTMENT Dept.#PB	02-26-2022	30 YRS 05½ MOS
BRIAN K. SMITH	SUPERIOR COURT/COUNTY CLERK Dept.#SC	02-26-2022	33 YRS 11 MOS



# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
KELLY C. SNOW	L A COUNTY FIRE DEPT Dept.#FR	02-18-2022	23 YRS 04 MOS
JOLANTA M. SOWINSKA	PUBLIC WORKS Dept.#PW	03-31-2022	24 YRS ½ MOS
CALVIN C. SPEARS	L A COUNTY FIRE DEPT Dept.#FR	03-31-2022	32 YRS 01 MOS
FRIEDA SPREWELL	SUPERIOR COURT/COUNTY CLERK Dept.#SC	03-31-2022	30 YRS 08 MOS
WILLIAM STOHL	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-15-2022	35 YRS 01½ MOS
SANDRA K. SUMMERS	CHILDREN & FAMILY SERVICES Dept.#CH	01-21-2022	30 YRS 02 MOS
RATCHANEE SWANG	CHILDREN & FAMILY SERVICES Dept.#CH	03-31-2022	34 YRS ½ MOS
JACQUELINE M. SWITZLER	L A COUNTY FIRE DEPT Dept.#FR	03-31-2022	36 YRS 02 MOS
WASHINGTON THOMAS S R.	CHILDREN & FAMILY SERVICES Dept.#CH	12-29-2021	29 YRS 03 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
ROSALINA M. TIRADOS	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	03-31-2022	27 YRS 01 MOS
CRAIG T. TOBITA	DISTRICT ATTORNEY Dept.#DA	02-26-2022	26 YRS 04 MOS
ROSARIO R. TORRENTE	TREASURER AND TAX COLLECTOR Dept.#TT	01-29-2022	14 YRS 11½ MOS
MARY H. TORRES	SHERIFF Dept.#SH	03-31-2022	20 YRS 03 MOS
CELINE TRAN	PUBLIC WORKS Dept.#PW	03-31-2022	27 YRS 10½ MOS
DAVID TRAN	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-25-2022	32 YRS 02 MOS
EULOGIO D. TRINIDAD	BEACHES & HARBORS Dept.#BH	03-31-2022	25 YRS 08½ MOS
HUE TRUONG	REG-RECORDER/COUNTY CLERK Dept.#RR	02-26-2022	20 YRS 00 MOS
MARK C. TSAI	AGRICULTURAL COMM./WTS & MEAS. Dept.#AW	02-26-2022	23 YRS 00 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
LISA TSUNAWAKI	PUBLIC HEALTH PROGRAM Dept.#PH	02-28-2022	35 YRS 05 MOS
HUNG D. TU	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	01-29-2022	33 YRS 10 MOS
BORIS J. VALDES	LACERA Dept.#NL	02-26-2022	13 YRS 06 MOS
CLAUDIA VERDEROSA	ASSESSOR Dept.#AS	03-31-2022	35 YRS 07 MOS
MICHAEL A. VERNER	SHERIFF Dept.#SH	02-26-2022	27 YRS 03 MOS
BRENDA VICK	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	01-01-2022	41 YRS 04½ MOS
SUSAN R. VILLALOBOS	PUBLIC LIBRARY Dept.#PL	03-31-2022	26 YRS 03 MOS
HORTENCIA VILLASENOR	RANCHO LOS AMIGOS HOSPITAL Dept.#HR	02-01-2022	25 YRS 09½ MOS
DEBRA A. WALLACE	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-29-2022	45 YRS ½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
JEANNE M. WALLACE	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	01-05-2022	35 YRS 02½ MOS
RENEE WANG	PUBLIC HEALTH PROGRAM Dept.#PH	03-31-2022	18 YRS 05½ MOS
ARTHUR L. WESLEY	AMBULATORY CARE NETWORK Dept.#HN	12-18-2021	29 YRS 10 MOS
SHIRLEY M. WHITE	CHILDREN & FAMILY SERVICES Dept.#CH	01-29-2022	14 YRS 08 MOS
MARTHA WILLIAMS	SHERIFF Dept.#SH	01-15-2022	25 YRS 04½ MOS
DIONIS O. WILSON	AMBULATORY CARE NETWORK Dept.#HN	03-28-2022	36 YRS 00 MOS
BEE-CHING C. WONG	SHERIFF Dept.#SH	03-15-2022	33 YRS 08½ MOS
ERIKA S. WOODS	PROBATION DEPARTMENT Dept.#PB	03-31-2022	20 YRS 00 MOS
SHELIA D. WRIGHT	SHERIFF Dept.#SH	01-29-2022	08 YRS 07 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
GRACE TSAI Y WU	MENTAL HEALTH Dept.#MH	03-31-2022	15 YRS 04½ MOS
SUSANA E. WYATT	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	12-29-2021	14 YRS 02 MOS
SHIRLEY S. YANG	DEPARTMENT OF HUMAN RESOURCES Dept.#HM	02-28-2022	22 YRS 00 MOS
ANNA YEE	MENTAL HEALTH Dept.#MH	01-04-2022	18 YRS 06½ MOS
YUEN WEI YU	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	02-26-2022	33 YRS 08 MOS
HUN S. ZHENG	INTERNAL SERVICES Dept.#IS	03-31-2022	23 YRS 10½ MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL SURVIVOR APPLICATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MA KARINA AMADOR  SPOUSE of ALLAN B AMADOR dec'd on 08-31-2021, Sect. #31781.1	SUPERIOR COURT/COUNTY CLERK Dept.#SC	09-01-2021	27 YRS 01 MOS
WENDY K. BENSON  WIFE of FRANK E BENSON II dec'd on 11-12-2021, Sect. #31781.1	PUBLIC WORKS Dept.#PW	11-13-2021	33 YRS 05½ MOS
JUDITH BERNARD-CROW  WIFE of FLOYD D CROW dec'd on 09-17-2021, Sect. #31781.1	CHILD SUPPORT SERVICES Dept.#CD	09-18-2021	21 YRS 09½ MOS
STEPHANIE M. BEYER  SPOUSE of MELVIN V JONES JR dec'd on 01-06-2021, Sect. #31781.3	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	01-07-2021	16 YRS 02½ MOS
LESLIE HELYES  SPOUSE of WALFRED O LOPEZ dec'd on 10-09-2021, Sect. #31781.3	SFV CLUSTER-OLIVE VIEW/UCLA MC Dept.#HO	10-10-2021	06 YRS 05½ MOS
AGUSTIN JASSO  SPOUSE of WENDY C RODRIGUEZ dec'd on 08-25-2021, Sect. #31781.3	AMBULATORY CARE NETWORK Dept.#HN	08-26-2021	08 YRS 09 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL SURVIVOR APPLICATIONS

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
VICTOR A. ORANUSI  HUSBAND of NWAMAKA ORANUSI dec'd on 03-19-2021, Sect. #31781.1	PUBLIC HEALTH PROGRAM Dept.#PH	03-20-2021	31 YRS 02 MOS
HELEN E. SIDDALL  WIFE of MARLIN E THOMAS dec'd on 08-01-2021, Sect. #31781.3	PUBLIC WORKS Dept.#PW	08-02-2021	31 YRS 08 MOS
CARMINA VERZOSA  WIFE of FREDDIE J VERZOSA dec'd on 12-21-2021, Sect. #31781.1	LACERA Dept.#NL	12-22-2021	23 YRS 08 MOS
O B WASHINGTON I II  SON of SHERRI M HAWKINS dec'd on 10-10-2002, Sect. #31781.3	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	10-11-2002	17 YRS 04 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT FROM DEFERRED

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MARIA ANDRADE	AMBULATORY CARE NETWORK Dept.#HN	12-22-2021	27 YRS 04½ MOS
MICHAEL A. ARENAS	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	12-25-2021	41 YRS 11 MOS
BOBBY ASBERRY	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	12-13-2021	19 YRS 06 MOS
RHONDA G. BOUTTE'	RANCHO LOS AMIGOS HOSPITAL Dept.#HR	12-07-2021	20 YRS 04 MOS
MANUEL CAMPOS	SHERIFF Dept.#SH	12-28-2021	13 YRS 02 MOS
GEMMA T. DURR	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	12-17-2021	04 YRS 05 MOS
LORI L. HAYDEN	ALTERNATE PUBLIC DEFENDER Dept.#AD	02-21-2022	05 YRS 09½ MOS
MONICA HOBBS	Dept.#506	01-01-2022	11 YRS 04 MOS
TERRI A. JONES	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	12-29-2021	15 YRS 00 MOS



# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT FROM DEFERRED

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
RONNA JUROW	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	12-29-2021	14 YRS 09 MOS
ANITA KAPRALIS	PROBATION DEPARTMENT Dept.#PB	12-23-2021	23 YRS 05 MOS
MARY L. LANE-CARLSON	PUBLIC HEALTH PROGRAM Dept.#PH	12-21-2021	07 YRS 00 MOS
DEBORAH A. MATSUSHIMA	HEALTH SERVICES ADMINISTRATION Dept.#HS	12-13-2021	10 YRS 04 MOS
BILLY MCCLELLAN	COASTAL CLUSTER-HARBOR/UCLA MC Dept.#HH	01-03-2022	19 YRS 04½ MOS
JOHN S. MCINTYRE	SHERIFF Dept.#SH	02-26-2022	28 YRS 05 MOS
ANTOINETTE W. MEDINA	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	01-07-2022	14 YRS 09½ MOS
PATRICIA NIETO	SUPERIOR COURT/COUNTY CLERK Dept.#SC	07-31-2021	03 YRS 06 MOS
TRUNG A. QUACH	DEPT OF PUBLIC SOCIAL SERVICES Dept.#SS	08-28-2021	04 YRS 03 MOS

# BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022

## BENEFIT APPROVAL LIST

### GENERAL MEMBER APPLICATIONS FOR: SERVICE RETIREMENT FROM DEFERRED

<u>NAME</u>	<u>DEPARTMENT</u>	<u>RETIRED</u>	<u>SERVICE</u>
MARIO RAMOS	ANIMAL CONTROL Dept.#AN	01-19-2022	26 YRS 01½ MOS
REGINA G. RICHARDSON	JUVENILE COURT HEALTH SERVICES Dept.#HJ	12-16-2021	37 YRS 09 MOS
RAQUEL E. RODRIGUEZ	CHILDREN & FAMILY SERVICES Dept.#CH	12-15-2021	26 YRS 04½ MOS
RICHARD ROSENTHAL	DISTRICT ATTORNEY Dept.#DA	12-23-2021	10 YRS 04 MOS
STEVE SITKOFF	SUPERIOR COURT/COUNTY CLERK Dept.#SC	12-31-2021	12 YRS 05 MOS
CHRISTOPHER X. TATE	PROBATION DEPARTMENT Dept.#PB	01-22-2022	08 YRS 05½ MOS
ANTHONY J. WILBURN	SUPERIOR COURT/COUNTY CLERK Dept.#SC	12-23-2021	14 YRS 07 MOS
MARY V. WOODFORK	NORTHEAST CLUSTER (LAC+USC) Dept.#HG	01-06-2022	07 YRS 09 MOS

**BOARD OF RETIREMENT MEETING OF FEBRUARY 2, 2022  
RESCISSIONS/CHANGES FROM BENEFIT APPROVAL LIST  
APPROVED ON JANUARY 5, 2022**

**SAFETY MEMBER APPLICATIONS FOR SERVICE RETIREMENT**

<b>NAME</b>	<b>DEPARTMENT</b>	<b>UPDATE</b>
JOHN KHOUNTHAVONG	SHERIFF	CHANGE OF DATE TO March 31, 2022

**GENERAL MEMBER APPLICATIONS FOR SERVICE RETIREMENT**

<b>NAME</b>	<b>DEPARTMENT</b>	<b>UPDATE</b>
MERCEDES CALZADILLAS	DEPARTMENT OF HUMAN RESOURCES	CHANGE OF DATE TO January 1, 2022
LYNN TREVINO	HEALTH SERVICES ADMINISTRATION	CHANGE OF DATE TO March 31, 2022
ERNESTINE REDMOND	PUBLIC LIBRARY	CHANGE OF DATE TO January 1, 2022
ROSA M QUINTERO	DEPT OF PUBLIC SOCIAL SERVICES	CHANGE OF DATE TO January 1, 2022
OFELIA ORTEGA	DISTRICT ATTORNEY	CHANGE OF DATE TO March 31, 2022
SAMANTHA S LI	INTERNAL SERVICES	CHANGE OF DATE TO January 29, 2022
BERTHA M TAYLOR	DEPT OF PUBLIC SOCIAL SERVICES	CHANGE OF DATE TO January 1, 2022
NARLESKI JOHNSON	NORTHEAST CLUSTER (LAC+USC)	CHANGE OF DATE TO February 1, 2022
SARA F LAVENDER	PROBATION DEPARTMENT	CHANGE OF DATE TO January 1, 2022
PANDORA F MCDANIEL	COASTAL CLUSTER- HARBOR/UCLA MC	RESCINDED RETIREMENT
CECILIA E SABENIANO	CHILDREN & FAMILY SERVICES	CHANGE OF DATE TO January 1, 2022
ARMOND GHAZARIAN	PUBLIC WORKS	CHANGE OF DATE TO January 1, 2022
TARA BEHARY	NORTHEAST CLUSTER (LAC+USC)	CHANGE OF DATE TO January 31, 2022
MICHAEL T ROACH	PUBLIC WORKS	CHANGE OF DATE TO January 28, 2022

SANDRA R MOORE	CHILDREN & FAMILY SERVICES	RESCINDED RETIREMENT
CLAUDIA L ORTEGA	SUPERIOR COURT/COUNTY CLERK	RESCINDED RETIREMENT
MARLO C WILLIS	SHERIFF	CHANGE OF DATE TO January 6, 2022
TEARAH TAYLOR	AMBULATORY CARE NETWORK	CHANGE OF DATE TO January 1, 2022
TEARAH TAYLOR	PUBLIC HEALTH PROGRAM	CHANGE OF DATE TO March 31, 2022
PAULA BROWN-JACKSON	NORTHEAST CLUSTER (LAC+USC)	CHANGE OF DATE TO January 1, 2022
IRA E LICHTMAN	ASSESSOR	CHANGE OF DATE TO January 28, 2022
LINDA A MASCARENAS	DEPT OF PUBLIC SOCIAL SERVICES	CHANGE OF DATE TO January 1, 2022
HORTENSIA FLORES	DEPT OF PUBLIC SOCIAL SERVICES	CHANGE OF DATE TO December 16, 2021
SILVIA G CORTEZ	CHILDREN & FAMILY SERVICES	RESCINDED RETIREMENT
REBEKA G CARR	SHERIFF	CHANGE OF DATE TO January 1, 2022
ARTURO QUINTERO	SUPERIOR COURT/COUNTY CLERK	RESCINDED RETIREMENT
SHEREE M SWINT	CHILDREN & FAMILY SERVICES	CHANGE OF DATE TO December 31, 2021
FARAHNAZ PEZESHKI	MENTAL HEALTH	CHANGE OF DATE TO January 4, 2022
JOHN M MESTA	PUBLIC HEALTH PROGRAM	CHANGE OF DATE TO January 4, 2022
RICHARD R MARGET	PUBLIC HEALTH PROGRAM	RESCINDED RETIREMENT
SUSAN P KNAPP	AMBULATORY CARE NETWORK	CHANGE OF DATE TO January 1, 2022
LUCY V ZAKARIAN	SHERIFF	CHANGE OF DATE TO February 25, 2022



January 20, 2022

TO: Each Trustee  
Board of Retirement

FROM: Ricki Contreras, Division Manager  
Disability Retirement Services

SUBJECT: **APPEALS FOR THE BOARD OF RETIREMENT'S MEETING  
OF FEBRUARY 2, 2022**

**IT IS RECOMMENDED** that the Board of Retirement grant the appeals and requests for administrative hearing received from the following applicants, and direct the Disability Retirement Services Manager to refer each case to a referee:

5217B	Janet Arik	Michael Treger	Deny SCD – Employer Can Accommodate
5227B	Nina Arutyunyan	In Pro Per	Deny SCD – Grant NSCD Employer Cannot Accommodate

RC:kw

Memo.New  
Appeals.docx



January 20, 2022

TO: Each Trustee  
Board of Retirement

FROM: Ricki Contreras, Manager   
Disability Retirement Services Division

FOR: February 2, 2022 Board of Retirement Meeting

SUBJECT: **DISMISS WITH PREJUDICE THE APPEAL OF SARAH E. MARKS**

Ms. Sarah E. Marks applied for a service-connected disability retirement on February 6, 2018. On December 13, 2018, the Board denied her application for service-connected disability retirement.

Ms. Marks filed a timely appeal. On June 23, 2019, Ms. Marks submitted an email requesting to withdraw her appeal for a service-connected disability retirement.

**IT IS THEREFORE RECOMMENDED THAT THE BOARD:**

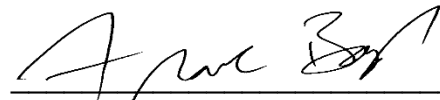
Dismiss with prejudice Sarah E. Mark's appeal for a service-connected disability retirement.

FJB: RC: mb

Marks, Sarah E.docx

Attachment

NOTED AND REVIEWED:



Francis J. Boyd, Sr. Staff Counsel

Date: 01/20/2022



January 27, 2022

TO: Each Trustee  
Board of Retirement

FROM: Ricki Contreras, Manager   
Disability Retirement Services Division

FOR: February 2, 2022 Board of Retirement Meeting

SUBJECT: **DISMISS WITH PREJUDICE THE APPEAL OF C. RENAE WALKER-JONES**

Ms. C. Renae Walker-Jones applied for a service-connected disability retirement on April 27, 2017. On March 6, 2019, the Board denied her application for service-connected disability retirement, as the employer could accommodate the work restrictions.

Ms. Walker-Jones filed a timely appeal. On January 27, 2022, the applicant submitted a letter requesting to withdraw her appeal for a service-connected disability retirement.

**IT IS THEREFORE RECOMMENDED THAT THE BOARD:**

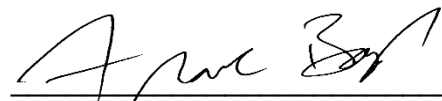
Dismiss with prejudice C. Renae Walker-Jones' appeal for a service-connected disability retirement.

FJB: RC: mb

Walker-Jones, C. Renae E.docx

Attachment

NOTED AND REVIEWED:



Francis J. Boyd, Sr. Staff Counsel

Date: 01/27/2022



January 19, 2022

**TO:** Each Trustee,  
Board of Retirement  
Board of investments

**FROM:** Joint Organizational Governance Committee

**FOR:** Board of Retirement Meeting on February 2, 2022  
Board of Investments Meeting on February 9, 2022

**SUBJECT:** Approval of Secretarial Classification/Compensation Changes

**RECOMMENDATIONS**

That the Board of Retirement and Board of Investments approve for implementation the recommended classification and compensation changes for the existing Executive Secretary, LACERA; Secretary, LACERA; Senior Secretary, LACERA; and Management Secretary, LACERA classifications.

That the Board of Retirement and Board of Investments approve for implementation the recommended proposed classification and compensation changes for the creation of a new Senior Legal Secretary, LACERA classification.

**SUMMARY OF PROPOSED CLASSIFICATION AND COMPENSATION CHANGES**

Action	Current Classification Title	Current Sal Sch	New Classification Title	New Sal Sch	% Increase
Title Change	Executive Secretary, LACERA (Item 0442)	101G NM	Executive Administrative Assistant, LACERA	-	0%
New Class		97G NM	Senior Legal Secretary, LACERA	99B NM	4.3%
-	Sr Management Secretary, LACERA (Item 0441)		<i>Red-Tagged for Deletion</i>	-	0%
Title/Sal Change	Management Secretary, LACERA (0440)	93G NM	Legal Secretary, LACERA	94H NM	3%



January 19, 2022

Re: Secretarial Classification/Compensation Changes

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Title/Sa   Change	Senior Secretary, LACERA (Item 0439)	89G NM	Senior Administrative Assistant, LACERA	90F NM	2.5%
Title/Sa   Change	Secretary, LACERA (0438)	83D NMVO	Administrative Assistant, LACERA	84C NMVO	2.5%

The recommended titles and salary ranges serve to bring LACERA's classes closer to compensation levels provided by the market while preserving LACERA's current pay differential practice to ensure appropriate internal equity.

The authority to implement proposed title changes and proposed salary adjustments for the above classifications rest jointly with the Board of Retirement and Board of Investments. Such authority is provided in the California Government Code Sections 31522.1, 31522.2, and 31522.4, and will require the Board of Supervisors (BOS) to amend the Salary Ordinance.

## EXECUTIVE SUMMARY

### Background

It is a human resources best practice to update class specifications and market price salaries on a periodic basis, in line with LACERA's philosophy to pay fair and competitive wages that will attract, retain and motivate a highly skilled workforce and support its' Mission to Produce, Protect and Provide the Promised Benefits to its membership. LACERA's secretarial series class specifications have not been revised since 2004 and it was determined that a classification and compensation study of the positions should be conducted.

In 2018, Human Resources (HR) engaged CPS Consulting (CPS) to conduct the study of LACERA's secretarial positions. CPS possesses expertise in the area of classification and salaries. They are uniquely qualified to assist LACERA because of their broad public sector human resources consulting experience and their prior working relationship with LACERA and the County of Los Angeles. The study was precipitated by:

- The goal to ensure that class descriptions reflect current assignments, programs, responsibilities, and technology; and
- The desire to update LACERA's classification plan that will support LACERA's business and operational needs for the foreseeable future.

As part of the study, CPS reviewed the existing class specifications, Position Description Questionnaires submitted by current incumbents, and compared the salary levels of LACERA's secretarial positions to a diverse peer group consistent with past studies, which included California-based public pension funds, Los Angeles County, and the private sector.

January 19, 2022

Re: Secretarial Classification/Compensation Changes

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The Study included twenty-nine (29) positions in five (5) existing classifications. One (1) classification, Secretary, LACERA is represented by SEIU.

1. Executive Secretary, LACERA
2. Senior Management Secretary, LACERA
3. Management Secretary, LACERA
4. Senior Secretary, LACERA
5. Secretary, LACERA (Represented)

The study initially also included two (2) Staff Assistant I, LACERA positions. It was determined during the study that those positions were best reviewed in a separate study together with Staff Assistant II, LACERA positions as a series; therefore, the two (2) Staff Assistants were excluded from this study findings/recommendations.

Secretary Study findings and recommendations provided by CPS Consulting include title changes, description revisions, and/or salary changes to all five (5) studied classifications.

## **CLASSIFICATION AND COMPENSATION STUDY**

### Classification Recommendations

Civil Service Rule 5.01 requires that a class specification be developed and maintained for each class in the classification service to meet the needs of the service for the allocation of new positions and the reallocation of existing positions. A fundamental principle in classification is that the class specification should describe and define the nature and scope of responsibilities, work activities, qualifications, and other level defining characteristics of the class so that it is properly classified within the classification structure.

Classes, and jobs within them, evolve for many reasons and under many influences. A classification may undergo gradual growth that results in additional or changed duties and responsibilities and thereby require a corresponding class specification be amended or a position be reclassified to a new or existing classification. To keep current, a class specification should be reviewed when significant duties and level of responsibilities change.

It is LACERA's goal to ensure that titles and class specifications reflect current assignments, responsibilities, programs, and technology. CPS based its comparative analysis on essential job functions, level of responsibility, and reporting relationships. As a result of the study, CPS recommended revisions to current classification titles and class descriptions to more accurately reflect duties and responsibilities performed. The recommended title changes for the Secretarial classes to "Administrative Assistant" are consistent with modern business usage of this title in lieu of "Secretary"; and the proposed "Legal Secretary" titles are aligned with allocation to the LACERA legal divisions.

January 19, 2022

Re: Secretarial Classification/Compensation Changes

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LACERA Existing Classification Title Map to Proposed New Classification Titles:

Current Classification Title	New Classification Title
Executive Secretary, LACERA	Executive Administrative Assistant, LACERA
Senior Management Secretary, LACERA	Senior Legal Secretary, LACERA
Management Secretary, LACERA	Legal Secretary, LACERA
Senior Secretary, LACERA	Senior Administrative Assistant, LACERA
Secretary, LACERA	Administrative Assistant, LACERA

CPS recommendations for reclassification to new titles are generally aligned within the current series of the studied positions, except for one (1) Senior Management Secretary, LACERA found performing at a lower-level, equivalent to Senior Secretary, LACERA. The incumbent supports a major investments section, not a legal office as done by a Senior Management Secretary/Senior Legal Secretary. CPS recommends that the position be reclassified to Senior Administrative Assistant, LACERA based on the duties performed.

HR proposes creating a new Senior Legal Secretary, LACERA classification and red tagging the Senior Management Secretary, LACERA classification for deletion once the incumbent is no longer holding the payroll title. Senior Management Secretaries performing legal secretarial work will go through the Civil Service Process to promote to the new Senior Legal Secretary, LACERA classification. All other participants holding an Executive Secretary, LACERA; Management Secretary, LACERA; Senior Secretary, LACERA; or Secretary, LACERA payroll title will automatically convert to the updated classification titles as shown in the proposed Title Map.

All other title and compensation changes will be implemented through a revision of the existing secretarial classifications in the ordinance.

Classification Study findings per position are shown in **Attachment A**.

Class Specifications developed by CPS are shown as **Attachment B**.

#### Compensation

As part of the aforementioned study, CPS also concluded that four (4) of the five (5) LACERA Secretarial classifications were compensated below the market rate. LACERA recommends aligning the compensation for the studied positions to market rates while taking into consideration internal equity and sufficient salary differentials between positions.

Of the studied classifications, the following one (1) classification was found to be currently compensated at above the market; therefore, no salary range adjustment is recommended.

January 19, 2022

Re: Secretarial Classification/Compensation Changes

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Classification	Current Pay Range	Salary Maximum
Executive Administrative Assistant, LACERA	101G NM	\$8,624.64

The Study found the following four (4) classifications are being compensated below the market; therefore, the following salary range adjustments are recommended:

Classification	Current Pay Range	Current Salary Maximum	New Pay Range	New Salary Maximum
Senior Legal Secretary, LACERA	97G NM	\$7,738.55	99B NM	\$8,069.09
Legal Secretary, LACERA	93G NM	\$6,942.55	94H NM	\$7,150.82
Senior Administrative Assistant, LACERA	89G NM	\$6,229.18	90F NM	\$6,384.54
Administrative Assistant, LACERA	83D NMVO	\$5,547.18	84C NMVO	\$5,685.36

#### Budget Impact

Implementation of the study findings as recommended will result in an annual budget increase of \$67,666.61. This amount is lower than the previously stated \$78,681.35.

HR's summary of current and proposed salaries, LA County comparables identified by CPS, and a breakdown of the budget impact is shown in **Attachment C**.

### **PROCEDURE FOR ESTABLISHING CLASSIFICATIONS AND PAY RANGES**

LACERA provides Local 721 notice and consult regarding new classifications of which the primary duties are derived from represented classifications. LACERA notified Local 721 of proposed changes to the Secretary, LACERA classification title, class description, and compensation on January 13, 2021.

Upon approval from the Board of Retirement and Board of Investments, Human Resources (HR) will prepare a memorandum to the Los Angeles County's Chief Executive Office (LACCEO) which will include the class specification and salary schedule. The LACCEO Class and Compensation staff will review the submitted documents to assure all necessary information is provided in order to revise the classification title and salary schedule in the County's Payroll System. HR staff, with the LACERA Legal Office's oversight, will prepare and submit an ordinance amending Sections 6.28.050 and 6.127.010 of LACERA's Salary Code to the Los Angeles County Counsel's Office and the BOS for adoption. These actions will create the new Senior Legal Secretary, LACERA classification and modify the classification titles, class descriptions, and/or compensation of the existing Executive Secretary, LACERA; Senior Secretary, LACERA; Secretary, LACERA and Management Secretary, LACERA.

January 19, 2022

Re: Secretarial Classification/Compensation Changes

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**IT IS THEREFORE RECOMMENDED THAT THE BOARDS** approve for implementation the recommended proposed classification and compensation changes for the existing Executive Secretary, LACERA; Secretary, LACERA; Senior Secretary, LACERA; and Management Secretary, LACERA classifications.

**IT IS THEREFORE RECOMMENDED THAT THE BOARDS** approve for implementation the recommended proposed classification and compensation changes for the creation of a new Senior Legal Secretary, LACERA classification.

cc: Steven P. Rice  
Luis A. Lugo  
Laura Guglielmo  
JJ Popowich  
Carly Ntoya

## Classification Findings Per Position

DIVISION	CURRENT CLASSIFICATION	RECOMMENDED CLASSIFICATION
Benefits	Secretary	Administrative Assistant
Benefits	Senior Secretary	Senior Administrative Assistant
Benefits	Secretary	Administrative Assistant
Communications	Staff Assistant I	No Change (Staff Assistant I)
Disability Litigation	Senior Management Secretary	Senior Legal Secretary
Disability Litigation	Senior Management Secretary	Senior Legal Secretary <sup>1</sup>
Disability Litigation	Senior Management Secretary	Senior Legal Secretary
Disability Retirement	Senior Secretary	Senior Administrative Assistant
Executive Office	Executive Secretary	Executive Administrative Assistant
Executive Office	Executive Secretary	Executive Administrative Assistant
Financial & Accounting Services	Secretary	Administrative Assistant
Financial & Accounting Services	Senior Secretary	Senior Administrative Assistant
Internal Audit	Senior Secretary	Senior Administrative Assistant
Investment Office	Senior Secretary	Senior Administrative Assistant
Investment Office	Senior Secretary	Senior Administrative Assistant
Investment Office	Senior Management Secretary	Senior Administrative Assistant
Investment Office	Senior Secretary	Senior Administrative Assistant
Legal Office	Management Secretary	Legal Secretary
Legal Office	Senior Management Secretary	Senior Legal Secretary
Legal Office	Senior Management Secretary	Senior Legal Secretary
Legal Office	Senior Management Secretary	Senior Legal Secretary
Legal Office	Management Secretary <sup>2</sup>	Legal Secretary
Legal Office	Senior Management Secretary	Senior Legal Secretary
Member Services	Senior Secretary	Senior Administrative Assistant
Member Services	Secretary	Administrative Assistant
Quality Assurance & Metrics	Senior Secretary	Senior Administrative Assistant
Retiree Healthcare	Senior Secretary	Senior Administrative Assistant
Retirement Systems	Senior Secretary	Senior Administrative Assistant <sup>3</sup>
Retirement Systems	Staff Assistant I	No Change (Staff Assistant I)

NOTES - The following recommendations are different than what was found in the study:

1. Staff Member was promoted from Management Secretary to Senior Management Secretary after completion of the study and is currently performing at the higher level.
2. Staff Member was hired as a Management Secretary after completion of the study. The position was vacant during the study.
3. The incumbent of the Retirement Systems Senior Secretary was not performing at the level. The position has since been vacated and the Division intends to fill at the higher-level of Senior Administrative Assistant.

LAST UPDATE: 6/17/2021

**CLASSIFICATION TITLE:** ~~Executive Secretary~~ Administrative Assistant, LACERA

**ITEM NO:** 0442

**DEFINITION:**

~~Provide administrative support to the Executive Office of the Los Angeles County Employee's Retirement Association (LACERA). Acts as secretary to (1) the Chief Executive Officer or (2) Assistant Executive Officers or (3) the Board of Investments, or the Board of Retirement (Executive Management) of the Los Angeles County Employees Retirement Association (LACERA).~~

**POSITION INFORMATION:**

~~Positions allocable to this advanced journey-level class provide primary administrative support to the Chief Executive Officer; Deputy, Chief Executive Officer; or to Assistant Executive Officers in directing and overseeing operations of LACERA. Incumbents perform complex assignments, often without established procedures or protocols and requiring a great deal of independent and sound judgment, initiative, discretion and confidentiality to manage highly sensitive and confidential subject matter. Positions engage in activities with significant consequences and impact to the executives and organization, with the authority and discretion to make critical decisions.~~

~~These positions require thorough knowledge of LACERA operations, policies, procedures, and practices; organizational by-laws and applicable governmental rules and regulations; general administrative principles, practices, and standards; modern office equipment and software operations; and protection of confidential and sensitive information. Incumbents must have strong written and verbal communication skills and refined interpersonal skills to develop, maintain, and promote cooperative, effective working relationships with others and exercise professionalism, tact, discretion, and diplomacy as a representative of LACERA and the Executive Office.~~

~~The Executive Administrative Assistant, LACERA is distinguished from the Senior Administrative Assistant, LACERA in that the latter performs routine-to-complex assignments affecting divisional operations, whereas the Executive Administrative Assistant, LACERA makes independent judgments and decisions with less management oversight and having greater consequences to the organization. Incumbents may also serve as lead to lower-level administrative support staff.~~

~~The Executive Administrative Assistant, LACERA is distinguished from the Executive Board Assistant, LACERA in that the latter provides administrative support to Board Trustees and committees.~~

~~The Administrative Assistant, LACERA series is distinguished from the Staff Assistant, LACERA series in that the latter provides specialized administrative support and analysis of Division operational processes and programs in the areas of procurement, procedures, budget, report preparation and records maintenance.~~

The Administrative Assistant, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

All classes in the Secretarial Group perform duties composed of essentially the same basic activities and operations. Positions in these classes are allocated when the work of the supervisor requires full-time personal secretarial assistance. The level of secretary allocated may be related primarily to the level of supervisor served. The positions allocable to this class act as secretary to the Executive Management of LACERA.

### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides specialized administrative support to LACERA Executives in overseeing the LACERA organization.

Handles highly confidential and sensitive interactions, information and processes with exceptional customer service, tact, and judgment, ensuring security of information.

Facilitates problem solving by directing issues, matters and people to where they best can be addressed and tracks outcome.

Assists Executive Board Assistants in preparing the board packages for Committee and Board meetings by preparing, creating, proofing, and formatting the documents.

May provide technical support for Board or Committee meetings such as operate voting equipment or facilitating presentations.

Prepares, replies to, composes, proofreads, formats, collates, and distributes formal correspondence on behalf of the Executive supported.

Greets office visitors and meets the public; answers and screens telephone calls and directs callers to the correct department or individual to assist, and makes appointments and arrangements for the Executive Office.

Secures information on behalf of executives regarding status of pending matters, reasons for delay and outcome of items differed.

Manages and maintains Executive Office calendars; coordinates and schedules arrangements, appointments and travel including airfare, hotel and transportation; tracks time and attendance for assigned area; assists with payroll processing; reconciles and tracks expenses; resolves credit card disputes; and processes expense reimbursements and invoices for payment.



Organizes and schedules executive meetings and appointments that may include high-ranking officials, including creating agendas, inviting participants, recording accurate and concise minutes, arranging meeting spaces and refreshments, and tracking attendance.

Coordinates the day to day duties of Executive staff and keeps them on schedule.

Creates and maintains executive office records and files, including those of a confidential and sensitive nature.

May conduct research, analyze data, make recommendations, and prepare special reports or projects such as board agenda history, data files, and schedule.

May have budgetary responsibility for a program, event, or process.

May chair the Administrative Assistants Policy and Procedure Committee and or other committees.

May supervise and/or lead other classes within the Administrative Assistant series.

Provides back-up to other Executive Administrative Assistants and Executive Board Assistants.

Other projects and duties as assigned to further the objectives of the organization.

~~Replies to personal and other correspondence composes letters, and memorandums.~~

~~Screens office and telephone callers, meets the public, makes appointments, and arranges conferences and speaking engagements.~~

~~Directs callers to other departments and officials or to other individuals, divisions, or sections of the department where assigned.~~

~~Takes care of day to day inquiries or problems wherever possible.~~

~~Secures information on the status of pending matters and reasons for delay in the completion of projects.~~

~~Maintains office files and records, including those of a confidential nature.~~

~~Schedules and organizes meetings, notifies participants, and acts as liaison to committees or boards, obtains agenda information, prepares and distributes agendas, takes and maintains record of minutes, complies with meeting notice posting requirements.~~

~~Maintains calendars and schedules, and coordinates appointments, meetings, travel and a variety of conferences and events.~~

~~Performs confidential and personal services, as requested.~~

~~Recognizes the need for revisions in office, clerical, and secretarial procedures, and makes recommendations regarding such changes.~~

~~May assign and supervise the work of other employees.~~

~~Performs other related duties as assigned.~~

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

OPTION 1: One (1) year of highly complex and highly responsible administrative experience at the level of Senior Administrative Assistant, LACERA or Senior Legal Secretary, LACERA

OPTION 2: One (1) year of experience at the level of Staff Assistant II, LACERA assisting the manager of a line operation division.

OPTION 3: Three (3) years of experience providing highly responsible complex administrative support to the top executive(s) of an organization.

~~One (1) year's highly complex and highly responsible secretarial experience at the level of Senior Secretary, LACERA, or Senior Management Secretary, LACERA~~

~~-OR-~~

~~One (1) year's experience at the level of Staff Assistant II, LACERA assisting the manager of a line operation department~~

~~-OR-~~

~~Two (2) years' complex and highly responsible secretarial experience at the level of Secretary, LACERA or Management Secretary, LACERA.~~

~~-OR-~~

~~Two (2) years' experience at the level of Staff Assistant I, LACERA, assisting the manager of a line operation.~~

**KEYBOARDING RATE:** ~~40 net words per minute.~~

**LICENSE:** ~~A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.~~

**ADDITIONAL INFORMATION:**

**PHYSICAL CLASS II --** ~~Light physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or~~

squatting.--Incumbents\_sit\_for\_extended\_periods\_of\_time.--Work\_is\_performed\_in\_an  
office\_environment\_in\_a\_controlled\_climate

**LAST UPDATE:** 6/17/2021

**CLASSIFICATION TITLE:** Executive Administrative Assistant, LACERA

**ITEM NO:** 0442

**DEFINITION:**

Provide administrative support to the Executive Office of the Los Angeles County Employee's Retirement Association (LACERA).

**POSITION INFORMATION:**

Positions allocable to this advanced journey-level class provide primary administrative support to the Chief Executive Officer; Deputy, Chief Executive Officer; or to Assistant Executive Officers in directing and overseeing operations of LACERA. Incumbents perform complex assignments, often without established procedures or protocols and requiring a great deal of independent and sound judgment, initiative, discretion and confidentiality to manage highly sensitive and confidential subject matter. Positions engage in activities with significant consequences and impact to the executives and organization, with the authority and discretion to make critical decisions.

These positions require thorough knowledge of LACERA operations, policies, procedures, and practices; organizational by-laws and applicable governmental rules and regulations; general administrative principles, practices, and standards; modern office equipment and software operations; and protection of confidential and sensitive information. Incumbents must have strong written and verbal communication skills and refined interpersonal skills to develop, maintain, and promote cooperative, effective working relationships with others and exercise professionalism, tact, discretion, and diplomacy as a representative of LACERA and the Executive Office.

The Executive Administrative Assistant, LACERA is distinguished from the Senior Administrative Assistant, LACERA in that the latter performs routine-to-complex assignments affecting divisional operations, whereas the Executive Administrative Assistant, LACERA makes independent judgments and decisions with less management oversight and having greater consequences to the organization. Incumbents may also serve as lead to lower-level administrative support staff.

The Executive Administrative Assistant, LACERA is distinguished from the Executive Board Assistant, LACERA in that the latter provides administrative support to Board Trustees and committees.

The Administrative Assistant, LACERA series is distinguished from the Staff Assistant, LACERA series in that the latter provides specialized administrative support and analysis of Division operational processes and programs in the areas of procurement, procedures, budget, report preparation and records maintenance.

The Administrative Assistant, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties

requiring highly specialized knowledge of a particular function, with or without skilled typing.

#### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides specialized administrative support to LACERA Executives in overseeing the LACERA organization.

Handles highly confidential and sensitive interactions, information and processes with exceptional customer service, tact, and judgment, ensuring security of information.

Facilitates problem solving by directing issues, matters and people to where they best can be addressed and tracks outcome.

Assists Executive Board Assistants in preparing the board packages for Committee and Board meetings by preparing, creating, proofing, and formatting the documents.

May provide technical support for Board or Committee meetings such as operate voting equipment or facilitating presentations.

Prepares, replies to, composes, proofreads, formats, collates, and distributes formal correspondence on behalf of the Executive supported.

Greets office visitors and meets the public; answers and screens telephone calls and directs callers to the correct department or individual to assist, and makes appointments and arrangements for the Executive Office.

Secures information on behalf of executives regarding status of pending matters, reasons for delay and outcome of items differed.

Manages and maintains Executive Office calendars; coordinates and schedules arrangements, appointments and travel including airfare, hotel and transportation; tracks time and attendance for assigned area; assists with payroll processing; reconciles and tracks expenses; resolves credit card disputes; and processes expense reimbursements and invoices for payment.

Organizes and schedules executive meetings and appointments that may include high-ranking officials, including creating agendas, inviting participants, recording accurate and concise minutes, arranging meeting spaces and refreshments, and tracking attendance.

Coordinates the day to day duties of Executive staff and keeps them on schedule.

Creates and maintains executive office records and files, including those of a confidential and sensitive nature.

May conduct research, analyze data, make recommendations, and prepare special reports or projects such as board agenda history, data files, and schedule.

May have budgetary responsibility for a program, event, or process.

May chair the Administrative Assistants Policy and Procedure Committee and or other committees.

May supervise and/or lead other classes within the Administrative Assistant series.

Provides back-up to other Executive Administrative Assistants and Executive Board Assistants.

Other projects and duties as assigned to further the objectives of the organization.

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

OPTION 1: One (1) year of highly complex and highly responsible administrative experience at the level of Senior Administrative Assistant, LACERA or Senior Legal Secretary, LACERA

OPTION 2: One (1) year of experience at the level of Staff Assistant II, LACERA assisting the manager of a line operation division.

OPTION 3: Three (3) years of experience providing highly responsible complex administrative support to the top executive(s) of an organization.

**KEYBOARDING RATE:** 40 net words per minute.

**LICENSE:** A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**PHYSICAL CLASS II - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate

LAST UPDATE: ~~5/25/211/21/2021~~

**CLASSIFICATION-TITLE:** ~~Senior-SecretaryAdministrative Assistant,-LACERA~~

ITEM NO: 0439

**DEFINITION:**

~~Provides administrative support to manager(s), supervisor(s), or senior professional(s) by performing routine and more difficult and complex tasks for a LACERA division or major investments section. Acts as secretary to the head of a division in the Los Angeles County Employees Retirement Association (LACERA).~~

**POSITION INFORMATION:**

~~Positions allocable to this senior journey-level class perform complex administrative-support assignments with minimal assistance or direction and serve as the lead secretary for the Division or major investments section assigned. The position works independently on routine and complex projects and assignments following established guidelines, policies, and procedures, referring to the supervisor for non-routine projects, situations or deviations from guidelines, policies and procedures. The position has the authority to set priorities within guidelines and prescribed procedures at the discretion of the supervisor.~~

~~The positions require knowledge of regulations applicable to assigned work area, documentation, and processes; LACERA policies, procedures, and practices; modern office equipment and software operations; general administrative principles, practices, and standards; and protection of confidential and sensitive information.~~

~~The Senior Administrative Assistant, LACERA is distinguished from the Administrative Assistant, LACERA in that the latter performs primarily routine duties following established policies and procedures and requiring greater supervisory oversight and approval, whereas the Senior Administrative Assistant, LACERA provides high-level administrative support that includes performing routine and more difficult and complex assignments with the discretion to determine methods for completion. In addition, the Senior Administrative Assistant, LACERA is party to highly confidential and sensitive information and is responsible for exercising a commensurate level of discretion to maintain confidentiality.~~

~~The Senior Administrative Assistant, LACERA is distinguished from the Executive Administrative Assistant, LACERA in that the latter specializes in supporting the needs of the Executive Office, has greater discretion to make independent judgments and decisions with less managerial oversight, and performs complex assignments that often have no predetermined standards or guidelines for completion.~~

~~The Administrative Assistant, LACERA series is distinguished from the Staff Assistant, LACERA series in that the latter provides specialized administrative support and analysis of Division operational processes and programs in the areas of procurement, procedures, budget, report preparation and records maintenance.~~

The Administrative Assistant, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

All classes in the Secretarial Group perform duties composed of essentially the same basic activities and operations. Positions in these classes are allocated when the work of the supervisor requires full-time personal secretarial assistance. The level of secretary allocated is related primarily to the level of supervisor served.

**EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides advanced administrative support to managers, supervisors and/or professionals within a division or section.

Handles confidential and sensitive information, interactions, and processes such as personnel evaluations, promotions, recognitions, and other employee transactions and data.

Provides administrative support to Executive Board Assistants in gathering, preparing, proofing, editing, and submitting documents for Board Packages related to their Division.

Greets office visitors, answers and screens telephone calls, and directs callers to the correct department or individual to assist.

Provides specific administrative support for a technical process such as preparing monthly financial or member services reports, performing calculations for an assigned asset class for Investments, preparing board presentations, or working on special projects or presentations.

Manages calendars, coordinates and schedules arrangements, appointments and travel including airfare, hotel and transportation; coordinates and tracks time and attendance for assigned area; assists with processing, reconciling, and tracking expenses; and processes expense reimbursements and invoices for payment.

Prepares, replies to, composes, proofreads, formats, collates, and distributes correspondence.

Organizes and schedules division meetings, including creating agendas, inviting participants, recording minutes, arranging meeting spaces and refreshments, and tracking attendance.

Completes data entry, tracks & tabulates data, creates and runs reports.



Files, indexes, archives, duplicates, scans, and follows LACERA guidelines for records retention and maintaining confidentiality.

Uses computer and software programs, photocopiers, scanners, and other office equipment.

Identifies and makes suggestions for changes and corrections to administrative processes.

Provides back-up to other administrative staff as needed.

May serve as secretary for various LACERA Committees.

May track division expenses and budgets, process invoices and reconcile expenses.

May train or act as lead to other support staff.

May act as Human Resources liaison or Systems liaison for division.

Other projects and duties as assigned to further the objectives of the organization  
~~Replies to correspondence with or without dictation.~~

~~Screens office and telephone callers by furnishing the information requested, referring to others those who may be better served elsewhere, and personally taking care of those whose business does not require the attention of the supervisor.~~

~~Makes appointments and arranges conferences and meetings for supervisor.~~

~~Acts as intermediary between supervisor and staff, transmitting messages, orders, and requests, both written and verbal, and acting for supervisor in the supervisor's absence, as authorized.~~

~~Acts as liaison officer between the supervisor's office and other departments, agencies, and jurisdictions.~~

~~Prepares inter-office notices, bulletins, and memoranda, with or without dictation, including interpretations of departmental policy and the laws and regulations governing the activities of the office.~~

~~Gathers data for general information purposes or special reports, contacting other departments, employees, agencies, and individuals for additional material as necessary, and may prepare reports for supervisor's approval upon request.~~

~~Checks material being submitted for supervisor's attention to ascertain that all relevant data, files, and signatures are included.~~

~~Relieves supervisor of routine personnel, budget, and other operating details such as scheduling, timekeeping, approving material and purchase requisitions, and contacting the Chief Administrative Office, Department of Human Resources, and other departments.~~

~~Keeps check on the execution of plans, improvements, and projects instituted by the supervisor and recommends improvements in departmental procedures.~~

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

OPTION 1: Two (2) years of responsible administrative experience at the level of Administrative Assistant, LACERA, or Staff Assistant I, LACERA.

OPTION 2: Two (2) years of responsible experience providing administrative support to managers, supervisors, and/or staff in the management of a large office or division. One (1) year's responsible secretarial experience at the level of Los Angeles County's class of Secretary I, Secretary II, or Stenographic Secretary

~~-OR-~~

~~One (1) year's experience as a Secretary, LACERA.~~

**KEYBOARDING SKILLSRATE:** ~~40 net words per minute.~~

**LICENSE:** ~~A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.~~

**PHYSICAL CLASS II** ~~Light physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate~~

**SPECIALTY REQUIREMENTS:**

**SPECIALIZED EXAMINATIONS MAY INCLUDE**

~~Stenography skill: Dictation rate of 80 words per minute.~~

**LAST UPDATE: 5/25/21**

**CLASSIFICATION TITLE:** Senior Administrative Assistant, LACERA

**ITEM NO:** 0439

**DEFINITION:**

Provides administrative support to manager(s), supervisor(s), or senior professional(s) by performing routine and more difficult and complex tasks for a LACERA division or major investments section.

**POSITION INFORMATION:**

Positions allocable to this senior journey-level class perform complex administrative-support assignments with minimal assistance or direction and serve as the lead secretary for the Division or major investments section assigned. The position works independently on routine and complex projects and assignments following established guidelines, policies, and procedures, referring to the supervisor for non-routine projects, situations or deviations from guidelines, policies and procedures. The position has the authority to set priorities within guidelines and prescribed procedures at the discretion of the supervisor.

The positions require knowledge of regulations applicable to assigned work area, documentation, and processes; LACERA policies, procedures, and practices; modern office equipment and software operations; general administrative principles, practices, and standards; and protection of confidential and sensitive information.

The Senior Administrative Assistant, LACERA is distinguished from the Administrative Assistant, LACERA in that the latter performs primarily routine duties following established policies and procedures and requiring greater supervisory oversight and approval, whereas the Senior Administrative Assistant, LACERA provides high-level administrative support that includes performing routine and more difficult and complex assignments with the discretion to determine methods for completion. In addition, the Senior Administrative Assistant, LACERA is party to highly confidential and sensitive information and is responsible for exercising a commensurate level of discretion to maintain confidentiality.

The Senior Administrative Assistant, LACERA is distinguished from the Executive Administrative Assistant, LACERA in that the latter specializes in supporting the needs of the Executive Office, has greater discretion to make independent judgments and decisions with less managerial oversight, and performs complex assignments that often have no predetermined standards or guidelines for completion.

The Administrative Assistant, LACERA series is distinguished from the Staff Assistant, LACERA series in that the latter provides specialized administrative support and analysis of Division operational processes and programs in the areas of procurement, procedures, budget, report preparation and records maintenance.

The Administrative Assistant, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

#### **EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides advanced administrative support to managers, supervisors and/or professionals within a division or section.

Handles confidential and sensitive information, interactions, and processes such as personnel evaluations, promotions, recognitions, and other employee transactions and data.

Provides administrative support to Executive Board Assistants in gathering, preparing, proofing, editing, and submitting documents for Board Packages related to their Division.

Greets office visitors, answers and screens telephone calls, and directs callers to the correct department or individual to assist.

Provides specific administrative support for a technical process such as preparing monthly financial or member services reports, performing calculations for an assigned asset class for Investments, preparing board presentations, or working on special projects or presentations.

Manages calendars, coordinates and schedules arrangements, appointments and travel including airfare, hotel and transportation; coordinates and tracks time and attendance for assigned area; assists with processing, reconciling, and tracking expenses; and processes expense reimbursements and invoices for payment.

Prepares, replies to, composes, proofreads, formats, collates, and distributes correspondence.

Organizes and schedules division meetings, including creating agendas, inviting participants, recording minutes, arranging meeting spaces and refreshments, and tracking attendance.

Completes data entry, tracks & tabulates data, creates and runs reports.

Files, indexes, archives, duplicates, scans, and follows LACERA guidelines for records retention and maintaining confidentiality.

Uses computer and software programs, photocopiers, scanners, and other office equipment.

Identifies and makes suggestions for changes and corrections to administrative processes.

Provides back-up to other administrative staff as needed.

May serve as secretary for various LACERA Committees.

May track division expenses and budgets, process invoices and reconcile expenses.

May train or act as lead to other support staff.

May act as Human Resources liaison or Systems liaison for division.

Other projects and duties as assigned to further the objectives of the organization

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

OPTION 1: Two (2) years of responsible administrative experience at the level of Administrative Assistant, LACERA, or Staff Assistant I, LACERA.

OPTION 2: Two (2) years of responsible experience providing administrative support to managers, supervisors, and/or staff in the management of a large office or division.

**KEYBOARDING RATE:** 40 net words per minute.

**LICENSE:** A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**PHYSICAL CLASS II - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate

**CLASSIFICATION TITLE:** ~~Secretary, LACERA~~ Administrative Assistant, LACERA

**ITEM NO:** 0438

**DEFINITION:**

Provide administrative support to one (1) or more manager(s), supervisor(s), or staff of a LACERA division or section performing routine and occasionally complex assignments.

