



Responses to Questions
Request for Proposals for Media and Public Relations Consultant
July 15, 2020

Note: LACERA received the same or similar questions from several proposers; such questions were combined and/or rephrased, and a single response provided. In these responses, LACERA intends to respond to all questions asked within the question period stated in the RFP. LACERA appreciates the thought invested by all potential respondents in considering the RFP and formulating questions. We look forward to reviewing the proposals.

1. How should an applicant indicate a request to redact proprietary or sensitive information on the RFP submission, and does the material need to be separate from the main proposal, or can it be redacted if incorporated on the main submission?

Response: If redactions are necessary and respondent wishes to share the redacted text with LACERA, we suggest respondents submit separate unredacted and redacted copies of their proposal. As stated in the RFP, redacted information may nevertheless be subject to production under the Public Records Act or otherwise publicly disclosed to the Boards when making their decision.

2. Are “written samples of relevant work product” as per the RFP the only information that can be redacted, or can redactions apply to competitive information such as fees and pricing?

Response: Respondents may redact any information they believe in good faith is not subject to public disclosure or that respondents do not want to share with LACERA. For example, it may not be necessary to provide all content of a writing sample in order to demonstrate respondent’s skill.

3. Our office is not located in California, may we still be able to put our hat into the ring for consideration? Or does LACERA prefer a consultant with a local presence as it relates to media inquiries and relationships?

Response: LACERA encourages all qualified firms to respond, regardless of location.

4. As a result of COVID-19, we are currently not traveling. Will our team be able to present over video conferencing?

Response: Yes. All interviews will be by video conference.

5. Is there a possibility we might be able to schedule some time for a Q&A with your team during the RFP period?

Response: To maintain a level playing field, questions should be in writing at this time. After proposals are submitted, we will engage further with selected candidates. In the meantime, there is a great deal of information about LACERA on our website, lacera.com.

6. With such a large internal communications staff, what triggered LACERA to engage an outside consultancy at this time? Or, if LACERA currently uses an outside consultancy, how long has that relationship been in place, and why is it not continuing?

Response: LACERA provides certain services through the Communications Division, which does an excellent job of producing a large volume and variety of important, high quality, consistent, and impactful work on a continuous basis throughout the year in close collaboration with the Executive Office and other staff. Communications is primarily responsible for communication to members regarding LACERA plan benefit information via all media available and correspondence regarding members' access to our services. When external media issues arise, an outside consultant has often been used. These services will be supplemented in the future with a Public Information Officer (PIO) position in the Communications Division, as approved by the Board of Retirement and Board of Investments in the 2020-21 budget. Once filled, the PIO position will help liaise with the external consultant, along with the Executive Office, Investments Division, Legal Office, and other staff as may be required for particular projects or issues.

Historically, external media and public relations services at LACERA have been obtained ad hoc on an as-needed, case-by-case basis by the Chief Executive Officer or in certain circumstances through other staff or as a subcontractor through other vendors. External services have been provided through several firms during this period. Because services have been obtained ad hoc, intermittently, and through different providers, these efforts have had mixed results, and there has been no overall strategic plan or continuity of approach to externally provided media and public relations efforts.

Based on a recognized need and input from the Boards, LACERA has issued this RFP for a media and public relations consultant to work with the Boards and internal staff to develop a cohesive strategic plan for LACERA. The consultant will have the expertise and contacts to understand and address all the many aspects of LACERA's business, including member service, benefits, investments, and others as well as larger public issues regarding defined benefit public pension plans that may arise in the media. In addition to assistance on strategic issues, the consultant will assist the Boards and staff in providing effective messaging on specific media and public relations issues that arise for immediate response from time to time, and will help in communicating LACERA's successes and positive image in the media and with stakeholders on an ongoing basis.

7. Is LACERA principally looking for one person to be its advisor, confidant and objective voice, or a full consultancy with a lead liaison and multiple support staff?
- Response:** LACERA is looking for a full consultancy. LACERA expects the successful respondent will offer a strong lead consultant to guide the relationship and development of strategy, with support staff to provide technical skill and judgment on particular projects as needed.

8. How will the tactical role be divided between members of LACERA's Communications Division and the outside consultant?

Response: It is important to emphasize that the media and public relations consultant will not replace or be duplicative of the Communications Division, or the Public Information Officer (PIO) included in the proposed 2020-21 budget. Instead, the consultant will work with Communications, including the PIO, as well as the Executive Office, Investments Division, Legal Office, and other divisions as appropriate, as well as both the Board of Retirement and Board of Investments, on strategic and tactical media and public relations issues as part of a cohesive team approach that leverages internal and external knowledge and capabilities.