~~Acts as secretary to a section manager of the Los Angeles County Retirement Association (LACERA).~~

**POSITION INFORMATION:**

Positions allocable to this journey-level class perform routine administrative support assignments following prescribed, detailed procedures and guidelines, referring to a supervisor for more complex assignments. Incumbents generally work independently and may have the authority to set priorities within guidelines and prescribed procedures at the discretion of the supervisor.

These positions require knowledge of regulations applicable to assigned work area, documentation, and processes; LACERA policies, procedures, and practices; modern office equipment and software operations; and general administrative principles, practices, and standards.

The Administrative Assistant, LACERA is distinguished from the Senior Administrative Assistant, LACERA in that the latter provides high-level administrative support including the performance of routine-to-complex assignments with the discretion to determine methods for completion, and may serve as a lead to lower-level administrative and clerical staff, whereas the Administrative Assistant performs mostly routine duties following established policies and procedures with greater supervisory oversight and approval.

The Administrative Assistant, LACERA series is distinguished from the Staff Assistant, LACERA series in that the latter provides specialized administrative support and analysis of Division operational processes and programs in the areas of procurement, procedures, budget, report preparation and records maintenance.

The Administrative Assistant, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

~~All classes in the Secretarial Group perform duties composed of essentially the same basic activities and operations. Positions in these classes are allocated when the work; of the supervisor requires full-time personal secretarial assistance. The level of secretary allocated is related primarily to the level of supervisor served. Typically, positions allocable to this class are characterized by highly sensitive and complex work performed. Also allocable to this class are positions which provide personal secretarial assistance to~~

~~administrative support positions in either (1) a supervisory staff capacity or (2) a highly responsible staff capacity. Incumbents of this position must have knowledge of secretarial procedures, shorthand/speedwriting, personal computer operations, and general office clerical requirements.~~

**EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides administrative support to manager(s), supervisor(s), or staff of the division or section.

Handles confidential and sensitive information, interactions, and processes.

Greets office visitors; answers and screens telephone calls and directs callers to the correct department or individual to assist.

Provides specific administrative support for a technical process, such as preparing monthly financial or member services reports, scheduling and tracking workshop sessions, processing subpoenas, maintaining overpayment databases, or working on special projects or presentations.

Manages calendars, schedules arrangements and appointments, tracks time and attendance for assigned area, assists with payroll processing, tracks expenses, and processes expense reimbursements and invoices for payment.

Prepares, replies to, composes, proofreads, formats, collates, and distributes correspondence.

Files, archives, duplicates, scans, and follows LACERA guidelines for records retention. Completes data entry, tracks data, creates and runs reports.

Coordinates timekeeping processes for the department/division.

Schedules travel including airfare, hotel and transportation and processes expense reports for reimbursement.

Uses computer and software programs, photocopiers, scanners, and other office equipment.

Identifies and makes suggestions for changes and corrections to administrative processes.

Provides back-up to other administrative staff as needed.

May track division expenses and process invoices.

Performs other projects and duties as assigned to further the objectives of the organization. Replies to correspondence with or without dictation.

~~Screens office and telephone callers by furnishing the information requested, referring to others those who may be better served elsewhere, and personally taking care of those whose business does not require the attention of the supervisor.~~

~~Makes appointments and arranges conferences and meetings for supervisor.~~

~~Acts as intermediary between supervisor and staff, transmitting messages, orders, and requests, both written and verbal, and acting for supervisor in the supervisor's absence, as \_\_\_\_\_ authorized.~~

~~Acts as liaison officer between the supervisor's office and other departments, agencies, and \_\_\_\_\_ jurisdictions.~~

~~Prepares inter-office notices, bulletins, and memoranda, with or without dictation, including interpretations of departmental policy and the laws and regulations governing \_\_\_\_\_ the \_\_\_\_\_ activities \_\_\_\_\_ of \_\_\_\_\_ the \_\_\_\_\_ office.~~

~~Gathers data for general information purposes or special reports, contacting other departments, employees, agencies, and individuals for additional material as necessary, and may prepare reports for supervisor's approval upon request.~~

~~Checks material being submitted for supervisor's attention to ascertain that all relevant \_\_\_\_\_ data, \_\_\_\_\_ files, \_\_\_\_\_ and \_\_\_\_\_ signatures \_\_\_\_\_ are \_\_\_\_\_ included.~~

~~Relieves supervisor of routine personnel, budget, and other operating details such as scheduling, timekeeping, approving material and purchase requisitions, and contacting the Chief Administrative Office, Department of Human Resources, and other \_\_\_\_\_ departments.~~

~~Keeps check on the execution of plans; improvements, and projects instituted by the supervisor and recommends improvements in departmental procedures.~~

~~May be required to perform other duties as assigned.~~

## **REQUIREMENTS:**

### **TRAINING AND EXPERIENCE:**

Three (3) years of experience performing specialized responsible clerical work requiring a knowledge of specialized subject matter and the use of initiative and judgement within procedural and policy limits.

One (1) year's highly specialized office clerical experience keyboarding using a computer or typewriter at the level of, Senior Typist-Clerk, LACERA

~~-OR-~~

One (1) year's experience at the level of Word Processor I, LACERA operating electronic



text editing word processing equipment to produce type copy.

**KEYBOARDING- RATESSKILLS:-** 40 net words per minute.

**LICENSE:-** A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**SPECIALTY** \_\_\_\_\_ **REQUIREMENTS:**  
**SPECIALIZED EXAMINATION MAY INCLUDE:** Stenography Skill: Dictation rate of 80 \_\_\_\_\_ words \_\_\_\_\_ per \_\_\_\_\_ minute.

**Physical Class****PHYSICAL CLASS- II - - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate

**LAST UPDATE:** 5/25/21

**CLASSIFICATION TITLE:** Administrative Assistant, LACERA

**ITEM NO:** 0438

**DEFINITION:**

Provide administrative support to one (1) or more manager(s), supervisor(s), or staff of a LACERA division or section performing routine and occasionally complex assignments.

**POSITION INFORMATION:**

Positions allocable to this journey-level class perform routine administrative support assignments following prescribed, detailed procedures and guidelines, referring to a supervisor for more complex assignments. Incumbents generally work independently and may have the authority to set priorities within guidelines and prescribed procedures at the discretion of the supervisor.

These positions require knowledge of regulations applicable to assigned work area, documentation, and processes; LACERA policies, procedures, and practices; modern office equipment and software operations; and general administrative principles, practices, and standards.

The Administrative Assistant, LACERA is distinguished from the Senior Administrative Assistant, LACERA in that the latter provides high-level administrative support including the performance of routine-to-complex assignments with the discretion to determine methods for completion, and may serve as a lead to lower-level administrative and clerical staff, whereas the Administrative Assistant performs mostly routine duties following established policies and procedures with greater supervisory oversight and approval.

The Administrative Assistant, LACERA series is distinguished from the Staff Assistant, LACERA series in that the latter provides specialized administrative support and analysis of Division operational processes and programs in the areas of procurement, procedures, budget, report preparation and records maintenance.

The Administrative Assistant, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

**EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides administrative support to manager(s), supervisor(s), or staff of the division or section.

Handles confidential and sensitive information, interactions, and processes.

Greets office visitors; answers and screens telephone calls and directs callers to the correct department or individual to assist.

Provides specific administrative support for a technical process, such as preparing monthly financial or member services reports, scheduling and tracking workshop sessions, processing subpoenas, maintaining overpayment databases, or working on special projects or presentations.

Manages calendars, schedules arrangements and appointments, tracks time and attendance for assigned area, assists with payroll processing, tracks expenses, and processes expense reimbursements and invoices for payment.

Prepares, replies to, composes, proofreads, formats, collates, and distributes correspondence.

Files, archives, duplicates, scans, and follows LACERA guidelines for records retention. Completes data entry, tracks data, creates and runs reports.

Coordinates timekeeping processes for the department/division.

Schedules travel including airfare, hotel and transportation and processes expense reports for reimbursement.

Uses computer and software programs, photocopiers, scanners, and other office equipment.

Identifies and makes suggestions for changes and corrections to administrative processes.

Provides back-up to other administrative staff as needed.

May track division expenses and process invoices.

Performs other projects and duties as assigned to further the objectives of the organization.

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

Three (3) years of experience performing specialized responsible clerical work requiring a knowledge of specialized subject matter and the use of initiative and judgement within procedural and policy limits.

**KEYBOARDING RATE:** 40 net words per minute.

**LICENSE:** A valid California Class C Driver License or the ability to utilize an alternative

method of transportation when needed to carry out job-related essential functions.

**PHYSICAL CLASS II - Light**

LAST UPDATE: 6/17/20212

**CLASSIFICATION TITLE:** ~~Senior Management Legal~~ Secretary, LACERA

ITEM NO: 0441

**DEFINITION:**

~~Provide high-level specialized technical legal secretarial support to a LACERA legal division by completing difficult and highly complex legal administrative tasks. Acts as secretary to the Board of Retirement, Board of Investments, Chief Legal Counsels or the Chief Investment Officer of the Los Angeles County Employees Retirement Association (LACERA).~~

**POSITION INFORMATION:**

~~Positions allocable to this advanced journey-level class specialize in supporting a LACERA legal office by performing technical legal administrative duties within the division. Incumbents receive highly complex assignments, often without established procedures or protocols and requiring a great deal of independent judgment, discretion, confidentiality, and specialized technical legal knowledge and skills. Work is often performed under tight time constraints and deadlines.~~

~~These positions require knowledge of LACERA organizational by-laws and applicable governmental rules and regulations; familiarity with legal terminology and applicable legislation; LACERA policies, procedures, and practices; general and technical legal administrative principals, practices, and standards; modern office equipment and software operations; procedures for classifying and indexing files to statutory codes; and protection of confidential and sensitive information.~~

~~Senior Legal Secretary, LACERA is distinguished from Legal Secretary, LACERA in that the latter performs routine duties that may be of a complex nature, with greater oversight, guidance, and approval from supervisor and with some independence, whereas the Senior Legal Secretary utilizes specialized technical legal knowledge to independently perform complex and difficult assignments.~~

~~The Legal Secretary, LACERA series is distinguished from the Administrative Assistant, LACERA and Staff Assistant, LACERA series in that the former requires specialized technical legal knowledge and skills in addition to administrative knowledge and skills.~~

~~The Legal Secretary, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.~~

~~All classes in the Secretarial Group perform duties composed of essentially the same basic activities and operations. Positions in these classes are allocated when the work of the supervisor requires full-time personal secretarial assistance. The level of secretary allocated is related primarily to the level of supervisor served.~~

## **EXAMPLES\_OF\_ESSENTIAL\_JOB\_FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides specialized technical administrative support to LACERA Legal Divisions.

Handles highly confidential and sensitive interactions, information and processes with exceptional customer service, tact, and judgment and diffuses difficult or emotional situations.

Answers telephones, screens, and greets callers and in-house guests.

Facilitates problem solving by resolving issues, if possible, or directing to appropriate person/division for resolution.

Prepares correspondence, briefs, pleadings, contracts, warrants, summonses, complaints, indictments, motions, subpoenas, amendments, exhibits, legal forms, and other legal documents for filing and serving. May submit completed documents to court if applicable.

Performs technical work under the oversight of staff attorney or professional legal analyst.

Proofreads, edits, checks citations for accuracy and ensures they are to code.

Manages calendars, coordinates and schedules arrangements, appointments and travel including airfare, accommodations, and transportation; tracks time and attendance for assigned area; assists with payroll processing; and reconciles and tracks expense reimbursements and invoices for payment.

Initiates contact with interested parties to obtain missing case file documentation. May interview case witnesses.

Organizes and schedules division meetings, conferences, and hearings, including creating agendas, arranging meeting locations, inviting participants, taking accurate and concise minutes, and arranging refreshments, if applicable and tracking attendance.

Manages records by classifying, indexing, and archiving files and folders, preparing files for closing, scanning, copying, and tracking.

Maintains law library resources.

Provides back-up support to other Legal Secretaries, legal projects, or processes.

May conduct initial case file research under the supervision and guidance of Staff Counsel; speaks to members, pro per members or witnesses; searches databases for missing case information and gathers missing data for attorney review.

May supervise or lead other Legal Secretaries or special projects within the Division.

May provide additional support to Division Managers and Executive Office in overseeing division expenses such as reporting, budget management (tracking, analyzing, reporting and forecasting), reconciling credit cards, processing expense reimbursements and invoices for payment, acting as liaison with Accounting or other divisions of interest.

May arrange for case file documentation to be delivered to court or file court documents electronically according to statutory requirements and timeframes.

May coordinate delivery of Administrative Record to Superior Court and outside counsel.

May oversee time tracking for division, process timecards, track, and schedule time off.

Performs other projects and duties as assigned to further the objectives of the organization. ~~On behalf of the supervisor served:~~

~~Replies to personal and other correspondence, composing letters with or without dictation.~~

~~Screens office and telephone callers, meets the public, makes appointments, and arranges conferences and speaking engagements.~~

~~Directs callers to other departments and officials or to other individuals, divisions, or sections of the department where assigned.~~

~~Takes care of day-to-day inquiries or problems wherever possible.~~

~~Secures information on the status of pending matters, and reasons for delay in the completion of projects.~~

~~Maintains office files and records, including those of a confidential nature.~~

~~Performs confidential and personal services, as requested.~~

~~Recognizes the need for revisions in office, clerical, and secretarial procedures, and makes recommendations regarding such changes.~~

~~May assign and supervise the work of other employees.~~

## **REQUIREMENTS:**

### **TRAINING AND EXPERIENCE:**

OPTION 1: Three (3) years of increasingly responsible and highly complex legal secretary experience at the level of Legal Secretary, LACERA.

OPTION 2: Five (5) years of increasingly responsible and highly complex legal secretary experience working in a law office.

~~One (1) year's complex and highly responsible secretarial experience at the level of Los Angeles County's class of Secretary V, Senior Secretary III, Senior Secretary IV, Management Secretary I, Management Secretary II, or Senior Stenographic Secretary~~

~~-OR-~~

~~One (1) year's experience at the level of Staff Assistant I, LACERA assisting the manager of a line operation~~

~~-OR-~~

~~Two (2) years highly responsible secretarial experience at the level of Los Angeles County's class of Secretary III, Secretary IV, Senior Secretary I, Senior Secretary II or Intermediate Stenographic Secretary.~~

**KEYBOARDING SKILL:** ~~40 net words per minute.~~

**LICENSE:** ~~A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.~~

**SPECIALTY REQUIREMENTS:**

~~Specialized examinations may include:~~

~~Stenography Skill: Dictation rate of 80 words per minute.~~

**PHYSICAL CLASS II - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate.



**LAST UPDATE:** 6/17/20212

**CLASSIFICATION TITLE:** Senior Legal Secretary, LACERA

**ITEM NO:** 0441

**DEFINITION:**

Provide high-level specialized technical legal secretarial support to a LACERA legal division by completing difficult and highly complex legal administrative tasks.

**POSITION INFORMATION:**

Positions allocable to this advanced journey-level class specialize in supporting a LACERA legal office by performing technical legal administrative duties within the division. Incumbents receive highly complex assignments, often without established procedures or protocols and requiring a great deal of independent judgment, discretion, confidentiality, and specialized technical legal knowledge and skills. Work is often performed under tight time constraints and deadlines.

These positions require knowledge of LACERA organizational by-laws and applicable governmental rules and regulations; familiarity with legal terminology and applicable legislation; LACERA policies, procedures, and practices; general and technical legal administrative principals, practices, and standards; modern office equipment and software operations; procedures for classifying and indexing files to statutory codes; and protection of confidential and sensitive information.

Senior Legal Secretary, LACERA is distinguished from Legal Secretary, LACERA in that the latter performs routine duties that may be of a complex nature, with greater oversight, guidance, and approval from supervisor and with some independence, whereas the Senior Legal Secretary utilizes specialized technical legal knowledge to independently perform complex and difficult assignments.

The Legal Secretary, LACERA series is distinguished from the Administrative Assistant, LACERA and Staff Assistant, LACERA series in that the former requires specialized technical legal knowledge and skills in addition to administrative knowledge and skills.

The Legal Secretary, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

**EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides specialized technical administrative support to LACERA Legal Divisions.

Handles highly confidential and sensitive interactions, information and processes with exceptional customer service, tact, and judgment and diffuses difficult or emotional situations.

Answers telephones, screens, and greets callers and in-house guests.

Facilitates problem solving by resolving issues, if possible, or directing to appropriate person/division for resolution.

Prepares correspondence, briefs, pleadings, contracts, warrants, summonses, complaints, indictments, motions, subpoenas, amendments, exhibits, legal forms, and other legal documents for filing and serving. May submit completed documents to court if applicable.

Performs technical work under the oversight of staff attorney or professional legal analyst.

Proofreads, edits, checks citations for accuracy and ensures they are to code.

Manages calendars, coordinates and schedules arrangements, appointments and travel including airfare, accommodations, and transportation; tracks time and attendance for assigned area; assists with payroll processing; and reconciles and tracks expense reimbursements and invoices for payment.

Initiates contact with interested parties to obtain missing case file documentation. May interview case witnesses.

Organizes and schedules division meetings, conferences, and hearings, including creating agendas, arranging meeting locations, inviting participants, taking accurate and concise minutes, and arranging refreshments, if applicable and tracking attendance.

Manages records by classifying, indexing, and archiving files and folders, preparing files for closing, scanning, copying, and tracking.

Maintains law library resources.

Provides back-up support to other Legal Secretaries, legal projects, or processes.

May conduct initial case file research under the supervision and guidance of Staff Counsel; speaks to members, pro per members or witnesses; searches databases for missing case information and gathers missing data for attorney review.

May supervise or lead other Legal Secretaries or special projects within the Division.

May provide additional support to Division Managers and Executive Office in overseeing division expenses such as reporting, budget management (tracking, analyzing, reporting and forecasting), reconciling credit cards, processing expense reimbursements and invoices for payment, acting as liaison with Accounting or other divisions of interest.

May arrange for case file documentation to be delivered to court or file court documents electronically according to statutory requirements and timeframes.

May coordinate delivery of Administrative Record to Superior Court and outside counsel.

May oversee time tracking for division, process timecards, track, and schedule time off.

Performs other projects and duties as assigned to further the objectives of the organization.

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

OPTION 1: Three (3) years of increasingly responsible and highly complex legal secretary experience at the level of Legal Secretary, LACERA.

OPTION 2: Five (5) years of increasingly responsible and highly complex legal secretary experience working in a law office.

**KEYBOARDING SKILL:** 40 net words per minute.

**LICENSE:** A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**PHYSICAL CLASS II - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate.

LAST UPDATE: 5/21/2021

**CLASSIFICATION TITLE:** ~~Management Secretary~~ Legal Secretary, -LACERA

**ITEM NO:** 0440

**DEFINITION:**

Provides technical legal secretarial support to a LACERA legal division by completing routine-to-complex legal administrative tasks. The incumbent for this position will provide a full range of legal secretarial/clerical services, including the processing and filing of various legal documents with minimum instructions, the management of docket and calendar systems, and the preparation of contracts and other transactional documents for the attorneys of LACERA'S Legal Office.

**POSITION INFORMATION:**

Positions allocable to this journey-level class support a LACERA legal office by performing technical legal administrative duties within the division. Incumbents occasionally receive complex assignments without established procedures or protocols. Work is often performed under tight time constraints and deadlines.

These positions require knowledge of LACERA organizational by-laws and applicable governmental rules and regulations; familiarity with legal terminology and applicable legislation; LACERA policies, procedures, and practices; general and technical legal administrative principals, practices, and standards; modern office equipment and software operations; procedures for classifying and indexing files to statutory codes; and protection of confidential and sensitive information.

Legal Secretary, LACERA is distinguished from Senior Legal Secretary, LACERA in that the latter utilizes specialized technical legal knowledge and skills to perform more difficult and complex assignments requiring a high-degree of discretion and independence, whereas the Legal Secretary, LACERA primarily performs routine duties, occasionally those of a complex nature, and typically under greater supervisory oversight.

The Legal Secretary, LACERA series is distinguished from the Administrative Assistant, LACERA and Staff Assistant, LACERA series in that the former requires specialized technical legal knowledge and skills in addition to administrative knowledge and skills.

The Legal Secretary, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing. All classes in the Secretarial Group perform duties composed of essentially the same basic activities and operations. Positions in these classes are allocated when the work of the supervisor requires full time personal secretarial assistance. The level of secretary allocated is related primarily to the level of supervisor served. Positions allocable to this classification are located in LACERA's Legal Office.

## **EXAMPLES\_OF\_ESSENTIAL\_JOB\_FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides technical secretarial support to LACERA Legal Divisions.

Handles highly confidential and sensitive interactions, information and processes with exceptional customer service, tact, and judgment and diffuses difficult or emotional situations.

Answers telephones, screen and greet callers and in-house guests.

Facilitates problem solving by resolving issues, if possible, or directing to appropriate person/division for resolution.

Prepares correspondence, briefs, pleadings, contracts, warrants, summonses, complaints, indictments, motions, subpoenas, amendments, exhibits, legal forms, and other legal documents for filing and serving.

Performs technical work under the oversight of staff attorneys or professional legal analysts.

Proofreads legal documents, edits, checks citations for accuracy and ensures they are to code.

Manages calendars, coordinates and schedules arrangements, appointments and travel including airfare, hotels, and transportation; tracks time and attendance for assigned area; assists with payroll processing; and reconciles, processes and tracks expense reimbursements and invoices for payment.

Organizes and schedules division meetings, conferences, and hearings, including creating agendas, arranging meeting place, inviting participants, recording accurate and concise minutes, and arranging refreshments, if applicable and tracking attendance.

Manages case records by classifying, indexing, and archiving files and folders, preparing files for closing, scanning, copying, and tracking.

May conduct initial case file research under the supervision and guidance of Staff Counsel; speaks to members, pro per members or witnesses; searches databases for missing case information; and gathers missing data for attorney review.

May initiate contact with interested parties to obtain missing case file documentation.

May process invoices for payments and periodically prepare reports.

May assist in maintaining law library resources.

May coordinate and gather documentation to fulfill Public Records Requests.

May provide additional support to supervisor such as tracking and reporting on data and serve as liaison to Human Resources, Systems or other divisions.

Provides back-up support to other Legal Secretaries within the Division.

May oversee time tracking for division, process timecards, track and schedule time off.

Other projects and duties as assigned to further the objectives of the organization. ~~On behalf of the supervisor served:~~

~~Replies to correspondence, composes letters.~~

~~Screens office and telephone callers, meets the public, makes appointments, and arranges conferences and speaking engagements.~~

~~Directs callers to other departments and officials or to other individuals, divisions, or sections of the department where assigned.~~

~~Takes care of day-to-day inquiries or problems wherever possible.~~

~~Secures information on the status of pending matters and reasons for delay in the completion of projects.~~

~~Maintains office files and records, including those of a confidential nature.~~

~~Recognizes the need for revisions in office, clerical, and secretarial procedures, and makes recommendations regarding such changes.~~

~~May assign and supervise the work of other employees.~~

~~Processes and files legal documents with government agencies and regulatory bodies.~~

~~Communicates with representatives of advisors, regulators, and other legal professionals.~~

~~Formats and proofreads legal documents, correspondence, and presentation materials.~~

~~Maintains and organizes corporate record keeping systems.~~

## **REQUIREMENTS:**

### **TRAINING AND EXPERIENCE:**

Two (2) years of increasingly responsible legal secretary experience working in a law office. One (1) year's highly responsible secretarial experience at the level of Los Angeles County's class of Secretary III, Secretary IV, Senior Secretary I, Senior Secretary II or Intermediate Stenographic Secretary

~~-OR-~~

~~-~~

~~One (1) year's highly responsible experience as a Senior Secretary, LACERA~~

~~—OR—~~

~~Two (2) years responsible secretarial experience at the level of Los Angeles County's class of Secretary I, Secretary II or Stenographic Secretary.~~

~~Keyboarding Rate~~**KEYBOARDING RATE:** ~~\_40\_ net\_ words\_ per\_ minute.~~

**SPECIALTY REQUIREMENTS:**

~~Specialized examinations may include: Stenography Skill: Dictation rate of 80 words per minute.~~

**LICENSE:** A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**PHYSICAL CLASS II - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate.

**ADDITIONAL INFORMATION:**

**Physical Class:**

~~"2" — Light. Incumbents constantly sit, and use repetitive hand motions including simple grasping, fine manipulation, and pushing and pulling. Occasionally, incumbents walk, bend, twist the neck and waist, and reach above and below shoulder level. Work is performed in an office environment; a controlled climate~~

**Special Information:**

~~Specialized examinations may include: Stenography Skill: Dictation rate of 80 words per minute.~~

**LAST UPDATE:** 5/21/2021

**CLASSIFICATION TITLE:** Legal Secretary, LACERA

**ITEM NO:** 0440

**DEFINITION:**

Provides technical legal secretarial support to a LACERA legal division by completing routine-to-complex legal administrative tasks.

**POSITION INFORMATION:**

Positions allocable to this journey-level class support a LACERA legal office by performing technical legal administrative duties within the division. Incumbents occasionally receive complex assignments without established procedures or protocols. Work is often performed under tight time constraints and deadlines.

These positions require knowledge of LACERA organizational by-laws and applicable governmental rules and regulations; familiarity with legal terminology and applicable legislation; LACERA policies, procedures, and practices; general and technical legal administrative principals, practices, and standards; modern office equipment and software operations; procedures for classifying and indexing files to statutory codes; and protection of confidential and sensitive information.

Legal Secretary, LACERA is distinguished from Senior Legal Secretary, LACERA in that the latter utilizes specialized technical legal knowledge and skills to perform more difficult and complex assignments requiring a high-degree of discretion and independence, whereas the Legal Secretary, LACERA primarily performs routine duties, occasionally those of a complex nature, and typically under greater supervisory oversight.

The Legal Secretary, LACERA series is distinguished from the Administrative Assistant, LACERA and Staff Assistant, LACERA series in that the former requires specialized technical legal knowledge and skills in addition to administrative knowledge and skills.

The Legal Secretary, LACERA series is distinguished from the Clerk, LACERA and Typist-Clerk, LACERA series in that the latter perform primarily clerical duties requiring highly specialized knowledge of a particular function, with or without skilled typing.

**EXAMPLES OF ESSENTIAL JOB FUNCTIONS:**

The following examples are intended to describe the general nature and level of work performed by persons assigned to each classification. Depending on the assignment, duties may include, but are not limited to the following:

Provides technical secretarial support to LACERA Legal Divisions.

Handles highly confidential and sensitive interactions, information and processes with exceptional customer service, tact, and judgment and diffuses difficult or emotional situations.



Answers telephones, screen and greet callers and in-house guests.

Facilitates problem solving by resolving issues, if possible, or directing to appropriate person/division for resolution.

Prepares correspondence, briefs, pleadings, contracts, warrants, summonses, complaints, indictments, motions, subpoenas, amendments, exhibits, legal forms, and other legal documents for filing and serving.

Performs technical work under the oversight of staff attorneys or professional legal analysts.

Proofreads legal documents, edits, checks citations for accuracy and ensures they are to code.

Manages calendars, coordinates and schedules arrangements, appointments and travel including airfare, hotels, and transportation; tracks time and attendance for assigned area; assists with payroll processing; and reconciles, processes and tracks expense reimbursements and invoices for payment.

Organizes and schedules division meetings, conferences, and hearings, including creating agendas, arranging meeting place, inviting participants, recording accurate and concise minutes, and arranging refreshments, if applicable and tracking attendance.

Manages case records by classifying, indexing, and archiving files and folders, preparing files for closing, scanning, copying, and tracking.

May conduct initial case file research under the supervision and guidance of Staff Counsel; speaks to members, pro per members or witnesses; searches databases for missing case information; and gathers missing data for attorney review.

May initiate contact with interested parties to obtain missing case file documentation.

May process invoices for payments and periodically prepare reports.

May assist in maintaining law library resources.

May coordinate and gather documentation to fulfill Public Records Requests.

May provide additional support to supervisor such as tracking and reporting on data and serve as liaison to Human Resources, Systems or other divisions.

Provides back-up support to other Legal Secretaries within the Division.

May oversee time tracking for division, process timecards, track and schedule time off.

Other projects and duties as assigned to further the objectives of the organization.

**REQUIREMENTS:**

**TRAINING AND EXPERIENCE:**

Two (2) years of increasingly responsible legal secretary experience working in a law office.

**KEYBOARDING RATE:** 40 net words per minute.

**LICENSE:** A valid California Class C Driver License or the ability to utilize an alternative method of transportation when needed to carry out job-related essential functions.

**PHYSICAL CLASS II - Light** physical effort which may include occasional light lifting to a 10 pound limit, and occasional bending, walking, stooping or squatting. Incumbents sit for extended periods of time. Work is performed in an office environment in a controlled climate.

Secretarial Study  
SUMMARY

No. of Pos	Budgeted Position	CURRENT SALARY (1/1/21)			Proposed New Titles	LACERA PROPOSED SALARY			LA COUNTY COMPARABLE (1/1/2021)*				FLSA?	BUDGET IMPACT			% Change	
		Sch	Max Salary	Annual		Sch	Max Salary	Annual	Position Title	Sch	Max Salary	Annual		Per Position	With Benefits	Total		
		2	Executive Board Assistant	104K NM		\$ 9,425.00	\$ 113,100.00	Executive Board Assistant positions were not part of this study. Listed for reference only.										
2	Executive Secretary	101G NM	\$ 8,624.64	\$ 103,495.68	Executive Administrative Assistant	101G NM	\$ 8,624.64	\$ 103,495.68	Executive Secretary III	100G NMO	\$8,624.64	\$ 103,495.68	Yes	\$ -	\$ -	\$ -	0.0%	
1	Senior Management Secretary	97G NM	\$ 7,738.55	\$ 92,862.60	Senior Administrative Assistant	90F NM	\$ 6,384.54	\$ 76,614.48	Senior Secretary III	88G NMO	\$6,229.18	\$ 74,750.16	Yes	\$ (16,248.12)	\$ (25,184.59)	\$ (25,184.59)	-17.5%	
7	Senior Management Secretary	97G NM	\$ 7,738.55	\$ 92,862.60	Senior Legal Secretary	99B NM	\$ 8,069.09	\$ 96,829.08	Senior Management Secretary IV	98G NMO	\$8,169.55	\$ 98,034.60	Yes	\$ 3,966.48	\$ 6,148.04	\$ 43,036.31	4.3%	
2	Management Secretary	93G NM	\$ 6,942.55	\$ 83,310.60	Legal Secretary	94H NM	\$ 7,150.82	\$ 85,809.84	Management Secretary IV	94G NMO	\$7,329.55	\$ 87,954.60	Yes	\$ 2,499.24	\$ 3,873.82	\$ 7,747.64	3.0%	
11	Senior Secretary	89G NM	\$ 6,229.18	\$ 74,750.16	Senior Administrative Assistant	90F NM	\$ 6,384.54	\$ 76,614.48	Senior Secretary III	88G NMO	\$6,229.18	\$ 74,750.16	Yes	\$ 1,864.32	\$ 2,889.70	\$ 31,786.66	2.5%	
4	Secretary	83D NMVO	\$ 5,547.18	\$ 66,566.16	Administrative Assistant	84C NMVO	\$ 5,685.36	\$ 68,224.32	Secretary III	80E NMVO	\$5,126.91	\$ 61,522.92	Yes	\$ 1,658.16	\$ 2,570.15	\$ 10,280.59	2.5%	
<b>29</b>	<b>TOTAL NUMBER OF POSITIONS</b>																<b>\$ 67,666.61</b>	

\*NOTE: LA County comparables identified by CPS.

January 24, 2022

TO: Each Trustee,  
Board of Retirement

FROM: Operations Oversight Committee  
Shawn R. Kehoe, Chair  
Herman B. Santos, Vice Chair  
Les Robbins  
Vivian H. Gray, Alternate

FOR: February 2, 2022 Board of Retirement Meeting

SUBJECT: Approval of Revised Administrative Appeals Procedures for Felony Forfeiture

## **Recommendation**

That the Board of Retirement approve the revised Administrative Appeals Procedures for Felony Forfeiture.

## **Legal Authority**

Under Article XVI, Section 17 of the California Constitution, the Board of Retirement (Board) has "plenary authority" and "exclusive fiduciary responsibility" over the administration of the fund, which includes the power to approve necessary policies and procedures such as the one presented here. The proposed revised Administrative Appeals Procedures for Felony Forfeiture are also necessary to ensure that LACERA and the Board comply with the requirements for due process in felony forfeiture matters established by *Hipsher v. Los Angeles County Employees Retirement Association*, 58 Cal.App.5th 671 (2000) (*Hipsher*).

The Operations Oversight Committee (OOC) considered the proposed Procedures and makes this recommendation based on Section I.7.5 of the Board of Retirement Standing Committee Charters, which provides that the OOC is responsible to "Recommend to the BOR regulations and policies that affect retirement benefit administration."

## **Background**

Government Code Sections 7522.72 and 7522.74, which is part of the Public Employees' Pension Reform Act of 2013 (PEPRA), provide that members convicted of job-related felonies forfeit all retirement benefits from the date of first commission of the felony.

In *Hipsher v. Los Angeles County Employees Retirement Association*, *supra*, 58 Cal. App. 5<sup>th</sup> 671, a Los Angeles County firefighter challenged LACERA's forfeiture of his benefits

after he entered into a plea agreement and was convicted of a federal felony for directing an offshore gambling operation. The Court of Appeal held that LACERA as the benefits administrator, not the County of Los Angeles, must provide “appropriate administrative due process” to members such as Mr. Hipsher whose benefits are subject to forfeiture. The court returned the case to the Superior Court with instructions for LACERA to provide due process. This memo will not discuss the specific facts and evidence of the *Hipsher* case because Mr. Hipsher’s administrative appeal is still pending and will be presented to the Board for action at a future date providing due process, as required by the Court of Appeal. Two administrative appeals from other members are also pending and will be brought to the Board for consideration in the near future. Additional cases will come before the Board in the future.

The *Hipsher* court did not define the exact due process procedures that LACERA must provide. The court recognized that the nature of felony forfeiture proceedings will vary based on the nature of the felony and the record, including whether the felony is clearly job-related and whether the member’s conviction followed a full trial. The court described “minimum” due process in which the member is provided “written notice reasonably calculated to apprise him of the pendency of the section 7522.72 action, and the right to present his objections before an impartial decision maker.” The court cited authority that a formal hearing with full rights to confront and cross-examine witnesses is not necessarily required.

The *Hipsher* court cited LACERA’s Administrative Appeal Procedure for non-forfeiture benefits issues as evidence that LACERA is able to implement an appeal process for felony forfeitures. However, the court did not perform an analysis of the Administrative Appeal Procedure as applied to felony forfeitures.

In 2019, following an earlier *Hipsher* decision by the Court of Appeal, the Board approved Administrative Appeals Procedures for Felony Forfeiture (Procedures). However, based on the 2020 *Hipsher* decision discussed above, staff reviewed the existing Procedures and now recommends changes to ensure compliance with due process requirements. A redlined copy of the proposed revised Procedures is attached as Attachment A, and a clean copy is attached as Attachment B. Fiduciary counsel reviewed the proposed Procedures and made comments that were incorporated. The changes are designed to exceed the minimum standards described in the *Hipsher* case and provide the Board with flexibility to best address different types of cases in the interest of each affected member and the Board’s decision-making process.

### **Proposed Revised Procedures**

The proposed revisions to the existing Procedures are summarized as follows:

Section 1. Purpose. Language is added clarifying that the Procedures only apply to forfeitures made under California law, so as not to create confusion with garnishments or other actions that may affect benefit calculations or payments.

Section 2. Felony Forfeiture Procedures.

Subsection A is revised to clarify the information requested from the employer.

Subsection B is revised to provide clarification regarding the process for the initial notification to a member that the fund will perform a forfeiture review.

Subsection C is revised to provide a list of examples of documents related to the felony that may be requested by staff during their review to assist the search for relevant evidence.

Subsection D is revised to state that it is staff's burden in the Notice of Initial Determination to state the facts and law supporting that the member has been convicted of a forfeitable felony and the calculation of forfeited benefits. Copies of all documents relied upon by staff must be provided to the member. The revisions also provide additional clarity with regard to the explanation staff shall provide in the Initial Determination. The language regarding the member's time to file an appeal is revised to provide that staff may extend the initial 30 days appeal period for an additional 30 days upon request.

Subsection E is revised to clarify the content of the member's appeal, the process that will be followed if there is no appeal from the Initial Determination, and the ethical wall between counsel advising staff and counsel advising the Board with respect to forfeiture issues.<sup>1</sup> Language regarding service of an appeal was clarified based on Public Comment at the January 2022 Board of Retirement meeting and approved by the OOC.

Subsection F is revised to describe the hearing process before the Board of Retirement, including the schedule for notice and exchange of information, the information to be provided to the Board, the agendaing of hearings, the length

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<sup>1</sup> Note from Staff: After the OOC meeting, staff discussed how the new process and the separation of counsel responsibilities under Section E will be staffed if the Procedures are approved. The Legal Division will advise staff during preparation of the Notice of Initial Determination and the Board throughout felony forfeiture matters, using separate teams, as is currently done with Administrative Appeals on pension benefit matters. The Legal Division will also handle any writs in Superior Court. The Disability Litigation Division team will represent LACERA in appeals to the Board, as they do in disability appeals, to take advantage of their expertise in such hearings.

of argument to the Board, increased transparency of the Board's decision making, and the options available to the Board, including making an immediate decision or referring the matter to a referee for a recommendation. Under the current policy, a member or their counsel can only address the Board in Public Comment; the proposed policy will allow the member or counsel to speak and engage in question and answer with the Board as part of an agenda item. Based on Public Comment at the January 2022 Board of Retirement meeting, the OOC approved the addition of language regarding LACERA's burden of proof and service of documents during the appeal.

Subsection G is revised to clarify the requirement for written notice after the Board's decision, including notice of the member's right to file a writ in Superior Court. The language regarding writ review was revised based on Public Comment at the OOC meeting.

*Section III. Actions Taken After the Forfeiture of Benefits.* This section is unchanged, except for correction of a typographical error in the prior version.

### **Conclusion**

For the foregoing reason, it is recommended that the Board of Retirement approve the revised Administrative Appeals Procedures for Felony Forfeiture.

### **Attachments**

c: Santos H. Kreimann  
Luis Lugo  
JJ Popowich  
Laura Guglielmo  
Carlos Barrios  
Vincent Lim  
Eugenia Der  
Allison Barrett  
Jason Waller  
Frank Boyd  
Fern Billingsy  
Michael Herrera  
Louis Gittens

ATTACHMENT A  
REDLINED FELONY FORFEITURE  
PROCEDURE





## **ADMINISTRATIVE APPEALS PROCEDURES FOR FELONY FORFEITURE**

(Effective [March 14, 2019](#) \_\_\_\_\_, [2022](#))

### **I. PURPOSE**

Under the California Public Employees' Pension Reform Act of 2013 (PEPRA), public employees who have been convicted on or after January 1, 2013, by a state or federal trial court of any felony under the law for conduct arising out of or in the performance of his or her official duties must forfeit all accrued rights and benefits in any public retirement system that they are a member of at the time the felony is committed retroactive to the first commission date of the crime and shall not accrue further benefits in that public retirement system. (Government Code sections 7522.72 and 7522.74.)<sup>1</sup>

These statutes require the forfeiture if the public employee is convicted of any felony for conduct:

- Arising out of or in the performance of his or her official duties, or
- In pursuit of the office or appointment, or
- In connection with obtaining salary, disability retirement, service retirement, or other benefits, or
- Committed within the scope of official duties against or involving a child.

The public employee and the prosecuting agency are required by law to notify the public employer within 60 days of the qualifying felony conviction. The employer is required by law to notify the public retirement system within 90 days of a qualifying felony conviction.

Although it is the employer's responsibility to notify LACERA of an employee's felony conviction, LACERA can be notified by the media, third parties or members. When this occurs, LACERA will reach out to the employer to request the information described below in Section II A.

[The provisions of this procedure apply only to felony forfeitures made under California law.](#)

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<sup>1</sup> Section 7522.72 applies to public employee first employed by a public employer or first elected or appointed to an office before January 1, 2013 and Section 7522.74 applies to public employees first employed, elected or appointed on or after January 1, 2013.

## II. FELONY FORFEITURE PROCEDURES <sup>2</sup>

### A. Employer's Notification to LACERA of Felony Conviction

The County of Los Angeles and other participating employers are required by law to notify LACERA within 90 days of a qualifying felony conviction. Upon notification, LACERA will request that the employer provide the following information:

1. Name of member and County employee ID.
2. Date of conviction which is the date that the public employee pleads guilty, or when the judge (or jury) decides the case.
3. Date of the first known commission of each felony.
4. Name of the court(s) in which the case was heard.
5. Name and contact information for the prosecuting attorney.
6. Description of the felony charges for which the public employee was convicted.
7. Copy of court documents related to public employee's conviction/guilty plea, as specified in Section II.C below.
8. Information and supporting documents relating to whether the felony offense for which the conviction was entered was committed during the conduct or performance of the public employee's job duties pursuant to Government Code sections 7522.72 or 7522.74 as specified in Section II.C below.
9. Any internal investigatory reports.
- 9-10. eHR Employee Job History and Class Specifications.

### B. ~~LACERA'S~~ LACERA's Notification to the Member of the Forfeiture Review

~~Once~~After LACERA receives notification from the employer of a job-related felony conviction, LACERA will send a letter to the member within 30 days informing them that LACERA is in process of determining the applicability of the felony forfeiture law, and, if applicable, the impact on the member's benefits. ~~Following notification,~~After sending notice to the member, staff will lock the member's account ~~is locked~~ to prevent withdrawals (for active and deferred contributory members) of the account pending determination of the impact, if any, of the conviction.<sup>3</sup>  
~~conviction.~~<sup>4</sup>

### C. Staff's Review of Information

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<sup>2</sup> The Felony Forfeiture Procedures shall not be subject to LACERA's Administrative Appeals Procedures for Retirement Benefits.

<sup>3</sup> If these Procedures conflict with any statutory or case law, the statutory or case law shall govern.

<sup>4</sup> ~~If these Procedures conflict with any statutory or case law, the statutory or case law shall govern.~~

Staff will review the information provided by the employer under Section II A and determine what additional information, if any, is needed from the employer, the member ~~and/or~~ the prosecuting agency to make the required determinations, and/or other sources. Staff is not limited to the criminal record in gathering the information it believes is appropriate. Staff may request the Board to exercise its subpoena power under Government Code section 31535. Staff review may include, but is not limited to, law enforcement investigatory reports; criminal indictments and any information filed; trial transcripts; jury or judicial verdicts; plea agreements; transcripts of plea colloquies, and transcripts of sentencing hearings. This section is intended as a rule of general application. Where the complexity of the case or factual and legal issues dictates, staff's investigation should seek all reasonably available and relevant sources of information.

#### **D. Notice of Initial Determination**

After staff's review, staff will send a Notice of Initial Determination (the "Notice" or "~~Staff~~ Initial Determination") to the member as to the applicability of the felony forfeiture law to the facts. ~~This Notice will include:~~ It is staff's burden to prepare a statement sufficient to show a prima facie case that a conviction of a forfeitable offense has occurred and the basis for determining that portion of benefits to be forfeited. The Notice will include:

1. A copy of this Procedure;
2. A letter explaining the applicability of the felony forfeiture law and, if applicable, an explanation of the impact of the forfeiture on the member's benefits and the applicable proposed actions.
3. An explanation of the facts and law upon which staff relied in making its determination, including copies of all documents relied upon by staff in reaching the conclusions stated in the Initial Determination. Citation should be made in the explanation to appropriate statutory or case law relied upon by staff in reaching its determination.
- 3.4. Information about the member's right to appeal ~~Staff's~~the Initial Determination to the Board of Retirement within 30 calendar days of the date of the mailing of the Notice, subject to an extension of up to an additional 30 days that may be granted by staff upon request.

#### **E. Member's Appeal of ~~Staff's~~The Initial Determination**

The appeal shall contain a statement of the facts forming the basis of the appeal and provide copies of documents and other evidence, if any, the member deems relevant to the appeal. Citation should also be made in the appeal to appropriate statutory or case law relied upon by the member in support of their position. The appeal shall be in writing and sent by mailed- or other method to the following address so that it is received by LACERA on or before the date required under Section II.D(4): LACERA Legal Office, 300 N. Lake Avenue, Suite ~~620~~650, Pasadena, CA. 91101. ~~Both the member and LACERA~~

~~staff shall have the opportunity to submit to the Board of Retirement written evidence and argument relevant to the matters under consideration.~~

If ~~Staff~~the Initial Determination is not timely challenged by the member, within the time limit established above in Section II.D, ~~it(4), the Initial Determination~~ will be deemed final and binding and LACERA will implement the felony forfeiture adjustments as indicated in the Notice. Staff will send a ~~Final Letter~~letter titled PEPRA Forfeiture Impact: Notice of Final Determination to the member explaining the applicability of the felony forfeiture law and the impact on the member's benefits.

Counsel advising the staff in preparing the Notice of Initial Determination shall be separate from the counsel advising the Board in a manner consistent with *Morongo Band of Mission Indians v. State Water Resources Control Board*, 45 Cal. 4<sup>th</sup> 731 (2009).

#### **F. Board of Retirement's Determination**

~~A~~The Board of Retirement will hear a member's timely challenge ~~will be heard by the Board of Retirement.~~ Notice of the date and time of the meeting will be provided to the member at least 2060 calendar days, unless waived by the member, prior to the Board of Retirement meeting along with any instructions regarding the submission of documents and other evidence as necessary. At the Board hearing, both the member and LACERA staff shall have the opportunity to present argument to the Board of Retirement on the facts and law relevant to the matters under consideration.

The member and staff will have the right to present written evidence and additional written argument relating to issues in the Notice of Initial Determination. All written evidence and non-privileged argument shall be exchanged between the parties at least 30 calendar days prior to the hearing. The sole questions for the Board of Retirement will be whether the conviction constitutes a forfeitable offense and that the portion of benefits to be forfeited has been correctly calculated based on the date of first commission of a job-related felony. It is staff's burden before the Board to prove by a preponderance of the evidence that a conviction of a forfeitable offense has occurred and the portion of benefits to be forfeited.

Service of papers under this Section F will be made by mail or other method so that it is received by the other party on or before the date required under this Section F.

The matter will be placed on the Board of Retirement's regular public agenda for its review, findings ~~and decision.~~ ~~The member and his or her counsel will have the opportunity to address the Board in open session prior to the closed session.~~ ~~The Legal Office's analysis, recommendations, and the alternatives which are available to the Board for action will be discussed with the Board in closed session pursuant to Government Code Section 54956.9(d)(2).~~, and decision. The Notice of Initial Determination, Appeal,

and any other written argument or evidence provided by the member and staff will be provided to the Board in advance of the hearing. Time for the hearing will be as follows: Member's opening argument for 5 minutes; staff's argument for 5 minutes; and member's reply for 2.5 minutes. No oral testimony will be taken. The Board may ask questions of the member and staff. Counsel for the Board may separately provide a memorandum to the Board providing advice as to the issues raised by the member and staff.

The hearing may be conducted in closed session if it will relate to personal health information. Otherwise, the hearing will be conducted in open session.

In acting upon the member's appeal, the Board may:

1. Affirm the forfeiture as stated in the Initial Determination;
2. Grant the member's appeal, disallowing any forfeiture;
3. Direct that the forfeiture in the Initial Determination be modified;
4. Refer the matter to a referee for hearing and recommendation in accordance with the procedures described in LACERA's *Procedures for Disability Retirement Hearings*; or
5. Take such other action as the Board deems appropriate.

### **G. Member's Appeal of Board's Decision**

Following the Board ~~meeting~~hearing and final decision, the Legal Office will provide the member with written notice of the Board's decision: setting forth the basis of its decision. If the Board agrees with ~~Staff's~~the Initial Determination, LACERA will implement the adjustments as indicated in the Notice. If the Board ~~adopts another resolution~~modifies the forfeiture, LACERA staff shall implement the adjustments as indicated in the Board's decision. Staff will send the Notice of Final Determination to the member explaining the applicability of the felony forfeiture law and the impact on the member's benefits.

If the member is dissatisfied with the Board's action, the member may obtain judicial review by filing a petition for a writ of mandate in accordance with ~~the appropriate provision of the California~~ Code of Civil Procedure ~~section 1085~~ section 1085. The written notice of the Board's decision will include information as to the member's right to seek judicial review.

A member's filing of a writ challenging the Board's final ~~administrative~~ determination shall not prevent LACERA from implementing the Board's determination, unless a court orders otherwise.

### **III. ACTIONS TAKEN AFTER THE FORFEITURE OF ~~BENEFITS~~ BENEFITS**

Any refunds returned to the public employee pursuant to Government Code sections 7522.72 and 7522.74 shall be disbursed by electronic funds transfer to an account of the public employee in a manner conforming with the requirements of the Internal Revenue Code, and LACERA shall notify the court and district attorney at least three business days before that disbursement of funds.

If there is a reversal of the conviction, and that decision is final, the member has the option to redeposit the contributions from the forfeited period or recover the forfeited rights and benefits.

Adopted:

Approved by Board of Retirement: (03/14/19) \_\_\_\_\_, 2022

**ATTACHMENT B**  
**CLEAN FELONY FORFEITURE**  
**PROCEDURE**



**ADMINISTRATIVE APPEALS PROCEDURES FOR FELONY FORFEITURE**  
(Effective \_\_\_\_\_, 2022)

**I. PURPOSE**

Under the California Public Employees' Pension Reform Act of 2013 (PEPRA), public employees who have been convicted on or after January 1, 2013, by a state or federal trial court of any felony under the law for conduct arising out of or in the performance of his or her official duties must forfeit all accrued rights and benefits in any public retirement system that they are a member of at the time the felony is committed retroactive to the first commission date of the crime and shall not accrue further benefits in that public retirement system. (Government Code sections 7522.72 and 7522.74.)<sup>1</sup>

These statutes require the forfeiture if the public employee is convicted of any felony for conduct:

- Arising out of or in the performance of his or her official duties, or
- In pursuit of the office or appointment, or
- In connection with obtaining salary, disability retirement, service retirement, or other benefits, or
- Committed within the scope of official duties against or involving a child.

The public employee and the prosecuting agency are required by law to notify the public employer within 60 days of the qualifying felony conviction. The employer is required by law to notify the public retirement system within 90 days of a qualifying felony conviction.

Although it is the employer's responsibility to notify LACERA of an employee's felony conviction, LACERA can be notified by the media, third parties or members. When this occurs, LACERA will reach out to the employer to request the information described below in Section II A.

The provisions of this procedure apply only to felony forfeitures made under California law.

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<sup>1</sup> Section 7522.72 applies to public employee first employed by a public employer or first elected or appointed to an office before January 1, 2013 and Section 7522.74 applies to public employees first employed, elected or appointed on or after January 1, 2013.



## **II. FELONY FORFEITURE PROCEDURES <sup>2</sup>**

### **A. Employer's Notification to LACERA of Felony Conviction**

The County of Los Angeles and other participating employers are required by law to notify LACERA within 90 days of a qualifying felony conviction. Upon notification, LACERA will request that the employer provide the following information:

1. Name of member and County employee ID.
2. Date of conviction which is the date that the public employee pleads guilty, or when the judge (or jury) decides the case.
3. Date of the first known commission of each felony.
4. Name of the court(s) in which the case was heard.
5. Name and contact information for the prosecuting attorney.
6. Description of the felony charges for which the public employee was convicted.
7. Copy of court documents related to public employee's conviction/guilty plea, as specified in Section II.C below.
8. Information and supporting documents relating to whether the felony offense for which the conviction was entered was committed during the conduct or performance of the public employee's job duties pursuant to Government Code sections 7522.72 or 7522.74 as specified in Section II.C below.
9. Any internal investigatory reports.
10. eHR Employee Job History and Class Specifications.

### **B. LACERA's Notification to the Member of the Forfeiture Review**

After LACERA receives notification from the employer of a job-related felony conviction, LACERA will send a letter to the member within 30 days informing them that LACERA is in process of determining the applicability of the felony forfeiture law, and, if applicable, the impact on the member's benefits. After sending notice to the member, staff will lock the member's account to prevent withdrawals (for active and deferred contributory members) of the account pending determination of the impact, if any, of the conviction.<sup>3</sup>

### **C. Staff's Review of Information**

Staff will review the information provided by the employer under Section II A and determine what additional information, if any, is needed from the employer, the member

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<sup>2</sup> The Felony Forfeiture Procedures shall not be subject to LACERA's Administrative Appeals Procedures for Retirement Benefits.

<sup>3</sup> If these Procedures conflict with any statutory or case law, the statutory or case law shall govern.

the prosecuting agency to make the required determinations, and/or other sources. Staff is not limited to the criminal record in gathering the information it believes is appropriate. Staff may request the Board to exercise its subpoena power under Government Code section 31535. Staff review may include, but is not limited to, law enforcement investigatory reports; criminal indictments and any information filed; trial transcripts; jury or judicial verdicts; plea agreements; transcripts of plea colloquies, and transcripts of sentencing hearings. This section is intended as a rule of general application. Where the complexity of the case or factual and legal issues dictates, staff's investigation should seek all reasonably available and relevant sources of information.

#### **D. Notice of Initial Determination**

After staff's review, staff will send a Notice of Initial Determination (the "Notice" or "Initial Determination") to the member as to the applicability of the felony forfeiture law to the facts. It is staff's burden to prepare a statement sufficient to show a prima facie case that a conviction of a forfeitable offense has occurred and the basis for determining that portion of benefits to be forfeited. The Notice will include:

1. A copy of this Procedure;
2. A letter explaining the applicability of the felony forfeiture law and, if applicable, an explanation of the impact of the forfeiture on the member's benefits and the applicable proposed actions.
3. An explanation of the facts and law upon which staff relied in making its determination, including copies of all documents relied upon by staff in reaching the conclusions stated in the Initial Determination. Citation should be made in the explanation to appropriate statutory or case law relied upon by staff in reaching its determination.
4. Information about the member's right to appeal the Initial Determination to the Board of Retirement within 30 calendar days of the date of the mailing of the Notice, subject to an extension of up to an additional 30 days that may be granted by staff upon request.

#### **E. Member's Appeal of The Initial Determination**

The appeal shall contain a statement of the facts forming the basis of the appeal and provide copies of documents and other evidence, if any, the member deems relevant to the appeal. Citation should also be made in the appeal to appropriate statutory or case law relied upon by the member in support of their position. The appeal shall be in writing and sent by mail or other method to the following address so that it is received by LACERA on or before the date required under Section II.D(4): LACERA Legal Office, 300 N. Lake Avenue, Suite 650, Pasadena, CA. 91101.

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If the Initial Determination is not timely challenged by the member, within the time limit established above in Section II.D(4), the Initial Determination will be deemed final and binding and LACERA will implement the felony forfeiture adjustments as indicated in the Notice. Staff will send a letter titled PEPRA Forfeiture Impact: Notice of Final Determination to the member explaining the applicability of the felony forfeiture law and the impact on the member's benefits.

Counsel advising the staff in preparing the Notice of Initial Determination shall be separate from the counsel advising the Board in a manner consistent with *Morongo Band of Mission Indians v. State Water Resources Control Board*, 45 Cal. 4<sup>th</sup> 731 (2009).

#### **F. Board of Retirement's Determination**

The Board of Retirement will hear a member's timely challenge. Notice of the date and time of the meeting will be provided to the member at least 60 calendar days, unless waived by the member, prior to the Board of Retirement meeting along with any instructions regarding the submission of documents and other evidence as necessary. At the Board hearing, both the member and LACERA staff shall have the opportunity to present argument to the Board of Retirement on the facts and law relevant to the matters under consideration.

The member and staff will have the right to present written evidence and additional written argument relating to issues in the Notice of Initial Determination. All written evidence and non-privileged argument shall be exchanged between the parties at least 30 calendar days prior to the hearing. The sole questions for the Board of Retirement will be whether the conviction constitutes a forfeitable offense and that the portion of benefits to be forfeited has been correctly calculated based on the date of first commission of a job-related felony. It is staff's burden before the Board to prove by a preponderance of the evidence that a conviction of a forfeitable offense has occurred and the portion of benefits to be forfeited.

Service of papers under this Section F will be made by mail or other method so that it is received by the other party on or before the date required under this Section F.

The matter will be placed on the Board of Retirement's regular public agenda for its review, findings, and decision. The Notice of Initial Determination, Appeal, and any other written argument or evidence provided by the member and staff will be provided to the Board in advance of the hearing. Time for the hearing will be as follows: Member's opening argument for 5 minutes; staff's argument for 5 minutes; and member's reply for 2.5 minutes. No oral testimony will be taken. The Board may ask questions of the member and staff. Counsel for the Board may separately provide a memorandum to the Board providing advice as to the issues raised by the member and staff.

The hearing may be conducted in closed session if it will relate to personal health information. Otherwise, the hearing will be conducted in open session.

In acting upon the member's appeal, the Board may:

1. Affirm the forfeiture as stated in the Initial Determination;
2. Grant the member's appeal, disallowing any forfeiture;
3. Direct that the forfeiture in the Initial Determination be modified;
4. Refer the matter to a referee for hearing and recommendation in accordance with the procedures described in LACERA's *Procedures for Disability Retirement Hearings*; or
5. Take such other action as the Board deems appropriate.

### **G. Member's Appeal of Board's Decision**

Following the Board hearing and final decision, the Legal Office will provide the member with written notice of the Board's decision setting forth the basis of its decision. If the Board agrees with the Initial Determination, LACERA will implement the adjustments as indicated in the Notice. If the Board modifies the forfeiture, LACERA staff shall implement the adjustments as indicated in the Board's decision. Staff will send the Notice of Final Determination to the member explaining the applicability of the felony forfeiture law and the impact on the member's benefits.

If the member is dissatisfied with the Board's action, the member may obtain judicial review by filing a petition for a writ of mandate in accordance with ~~the appropriate provision of the~~ California Code of Civil Procedure section 1085. The written notice of the Board's decision will include information as to the member's right to seek judicial review.

A member's filing of a writ challenging the Board's final determination shall not prevent LACERA from implementing the Board's determination, unless a court orders otherwise.

### **III. ACTIONS TAKEN AFTER THE FORFEITURE OF BENEFITS**

Any refunds returned to the public employee pursuant to Government Code sections 7522.72 and 7522.74 shall be disbursed by electronic funds transfer to an account of the public employee in a manner conforming with the requirements of the Internal Revenue Code, and LACERA shall notify the court and district attorney at least three business days before that disbursement of funds.

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Administrative Appeals Procedures for Felony Forfeiture

Page 6

If there is a reversal of the conviction, and that decision is final, the member has the option to redeposit the contributions from the forfeited period or recover the forfeited rights and benefits.

Approved by Board of Retirement: \_\_\_\_\_, 2022



January 24, 2022

TO: Each Trustees  
Board of Retirement

FROM: Steven P. Rice *SPR*  
Chief Counsel

FOR: February 2, 2022 Board of Retirement Meeting

SUBJECT: LACERA 2022 Election of Seventh Member and Alternate Seventh  
Member: Statement of Powers and Duties of Retirement Board Trustees

### **RECOMMENDATION**

Approve the attached document entitled “Powers and Duties of Retirement Board Trustees,” which will be included with the ballot materials for the 2022 election of the Seventh Member and Alternate Seventh Member of the Board of Retirement and posted on lacera.com.

### **LEGAL AUTHORITY**

The information in the Powers and Duties is based on the responsibilities of Board of Retirement trustees under the California Constitution (Cal. Const., art XVI, § 17), the County Employees Retirement Law of 1937 (CERL) (Cal. Gov’t Code §§ 31540 et seq.), the California Public Employees’ Pension Reform Act of 2013 (PEPRA) (Cal. Gov’t Code §§ 7522 et seq.), other applicable law, and LACERA’s policies, procedures, and practices. Approval of this document is consistent with the exercise of the Board’s plenary authority and fiduciary responsibility over administration of the system under the California Constitution. Cal. Const., art. XVI, § 17.

### **BACKGROUND**

Each year, the Board of Supervisors adopts a resolution to govern that year’s LACERA election. The Board of Retirement election this year will include the Seventh Member and Alternate Seventh Member (active safety and safety alternate seats currently held by Shawn Kehoe and William Pryor, respectively) for a three-year term commencing January 1, 2023.

At LACERA's request, the Board of Supervisors will include with Board election materials a ballot insert entitled “Powers and Duties of Retirement Board Trustees” provided by LACERA to assist voters in evaluating candidates. In addition, the Powers and Duties serve as a reference for Board candidates to understand the responsibilities of Board trustees. Finally, the Powers and Duties are posted on lacera.com, and they

are available to stakeholders and the public throughout the year to communicate the responsibilities of Board trustees. This year, the Power and Duties were reviewed by fiduciary counsel Robert Klausner, of Klausner Kaufman Jensen & Levinson.

The proposed Powers and Duties is attached. The changes proposed by staff from the version approved in 2021 are redlined for the Board's consideration.

## **DISCUSSION**

The proposed Powers and Duties complies with best practices to fully and clearly describe the responsibilities and duties of Board trustees. The Powers and Duties is generally based on content recommended in a report issued by The Stanford Institutional Investors' Forum Committee on Fund Governance. *The Clapman Report 2.0 Model Governance Provisions to Support Pension Fund Best Practice Principles*, at pages 9-10 (Clapman Report).

The proposed Powers and Duties includes a few changes from the current document. The word "member" is changed to "trustee" throughout to be consistent with other LACERA policies. Other changes are as follows:

***Introduction.*** This section states the general responsibilities of Board of Retirement trustees. This section also addresses the monthly time commitment required of Board trustees. The Clapman Report recommends that an estimated time commitment be provided. Due to the reduction of monthly Board meetings from two to one and the elimination of the Disability Procedures and Services Committee, the suggested estimate in the attached proposal is reduced this last year from 120-140 hours to 100-120 hours per month. Staff requests that the Board carefully review this estimate based on actual past experience to ensure that it is accurate.

***Board Trustee Responsibilities.*** This section provides a detailed description of the main responsibilities of Board trustees. This section includes paragraphs on:

1. Board and Committee Meetings. The only revisions are clarification that there is now only one monthly Board meetings and addition of a reference to the Joint Organizational Governance Committee;
2. General Administration. To further explain the responsibilities of the Boards for personnel matters, new language was added concerning the Board of Retirement's joint appointing authority with the Board of

Investments for the CEO and joint responsibility in connection with certain other senior staff (Chief Audit Executive and Chief Counsel). The language also states the Board of Retirement's sole responsibility for general personnel matters;

3. Payment of Retirement Pension Benefits. There are no other changes to this paragraph;
4. Disability Retirement Applications. There are no other changes to this paragraph;
5. Retiree Healthcare Benefits. There are no other changes to this paragraph;
6. Claims and Litigation. There are no other changes to this paragraph;
7. Retention of Vendors, Consultants, and Experts. There are no other changes to this paragraph;
8. Delegation. There are no other changes to this paragraph;
9. Legal Compliance. There are no other changes to this paragraph;
10. Education. There are no other changes to this paragraph; and
11. Involvement. There are no other changes to this paragraph.

***Fiduciary Duties.*** The Powers and Duties includes a separate section on fiduciary duties, with subsections on the Duty of Loyalty and the Duty of Care. There are no other changes to this section.

***Conflicts of Interest.*** This section states basic conflict principles, and there are no other changes.

***Compensation and Expenses.*** This section provides an explanation of payments that certain trustees may receive under CERL and LACERA policy for attendance at meetings and reasonable and necessary expenses. A sentence has been added to address the changes in compensation for disability cases that will be addressed by the Board this year, as an even-numbered year, and the resulting changes that will go into effect on April 1, 2022 if the changes are



Board of Retirement

Re: Statement of Powers and Duties of Retirement Board Trustees

January 24, 2022

Page 4

approved. If the Powers and Duties are approved, the final version will be slightly revised to reflect the approval of the disability changes.

## **CONCLUSION**

Based the information provided in this memo, it is recommended that the Board approve the attached document entitled "Powers and Duties of Retirement Board Trustees," which will be included with the ballot materials for the 2022 election of the Seventh Member and Alternate Seventh Member and posted on lacera.com.

Attachment

c: Santos H. Kreimann  
Luis Lugo  
JJ Popowich  
Laura Guglielmo  
Cynthia Martinez  
Barry Lew

## POWERS AND DUTIES

### OF RETIREMENT BOARD ~~MEMBERS~~TRUSTEES

The Board of Retirement provides this summary to enable voters to evaluate candidates for the Board. The Board urges voters to review this summary prior to voting.

#### INTRODUCTION

The overall responsibility of the Board of Retirement is to oversee the administration of the retirement pension system and the retiree health care program to ensure that members are provided with the promised benefits upon completion of their public service with Los Angeles County and other participating public employers. In total, ~~members-trustees~~ of the Board of Retirement can expect to commit as many as ~~100-120~~120-140 hours of their time each month to discharging their duties to the retirement system, subject to hours spent on a ~~member's-trustee's~~ activities under Section 11 (Involvement) below.

As to those elected Board ~~members-trustees~~ who are employed by the County or a participating district, the law provides that these LACERA duties are included as part of their County or other public employment and shall normally take precedence over any other duties. Given the time commitment necessary to fulfill the responsibilities of Board membership, elected Board ~~members-trustees~~ will be required to spend a material amount of their working time each month in carrying out their important LACERA duties and responsibilities.

The responsibilities and duties of Board ~~members-trustees~~ are explained in detail below.

#### BOARD ~~MEMBER~~TRUSTEE RESPONSIBILITIES

Board of Retirement ~~members'~~trustees' duties include:

1. **Board and Committee Meetings.** The Board meets ~~twice-once~~ each month unless otherwise specified, usually on the first Wednesday ~~and second Thursday~~, with each meeting generally lasting as many as 6 to 8 hours. In addition, the Board has established committees to assist in carrying out its responsibilities. The Board also shares additional committees jointly with the system's Board of Investments, including the Audit Committee and Joint Organizational Governance Committee. The Board of Investments is a separate board having responsibility for establishing the investment policies of LACERA and for overseeing investment of the LACERA retirement fund and certain other matters. Some committees meet monthly; others meet less frequently but up to several times per year. Committee meetings may be held both before and after regular Board meetings, and at other times, and generally last 1 to 2 hours. In addition to the time required to attend meetings, considerable

time is required to prepare for meetings and review relevant materials developed by staff and management.

2. **General Administration.** The general administration of LACERA is under the Board of Retirement's oversight. To exercise this responsibility, the Board establishes policies, procedures, and governance processes, and receives, discusses, and questions reports on operational activities. A few administrative functions are shared with the Board of Investments. The Boards of Retirement and Investments, acting jointly, adopt the annual budget covering LACERA's operations. The two Boards also act jointly in certain employee relations matters, including approval of Memoranda of Understanding (MOUs) negotiated with SEIU Local 721, the union bargaining for represented employees of LACERA, and approval of compensation to be provided to LACERA's nonrepresented employees. The two Boards jointly act as the appointing authority for LACERA's Chief Executive Officer and oversee the CEO's performance evaluation; the Boards work together on certain other senior staff personnel matters. General personnel responsibilities are the responsibility of the Board of Retirement alone. The Board of Retirement is not responsible for investments, ~~or~~ for the adoption of funding policies and the setting of contribution rates, or for oversight of the Chief Investment Officer. The Legislature assigned those responsibilities to the Board of Investments.
3. **Payment of Retirement Pension Benefits.** The Board of Retirement administers a statutory retirement plan; it does not establish retirement benefits. This means that retirement benefits can only be provided if they have been authorized by the State Legislature in the County Employees Retirement Law of 1937, found in the California Government Code beginning at Section 31450, and the California Public Employees' Pension Reform Act of 2013, found in the California Government Code beginning at Section 7522. Retirement benefits not authorized by the retirement laws cannot be implemented by the Board of Retirement; rather, a bill must be processed through the Legislature to amend the retirement laws. With only a few exceptions, the Legislature has required the County Board of Supervisors to adopt a resolution approving benefit enhancements before they can take effect.
4. **Disability Retirement Applications.** One of the most important – and by far the most time consuming – duties of a Board ~~member-trustee~~ is to review disability retirement applications and to participate in the Board's decision to grant or deny disability retirements according to applicable legal standards. It is anticipated the Board of Retirement will process approximately 30 to 50 disability retirement cases per month. Board ~~members-trustees~~ carefully review each application and all medical and other evidence regarding the application. A Board ~~member-trustee~~ will then participate in the Board's deliberations and vote on each application.

5. **Retiree Healthcare Benefits.** The Board oversees the administration of retiree healthcare benefits under contract with the County and other participating employers.
6. **Claims and Litigation.** The Board decides claims made by members concerning their benefits and related issues. The Board also oversees litigation, other than securities litigation.
7. **Retention and Oversight of Vendors, Consultants, and Experts.** The Board approves and oversees the retention and performance of vendors, consultants, and experts to assist in the administration of the system and to aid the Board when appropriate.
8. **Delegation.** The day-to-day operations of the retirement system are delegated to staff and outside service providers. Board [members-trustees](#) consider what responsibilities will be delegated and to whom delegation is made. Board [members-trustees](#) ensure that delegated responsibilities are clearly defined and properly performed through monitoring, questioning, and accountability.
9. **Legal Compliance.** The Board ensures that the retirement system maintains compliance with the plan documents and all other applicable laws governing the system. Board [members-trustees](#) comply with this responsibility by overseeing plan operations, conducting a periodic review of plan documents, and monitoring changing legal requirements, with the assistance of counsel and other advisors.
10. **Education.** Board [members-trustees](#) are legally required to further their education on appropriate topics, which may include benefits administration, disability evaluation, fair hearings, pension fund governance, new board [member-trustee](#) orientation, ethics, and fiduciary responsibilities, among other topics. Such education must consist of a minimum of 24 hours within two years of assuming office and 24 hours every subsequent two-year period the [member-trustee](#) continues on the Board.
11. **Involvement.** Subject to applicable laws, Board policies, and LACERA protocols, Board [members-trustees](#) may participate in state and national pension and retirement related organizations, including serving as an executive or committee member in these organizations. Subject to the same laws, policies, and protocols, Board [members-trustees](#) may also represent LACERA's interests through engagement with the legislative and executive branches of state and federal government, which may add to the time spent on a [member's-trustee's](#) responsibilities depending on the extent of the [member's-trustee's](#) involvement.

## FIDUCIARY DUTIES

The funds set aside for the payment of retirement benefits to LACERA members are trust funds held for the benefit of these members and their beneficiaries, and LACERA's operations further the delivery of plan benefits. The California Constitution requires that Board of Retirement ~~members~~ trustees exercise the following fiduciary duties as trustees of the fund:

1. ***Duty of Loyalty.*** The California Constitution provides that Board of Retirement ~~members~~ trustees are fiduciaries and are required to, "discharge their duties with respect to the system solely in the interest of, and for the exclusive purposes of providing benefits to, participants and their beneficiaries, minimizing employer contributions thereto, and defraying reasonable expenses of administering the system. A retirement board's duty to its participants and their beneficiaries shall take precedence over any other duty." All Board ~~member~~trustees, whether elected or appointed, have the same fiduciary duty. The Board ~~members'~~ trustees' duty of loyalty at all times is to the participants and beneficiaries as a whole. Board ~~members~~ trustees do not serve as the agent or representative of the agency or group responsible for their election or appointment. Where different groups of participants have different interests on an issue, Board ~~members~~ trustees have a duty to be impartial as between conflicting participant interests and act to serve the overall best interests of all of the participants of the system.
2. ***Duty of Care.*** The California Constitution provides that assets of the retirement system are trust funds to be used only for the purpose of providing benefits and paying the costs of administering the system. Under the Constitution, ~~members~~ trustees of the Board of Retirement "shall discharge their duties with respect to the system with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with these matters would use in the conduct of an enterprise of a like character and with like aims."

The duty of care means that Board ~~members~~ trustees must exercise a prudent level of effort and diligence in administering and exercising oversight over the system, including: implementing, and periodically reviewing and updating, policies, procedures, and processes; determining whether and when to delegate authority to staff and third-parties, and exercising proper oversight; requesting necessary reports and information; analyzing the information, advice, and recommendations received; asking questions; seeking expert advice when required from staff and outside expert consultants; deliberating carefully before making decisions; and understanding the reason for actions before taking them. Board ~~members~~ trustees must monitor the administration of the system, follow the plan documents and other applicable law, and take corrective action when required to ensure the sound administration of the system so that benefits and related services are timely and correctly delivered to participants and

their beneficiaries and the other matters under the responsibility of the Board of Retirement are properly performed.

## CONFLICTS OF INTEREST

Board ~~members~~-trustees must be free of conflicts of interest in compliance with applicable legal requirements and LACERA's Conflict of Interest Code and Code of Ethical Conduct. Board ~~members~~-trustees must disclose conflicts of interest when they arise, and they cannot participate in decisions that will impact, positively or negatively, their own financial interests or the interests of certain of their related persons and entities. Board ~~members~~-trustees are public officials under California conflict of interest laws, and they must be familiar with and follow those laws. Board ~~members~~-trustees are subject to public disclosure of their economic interests and annual reporting requirements under the Political Reform Act and Fair Political Practices Commission regulations. Violation of conflict of interest laws and regulations can result in civil and criminal penalties. Conflict of interest laws and regulations are complex, and Board ~~members~~-trustees should seek legal advice when appropriate. See <http://www.fppc.ca.gov/> for more information.

## COMPENSATION AND EXPENSES

Elected Board ~~members~~-trustees who are employed by the County or a participating district and the Treasurer and Tax Collector who serves on the Board *ex officio* do not receive payment for attendance at Board meetings; they receive their County salary.


Board ~~members~~-trustees elected by retirees and appointed ~~members~~-trustees receive payment of \$100 per Board or committee meeting attended up to a maximum of \$500 per month; they also receive payment of \$15.68 per hour for up to 8 hours per day, not to exceed \$125 per day, 32 hours per month, for time spent on review and analysis of disability retirement cases. [Payment to eligible trustees for disability cases is adjusted in even-numbered years based on changes in the local Consumer Price Index \(CPI\), and are expected to change upon Board approval, effective April 1, 2022, to estimated amounts of \\$16.88 per hour for up to 8 hours per day, not to exceed \\$135 per day, 32 hours per month.](#) Such payment is subject to a cost-of-living increase in even-numbered years. Required federal and state income tax and federal Health Insurance Tax (HIT) withholding is made from payments, which is reported on a Form W-2 for tax reporting purposes. Federal Social Security tax is not withheld.

All Board ~~members~~-trustees receive reimbursement of reasonable and necessary expenses and are provided reasonable support for the performance of their duties.

APPROVED BY THE BOARD OF RETIREMENT ON FEBRUARY 3~~0~~, 2022~~4~~.

January 21, 2022

TO: Each Trustee,  
Board of Retirement

FROM: Laura Guglielmo   
Assistant Executive Officer

FOR: February 2, 2022 Board of Retirement Meeting

SUBJECT: Recommendation for Approval of KH Consulting Group for the Strategic Planning Consultant

### **RECOMMENDATION**

That the Board of Retirement (BOR) approve the engagement of KH Consulting Group (KH) as the Strategic Planning consultant and authorize the Chief Executive Officer or his designee to negotiate a final agreement that includes the role of the Board of Investments within its scope.

### **LEGAL AUTHORITY**

The Boards have plenary authority and fiduciary responsibility for the administration and investment of the fund. Cal. Const., art. XVI, § 17; Cal. Gov't Code §§ 31520; 31595. Engagement of a strategic planning consultant to assist the Boards and Management in the preparation and execution of a strategic plan is within the scope of the Boards' authority.

### **DISCUSSION**

#### ***A. Need for a Strategic Planning Consultant***

Strategic plans allow an organization to clearly articulate to its members, employees and other stakeholders where it plans to go and how it plans to get there. Strategic plans include clearly articulated mission, vision and values that serve to guide in the development of strategic objectives and goals that are meaningful, actionable and measurable. In addition to providing a blueprint for the organization to follow, strategic plans allow organizations to align their budgets with their true priorities and can be used by oversight boards to hold executive management accountable.

LACERA has developed previous strategic plans in house. For the next plan, the Board of Retirement has expressed its desire to be more actively involved and engaged in the development of the next Strategic Plan. The use of a consultant will help guide the Boards

and Management to identify and understand each of their specific roles in the development, implementation and oversight of LACERA's Strategic Plan.

It is anticipated that the new Strategic Plan will be developed and adopted by the Boards this fall. This timeline aligns with the development of the FY 2023-24 Budget. Should there be time sensitive projects required to meet our newly developed strategic goals not included in the FY 2022-23 Budget, staff will bring those needs to the Boards as part of the FY 2022-23 Mid-Year Budget Assessment.

### ***B. Competitive Bid and Evaluation Process***

The BOR authorized LACERA to issue a Request for Proposals (RFP) for a Strategic Planning Consultant (Attachment A) on August 4, 2021. It was published on LACERA's website and responses were due October 1, 2021. The initial response resulted in only three bidders. Concerned that the number of responses was inadequate to be confident in the process, the CEO authorized a two-week extension and directed staff to coordinate with the Los Angeles County Internal Services Department to expand the outreach to registered consultants with strategic planning expertise. Three additional bids were received.

LACERA received written proposals from the following firms:

- Segal
- The Academy for Leadership and Training (TAFLAT)
- Bellatrix Group
- Athenian Group
- KH Consulting Group
- TMB & Associates

All six proposals were determined to meet the threshold and were invited to make presentations to the evaluation committee, which were conducted in January 2022.

The Selection Committee was made up of the following Trustees and staff:

Herman Santos, Trustee

Vivian Gray, Trustee

Keith Knox, Trustee

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Vache Mahseredjian, Principal Investment Officer



All Selection Committee participants were provided an evaluation rubric with the following rating criteria and weighting:

<b>Criteria</b>	<b>Weight</b>
Adherence to RFP Instructions	10%
Vendor Background & Experience	30%
Approach to Strategic Planning	30%
Understanding of LACERA's Needs	20%
Cost Reasonableness	10%
<b>Total</b>	<b>100%</b>

Although there were other qualified firms, the Selection Committee was impressed with KH Consulting Group as reflected by their top overall average total score of 92.7%. The basis for the recommendation of KH is discussed below.

### ***C. Qualifications of KH***

Founded in 1986, KH Consulting Group (KH) is a full-service management consulting firm headquartered in Los Angeles and has served more than 200 clients nationally and internationally. More than 70% of KH's clients are in the public sector, including the County of Los Angeles, City of Los Angeles, Federal and state agencies. KH also works with quasi-governmental entities that must operate as a corporate business while maintaining public trust and integrity. KH also has experience with health benefits clients and financial institutions. KH is a certified woman-owned business and local small business by the County of Los Angeles and other entities.

KH proposes the following team members for this engagement: Gayla Kraetsch Hartsough, Ph.D., President; Charlotte Maure, Vice President; and Heather Sims, Vice President.

All three team members have extensive Government, strategic planning and management consulting experience and have provided similar services for a dozen Los Angeles County agencies and eight local government or quasi-governmental agencies in recent years. They have also provided similar services for healthcare corporations and financial institutions. Additionally, during the interview, all proposed team members were present and actively participated in KH's presentation and answering questions from the evaluation committee.

A copy of KH's proposal and presentation materials is provided as attachments to this report (Attachment B).

In assessing KH, the evaluation committee was impressed by KH's understanding of LACERA as an organization, leveraging knowledge gained from their previous work on the CEO's First 100-day Management Report, but also their comprehensive approach to strategic planning. KH's proposal was the most specific of all the proposals, was tailored to LACERA, and included action plans that will help the Boards, Management and staff clearly define the specific steps needed to achieve our vision and strategic goals and document the metrics to be used to hold us individually and collectively accountable.

Although KH's bid of \$320,924 was the highest of the proposals received, it was also the most detailed and comprehensive. There was a concern that other proposals underestimated the commitment desired. The selection committee also found that KH's hourly rate for the level of staff provided to be reasonable and comparable to most other bidders. Because KH is a local firm and the principals are also local, no travel is anticipated.

Because the BOI has its own investment strategic plan, and the focus on this planning process is administrative and operational, KH, like other bidders, did not fully understand that the BOI would also be involved in the development of LACERA's strategic plan as it relates to general administrative support and oversight of the Investments Division. Staff believes this was not well articulated in our RFP. As a result, the Selection Committee recommends that the BOR grant the CEO, or his designee, authority to negotiate with KH to adjust the scope of work to more clearly address the inclusion of the BOI in their stakeholder outreach and presentations.

## **CONCLUSION**

The Selection Committee recommends that KH be approved by the Board to serve as LACERA's strategic planning consultant and direct staff to negotiate a final agreement that includes an adjusted scope of work that more clearly communicates the Board of Investment's role. Once the final agreement is executed, the planning process can begin. Staff anticipates that a Strategic Plan can be developed and adopted by the two Boards this fall, in time to align with the development of the Fiscal Year 2023-24 Budget.

### Attachments

c: Santos H. Kreimann  
Luis Lugo  
Jonathan Gabel  
JJ Popowich  
Steven P. Rice

**ATTACHMENT A**  
**RFP - Strategic Planning Consultant**



August 23, 2021

## **REVISED Los Angeles County Employees Retirement Association Request for Proposals for Strategic Planning Consultant (Schedule Extended)**

### **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 strategic planning consulting services to its Board of Retirement and executive management. The selected respondent will partner with LACERA, the Board, and management, as well as other staff, to educate all parties on best practices in strategic planning, develop an effective and inclusive strategic planning process, and then facilitate implementation of the agreed process through the preparation of a fully developed plan that reflects LACERA's Mission, Vision, and Values and organizational priorities. The agreed upon process should include the establishment of a sustainable oversight and measurement process for on-going strategic planning.

The process and plan will include all aspects of LACERA's administration that are within the authority of LACERA's Board of Retirement. The process must also respect, reflect, and take into account separate strategic plans developed by LACERA's Board of Investments and the Chief Investment Officer, given their specific authority over investment-related issues since these plans often utilize the same resources.

### **II. BACKGROUND**

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 over 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. LACERA manages over \$70 billion in fund assets to support the pensions of over 184,000 members, including over 67,000 benefit recipients. LACERA's annual pension benefits payments to its retirees total approximately \$3 billion. The retiree healthcare program has over 52,000 member participants and a supporting Other Post-Employment Benefits (OPEB) Trust with over \$2.1 billion in assets.

Our members rely upon LACERA to provide a secure 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. Our members also rely on LACERA to continue providing lifetime benefits to eligible survivors. 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 an institutional investor of assets for the long term to provide benefits for members and their beneficiaries. The successful respondent will have an appreciation for and the knowledge, perspectives, and judgment to assist in strategic planning to support the administrative needs of the entire organization. LACERA is proud of the diversity of its membership and employees, and the successful respondent to this RFP

will have the ability to recognize, serve, and reflect this diversity in the performance of the scope of work.

LACERA's stakeholders include: our plan sponsor, the County of Los Angeles; other participating agencies; active, deferred, and retired members; LACERA's employees; employee and member organizations; and the public. LACERA emphasizes transparency, accountability, and values of effective and positive communication and positive relationships with our stakeholders.

## **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. The strategic planning consultant selected through this RFP will work with the Board of Retirement, as well as executive management, staff, and the Board of Investments, as needed. This RFP is issued by the Board of Retirement.

**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. In performing their fiduciary duty of loyalty, the Boards must act according to a three-pronged legal formula that balances the interests of LACERA's stakeholders: (1) solely in the interest of providing benefits to members and beneficiaries, (2) to minimize employer contributions, and (3) to defray the expenses of administering the Fund. The Board's duty to members and their beneficiaries takes precedence over any other duty. Under the duty of prudence, the trustees, must discharge their duties with the care, skill, prudence, and diligence that a prudent fiduciary familiar with the matters and the circumstances of each particular decision would use in the conduct of a similar enterprise with like aims.

Each Board includes four trustees elected by active general and safety members and retirees, four trustees appointed by the Los Angeles County Board of Supervisors, and the County Treasurer and Tax Collector, who sits ex officio on both Boards. The Board of Retirement also includes two elected safety and retiree alternate trustees. The 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.

## **MANAGEMENT STRUCTURE**

LACERA's Chief Executive Officer leads the organization's operations, supported by a Deputy CEO and two Assistant Executive Officers. The organization includes fourteen divisions, each led by a separate manager: Administrative Services; Benefit Services; Communications; Disability Litigation; Disability Retirement Services; Financial and Accounting Services; Human Resources; Information Systems; Internal Audit; Investments; Legal Services; Member Services; Quality Assurance; and Retiree Healthcare. In addition to the Board and executive management, LACERA anticipates that the division managers, as well as other staff from the divisions, will be involved in the new strategic planning process.

## **CURRENT STRATEGIC PLANNING PROCESS**

LACERA's last strategic plan was adopted in 2017. In 2017, the Boards formed a Joint Organizational Governance Committee, which under its Charter (as revised and restated in May 2019), is to provide oversight and guidance on the strategic plan and budget and makes recommendations on these matters to the full Boards. LACERA operates on a July 1 to June 30 fiscal year. The Boards, management, and staff consider strategic objectives in each fiscal year budget approval.

LACERA's approach to strategic planning is evolving, and the successful respondent to this RFP will assist in shaping that evolution. This RFP is issued by the Board of Retirement to obtain input for the Board and executive management on the planning process and plan development in connection with the administrative priorities that are the focus of that Board to improve operations and meet member needs while also recognizing the need to include and support the work and priorities of the Board of Investments and the Investment Division.

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

LACERA seeks to engage a consultant to assist in a new strategic planning process and preparation of a new plan. The purpose of this RFP is to engage a consultant to assist the Board of Retirement and management with two phases of work, including, first, developing a new strategic planning process and, second, guiding the implementation of the new process through to completion of a new plan. The specific process to be developed by the consultant is not prescribed by LACERA. LACERA expects the consultant will use their knowledge, perspective, and judgment to evaluate the current planning process and LACERA's needs based on input from the Board of Retirement, Board of Investments, management, and staff, consider the 2017 plan, the 100-Day Management Report dated May 2020, current ongoing initiatives, best practices, and any additional information collected during the evaluation, make findings, and recommend a process for the organization, consistent with its Mission, Vision, and Values and the diversity of LACERA's membership and employees. Following approval of the planning process, the consultant will assist LACERA in applying the process in the development of a new strategic plan.

The consultant's scope of work will include the following

- A. Review and assessment, through documents and discussion, of LACERA's historical strategic planning process and past strategic plans, including the plan approved in

2017, other historical strategic planning communications in annual budget presentations and other contexts, Board and JOGC Charters and other LACERA governance documents, policies, and procedures as they relate to the strategic planning process and past strategic plans, the current Chief Executive Officer's 100-Day Management Report dated May 2020, the 2021 Employee Engagement Survey results, Board and Committee agenda packets, current ongoing initiatives, and other documents reflecting the activities, goals, and priorities of the Boards, management, and staff.

- B. Survey of peer pension fund best practices in strategy planning process and plan content and documentation.
- C. Attendance at Board of Retirement meetings and interviews, surveys, and other communications with individual Board trustees to communicate with the Board concerning its goals, objectives, and perspectives, and presentation of the final process document and the final strategic plan at Board meetings. Communication with the Board of Investments and its trustees, as determined appropriate, to ensure proper consideration of its goals and needs in providing administrative support for that Board and the Investment Division.
- D. Interviews and discussions with executive management to understand management's goals, objectives, and perspectives with respect to the planning process and development of the strategic plan.
- E. Interviews with division managers with respect to the planning process and development of the strategic plan.
- F. General education for the trustees and management staff on strategic planning including but not limited to the purpose, how it relates to budgeting, the definition of planning, the need for a guiding planning process and framework, and best practices in general.
- G. Recommend and implement a process for obtaining input and involvement from LACERA diverse and talented staff at various levels, including but not limited to consideration of focus groups, workshops, surveys, select interviews, and other tools as deemed appropriate, with respect to the planning process and development of the strategic plan.
- H. Recommend and implement an approach, including but not limited to consideration of tools such as those listed in connection with staff as described in Section G above, for obtaining input and involvement from other LACERA stakeholders, including the diverse membership, the plan sponsor and participating agencies, stakeholder organizations, with respect to the planning process and development of the strategic plan.
- I. Facilitate a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assist in the strategic planning.

- J. Review and assessment of LACERA's Mission, Vision, and Values, and recommendations for improvements.
- K. Align the strategic planning process with LACERA's budgeting process. LACERA is currently in the process of obtaining a separate consultant to help LACERA review and revise our budget and budget process, as well as selecting a budget software package. The successful respondent may be required to work together with the budget consultant as they help us develop a budget and strategic planning process that fit together and are designed on best practices.
- L. Development of a recommended strategic planning process and supporting process documents, including a report explaining and justifying the recommended process and including recommendation of any necessary adjustment to current governance documents, policies, and procedures, and presentation of the recommended process to the Board of Retirement (and the Board of Investments if deemed appropriate). The planning process will include evaluation of internal administrative processes, quality, effectiveness, efficacy, and efficiency, consideration of future opportunities and technologies to, for example, improve internal processes and provide service or self-service for LACERA's members in an environment of increasing technology, and talent management and training.
- M. Development of recommended strategic plan elements and format to provide a plan template for future use.
- N. Guide the implementation of the new strategic planning process and plan template, once approved, through development of a new strategic plan for LACERA. LACERA expects that the new plan will be based on and include: (1) LACERA's Mission, Vision, and Values; (2) SMART (specific, measurable, achievable, realistic, and time-limited) goals; (3) Objectives; (4) Strategies; (5) Tactics, (6) Responsible parties and roles; (7) Resources, (8) Desired outcomes; and (9) Performance metrics.
- O. Development of templates for a scorecard or other measurement tools based on industry best practices to be used during the period of the strategic plan for evaluation of organizational performance and achievement of plan objectives.
- P. Assess and recommend project planning tools and methodology as part of strategic plan development and implementation, such as, for example, utilizing a Gantt chart to provide a phased timetable for completion of the strategic planning process development and then separately completion of the development of the new strategic plan.
- Q. Assist in other strategic planning process and plan issues, as requested.

The expected time frame for completion of the scope of work is not prescribed at this time; it will be developed with the successful respondent, keeping in mind a meaningful outcome, quality, cost, and efficiency. As a guide, LACERA preliminary estimates that the project, including both phases, may take up to six months.



Core skills of the successful consultant include: comprehensive knowledge, understanding, and demonstrated ability in strategic processes, process development, strategic plans, and plan preparation and content for member service organizations and institutional investors, including public pensions, with diverse membership and staff; ability to clearly communicate with the Board of Retirement, Board of Investments, management, and staff, orally and in writing; ability to manage difficult conversations and constructively resolve competing points of view; sound judgment; the ability to work well with and maintain the confidence of the Boards, management, and staff; and the ability to deliver services in an efficient, timely, and cost effective manner.

LACERA anticipates that respondents, including the lead consultant committed to provide services to LACERA, will have at least three (3) to five (5) years of relevant experience, including providing strategic planning process development and plan preparation services to public and private member service organizations and institutional investors. Experience in advising other public pension systems is desirable. However, as discussed in Section III.F below, the relevant experience criteria will be applied flexibly, and LACERA encourages submission by all candidates who possess the talent and judgment to perform the scope of work, without regard to a rigid years of experience requirement.

### 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

<b>Issuance of RFP</b>	August 23, 2021
<b>Written Questions and Requests for Clarification Due</b>	September 10, 2021
<b>Responses to Questions Posted</b>	September 17, 2021
<b>Proposals Due</b>	October 15, 2021
<b>Finalist Interviews</b>	October 25-November 12, 2021
<b>Estimated Final Selection and Approval by the Board of Retirement</b>	December 1, 2021

#### 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 Bonnie Nolley, Executive Board Assistant, Board of Retirement, at [bnolley@lacera.com](mailto:bnolley@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 [bnolley@lacera.com](mailto:bnolley@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 in LACERA's discretion at any time during the RFP process, 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 [bnolley@lacera.com](mailto:bnolley@lacera.com) by the due date stated above in the RFP Calendar. In addition, respondents must send five (5) hard copies of their submissions for delivery by 5:00 p.m. on the due date stated in the RFP Calendar addressed to:

LACERA  
Attention: Bonnie Nolley, Executive Board Assistant  
Board of Retirement  
300 North Lake Avenue, Suite 650  
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 strategic planning 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 strategic planning 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 strategic planning process and plan development services to public and private sector member service and institutional investors, 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 strategic planning process development and plan development issues may arise in the representation of LACERA and the type of work and working relationship LACERA can expect from the respondent. Examples of strategic planning process and plan development work should be included. The relevance of all stated experience to representation of LACERA should be explained.

LACERA is interested in a respondent's experience and approach in analyzing such issues, interfacing with trustees and staff, communicating with governing bodies, management, staff, and stakeholders, managing difficult conversations and differing perspectives, recognizing and serving diverse organizations, and preparation of strategic process and plan documents. LACERA is 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.

The proposal must also include a detailed proposed project plan for Phase 1 (strategic planning process development) and Phase 2 (preparation of strategic plan) of the project, including all elements of the scope, services, and deliverables as described in Section II above.

While demonstrated experience and a sound approach in strategic planning is necessary, LACERA encourages all candidates who can demonstrate the ability to effectively perform the scope of work to respond, without regard to a rigid number of years or type of strategic planning experience. In selecting the successful respondent, LACERA will evaluate the experience and approach of all respondents holistically, including consideration of judgment, perspective and thought, creativity, diversity of backgrounds, and fit with our organization, as well as years and type of experience.

### ***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. In evaluating respondents' proposed team members, LACERA will apply the same holistic approach described in the Experience and Approach section immediately above.

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 will have responsibility for the work and will be available to LACERA on an ongoing basis during the work. LACERA also expects that other professionals identified will actually work on the project. Consultant should not include professionals who will not work on the project.

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.

### ***Estimated Timeframe***

A statement of the estimated timeframe for completion of Phase 1 (strategic planning process development) and Phase 2 (preparation of strategic plan) of the project, including major tasks and milestones.

### ***References***

In this section, the proposal must identify references who can speak to respondent's ability in connection with elements of the scope of work. While there is no fixed number, LACERA requires references and suggests that at least five (5) references may be reasonable, including public and private member service organizations and institutional investors, including, if available, public pension systems, for which the respondent provided strategic planning process development and plan preparation services in the last five (5) 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. The references must be available for LACERA to contact during the evaluation process.

### ***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 throughout the duration of the engagement, including a detailed project budget. 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.

### ***Comments on Proposed Agreement***

All comments on the proposed agreement attached to this RFP shall be included in the proposal.

### ***Conflicts of Interest***

The proposal must identify all actual or potential conflicts of interest that the respondent may face in providing strategic planning process development and plan preparation 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, to the extent known. The proposal should identify any potential positional conflicts of which the respondent is aware.

### ***Quiet Period***

The proposal must confirm that the respondent has and will, for the duration of the RFP, comply with the quiet period requirement stated in Section IV.A of this RFP.

### ***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 must confirm that respondent and its proposal comply with all requirements of this RFP. The proposal may also 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 trustees of the Board of Retirement. The lead consultant must attend the interviews, as well as other team members that will support LACERA.

### **I. Evaluation Criteria**

Respondents will be evaluated holistically at the discretion of LACERA based upon the information and considerations identified in this RFP, including the following factors:

1. Experience and judgment in providing strategic planning process development and strategic plan preparation services, including, if available, services provided to public and private member service organizations and institutional investors, with diverse memberships and employees. Specific experience in representing public pension systems is relevant, if provided.
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, sample strategic plan process and plan documents, demonstrating such skills, if provided.
6. Pricing and value.
7. Teamwork, 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 execute an engagement agreement with the successful respondent, which must contain such terms and may be changed from the attached version as LACERA in its sole



discretion may require. A copy of LACERA's form of agreement is attached to this RFP.

#### **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 those 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 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.

Nothing in this RFP requires LACERA to withhold any documents from production under the Act.

### **C. 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.

### **D. 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.

### **E. Cost of Proposal**

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



## **F. Contract Negotiations**

Upon Board approval, staff will enter contract negotiations with the approved Respondent(s). LACERA may end negotiations, at its sole discretion, if it believes a satisfactory agreement cannot be negotiated. LACERA reserves the right to award a contract based upon proposals received; respondents should not rely upon the opportunity to alter their proposal (e.g., services to be provided, fees, etc.) during contract negotiations.

The final contract must allow LACERA to terminate (a) for its convenience, (b) if funds are not appropriated for the services to be provided, and (c) for default.

The general form of the contract LACERA intends to use for this engagement is attached as [Exhibit XX]. By sending a proposal without comment on the general form contract, respondent agrees to each term in the contract, and will not seek any modifications to the contract. LACERA has the right to change or negotiate contract terms different than those in [Exhibit XX] in our sole discretion.

If respondent objects to a term in the general form contract, or wishes to change or add terms, respondent's proposal must show each objection, and propose language for each modification and additional term sought, including the rationale for the change. LACERA reserves the right to make material changes to the contract prior to execution.

## **G. Additional 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.

**ATTACHMENT B**  
**KH Consulting Proposal & Presentation**





# **Los Angeles County Employees Retirement Association (LACERA)**

**Proposal for**

**Strategic Planning  
Consultant**

**October 15, 2021**





Los Angeles County Employees Retirement Association

## **Proposal in Response to REVISED Request for Proposals for Strategic Planning Consultant**

**October 15, 2021**

The person authorized to represent KH is:

Gayla Kraetsch Hartsough, Ph.D., President  
KH Consulting Group  
1901 Avenue of the Stars, Suite 200  
Los Angeles, CA 90067  
Telephone: (310) 203-5417  
E-mail: [gayla@khcg.com](mailto:gayla@khcg.com)

## I – COVER LETTER

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October 15, 2021

Attn: Bonnie Nolley, Executive Board Assistant  
LACERA  
Board of Retirement  
300 North Lake Avenue, Suite 650  
Pasadena, CA 91101

**Subject: REVISED Request for Proposals for Strategic Planning Consultant**

KH Consulting Group (KH) is pleased to submit our proposal in response to the *REVISED Request for Proposals for Strategic Planning Consultant* to assist the Los Angeles County Employees Retirement Association (LACERA) with the development of an “effective and inclusive” Strategic Plan.

Gayla Kraetsch Hartsough, Ph.D., KH’s President, is empowered and authorized to bind KH to an engagement with LACERA. With her signature, she represents and warrants that the information stated in this proposal is accurate and may be relied upon by LACERA in considering, and potentially accepting, this proposal.


If we have not understood your needs precisely, we will be glad to make the appropriate modifications to the proposal to meet your needs specifically.

Sincerely,



Gayla Kraetsch Hartsough, Ph.D.  
President

Attachments



KH Consulting Group  
named one of the 18 top  
business consulting firms  
in Los Angeles (out of 838  
firms reviewed) in 2018  
and 2019





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## III – EXECUTIVE SUMMARY

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KH has prepared this proposal based on the *REVISED Request for Proposals for Strategic Planning Consultant*, issued by LACERA.

### Why KH

KH has been in business in Los Angeles since May 1986 and has served more than 200 clients in 25 states and 9 foreign countries. In addition to our broad reach nationally and internationally, most of our work is in greater Los Angeles, where we are based. In addition, KH has 35 years of experience in serving governmental agencies.

KH is a full-service management-consulting firm, specializing in strategic planning and change management. More than 70% of our clients are in the public sector, including County of Los Angeles, City of Los Angeles, and Federal and state agencies. We have prepared dozens of strategic plans for governmental agencies, including the Los Angeles County Treasurer & Tax Collector, Office of the Assessor, Public Social Services, Regional Planning, Public Library, Public Works, and others.

KH also works extensively with quasi-governmental entities that must operate as a corporate business while maintaining public trust and integrity. Some KH client examples of quasi-governmental entities are Los Angeles World Airports (LAWA/LAX), Port of Los Angeles, Port of Long Beach, Los Angeles Department of Water & Power (LADWP), Southern California Edison, and LACERA itself.

We have also worked with health benefits clients, such as Blue Cross of California, CalOptima (Orange County, CA), Consortium of Health Insurance Carriers, Employers' Health Care Coalition of Los Angeles, and Kaiser Permanente.

KH is headquartered in Los Angeles and is certified as a woman-owned business and local small business by the County of Los Angeles and other entities.

### Our Approach

We will adapt KH's conceptual framework to develop the LACERA Strategic Plan. Once each part is addressed and a consensus is reached, an integrated LACERA Strategic Plan should result.

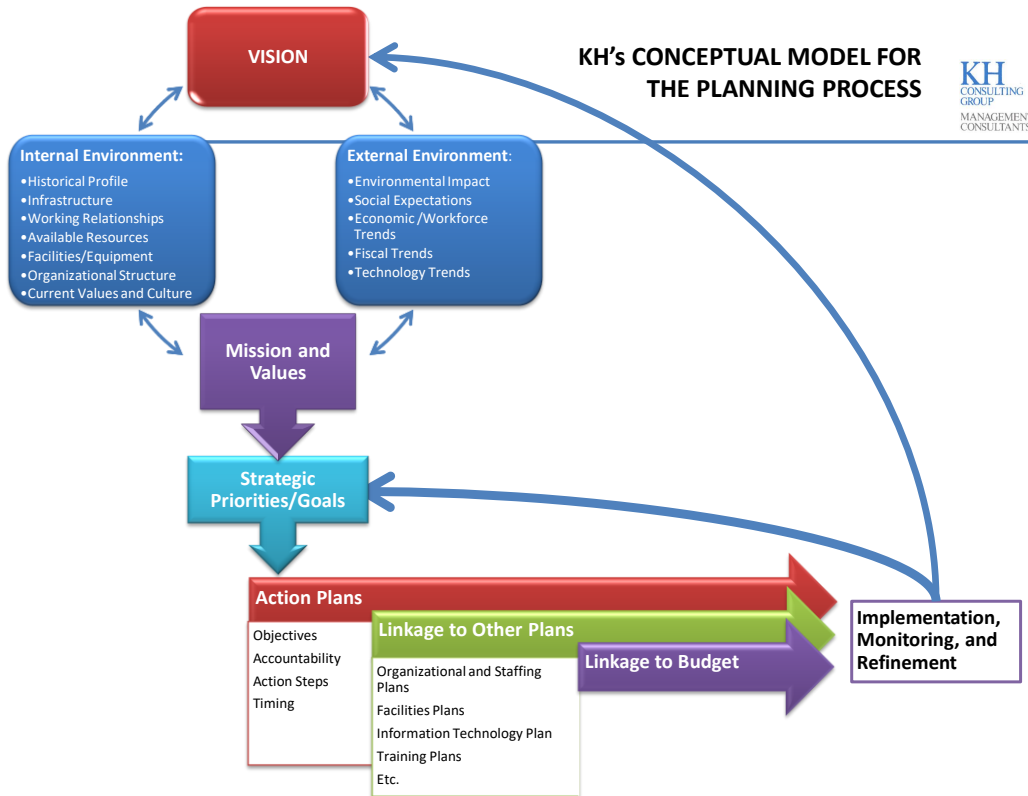
In business for  
**34 years**

As a testament to our  
firm's track record:

**30%** of the Los  
Angeles County  
departments have  
retained KH to develop  
their strategic plans.

**60%** of those Los  
Angeles County  
departments have  
subsequently retained  
KH to update their  
strategic plans, assist  
with implementation, or  
perform other projects.





Per the RFP, we have organized the proposed Project Plan into two phases:

- Phase 1: Development of the Strategic Planning Process
- Phase 2: Development of the LACERA Strategic Plan

Our approach is collaborative and incorporates stakeholder engagement of the Board of Retirement (BOR) Trustees; LACERA Executive Leadership, their management (MAC), its supervisory team (SAC), and employees; members; and the jurisdictions LACERA supports.<sup>1</sup>

KH proposes that LACERA establish a Strategic Planning Oversight Committee (SPOC) to work with KH during Phase 1 in developing the strategic planning process. The SPOC can include representatives from the BOR, LACERA executive management, and division management as deemed appropriate. KH will work closely with the SPOC during Phase 1 while developing the Strategic Planning Workbook for Phase 2. During Phase 2, the SPOC can maintain an advisory role.

Highlights of the tasks are:

<sup>1</sup> County of Los Angeles, Little Lake Cemetery District, Local Agency Formation Commission (LAFC), Los Angeles County Office of Education (LACOE), and South Coast Air Quality Management District (SCAQMD).



### **Phase 1 Tasks: Development of the Strategic Planning Process (Month 1 and Month 2)**

- Task 1.1 Review documents
- Task 1.2 Identify participants for the Strategic Planning Oversight Committee (SPOC), whom KH will collaborate with in developing the Strategic Planning Workbook, as a guide for Phase 2
- Task 1.3 Conduct a Strategic Planning Kickoff Meeting with the BOR and LACERA managers and employees
- Task 1.4 Conduct a Best Practices Survey of peer pension funds
- Task 1.5 Draft the LACERA Strategic-Planning Workbook
- Task 1.6 Present the LACERA Strategic-Planning Workbook to the BOR, LACERA leadership, and others to be determined

### **Phase 2 Tasks: Development of the LACERA Strategic Plan (Month 4 through Month 6)**

We have a track record of soliciting widespread stakeholder input, which helps provide our clients with a thorough and well-documented understanding of the various perspectives and alternatives for their consideration.