9. How are the responsibilities currently divided within LACERA's Communications Division?

Response: Information about LACERA's Communications Division, including an organizational chart, is contained in the 2020-21 budget presentation approved by the Board of Retirement and Board of Investments at a Joint Board Meeting on June 24, 2020. The presentation is posted on lacera.com at:

https://www.lacera.com/about_lacera/bor/meetings/joint_boi-bor/joint_boi-bor_06-24-20_agend.pdf

10. Is the role of the consultant primarily reactive to issues, or is it proactive to help gain positive external exposure for LACERA in the media?

Response: Proactive. However, the successful respondent will also assist with issues as they develop. LACERA believes that a well-managed media and public relations program will minimize reactive situation.

11. Does LACERA currently engage proactively in media outreach?

Response: LACERA posts a wide variety of important statements and information on lacera.com about the organization. In the past, LACERA has seldom initiated media contact outside of the website, although LACERA frequently responds to media inquiries.

12. Other than crises, what constitutes ongoing, day-to-day external news at LACERA? For example, do the portfolio managers publicly discuss their investment strategies or performance results?

Response: LACERA's website, lacera.com, includes information about developments at the organization. Routine business includes monthly meetings of the Board of Retirement and Board of Investments. The Chief Executive Officer also provides updates on important recent developments of interest to members. LACERA also publishes two newsletters, one targeted for active members and for retirees. In addition, LACERA is frequently called by trade and national press to discuss portfolio and performance, and sometimes other fund developments. We are asked about macro trends for parts and the entirety of the portfolio. Staff and Board members also speak at conferences (currently in the form of webinars) about the portfolio. LACERA participates in national and international industry

organizations, including leadership positions in organizations such as the State Association of County Retirement Systems (SACRS), National Conference on Public Employee Retirement Systems (NCPERS), Council of Institutional Investors (CII), and others. In addition, there are external events, such as legislation and other political forces that affect the organization.

13. If LACERA specifically serves one primary audience, which it has the ability to reach directly, why is it important to communicate through external media?

Response: LACERA's stakeholders include not only our members but also our plan sponsor (the County of Los Angeles and other participating agencies), the public, and our employees. We are a transparent public agency serving an important Mission to produce, protect, and provide the promised benefits. It is important to the LACERA that we communicate effectively and proactively about the organization, the economic contribution to our members and the broader community through the benefits we provide, and our other successes.

14. How does LACERA define its key audiences? Who are the most important audiences in the community other than county employees and retirees, and why are those audiences important?

Response: The primary audience is LACERA's members (active general and safety, retired, and deferred). We communicate with our plan sponsor and with the public. We communicate with our employees. It is important that state and national legislators and other policymakers understand our Mission and contributions. Some of the national press engagement should be to raise the profile of LACERA and advocate on behalf of our members. We are also involved with many peer groups and national organizations at the asset category level and on ESG matters.

15. What are LACERA's current key issues and initiatives that it would like to see communicated in the media?

Response: For example, the quality and innovation of our member service, particularly in light of recent changes caused by COVID, is centrally important. The contribution of LACERA in supporting our members and the effect of benefit payments as a positive economic force in the community are areas that require broader communication. ESG is very topical in our investments. We are trying to lead the discussion that ESG is a process and not a product. ESG factors are among the many that are relevant in assessing the risk-return profile of an investment or a manager. We are a financial investor and view ESG as a way to enhance returns and/or mitigate risks. In addition, diversity and inclusion initiatives and discussions are highly relevant.

16. Why is it important to enhance public understanding and appreciation of LACERA, versus a focus on enhancing that understanding and appreciation primarily internally, among its direct constituents?

Response: LACERA does not operate in a vacuum. We are a public agency and are accountable to our members, the plan sponsor, and the public. We embrace transparency and are cognizant of our fiduciary duty to members. There are also many misconceptions about defined benefit plans and the important role we play in helping public employees secure retirement benefits that accrue over the course of a career. We have an investment outlook and process in assessing risk and return as long term investors paying benefits to generations into the future. Our investment process is focused and disciplined in furtherance of members' interests.

17. To whom within LACERA will the consultant directly report on a day-top-day basis?

Response: The consultant will interact with the Chief Executive Officer and the Chief Investment Officer, as well as with the Communications Division, the Legal Office, and other staff as necessary for specific projects. The consultant will have a direct relationship with the Board of Retirement and Board of Investments. The exact nature of the reporting relationship will be defined in a strategic plan and approach to be developed with the successful respondent.

18. What are the principal vehicles LACERA currently uses to inform its audiences of any organizational news and developments?

Response: For example, our website, lacera.com; newsletters; emails; member correspondence; response to press inquiries; our annual Comprehensive Annual Financial Statement (CAFR); posted Board meetings agendas and meeting materials.

19. Is paid media, including social, part of LACERA's budgeted outreach plan for 2020 and beyond?

Response: Assisting LACERA in developing a media strategy and budget will be within the scope of work for the successful respondent.

20. Have LACERA's CEO and CIO had professional media training?

Response: No.