- Task 2.1 Conduct interviews with the BOR Trustees, LACERA executive management, and division managers and their management teams
- Task 2.2 Solicit input from employees, members, and partners<sup>2</sup> through an online survey; conduct focus groups, interviews, and discussion forums for more in-depth understanding of the issues raised in the online survey
- Task 2.3 Conduct a Strategy Lab to establish strategic priorities and the need to refine or revamp the vision, mission, and values
- Task 2.4 Conduct action-planning work sessions to develop LACERA Strategic Action Plans – goals, objectives, and action steps – for each of the strategic priorities
- Task 2.5. Design and conduct a Strategic Planning Summit, where the Action Plans are presented and refined, based on feedback received
- Task 2.6 Develop Performance Management Scorecard linked to the Strategic Priorities
- Task 2.7 Deliver the final five-year Strategic Plan and Action Plans

KH develops practical, workable recommendations, founded on stakeholders' input, prevailing best practices, and approaches that align with the organization's overall strategy. KH builds the consensus so critical to rapid adoption of new ways of working. Consensus, in turn, allows KH

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<sup>2</sup> County of Los Angeles, Little Lake Cemetery District, Local Agency Formation Commission (LAFC), Los Angeles County Office of Education (LACOE), and South Coast Air Quality Management District (SCAQMD).



clients to reap the benefits of our work and implement our recommendations in a timely fashion.

### Assigned Professionals

Our proposed core KH Team consists of KH President, Gayla Kraetsch Hartsough, Ph.D., and two KH Vice Presidents, Charlotte Maure and Heather Sims. Dr. Kraetsch Hartsough worked on the “First 100-Day Management Report,” for LACERA’s Chief Executive Officer (CEO), Santos H. Kreimann, in Spring 2020.

Below is an overview of the extensive experience of the proposed KH team members.

Proposed KH Core Team Members:	Gayla Kraetsch Hartsough, Ph.D.	Charlotte Maure	Heather Sims
Firm Title:	President	Vice President	Vice President
Government Experience:	30 Years	30+ Years	18 Years
Strategic Planning Experience:	30+ Years	15+ Years	15 Years
Consulting Experience:	30+ Years	15+ Years	15 Years

Much of our work in the last two decades has been in strategic planning with a special emphasis on change management in governmental agencies. Below is a list of some of the KH strategic-planning projects they have worked on.

KH Strategic-Planning Clients	KH Team Members		
	Gayla	Charlotte	Heather
<b>County of Los Angeles</b>			
County of Los Angeles Community Development Commission	✓		
County of Los Angeles Department of Beaches and Harbors (DBH)	✓	✓	✓
County of Los Angeles Department of Human Resources (DHR)	✓	✓	✓
County of Los Angeles Department of Public Health	✓		✓
County of Los Angeles Department of Public Social Services	✓	✓	✓
County of Los Angeles Department of Public Works	✓	✓	
County of Los Angeles Department of Regional Planning (DRP)	✓	✓	✓
County of Los Angeles Internal Services Department	✓	✓	✓
County of Los Angeles Office of Small Business	✓	✓	✓
County of Los Angeles Office of the Assessor	✓	✓	✓
County of Los Angeles Public Library	✓		✓
County of Los Angeles Treasurer & Tax Collector (TTC)	✓	✓	✓
<b>Other Local Government Agencies</b>			
City of Los Angeles Department of Transportation	✓		✓
City of Los Angeles Department of Water and Power (LADWP) (HR)	✓	✓	✓



KH Strategic-Planning Clients	KH Team Members		
	Gayla	Charlotte	Heather
City of Los Angeles Office of the Mayor – Development Reform	✓		✓
City of Los Angeles, Office of the Controller	✓	✓	✓
Los Angeles World Airports (LAWA/LAX)	✓	✓	✓
Orange County, OC Parks	✓	✓	✓
CAL-OPTIMA	✓	✓	✓
Port of Long Beach, Engineering Bureau	✓	✓	✓

## Proposal Content

Based on the requirements set forth in the RFP, this proposal includes:

- I – Cover Letter
- II – “Table of Contents”
- III – “Executive Summary” (this chapter)
- IV – “KH Background and Experience” highlights our firm background, experience, and capabilities.
- V – “Approach” outlines our conceptual approach, objectives and scope, and proposed tasks, including milestones and deliverables.
- VI – “Assigned Professionals” presents the KH Team organizational structure and their biographies.
- VII, VIII, and IX – These chapters present our “Estimated Timeframe” for completing Phase 1 and Phase 2 of the project, our “References” and their contact information, and “Fees and Costs,” including Billing Practices and Payment Terms.”
- Chapter X – “Agreement Requirements” addresses comments on the proposed agreement and related information in the RFP.

## IV – KH BACKGROUND AND EXPERIENCE

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### KH Overview

KH has been in business in Los Angeles since May 1986 and has served more than 200 clients in 25 states and in 9 foreign countries. KH has 35 years of experience in serving governmental agencies.

KH is a full-service management-consulting firm, offering services in:

- Strategic planning
- Management audits, performance reviews, and special studies
- Organizational design, productivity enhancement, and change management
- Process improvements
- Human resources
- Performance measurements for public accountability

### Strategic Planning Services

KH's strategic planning practice provides the following services:

- Manages projects to develop strategic plans with active client engagement
- Facilitates strategic planning workshops and retreats with boards, management, employee groups, and other stakeholder groups
- Delineates strengths, weaknesses, opportunities, and threats (SWOT analysis), including an organization's internal and external environment (e.g., impact of new legislative or other initiatives)
- Assesses an organization's competencies to determine if they are sufficient for achieving the desired strategic directions
- Conducts market research, including community needs assessments, focus groups, and opinion surveys involving customer and stakeholders' needs and levels of satisfaction
- Evaluates different scenarios and options for strategic change (e.g., service delivery or policy considerations)
- Structures strategic initiatives to achieve strategic goals and objectives
- Defines policies, objectives, and goals for achieving better outcomes
- Prepares Balanced Scorecards and metrics for accountability and achievement of Strategic Plans

### Strategic Planning Clients

Table IV.1 highlights some of KH's strategic planning clients.



Table IV.1: Overview of KH Strategic Planning Work

Sample KH Strategic Planning Clients
<b>County of Los Angeles</b>
County of Los Angeles Department of Beaches and Harbors (DBH)
County of Los Angeles Department of Business & Consumer Affairs (LSBE, DVBE, Social Enterprises)
County of Los Angeles Department of Human Resources (DHR)
County of Los Angeles Department of Public Health
County of Los Angeles Department of Public Social Services
County of Los Angeles Department of Public Works
County of Los Angeles Department of Public Works’ Women’s Leadership Council
County of Los Angeles Department of Regional Planning (DRP)
County of Los Angeles Internal Services Department
County of Los Angeles Office of Small Business
County of Los Angeles Office of the Assessor
County of Los Angeles Office of the Chief Executive Officer, Service Integration Branch
County of Los Angeles Treasurer & Tax Collector (TTC)
Los Angeles County Public Library
<b>City of Los Angeles</b>
City of Los Angeles Department of Transportation (LADOT)
City of Los Angeles Department of Water and Power (LADWP), Human Resources
City of Los Angeles Office of the Mayor – Development Reform Strategic Plan
City of Los Angeles, Office of the Controller
Los Angeles World Airports (LAWA/LAX)
<b>Other Government Agencies</b>
CAL-OPTIMA
Federal Housing Finance Board
Los Angeles Metrolink
Port of Long Beach, Engineering Bureau
<b>Educational Enterprises<sup>3</sup></b>
East Los Angeles College
Glendale City College
Los Angeles Regional Adult Education Consortium: Los Angeles Unified School District (LAUSD), Burbank USD, Culver City USD, Montebello USD, and Los Angeles Community College District (LACCD)
Linked Learning: United Way, LAUSD, Los Angeles Area Chamber of Commerce, California State Universities, and LACCD
Los Angeles Trade-Technical College

**Financial, Insurance, and Health Care Clients**

KH has also worked with private and public sector clients that are in the financial services, insurance, and health care arena. Table IV.2 highlights some of the KH clients.

<sup>3</sup> Student engagement for customer engagement



Table IV.2: Overview of KH Financial, Insurance, and Health Care Work

Sample Financial, Insurance, and Health Care Clients
Blue Cross of California
CalOptima (Orange County, CA)
Consortium of Health Insurance Carriers
Denver Rose Medical Center
Employers' Health Care Coalition of Los Angeles
Federal Home Loan Bank of Boston
Federal Housing Finance Board and the 12 Federal Home Loan Banks
First Boston Corporation
Kaiser Permanente
LACERA
Los Angeles City Employees Retirement System (LACER)
Los Angeles County Employees Retirement Association (LACERA)
Los Angeles County Public Health Foundation Enterprises, Inc.
Los Angeles County Treasurer & Tax Collector
Mayo Clinic Scottsdale (MCS)
Morgan Stanley (acquired Dean Witter Reynolds)
National Medical Fellowship (NMF)
National Mental Health Association of Greater Los Angeles (NMHA)
St. John's Regional Medical Center (Oxnard, CA)
St. Joseph's Hospital and Medical Center (Phoenix, AZ)
Transamerica Pension Services
Travelers Insurance

**Stakeholder Engagement: Surveys, Focus Groups, and Forums**

KH is keenly aware of the necessity for data collection, and particularly stakeholder input, to be tailored to a client's needs. We have a track record of soliciting widespread stakeholder input, which helps provide our clients with a thorough and well-documented understanding of the various perspectives and alternatives for their consideration.

LACERA has many and diverse stakeholders, starting with its two Boards of Retirement and Investment, the 5 jurisdictions it serves with the largest one being the County of Los Angeles, its 184,000 members, governmental agencies, and employees and contracted services.

## LACERA Stakeholders



We engage stakeholders in multiple ways, including surveys, focus groups, town hall meetings, interviews, workshops, labs, and other working sessions. Much of our survey work is part of larger projects, such as strategic planning. KH has conducted online surveys in various languages, including English, Spanish, Mandarin, Korean, and Armenian.

Table IV.3 highlights some of KH’s stakeholder engagement activities. Although not exhaustive, it gives an idea of KH’s capabilities to facilitate and solicit stakeholders’ input and participation on projects similar to the work to be done for LACERA.

*Table IV.3: Overview of KH Stakeholder Engagement Work*

Client	KH Survey	Target Population	Survey Response	Additional Input
County of Los Angeles, Department of Consumer & Business Affairs	Online survey	Local businesses	2,000	4 follow-up workshops
County of Los Angeles, Department of Public Health	Online survey	Employees and external stakeholders	3,000	8 work groups with an average of 6 participants per work group
County of Orange, Department of Human Resources (DHR)	Online survey	California public and private sector organizations	67,000 incumbents	Review committee meetings





Client	KH Survey	Target Population	Survey Response	Additional Input
County of Los Angeles Civil Grand Jury: County of Los Angeles Community & Senior Services Department	Mailed survey	17,000 residents, age 55 or older	4,371	Interviews; survey of 88 cities; site visits to 15 senior centers
County of Los Angeles Civil Grand Jury: Los Angeles Unified School District (LAUSD)	Online survey	Users and providers of the Beyond the Bell Branch after-school programs	730	Interviews; site visits
County of Los Angeles Civil Grand Jury	Online survey	First-hand users of services for “youth aging out of the foster system”	206	County of Los Angeles Department of Children and Family Services (DCFS) and Probation Department
City of Los Angeles, Department of Transportation (LADOT)	Online survey	Employees	919	Action-planning Teams
Childrens Hospital Los Angeles (CHLA)	Online survey	Employees and associated medical professionals	713	
Los Angeles World Airports (LAWA)	Online survey	External stakeholders	3,258	195 interviews; 5 focus groups with 152 participants
Los Angeles World Airports (LAWA): LAX, VNY, ONT	Online survey	Employees	2,639	Follow-up focus groups
National Association of Women Business Owners – Los Angeles (NAWBO-LA)	Online survey	Local businesses – 10,000 business owners	1,750	Follow-up focus groups
Telstra Enterprise & Government Division (Australia)	Online activity analysis survey	Employees	2,538	Interviews
Glendale City College (GCC)	Online survey in 4 languages	Community stakeholders; business leaders	2,140	1 Town Hall meeting



Client	KH Survey	Target Population	Survey Response	Additional Input
Cal State University System	56,000 surveys distributed	Faculty, students, administration, and staff	24,000	Note: Done in the 1990s
Los Angeles Trade-Technical College (LATTC)	Online survey	Faculty, staff, and students	1,107	5 Student focus groups
Southwestern College	Online survey	Faculty, students, and community leaders	800	30 forums and work sessions, involving 100s of stakeholders
Chabot-Las Positas Community College District (CLPCCD): Chancellor's Office and 2 Colleges	Online survey	Management with 360° performance review input	761	
Chabot-Las Positas Community College District (CLPCCD)	Online survey	2 colleges and the District Office	250	2 town hall meetings; 63 work sessions
Ventura County Community College District (VCCCD)	Online survey	Faculty and staff	663	Focus Groups with more than 200 faculty, staff, and students
Las Positas College (LPC)	Online survey	Faculty and staff	159	Review committee; college forums
City of Beverly Hills	Online survey	Business stakeholders	121	5 Focus Groups

KH develops practical, workable recommendations, founded on stakeholders' input, prevailing best practices, and approaches that align with the organization's overall strategy. KH builds the consensus so critical to rapid adoption of new ways of working. Consensus, in turn, allows KH clients to reap the benefits of our work and implement our recommendations in a timely fashion.

## Sample Project Descriptions

### *Los Angeles County Employees Retirement Association (LACERA)*

In 2020, KH provided transitional consulting services to the CEO, including:

- The writing and preparation of the CEO's "First 100-day Management Report" to the LACERA Boards
- Advice on LACERA's current organizational structure, focusing on the management structure (i.e., direct reports to the CEO)



## County of Los Angeles

***KH has a robust history with the County of Los Angeles.*** Since 1999, KH has assisted more than 30% of the Los Angeles County departments in developing their Strategic Plans. Of those departments, 60% have subsequently retained KH to assist with strategic-planning implementation, subsequent updates of Strategic Plans, or preparation of new Strategic Plans.

This next section presents some of the projects that are most relevant to the work outlined in the LACERA RFP.

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### ***County of Los Angeles Department of Public Social Services (DPSS): Development of a Strategic Plan with Action Plans, Performance Metrics, and an Evaluation and Implementation Plan***

With a workforce of nearly 14,000 employees and more than 40 offices, the Los Angeles County Department of Public Social Services (DPSS) is the second largest County department in Los Angeles County and the largest social service agency in the United States. Despite the challenges posed by the COVID-19 pandemic, KH assisted DPSS with their strategic-planning effort beginning in October 2020 and concluded in September 2021. The inclusive and primarily virtual process involved a cross-section of the DPSS workforce, including Department-wide employee input. Specifically, KH engaged internal and external stakeholders in multiple ways:

- **Strategy Labs.** More than 100 DPSS employees participated in one of five virtual DPSS Strategy Lab sessions. Participants included DPSS's Director, Deputy Director, Assistant Directors (ADs), 18 Division Chiefs, and approximately 90 Human Service Administrators III (HSA IIIs), Administrative Services Manager IIIs (ASM IIIs), Information Technology Managers (ITMs), and Information Technology Specialists (ITs). The Strategy Lab sessions were designed to introduce the DPSS strategic-planning process, discuss vision themes as inspiration to the strategic-planning process, and identify potential strategic priorities to address both DPSS employees and customers' needs.
- **Bureau Focus Groups.** The leadership team of each DPSS Bureau – ADs and Division Chiefs – provided input regarding that Bureau's mission; core functions; organizational structure; and DPSS and Bureaus' strengths, weaknesses, opportunities, and threats (SWOT).
- **DPSS Employee Survey.** KH conducted an online survey of all DPSS employees; KH maintained employees' confidentiality of their individual responses. The purpose of the survey was to gather input regarding DPSS values, employee engagement, and cultural competency. In total, 3,504 employees responded to the survey, representing all DPSS Bureaus and a diverse cross-section of DPSS employees, based on gender, age, race and ethnicity, education level, and tenure at DPSS.

- **Vision, Mission, and Values Work Group.** A cross-section of DPSS employees, using input from the previous steps, developed new vision, mission, and values statements for DPSS going forward.
- **External Stakeholder Survey.** KH conducted an online survey, distributed by DPSS, and completed by 44 external stakeholders, representing a breadth of DPSS’s partners, Board offices, community-based organizations (CBOs), and governmental agencies. This external stakeholder input on key strategic elements reinforced the importance of DPSS’s draft vision, mission, values, and strategic priorities pertaining to how DPSS serves our customers and how DPSS can affect economic equity in the County.
- **Action Planning Teams (APTs).** Approximately 77 DPSS employees, representing all DPSS bureaus and organizational levels, participated on one of five Action Planning Teams (APTs) to develop action plans that outline the goals, objectives, and action steps to achieve each of the DPSS strategic priorities:
  1. Reimagining Social Services – Seamless Customer Experience and Service Integration
  2. Diversity and Equity in Reimagined Social Services
  3. Reimagining Administrative Services
  4. Investing in Our People
  5. Cultural Alignment with DPSS Vision, Mission, and Values<sup>4</sup>
- **2021 DPSS Strategy Summit.** Once completed, each APT presented its draft action plans to the DPSS Executive Team at the *DPSS 2021 Strategy Summit* in May 2021. Refinement followed, based on the DPSS Executive Team’s feedback.
- **Executive Leadership (ADs).** Each member of the DPSS Executive Team assumed a champion role for one of the DPSS strategic priorities and built on the APTs’ work to hone the objectives and action plans, thereby, building commitment at the highest levels of the organization to spearhead implementation efforts.
- **Evaluation and Implementation.** KH worked with DPSS to develop appropriate metrics to continually evaluate progress in meeting the DPSS strategic goals and objectives. In addition, KH developed an evaluation and implementation plan to guide DPSS along their strategic roadmap.
- **Public strategic plan and internal action plans.** KH developed the DPSS Strategic Plan for public dissemination, coupled with internal action plans to monitor progress against the Strategic Plan goals and objectives.

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<sup>4</sup> A working group devoted hours of thoughtful discussion to develop the updated DPSS vision statement, mission statement, and values of Collaboration, Accountability, Responsiveness, and Empathy (C.A.R.E.). Those members were then assigned to the APT to develop strategies to align the culture with the vision, mission, and values, based on input and feedback received through the DPSS Employee Survey.

The hands-on involvement of DPSS executives, managers, and staff was critical for defining strategic goals and the actions necessary to achieve them, as well as nurturing buy-in and commitment throughout the process. The *DPSS Strategic Plan 2021-2026* supports the County of Los Angeles Strategic Plan and the Board of Supervisors' priorities. It provides a road map for achieving "bold and audacious" goals and objectives that were conceived through broad collaboration and designed to transform how DPSS delivers social services.

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## ***County of Los Angeles Chief Executive Office, Service Integration Branch (CEO-SIB): Modernization of the Information and Referral Systems (in progress)***

The County of Los Angeles and other Information & Referral (I&R) services in the nation acknowledge that they are using 20<sup>th</sup> century technology to handle a 21<sup>st</sup> century set of human, health, and social challenges.

CEO-SIB retained KH to perform a three-phased study to improve the existing I&R services for county residents.

- **Phase I: Evaluation.** KH evaluated 211 LA's program efficiency, including its staffing model, I&R definitions and service allocations, and program methodology. KH also presented alternative efficiency and cost models for the County's consideration.
- **Phase II: Best Practices.** KH conducted an I&R North America benchmarking survey to identify best-practices for the County to consider. KH identified the maturation stages that the County will need to go through to make the strategic transition to best practices. As part of this evaluation, KH developed an optimized model for the County. This new optimized model will move the County from merely I&R systems to systems that leverage technology and provide **I**nformation, make **R**eferrals, and **C**onnect its residents and department clients with the services they need – an **IR&C** approach.
- **Phase III: IR&C Business Plan.** KH developed a Business Plan for implementation of a new IR&C service delivery model in Los Angeles County. KH refined and vetted the Business Plan with more than 30 participants from more than 10 selected County departments during three workshops that KH facilitated.

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## ***County of Los Angeles, Office of the Chief Information Officer (CIO)***

The County commenced several initiatives that are important foundations for developing an evidence-based culture. In the County's 2016-2021 Strategic Plan, the Board of Supervisors established the County's mission to: "*establish superior services through inter-Departmental and cross-sector collaboration that **measurably improves the quality of life** for the people and communities of Los Angeles County.*" The overall goals are for departments to:

- Increase the use of an evidence- and results-based approach to policymaking and resource allocation by departments



- Establish a countywide performance tracking and measurement program that uses data to gauge outcomes for those who engage with County departments and use their services

The Office of the Chief Information Officer (CIO) retained KH to:

- Conduct Information Management (IM) maturity assessments of selected departments
- Engage those departments in understanding on how they can embark on robust data collection and data-sharing efforts
- Establish Data Stat programs and host Data Stat meetings
- Develop recommendations related the IM vision, organizational placement, and development of IM capabilities

To date, KH has completed the IM maturity assessments for the Probation Department and is in the process of completing an IM maturity assessment for the Office of the District Attorney.

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### ***County of Los Angeles, Treasurer and Tax Collector (TTC)***

#### *Initial Strategic Plan*

KH launched an effort to identify key strategic issues facing TTC and develop Action Plans to address those issues. The strategic-planning process included a series of meetings in which each of the program areas completed an environmental scan, discussed strategic themes, identified several key issues to be addressed through the planning process, and developed strategies to address those key issues. The effort identified both consistencies and differences in issues across program areas. On the basis of these meetings, KH developed the TTC Strategic Plan.

#### *Subsequent Strategic Plan*

TTC successfully implemented its Strategic Plan and retained KH to develop with them their next five-year Strategic Plan.

TTC also had KH return two years later to facilitate a number of workshops to enhance internal capabilities for implementing the second Strategic Plan.

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### ***County of Los Angeles, Office of the Assessor: Strategic Plan and Ethical Work Culture***

In 2013, a Federal investigation was conducted of the Office of the Assessor, which brought into question: a) the integrity and fairness of the assessment process and b) the motivations, actions, and honesty of some individuals within the Office and others associated with it.

The increased scrutiny also revealed several systematic and structural deficiencies within the organization. Simultaneously, property tax revenues and dependent special assessments had declined during a period of great fiscal and economic challenges. In these difficult circumstances, it was imperative that public trust in the Assessor's Office and the services it provides be restored.



### *Strategic Plan and Cultural Change*

KH was retained to assist with developing a Strategic Plan and use the strategic-planning process to rebuild the culture. KH worked with nearly 100 managers and employees on Action-Planning Teams (APTs) to develop Action Plans around 8 areas of strategic focus:

- **Strategic Focus 1: Nurturing an Ethical Culture:** Code of Conduct, Enforcement and Protection of Employees and the Public, Training and Development on Ethics, Restoring Public Trust, Gift and Gratuity Policy
- **Strategic Focus 2: Fiscal Forecasting Model**
- **Strategic Focus 3: Positive Culture Transformation:** Internal Communication and Customer Service, Staff Development Program, Office Morale Program
- **Strategic Focus 4: Human Capital and Organizational Development:** Recruiting and Developing Individuals with Ethical Orientations, Professional Development and Succession Planning, Chain of Command and Delegation of Authority
- **Strategic Focus 5: Technology and IT:** Business Solutions Process and Structure, Short-Term Business Solutions, Medium-Term Business Solutions, Transformational Business Solutions
- **Strategic Focus 6:** Public Affairs and Communication Team (PACT)
- **Strategic Focus 7:** Policies and Processes: Use Procedural Revisions to Encourage Positive Change
- **Strategic Focus 8:** Metrics and Accountability: Metrics Dashboard and Data Maintenance

### *Subsequent Assistance and Second Strategic Plan*

KH assisted the newly elected Assessor in developing his first-year priorities in collaboration with a Transition Team of external stakeholders. KH was subsequently retained to assist in preparing annual reports and develop the next five-year Strategic Plan for the Assessor. As a result of these planning efforts, the Assessor embarked on a major technology transformation of its operations. The latest Strategic Plan that KH worked on is available at:

[http://file.lacounty.gov/SDSInter/lac/1029795\\_2017\\_Strategic\\_Plan\\_Public\\_FINAL.pdf](http://file.lacounty.gov/SDSInter/lac/1029795_2017_Strategic_Plan_Public_FINAL.pdf)

KH also developed a Leadership Pipeline model, outlining the leadership skills needed at each level at the Office of the Assessor.

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### ***County of Los Angeles Department of Consumer and Business Affairs (DCBA): Development of a Utilization Strategic Plan***

The County of Los Angeles Board of Supervisors finds it beneficial to promote the interests of Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBES), and Social Enterprises and facilitate their participation in a fair proportion of the County's total purchases and contracts or subcontracts for purchase of goods or services. KH worked with more than 50 departmental leaders from 12 departments to develop a Strategic Plan with action plans to achieve the Board of Supervisors' procurement goals to:





- Increase LSBE utilization from 2.39% in FY 2014-15 to 25% by 2020
- Increase DVBE utilization from 0.02% to 3% by 2020
- Increased inclusion of Social Enterprises

KH also solicited input from external stakeholders through an online survey, resulting in 2,000 business respondents and a series of stakeholder workshops – all done in 3 months. The Board adopted three new ordinances as a result of this work effort.

DCBA had KH return two years later to evaluate progress to date and develop recommendations to increase the likelihood of success in achieving the targets.

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### **County of Los Angeles, Department of Beaches and Harbors**

#### *Strategic Plan*

The County of Los Angeles Department of Beaches and Harbors (DBH) manages Marina del Rey and County-owned or operated beaches. DBH's role is to enhance public access and enjoyment while maximizing County revenue through professional and accountable asset management. This role includes Marina lease administration, leasehold redevelopment, and interface with other County departments.

DBH retained KH to prepare its first Strategic Plan. As part of this effort, KH interviewed the leadership team and conducted 6 focus groups of managers and supervisors. KH facilitated a one-day Strategic-Planning Retreat for the DBH managers and supervisors, Division Chiefs, Deputy Director, Chief Deputy Director, and Department Director to discuss a DBH SWOT analysis; Mission, Vision, and Values; and Strategic Priorities. The Strategic-Planning Retreat provided the opportunity for the participants to communicate openly across division lines and develop a strategic direction. Strategic-Planning Work Groups were formed to develop Action Plans to accomplish objectives for each of the 4 Strategic Goals for DBH identified and agreed to at the Strategic-Planning Retreat.

#### *Strategic Plan Update*

DBH retained KH to update its DBH Strategic Plan. As part of this effort, KH interviewed the leadership team and conducted a half-day retreat with the Division Chiefs, Deputy Director, Chief Deputy Director, and Department Director. Participants celebrated DBH's strategic accomplishments; revisited the DBH values and strategic priorities; discussed the applications of performance; and participated in team-building exercises.

Input from the interviews and retreat were incorporated into the DBH Strategic Plan Update.

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### **County of Los Angeles, Department of Human Resources (DHR)**

Under KH's master agreement with the County of Los Angeles, KH has performed several studies and services for DHR. KH was retained to assist DHR with identifying key strategic issues and developing Action Plans to address those issues. The strategic-planning process included



several meetings and a retreat with DHR senior staff members to complete an environmental scan and identify strategic-priority areas. Inter-divisional work groups developed objectives and Action Plans to address the key strategic priorities and develop measures to assess their success.

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## ***Los Angeles County Public Library: Strategic Plan***

KH assisted with the development of the first L.A. County Public Library Strategic Plan. In addition to document reviews, fact-finding, management interviews, and focus group discussions, KH conducted 33 Q<sup>2</sup> focus group sessions (an in-depth, disciplined interview strategy to obtain both Quantitative and Qualitative perspectives), involving almost 500 stakeholders, throughout the County. This information was used as input to the SWOT analysis for the strategic-planning retreats.

KH facilitated a management development program over a three-year period for the leaders of the Integrated Library System (ILS) implementation teams and the Collections Development unit. The participants' focus was on implementation of specific portions of the Strategic Plan where potential resistance to change was anticipated.

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## ***County of Los Angeles, Internal Services Department (ISD)***

### *Initial Strategic Plan*

KH built on a previously developed ISD Strategic Plan and worked with ISD's major services and lines of businesses to develop their own Strategic Plans. KH conducted two large forum presentations with workshops for approximately 350 of ISD's executives and managers.

KH also conducted a total of 12 workshops with smaller forums in four strategic-planning cycles to develop five Strategic Plans for Facilities Operations, Purchasing and Central Service, Administration and Finance Service, Customer Service, and Information Technology Service (using IBM as a KH partner).

KH then applied a Balanced Scorecard model to help ISD focus on the high-priority measurements for monitoring and measuring success. The Balanced Scorecard required an iterative process to develop high-priority metrics for ISD's four Services; the Department as a whole; and for accountability reporting to the Board of Supervisors, CAO, and ISD customers. In general, the ISD Executives took a bold move with KH by pioneering Balanced Scorecards in the County.

### *Subsequent Strategic Plan*

ISD later requested that KH work with its five Services in preparing their respective Strategic Plans, including action plans, objectives, milestones, and accountabilities. As a result of this process, four ISD-wide strategic initiatives were identified in the areas of marketing/branding, human capital development and management, communications, and customer service.

## City of Los Angeles

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### *City of Los Angeles, Office of the City Attorney: LA DOOR (in progress)*

LA DOOR (Diversion Outreach and Opportunities for Recovery) is a health-focused, comprehensive approach to addressing substance dependence that emphasizes field-based services, pre-booking diversion, and removal of legal barriers as tools for proactively engaging individuals at elevated risk of returning to the Los Angeles City Attorney's Office on a new misdemeanor offense. The LA DOOR model works with adults who have a criminal justice history and a history of substance use disorder or mental illness. The LA DOOR model has been operating in South Los Angeles since January 2017.

The Los Angeles City Attorney's Office has received funding from the California Board of State and Community Corrections (BSCC) to expand its transformative LA DOOR model into areas in Central and Downtown Los Angeles most in need of robust Proposition 47 services. LA DOOR expansion will provide the following services: 1) peer-led mobile social services consistently delivered to five hotspot locations with high numbers of individuals experiencing homelessness, substance dependence, and mental illness, 2) expansion of pre-booking diversion on Proposition 47 drug possession arrests to include Central, Rampart, and Newton LAPD divisions where these arrest numbers are highest, and 3) proactive removal of participant legal barriers through collaborative City Attorney and Public Defender partnerships.

The City Attorney's Office has contracted with the RAND Corporation to conduct a process and outcome evaluation over a 3½ year period. KH is a subcontractor working with the RAND team on the evaluation. KH has been directly involved in developing the metrics and database for collecting and monitoring progress of LA DOOR clients, interviewing LA DOOR project team members, and conducting focus groups with LA DOOR clients.

The City Attorney's Office just received funding that extends the LA DOOR model for another two years to serve 5 additional hot spots around the Civic Center, Union Station, MacArthur Park, and other areas to be determined. RAND and KH will be evaluating that project as well.

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### *City of Los Angeles, Office of the Mayor, Development Reform Strategic Plan*

The City of Los Angeles Mayor's Office launched the Development Reform initiative, and KH was retained to assist with this effort. To make development more seamless, predictable, and transparent in the city, Development Reform focused on implementation and change management. To achieve an action-oriented solution, the KH Team:

- Focused on work-to-date (100 studies already completed), flow-charted 43 processes, and identified strategies and tactics for making real-time and lasting change
- Worked with the City to produce a Strategic Plan with Action Plans that outlined what should be done and why, who should do it and when, and what is the magnitude of investment needed to make the changes a reality



- Facilitated 10 Implementation Improvement Teams (IITs) with more than 100 City employees to review ideas for improving development services and develop Action Plans
- Worked with the City's Development Reform Advisory Committee (DRAC), a group of outside industry stakeholders to garner and implement critical feedback on Development Reform efforts
- Solicited widespread input from industry and community groups through 11 forums and an online survey made available to the general public and City employees
- Wrote the draft Strategic Plan with 9 Strategic Priorities and supporting Action Plans

The Development Reform Strategic Plan can be viewed at:

[https://www.academia.edu/11414121/City\\_of\\_Los\\_Angeles\\_Development\\_Reform](https://www.academia.edu/11414121/City_of_Los_Angeles_Development_Reform)

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### ***Office of the Controller: Controller's Strategic Plan***

The Office of the Controller retained KH to assist with the development of a Strategic Plan. To begin the process, KH facilitated a full-day workshop with approximately 20 Controller managers to develop the initial vision, mission, and values statements; assess internal strengths and weaknesses; and improve team dynamics.

KH then worked with the Controller, Deputy Controller, and others. Based on the outcome of the workshop, KH helped develop a mission statement, vision statement, and high-level strategies. KH also worked with the Office to combine these elements into a document to share with internal and external stakeholders. KH later assisted with coaching of Controller managers.

### **Small Business and Women Business Enterprise Status**

KH is certified by multiple public sector agencies at the local, state, and federal levels:

- KH is certified by the U.S. Federal Government, State of California (Department of General Services), City of Los Angeles, and County of Los Angeles as a Small Business Enterprise (SBE)
- KH is certified by the County of Los Angeles as a Local Small Business Enterprise (LSBE) and Community-Based Enterprise (CBE)
- KH is certified as a Women Business Enterprise (WBE) by various agencies, such as WBENC, within California, and in other states.

### **Diversity Policies**

Appendix A contains KH's diversity policies.

### **Sample Strategic Plans**

Appendix B contains links to strategic plans and reports that KH worked on that are in the public domain.

## V – APPROACH

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### LACERA Background

In 1937, the County of Los Angeles established a pension trust fund to provide defined retirement and death benefits to eligible County employees. In 1938, the Los Angeles County Employees Retirement Association (LACERA) was introduced to administer it. Today, LACERA is an independent governmental entity, separate and distinct from the County.

LACERA is one of the largest county retirement systems in the United States with 425 employees who:

- Administer the retirement fund for 184,000 members, including 67,000 benefit recipients
- Manage the retiree healthcare benefit program, serving 52,000 member participants
- Oversee the fund's investments, including the \$2 billion in assets held in the Other Post-Employment Benefits (OPEB) Trust

In addition to the County of Los Angeles, LACERA administers and manages the retirement fund for four other outside Districts: Little Lake Cemetery District, Local Agency Formation Commission (LAFC), Los Angeles County Office of Education (LACOE), and South Coast Air Quality Management District (SCAQMD).

LACERA is governed by two Boards:

- The Board of Retirement (BOR) is responsible for the overall management of the retirement system and the LACERA-administered RHC.
- The Board of Investments establishes LACERA's investment policy and objectives and exercises oversight over the investment management of the fund to conform with its Investment Policy Statement (IPS).

Together, the BOR and BOI are primarily responsible for LACERA's budget and personnel (classification and compensation). The Boards have a fiduciary duty to LACERA's stakeholders.

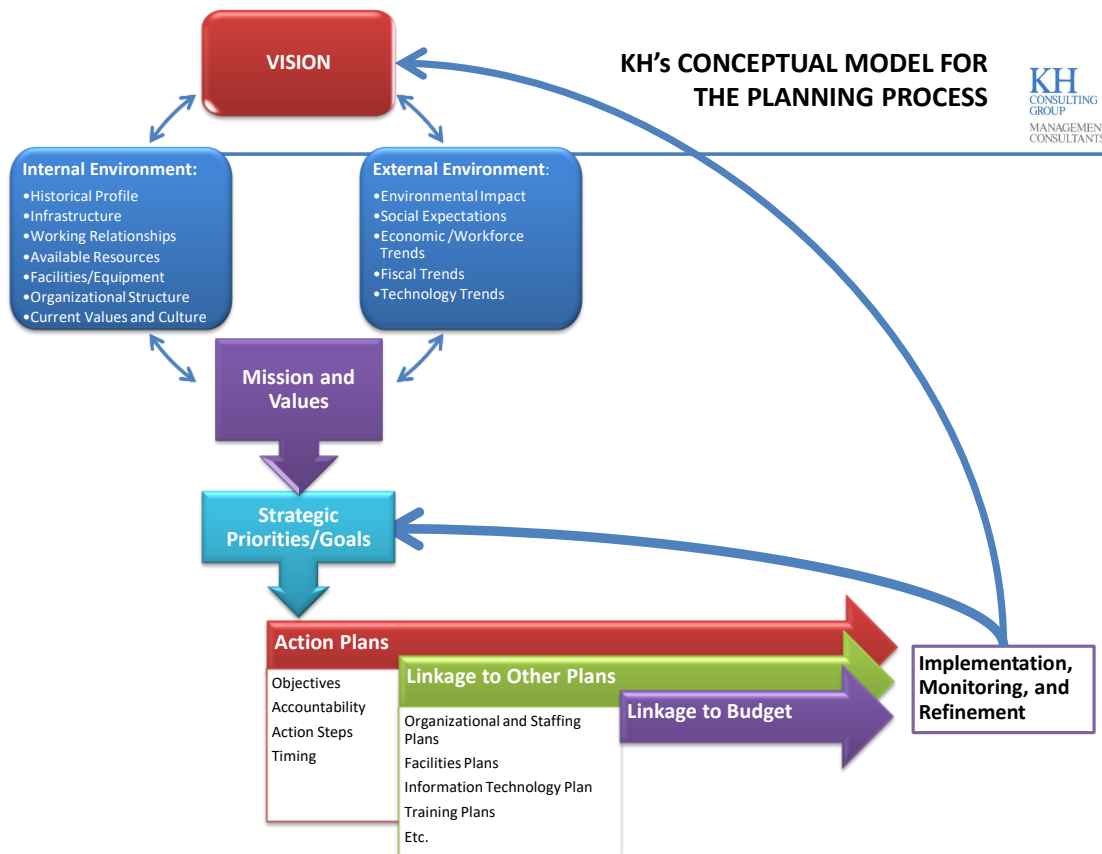
LACERA has two internal formal action committees that address and coordinate day-to-day operations:

- Management Action Committee (MAC), which includes the executives and division managers
- Supervisor Action Committee (SAC), which includes supervisors reporting to division managers

## Strategic Planning Model

KH has honed our approach to strategic planning during the last 35 years. Our KH model starts with Vision, Mission, and Values; Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis; and Strategic Priorities; and concludes with the Strategic Plan's goals and Action Plans.

We will adapt KH's conceptual framework to develop the LACERA Strategic Plan. Once each part is addressed and a consensus is reached, an integrated LACERA Strategic Plan should result.



## Definitions of KH Strategic-Planning Model Components

**Vision.** The Vision is what LACERA can be and should be. The Vision Statement considers future requirements. It describes what LACERA could become in the next 10 or more years.

**Internal Environmental Scan – Strengths and Weaknesses.** Coupled with the examination of the external environment, LACERA should review the strengths and weaknesses of its own internal environment: its services, service patterns, history, purposes, quality standards, facilities, available resources, governance and organizational structure, performance, current values, and expectations and outcomes.

**External Environmental Scan – Opportunities and Challenges.** An objective analysis of the current external environment in which LACERA operates is useful. The External Environmental scan should focus on external factors, such as economic factors, new legislation, technology, and related issues that can affect LACERA's performance.

**Mission and Values.** The Mission statement should address such questions as: "Who are we?" "Why are we here?" "Where are we going?" "Do our services align across the system with our Mission?" The answers to these questions can serve as a starting point for honing values.

**Planning Assumptions.** The Strategic Plan may need to outline the planning assumptions. Such assumptions are typically based on the environmental scans and LACERA's ability to address potential barriers to change.

**Development of the Strategic Plan with Strategic Priorities and Goals.** The Environmental Scan and Mission Statement form the foundation for establishing Strategic Priorities or goals. KH typically recommends that clients limit Strategic Priorities to four to six priorities. These Strategic Priorities can then cascade down into goals and objectives that are measurable for public accountability.

**Action Plans for each Strategic Priority.** The Strategic Priorities can be fleshed out further in Action Plans, which outline how LACERA will implement the newly defined strategic directions. The Action Plans should summarize the strategies, goals, and objectives and outline at a minimum: action steps; timing (immediate, near term, long term); and assigned accountability (who is responsible for implementation). The Action Plans can be used as internal working documents for monitoring progress.

**Linkage to budget and other LACERA Plans.** LACERA's other plans – budget, facility plans, IT plans, staffing plans, etc. – should also be strategic and supportive of the Strategic Plan.

**Implementation and Monitoring vis-à-vis Milestones and Metrics.** For Strategic Plans to become a reality, they must be monitored, updated, and integrated with LACERA's operations, processes, and budget. Milestones and metrics should be established.

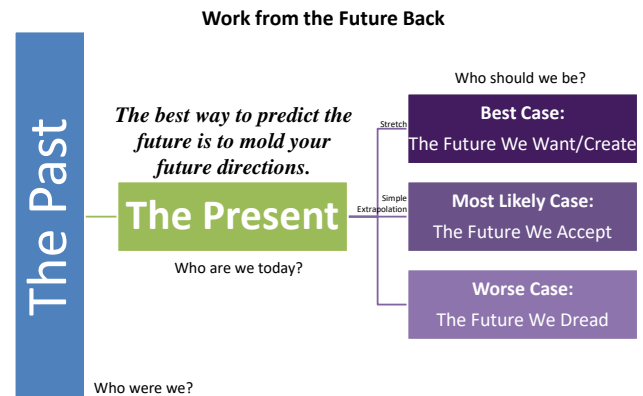
Often strategic plans are merely an extrapolation of what was done historically with forecasts of anticipated service levels into the future. In other instances, goals appear noteworthy but lack substantive plans to make them a reality.

KH works with our clients to identify who they are today and what they want to be in the future. Based on those discussions, we can identify the key Strategic Priorities or levers that will enable them to achieve their desired future. We then work with our clients in developing the Action Plans as implementation roadmaps.

We will help LACERA to think through what the areas for greatest innovation are in terms of administrative priorities, operations, and members' needs.

We believe we bring a different perspective in challenging past practices to determine if they fit future needs. For example, how is the technology landscape of public benefits administration changing? What are members' and beneficiaries' expectations for customer service? How will those changes affect LACERA services? This strategic orientation permits LACERA to explore different future scenarios, including the optimal future, versus a future that just happens.

## Vision of a Better Future:



## Objectives and Scope

Efforts will focus on LACERA's retirement, health benefits, and administrative priorities FOR improving operations and meeting member needs. The two project objectives are:

1. The development and recommendation of an evolved LACERA strategic-planning process informed by the strengths of and lessons learned from past practices and incorporating input from an engaged and broad cross-section of internal and external stakeholders and best practices from peer organizations
2. Guiding LACERA through the implementation of the strategic-planning process, including to develop the strategic plan with updated Mission, Vision, and Values and goals and objectives; develop supplemental planning and implementation tools; and identify performance metrics

The focus of this strategic-planning effort is on the areas under the oversight of the BOR. The BOI has developed its own strategic plan. Both Strategic Plans must be compatible. The

operations under the BOR and Chief Executive Officer provide administrative support to both the retirement and investment sides of LACERA.

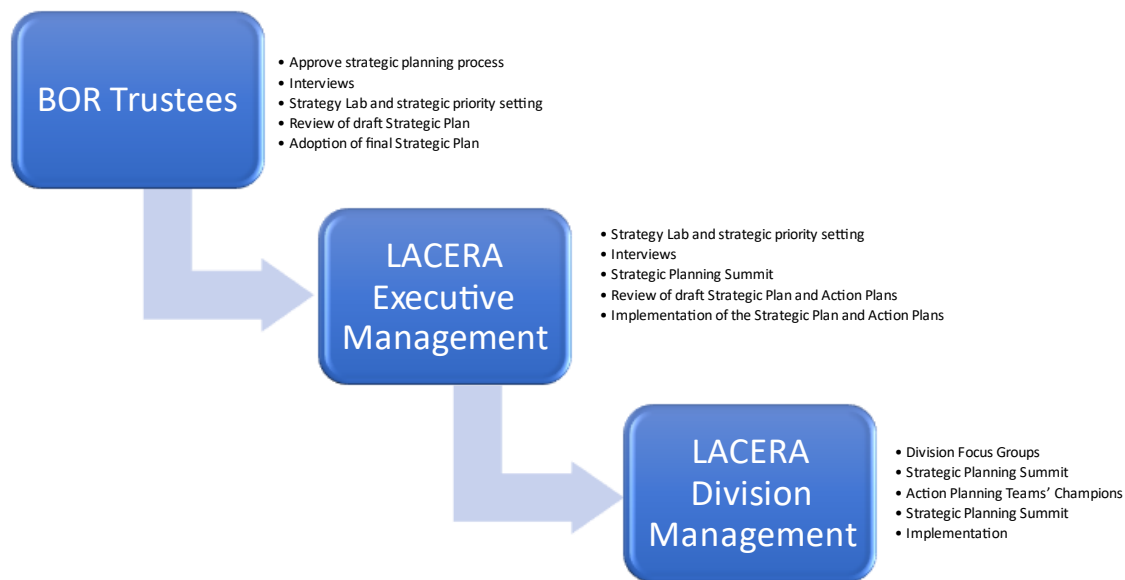
## Active Client Engagement

Strategic planning typically requires a top-down perspective, coupled with a bottom-up process. Therefore, KH will work closely with the BOR and LACERA executive management, while soliciting input from LACERA’s external stakeholders and employees.

We are pleased that LACERA is committed to an inclusive strategic-planning process with broad involvement of internal and external LACERA stakeholders. At KH, we strongly believe in such active involvement in forging strategic directions. We promote the hands-on involvement of LACERA executives, division managers, and key staff in defining the actions necessary to achieve stated goals. This involvement may entail workshops, retreats, and strategy labs, which we facilitate.

One of the first items to be addressed in Phase 2 is what internal stakeholders are involved at what juncture of the strategic planning process. The diagram is a tentative suggestion of the different levels of involvement that could occur.

## Involvement at Different Levels



With the development of the last LACERA strategic plan in 2017, the Boards formed the Joint Organizational Governance Committee (JOGC) to guide plan implementation.





For this strategic-planning effort, KH proposes that LACERA establish a Strategic Planning Oversight Committee (SPOC) to work with KH during Phase 1 in developing the strategic planning process and providing guidance during Phase 2. The SPOC can include representatives from the BOR, LACERA executive management, and division management as deemed appropriate. The benefits of the SPOC is multiple for providing:

- Insight into the strengths and challenges associated with the last strategic planning process and its implementation
- Guidance and oversight throughout the upcoming strategic-planning effort

Planning must be an iterative process to ensure alternatives and issues are sufficiently considered and build consensus regarding the best future directions for LACERA. To best assist LACERA with the development of its Strategic Plan, KH will take on the role of “strategic navigator,” designing the process, facilitating meetings, raising difficult issues, analyzing, negotiating alternatives, and preparing drafts for LACERA and stakeholders to critique. Moreover, we will serve an important role in raising questions, probing potential risks, and ensuring staff and stakeholder commitment. Such client involvement in the strategic planning process and development of actions for change results in Strategic Plans that get implemented.

<i>Client Involvement in Strategic Planning</i>	+	<i>Action Plans for Change</i>	=	<i>Implementation: Decisions That Stick</i>
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## Phases and Tasks

Per the RFP, we have organized the proposed Project Plan into two phases:

- Phase 1: Development of the Strategic Planning Process
- Phase 2: Development of the LACERA Strategic Plan

Based on our extensive strategic-planning experience, particularly in the County of Los Angeles, and our knowledge of LACERA, KH has laid out a proposed strategic-planning process in this proposal to meet the BOR and LACERA management’s needs.

### Tasks

#### ***Phase 1 Tasks: Development of the Strategic Planning Process***

We foresee that Phase 1 will focus on acclimating the BOR and LACERA executive management to strategic planning in general and working with them to mold this proposed strategic-planning process to LACERA’s specific needs, unique circumstances, desired outcomes, and resource parameters. In the interest of time and resources, and by design, the outcome of some tasks in Phase 1 will provide input to Phase 2.

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## *Task 1.1 Review documents*

KH will review documents that can provide background and context useful in preparing for the strategic-planning process, such as:

- Most recent Strategic Plan, including progress updates and final summary
- Any historical strategic planning communications in annual budget and other presentations
- BOI 2017 Strategic Plan
- BOR relevant governance documents
- JOGC charters
- Board and Committee agenda packets
- Policies and procedures relevant to strategic planning, both past and present
- CEO's "First 100-Day Management Report" (May 2021)<sup>5</sup>
- 2021 Employee Engagement Survey results
- Documentation regarding current ongoing strategic and other initiatives
- Organizational charts
- Descriptions of the various LACERA programs and services
- Annual reports to the Board of Supervisors, other districts served, or other stakeholders
- Current key performance indicators (KPIs), including outcome metrics and operational metrics used
- Other related background documents

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## *Task 1.2 Strategic Planning Oversight Committee (SPOC) Participants*

KH will take the lead in preparing the Strategic Planning Workbook and will rely on the SPOC to react to drafts and advise KH regarding approaches that would work best at LACERA. KH will share the work of the SPOC at the conclusion of Phase 1 for further input from BOR and LACERA Executive Leadership before finalizing the approach.

The first step will be to determine who should participate in the SPOC. The SPOC should not be large – possibly 12 to 15 individuals – and designed to ensure credibility in the process within LACERA's ranks, BOR and BOI, and members. There are at least three options to consider:

- **Option 1.** Develop a SPOC that includes a limited number of Trustees in accordance with the BOR's bylaws and Brown Act to serve on the SPOC, along with LACERA representatives (see Options 2 and 3 for those LACERA representative possibilities)

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<sup>5</sup> KH already has this document since KH helped prepare it.

- **Option 2.** Develop a SPOC that consists of LACERA Executive Leadership and MAC
- **Option 3.** Expand the SPOC to include Executive leadership and individuals from MAC and SAC that represents a cross-section of LACERA's organizational levels and divisions

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### ***Task 1.3 Strategic Planning Kickoff Meeting***

KH will design one or up to four Kickoff meetings that we will facilitate for:

- BOR (Note: For BOR, we can do a formal presentation at a scheduled public meeting if preferred.)
- SPOC
- LACERA executive management and MAC
- SAC

At the Kickoff meetings, KH will acclimate the participants to the strategic-planning process in general and discuss:

- The fundamentals, philosophy, and purpose of strategic planning
- Our strategic planning model and framework
- The relationship of strategic plans with budgeting, technology, administrative operations, performance management, etc.
- Best and next practices in strategic planning
- Project phases and tasks
- Role of the SPOC

We will also use this opportunity to gather further input regarding the best practices survey, particularly which institutions LACERA regards as its peer pension funds, as requested in the RFP. KH will solicit input to better understand what LACERA would like to learn through a best practices survey and how best to engage peer pension funds to participate.

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### ***Task 1.4 Best Practices Survey of Peer Pension Funds***

KH will contact up to 5 of LACERA's major peer pension funds to obtain copies of their strategic plans and interview them regarding their approaches.

KH will prepare a summary of findings from the Best Practices Survey. We will review it with the SPOC to identify best practices that LACERA would like to have incorporated into the strategic-planning process.

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### ***Task 1.5 Draft the LACERA Strategic-Planning Process Workbook***

KH will draft a LACERA Strategic-Planning Workbook that outlines the LACERA strategic-planning process, step-by-step actions needed in Phase 2, and an outline of the tasks and tools.



The Workbook will build on the tasks in this proposal and make any necessary revisions based on what is learned in Task 1.1 through Task 1.4. The Workbook will outline:

- The tasks, resource requirements, responsibility assignments
- LACERA staff and external stakeholder involvement and potential means of engagement (e.g., focus groups, workshops, surveys, interviews)
- Milestones
- Target dates for completing the strategic-planning process

We will also develop the draft questions for the online survey to be conducted in Phase 2, Tasks 2.2, for the SPOC review. We will meet with SPOC to review the draft Workbook at various stages and incorporate their suggestions into the document.

Discussion points might include:

- Reviewing each task and its purpose
- Identifying tasks that require further development or revision
- Identifying and problem solve any potential challenges with implementation of a strategic-planning process
- Reviewing the draft online survey questions so the survey can be expeditiously launched at the start of Phase 2

We are calling it a Workbook because it should be considered as a guide rather than a limiting constraint on innovation and professional judgment. It will contain a Gantt chart showing the tasks to complete vis-à-vis the timeline. This Workbook may require modification as the project progresses, as circumstances dictate.

KH will review the draft LACERA Strategic-Planning Workbook that we develop in collaboration with the SPOC with LACERA executive management for their input and feedback. KH will make any necessary revisions that result from this review.

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### ***Task 1.6 Present and deliver the final LACERA Strategic-Planning Workbook***

KH will finalize and formally present our recommendations outlined in the LACERA Strategic-Planning Workbook before the BOR and:

- Provide an overview of the outlined LACERA strategic-planning process to educate the BOR Trustees about the approach and strategic-planning process, including best practices and next practices
- Review plans for the strategic-planning process, including BOR participation
- Review the level of engagement of internal and external stakeholders (e.g., online survey(s), focus groups, or discussion forums) to ensure appropriate level of inclusion and participation



- Discuss the approach for scheduling and recruiting stakeholder participants to ensure their participation
- Confirm the timeline for the planning process

### ***Phase 2 Tasks: Development of the LACERA Strategic Plan***

Phase 2 is the implementation of the strategic planning process designed during Phase 1.

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#### ***Task 2.1 Conduct interviews with BOR, LACERA executive management, and division managers and their management teams***

KH will conduct one-on-one interviews with the:

- BOR Trustees (9) and alternates (2)
- CEO
- Deputy CEO
- Assistant Executive Officers (2)

KH will also conduct 14 small group interviews with each of the division managers and their management teams (MAC and SAC).

During these interviews; KH will:

- Explore potential strategic-planning priorities and goals
- Gauge critical concerns of LACERA overall and within LACERA's divisions
- Explore strengths, opportunities, and challenges facing LACERA and its respective divisions
- Identify themes that cut across two or more divisions and LACERA overall

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#### ***Task 2.2 Solicit internal and external stakeholder input***

We have provided several options to gather internal and external stakeholder input to the LACERA strategic-planning process. We will refine the preferred approaches during Phase 1. We believe it will be useful to gather this input through a variety of complimentary methods, including:

- Discussion forum(s) for Q<sup>2</sup> Focus Groups and facilitated discussions (Note: Q<sup>2</sup> is a KH technique where our facilitators can gather both quantitative and qualitative information from focus group discussions.)
- Online survey(s)
- In-person, Zoom, or telephone interviews

## LACERA Diverse Stakeholders

LACERA has many stakeholders that can provide valuable input into the strategic planning process. Table IV.4 describes some of these stakeholders and potential means for KH to engage them in the process. During Phase 1, KH will work with SPOC to identify the best means for inclusion and participation in the strategic-planning process.

*Table IV.4: LACERA Stakeholders (Illustrative Only)*

Major Types of Stakeholders	Stakeholder Examples	Options for Engagement
County of Los Angeles	<ul style="list-style-type: none"> <li>■ County of Los Angeles</li> <li>■ County Board of Supervisors</li> <li>■ Executive Office</li> </ul>	<ul style="list-style-type: none"> <li>■ In-person or Zoom interviews if desired</li> <li>■ KH facilitated group meeting with Board deputies</li> <li>■ Cluster meeting</li> </ul>
Plan sponsor and participating agencies	<ul style="list-style-type: none"> <li>■ Little Lake Cemetery District</li> <li>■ Local Agency Formation Commission (L AFC)</li> <li>■ Los Angeles County Office of Education (LACOE)</li> <li>■ South Coast Air Quality Management District (SCAQMD)</li> </ul>	<ul style="list-style-type: none"> <li>■ Online survey</li> <li>■ Zoom interviews if desired</li> </ul>
State and Federal governmental agencies	<ul style="list-style-type: none"> <li>■ State agencies</li> <li>■ Federal agencies</li> </ul>	<ul style="list-style-type: none"> <li>■ Online survey</li> </ul>
LACERA employees	<ul style="list-style-type: none"> <li>■ 425 employees</li> </ul>	<ul style="list-style-type: none"> <li>■ Online survey</li> <li>■ Participation in APTs</li> </ul>
LACERA members and beneficiaries	<ul style="list-style-type: none"> <li>■ Members (184,000) and beneficiaries (67,000) with pensions</li> <li>■ Retiree healthcare program members (52,000)</li> </ul>	<ul style="list-style-type: none"> <li>■ Online survey</li> </ul>

Note: We have already built in the involvement of the BOR Trustees, Executive Leadership, and MAC in the following ways for LACERA’s consideration – displayed in Table IV.5:



Table IV.5: LACERA BOR, Executives, and Managers Involvement (Illustrative Only)

Stakeholder Examples	Options for Engagement
<b>BOR Trustees</b>	
<ul style="list-style-type: none"> <li>■ BOR provides final oversight to LACERA’s strategic-planning process.</li> <li>■ Depending on strategic priorities and other factors, it may be prudent to involve the BOI.</li> </ul>	Parts 1 and 2 <ul style="list-style-type: none"> <li>■ KH-facilitated discussions at Board meetings</li> </ul> Part 1 <ul style="list-style-type: none"> <li>■ Participation on SPOC</li> </ul> Part 2 <ul style="list-style-type: none"> <li>■ In-person interviews (in accordance with Brown Act requirements)</li> <li>■ Strategic Lab</li> <li>■ Strategic Planning Summit</li> </ul>
<b>LACERA Executive Management</b>	
<ul style="list-style-type: none"> <li>■ CEO</li> <li>■ Deputy CEO</li> <li>■ Assistant CEOs</li> </ul>	Part 1 <ul style="list-style-type: none"> <li>■ Participation on SPOC</li> </ul> Part 2 <ul style="list-style-type: none"> <li>■ In-person interviews</li> <li>■ Strategic Lab</li> <li>■ Champions of strategic priorities</li> <li>■ Strategic Planning Summit</li> </ul> Ongoing <ul style="list-style-type: none"> <li>■ Routine meetings with KH at key strategic-planning process milestones</li> </ul>
<b>LACERA Management (MAC and SAC)</b>	
<ul style="list-style-type: none"> <li>■ 14 Division managers</li> </ul>	Part 1 <ul style="list-style-type: none"> <li>■ Participation on SPOC</li> </ul> Part 2 <ul style="list-style-type: none"> <li>■ KH facilitated discussions in each division (MAC and SAC)</li> <li>■ Strategy Lab</li> <li>■ Champions of strategic priorities (Executives or MAC primarily)</li> <li>■ Participation on Action Planning Teams (APTs)</li> <li>■ Strategic Planning Summit</li> </ul>

KH’s Stakeholder Engagement Tools

*KH’s Q2 Focus Groups and Facilitated Discussions*

KH will use the input from the interviews and document review to design a series of focus groups and small group discussions with LACERA managers and employees.

Input from the focus groups will be useful to develop a comprehensive understanding of the challenges that face LACERA and the broader community of pension funds, current and future



directions of pension provision, evolving member and beneficiary needs, next and best practices, etc.

Focus groups permit lively interaction and result in rich discussions regarding strategic issues. KH uses our Q<sup>2</sup> technique – an in-depth, disciplined interview strategy to obtain both Quantitative and Qualitative perspectives – that is, we quantify information that is more qualitative in nature.

- **Quantitative** – KH develops a questionnaire of the issues that are being delved into. Focus group participants complete the questionnaire. KH later enters the questionnaire responses into a database for analysis. In this way, KH collects information on viewpoints from all focus group participants at the onset.
- **Qualitative** – KH then has each focus group select the 3 to 5 topics from the questionnaire that it wants to discuss. In this way, the focus group (not the facilitator) is identifying the focus groups' greatest concerns. KH facilitates the discussions on each focus group's key issues and captures group perceptions by transcribing the group comments. KH later analyzes patterns across focus groups.

While focus groups are inherently subjective, KH's Q<sup>2</sup> technique identifies key strategic issues and validates these perceptions through statistical and analytical interpretation. In addition to participants' attitudinal comments, they empirically identify the quality and criticality of potential strategic issues or challenges facing LACERA. Through Q<sup>2</sup>, we can sort the results, by stakeholder interests. We will customize the topics for the focus groups to delve into.

#### *Online Survey – External Stakeholders*

An online survey will be useful to provide regarding vision, mission, values, and strategic priorities. We can review the survey as a draft with SPOC and LACERA executive management prior to distribution.

KH can handle input from thousands of stakeholders with this approach. In addition, we can use "branching" of questions that are most relevant to stakeholder groups. We can also have respondents indicate their interest in LACERA (e.g., member, beneficiary, employee, etc.) so that we can compare different viewpoints by type of stakeholder group.

An online survey is also an efficient vehicle for gathering input from external stakeholders, such as oversight agencies and participating agencies.

If LACERA has email databases of these external stakeholders, we can customize the survey for input from them, as well. We can also work with LACERA to have the link to the survey included on the LACERA website.





*Online Survey – Internal Stakeholders (LACERA Employees)*

KH will also distribute the online survey to all LACERA employees, along with specific questions on the LACERA work culture, unless needed work culture questions are covered in the recent 2021 employee survey.

*Zoom Discussion Forums with LACERA agencies<sup>6</sup>*

We will design and facilitate 3 Discussion Forums for representatives from: County of Los Angeles, Little Lake Cemetery District, LAFC, LACOE, and SCAQMD. We can combine some of the smaller agencies with smaller membership. We can also make some of the Discussion Forums longer for those participant agencies with particularly large memberships.

The focus of the Discussion Forums is to delve deeper into the issues raised in the online survey by external stakeholders.

We aim for an average size of 10 to 15 participants for each Discussion Forum but can handle more if necessary. We request that LACERA extend the invitations and suggest that more invitations than our target numbers be sent to ensure a good turnout. KH will draft the invitation for LACERA’s review and refinement.

*Summary of Stakeholder Engagement*

Table V.6 summarizes the type and number of engagement activities that KH proposes. KH may modify this scope based on Phase 1 input to the Work Plan.

*Table V.6: Summary of LACERA Stakeholders Involvement, by Type of Engagement*

Stakeholder Groups	Interviews, Q2 Focus Groups/, or Discussion Forums	Online Survey
Board of Supervisors (Deputy meetings, Cluster meetings)	5	
Federal or State agencies (phone interviews)	4	Yes
LACERA executive management and division management	Yes	Yes
BOR	Yes	Yes
LACERA employees	14 (one for each division)	Yes
Participant agencies	3	Yes
LACERA members and beneficiaries		Yes
Stakeholder organizations		Yes

<sup>6</sup> County of Los Angeles, Little Lake Cemetery District, Local Agency Formation Commission (LAFC), Los Angeles County Office of Education (LACOE), and South Coast Air Quality Management District (SCAQMD).

## Task 2.3 Conduct Strategy Lab

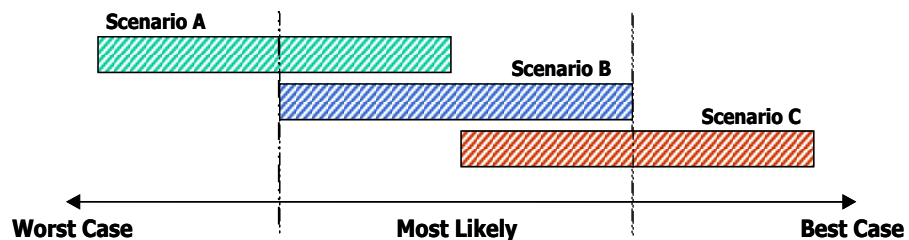
KH will design a Strategy Lab that will involve the BOR and LACERA executive team. At the all-day Strategy Lab, KH will:

- Review KH's framework for strategic planning
- Review KH's findings from the internal and external stakeholder engagement, similar to a SWOT analysis
- Discuss LACERA's current vision, mission, and values and potential interest in changes to them
- Identify strategic priorities and potential goals for further exploration

KH will use the Strategy Lab discussions to understand where LACERA potentially wants to be in the next five years, what issues it wants to address, and what are the critical opportunities that LACERA wants to exploit. This input is important for framing the issues to be addressed in the strategic-planning process.

LACERA faces complex challenges. While some challenges can effectively be addressed with tried-and-true remedies, others may require a bolder approach based on the latest technology or evolving approaches to delivering member and customer services.

Bold strategic thinking can sometimes be stimulated by discussing responses to the *best case*, *worst case*, and *most likely* scenarios.



KH will design the Strategy Lab to encourage dynamic discourse and ensure agreement on the strategic priorities going forward. Task 2.4 addresses the development of Action Plans as a roadmap to achieve those strategic priorities.

## *Task 2.4 Conduct action-planning work sessions to develop a LACERA Strategic Roadmap*

KH will guide LACERA to develop a strategic “Roadmap” for successfully implementing the strategic plan. We have found that it is important to address each strategic priority with its own set of unique S.M.A.R.T.<sup>7</sup> objectives and tasks. To this end and based on the outcomes of the Strategy Lab, KH will design and facilitate work sessions of LACERA managers and employees to develop draft Action Plans for each Strategic Priority.

### Establishing Action Planning Teams (APTs)

We will work with the LACERA executive management to identify who should be on each Action Planning Teams (APTs). We typically have one APT per Strategic Priority or approximately 6 to 8 APTs. In most cases, a Strategic Priority will require efforts that cut across organizational lines.

At least one member of LACERA executive management or MAC should serve as a champion of each strategic priority on each APT. In addition, those individuals who will be responsible for the implementation of a given Action Plan should be involved. Depending on the topic, additional people can be added. KH will work with LACERA executive management to discuss who might be likely champions and participants for each APT.

Each APT will be charged with developing the more detailed objectives for each Strategic Priority and goal. This process is important because it:

- Engages a cross-section of LACERA to think creatively, think system-wide, and think about how best to tackle LACERA’s priorities/goals
- Builds greater ownership into the change initiatives and future directions
- Develops team and collaboration skills
- Improves communications across organizational, functional, and operational lines

Regarding the APTs:

- **APT charters.** KH will develop the charters for each APT. The charters define the scope of the Strategic Priority and issues that a given APT is to focus on.
- **APT size.** An APT may be small (approximately 5-10 people) or larger (approximately 11-15 people).
- **Frequency and length of meetings.** Our preference is to conduct fewer but more intense meetings and sessions. Such meetings are more productive because greater closure can result regarding the strategic issues raised. We will also schedule the

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<sup>7</sup> Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) objectives.

sessions back-to-back as much as possible to make the best use of everyone’s time. Typically, 3 to 4 APT meetings are needed. Each APT work session lasts approximately 2 hours. A KH team member can facilitate 3 APTs per day. We have successfully facilitated these meetings remotely with clients during the past 20 months.

- **Goals and objectives.** During the planning sessions, we will work with the APTs to outline the issues, goals, and objectives.

### Action Plans

The Action Plans, underpinned by the LACERA mission, vision, and values, outline how LACERA can move from the current situation to the desired future state. An Action Plan consists of objectives with an outline of actions to be taken, target milestone dates, and assigned accountabilities. Objectives are more specific and measurable with defined, realistic outcomes, timeframes, and milestones for their achievement. Critical to the objective-setting process is the need for simplicity. Table V.7 displays the kind of information that each Action Plan should contain at a minimum.

*Table V.7: Action Plan Format for the LACERA Roadmap*

Action Plan		
Strategic Priority/Goal:		
Background/Current Situation:		
Statement of the Recommended Change:		
Implementation Manager with Overall Responsibility:		
Objective:		
Action Steps	Assigned Responsibility	Scheduled Start-End Dates
1.		
2.		
...		
Etc.		
Anticipated Benefits:		

The Action Plans are useful for monitoring progress, including objectives reached, action steps completed, and remaining levels of effort.

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### **Task 2.5. Design and conduct Strategic Planning Summit**

At the Strategic Planning Summit, KH will facilitate activities and discussions to:

- Review and refine vision, mission, and values proposed language
- Have the APTs present their goals, objectives, and actions for each strategic priority



On the basis of the feedback received, KH can work with the APTs or LACERA executive management to refine the plans, addressing areas of overlap, timing, and other refinements needed.

We are proposing options for the audiences of or attendees to the Strategic Planning Summit:

- A public meeting with the APTs presenting to executive management and BOR
- An internal meeting with the APTs presenting to executive management
- An internal meeting with the APTs presenting to executive management and a subset of the BOR Trustees
- An internal meeting with the APTs presenting to executive management, followed by a presentation to the BOR Trustees

The pros and cons of each of these options will be explored during Phase 1.

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### ***Task 2.6 Develop Balanced Scorecard Linked to the Strategic Priorities***

KH will work with LACERA to design a performance management system and scorecard for monitoring implementation of the Strategic Plan and Action Plans.

As part of that effort, it is important to identify leading and lagging (outcome) indicators for the strategic priorities. Fundamentally, we want to ensure that the performance indicators are accurately measuring progress against the strategic priorities.

KH has been involved in developing metric models for more than 35 years. KH has innovated the public sector development and use of Balanced Scorecards as an approach to support the implementation of strategic plans, starting in 1999 in the County of Los Angeles.

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### ***Task 2.7 Deliver the final five-year Strategic Plan and Action Plans***

KH will prepare a draft Strategic Plan (for public sharing) for BOR review and draft Action Plans (for internal use and monitoring) for executive management's review before finalizing them. Typical contents in a Strategic Plan entail:

#### Public Strategic Plan

- I. Executive Summary
- II. Background
  - a. Highlights of accomplishments since the prior Strategic Plan
  - b. Highlights of planned directions in the current Strategic Plan
- III. LACERA Vision, Mission, and Values
- IV. LACERA Strategy Map
- V. Strategic Priorities
  - a. (To be developed)



## VI. Acknowledgements of Strategic Planning Participants

### Action Plans: Internal Planning Documents for Monitoring Implementation

- Action Plans for the Strategic Priorities
- Ongoing Implementation, Monitoring, and Updating
  - Balanced Scorecard (e.g., metrics)
  - Linkage to the Budget, Facility, IT, and Other LACERA Plans
  - Monitoring and updating reports
  - Updating progress made in the Action Plans

### Other Typical Deliverables

- Overview of the Process
- SWOT Analysis
- Planning principles/assumptions

The Balanced Scorecard will serve as the basis for linking the LACERA budget to the Strategic Plan. KH will outline steps for making that happen in a supplementary memorandum, recommendation adjustments to the current government structure, policies and procedures, etc. not already covered in the Strategic Plan.

We will provide the documents as PDFs and in their native formats (MS Word/PPT) so that LACERA can make subsequent updates as needed.

## VI – ASSIGNED PROFESSIONALS

### KH Team Structure

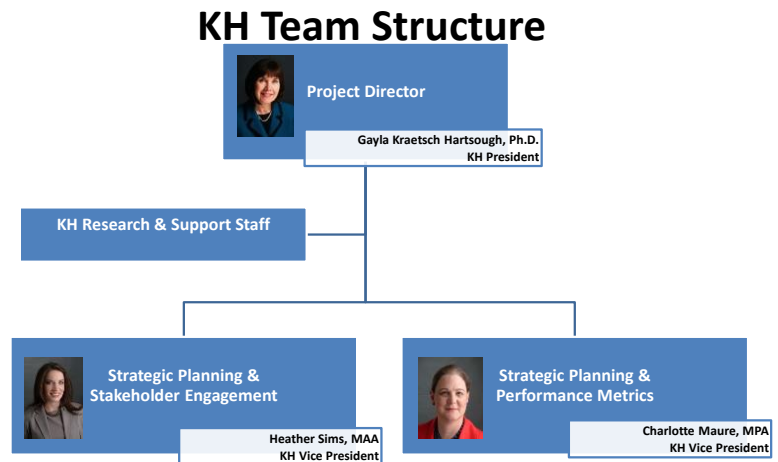
Our proposed core KH Team consists of KH President, Gayla Kraetsch Hartsough, and two KH Vice Presidents, Charlotte Maure and Heather Sims.

Our KH consultants:

- Have mature business judgment, many of whom have held executive positions
- Have conducted executive-level consulting assignments in government
- Are KH corporate officers
- Have a minimum of 18 years with KH

KH will supplement the team with other KH consultants if needed.

KH also recommends that LACERA assign a Project Coordinator to work with KH in scheduling interviews, meetings, focus groups, etc.; arranging for meeting rooms at LACERA; collecting documents; and assisting with other project logistics.



### Team Qualifications Overview

Table VI.1 provides an overview of the experience of the proposed KH team members.

Table VI.1: KH Team for LACERA

Proposed KH Core Team Members:	Gayla Kraetsch Hartsough, Ph.D.	Charlotte Maure	Heather Sims
Firm Title:	President	Vice President	Vice President
Team Role:	<ul style="list-style-type: none"> <li>■ Contract/Project Director</li> <li>■ APT Leader</li> <li>■ Strategy Lab</li> <li>■ Strategic Planning Summit</li> </ul>	<ul style="list-style-type: none"> <li>■ Project Manager (day-to-day logistics)</li> <li>■ APT Leader</li> <li>■ Strategy Lab</li> <li>■ Strategic-Planning Facilitator</li> </ul>	<ul style="list-style-type: none"> <li>■ APT Leader</li> <li>■ Strategy Lab</li> <li>■ Strategic-Planning Facilitator</li> <li>■ Focus Groups</li> <li>■ Online Survey</li> </ul>



Proposed KH Core Team Members:	Gayla Kraetsch Hartsough, Ph.D.	Charlotte Maure	Heather Sims
Firm Title:	President	Vice President	Vice President
		<ul style="list-style-type: none"> <li>■ Focus Groups</li> <li>■ Performance Metrics</li> </ul>	
Government Experience:	30 Years	30+ Years	18 Years
Strategic Planning Experience:	30+ Years	15+ Years	15 Years
Consulting Experience:	30+ Years	15+ Years	15 Years
Number of Los Angeles County Departments Worked with on Strategic Planning:	14	12	9

Much of our work in the last two decades has been in strategic planning with a special emphasis on change management in governmental agencies and educational institutions. Table VI.2 is a partial list of KH’s public sector and education projects involving strategic planning that our proposed KH Team members have worked on:

*Table VI.2: Strategic Planning Clients that Involved the KH Team for LACERA*

KH Strategic-Planning Clients	KH Team Members		
	Gayla	Charlotte	Heather
<b>County of Los Angeles</b>			
County of Los Angeles Community Development Commission	✓		
County of Los Angeles Department of Beaches and Harbors (DBH)	✓	✓	✓
County of Los Angeles Department of Human Resources (DHR)	✓	✓	✓
County of Los Angeles Department of Public Health	✓		✓
County of Los Angeles Department of Public Social Services	✓	✓	✓
County of Los Angeles Department of Public Works	✓	✓	
County of Los Angeles Department of Regional Planning (DRP)	✓	✓	✓
County of Los Angeles Internal Services Department	✓	✓	✓
County of Los Angeles Office of Small Business	✓	✓	✓
County of Los Angeles Office of the Assessor	✓	✓	✓
County of Los Angeles Office of the Chief Executive Officer (CEO), Probation Department	✓		
County of Los Angeles Public Library	✓		✓
County of Los Angeles Treasurer & Tax Collector (TTC)	✓	✓	✓
<b>Other Local Government Agencies</b>			
City of Los Angeles Department of Transportation	✓		✓





KH Strategic-Planning Clients	KH Team Members		
	Gayla	Charlotte	Heather
City of Los Angeles Department of Water and Power (LADWP) (HR)	✓	✓	✓
City of Los Angeles Office of the Mayor – Development Reform	✓		✓
City of Los Angeles, Office of the Controller	✓	✓	✓
Los Angeles World Airports (LAWA)	✓	✓	✓
Orange County, OC Parks	✓	✓	✓
CAL-OPTIMA	✓	✓	✓
Port of Long Beach, Engineering Bureau	✓	✓	✓
<b>Federal Agencies</b>			
Federal Housing Finance Board (FHFB) and 12 Federal Loan Banks	✓		
U.S. Department of Health and Human Services	✓		
U.S. Department of Labor (USDOL), Unemployment Insurance Service (Disaster Recovery)	✓		
<b>Education</b>			
California State University System	✓		
East Los Angeles College	✓	✓	✓
Eastern New Mexico University	✓		
Glendale City College	✓		✓
Long Beach City College	✓	✓	
Long Beach City College: Small Business Development Center	✓	✓	✓
Los Angeles Coalition of Linked Learning	✓	✓	✓
Los Angeles Community College District	✓	✓	✓
Los Angeles Community College District	✓	✓	✓
Los Angeles Regional Adult Education Coalition (LAREC)	✓	✓	✓
Los Angeles Trade-Technical College	✓	✓	✓
Northwestern University-Evanston Research Park	✓		
San Jose City College	✓	✓	
Southwestern College	✓	✓	✓
University of California at Los Angeles (UCLA)	✓		
University of Nevada Las Vegas	✓		
University of Southern California	✓		
University of the Pacific	✓		



## KH Team Biographies

This section presents the professional résumés for our proposed core KH Team.

### Gayla Kraetsch Hartsough, Ph.D., KH President

PROJECT ROLE: Contract Manager and Project Director, responsible for the overall success of the project

FOCUS: Dr. Gayla Kraetsch Hartsough has been President of KH Consulting Group (KH) since she founded the firm in 1986. ***She has extensive expertise in strategic planning, organization change, public policy, service delivery, human resources, process improvements, community needs assessments, and stakeholder buy-in.*** She has consulted throughout the United States and in Asia, Europe, and Australia.

REPRESENTATIVE CLIENTS: During her career, she has served more than 300 clients. Much of her work involves local, state, and federal governmental agencies; higher education and K-12 educational systems; non-profit organizations; transportation systems; utilities; and health care providers.

She has managed and performed projects the County of Los Angeles (15 departments); City of Los Angeles (12 departments); LACERA; Los Angeles World Airports (LAX); Telstra Enterprise & Government (Australia); University of California at Los Angeles (UCLA); Port Authority of New York-New Jersey; County of Orange (California); City of Beverly Hills; San Francisco Community College District; Port of Los Angeles; Los Angeles Community College District; University of Southern California; City and County of Denver; Childrens Hospital Los Angeles; and County of Los Angeles Civil Grand Jury.

CURRENT EXPERIENCE: **➤ Los Angeles County Citizens Redistricting Commission, Executive Director.** Note: Project assignment ends December 2021.

**➤ University of Southern California, Sol Price School of Public Policy,** International Public Policy & Administration Program, Adjunct Associate Faculty

PRIOR WORK EXPERIENCE: **➤ Willis, Towers Watson (formerly Towers Perrin),** Managing Consultant, in Washington, D.C.; Sydney, Australia; and Los Angeles, California

EDUCATION: **➤ B.S., Northwestern University, School of Communications**



- Masters, Tufts University
- Ph.D. and Masters, University of Virginia
- Post-doctorate, Woodrow Wilson National Fellowship, Princeton, NJ

AWARDS, BOARDS, & COMMUNITY  
SERVICE:

She received awards or is cited in:

- Marquis Who's Who for more than 20 years:
  - Albert Nelson Marquis Lifetime Achievement honoree - 2019
  - Who's Who in America - 1996-2016
  - Who's Who in the West - 1989-2016
  - Who's Who in the World - 1996, 1999, 2015, 2016
  - Who's Who in Finance and Business - 1998-1999, 2006, 2006-2009
  - Who's Who of American Women - 2004-2011, 28th Edition (pub. 2010)
  - Who's Who of Emerging Leaders in America - 1993-1994
- Top 50 women at 50+ in Los Angeles by BTW
- National Finalist for the White House Fellows Program
- Ten Women of Achievement by the Century City (California) Chamber of Commerce

She is involved in:

- For Northwestern University:
  - Council of One Hundred, Member
  - School of Communication's National Advisory Council, served as Member for 12 years
  - Northwestern University Entertainment Alliance (NUEA-West), former Board Member and Peer Group Program Coordinator (3-year term ended July 2008)
- National Association of Women Business Owners Los Angeles (NAWBO-LA), Former Board Member
- Organization of Women Executives (OWE), Member/Former President
- Women's Leadership Council, Member
- Earth Protect, Inc., Advisory Council Member

PUBLICATIONS AND CONFERENCES:

She has published more than 20 articles and chapters in books on public sector, research, and management issues and is a frequent speaker, panelist, and panel moderator for symposiums and conferences.

## Charlotte Maure, KH Vice President

PROJECT ROLE: Project Manager in charge of the day-to-day project logistics

FOCUS: Charlotte Maure's consulting experience applies a combination of executive coaching, metric development, strategic assessment, and executive experience to help leaders and their teams exert focused, cohesive, results-oriented change in bureaucratic and politically charged environments. She has produced strategic and operational plans, developed leaders and teams, and designed effective organizational performance measurement systems, including Balanced Scorecards. Charlotte brings more than 20 years executive experience to her consulting and coaching practice, and has used coaching, strategic planning, change management and team development for her entire career. As an executive, she managed multi-million-dollar organizations. As a project manager, she has led international teams in Fortune 100 organizations, including Asia/Pacific, Europe, and the Middle East.

REPRESENTATIVE CLIENTS:

### County of Los Angeles

- **Department of Public Social Services** – (Primary Contractor: Cambria Solutions) Prepared key elements of initial change-management plan related to the introduction of new, department-wide application for the management of client services; advised on impact of introducing core change while other departmental initiatives were underway.
- **Department of Business and Consumer Affairs** – Supported the development of a County-wide strategic plan to significantly increase the number of awards to small and disabled veteran businesses. Facilitated the preparation procurement strategies relevant to all County departments.
- **Office of the Assessor** – Assisted with the development of the departmental strategic plan, supporting action planning teams in organizational culture and processes and procedures.
- **Department of Beaches and Harbors (DBH)** – Assisted with the facilitation and development of the DBH Strategic Plan, including the design and facilitation of action planning work groups and the development of action plans
- **Treasurer & Tax Collector** – Coordinated an initial strategic planning effort, including planning retreats and action planning workshops.



Designed a performance measurement system based on LA County's *Performance Counts* system. Returned 5 years later to update the plan after the Department successfully completed the initial plan.

- **Department of Regional Planning**, – Lead team member for the 1999 Strategic Plan and 2008 update, including identifying organization-wide strategic issues; developing succession planning approach, and coordinating the development and implementation of performance measurements; including outcome and workload measures
- **Chief Administrative Office, Office of Unincorporated Area Services**– Assisted in the development of a Strategic Plan, facilitating meetings of 19 County Department directors and other key stakeholders to select six different service models to improve County provision of municipal services. Assisted in the facilitation of a meeting to update the strategic plan in 2010.
- **Chief Administrative Office, Office of Unincorporated Area Services** Facilitated the development of a plan to implement 311 response services coordinating with plans prepared by service provider
- **Internal Services Department** – Lead Consultant in designing the strategic plan for the Purchasing and Procurement Division; assisted with the development of Balanced Scorecard measures for the entire Department
- **Department of Public Health** – Coordinated a planning effort involving two County departments and multiple not-for-profit service providers to improve delivery of healthcare to the County's homeless; assisted in the implementation of the plan
- **Department of Human Resources** – Led a department-wide team to develop a mission and plans covering improvements in supporting County departments as they planned, recruited, hired, trained, and developed staff. Designed a performance measurement approach with the Department.
- **Office of Small Business** – Led a strategic planning process of the Small Business Commission for the County of Los Angeles, coordinating with the staff of the Office of Small Business so that the priorities of the Commission could be addressed.
- **Department of Public Works** – Part of a team that facilitated a department-wide Strategic Planning effort. Facilitated the development of action plans in the financial and administrative support services of the Department.

## City of Los Angeles:

- **Comprehensive Management Review, Department of Transportation (LADOT) for the Office of the Controller** – As part of a Comprehensive Management Review of LADOT for the City Controller:
  - Coordinated Action Planning Teams working on administrative processes and management performance
  - Participated on organizational design team recommending improved structures related to administrative processes
  - Advised General Manager on priorities relating to administrative process changes
- **Development of Vision and Strategy for City Asset Management:** As a follow-on project, prepared a broad vision for how the City of Los Angeles should use and manage its real property assets, including policy considerations and issues important to a large cross-section of stakeholders who were interviewed and reviewed the vision. Guidelines for real estate Asset Management prepared in the report were adopted by the Los Angeles City Council.
- **Development Reform Strategic Plan** – Facilitated two Implementation Improvement Teams focused on work culture and finance improvements to develop Action Plans and assisted with the facilitation of town hall meetings with business, industry, and community constituents, involving more than 400 participants.
- PERFORMANCE MEASUREMENT: ➤ **Designed Performance Measurement systems** for:
  - County of Los Angeles Regional Planning Department
  - County of Los Angeles Department of Human Resources
  - County of Los Angeles Treasurer/Tax Collector
- **Developed Balanced Scorecards** for:
  - Los Angeles World Airports - Environmental Management Division
  - Los Angeles County - Internal Services Division
  - Los Angeles County - Department of Public Health
  - East Los Angeles Community College



EDUCATION & TRAINING:

- B.A., *cum laude*, History, Vassar College
- Master of Public Administration, Intergovernmental Management, University of Southern California
- Certified Integral Coach, New Ventures West
- Certified Trainer, Affirmative Action/EEO, Interaction Management, and Meeting Planning
- Certified Trainer, “Coaching to Excellence,” New Ventures West

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## Heather R. Sims, KH Vice President

PROJECT ROLE:

Senior Team Member focused on stakeholder engagement and strategic planning workshops

FOCUS:

As a trained anthropologist, Heather Sims applies knowledge of socio-cultural processes and a combination of qualitative and quantitative analytical skills to ensure an inclusive and holistic approach to every project. She is the **Organizational Culture and Stakeholder Engagement Practice Lead** and specializes in the development and facilitation of stakeholder engagement techniques and tools and stakeholder input analysis as part of change management and strategic-planning efforts; organizational cultural analysis; research implementation; benchmark investigation; and market assessment.

As the KH Stakeholder Engagement Practice Lead Heather has designed, facilitated, and analyzed more than 35 surveys and designed, facilitated, and analyzed the outcomes of nearly 100 focus groups, forums, town halls, and other stakeholder meetings. Clients include public, private, and non-profit organizations with survey distribution populations ranging from 50 to 50,000. Foci include corporate culture, customer/stakeholder satisfaction, strategic planning, organizational effectiveness, change management and activity analysis, compensation, and 360° performance evaluation, among others.

REPRESENTATIVE CLIENTS:

### County of Los Angeles

- **Department of Beaches and Harbors (DBH)** – assisted with the facilitation and development of the DBH Strategic Plan, including the design and facilitation of a one-day retreat; design and facilitation of action planning work groups and the development of action plans in

2010. Developed a presentation for the DBH Director to use in sharing the strategic plan internally and with external stakeholders. Lead consultant on the update of the strategic plan in 2012, including the design and facilitation of a retreat with 60 participants

- **Department of Consumer and Business Affairs (DCBA)** – provided assistance in supported of the development of a County-wide strategic plan to significantly increase the number of awards to small and disabled veteran businesses. Facilitated the preparation procurement strategies relevant to all County departments.
- **Department of Regional Planning (DRP)** – assisted with the facilitation and development of the DRP Strategic Plan. Launched the DRP Strategic Planning Implementation Team (SPIT) to:
  - Encourage Department-wide collaboration
  - Develop and promote Strategic Action Plans
  - Sustain a lasting forum for strategic thought, action, change
  - Department of Public Health (DPH)
  - Designed and implemented a visual presentation for the DPH Director that provides information and guidance concerning the DPH Strategic Plan to a variety of audiences around the United States.
  - Assisted with planning and facilitating of a strategic planning retreat with DPH administration. Participated in designing and implementing an internal department newsletter. Provided research and analysis support for other strategic planning activities.
- **Public Library (Library)** – assisted in the strategic planning and overseeing an all-staff meeting for 650 Library employees separated among 30 breakout strategic planning discussion workshops. Provided research and analysis support for ongoing leadership development training program.
- **Department of Public Health (DPH)**
  - Designed and implemented a visual presentation for the DPH Director that provides information and guidance concerning the DPH Strategic Plan to a variety of audiences around the United States.
  - Assisted with planning and facilitating of a strategic planning retreat with DPH administration. Participated in designing and implementing an internal department newsletter. Provided





research and analysis support for other strategic planning activities.

### **City of Los Angeles**

- **Los Angeles Department of Water and Power (LADWP)** – Lead the KH Team that assisted the Human Resources Division with an HR Best Practices Audit, including the design, facilitation, and analysis of an HR Benchmark Survey of comparable California public and private utilities, and City of Los Angeles proprietary Departments; facilitation of action-planning teams for the development of an HR Strategic Plan; and the development of performance metrics to monitor the achievement of strategic goals.
- **Development Reform Strategic Plan** – facilitated three Implementation Improvement Teams focused on communications, work culture, and environmental/CEQA process improvements to develop Action Plans; conducted the external stakeholder surveys; and facilitated town hall meetings with business, industry, and community constituents
- **Department of Transportation (LADOT) and Office of the Controller** – as part of a Comprehensive Management Review of LADOT for the City Controller, conducted the employee survey with more than 900 respondents and analyzed the work culture components as input to the Strategic Plan

### **Higher Education**

- **Los Angeles Trade Technical College (LATTC)** – lead team to assist LATTC with a Strategic Planning and Educational Master Planning effort.
- **Los Angeles Trade Technical College (LATTC)** – designed, planned, and facilitated student focus groups as part of a broader strategic planning project.
- **Glendale Community College District (GCCD)** – assisted with the facilitation and development of the GCCD Educational Master Plan, including the design and facilitation of employee focus groups; the development, facilitation, and analysis of an external stakeholder survey; the design and facilitation of a community forum, design and facilitation of action planning work groups and the development of action plans.



- **Las Positas College (LPC)** – analyzed an online survey that informed the development of an organizational structure to implement LPC’s Master Plan.
- **Los Angeles Coalition for Linked Learning (LACLL)** – Project Manager of KH Team that facilitated a regional strategic planning effort involving more than 70 participants representing at least 40 partner organizations. The final three-year Strategic Plan focused on regional collaboration and that identifies the function and infrastructure necessary to build and sustain a “Regional Hub of Excellence.”
- **Los Angeles Regional Adult Education Consortium (LARAEC)** – Assisted with the design and facilitation of five half-day workshops with more than 100 participating stakeholders from the LARAEC member school districts, including district leadership, faculty, teachers, staff, students, local business partners, and community partners to discuss strategies to address:
  - Curriculum alignment
  - Assessment and placement alignment
  - Student support services, including counseling
  - Design of bridges and pathways into CTE programs
  - Collaboration with businesses and other partners

This collaborative a collaborative effort resulted in the development of the Regional Comprehensive Plan as required in the AB 86 Adult Education Consortium Planning Grant.

PRIOR WORK EXPERIENCE:

- **U.S. Fish and Wildlife Service, National Wildlife Refuge System,** Cultural Resource Management, Visitor Services and Communications Division

EDUCATION:

- Masters of Applied Anthropology (M.A.A.), University of Maryland College Park, focus on Resource Management and Cultural Processes
- B.A., Anthropology, University of Louisville, Summa Cum Laude

## VII – ESTIMATED TIMEFRAME

We are prepared to begin the strategic-planning project within two weeks of notification. We understand LACERA has suggested a 6-month timeframe, which we believe is reasonable for building consensus around strategic directions.

Table VI.1 presents the deliverables, by task and month. Months 1 and 2 are devoted to Phase 1, and the balance of the time to Phase 2.

KH anticipates communicating or meeting with the BOR, SPOC, and executive management at key milestones. Additional reviews can be scheduled based on LACERA’s needs and issues identified. Such review meetings are important to ensure that the project is meeting LACERA’s expectations.

*Table VII.1: Major Milestones and Deliverables, by Task*

Milestones and Deliverables, By Task	Timeline					
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
<b>Phase 1 Tasks: Development of the Strategic Planning Process</b>						
<b>Task 1.1 Review documents</b>						
Finalize document review list and compile documents						
Review documents						
<b>Task 1.2 Strategic Planning Oversight Committee (SPOC) Participants</b>						
<b>Task 1.3 Strategic Planning Kickoff Meeting</b>						
Design Kickoff meeting						
Facilitate Kickoff meeting						
<b>Task 1.4 Best Practices Survey of Peer Pension Funds</b>						
Survey Design						
Survey Facilitation						
Summary of Findings						
<b>Task 1.5 Draft the LACERA Strategic-Planning Process Workbook</b>						
Draft Workbook						
SPOC Workbook Review and Revision						
LACERA Executive Management Workbook Review and Revision						

Milestones and Deliverables, By Task	Timeline					
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
<b>Task 1.7 Present and deliver the final LACERA Strategic-Planning Workbook</b>						
Finalize Workbook						
Prepare BOR presentation						
Present Workbook to BOR						
<b>Phase 2 Tasks: Development of the LACERA Strategic Plan</b>						
<b>Task 2.1 Conduct interviews with the BOR, LACERA executive management, and division managers and their management teams</b>						
Develop interview guides						
Conduct 1:1 interviews and group interviews						
Summarize findings						
<b>Task 2.2 Solicit internal and external stakeholder input</b>						
Design and facilitate 46 Q <sup>2</sup> focus groups and summarize findings						
Design, facilitate, and analyze online survey(s) and summarize findings						
Design and facilitate 10 Discussion Forums and summarize findings						
<b>Task 2.3 Conduct Strategy Lab</b>						
Design Strategy Lab						
Conduct Strategy Lab						
Summarize findings and finalize Strategic Priorities						
<b>Task 2.4 Conduct action-planning work sessions to develop a LACERA Strategic Roadmap</b>						
Develop APT charters						
Facilitate, and summarize as many as 40 2-hour action-planning sessions						
Incorporate APT discussions into the development of as many as 8 Action Plans						

Milestones and Deliverables, By Task	Timeline					
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Finalize as many as 8 draft Action Plans						
<b><i>Task 2.5. Design and conduct Strategic Planning Summit</i></b>						
Design Strategic Planning Summit						
Conduct Strategic Planning Summit						
Refine Action Plans based on feedback received at the Strategic Planning Summit						
<b><i>Task 2.6 Develop Performance Management Scorecard Linked to the Strategic Priorities</i></b>						
Draft Scorecard						
Final Scorecard						
<b><i>Task 2.7 Deliver the final five-year Strategic Plan and Action Plans</i></b>						
Draft Strategic Plan and Action Plans						
Finalize Strategic Plan and Action Plans						
Prepare memorandum of recommendations for consideration in implementing the Strategic Plan						



## VIII – REFERENCES

Our corporate philosophy emphasizes a strong commitment to our clients. Our charter is to:

- Serve our clients in achieving their objectives
- Offer practical and achievable recommendations
- Establish a rapport that makes our final recommendations shared conclusions
- Enable our clients to accomplish specific objectives for reasonable investments of time and money
- Treat the information developed during the course of our work confidentially
- Document our Strategic Plans and recommended actions in well-honed reports which serve as useful references during implementation
- If needed, assist in implementing the recommendations

The following references can attest to our client commitments.

<b>KH Project for:</b>	<b>County of Los Angeles Department of Public Social Services</b>
<b>Services Provided:</b>	Strategic Planning (including action plans, performance metrics, and an evaluation and implementation plan)
<b>Project Dates:</b>	October 1, 2020 – September 30, 2021
<b>Contact:</b>	Nick Ippolito, Assistant Director Bureau of Special Operations Los Angeles County Department of Public Social Services 12860 Crossroads Parkway South City of Industry, California 91746 (562) 908-8324 <a href="mailto:NicholasIppolito@dpss.lacounty.gov">NicholasIppolito@dpss.lacounty.gov</a>
<b>KH Project for:</b>	<b>Los Angeles World Airports</b>
<b>Services Provided:</b>	Organizational Planning
<b>Project Dates:</b>	2019-2020
<b>Contact:</b>	Samantha Bricker Chief Environmental & Sustainability Officer Los Angeles World Airports (424) 646-5054



<a href="mailto:sbricker@lawa.org">sbricker@lawa.org</a>	
<b>KH Project for:</b>	<b>County of Los Angeles, Office of the Chief Executive Officer, Service Integration Branch</b>
<b>Services Provided:</b>	Strategic Plan for County-wide Information and Referral Services
<b>Project Dates:</b>	2018-2019
<b>Contact:</b>	Harvey Kawasaki <a href="mailto:HKawasaki@ceo.lacounty.gov">HKawasaki@ceo.lacounty.gov</a> (562) 343-8093 (cell)
<b>KH Project for:</b>	<b>County of Los Angeles, Office of the Assessor</b>
<b>Services Provided:</b>	Strategic Planning (development of the initial plan and subsequent plan, annual reports, transitional team reports, and leadership pipeline study)
<b>Project Dates:</b>	2013-2018
<b>Contact:</b>	Jeff Prang Assessor, County of Los Angeles (213) 974-3101 <a href="mailto:jprang@assessor.lacounty.gov">jprang@assessor.lacounty.gov</a>  Santos H. Kreimann (formerly Chief Deputy Director at the Office of the Assessor at the time of these projects) LACERA Chief Executive Officer (626) 564-6000 Ext. 2494
<b>KH Project for:</b>	<b>City of Los Angeles Attorney's Office</b>
<b>Services Provided:</b>	Subcontractor to RAND to provide external evaluation services of LA DOOR project, managed through the City Attorney's Office (Subcontractor to RAND Corporation on Project)
<b>Project Dates:</b>	2017-Current
<b>Contact:</b>	Melissa Labriola, Senior Behavioral Social Scientist Economics, Sociology & Statistics Department RAND Corporation 1200 South Hayes Street Arlington, Virginia, 22202 (703) 413-1100 ext.5573 <a href="mailto:labriola@rand.org">labriola@rand.org</a>



<b>KH Project for: Port of Los Angeles</b>	
Services Provided:	Performance audit of operating agreement
Project Dates:	June 2020-June 2021
Contact:	Jim Olds, Director of Audit Port of Los Angeles Internal Audit Department 425 S. Palos Verdes St. San Pedro, CA 90731 (310) 732-3562 <a href="mailto:jolds@portla.org">jolds@portla.org</a>
<b>KH Project for: County of Los Angeles Treasurer and Tax Collector</b>	
Services Provided:	Strategic Planning (development of the initial plan and next plan 5 years later)
Project Dates:	2013
Contact:	Keith Knox, Treasurer, Tax Collector and Public Administrator County of Los Angeles Treasurer and Tax Collector Kenneth Hahn Hall of Administration 500 W Temple Street Los Angeles, CA 90012 <a href="mailto:kknox@ttc.lacounty.gov">kknox@ttc.lacounty.gov</a>





## IX – FEES AND COSTS

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Our proposed billing rates are consistent with our Master Agreements with the County of Los Angeles Office of the Chief Executive Officer for conducting strategic-planning projects and the County of Los Angeles Office of the Auditor-Controller for conducting management audits.

### **Project Costs**

KH's *Project Cost* estimates – on the next page – display the hours and costs for the tasks and subtasks. The costs are based on our estimated hours multiplied by our fully loaded, hourly billing rates. Our billing rates are consistent with those outlined in our Master Agreement.

### **Billing Practices and Payment Terms**

We typically bill monthly for the work completed in the prior month. We expect payment within 30 days and are a certified local small business in the County of Los Angeles (local SBE, Vendor# 05254701).

**LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**

**REVISED Request for Proposals for Strategic Planning Consultant: Schedule of Project Costs**



Project Tasks	Project Director	Project Manager (day-to-day)	Lead on Stakeholder Engagement	Administrative & Research Support Staff	Total Hours, By Task	Project Costs, By Task
	Gayla Kraetsch Hartsough	Charlotte Maure	Heather Sims			
<b>Phase 1 Tasks: Development of the Strategic Planning Process</b>						
<b>Task 1.1. Review Documents</b>					<b>29.7</b>	<b>\$ 7,178</b>
Gather and organize documents	1.0	1.0	1.0	0.3		
Review documents	8.0	8.0	8.0	2.4		
<b>Task 1.1. Form Strategic Planning Oversight Committee (SPOC)</b>					<b>13.2</b>	<b>\$ 3,440</b>
Identify and evaluate SPOC options	2.0			0.2		
Finalize SPOC	4.0	4.0		0.8		
Draft letter for LACERA to invite SPOC members	1.0	1.0		0.2		
<b>Task 1.2 Strategic Planning Kickoff Meeting</b>					<b>60.5</b>	<b>\$ 14,513</b>
Design Kickoff meeting	8.0	8.0	8.0	2.4		
Conduct up to 4 kick-off meetings with BOR, LACERA executives/MAC, and SAC	8.0	8.0	8.0	2.4		
Summarize findings	1.0	2.0	4.0	0.7		
<b>Task 1.3 Best Practices Survey of Peer Pension Funds</b>					<b>70.4</b>	<b>\$ 15,680</b>
Design Best Practices Survey	2.0	2.0	8.0	1.2		
Conduct Best Practices Survey	2.0	2.0	16.0	2.0		
Summarize findings	4.0	4.0	24.0	3.2		
<b>Task 1.4 Draft the LACERA Strategic-Planning Process Workbook</b>					<b>105.6</b>	<b>\$ 31,100</b>
Draft the LACERA Strategic-Planning Process Workbook	24.0	8.0	40.0	7.2		
Review the LACERA Strategic-Planning Process Workbook with SPOC	4.0	4.0	4.0	1.2		

**LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**

**REVISED Request for Proposals for Strategic Planning Consultant: Schedule of Project Costs**



Project Tasks	Project Director	Project Manager (day-to-day)	Lead on Stakeholder Engagement	Administrative & Research Support Staff	Total Hours, By Task	Project Costs, By Task
	Gayla Kraetsch Hartsough	Charlotte Maure	Heather Sims			
Review the LACERA Strategic-Planning Process Workbook with LACERA Executive Management	4.0	4.0	4.0	1.2		
Revise the LACERA Strategic-Planning Process Workbook based on discussions	4.0	4.0	16.0	2.4		
<b>Task 1.5 Present and deliver the final LACERA Strategic-Planning Workbook</b>					<b>37.4</b>	<b>\$ 9,055</b>
Finalize the LACERA Strategic-Planning Process Workbook	4.0	4.0	8.0	1.6		
Prepare the LACERA Strategic-Planning Process Workbook BOR Presentation	4.0	2.0	4.0	1.0		
Conduct the LACERA Strategic-Planning Process Workbook BOR Presentation	4.0	4.0		0.8		
<b>Phase 1 Subtotals</b>					<b>316.8</b>	<b>\$ 80,965.00</b>

**LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**

**REVISED Request for Proposals for Strategic Planning Consultant: Schedule of Project Costs**



Project Tasks	Project Director	Project Manager (day-to-day)	Lead on Stakeholder Engagement	Administrative & Research Support Staff	Total Hours, By Task	Project Costs, By Task
	Gayla Kraetsch Hartsough	Charlotte Maure	Heather Sims			
<b>Phase 2 Tasks: Development of the LACERA Strategic Plan</b>						
<b>Task 2.1 Conduct interviews with the BOR, LACERA executive management, and division management teams</b>					<b>127.2</b>	<b>\$ 30,247</b>
Develop interview guide	2.0	2.0	2.0	0.6		
Schedule interviews		2.0	2.0	0.4		
Conduct Interviews	24.0	32.0	32.0	8.8		
Summarize interviews	4.8	6.4	6.4	1.8		
<b>Task 2.2 Solicit internal and external stakeholder input</b>						
<b>2.2a Focus Groups or Small Group Discussions</b>					<b>67.3</b>	<b>\$ 16,049</b>
Design Focus Groups or Discussion Groups	2.0	2.0	4.0	0.8		
Schedule Focus Groups and invite participants		4.0	2.0	0.6		
Solicit Los Angeles County input	16.0			1.6		
Conduct zoom 3 Discussion Groups with other LACERA jurisdictions			16.0	1.6		
Analyze Focus Group/Discussion Input	2.0	2.0	12.0	0.7		
<b>2.2b Online Survey</b>					<b>166.1</b>	<b>\$ 37,783</b>
Design	4.0	4.0	24.0	3.2		
Review of Draft with LACERA executives	2.0	2.0	2.0	0.6		
Finalize Content	1.0		4.0	0.5		
Facilitate Online Surveys			16.0	1.6		
Analyze Survey Results	24.0	8.0	60.0	9.2		
<b>Task 2.3 Conduct Strategy Lab</b>					<b>112.2</b>	<b>\$ 26,815</b>
Design	20.0	8.0	20.0	4.8		
Facilitate	10.0	10.0	10.0	3.0		
Summarize	4.0	4.0	16.0	2.4		

**LOS ANGELES COUNTY EMPLOYEES REITREMENT ASSOCIATION**  
**REVISED Request for Proposals for Strategic Planning Consultant: Schedule of Project Costs**



Project Tasks	Project Director	Project Manager (day-to-day)	Lead on Stakeholder Engagement	Administrative & Research Support Staff	Total Hours, By Task	Project Costs, By Task
	Gayla Kraetsch Hartsough	Charlotte Maure	Heather Sims			
<b>Task 2.4 Conduct action-planning work sessions to develop a LACERA Strategic Roadmap</b>					<b>167.2</b>	<b>\$ 40,390</b>
Set up APTs with LACERA Executive Management	2.0	4.0	2.0	0.8		
Facilitate and Summarize APT Work Sessions	32.0	32.0	32.0	9.6		
Action Plan Preparation	16.0	16.0	16.0	4.8		
<b>Task 2.5. Design and conduct Strategic Planning Summit</b>					<b>103.4</b>	<b>\$ 25,055</b>
Design	16.0	8.0	16.0	4.0		
Facilitate	10.0	10.0	10.0	3.0		
Revise Action Plans	8.0	8.0	8.0	2.4		
<b>Task 2.6 Develop Performance Management Scorecard Linked to the Strategic Priorities</b>					<b>52.8</b>	<b>\$ 13,160</b>
Develop Performance Management Tools	16.0	32.0		4.8		
<b>Task 2.7 Deliver the final five-year Strategic Plan and Action Plans</b>					<b>205.2</b>	<b>\$ 50,490</b>
Draft LACERA Strategic Plan	24.0	8.0	24.0	5.6		
Review draft Strategic Plan, Action Plans, and Performance Management Tools with LACERA Executive Management	4.0	4.0	4.0	1.2		
Finalize LACERA Strategic Plan, Action Plans, and Performance Management Tools	16.0	8.0	16.0	4.0		
Prepare BOR Strategic Plan PowerPoint	8.0		18.0			
Present Strategic Plan to BOR	4.0	4.0	4.0			
Submit native/electronic files to LACERA			2.0	0.2		
Prepare memo with implementation recommendations	16.0	24.0	2.0	4.2		
<b>Phase 1 Subtotals</b>					<b>1,001.4</b>	<b>\$ 239,989</b>

**LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**

**REVISED Request for Proposals for Strategic Planning Consultant: Schedule of Project Costs**



Project Tasks	Project Director	Project Manager (day-to-day)	Lead on Stakeholder Engagement	Administrative & Research Support Staff	Total Hours, By Task	Project Costs, By Task
	Gayla Kraetsch Hartsough	Charlotte Maure	Heather Sims			
<b>TOTAL PROFESSIONAL HOURS AND FEES</b>						
Total Hours	376.8	314.4	535.4	118.0	1,344.6	
Hourly Rate	\$300	\$250	\$225	\$75		
Total Per Individual Consultant	\$113,040	\$78,600	\$120,465	\$8,849		
<b>TOTAL PROJECT COSTS</b>						<b>\$ 320,954</b>



## X – AGREEMENT REQUIREMENTS

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### Comments on Proposed Agreement

KH has reviewed the proposed agreement. Based on the requested work scope, KH will not be accessing LACERA’s data processing systems or other business-related data functions. As a result, the following sections of the proposed agreement do not apply:

- Section 4.13 (“Cyber Liability Insurance”)
- Section 17 (“Information and Data Security”), unless requested
- Section 18 (“Disaster Recovery & Business Continuity”)
- Section 19 (“Data Breach Verification”)

### Conflicts of Interest

KH is not aware of any actual or potential conflict(s) of interest with providing strategic-planning process development or plan preparation services to LACERA. As part of transparency, KH has performed work within the 18 months for:

- LACERA – concluded in August 2020
- County of Los Angeles Treasurer-Tax Collector, where Trustee Keith Knox works – more than 7 years ago
- County of Los Angeles Department of Public Social Services – strategic planning project ended September 2021
- Los Angeles County Citizens Redistricting Commission – an independent commission that will conclude its work in December 2021

### Quiet Period

KH will comply with the quiet period requirement stated in Section IV.A of the RFP for the duration of the RFP.

### Claims

KH has no past, pending, or threatened litigation, including any claims against the firm or the personnel proposed to provide services to LACERA.

### Insurance

KH will provide the necessary Certificates of Insurance. KH’s insurance coverage includes:



- State Farm: General Business Liability: \$2 million per occurrence for bodily injury, personal injury, and property damage, include Non-Owned Auto. Maximum Coverage: \$4 million.
- State Farm: Workers' Compensation Insurance: \$1 million
- Beazley Insurance Company: Professional Liability (E&O): \$3 million

### **Other Information**

To the best of our knowledge, KH and this proposal comply with all requirements of the RFP.





## APPENDIX A – DIVERSITY POLICIES

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**WAIVER OF NOTICE AND CONSENT TO HOLDING OF SPECIAL MEETING OF THE BOARD OF  
DIRECTORS AND SHAREHOLDERS OF  
KH CONSULTING GROUP**

We, the undersigned, being all Directors and Shareholders of KH Consulting Group (KH), a California S-Corporation, hereby waive notice of the special meeting of the Board of Directors of the Corporation and consent to the holding of said meeting at 15624 Royal Ridge Road, Sherman Oaks, California, on December 3, 2020.

Dated: December 3, 2020

Signed:

A handwritten signature in blue ink, appearing to read 'GKH', is written over a horizontal line.

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Gayla Kraetsch Hartsough, Ph.D.

KH President

Board Director

Sole Shareholder



## **SPECIAL MEETING OF THE BOARD OF DIRECTORS AND SHAREHOLDERS OF KH CONSULTING GROUP**

The Board of Directors of KH Consulting Group (KH) held a special meeting at 15624 Royal Ridge Road, Sherman Oaks, California, on December 3, 2020.

The following Director, constituting a quorum of the full board, was present at the meeting: Dr. Gayla Kraetsch Hartsough. She is the sole shareholder of KH and, thus, all shareholders were present.

As the Chairperson, she presided over the meeting and also served as Assistant Secretary, taking notes of the meeting. She announced that the meeting was held pursuant to written waiver of notice and consent to holding of the meeting signed by each of the Directors. Upon a motion duly made, seconded, and unanimously carried, the waiver and consent were made part of the records of the meeting; it now proceeds the minutes of this meeting in the corporation's minute book.

### **EQUAL EMPLOYMENT OPPORTUNITY**

Since the last time that the KH Board reviewed the firm's Equal Employment Opportunity (EEO) policy was 2013, it seemed appropriate to revisit the policy. KH's EEO policy has been updated to include sections on:

- Self-analysis or utilization analysis of our workforce
- Determination if employment practices are discriminatory against protected groups
- A system for taking reasonable corrective actions, including establishment of goals or timetables, if problem areas are identified in employment areas

### **Revised KH Equal Employment Practices Policy**

Title VII of the Civil Rights Act of 1964 makes it unlawful to discriminate in hiring, discharge, promotion, referral, and other facets of employment, on the basis of color, race, religion, sex, or national origin. In addition, the U.S. Supreme Court has ruled that Civil Rights Act provision banning discrimination in the workplace protects LGBTQ employees from being fired because of their sexual orientation.



## **EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY**

KH Consulting Group (KH) upholds the tenets of equal opportunity legislation in our hiring and promotion practices.

In today's environment, we cannot and will not allow prejudicial factors to keep us from hiring and retaining people who can best serve our clients and our organization. We are primarily interested in what a current or future employee has to offer in talent, skill, experience, enthusiasm, personality, and education. Consequently, KH will employ qualified people, regardless of age, race, sex, sexual orientation, ethnicity, national origin, religion, creed, marital status, or physical infirmity.

KH agrees and represents that it will provide equal employment practices and that it requires its subcontractors to do so as well.

KH will ensure that, in our employment practices, persons are employed, and employees are treated equally and without regard to or because of race, religion, ancestry, national origin, sex, sexual orientation, age, disability, marital status, or medical condition.

This provision applies to work or service performed or materials manufactured or assembled in the United States.

### **KH's Equal Benefits Policy**

Because of our contracts with the City of Los Angeles, County of Los Angeles, and other public agencies and because we believe it is the right and fair thing to do, KH will provide equal benefits to its employees with spouses and its employees with domestic partners.

Additional information about the City of Los Angeles' Equal Benefits Ordinance may be obtained from the Department of Public Works, Office of Contract Compliance at (213) 847-1922.

### **Workforce Utilization Analysis**

KH is routinely requested by public agencies to complete tables regarding our workforce utilization. Such tables are typically prepared at least annually and afford an opportunity for KH management to analyze our workforce demographics.

## **EMPLOYMENT PRACTICES**

### **Review of Practices**

KH routinely retains contractors as Subject Matter Experts (SMEs) to assist with the performance of our projects. Our workforce is small with minimal turnover. In the event that KH's employment practices are questioned as being discriminatory against protected groups, KH would review our practices, identify areas of concern, and take corrective actions to modify our practices.

If such a review is insufficient, KH would explore more independent options, such as independent review panels or arbitration experts.



### **Corrective Actions System**

KH will take reasonable corrective actions, including establishment of goals or timetables, if problem areas are identified in employment areas based on any review of our practices.



There being no further information, the meeting was adjourned.

A handwritten signature in blue ink, appearing to read 'Gayla Kraetsch Hartsough'.

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### **Gayla Kraetsch Hartsough, Ph.D.**

President, Treasurer, and Secretary  
Director, Board of KH Directors  
Sole Shareholder of KH

### **KH Consulting Group**

1901 Avenue of the Stars, Suite 200, Los Angeles CA 90067  
310 203.5417 ☎ 310 203.5419 fax ☎ [gayla@khcg.com](mailto:gayla@khcg.com) ☎ [www.KHConsultingGroup.com](http://www.KHConsultingGroup.com)



## APPENDIX B – STRATEGIC PLAN EXAMPLES

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Other examples of KH’s strategic plans and reporting writing are:

- LACERA’s CEO’s “First 100-day Management Report” to the LACERA Boards
- County of Los Angeles, Office of the Assessor Strategic Plan:  
[http://file.lacounty.gov/SDSInter/lac/1029795\\_2017\\_Strategic\\_Plan\\_Public\\_FINAL.pdf](http://file.lacounty.gov/SDSInter/lac/1029795_2017_Strategic_Plan_Public_FINAL.pdf)
- City of Los Angeles, Development Reform Strategic Plan:  
[https://www.academia.edu/11414121/City\\_of\\_Los\\_Angeles\\_Development\\_Reform](https://www.academia.edu/11414121/City_of_Los_Angeles_Development_Reform)
- County of Orange, OC Parks, Strategic Plan:  
<https://ocparks.com/sites/ocparks/files/import/data/files/82682.pdf>
- CAL-OPTIMA’s strategic plan that KH worked is attached.

# STRATEGIC PLAN 2013-16



A Public Agency

**CalOptima**

Better. Together.



# Strategic Planning Process

## A MESSAGE FROM THE CEO

The 2013–16 Strategic Plan is a collaboration by the Board of Directors, CalOptima leadership and staff, and our Member and Provider Advisory Committees. The Strategic Plan includes:

- A new vision to provide an integrated and well-coordinated system of care to ensure optimal health outcomes for all our members
- Reconfirmation of our mission, coupled with values that are our guiding principles every day
- Strategic priorities, objectives and action plans that we will implement during the next three years

Consistent with our commitment to stewardship and accountability, CalOptima is sharing this Strategic Plan with you to reinforce that we are here to serve Orange County and maintain an open and responsive relationship with our members, partners and stakeholders.

The Strategic Plan is a living document that will continually evolve to meet shifting challenges and opportunities, particularly in light of the Affordable Care Act. We encourage your input along the way.



A handwritten signature in black ink, appearing to read "MS Schrader".

Michael Schrader  
Chief Executive Officer, CalOptima

### The Foundation

CalOptima reconfirmed our mission and developed a new vision with a set of values to support our roles as both a public agency and a health plan.

### The Framework

CalOptima assessed our Strengths, Weaknesses, Opportunities and Threats (SWOT analysis). Working with the Board of Directors, we identified strategic priorities, particularly given our pending expansion with the implementation of the Affordable Care Act.

### The Action Plans

We formed cross-departmental Action Planning Teams to develop action plans for each strategic priority. Work to implement the action plans is underway, and performance measures will monitor the progress and signal success of desired outcomes.

# Whom We Serve

## **468,800 members\***

We serve 1 in 7 Orange County residents.

## **62 percent are children**

We serve 1 in 3 Orange County children.

## **58 percent live in five cities**

The majority of CalOptima members live in Santa Ana, Anaheim, Garden Grove, Westminster and Orange.

## **Diverse members**

Members speak English, Spanish, Vietnamese, Farsi, Korean and other languages.



## WHO WE ARE

As the second largest health insurer and only Medi-Cal plan in Orange County, CalOptima is a county organized health system that administers health insurance through three major programs:

- Medi-Cal (California's Medicaid program) for low-income families, children, seniors and people with disabilities
- OneCare (HMO SNP) (a Medicare Advantage Special Needs Plan) for low-income seniors and people with disabilities who qualify for both Medicare and Medi-Cal
- PACE (Program of All-Inclusive Care for the Elderly) for older adults, providing comprehensive health services through the CalOptima PACE center

CalOptima has more than 600 employees. All of our members are enrolled in Medi-Cal and 85 percent of our \$1.5 billion budget is dedicated to Medi-Cal in fiscal year 2014.

## **CalOptima has:**

- **Higher enrollment than 17 state Medicaid programs**
- **Higher Medicare Advantage Special Needs Plan enrollment than 24 of the 41 states with such plans**

*\*Source: CalOptima Fast Facts, October 2013*



# Our *Unique* Dual Role



CalOptima is unique in that we must exhibit being the best of both a **public agency**, upholding public trust, and a **health plan**, seeking efficiency and member satisfaction.

As both, CalOptima must:

- Make the best use of our resources, funding and expertise
- Solicit stakeholder input
- Ensure transparency in our governance procedures
- Be accountable for the decisions we make

**CalOptima** was created as a **public agency**, operates like a private sector **health plan** and is accountable to stakeholders to build public trust.

**County Organized Health System:** CalOptima is a county organized health system (COHS), which is a model unique to California that is governed by a locally appointed Board of Directors. As a COHS, CalOptima is a public agency authorized by county, state and federal actions, which requires:

- Single-plan responsibility for providing Medi-Cal in the county
- Mandatory enrollment of all full-scope Medi-Cal beneficiaries, including dual eligibles
- Responsibility for almost all medical acute services, including custodial long-term care

Certain benefits are carved out of CalOptima's Medi-Cal program, meaning that these benefits are administered by other entities (e.g., specialty mental health, dental and catastrophic coverage for children).

In Orange County, CalOptima has an integral role in the health care safety net since there are no county-run hospitals or clinics. As the only Medi-Cal plan in Orange County, CalOptima has a duty to meet our COHS obligations and to:

- Preserve access and quality of care
- Consider members' needs in determining what new programs to implement
- Implement a shared-risk model
- Assume ultimate accountability



## BETTER. TOGETHER.

We cannot achieve our mission or our vision alone. We must work together with **providers, community health centers, county agencies, state and federal agencies, and other community stakeholders.** Together, we can develop innovative solutions and meet our diverse members' health care needs.

We are **Better. Together.**

# *Strategic* Plan Framework

CalOptima works in collaboration with providers, community stakeholders and government agencies to achieve our mission and vision. Our mission statement has been fundamental to us since CalOptima was founded almost 20 years ago. Our vision is newly created as a result of work on this Strategic Plan.

### **Our Mission**

To provide members with access to quality health care services delivered in a cost-effective and compassionate manner

### **Our Vision**

To be a model public agency and community health plan that provides an integrated and well-coordinated system of care to ensure optimal health outcomes for all our members





# HEALTH CARE PROGRAM CONTINUUM

CalOptima developed a decision-making framework for determining the feasibility of offering new programs. We categorize all new programs into core business, mission critical, added value or unmet needs.

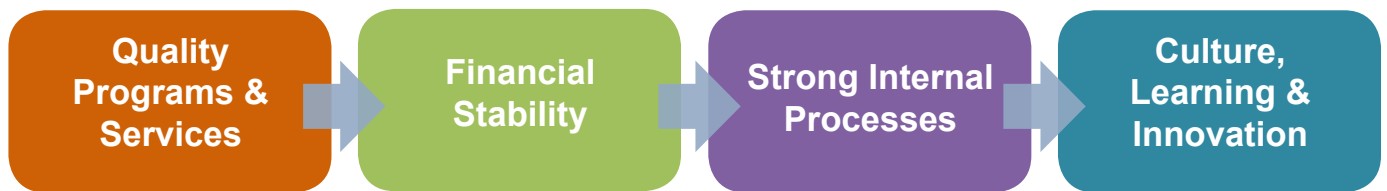
As a public agency, we must ensure, first and foremost, that we deliver our core business and mission-critical programs. Programs beyond those depend on our operational capacity and budget.

Whenever possible, we partner with others to maximize existing delivery systems to help fill unmet needs or deliver services that bring added value to the community. Some examples are noted in the table below.



Core Business	Mission Critical	Added Value	Unmet Needs
Medi-Cal	Medicare for Dual Eligibles	PACE CalOptima Regional Extension Center	Dental Services Autism Services Health Education

# Strategic Priorities



## QUALITY PROGRAMS & SERVICES

CalOptima's core function is to provide quality programs and services. With significant changes in the health care delivery system, CalOptima will be working to meet new requirements under the Affordable Care Act; adding new programs, such as PACE and integrated behavioral health; and serving more members through Medi-Cal expansion and the proposed launch of Cal MediConnect. Medi-Cal expansion, coupled with the ongoing enrollment of currently eligible children and families, requires significant growth in capacity, both internally and in our provider network, to ensure members continue to receive quality health care services.

### Goals

- Provide members with access to quality health care services
- Integrate and coordinate care to ensure optimal health outcomes for all our members
- Integrate physical and behavioral health

### Objectives

- Launch new and expanded programs, such as:
  - Affordable Care Act and Medi-Cal expansion
  - Cal MediConnect
  - PACE
  - Bridge or Basic Health Plan
- Further integrate behavioral health

# FINANCIAL STABILITY

CalOptima's Board of Directors recognizes that, while CalOptima is well-positioned to help address a wide array of community health needs and gaps that impact our members and Orange County at large, it is important to focus CalOptima resources on core services and mission-critical activities. To do that, we must ensure we operate in a fiscally sustainable manner. At the same time, Board members see the CalOptima Foundation as a promising vehicle to implement initiatives that complement the work of the health plan in better serving members, particularly in addressing unmet needs. Therefore, expanding the function of the Foundation for this purpose is a strategic priority.

## Goals

- Be accountable to the community as stewards of public funds
- Support initiatives that complement the work of the health plan in better serving members, particularly in addressing unmet needs in the community

## Objectives

- Ensure CalOptima's financial stability
- Preserve provider reimbursement to ensure members' access to quality care
- Employ sound fiscal management practices
- Evaluate one-time-funded programs
- Align financial rewards with quality health care outcomes
- Use the CalOptima Foundation to support unmet needs in the community that are consistent with our mission

# STRONG INTERNAL PROCESSES

CalOptima has a unique organizational model, balancing our role as a public agency and a health plan. The model places demands on our governance structure, requiring the flexibility and innovation needed of a health plan, and the transparency and accountability of a public entity, particularly in fundamental processes such as procurement. Further, the changing health care environment calls for robust and flexible information systems that improve communication among providers, business partners and members, strengthen internal operations, and promote efficiency.

## Goals

- Support expansion with improved infrastructure for optimal capability, flexibility and integration of key information systems
- Achieve measurable improvements in service and quality of care for CalOptima's members
- Continuously enhance governance processes

## Objectives

- Develop and implement a multiyear information systems strategy
- Increase the use of benchmarking and comparisons to national standards and rankings
- Apply best practices to Board governance processes

# CULTURE, LEARNING & INNOVATION

CalOptima's work culture, values and ability to be innovative are critical to our success as we adapt to the unprecedented changes in health care. Moreover, CalOptima's leaders recognize that highly motivated, engaged and well-trained employees are CalOptima's most valuable resource, particularly during a time of rapid change. Further, developing an employee culture of cooperative learning and information exchange fosters trust and helps set the stage for innovation.

## Goals

- Promote an engaged workforce that builds on staff members' deep commitment to and compassion for CalOptima's members
- Increase staff's ability to execute efficiently for optimal use of resources

## Objectives

- Strengthen employee engagement
- Expand staff development opportunities
- Enhance internal communications





# Our Values

As a public agency, we abide by our core values to ensure the public's trust and to meet our members' health care needs. As a health plan, we must ensure sufficient provider reimbursement while operating cost-effectively and compassionately, as stated in our mission.



## *CalOptima CARES about our members and providers.*

**C**

### **Collaboration**

We seek regular input and act upon it. We believe outcomes are better through teamwork and effective communication with our members, providers, community health centers and community stakeholders.

**A**

### **Accountability**

We were created by the community, for the community, and are accountable to the community. Our Board of Directors, Member Advisory Committee and Provider Advisory Committee meetings are open to the public.

**R**

### **Respect**

We respect and care about our members. We listen attentively, assess our members' health care needs, identify issues and options, access resources, and resolve problems.

- We treat members with dignity in our words and actions
- We respect the privacy rights of our members
- We speak to our members in their languages
- We respect the cultural traditions of our members

We respect and care about our partners. We develop supportive working relationships with providers, community health centers and community stakeholders.

**E**

### **Excellence**

We base our decisions and actions on evidence, data analysis and industry-recognized standards so our providers and community stakeholders deliver quality programs and services that meet our members' health needs. We embrace innovation and welcome differences of opinion and individual initiative. We take risks and seek new and practical solutions to meet health needs or solve challenges for our members.

**S**

### **Stewardship**

We recognize that public funds are limited, so we use our time, talent and funding wisely, and maintain historically low administrative costs. We continually strive for efficiency.



# STRATEGIC PLAN ACTION PLANNING TEAMS

This Strategic Plan was made possible by the dedication and focus of CalOptima employees. Approximately 55 CalOptima staff members were part of the following seven teams charged with developing action plans:

- |                                                                                                                            |                                                                                                                 |                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▪ Governance and Procurement</li> <li>▪ Culture, Learning and Innovation</li> </ul> | <ul style="list-style-type: none"> <li>▪ Mission and Values</li> <li>▪ Foundation</li> <li>▪ Finance</li> </ul> | <ul style="list-style-type: none"> <li>▪ Information Systems</li> <li>▪ Programs and Services</li> </ul> |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|

## *Board of Directors*

### COUNTY REPRESENTATIVES

**Janet Nguyen**  
Supervisor,  
Orange County Board of Supervisors, First District

**Mark Refowitz (Chair)**  
Director,  
Orange County Health Care Agency

**Michael Riley, Ph.D.**  
Director,  
Orange County Social Services Agency

**Todd Spitzer (Alternate)**  
Supervisor,  
Orange County Board of Supervisors, Third District

### PROVIDER REPRESENTATIVES

**Samara Cardenas, M.D.**  
Pediatrician

**Viet Van Dang, M.D.**  
Ophthalmologist

**Lee Penrose (Vice Chair)**  
President and CEO,  
St. Jude Medical Center

### CONSUMER REPRESENTATIVES

**Ellen Ahn**  
Executive Director and Social Worker, Korean Community Services

**Tricia Nguyen, M.P.H.**  
Chief Executive Officer,  
Vietnamese Community of Orange County Inc.

### PUBLIC REPRESENTATIVES

**Peter Agarwal**  
Vice President, Citizens Business Bank

**Steven Knoblock**  
Counsel, Multimedia LED and Craig Realty Group

This plan was adopted by the CalOptima Board of Directors on September 5, 2013, and provides a framework for future direction. This document does not authorize expenditure of funds or commitment of resources.

*Models may be used in photos. All models used for illustrative purposes only.*



## **Our Mission**

To provide members with access to quality health care services delivered in a cost-effective and compassionate manner

## **Our Vision**

To be a model public agency and community health plan that provides an integrated and well-coordinated system of care to ensure optimal health outcomes for all our members



**CalOptima**  
Better. Together.

**505 City Parkway West | Orange, CA 92868 | [www.caloptima.org](http://www.caloptima.org)  
Main: 714.246.8400 | Fax: 714.246.8492 | TDD/TTY: 714.246.8523**

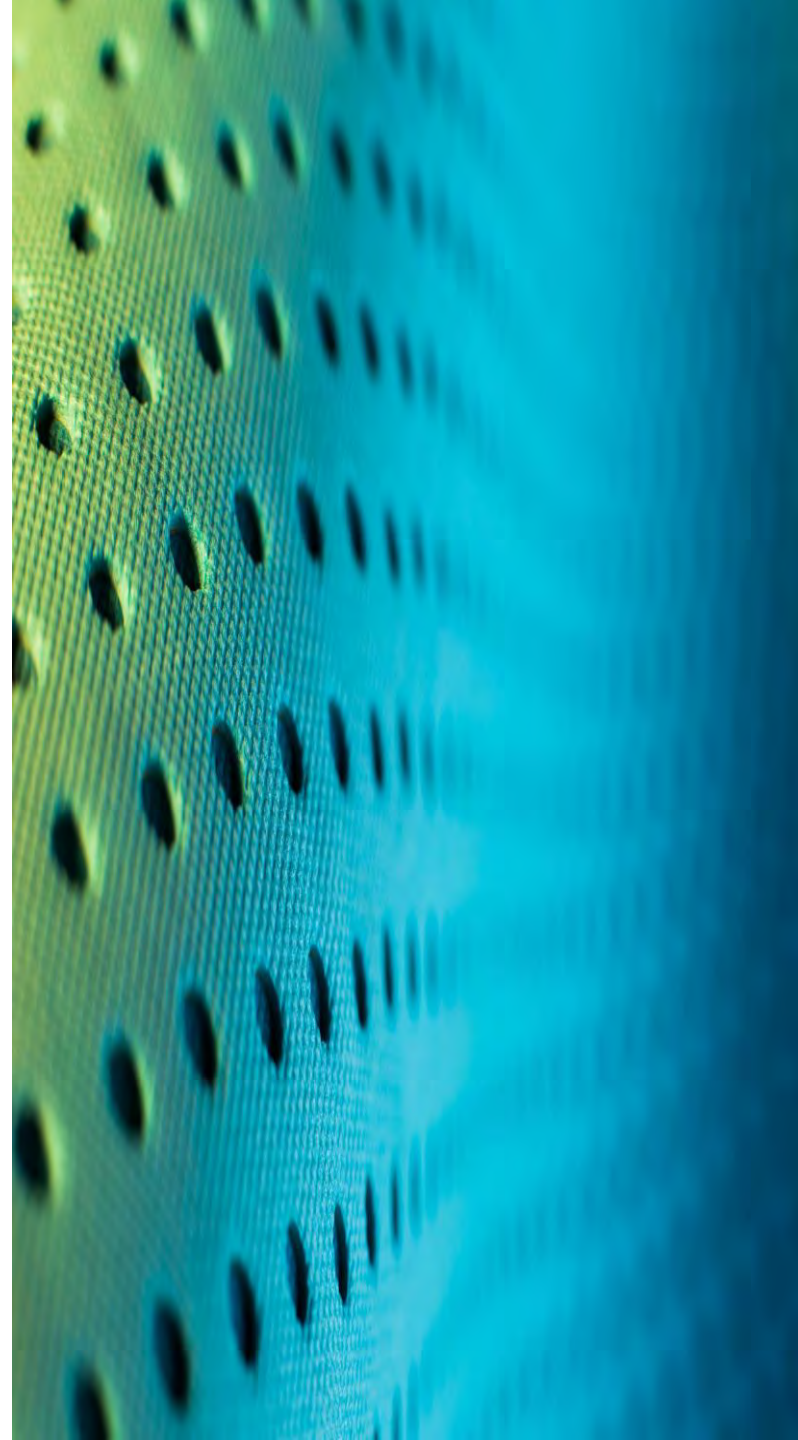
# **LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION (LACERA)**

**Presentation for  
a Strategic Planning Consultant  
January 19, 2022**

# Agenda

1. Who We Are
2. Our Approach
3. Questions & Answers

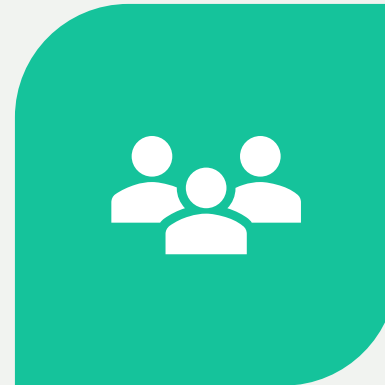
**Attachment: LACERA's Strategic  
Planning Building Blocks**



# Who We Are



KH Team



KH Firm

# Meet the KH Team

- Extensive strategic-planning experience
- Founded KH in 1986
- 30+ years in consulting in U.S. and overseas
- Associate adjunct faculty at the University of Southern California
- Has served more than 200 clients, including many government agencies in southern California, including LACERA

**Project Director**



**Gayla Kraetsch Hartsough, Ph.D., KH President**

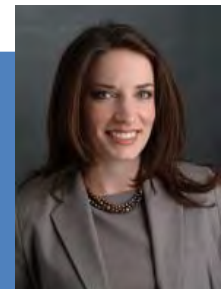
**Strategic Planning  
Action Planning Teams  
Performance Measurements**



**Charlotte Maure, MPA, KH Vice President**

- Extensive strategic-planning experience
- Former Deputy Director at Port Authority of NY-NJ
- 25 years in consulting and coaching
- 22 years at KH

**Strategic Planning  
Stakeholder Engagement  
Action Planning Teams**



**Heather Sims, MAA, KH Vice President**

- Extensive strategic-planning experience
- 18 years in conducting stakeholder engagement activities
- Social anthropologist
- 16 years at KH

# KH Firm Overview



**KH**  
CONSULTING  
GROUP  
MANAGEMENT  
CONSULTANTS

Founded in 1986  
Headquartered in Los Angeles



200+ public and private sector clients in 24 states and 9 foreign countries



Primary focus on public sector with a strong roster of clients  
Extensive experience in County of Los Angeles









Management concepts, strategic approaches, and innovations proven effective elsewhere  
Senior team members  
Results-oriented: Track record of clients implementing recommendations



Certified Local Small Business Enterprise (LSBE)  
Woman-owned Business Enterprise (WBE)



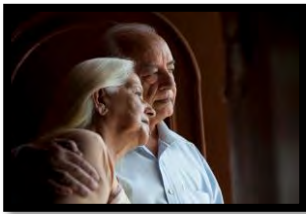
# Sample Governmental Strategic-Planning Projects

Jurisdictions	Agency
<p><b>County of Los Angeles</b></p> 	<ul style="list-style-type: none"> <li>▪ Community Development Commission (CDC)</li> <li>▪ Department of Beaches and Harbors (DBH)*</li> <li>▪ Department of Human Resources (DHR)</li> <li>▪ Department of Public Health (DPH)*</li> <li>▪ Department of Public Social Services (DPSS)</li> <li>▪ Department of Public Works (DPW)*</li> <li>▪ Department of Regional Planning (DRP)*</li> <li>▪ Internal Services Department (ISD)*</li> <li>▪ Office of Small Business (OSB)*</li> <li>▪ Office of the Assessor*</li> <li>▪ Office of the Chief Executive Officer (CEO), Probation Department and District Attorney’s Office</li> <li>▪ Public Library (LAPL)*</li> <li>▪ Treasurer &amp; Tax Collector (TTC)*</li> </ul>
<p><b>City of Los Angeles</b></p> 	<ul style="list-style-type: none"> <li>▪ Department of Transportation (LADOT)</li> <li>▪ Department of Water and Power (LADWP), Human Resources</li> <li>▪ Office of the Mayor – Development Reform Strategic Plan</li> <li>▪ Office of the Controller</li> </ul>
<p><b>Port of Long Beach</b></p> 	<ul style="list-style-type: none"> <li>▪ Port of Long Beach, Engineering Bureau</li> </ul>
<p><b>Federal Agencies</b></p>  	<ul style="list-style-type: none"> <li>▪ Federal Housing Finance Board (FHFB) and 12 Federal Loan Banks</li> <li>▪ U.S. Department of Labor (USDOL)</li> </ul>
<p><b>County of Orange</b></p> 	<ul style="list-style-type: none"> <li>▪ OC Parks</li> </ul>

Since 1999, KH has assisted more than **30%** of the Los Angeles County departments in developing their Strategic Plans.

Of those departments, **60%** have subsequently retained KH to assist with strategic-planning implementation, subsequent updates of Strategic Plans, or preparation of new Strategic Plans.

\* = 2 or more projects



# Sample Financial, Insurance, and Health Care Clients

- Blue Cross of California
- CalOptima (Orange County, CA)
- Consortium of Health Insurance Carriers
- Denver Rose Medical Center
- Employers' Health Care Coalition of Los Angeles
- Federal Home Loan Bank of Boston
- Federal Housing Finance Board and the 12 Federal Home Loan Banks
- First Boston Corporation
- Kaiser Permanente
- Los Angeles City Employees Retirement System (LACER)
- Los Angeles County Employees Retirement Association (LACERA)
- Los Angeles County Public Health Foundation Enterprises, Inc.
- Los Angeles County Treasurer & Tax Collector
- Mayo Clinic Scottsdale (MCS)
- Morgan Stanley (acquired Dean Witter Reynolds)
- National Medical Fellowship (NMF)
- National Mental Health Association of Greater Los Angeles (NMHA)
- St. John's Regional Medical Center (Oxnard, CA)
- St. Joseph's Hospital and Medical Center (Phoenix, AZ)
- Transamerica Pension Services
- Travelers Insurance





# Extensive Stakeholder Engagement Experience

Category	Sample Clients	Magnitude
Surveys (employees and external stakeholders)	<ul style="list-style-type: none"> <li>▪ County of Los Angeles</li> <li>▪ County of Los Angeles Civil Grand Jury</li> <li>▪ City of Los Angeles</li> <li>▪ LAWA</li> <li>▪ Port of Long Beach</li> <li>▪ Glendale College</li> <li>▪ California State University System</li> <li>▪ Childrens Hospital Los Angeles (CHLA)</li> <li>▪ NAWBO</li> <li>▪ Other governmental agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ More than 50 surveys</li> <li>▪ 24,000 in a single project</li> </ul>
Q <sup>2</sup> Focus Groups	<ul style="list-style-type: none"> <li>▪ County of Los Angeles</li> <li>▪ City of Beverly Hills</li> <li>▪ City of Los Angeles</li> <li>▪ LAWA</li> <li>▪ Community colleges</li> </ul>	<ul style="list-style-type: none"> <li>▪ More than 100 focus groups</li> <li>▪ 30 in a single project</li> </ul>
Town Hall Meetings or Workshops	<ul style="list-style-type: none"> <li>▪ County of Los Angeles</li> <li>▪ City of Los Angeles</li> <li>▪ LAWA</li> <li>▪ Other governmental agencies</li> <li>▪ Community colleges</li> <li>▪ Universities</li> </ul>	<ul style="list-style-type: none"> <li>▪ More than 50 town hall meetings</li> <li>▪ More than 100 workshops</li> <li>▪ 15 in a single project</li> </ul>

# Recent Relevant Projects



2020 LACERA 100-Day Management Report: Initial strategic initiatives



2021 County of Los Angeles Department of Public Social Services: Strategic Planning



2019-2020 County of Los Angeles Chief Executive Office, Service Integration Branch (CEO-SIB): Modernization of the Information and Referral Systems (211 system)



2020 County of Los Angeles, Office of the Chief Information Officer (CIO): Maturity Assessment Model

Level 1:  
Aware

Level 2:  
Reactive

Level 3:  
Proactive

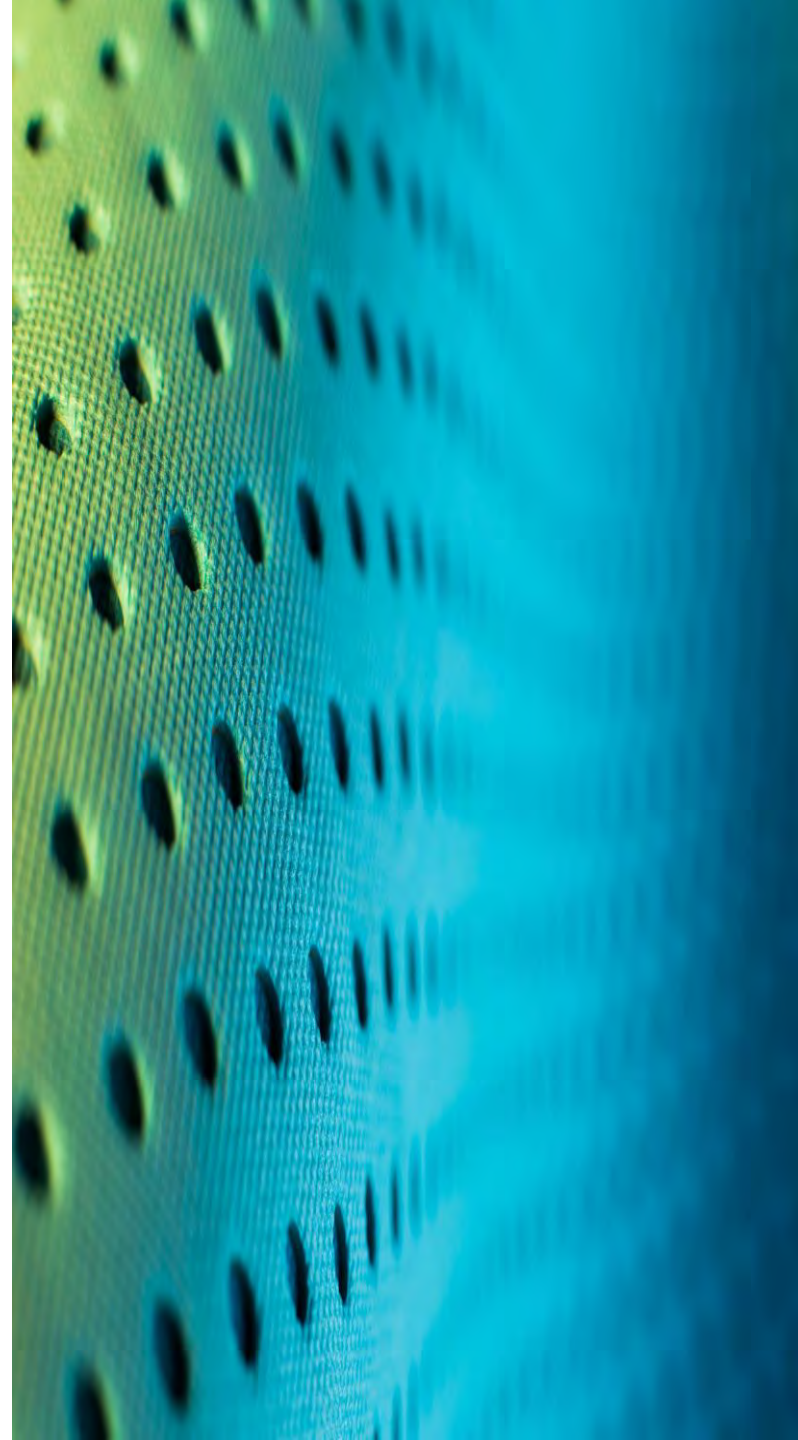
Level 4:  
Managed

Level 5:  
Innovative/  
Optimized

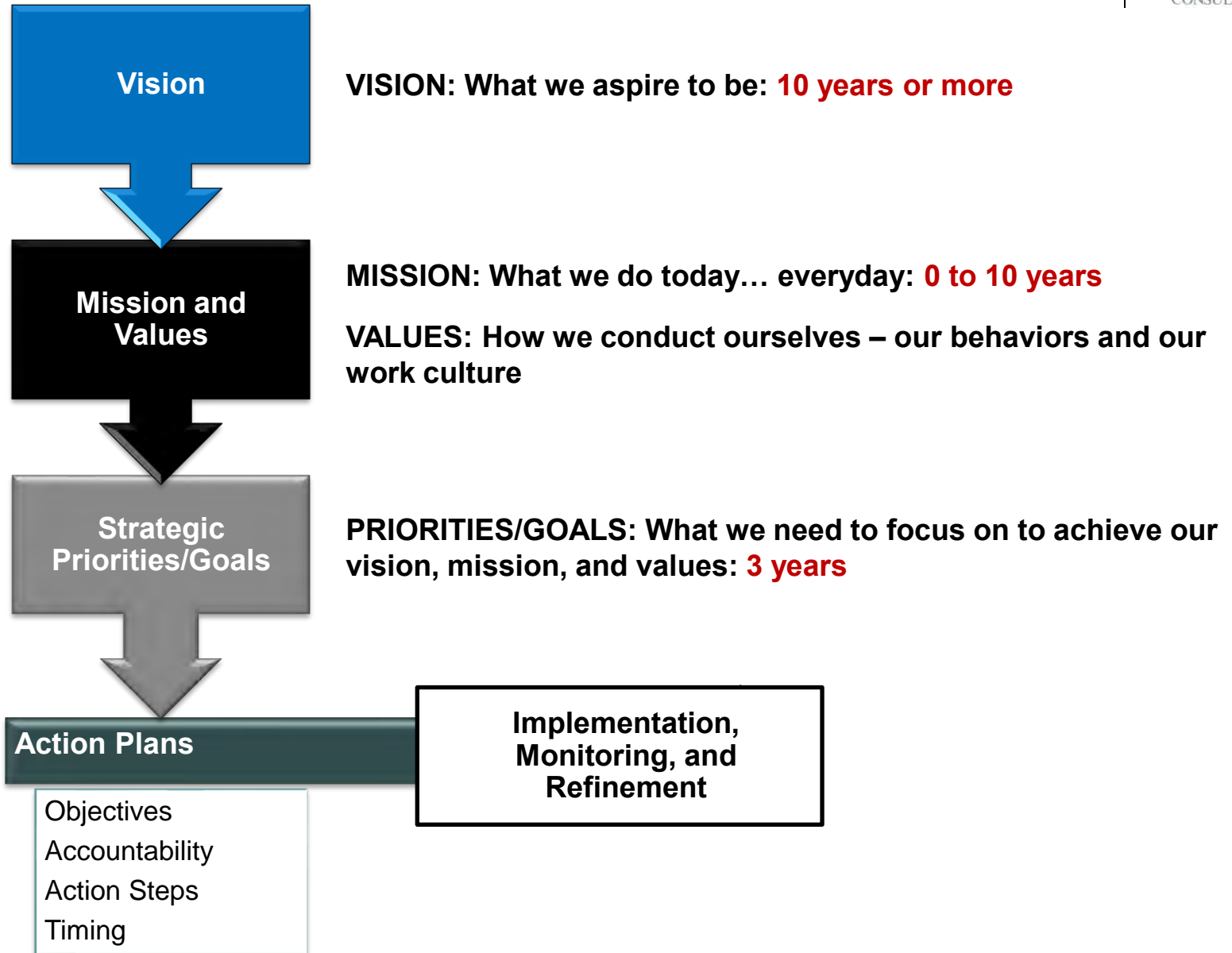
# Agenda

1. Who We Are
2. **Our Approach**
3. Questions & Answers

**Attachment: LACERA's  
Strategic Planning Building  
Blocks**



# KH's Conceptual Model for Strategic Planning



## LACERA's 3 P mission

Produce, protect, and provide the  
promised benefits to our  
members





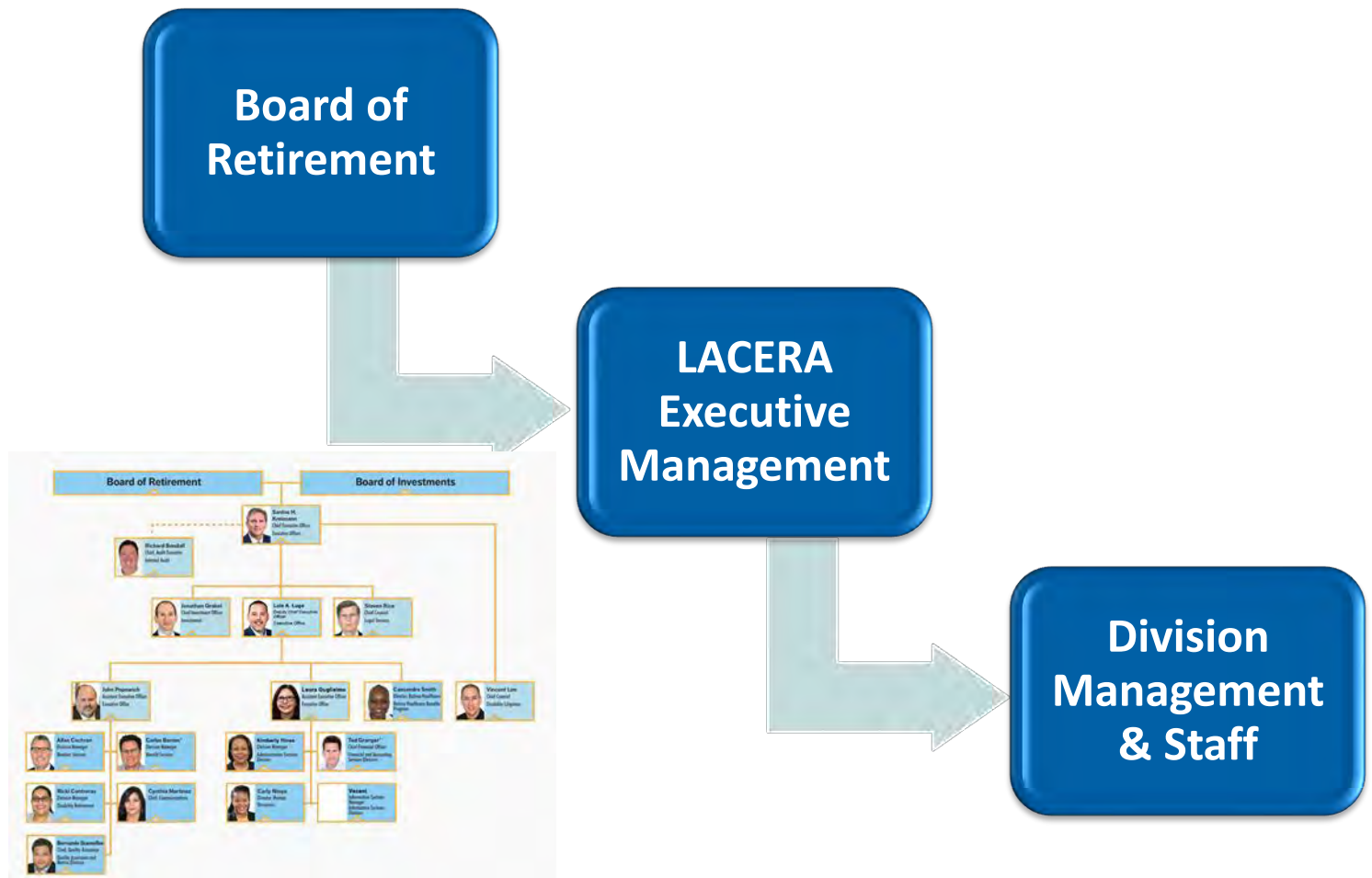


# Vision and Planning for the Future

# Active Client Involvement for Greater Buy-In and Commitment to Implementation

**Our role:** Designing, fact-finding, analysis, facilitation, measurements for success, and preparation of Strategic Plan and Action Plans through a collaborative approach

Strategic Planning Oversight Committee (SPOC)



# Phases and Tasks

**Phase 1. Development of the Strategic Planning Process**

**Phase 2. Development of the  
LACERA Strategic Plan**



# Phases and Tasks

## Phase 1. Development of the Strategic Planning Process

- 1.1 Document Review
- 1.2 Strategic Planning Oversight (SPOC)
- 1.3 Strategic Planning Kickoff
- 1.4 Best Practices Survey of Peer Pension Funds
- 1.5-1.6 LACERA Strategic-Planning Process Workbook

Fact-Finding &  
Planning to Plan

# Phase 1: Potential Benchmarks

2018 rankings of the largest U.S. public pension plans, compiled by Pensions & Investments magazine

Rank	Plan	Total Assets (millions)	DB Assets (millions)	Funded Status FYE 2016	Assumed Rate of Return FYE 2016
1	<a href="#">CalPERS</a>	\$336,684	\$335,083	73.1%	7.5%
2	<a href="#">CalSTRS</a>	\$216,193	\$215,318	68.5%	7.6%
3	<a href="#">New York State Common Retirement</a>	\$201,263	\$201,263	93.7%	7.0%
4	<a href="#">New York City Retirement</a>	\$189,794	\$189,794	N/A	N/A
5	<a href="#">Florida SBA</a>	\$167,900	\$157,562	85.4%	7.7%
6	<a href="#">Teacher Retirement System of Texas</a>	\$146,326	\$146,326	79.7%	8.0%
7	<a href="#">New York State Teachers</a>	\$115,637	\$115,637	94.2%	7.5%
8	<a href="#">State of Wisconsin Investment Board</a>	\$109,960	\$105,155	N/A	N/A
9	<a href="#">North Carolina Retirement</a>	\$106,946	\$96,094	88.3%	7.3%
10	<a href="#">Washington State Investment Board</a>	\$104,260	\$86,615	85.5%	7.7%
11	<a href="#">Ohio Public Employees Retirement System</a>	\$97,713	\$96,304	80.2%	7.5%
12	<a href="#">New Jersey Division of Investment</a>	\$80,486	\$76,361	N/A	N/A
13	<a href="#">Virginia Retirement System</a>	\$79,238	\$76,023	73.3%	7.0%
14	<a href="#">Oregon Public Employees</a>	\$77,495	\$75,454	78.7%	7.5%
15	<a href="#">STRS Ohio</a>	\$76,458	\$75,148	69.6%	7.8%
16	<a href="#">Michigan Retirement</a>	\$75,550	\$67,496	61.4%	7.2%
17	<a href="#">Georgia Teachers</a>	\$73,089	\$73,089	79.1%	7.5%
18	<a href="#">Minnesota State Board of Investment</a>	\$72,672	\$64,116	72.6%	7.8%
19	<a href="#">Massachusetts PRIM</a>	\$69,496	\$69,496	N/A	N/A
20	<a href="#">Tennessee Consolidated</a>	\$55,112	\$48,330	95.9%	7.5%
21	<a href="#">Los Angeles County</a>	\$53,832	\$53,832	83.3%	7.5%
22	<a href="#">Pennsylvania Public Schools</a>	\$52,891	\$52,891	81.2%	7.5%
23	<a href="#">Colorado PERA</a>	\$51,476	\$47,300	58.1%	7.5%
24	<a href="#">Maryland State Retirement</a>	\$50,297	\$50,297	72.7%	7.6%
25	<a href="#">Illinois Teachers</a>	\$49,863	\$49,863	39.8%	7.5%



**Foundation for Phase 2**

**Phase 1:  
LACERA Strategic-  
Planning Process  
Workbook**

# Phases and Tasks

## Phase 2. Development of the LACERA Strategic Plan

- 2.1 BOR and LACERA Interviews
- 2.2 Stakeholder Engagement
- 2.3 Strategy Lab
- 2.4 Action Planning Work Sessions
- 2.5 Strategic Planning Summit
- 2.6 Balanced Scorecard
- 2.7 Final Strategic Plan & Action Plans

## Phase 2: Action Planning Teams (APTs)

- Work group charters
- Champions and participants who meet 3-4 times over 2 months
- Workshops: 2-hour meetings
- Action plan development
- Presentation of Action Plans to BOR, SPOC, and executive team

Sample Action Plan Format		
Strategic Priority/Goal:		
Background/Current Situation:		
Strategy (Recommended Change):		
Objective: (SMART)		
Action Steps	Assigned Responsibility	Scheduled Start-End Dates
1.		
2.		
...		
Etc.		
Resource Requirements:		
Anticipated Projected Costs (Personnel, Equipment, Facilities):		
Anticipated Benefits:		

# Phase 2: Balanced Scorecard (BSC)

## Establishment of Forecasts/Targets, for LACERA and by Division

Performance Metrics	Org/ Div	Prior Years			Base Year	Future Years			Target
		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025
<b>Public Accountability</b>									
<b>Members</b>									
<b>Internal Processes</b>									
<b>Learning and Growth</b>									
<b>Budget</b>									

Important addition for public agencies to ensure public trust

# In Summary

## We Know...

- Strategic planning
- Local government
- Performance measurement and management
- Organizational, operational, and process improvements
- Implementation
- Best practices and next practices

## We Are...

- LA-based
- Established since 1986
- One team – senior team members
- Experts in strategic planning and performance management
- Results-oriented: Track record of clients implementing recommendations
- Served 200+ clients in 24 states and 9 foreign countries
- Local SBE/WBE firm



# Agenda

1. Who We Are
2. Our Approach
3. Questions & Answers

**Attachment: LACERA's  
Strategic Planning Building  
Blocks**





Q&A

You have

Questions

We have

Answers

# Agenda

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Strategic Planning Building  
Blocks**



# Estimated Timeframe

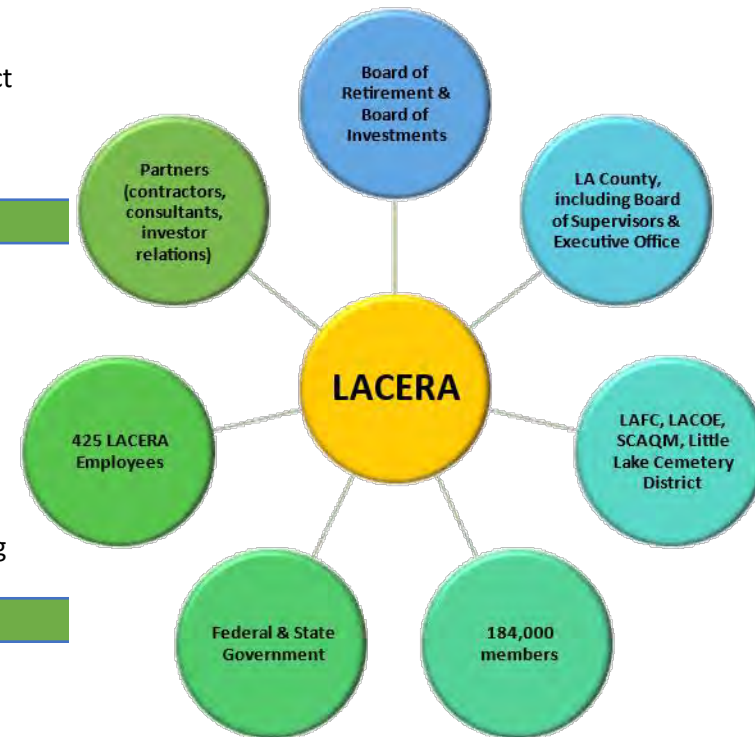
Milestones and Deliverables, By Task	Timeline					
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
<b>Phase 1 Tasks: Development of the Strategic Planning Process</b>						
Task 1.1 Review documents	█					
Task 1.2 Strategic Planning Oversight Committee (SPOC) Participants	█					
Task 1.3 Strategic Planning Kickoff Meeting	█					
Task 1.4 Best Practices Survey of Peer Pension Funds		█	█			
Task 1.5 Draft the LACERA Strategic-Planning Process Workbook		█	█			
Task 1.7 Present and deliver the final LACERA Strategic-Planning Process Workbook				█		
<b>Phase 2 Tasks: Development of the LACERA Strategic Plan</b>						
Task 2.1 Conduct interviews with the BOR, LACERA executive management, and division managers and their management teams			█			
Task 2.2 Solicit internal and external stakeholder input			█	█		
Task 2.3 Conduct Strategy Lab				█		
Task 2.4 Conduct action-planning work sessions to develop a LACERA Strategic Roadmap					█	
Task 2.5. Design and conduct Strategic Planning Summit					█	
Task 2.6 Develop Performance Management Scorecard Linked to the Strategic Priorities					█	█
Task 2.7 Deliver the final five-year Strategic Plan and Action Plans						█



# Stakeholder Engagement in Both Phases

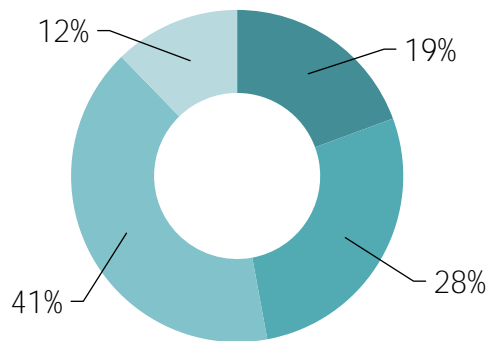
Illustrative Only

Stakeholder Examples	Options for Engagement
<b>BOR Trustees</b>	
<ul style="list-style-type: none"> <li>BOR provides final oversight to LACERA's strategic-planning process</li> <li>Depending on strategic priorities and other factors, it may be prudent to involve the BOI</li> </ul>	<p>Phases 1 and 2</p> <ul style="list-style-type: none"> <li>KH-facilitated discussions at Board meetings</li> </ul> <p>Phase 1</p> <ul style="list-style-type: none"> <li>Participation on SPOC</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>In-person interviews (in accordance with Brown Act requirements)</li> <li>Strategic Lab</li> <li>Strategic Planning Summit</li> </ul>
<b>LACERA Executive Management</b>	
<ul style="list-style-type: none"> <li>CEO</li> <li>Deputy CEO</li> <li>Assistant CEOs</li> </ul>	<p>Phase 1</p> <ul style="list-style-type: none"> <li>Participation on SPOC</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>In-person interviews</li> <li>Strategic Lab</li> <li>Champions of strategic priorities</li> <li>Strategic Planning Summit</li> </ul> <p>Ongoing</p> <ul style="list-style-type: none"> <li>Routine meetings with KH at key strategic-planning process milestones</li> </ul>
<b>LACERA Management (MAC and SAC)</b>	
<ul style="list-style-type: none"> <li>14 Division managers</li> </ul>	<p>Phase 1</p> <ul style="list-style-type: none"> <li>Participation on SPOC</li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>KH facilitated discussions in each division (MAC and SAC)</li> <li>Strategy Lab</li> <li>Champions of strategic priorities (Executives or MAC primarily)</li> <li>Participation on Action Planning Teams (APTs)</li> <li>Strategic Planning Summit</li> </ul>



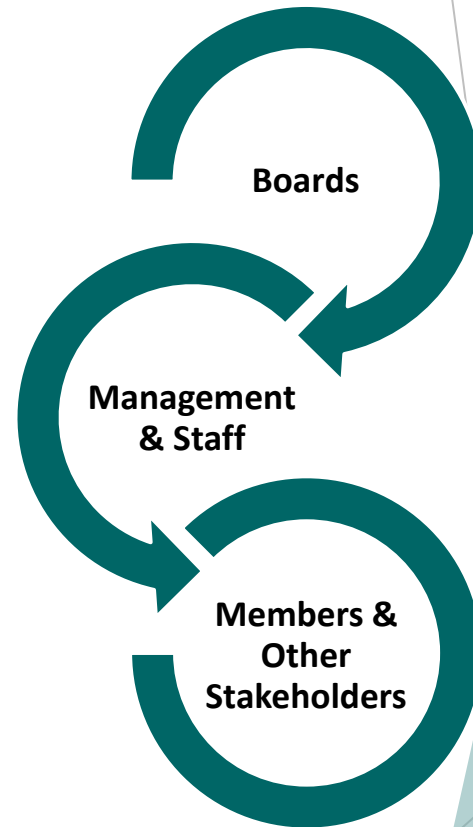
# Strategic Planning at LACERA

- ▶ Defining LACERA's vision to continue to deliver excellent member services and investment practices
- ▶ Identifying strategic priorities
- ▶ Engaging the Board, staff, and stakeholders for greater buy-in and commitment
- ▶ Aligning other internal plans with the Strategic Plan
- ▶ Being mindful of generational differences and needs

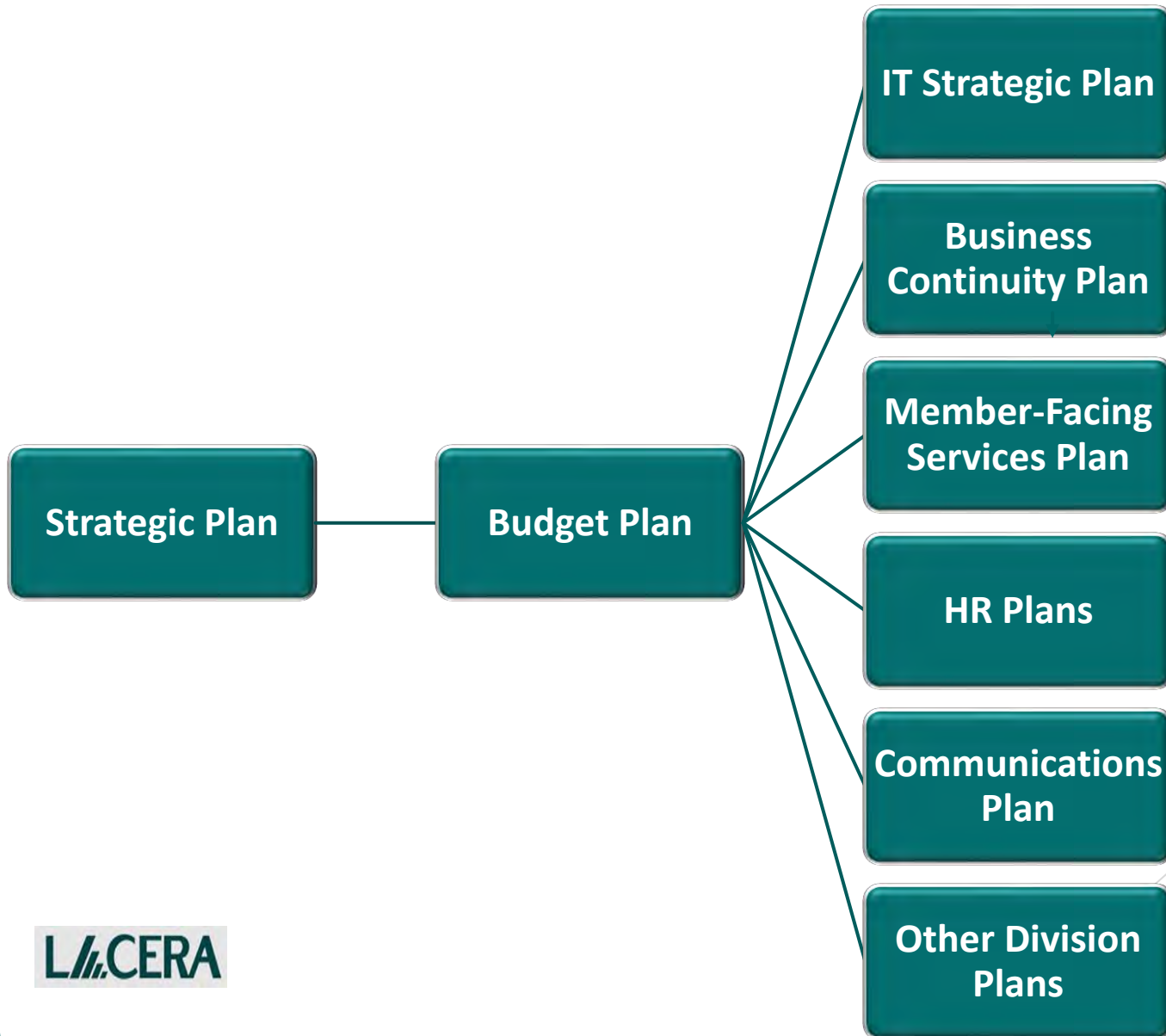


## LACERA Generations

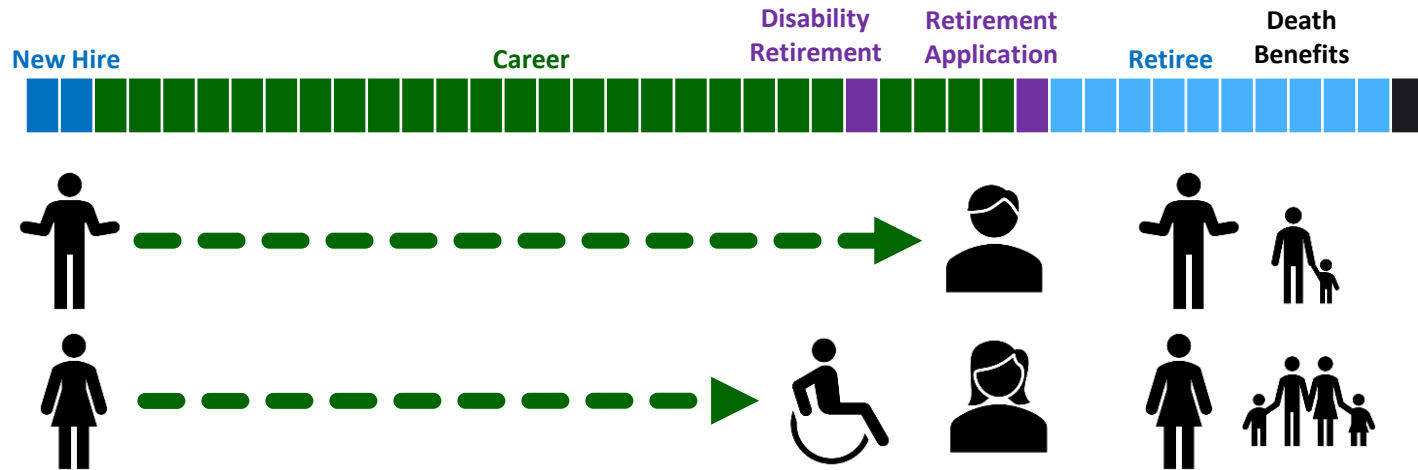
- Greatest Generation
- Baby Boomers
- Gen Xers
- Millennials



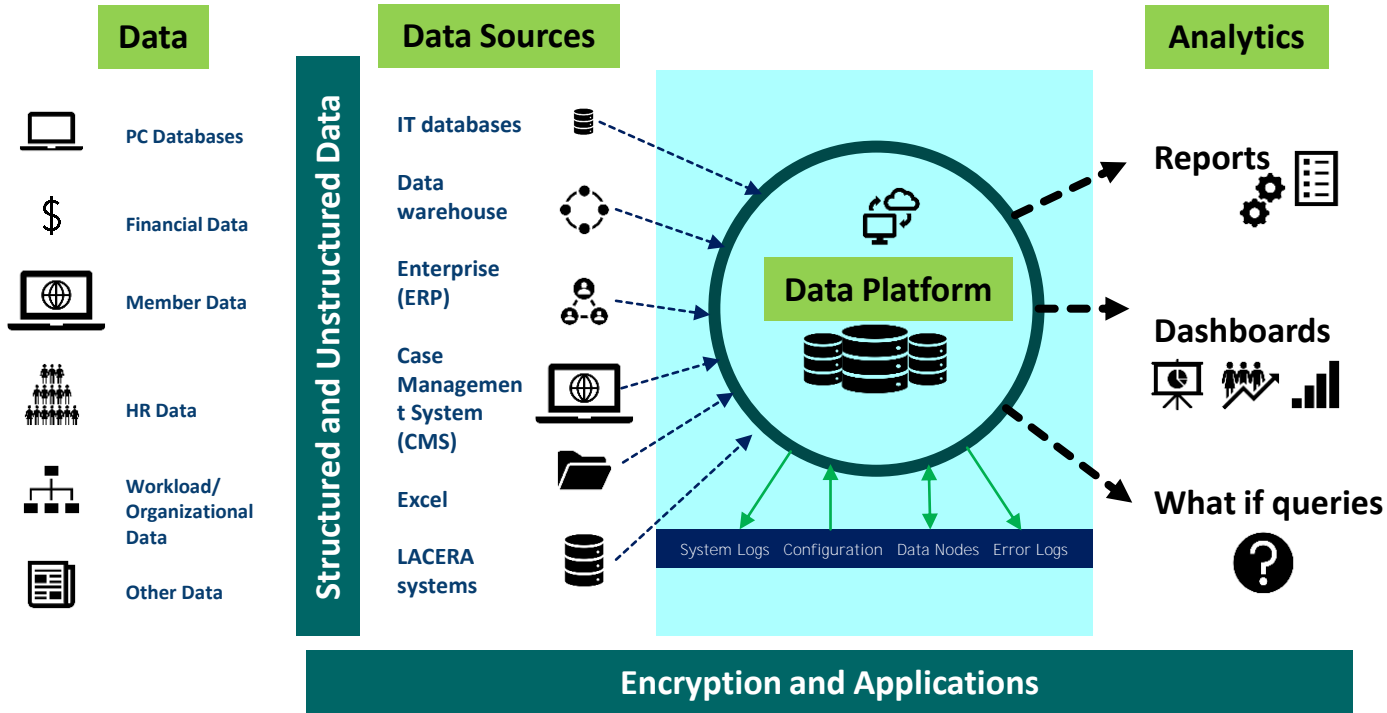
# Integrated Planning Process and Plans



# Integrated Member-Facing Services Plan: Scenarios of Members' Journey at LACERA

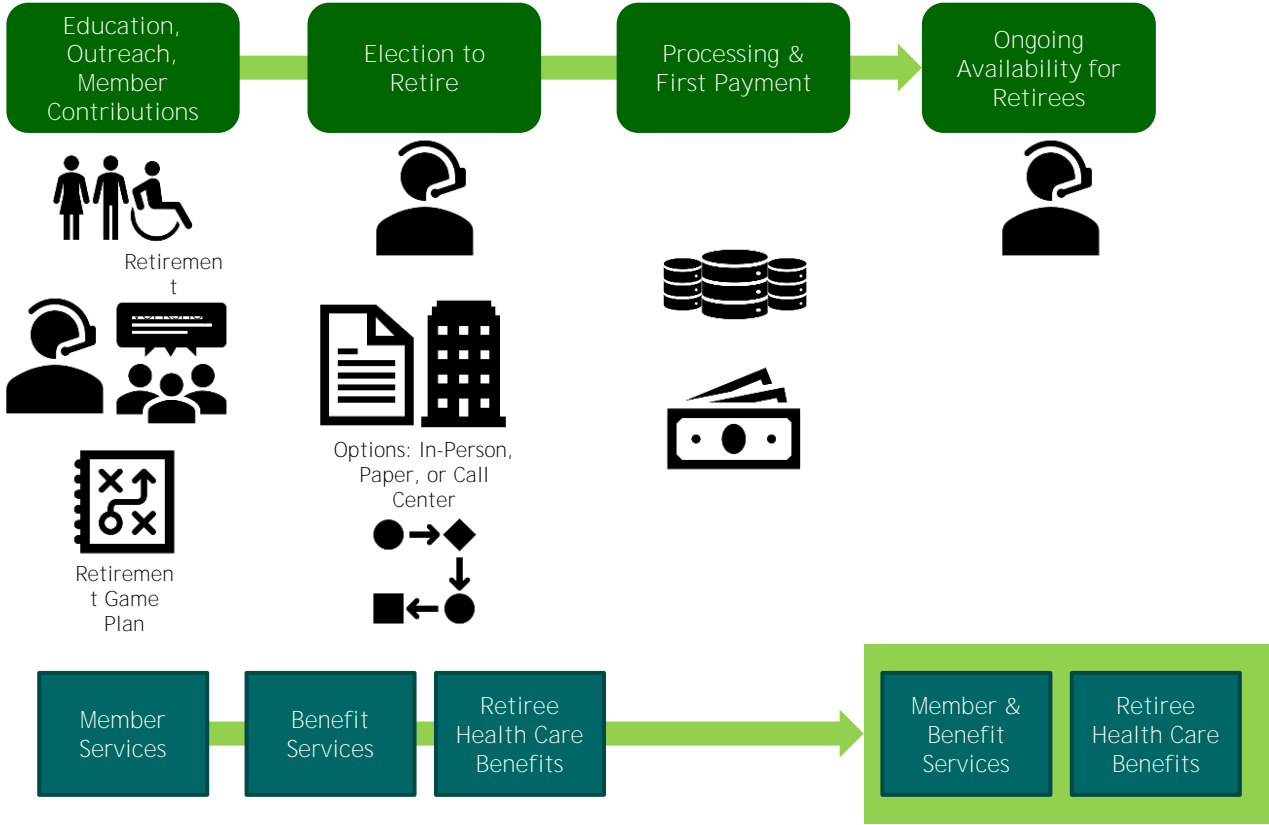


# Illustration of a Data Platform for IM






# Need for Seamless Member, Benefit, and Healthcare Benefit Services



January 18, 2022

TO: Each Trustee  
Board of Retirement

FROM: JJ Popowich   
Assistant Executive Officer

FOR: February 2, 2022 Board of Retirement Meeting

SUBJECT: **Request for Guidance Regarding Inquiries from Districts Seeking to Join LACERA**

## **RECOMMENDATION:**

That the Board of Retirement authorize staff to continue to research, discuss and prepare a report for consideration by the Board regarding the request from two outside public districts, within the County of Los Angeles, who are seeking to provide LACERA retirement benefits to their respective employees. This authorization includes an authorization to seek a formal request from the district's Boards and an agreement between LACERA and the potential districts, for said districts to bear all costs associated with studying their request.

## **EXECUTIVE SUMMARY**

LACERA provides defined benefit plans for employees of Los Angeles County, the Los Angeles County Superior Court, LACERA, and four districts (South Coast Air Quality Management District (SCAQMD), Los Angeles County Office of Education (LACOE), Local Agency Formation Commission for the County of Los Angeles (LAFCO), and Little Lake Cemetery District (LLCD)). The total number of covered active members in the four outside Districts is seven (7) and there are 152 retired members.

In early 2020, LACERA received an inquiry from an outside, public district within the County of Los Angeles about joining the LACERA family so they could provide retirement benefits to their employees. This district, which we have not named in this memo because we have not received a formal request, was referred to LACERA by Board of Supervisor Hahn's office. Shortly after this inquiry was received the COVID-19 pandemic began, and the inquiry was put on hold while we dealt with significant priorities related to the pandemic. In late 2021, we again returned to this inquiry and researched their request.

Specifically, we researched LACERA records for earlier examples of the Board considering and adding a new district to the LACERA family and could not find any established LACERA policies or procedures on that topic. With no existing documentation, we began internal discussions, including discussions with LACERA's internal legal team, our fiduciary counsel, Ashley Dunning at Nossaman, and our actuary, Nick Collier at Milliman, to develop an understanding of what would be required and what steps we would take to consider this possibility.

Subsequently, LACERA received an inquiry from another public agency regarding the possibility of joining the LACERA family. Again, because we have not received a formal inquiry from this agency's board of directors, we are not naming that agency in this memo.

## **DISCUSSION**

Adding a new district to LACERA is a significant step. LACERA has obviously added districts in the past. We currently have four (4) districts participating in our defined benefit pension plan and retiree healthcare program. However, a thorough search of our records has not revealed any past guidance or established policies or procedures for this process, other than as generally outlined in the County Employees Retirement Law of 1937 ("CERL"). Therefore, we are essentially starting from the beginning to create this process within the parameters that CERL provides.

We started our research with a review of the relevant laws.

### **Relevant Law**

Our first step was to determine what legal authority exists for adding a new district to the LACERA family. Two sections of CERL are immediately relevant to this discussion.

Section 31557(b) allows the Board of Retirement to authorize the inclusion of a district to join the retirement association. In relevant part the section reads (please see Attachment A for full text):

(b) In the case of districts for which the board of supervisors is not the governing body, the governing body adopts by a two-thirds vote, a resolution providing for the inclusion of the district in the retirement association and the board, by majority vote, consents thereto. Thereafter, each person entering such employment becomes a member on the first day of the calendar month following his entrance into the service. However, if prior to January 1, 1976, the governing body and the board of retirement have executed an agreement providing for the purchase of prior service, the agreement may be amended to provide that the date of membership in the retirement association for any officer or employee shall be the

first day of the calendar month following the officer's or employee's entrance into district service.

Section 31468 provides the definition for a "district". We have provided a full copy of this section in Attachment B for our reference. LACERA believes the requesting districts meet the qualifications of 31468(a):

(a) "District" means a district, formed under the laws of the state, located wholly or partially within the county other than a school district.

Should a district's employees be added, there may be additional sections that the board of directors and or LACERA may need to take action on in terms of allowing the purchase of previous service. These sections would be discussed in a subsequent report provided for the Board to consider the request.

### **Considerations and Assumptions**

We will begin the first part of our discussion with some assumptions and understandings:

- **PEPRA:** Current employees of any district that are not presently members of a public retirement system in California would join LACERA subject to all the provisions of PEPRA. They may not be eligible for any participation in any legacy LACERA retirement plans unless the district employee had been a member of another qualifying retirement system prior to January 1, 2013, which could establish eligibility for one of LACERA's legacy plans. Note, however, that if the agencies were to become districts within LACERA and then hire new employees who already are members of LACERA or other qualifying public retirement systems, then they would qualify for legacy LACERA retirement plans pursuant to the same rules that apply to other legacy members.
- **Cost of Evaluation:** We start with the cost of evaluating the addition of a new district because it is key to the next two considerations. Staff and fiduciary counsel believe that any consideration of a new district would require at least two actuarial studies that would allow both the Board of Retirement and the district's governing board to understand the costs and impact of assuming new liabilities. Staff generally agrees that any consideration of adding a new district must be borne by the district requesting to be added. The two actuarial studies would be one for the retirement fund and another for the retiree healthcare program.

Staff and fiduciary counsel both agree that any analysis would need to be conducted by LACERA's actuary. It is possible that a district may wish to seek their own analysis as well, but for LACERA's purposes, our actuary Milliman would be appropriate.

LACERA reached out to Milliman to seek their initial thoughts on any new district considering joining the LACERA family. Providing that the new employees would be subject to all of the same entry age provisions as current LACERA members and that all would participate in PEPRA Plan G, Milliman estimates that the cost for the initial actuarial study of retirement benefits would be between \$2,000 and \$3,000. Provided that Milliman receives a list of members with age, gender, and service credit, Milliman estimates that the cost of the initial actuarial study of OPEB benefits would be between \$3,000 and \$5,000. Milliman would initially assume the agent would not be prefunding into the OPEB Trust so the Normal Cost and Unfunded Actuarial Accrued Liability (UAAL) would be provided. Once the Board provides direction, we will also consult with Segal, LACERA's healthcare consultant to provide additional guidance.

- **Cost Sharing:** LACERA operates as a cost-sharing multiple-employer defined benefit pension plan. Each agency contributes employer (and employee) contributions to the pooled retirement fund and each agency shares in the future liability of the retirement benefits promised to the members. This means the combined \$17.0 billion unfunded liability costs (contribution rate of 13.58% of total payroll) are borne by each plan sponsor and are part of their employer costs. For funding purposes, LACERA does not determine an unfunded liability on a proportional basis for each employer. Instead, contributions for each employer are based on their respective payrolls and the collective unfunded liability contribution rate (commonly referred to as the "percentage of payroll" funding methodology). As part of the valuation process, Millman determines the actuarial accrued liabilities of each employer (referred to sometimes as the "percentage of liability" or "actuarial accrued liability" ("AAL") funding methodology); however, this breakdown is not used in LACERA's funding under the current cost-sharing method.

Unfunded liability can be a significant cost for any employer. Under a cost-sharing plan such as LACERA, a new district would be treated similarly to an employer who has participated for decades. This means the new district would be paying for

the on-going cost of its active employees (the employer normal cost rate) and the shortfall for benefits accrued prior to the district joining (the unfunded liability rate).

It should also be noted that, on occasion, small districts may experience a material decline in their active payrolls, to a point where they no longer are paying sufficient contributions to support the liabilities of their retirees based on the percentage of payroll funding methodology. In those instances, some CERL systems have adopted Declining Employer Payroll Policies, under which the Board may switch to the AAL funding methodology with respect to such districts to better ensure that those districts are paying sufficient contributions needed to fund the retirement benefits they have promised their employees. While LACERA does not currently have such a policy in place, the presence of small districts in the plan creates a context where the development of such a policy in the future is possible.

- **Previous Service:** Neither agency has any current retirement plan so there is no consideration for reciprocity or assuming liabilities for service in another organization (we have seen this issue when the County annexes a city or other political subdivision). However, the Board of Retirement Regulations allow for the purchase of prior nonmembership service. In addition, there are sections of CERL, as enumerated in section 31641.95, that the district's board of directors may or LACERA's Board of Retirement may need to take a position on should they formally join the LACERA family. The actuarial evaluation will provide insight into the impacts of the ability to purchase prior nonmembership, public, or other such service.
- **Retiree Healthcare:** CERL, Article 8.5 allowed for the Board of Supervisors to offer retiree healthcare to LACERA members. This action extends to all LACERA members eligible for retirement, regardless of their employer. Retiree healthcare costs are high and borne solely by the employer on a pay-as-you-go basis. This can be a significant cost for any employer, but even more than the retirement benefit costs, these costs must be paid on an ongoing monthly basis and may be prohibitive to a small district. This is something any new district would have to take into serious consideration. The district would also have to consider whether to participate in a pre-funding OPEB Trust mechanism as the County, the Court, and LACERA currently participate in.

LACERA administers the retiree healthcare benefits program on behalf of the County. It is likely the Board of Supervisors would need to take an action amending

existing ordinances allowing new districts to be included in the retiree healthcare plans. LACERA has not yet approached the County on this subject. If the Board of Retirement provides direction for LACERA to continue to study the new district additions, LACERA would reach out to the County to begin discussions. In addition, while the retiree healthcare program is administered as a unified whole, it is accounted for and reported in actuarial reports under the agent model. As a result, the cost impact to the County may not be significantly impacted, and costs will be allocated to the new agents.

As with the retirement plan actuarial study, we would recommend that the district also reimburse LACERA for any OPEB actuarial study as part of the process. We would recommend that LACERA request these studies in conjunction with reaching out to the County so that they would have information to consider when we do reach out to them.

### **NEXT STEPS**

As previously addressed, LACERA does not have any historical policies or procedures for how to proceed with these types of requests, and thus relies on CERL requirements and the advice of its consulting actuary and other internal and external experts when proposing next steps. Based on our internal discussions we have outlined the following plan of action:

1. Seek direction from the Board of Retirement on their desire to continue exploring this inquiry and if so, provide input into this plan.
2. Assuming the Board wishes to continue this exploration project, staff would draft a letter to the two districts who have inquired outlining the following:
  - a. A summary of what we have discussed in this memo regarding the employer costs and obligations of a defined benefit plan and retiree healthcare program;
  - b. An outline of the costs of actuarial evaluations required; and
  - c. A request for a formal letter of interest from the district, which should include a resolution approved by their governing board that requests LACERA to formally consider their request, including an agreement to pay for all associated costs of the evaluation.

3. Once a formal request has been received from the district, LACERA would request the required data from the district to facilitate the actuarial studies. The actuarial study regarding the retirement plan would be based on the percentage of payroll funding methodology (LACERA's current method).
4. LACERA would also seek a formal legal opinion from fiduciary counsel on the impacts of adding a new district, what legal considerations must be accounted for, and assistance with drafting a declaration for consideration that addresses all legal steps required.
5. Once a formal request has been received from the district, LACERA would approach the County to begin discussing consideration of adding a new district in terms of the retiree healthcare program. This would include a concurrent request to LACERA's OPEB actuary to provide an impact study at the district's expense.
6. Once LACERA has received the actuarial studies and the legal opinion/guidance from fiduciary counsel, we would prepare reports for the Board of Retirement and the Chief Executive Office of Los Angeles County. The report would seek further guidance on whether to proceed or not.
7. If approved by the Board of Retirement, LACERA would notify the district and request a formal declaration of adopting Section 31557 activating their approval to join the LACERA family.
8. If approved by the district's board, we would seek a formal resolution from the Board of Retirement (and if necessary, the Board of Supervisors) to accept the district.

As we go through this process, we will develop a formal policy for the Board's consideration on how to handle future inquiries. We will also develop procedures to be followed in future cases.

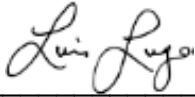
**RECOMMENDATION:**

The Board of Retirement authorize staff to continue to research, discuss and prepare a report for consideration by the Board regarding the request from two outside public districts, within the County of Los Angeles, who are seeking to provide LACERA retirement benefits to their respective employees. This authorization includes an authorization to seek a formal request from the district's Boards and an agreement



between LACERA and the potential districts, for said districts to bear all costs associated with studying their request.

REVIEWED AND APPROVED:

A handwritten signature in cursive script that reads "Luis Lugo". The signature is written in black ink and is positioned above a horizontal line.

---

Luis A. Lugo  
Deputy Chief Executive Officer

LL:jp

Attachment



**State of California**

**GOVERNMENT CODE**

**Section 31557**

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31557. All officers and employees of any district become members of the association on the first day of the calendar month after:

(a) In the case of districts for which the board of supervisors is the governing body, such body adopts by four-fifths vote a resolution providing for the inclusion of the district in the retirement association.

(b) In the case of districts for which the board of supervisors is not the governing body, the governing body adopts by a two-thirds vote, a resolution providing for the inclusion of the district in the retirement association and the board, by majority vote, consents thereto. Thereafter, each person entering such employment becomes a member on the first day of the calendar month following his entrance into the service. However, if prior to January 1, 1976, the governing body and the board of retirement have executed an agreement providing for the purchase of prior service, the agreement may be amended to provide that the date of membership in the retirement association for any officer or employee shall be the first day of the calendar month following the officer's or employee's entrance into district service.

Members may be withdrawn from the association in the manner provided in Section 31564.

(Amended by Stats. 1980, Ch. 430.)



State of California

GOVERNMENT CODE

Section 31468

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31468. (a) "District" means a district, formed under the laws of the state, located wholly or partially within the county other than a school district.

(b) "District" also includes any institution operated by two or more counties, in one of which there has been adopted an ordinance placing this chapter in operation.

(c) "District" also includes any organization or association authorized by Chapter 26 of the Statutes of 1935, as amended by Chapter 30 of the Statutes of 1941, or by Section 50024, which organization or association is maintained and supported entirely from funds derived from counties, and the board of any retirement system is authorized to receive the officers and employees of that organization or association into the retirement system managed by the board.

(d) "District" also includes, but is not limited to, any sanitary district formed under Part 1 (commencing with Section 6400) of Division 6 of the Health and Safety Code.

(e) "District" also includes any city, public authority, public agency, and any other political subdivision or public corporation formed or created under the constitution or laws of this state and located or having jurisdiction wholly or partially within the county.

(f) "District" also includes any nonprofit corporation or association conducting an agricultural fair for the county pursuant to a contract between the corporation or association and the board of supervisors under the authority of Section 25905.

(g) "District" also includes the Regents of the University of California, but with respect only to employees who were employees of a county in a county hospital, who became university employees pursuant to an agreement for transfer to the regents of a county hospital or of the obligation to provide professional medical services at a county hospital, and who under that agreement had the right and did elect to continue membership in the county's retirement system established under this chapter.

(h) "District" also includes the South Coast Air Quality Management District, a new public agency created on February 1, 1977, pursuant to Chapter 5.5 (commencing with Section 40400) of Part 3 of Division 26 of the Health and Safety Code.

(1) Employees of the South Coast Air Quality Management District shall be deemed to be employees of a new public agency occupying new positions on February 1, 1977. On that date, those new positions are deemed not to have been covered by any retirement system.

(2) No retirement system coverage may be effected for an employee of the South Coast Air Quality Management District who commenced employment with the district during the period commencing on February 1, 1977, and ending on December 31, 1978, unless and until the employee shall have elected whether to become a member

of the retirement association established in accordance with this chapter for employees of Los Angeles County or the retirement association established in accordance with this chapter for employees of San Bernardino County. The election shall occur before January 1, 1980. Any employee who fails to make the election provided for herein shall be deemed to have elected to become a member of the retirement association established in accordance with this chapter for the County of Los Angeles.

(3) The South Coast Air Quality Management District shall make application to the retirement associations established in accordance with this chapter for employees of Los Angeles County and San Bernardino County for coverage of employees of the South Coast Air Quality Management District.

(4) An employee of the South Coast Air Quality Management District who commenced employment with the district during the period commencing on February 1, 1977, and ending on December 31, 1978, and who has not terminated employment before January 1, 1980, shall be covered by the retirement association elected by the employee pursuant to paragraph (2). That coverage shall be effected no later than the first day of the first month following the date of the election provided for in paragraph (2).

(5) Each electing employee shall receive credit for all service with the South Coast Air Quality Management District. However, the elected retirement association may require, as a prerequisite to granting that credit, the payment of an appropriate sum of money or the transfer of funds from another retirement association in an amount determined by an enrolled actuary and approved by the elected retirement association's board. The amount to be paid shall include all administrative and actuarial costs of making that determination. The amount to be paid shall be shared by the South Coast Air Quality Management District and the employee. The share to be paid by the employee shall be determined by good faith bargaining between the district and the recognized employee organization, but in no event shall the employee be required to contribute more than 25 percent of the total amount required to be paid. The elected retirement association's board may not grant that credit for that prior service unless the request for that credit is made to, and the required payment deposited with, the elected retirement association's board no earlier than January 1, 1980, and no later than June 30, 1980. The foregoing shall have no effect on any employee's rights to reciprocal benefits under Article 15 (commencing with Section 31830).

(6) An employee of the South Coast Air Quality Management District who commenced employment with the district after December 31, 1978, shall be covered by the retirement association established in accordance with this chapter for employees of San Bernardino County. That coverage shall be effected as of the first day of the first month following the employee's commencement date.

(7) Notwithstanding paragraphs (2) and (4) above, employees of the South Coast Air Quality Management District who were employed between February 1, 1977, and December 31, 1978, and who terminate their employment between February 1, 1977, and January 1, 1980, shall be deemed to be members of the retirement association established in accordance with this chapter for the employees of Los Angeles County



January 19, 2022

**TO:** Trustees – Board of Retirement

**FROM:** Ted Granger *TG*  
Interim Chief Financial Officer

**FOR:** February 2, 2022 – Board of Retirement Meeting

**SUBJECT: COST-OF-LIVING ADJUSTMENT EFFECTIVE APRIL 1, 2022**

CONSUMER PRICE INDEX CHANGE

Sections 31870, 31870.1, and 31495.5 of the California Government Code govern cost-of-living adjustment (COLA) for retired LACERA members and beneficiaries. These government code sections provide that the Board of Retirement shall, before April 1 of each year, determine whether there has been an increase or decrease in the cost-of-living, as shown by the U.S. Bureau of Labor Statistics Consumer Price Index (CPI) for All Urban Consumers for the area in which the county seat is situated, as of January 1 of each year.

Information concerning the Bureau of Labor Statistics CPI for All Urban Consumers for the Los Angeles-Long Beach-Anaheim area is as follows:

CPI Index for Year Ended December 2021	297.925
CPI Index for Year Ended December 2020	279.560
CPI Index Change	18.365
CPI Percentage Change	6.6%
BLS Annual Change (December 2020 to December 2021)	6.6%
 <b>LACERA 2021 COLA Award</b> (rounded to nearest one-half of 1.00%)	<b>6.5%</b>

MAXIMUM ALLOWABLE COLA CHANGES

Every retirement allowance, optional death allowance, or annual death allowance payable to or on account of any member, who retires or dies or who has retired or died shall, as of April 1 of each year, be increased or decreased by a percentage of the total allowance to approximate to the nearest one-half of 1.0%, the percentage of annual increase or decrease in the cost-of-living as of January 1 of each year subject to the following limitations:



- Section 31870.1 of the California Government Code governing cost-of-living increases for retired Plan A members and beneficiaries provides that such change shall not exceed 3.0% per year.
- Section 31870 of the California Government Code governing cost-of-living increases for retired Plans B, C, and D, as well as PEPRA Plans C and G, members and beneficiaries provides that such change shall not exceed 2.0% per year.
- Section 31495.5 of the California Government Code governing cost-of-living increases for retired Plan E members and beneficiaries provides that such change shall not exceed 2.0% per year for Plan E members who retire on and after June 4, 2002. Plan E members with service prior to adoption of the resolution will have their COLA benefit reduced.

#### COLA INCREASES EFFECTIVE APRIL 1, 2022

Based on the LACERA COLA award of 6.5% and applicable Government Code provisions, cost-of-living increases for retired members and beneficiaries, which may be approved to become effective April 1, 2022 based on retirement plan and date of retirement or death, are as follows:

##### **PLAN A MEMBERS AND ELIGIBLE BENEFICIARIES**

- ALL DATES UP TO MARCH 31, 2022: 3.0%

The 3.0% increase equals the maximum allowable increase.

##### **PLANS B, C, & D, AND PEPRA PLANS C & G MEMBERS AND ELIGIBLE BENEFICIARIES**

- ALL DATES UP TO MARCH 31, 2022: 2.0%

The 2.0% increase equals the maximum allowable increase.

##### **PLAN E MEMBERS AND ELIGIBLE BENEFICIARIES**

- ALL DATES BEGINNING JUNE 4, 2002 TO MARCH 31, 2022: 2.0%

Plan E COLA increases apply only to service credit earned on and after June 4, 2002. Plan E members who retire on and after June 4, 2002 will receive up to a 2.0% COLA increase. The portion of the 2.0% COLA is based upon a ratio defined as the months of service earned on and after June 4, 2002 divided by the total months of service.

## COLA ACCUMULATON

The above Code sections also provide that the amount of any CPI cost-of-living increase or decrease in any year, which is not met by the maximum annual change of 3.0% or 2.0% in allowances, shall be accumulated to be met by increases or decreases in allowances in future years. The accumulated percentage carryover is known as the *COLA Accumulation*.

The determination methodology for the amount of increase or decrease to the COLA Accumulation differs from the methodology for the determination of the COLA award increase or decrease each year. Government Code provisions require that the CPI is rounded to the nearest one-half of 1% to determine the COLA award. The differences between the actual CPI and the maximum annual allowance changes are determined to increase or decrease the COLA Accumulation balances. Rounding of the CPI is not applied when calculating increases or decreases to the COLA accumulation accounts.

## CHANGES TO THE COLA ACCUMULATION BALANCE

Based on the CPI percentage change of 6.6% and applicable Government Code provisions, COLA Accumulation adjustments for retired members and beneficiaries, which may be approved to be effective April 1, 2022 based on retirement plan and date of retirement or death, are as follows:

### **PLAN A MEMBERS AND ELIGIBLE BENEFICIARIES (ATTACHMENT 1)**

- ALL DATES UP TO MARCH 31, 2022: 3.6% INCREASE

As the LACERA COLA award is 3.0%, the excess of 3.6% was added to the COLA Accumulation balance to equal the 2021 total CPI percentage increase of 6.6%.

### **PLANS B, C, & D AND PEPRA PLANS C & G MEMBERS AND ELIGIBLE BENEFICIARIES (ATTACHMENTS 1 & 2)**

- ALL DATES UP TO MARCH 31, 2022: 4.6% INCREASE

As the LACERA COLA award is 2.0%, the excess of 4.6% was added to the COLA Accumulation balance to equal the 2021 total CPI percentage increase of 6.6%.

### **PLAN E MEMBERS AND ELIGIBLE BENEFICIARIES (ATTACHMENT 3)**

- ALL DATES BEGINNING JUNE 4, 2002 TO MARCH 31, 2022: 4.6% INCREASE

As the LACERA COLA award is 2.0%, the excess of 4.6% was added to the COLA Accumulation balance to equal the 2021 total CPI percentage increase of 6.6%.

The COLA Accumulation percentages as of April 1, 2022 are shown in the Attachments and reflect the above adjustments. The Systems Division and Financial and Accounting Services Division staff, reviewed and agreed on the data set presented.

**THEREFORE, IT IS RECOMMENDED THAT THE BOARD OF RETIREMENT:**

For the year ended December 2021, determine the Consumer Price Index changed by 6.6% (or when rounded to the nearest one-half of 1.0% as the COLA benefit rules require, 6.5%: the LACERA 2022 COLA Award), and approve cost-of-living adjustment and respective COLA Accumulation changes for retired LACERA members and beneficiaries, based on retirement plan and date of retirement or death, to become effective April 1, 2022 in accordance with applicable California Government Code Sections.

Attachments

REVIEWED AND APPROVED:



Santos H. Kreimann  
Chief Executive Officer

1/21/2022  
Date

SK:TG:ew:cl  
COLA BOR Memo 2022\_FINAL.doc

c: Board of Investments, LACERA  
Luis Lugo  
JJ Popowich  
Laura Guglielmo  
Steven P. Rice



Cost-of-Living Accumulation Chart  
Percentages as of April 1, 2021

Retirement Date	Plan A				Plan B, C, or D			
	COLA % Accumulation 1-Apr-21	STAR Benefit Adjustment in 2022	COL Adjustment 1-Apr-22	COLA % Accumulation 1-Apr-22	COLA % Accumulation 1-Apr-21	STAR Benefit Adjustment in 2022	COL Adjustment 1-Apr-22	COLA % Accumulation 1-Apr-22
Before 4/1/77	5.3	0.0	3.6	<b>8.9</b>	-	-	-	-
4/1/1977 - 3/31/1978	5.3	0.0	3.6	<b>8.9</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1978 - 3/31/1979	5.3	0.0	3.6	<b>8.9</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1979 - 3/31/1980	5.3	0.0	3.6	<b>8.9</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1980 - 3/31/1981	5.3	0.0	3.6	<b>8.9</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1981 - 3/31/1982	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1982 - 3/31/1983	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1983 - 3/31/1984	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1984 - 3/31/1985	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1985 - 3/31/1986	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1986 - 3/31/1987	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1987 - 3/31/1988	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1988 - 3/31/1989	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1989 - 3/31/1990	0.0	0.0	3.6	<b>3.6</b>	18.5	0.0	4.6	<b>23.1</b>
4/1/1990 - 3/31/1991	0.0	0.0	3.6	<b>3.6</b>	15.9	0.0	4.6	<b>20.5</b>
4/1/1991 - 3/31/1992	0.0	0.0	3.6	<b>3.6</b>	11.3	0.0	4.6	<b>15.9</b>
4/1/1992 - 3/31/1993	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1993 - 3/31/1994	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1994 - 3/31/1995	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1995 - 3/31/1996	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1996 - 3/31/1997	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1997 - 3/31/1998	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1998 - 3/31/1999	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/1999 - 3/31/2000	0.0	0.0	3.6	<b>3.6</b>	10.7	0.0	4.6	<b>15.3</b>
4/1/2000 - 3/31/2001	0.0	0.0	3.6	<b>3.6</b>	10.4	0.0	4.6	<b>15.0</b>
4/1/2001 - 3/31/2002	0.0	0.0	3.6	<b>3.6</b>	8.7	0.0	4.6	<b>13.3</b>
4/1/2002 - 3/31/2003	0.0	0.0	3.6	<b>3.6</b>	8.6	0.0	4.6	<b>13.2</b>
4/1/2003 - 3/31/2004	0.0	0.0	3.6	<b>3.6</b>	6.9	0.0	4.6	<b>11.5</b>
4/1/2004 - 3/31/2005	0.0	0.0	3.6	<b>3.6</b>	6.9	0.0	4.6	<b>11.5</b>
4/1/2005 - 3/31/2006	0.0	0.0	3.6	<b>3.6</b>	4.5	0.0	4.6	<b>9.1</b>
4/1/2006 - 3/31/2007	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2007 - 3/31/2008	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2008 - 3/31/2009	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2009 - 3/31/2010	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2010 - 3/31/2011	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2011 - 3/31/2012	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2012 - 3/31/2013	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2013 - 3/31/2014	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2014 - 3/31/2015	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2015 - 3/31/2016	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2016 - 3/31/2017	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2017 - 3/31/2018	0.0	0.0	3.6	<b>3.6</b>	3.3	0.0	4.6	<b>7.9</b>
4/1/2018 - 3/31/2019	0.0	0.0	3.6	<b>3.6</b>	1.7	0.0	4.6	<b>6.3</b>
4/1/2019 - 3/31/2020	0.0	0.0	3.6	<b>3.6</b>	0.5	0.0	4.6	<b>5.1</b>
4/1/2020 - 3/31/2021	0.0	0.0	3.6	<b>3.6</b>	0.0	0.0	4.6	<b>4.6</b>
4/1/2021 - 3/31/2022	0.0	0.0	3.6	<b>3.6</b>	0.0	0.0	4.6	<b>4.6</b>

Cost-of-Living Accumulation Chart  
 Percentages as of April 1, 2021

Retirement Date	PEPRA Plans C and G			
	COLA % Accumulation 1-Apr-21	STAR Benefit Adjustment in 2022	COL Adjustment 1-Apr-22	COLA % Accumulation 1-Apr-22
1/1/2013 - 3/31/2013	3.3	0.0	4.6	7.9
4/1/2013 - 3/31/2014	3.3	0.0	4.6	7.9
4/1/2014 - 3/31/2015	3.3	0.0	4.6	7.9
4/1/2015 - 3/31/2016	3.3	0.0	4.6	7.9
4/1/2016 - 3/31/2017	3.3	0.0	4.6	7.9
4/1/2017 - 3/31/2018	3.3	0.0	4.6	7.9
4/1/2018 - 3/31/2019	1.7	0.0	4.6	6.3
4/1/2019 - 3/31/2020	0.5	0.0	4.6	5.1
4/1/2020 - 3/31/2021	0.0	0.0	4.6	4.6
4/1/2021 - 3/31/2022	0.0	0.0	4.6	4.6

Note: PEPRA Plans G and C were effective January 1, 2013.

Cost-of-Living Accumulation Chart  
 Percentages as of April 1, 2021

Retirement Date	Plan E		
	COLA % Accumulation 01-Apr-21	COL Adjustment 01-Apr-22	COLA % Accumulation 01-Apr-22
4/1/2002 - 3/31/2003	8.6	4.6	<b>13.2</b>
4/1/2003 - 3/31/2004	6.9	4.6	<b>11.5</b>
4/1/2004 - 3/31/2005	6.9	4.6	<b>11.5</b>
4/1/2005 - 3/31/2006	4.5	4.6	<b>9.1</b>
4/1/2006 - 3/31/2007	3.3	4.6	<b>7.9</b>
4/1/2007 - 3/31/2008	3.3	4.6	<b>7.9</b>
4/1/2008 - 3/31/2009	3.3	4.6	<b>7.9</b>
4/1/2009 - 3/31/2010	3.3	4.6	<b>7.9</b>
4/1/2010 - 3/31/2011	3.3	4.6	<b>7.9</b>
4/1/2011 - 3/31/2012	3.3	4.6	<b>7.9</b>
4/1/2012 - 3/31/2013	3.3	4.6	<b>7.9</b>
4/1/2013 - 3/31/2014	3.3	4.6	<b>7.9</b>
4/1/2014 - 3/31/2015	3.3	4.6	<b>7.9</b>
4/1/2015 - 3/31/2016	3.3	4.6	<b>7.9</b>
4/1/2016 - 3/31/2017	3.3	4.6	<b>7.9</b>
4/1/2017 - 3/31/2018	3.3	4.6	<b>7.9</b>
4/1/2018 - 3/31/2019	1.7	4.6	<b>6.3</b>
4/1/2019 - 3/31/2020	0.5	4.6	<b>5.1</b>
4/1/2020 - 3/31/2021	0.0	4.6	<b>4.6</b>
4/1/2021 - 3/31/2022	0.0	4.6	<b>4.6</b>

Note: Plan E COLA benefit is effective for members who retire on and after June 4, 2002.



January 19, 2022

**TO:** Trustees – Board of Retirement

**FROM:** Ted Granger   
Interim Chief Financial Officer

**FOR:** February 2, 2022 – Board of Retirement Meeting

**SUBJECT: Disability Case Review CPI Increase in Compensation  
Effective April 1, 2022**

BOARD COMPENSATION FOR REVIEW OF DISABILITY CASES

Section 31521.3 of the California Government Code provides that the fourth, fifth, sixth, eighth, ninth, and alternate retired trustees of the Board of Retirement receive compensation for the review and analysis of disability retirement cases. Compensation is, therefore, payable to the appointed and retired trustees only. Compensation is also limited to the first time the Board of Retirement considers a case. The number of hours of compensation may not exceed 32 hours per month.

The Los Angeles County Board of Supervisors originally set the compensation at \$100 per day, which is prorated for less than eight hours of work in a single day. The hourly rate equated to \$12.50 per hour.

Also, Section 31521.3 provides that beginning on or before March 31, 2010, and on or before March 31 of each even-numbered year thereafter, the Board of Retirement may adjust the compensation biennially to reflect any change in the Consumer Price Index (CPI) for the Los Angeles-Long Beach-Anaheim area that occurred in the previous two calendar years, rounded to the nearest dollar. Effective April 1, 2020, the Board of Retirement approved the current compensation for the review and analysis of disability retirement cases of a maximum of \$125 per day, to be prorated for less than eight hours in a single day.

CONSUMER PRICE INDEX CHANGE

Information concerning the U.S. Bureau of Labor Statistics CPI for All Urban Consumers for the Los Angeles-Long Beach-Anaheim area for the two years is as follows:

CPI Index for Year Ended December 2021	297.925
CPI Index for Year Ended December 2019	<u>275.553</u>
CPI Index Change	<u>22.372</u>
<b>CPI Percentage Change</b>	<b><u>8.1%</u></b>

Based on the CPI increase of 8.1% over the last two calendar years, the maximum disability case review compensation per day of work will increase from \$125 to \$135 (\$135.13, rounded to the nearest dollar). The new hourly rate equates to \$16.88 per hour.

**THEREFORE, IT IS RECOMMENDED THAT THE BOARD OF RETIREMENT:**

Determine the Consumer Price Index changed by 8.1% for the last two calendar years ended December 2021 and adjust the compensation for the review and analysis of disability retirement cases to a maximum of \$135 per day, to be prorated for less than eight hours in a single day at the hourly rate of \$16.88, effective April 1, 2022.

REVIEWED AND APPROVED:



\_\_\_\_\_  
Santos H. Kreimann  
Chief Executive Officer

1/21/2022

\_\_\_\_\_  
Date

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Disability Case Review CPI 2022\_FINAL.doc

c: Board of Investments, LACERA  
Luis Lugo  
JJ Popowich  
Laura Guglielmo  
Steven P. Rice

January 19, 2022

**TO:** Each Trustee  
Board of Retirement

**FROM:** Carly Ntoya, Ph.D. *CN*  
Director, Human Resources

**FOR:** February 2, 2022 Board of Retirement Meeting

**SUBJECT: Request for Proposal for Executive Search Services**

### **Recommendation**

That the Board of Retirement approve staff to issue a Request for Proposal (RFP) for Executive Search Services.

That the Board of Retirement approve recruitment payment for Executive Search Services rendered by a successful bidder(s) in response to a Request for Proposals. The staff has estimated recruitment cost to be \$294,000, although amount may be higher, if such external recruitment resources are used for hiring Investment positions.

### **Executive Summary**

On May 15, 2020, the CEO presented to the LACERA Boards a proposed modern CEO-COO corporate leadership structure in the CEO 100-day report. The proposed structure makes use of the Deputy Chief Investment Officer (DCIO), Chief Financial Officer (CFO), Chief, Information Technology (CIT) and Information Security Officer (ISO) classifications approved by LACERA Boards April 13, 2017, and May 10, 2017. The classifications have been adopted and added to the County ordinance by the County Board of Supervisors.

To move forward with implementing the proposed leadership structure, LACERA intends to recruit for the DCIO, CFO, CIT, and ISO positions with a goal of offering employment as quickly as possible. To meet this goal, Human Resources intends to contract with one or more experienced executive recruiters to conduct the searches. LACERA may also wish to utilize the services of a recruiter to supplement and increase the capacity our internal Human Resources staff to recruit for high priority Investment Division positions such as Principal Investment Officer and Senior Investment Officer. Firms may offer their services to fill one or more positions. The selection of one or more executive recruiters will initially occur in April 2022 and will continue until all referenced positions are filled.

Historically, LACERA has contracted with executive search firms to fill executive vacancies. The typical amount paid to an executive recruitment firm is approximately one-third of the hired candidate's annual salary, plus administrative costs and other fees.

Executive Recruitments

January 19, 2022

Page 2

The planned recruitments could cost LACERA an estimated \$294,000. This estimate is based on the mid/control point of the salary ranges.

<b>Classification</b>	<b>Salary Sched.</b>	<b>Mid/Control Salary*</b>	<b>Annual Salary*</b>	<b>Estimated Firm Cost</b>
Deputy Chief Investment Officer (UC)	LR24	\$31,601	\$379,212	\$127,000
Chief Financial Officer	LS12	\$13,268	\$159,216	\$53,000
Chief, Information Technology (UC)	LR14	\$15,332	\$183,984	\$61,000
Information Security Officer	LS12	\$13,268	\$159,216	\$53,000
Principal Investment Officer	LR23	\$29,396	\$352,751	\$106,000
Senior Investment Officer	LR20	\$23,663	\$283,950	\$85,000
Senior Investment Officer	LR20	\$23,663	\$283,950	\$85,000
			<b>Total</b>	<b>*\$570,000</b>

*\*Amount rounded to nearest thousand. Actual cost may also exceed estimate.*

Should it be determined that we also recruit for a Principal Investment Officer and/or Senior Investment Officer, the estimated firm cost could increase by \$276,000.

Whereas the estimated cost of each individual recruitment is within the Chief Executive Officer's signatory authority, the cost of services may exceed the Chief Executive Officer's signatory authority if a single firm successfully bids on multiple recruitments.

**Conclusion**

Therefore, it is requested that the Board of Retirement approve staff to issue a Request for Proposal (RFP) for Executive Search Services.

That the Board of Retirement approve recruitment payment for Executive Search Services rendered by a successful bidder(s) in response to a Request for Proposals. The staff has estimated recruitment cost to be between \$294,000 and \$570,000 depending upon the inclusion of Investments positions, although amount may be higher.

Reviewed and Approved:



\_\_\_\_\_  
Laura Guglielmo  
Assistant Executive Officer

LG:cn

Attachment

DATE



REQUEST FOR PROPOSAL

EXECUTIVE SEARCH SERVICES

DEPUTY CHIEF INVESTMENT OFFICER  
CHIEF FINANCIAL OFFICER  
CHIEF INFORMATION TECHNOLOGY  
INFORMATION SECURITY OFFICER

ANNETTE CLEARY, ASSISTANT DIRECTOR, HUMAN RESOURCES  
626.564.6000 / ACLEARY@LACERA.COM  
300 NORTH LAKE AVENUE, SUITE 630 PASADENA, CA 91101



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DRAFT

## 1. REQUEST FOR PROPOSAL

The Los Angeles County Employees Retirement Association (LACERA) is seeking proposals from Executive Search Firms, with substantial and relevant experience in recruiting C-Level executives, for the recruitment and selection of each of the following positions:

Deputy Chief Investment Officer (Unclassified),  
Chief Financial Officer,  
Chief Information Technology (Unclassified), and  
Information Security Officer.

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## 2. BACKGROUND

**Los Angeles County Employees Retirement Association (LACERA)** administers and manages the retirement fund for the County of Los Angeles. It is the largest county retirement system in the United States, with approximately \$70 billion in assets, serving 184,000 members and more than 69,000 benefit recipients. As an independent governmental entity, LACERA is separate and distinct from the County of Los Angeles. Its fiduciary responsibility is to promote, enhance, and efficiently administer a financially sound retirement and health care benefits program through prudent investments and the conservation of plan assets.

LACERA is committed to being a premier public pension system and viewed as an industry leader in its administrative practices, innovative strategies, advanced technological applications and general expertise. These qualities define a professional management team that engages staff, provides leadership toward goals and mission, and symbolizes an effective role model for the values of the organization. LACERA has an impressive track record of introducing and implementing processes, technologies and business practices that not only improve the service and quality to our membership, but also influence or lead the entire pension industry.

Based in beautiful Pasadena, California, LACERA's staff of approximately 500 budgeted positions is comprised of individuals from diverse backgrounds, all contributing to the excellence and mission of LACERA to provide the promised benefits to our Members. LACERA greatly values diversity and inclusion and believes in supporting firms committed to a diverse and inclusive workforce and non-discrimination based on gender, race, ethnicity, sexual orientation, age, veteran's status, and other legally protected categories. In 2017, WorldatWork recognized LACERA with the Seal of Distinction for creating a distinct positive work environment. Winning this award reflects LACERA's commitment to cultivating a work culture dedicated to the professional development and experience of our employees. In 2018, IPMA-HR awarded LACERA with the Agency of the Year award for outstanding accomplishments in the creation of our Training, Charitable Giving, and Lactation Support Initiatives.

### LACERA GOVERNING BOARDS

**Board of Retirement (BOR)** – This Board is responsible for the overall management of the retirement system. Under the policy guidance of the BOR and the direction of the Chief Executive Officer (CEO), 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 Board is responsible for establishing LACERA's investment policy and objectives, as well as exercising authority over the investment management of the fund and actuarial matters. Diversified investments include Stocks/Equities, Fixed Income/Bonds, Real Estate and Alternative Assets.

### 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 Communications, Fairness, Integrity & Teamwork

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### 3. ABOUT THE POSITIONS

The following information summarizes the positions, the entire job specifications can be found on LACERA's website: [www.lacera.com/who-we-are/careers](http://www.lacera.com/who-we-are/careers)

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#### **Deputy Chief Investment Officer, Unclassified (DCIO)**

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The **DCIO** will report directly to the Chief Investment Officer (CIO) as part of the senior leadership team in Investments. The DCIO is a new and unclassified position and will have responsibility for assisting the CIO in the planning, organization, and direction of all operations of LACERA's Investment Office for the administration of the pension fund. The asset classes include: Real Asset and Inflation Hedges, Growth Assets, and Credit and Risk Mitigating Strategies.

The DCIO will be accountable for duties such as internal oversight; managing Board packages; day-to-day administration of the division, such as staffing and personnel issues; oversight of Private Equity Co-investments, Public Equity Trading, Bond Compliance; and the expansion of ESG initiatives, compliance, and governance. The DCIO will be authorized to act (if necessary) in the absence of the CIO.

The duties for the DCIO, include but, will not limited to the following:

- Oversees the Principal Investment Officers in the overall investments and administration of the Investment Office.
- Participates in developing and articulating a strategic vision and obtaining support for implementation.
- Formulates and evaluates organizational policy, operational practices, and programs by formulating revisions in policies and develops changes in organization, staffing, work processing, and management as needed to increase effectiveness and efficiency of LACERA.
- Establishes reporting mechanisms to keep the Board informed as to the status of LACERA's investment programs and the procedures used to implement it.
- Standardizes policy and procedural guidelines to ensure consistency with investment strategies adopted by the Board and compliance with state and federal laws.

- Makes recommendations to the Board on the selection of external managers, funds, and contractors.
- Advises the CIO as to the impact on the investment program from information released to the public, press, legislature and other similar matters as needed.
- Directs preparation of the Investment Office budget to ensure adequate staffing and resources to meet the goals and objectives of the Investment Office.

### **Chief Financial Officer (CFO)**

The **CFO** receives administrative direction from an Assistant Executive Officer, LACERA, and is responsible for the overall management of LACERA's Financial and Accounting Services Division. The position is responsible for administering, planning and directing, through subordinate managers and supervisors, all core corporate and investment accounting functions and developing long-range integrated plans to ensure the effective operations of fiscal management activities and the provision of accurate, timely, and useful financial reports.

The duties for the CFO, include but are not limited to the following:

- Oversees and directs the administration of all aspects of LACERA's fiscal operations and programs, including corporate and investment accounting; cash management; short and long-range strategic planning; financial statement reporting; compliance reporting (e.g., tax agencies, regulatory, oversight, plan sponsor); and retirement payroll functions.
- Directs fiscal related policies, programs, and accounting systems associated with financial management and accounting operations, and develops, recommends, and implements appropriate changes where needed.
- Implements division-wide or department-wide auditor recommended corrective actions to ensure plan assets are controlled, safeguarded, and used exclusively for the benefit of LACERA members and beneficiaries.
- Develops, implements, and maintains comprehensive financial reporting processes to ensure accuracy, timeliness, and compliance with GAAP, GASB, CERL, and other regulatory standards and guidelines.

### **Chief, Information Technology, (Unclassified) (CIT)**

The **CIT** is an unclassified position that has executive, administrative, project management, organizational, and technical responsibility for assisting the Information Systems Manager, LACERA in the overall coordination of information technology (IT) and telecommunications projects and programs addressing organizational systems requirements, as well as the service needs of individual divisions.

The duties for the CIT, include but are not limited to the following:

- Assists in the planning, organizing, and directing of all operations including formulating policy, directing its execution, and evaluating work accomplished.
- Assists in directing the preparation of the LACERA's IT Strategic Plan, and monitors accomplishments to ensure plan objectives are achieved.
- Assists in directing the preparation, dissemination, and monitoring of policies, guidelines, standards, and metrics for IT.

- Assists in directing the review of proposed new major IT projects and programs; and makes recommendations to management and LACERA's Boards on projects and implementation for divisions.
- Assists in directing the development and maintenance of an inventory of IT systems, technological oversight systems, and related resources.
- Assists in directing the Division's fiscal and administrative functions.
- Assists in providing oversight to ensure compliance with State and Federal regulations on implementation of privacy and security requirements.
- Assists in long-range and strategic planning of LACERA's IT program.

### **Information Security Officer (ISO)**

The **ISO** is a new position over directs organizational information security programs that are designed to provide the protection and confidentiality of data, along with other information assets of LACERA.

The position has a primary responsibility for formulating and promulgating policy, and developing, managing, monitoring, evaluating, and integrating LACERA's information security and privacy related programs designed to protect all LACERA's Information Technology (IT) systems and data. ISO directs information security and related privacy efforts for LACERA.

The duties for the ISO, include but are not limited to the following:

- Oversees the development and implementation of department-wide IT security policies, comprehensive organizational information security programs, and procedures to protect LACERA from internal and external IT threats and vulnerabilities.
- Develops and maintains short- and long-term strategies for optimizing LACERA's Information Security Plan and formulates and recommends organization-wide policies for detecting, deterring and mitigating information security threats.
- Directs and participates in the identification of security risks, research, development and implementation of security management practices, and the measurement and monitoring of security protection measures.
- Directs the handling of IT security breaches and related incidents, including overseeing the activation of the incident response teams, investigations, and reporting.
- Reviews and recommends the professional development curriculum for LACERA IT security and privacy staff to ensure adequate and appropriate training standards in security and protection measures and coordinates related training and awareness programs.
- Directs the development and promotion of security and privacy awareness training and education for all levels of LACERA's organization on an ongoing basis.
- Participates in the development and implementation of disaster recovery and business continuity plans, to ensure that appropriate IT security measures are addressed.

- Participates in the development, implementation and compliance monitoring of IT security agreements, business associate agreements, chain-of-trust agreements, and other agreements or requirements.

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**PRINCIPAL INVESTMENT OFFICER (PIO)**

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These classified positions are found in the Investment Office of LACERA. PIO's manage and direct broad investment programs and provides direction to investment staff who have direct responsibility for internal and/or external investment programs for LACERA.

The Investments Division is comprised of the following asset classes: Public Equities, Private Equity, Real Assets (Infrastructure, Natural Resources, Commodities), Real Estate, Fixed Income, Hedge Funds, Illiquid Credit, Direct Investments (Private Markets), Portfolio Analytics (Risk Management) and Environmental, Social and Governance (Stewardship).

The positions are responsible for providing administrative and technical direction to subordinate who have direct responsibility for the overall management of a combination of the asset classes. Under the direction of the Chief Investment Officer, LACERA, the positions are responsible for all aspects of pension fund investment management including asset allocation and liability analysis, investment program structure, implementation and monitoring.

The duties for the PIO, include but are not limited to the following:

- Directs the implementation of investment policies and strategies within the assigned asset class(es).
- Directs, plans, and supervises the activities of the investment staff assigned to each asset class.
- Directs and coordinates the activities between LACERA's Senior Investment Officers and external managers, advisors, and consultants.
- Develops and executes reporting mechanisms to keep the Board of Investments and the Chief Investment Officer sufficiently and appropriately informed about the status of LACERA's investment programs and the procedures used to implement these programs.
- Develops policy and procedural guidelines to ensure consistency with investment strategies adopted by the Board of Investments and compliance with state and federal laws which are applicable to the asset class(es) managed.
- Represents LACERA in the investment community, the media, the legislature, and among constituents as a participant in various functions and an expert spokesperson on investment matters relating to LACERA as directed by the Chief Investment Officer, LACERA and/or the Board of Investments.

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**SENIOR INVESTMENT OFFICER (SIO)**

SIO's supervise the overall management of one of the LACERA's asset classes and provides direction to staff who assist in the management of the assets.

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These positions are responsible for providing administrative and technical supervision to Financial Analyst, LACERA staff in the planning and monitoring of LACERA's asset classes. Under the direction of a Principal Investment Officer, LACERA, the Senior Investment Officer, LACERA is responsible for individual asset class investments, including developing and recommending investment structure and policy, monitoring managers, and implementing Board approved plans.

The duties of the SIO, include but are not limited to the following:

- Supervises the development and implementation of an investment management strategy in accordance with the goals and guidelines established by the Board of Investments,
- Develops and recommends to the Board of Investments policies, portfolio investment structures and strategies for designated asset classes,
- Designs, develops and implements policies, procedures and guidelines to manage the portfolio consistent with the investment strategies adopted by the Board of Investments,
- Prepares and presents written reports to the Board of Investments concerning problem managers and quarterly performance measurement reports,
- Monitors outside investment managers to ensure performance and portfolio strategies adhere to investment mandates and contractual compliance,
- Conducts investment manager searches for the Board of Investments including evaluating Request for Proposals, conducting manager interviews, analyzing portfolio performance and investment management style and on-site visits,
- Coordinates the work of and acts as a liaison for consultants with LACERA management and the Board of Investments,
- Supervises the analysis, evaluation, and recommendation of new investment vehicles and trading practices to LACERA management and the Board of Investments,

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#### 4. SCOPE OF SERVICES REQUESTED

The selected Search Firm will provide executive search services to LACERA and the services will be coordinated through LACERA's Search Committee, with respect to recruitment of the DCIO, CFO, CIT and ISO. Proposals can be submitted for any number of the positions, and does not have to include all positions(s) The services shall include, but are not limited to, the following:

1. Meet with LACERA's Search Committee and/or appropriate Hiring Manager to obtain information regarding expectations, requirements, and responsibilities of the position(s).
2. Develop detailed Position Specification reflecting ideal candidate profile, job requirements, experience, education, knowledge, skills and abilities required for the position, including creating the recruitment flyer and brochure.
3. Develop strategy to obtain a diverse and highly qualified candidate pool for consideration by LACERA's Search Committee.
4. Prepare recruitment plan(s) with timelines reflecting key milestones.
5. Spearhead a direct networking campaign to attract top talent, including personal outreach and executing an active advertising plan which may include national,

DATE

regional, in-state and local advertising elements as determined through initial meetings with the LACERA Search Committee.

6. Review resumes and screen applicants, evaluate candidate's qualifications, and confirm information through individual interviews.
7. Provide periodic status reports and weekly telephone conference updates with LACERA's Search Committee. This includes providing assessments and insights of candidates to assist LACERA in determining recruitment progress and quality of candidate pool.
8. Verify finalists' education and background checks.
9. Prepare written in-depth profiles on highly qualified candidates referred for consideration.
10. Provide a candidate pool of four (4) to eight (8) highly qualified diverse candidates for the position(s). Candidates should be pre-qualified as to acceptance of LACERA's compensation/benefits parameters, receptive to relocating to the Los Angeles area, and possess a desire for the position.
11. In conjunction with LACERA, develop and participate in the final interview process, including developing appropriate questions, identifying panelists, scheduling, and related matters.
12. Review interview results with the LACERA's Search Committee and consider additional candidates, if required.
13. Provide advice and counsel to the LACERA's Search Committee to ensure that a successful candidate emerges from the group of highly qualified professionals identified for consideration.
14. Conduct in-depth reference checks to verify candidates' employment qualifications, attitudes, and individual strengths.
15. Assist with the development of the Employment Offer and compensation negotiations, as needed.
16. Notify prospective candidates who were not selected.
17. Attend and participate in meetings of LACERA's Search Committee, as requested, to successfully complete the engagement.
18. Assist in negotiations and communications with the successful candidate, as requested.

#### PROPOSED TIMELINE

The goal of LACERA is to have the DCIO, CFO, CIT and ISO in place by **August 1, 2022**. The PIO and SIO positions will be at a later date. In addition to the executive search process, LACERA must complete a hiring/background process before an individual may begin employment. The hiring/background process can take up to three (3) weeks to complete; therefore, it is our objective that the executive search for the Positions be completed by **June 2022**.

Below is an anticipated timeline for selection of a Search Firm and execution of a contract under this RFP.

RFP Issue Date:

February X, 2022



Deadline for Submission of RFP Questions by Search Firms	March X, 2022
LACERA response to Submitted Questions from Search Firms	March X, 2022
Deadline for Proposals from Executive Search Firms	March X, 2022
Review of Proposals and Short-Listing of Firms	April X, 2022
Interview Short-Listed Firms and Final Selection	April X, 2022

## 5. SUBMITTAL OF PROPOSALS

This Section of the RFP lists requirements for specific written responses or confirmations. To be considered for selection, Proposers must demonstrate in their proposal that it meets the following requirements and has provided all required information.

### PROJECT SCOPE

LACERA is seeking a full-service Executive Recruitment Firm to execute a successful search for our next DCIO, CFO, CIT, and ISM. Services are expected to include, at a minimum, designing and executing steps to define the search; identifying, evaluating, and recommending potential candidates that meet the requirements for the position; presenting those candidates to the LACERA Search Committee; and managing the process through to a final hiring decision.

### KEY PROJECT DELIVERABLES

Proposer should have extensive experience in performing private and public sector searches with specific experience in recruiting top executives. The Proposer should have demonstrated the ability to conduct nationwide searches at this level.

### TECHNICAL REQUIREMENTS

The Proposer shall provide the following in their response to this RFP:

- a) A brief description of their Firm and scope of their practices, including information relating to its organization management practices, and diversity and inclusion policies and track record such as whether your business is certified as either a Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE), LGBT Business Enterprise (LGBTBE), and/or Disabled Veteran Business Enterprise (DVBE).
- b) A list of similar executive recruitments conducted in the last three (3) years, including a history of diversity placements (Table Attached).
- c) Names, qualifications, and experience of personnel (of your Firm and the individual who will lead this effort) to be assigned to this recruitment(s), including experience in conducting executive searches for private and governmental entities.
- d) Three (3) Client References related to similar projects completed in the past three (3) years, including at least two (2) governmental entities.
- e) Strategy and proposed method of recruiting and screening potential candidates, including a comprehensive explanation of the approach the firm will take to this recruitment, including candidate identification, evaluation and background checks,

other assistance to the search committee, the interview process, final selection, and completion of employment.

- f) Method of candidate presentation.
- g) Proposed cost/fee structure, including travel expenses, timing of invoices, incidental expenses, and payment schedule.
- h) Confidentiality safeguards.
- i) Disclosure of any existing off-limit recruitment restrictions.
- j) Commitment to verification of academic and/or professional credentials, civil/criminal background checks, and social media screening.
- k) A proposed timeline to accomplish the proposed recruitment process, along with a statement confirming ability to meet the proposed recruitment timeline enclosed.
- l) Assessment tools/methodology utilized.
- m) Other information applicable to the Project.

#### PRE-CONTRACT EXPENSES

LACERA shall not in any event be liable for any expenses incurred by the proposer in the preparation or submission of its proposal. The Proposer shall not include any such expenses as part of its proposal.

#### RFP QUESTIONS AND ANSWERS

Any questions regarding this RFP shall be directed to Annette Cleary, Assistant Director, Human Resources, by letter or email:

**Los Angeles County Employees Retirement Association**

**300 North Lake Avenue, Suite 630**

**Pasadena CA 91101**

**Email Address: [acleary@lacera.com](mailto:acleary@lacera.com)**

Questions will be accepted up to 5:00 P.M. on **February X, 2022**. All questions received will be compiled and disseminated to all responding participants at least three (3) days before the RFP submission deadline. Questions and answers will be posted on [www.lacera.com](http://www.lacera.com) in the RFP section under "Executive Search Services" by **February X, 2022**. No questions will be answered by telephone.

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#### 6. DELIVERY OF PROPOSAL

Please deliver an electronic copy of your proposal no later than 5:00 PM, **February XX, 2022**, to:

**Annette Cleary**

**Assistant Director, Human Resources**

**Los Angeles County Employees Retirement Association**

**Email address: [acleary@lacera.com](mailto:acleary@lacera.com)**

By submitting a proposal, the Proposer represents that it has thoroughly examined and has become familiar with the requested services and the contents of this Request for Proposal

DATE

10

("RFP") and that it is capable of performing quality services to achieve LACERA's objectives. The Proposer is responsible for requesting clarification of any deficiency, ambiguity, error or omission contained in this RFP, or any provision in this RFP that the proposer fails to understand. Any communication regarding this RFP must be submitted by email or hardcopy.

The information you submit in response to this RFP becomes the exclusive property of LACERA. LACERA will not return the proposal or reimburse for proposal preparation expenses.

#### PERIOD FOR AWARD OF CONTRACT

LACERA may award a Contract for any accepted proposal up to 120 days from the date that proposals are due. The pricing, terms and conditions stated in your response must remain valid for 120 days from the **February X, 2022**, deadline for proposals submission.

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### 7. PROPOSAL REVIEW, EVALUATION, NEGOTIATION AND SELECTION

LACERA will initially review all proposals to determine the responsiveness to this RFP. LACERA will perform an evaluation of each proposal. Criteria used as the basis for evaluation shall include:

- Adherence to RFP Instructions
- Professional capability, demonstrated competence, and specialized experience of the proposer
- Staffing capability, workload, and ability to meet schedules
- Experience and education of key personnel
- Diversity and inclusion efforts within the Firm and in executive recruitments
- Nature and quality of completed services for other clients
- Reliability and continuity of firm
- Work plan and methodology
- Proposed Agreement terms and Price Proposal

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.

LACERA may request selected proposers to participate in an interview. Selected proposers will be asked to reserve one hour for interviews and will be notified in advance of the exact time and place for the interview. It is anticipated that interviews will be scheduled during the first week of March.

LACERA may reject all proposals without further discussion or commence negotiations with the best qualified Proposer. If LACERA commences negotiations, LACERA may negotiate any component of the proposal. The proposer on the other hand, may raise issues only to the extent they are interrelated with negotiated topics raised by LACERA.

In the event negotiations with the initial Proposer are not successful, LACERA may suspend negotiations with the initial proposer and commence negotiations with the next best-qualified

proposer. This process shall be followed until negotiations are successfully concluded or LACERA, at any time, rejects all proposals.

#### **ADDITIONAL INFORMATION**

LACERA may at any time request additional information or clarification from the Proposer or may request the Proposer to verify or certify certain aspects of its proposal.

#### **ADDENDA**

LACERA may from time-to-time, amend this RFP by addenda.

#### **WITHDRAWAL OF PROPOSALS**

The Proposer may withdraw its proposal(s) before the due date by means of a written request signed by the Proposer or its properly Authorized Representative. Such written request must be delivered to LACERA prior to the due date.

#### **LACERA'S RIGHTS REGARDING RFP**

LACERA reserves the right to:

- Disqualify any Proposer in accordance with the instructions herein;
- Reject any and all proposals, at their discretion, including proposals found to be conditional or incomplete, contain irregularities or found to be not responsive to this RFP;
- Investigate the qualifications of any Proposer under consideration;
- Require confirmation of information furnished by the Proposer;
- Require additional evidence of qualifications to perform the services described in this RFP;
- Contact the submitted references regarding the information provided in the proposal;
- Postpone or cancel the entire RFP or a portion thereof;
- Postpone the proposal opening or award for its own convenience;
- Award a contract to other than the lowest cost Proposer;
- Award a contract in part or in combination of items, negotiate in part or in combination of items;
- Issue subsequent RFPs;
- Appoint Evaluation Committees to review the proposals;
- Seek the assistance of outside technical experts to evaluate the proposals;
- Disqualify a proposal upon evidence of collusion, with intent to defraud, or other illegal practices on the part of the Proposer;
- Waive any errors or informalities in any proposal to the extent permitted by law; and
- LACERA has no obligation to consider any proposal unless it is responsive to this RFP.

This RFP does not commit LACERA to enter into any type of contract.

#### **NOTICE REGARDING THE CALIFORNIA PUBLIC RECORDS ACT AND BROWN ACT**

The information you submit in response to this RFP will be subject to public disclosure pursuant to the California Public Records Act (Cal. Gov. Code Sections 6250, et. seq., the "Act") in the sole discretion of LACERA based on its interpretation of its legal obligations under the Act. The Act generally provides that all records relating to a public agency's

business are open to public inspection and copying, unless specifically exempted under one of several exemptions set forth in the Act. In addition, if LACERA staff chooses to recommend your firm to the Board of Retirement for hiring, such recommendation and the relevant proposal(s) will appear on a publicly posted agenda for a public meeting of the Board of Retirement in accordance with the Ralph M. Brown Act (Cal. Gov. Code section 54950, et seq., the "Sunshine Law"), and parts or all of your proposal may be included in the agenda packet that is available to the public generally. If it is included in the agenda packet, your proposal will not be exempt from disclosure under the Act.

If you believe that any portion of your response to this RFP is exempt from public disclosure under the Act and should not be included as part of any public agenda packet, you must mark such portion "TRADE SECRETS", "CONFIDENTIAL" or "PROPRIETARY" and make it readily separable from the balance of your response and offer a brief explanation for the exemption under the Act. Responses marked "TRADE SECRET", "CONFIDENTIAL" or "PROPRIETARY" in their entirety will not be honored, and LACERA will not deny public disclosure of all or any portion of responses so marked. By submitting a response with material marked "TRADE SECRET", "CONFIDENTIAL" or "PROPRIETARY," you represent you have a good faith belief that the material is exempt from disclosure under the Act; however, such designations will not necessarily be conclusive.

You may be required to justify in writing why such material should not, upon request, be disclosed by LACERA under the Act and should not be included in the agenda packet. Fee and pricing proposals are not considered "TRADE SECRET," "CONFIDENTIAL," or "PROPRIETARY". LACERA may also in its sole discretion produce any information in your response, including information marked "TRADE SECRET," "CONFIDENTIAL," or "PROPRIETARY," in response to a Public Records Act request if LACERA believes it is required by law to do so.

If a request is made pursuant to the Act for materials you have marked "TRADE SECRET", "CONFIDENTIAL" or "PROPRIETARY" and LACERA agrees that the material requested is not subject to disclosure under the Act, LACERA will either notify you so you can seek a protective order at your own cost or expense, or LACERA will deny disclosure of those materials. If LACERA denies public disclosure, then by submitting your proposal you agree to reimburse LACERA for, and to indemnify, defend, and hold harmless LACERA, its officers, fiduciaries, employees, and agents from and against 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. By submitting your proposal, you also agree to indemnify, save, and hold LACERA harmless from and against any and all Claims arising from or relating to LACERA's public disclosure of any such designated portions of your response if LACERA reasonably determines disclosure is required by law, or if disclosure is ordered by a court of competent jurisdiction.

Nothing in this RFP requires LACERA to withhold any documents from production under the Act.

### EX PARTE COMMUNICATIONS

Commencing on the date of this RFP and continuing until award of the Contract or cancellation of this RFP, no proposer shall have any *ex parte* communications regarding this RFP with any member of LACERA's staff, its Governing Boards, or any of its contractors or consultants involved with the procurement, unless expressly permitted by this RFP. Any proposer engaging in such prohibited communications may be disqualified at the sole discretion of LACERA. The foregoing shall not preclude any proposer from participation in public meetings of LACERA's Boards.

### LABOR LAWS

All labor performed under the Contract shall conform to the laws of the State of California, as more specifically set forth in the Labor Code. In addition to Labor law requirements, the Contractor must comply with nondiscrimination and compliance requirements (2 CCR § 8201).

DRAFT

**FOR INFORMATION ONLY**

January 19, 2022

TO: Each Trustee  
Board of RetirementFROM: Ricki Contreras, Division Manager  
Disability Retirement Services

FOR: February 2, 2022, Board of Retirement Meeting

SUBJECT: **Application Processing Time Snapshot Reports**

The following chart shows the total processing time from receipt of the application to the first Board action for all cases on the February 2, 2022, Disability Retirement Applications Agenda.

<b>Consent &amp; Non-Consent Calendar</b>		
Number of Applications	38	
Average Processing Time (in Months)	13.05	
<b>Revised/Held Over Calendar</b>		
Number of Applications	2	
Processing Time Per Case (in Months)	Case 1 21	Case 2 11
<b>Total Average Processing Time All <u>40</u> Cases on Agenda</b>		
		13.20

# DISABILITY RETIREMENT SERVICES

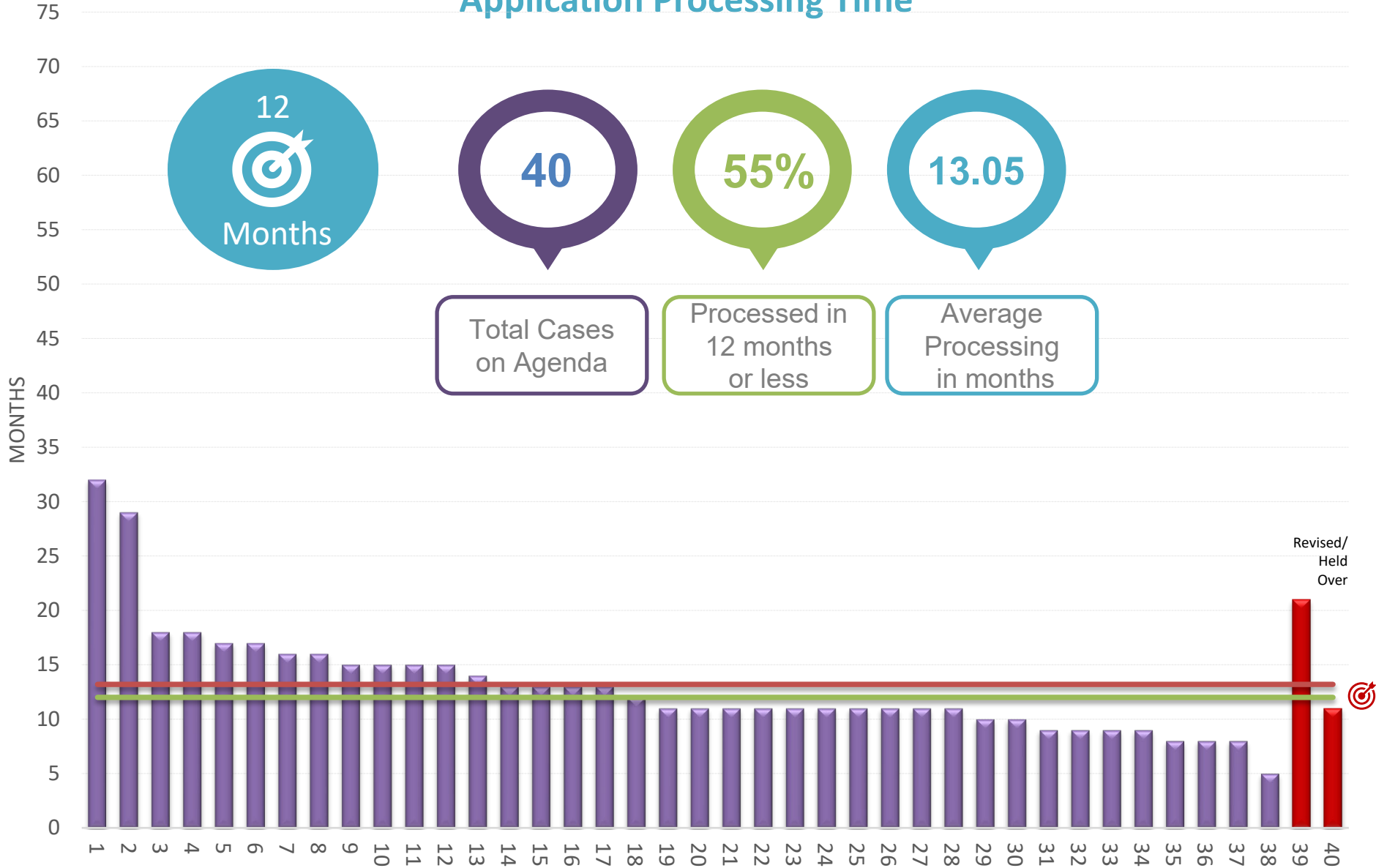
## Application Processing Time



Total Cases on Agenda

Processed in 12 months or less

Average Processing in months

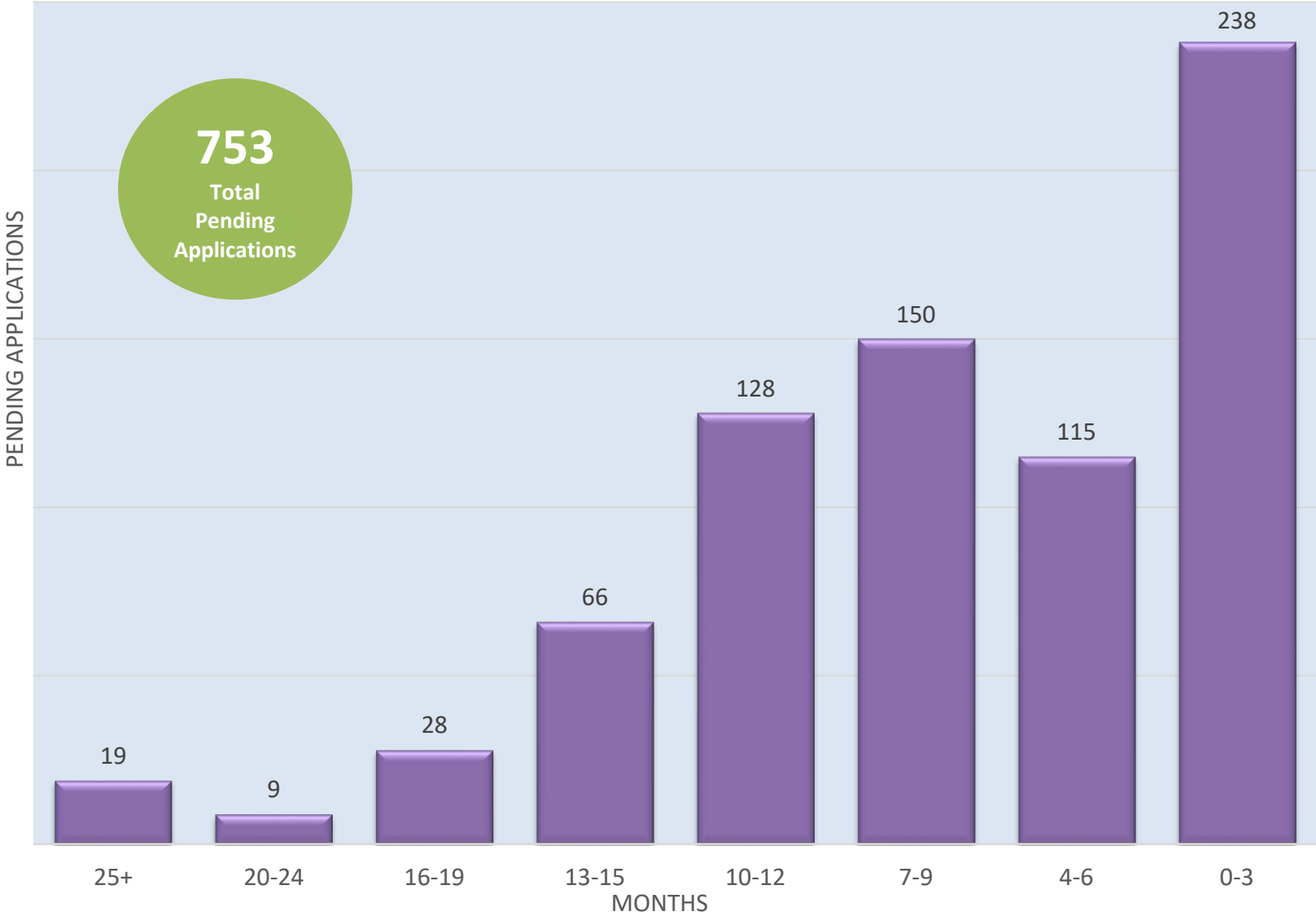


February 2, 2022 Disability Agenda



# DISABILITY RETIREMENT SERVICES

## Pending Applications/Months



As of January 19, 2022

**FOR INFORMATION ONLY**

January 21, 2022

TO: Each Trustee  
Board of Retirement

FROM: Fern M. Billiny   
Senior Staff Counsel

DATE: Board of Retirement Meeting of February 2, 2022

SUBJECT: **REPORT OF PENSIONABLE COMPENSATION AND COMPENSATION  
EARNABLE ITEMS**

The Chief Executive Office of the County of Los Angeles has requested an expedited review of two new paycodes. This memorandum solely addresses this request.

**ITEMS OF COMPENSATION**

As you know, the Board is charged with determining which items of compensation qualify as pensionable earnings includable in the member's retirement allowance. Items of compensation have been analyzed as pensionable under the definition of "compensation earnable" in Government Code Section 31461, and the definition of "pensionable compensation" in Section 7522.34. Based on these criteria, staff continues to review and analyze these items of remuneration to determine whether the items should be included in the member's final compensation when calculating a retirement benefit.

We have completed review of the requested two paycodes, OSHA Exclusion Pay and Vaccine Recovery Pay. The new paycodes are necessary to account for paid time in the event of a COVID-19 related absence. No additional pay is received.

OSHA Exclusion Pay is necessary to comply with the Cal/OSHA Emergency Temporary Standards ("ETS") on COVID-19 Prevention. The ETS requires employers to exclude employees from the workplace under certain circumstances. This new paycode will be used in the event an employee must remain quarantined from the workplace but that employee does not have a job function that can be performed through teleworking.

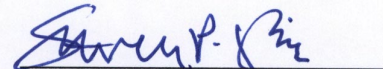
Each Trustee  
Board of Retirement  
January 21, 2022  
Page Two

Vaccine Recovery Pay is in response to the Board of Supervisors vaccine mandate for testing, vaccination, and vaccination recovery time. This paycode will be used when an employee experiences symptoms from the COVID-19 vaccine necessitating an absence from work.

Staff reviewed the new paycodes to ensure the prior determination of Regular Earnings still applies. Our review of these new paycodes is attached. As nothing has changed in the character of the existing pay items, and employees continue to receive Regular Earnings during the absence, the initial analysis regarding Regular Earnings remain relevant.

As this pay item already exists and has been reviewed by the Board, no additional determination is necessary. We provided the attachment so that the Board can be assured that all items are independently reviewed.

Reviewed and Approved

A handwritten signature in blue ink, appearing to read "Steven P. Rice", is written over a horizontal line.

Steven P. Rice  
Chief Counsel

FMB/et  
Attachment

Billings/BOR/Comp Earn Pen Comp 2.21.22

# Attachment

## Revised Pay Codes

### INCLUDED under Section 31461 and 7522.34

Event	Description	Earnings Code Description
<b>INCLUDED under Section 31461 and 7522.34</b>		
<b>PY114</b>	<b>OSHA EXCLUSION PAY</b>	<p>This code was created at the request of the Department of Human Resources (DHR) in order to comply with the Cal/OSHA Emergency Temporary Standards (ETS) on COVID-19 Prevention. Cal/OSHA's order requires employers to exclude employees from the workplace under certain circumstances. While the employee is excluded, their employer must maintain their pay and benefits.</p> <p>The regulation applies only when employees work at the workplace and are exposed to COVID-19 at work, but not when they work from home. An employee who was excluded from work because of a workplace COVID-19 exposure should receive exclusion pay if: 1) the employee was not assigned to telework during that time; and 2) the employee did not receive Disability Payments or Workers' Compensation Temporary Disability Payments during the exclusion period.</p> <p>This pay event is to be used in place of Regular Earnings (099). It is intended to be used for employees who must remain quarantined from the workplace and do not have a job function that can be performed offsite via telework. Exclusion pay is paid at the employee's regular rate of pay corresponding to the period the employee is excluded from the workspace, which could be 10 or more days. If an employee is out of work for more than a standard exclusion period based on a single exposure or positive test but still does not meet the regulation's requirements to return to work, the employee may be entitled to other benefits, such as Temporary Disability or Disability.</p>
<b>PY115</b>	<b>VACCINE RECOVERY PAY</b>	<p>This code was created at the request of the Department of Human Resources (DHR) in order to support the policy mandated by the Board of Supervisors vaccine mandate for testing, vaccination, and vaccination recovery time.</p> <p>This pay event is to be used in place of Regular Earnings (099) for employees who experience symptoms from the COVID-19 vaccine, which incapacitates them to such a degree that they cannot perform their work duties and need a day of rest.</p> <p>County employees shall be allowed reasonable paid time off to recover from the COVID-19 vaccination or booster shot. Within seven (7) days after receiving a COVID-19 vaccination or booster shot, employees are eligible for a maximum of five (5) workdays off to recover from COVID-19 vaccination side effects.</p> <p>County employees shall be allowed "reasonable time" to test for COVID-19, and where applicable, will continue to receive their pay under certain circumstances. In general, "reasonable time" is no more than two (2) hours; however, some working conditions may require additional flexibility due to the availability of nearby testing sites.</p>

**FOR INFORMATION ONLY**

January 19, 2022

TO: Each Trustee  
Board of Retirement  
Board of Investments

FROM: Ted Granger *TG*  
Interim Chief Financial Officer

FOR: February 2, 2022 Board of Retirement Meeting  
February 9, 2022 Board of Investments Meeting

SUBJECT: **MONTHLY TRAVEL & EDUCATION REPORT – DECEMBER 2021**

Attached for your review is the Trustee Travel & Education Report. This report includes all events (i.e., attended and canceled) from the beginning of the fiscal year through December 2021. Staff travel and education has been omitted from this document and reported to the Chief Executive Officer separately.

REVIEWED AND APPROVED:

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Santos H. Kreimann  
Chief Executive Officer

TG/EW/cm

**Attachments**

c: L. Lugo  
J. Popowich  
L. Guglielmo  
J. Grabel  
S. Rice  
R. Van Nortrick

**TRUSTEE TRAVEL AND EDUCATION REPORT**  
**FOR FISCAL YEAR 2021 - 2022**  
**DECEMBER 2021**

Attendee	Purpose of Travel - Location	Event Dates	Travel Status
<b>Alan Bernstein</b>			
A	1 Edu - NCPERS 2021 Public Pension Funding Forum - New York, NY	08/22/2021 - 08/24/2021	Attended
	2 Edu - 2021 SuperReturn North America - Boston, MA	10/04/2021 - 10/05/2021	Attended
	3 Edu - Latin America US Real Estate Meeting - South Beach FL	11/29/2021 - 11/30/2021	Attended
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Attended
X	- Edu - SuperReturn International Berlin - Berlin, Germany	11/09/2021 - 11/12/2021	Canceled
<b>Vivian Gray</b>			
A	1 Edu - NCPERS 2021 Public Pension Funding Forum - New York, NY	08/22/2021 - 08/24/2021	Attended
B	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Attended
	- Admin - SACRS Board of Directors Meeting - Rancho Mirage CA	12/14/2021 - 12/14/2021	Attended
V	- Edu - Congressional Black Caucus Foundation - VIRTUAL	09/12/2021 - 09/17/2021	Attended
	- Edu - Private Credit Outlook: Key Trends and the Road Ahead - VIRTUAL	09/16/2021 - 09/16/2021	Attended
	- Edu - NASP 32nd Annual Financial Services Virtual Conference - VIRTUAL	09/22/2021 - 09/24/2021	Attended
	- Edu - New America Alliance: U.S. Economic Recovery - VIRTUAL	11/10/2021 - 11/10/2021	Attended
<b>David Green</b>			
B	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Attended
X	- Edu - 2021 CII Fall Conference - Chicago, IL	09/22/2021 - 09/24/2021	Host Canceled
<b>Elizabeth Greenwood</b>			
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
<b>James Harris</b>			
B	- Edu - CRCEA 2021 Fall Conference - Long Beach, CA	11/07/2021 - 11/10/2021	Attended
<b>Patrick Jones</b>			
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
V	- Edu - SACRS Public Pension Investment Management Program - VIRTUAL	07/13/2021 - 07/22/2021	Attended
	- Edu - Harvard Kennedy School Executive Education: Leading Smart Policy Design: A Multisectoral Approach to Economic Decisions - VIRTUAL	09/21/2021 - 10/12/2021	Attended
	- Edu - Duke University Executive Education Program - Corporate Social Responsibility - VIRTUAL	12/06/2021 - 12/14/2021	Attended
<b>Shawn Kehoe</b>			
X	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Canceled
	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Canceled

**TRUSTEE TRAVEL AND EDUCATION REPORT  
FOR FISCAL YEAR 2021 - 2022  
DECEMBER 2021**

Attendee	Purpose of Travel - Location	Event Dates	Travel Status
<b>Joseph Kelly</b>			
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
V	- Edu - SACRS Public Pension Investment Management Program - VIRTUAL	07/13/2021 - 07/22/2021	Attended
	- Edu - Private Credit Outlook: Key Trends and the Road Ahead - VIRTUAL	09/16/2021 - 09/16/2021	Attended
	- Edu - Pugh Capital 30th Anniversary Virtual Event Series - VIRTUAL	09/22/2021 - 09/22/2021	Attended
	- Edu - 2021 Institute of Internal Auditors Los Angeles Conference: Governance, Grit and Gravitas - VIRTUAL	10/04/2021 - 10/06/2021	Attended
	- Edu - NACD Pacific Southwest / USC Marshall Corporate Directors Symposium - November 2021 - VIRTUAL	11/10/2021 - 11/10/2021	Attended
X	- Edu - Global Investors Annual Meeting - New York, NY	12/13/2021 - 12/14/2021	Canceled
<b>Keith Knox</b>			
V	- Edu - Harvard Business School Audit Committees In A New Era of Governance - VIRTUAL	07/21/2021 - 07/23/2021	Attended
	- Edu - Pugh Capital 30th Anniversary Virtual Event Series - VIRTUAL	09/22/2021 - 09/22/2021	Attended
	- Edu - New America Alliance: U.S. Economic Recovery - VIRTUAL	11/10/2021 - 11/10/2021	Attended
<b>Wayne Moore</b>			
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
<b>William Pryor</b>			
B	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Attended
<b>Les Robbins</b>			
B	- Edu - CRCEA 2021 Fall Conference - Long Beach, CA	11/07/2021 - 11/10/2021	Attended
V	- Edu - CALAPRS Trustees Roundtable - VIRTUAL	10/29/2021 - 10/29/2021	Attended
<b>Gina Sanchez</b>			
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Attended
V	- Edu - 2021 CII Fall Conference - VIRTUAL	09/22/2021 - 09/24/2021	Attended
	- Edu - 2021 Virtual NACD Summit - VIRTUAL	10/04/2021 - 10/08/2021	Attended
	- Edu - PRI Roundtable: The Road to Net-Zero with Ophir Bruck - VIRTUAL	10/12/2021 - 10/12/2021	Attended
	- Edu - PRI Roundtable: Equity, Diversity & Inclusion with Ophir Bruck - VIRTUAL	10/14/2021 - 10/14/2021	Attended
	- Edu - CALAPRS Trustees Roundtable - VIRTUAL	10/29/2021 - 10/29/2021	Attended
X	- Edu - 2021 CII Fall Conference - Chicago, IL	09/22/2021 - 09/24/2021	Host Canceled





**TRUSTEE TRAVEL AND EDUCATION REPORT**  
**FOR FISCAL YEAR 2021 - 2022**  
**DECEMBER 2021**

<b>Attendee</b>	<b>Purpose of Travel - Location</b>	<b>Event Dates</b>	<b>Travel Status</b>
<b>Herman Santos</b>			
A	1 Edu - NCPERS 2021 Public Pension Funding Forum - New York, NY	08/22/2021 - 08/24/2021	Attended
B	- Edu - 2021 Milken Institute Global Conference - Los Angeles, CA	10/17/2021 - 10/20/2021	Attended
	- Edu - PPI Asia Pacific Roundtable - Pasadena CA	10/27/2021 - 10/29/2021	Attended
	- Edu - SACRS Fall Conference - Los Angeles CA	11/09/2021 - 11/12/2021	Attended
	- Admin - SACRS Board of Directors Meeting - Rancho Mirage CA	12/14/2021 - 12/14/2021	Attended
V	- Edu - PPI Roundtable - July 2021 - VIRTUAL	07/13/2021 - 07/15/2021	Attended
	- Edu - Private Credit Outlook: Key Trends and the Road Ahead - VIRTUAL	09/16/2021 - 09/16/2021	Attended
X	- Edu - Global Investors Annual Meeting - New York, NY	12/13/2021 - 12/14/2021	Canceled

Category Legend:

A - Pre-Approved/Board Approved

B - Educational Conferences and Administrative Meetings in CA where total cost is no more than \$2,000 per Trustee Travel Policy; Section III.A

C - Second of two conferences and/or meetings counted as one conference per Trustee Education Policy Section IV.C.2 and Trustee Travel Policy Section IV.

V - Virtual Event

X - Canceled events for which expenses have been incurred.

Z - Trip was Canceled - Balance of \$0.00



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**Documents not attached are exempt from disclosure under the California Public Records Act and other legal authority.**

**For further information, contact:  
LACERA  
Attention: Public Records Act Requests  
300 N. Lake Ave., Suite 620  
Pasadena, CA 91101**



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