21. How does LACERA currently track and monitor traditional and social media coverage?

Response: The nature and success of the tracking, monitoring, reporting, and response will be reviewed by the successful respondent within the RFP's scope of work.

22. Why is it important for LACERA to communicate on a statewide and global basis?

Response: While the focus of LACERA's communication is and will remain on our local stakeholders, LACERA operates in a complex global public pension and investment environment. LACERA is covered by national and international media. LACERA will engage with the successful respondent to develop a public relations and media strategy that considers these factors and challenges.

23. Is there any continuing fallout from last year's termination of Lou Lazatin?

Response: This issue was amicably resolved.

24. Are there any specific accomplishments or changes in strategic direction that Chief Executive Officer Santos H. Kreimann has made to the organization in the past six+ months that can now be communicated?

Response: Yes. See, for example, Mr. Kreimann's *100-Day Management Report*, which is part of the materials for the May 20, 2020 Joint Board Meeting, posted on lacera.com at:

https://www.lacera.com/about_lacera/bor/meetings/joint_boi-bor/joint_boi-bor_05-20-20_agend.pdf

25. Are you just looking for a PR consultant, or would you be interested in managing these efforts in house with your own media monitoring tools?

Response: We are interested in available in house tools as a supplement to services to be provided by the consultant.

26. Upon review of the RFP, there is no budget listed by LACERA. Do you have a breakout of your annual budget for this work as well as the length of term?

Response: There is no specified or determined budget or dollar parameters. The media and public relations strategy and plan will be developed with the successful respondent, and a budget determined as part of that process. As part of the RFP process, LACERA is interested in receiving information concerning pricing approaches and options. LACERA hopes to form a long-term relationship with the successful respondent. The initial contractual term will be 3-5 years, terminable for convenience by LACERA.

27. How many firms received copies of the RFP if you can share?

Response: The RFP was widely distributed on a local and national basis through direct email to known firms. The RFP was also posted on [lacera.com](https://www.lacera.com) and on pension industry websites.

28. The requirement as stated in the RFP is as follows: "Respondents, including the lead consultant committed to provide services to LACERA, must have at least ten (10) years providing media and public relations services to public and private member service organizations and financial institutions. Experience in advising other public pension systems is desirable." Does the term "lead consultant" refer to an individual or can term be interpreted to mean the team of the firm submitting a proposal?

Response: LACERA is interested in experience as well as knowledge, judgment, energy, creativity, and a good fit with the Boards and staff. The RFP language will be interpreted flexibly to select the best consultant. Experience is an important criteria, including both the firm and the individual project lead. The 10-year requirement can be satisfied by the firm if the individual lead and team members collectively meet the other RFP requirements.

29. Are there any upcoming issues, such as pending legislation or changes in the investment markets, that will impact organizations like LACERA?

Response: LACERA actively monitors and participates in relevant legislative and regulatory processes. State and federal legislation regularly impacts the administration of LACERA's benefits. LACERA sponsors legislation and takes positions to support, oppose, or watch other legislation. In addition, there are always investment issues from the SEC and like agencies that impact global markets. Laws may change and interpretations, such as rulings on ESG and fiduciary duties, may evolve.

30. LACERA doesn't seem to face the issue of unfunded liabilities like that of other public pension funds? But given the market turmoil of COVID-19 and the overall aging population, will LACERA continue to be able to maintain this positive position?

Response: LACERA is financially healthy, well-positioned, and able to make all required benefit payments into the future for all active, retired, and deferred members, and their beneficiaries. However, LACERA has unfunded liabilities. See LACERA's Comprehensive Annual Financial Reports and Valuations posted on lacera.com.

31. In terms of media - is the priority with trade media (i.e. Pension/investment markets), members or general consumer media?

Response: All of the above. Different audiences are relevant on a selective basis at different times and on different issues.

32. What are the top 3-5 accomplishments that LACERA would like to highlight?

Response: Messaging will be developed following a strategic discussion with the successful respondent. Important accomplishments include member service, investment performance, excellent liquidity management, risk management mindset, and Board and staff leadership, consistently over time and particularly during the COVID crisis.

33. We see that you are extending your ESG scorecard across asset classes and are looking at climate risk exposure. These are expected to be heightened areas of importance to members as we move through COVID-19 and as members under 55 become an even more significant part of your base. The plan on the website for 2020 and beyond was developed pre-coronavirus. Are there plans to review that and issue a new plan for 2021 and beyond?

Response: We started having a work plan 2 years ago. The level of granularity in the future is to be determined.

34. As for delivery of hard copies, we do not expect that respondents will put staff or vendors at risk or take action that is uncomfortable. We had in mind that delivery will be by commercial services that remain in operation. However, even there, proposers may, without penalty and without the need for explanation, use their

discretion based on the circumstances (such as the inability of teleworkers to assemble hard copies or arrange for pickup and delivery) to forego the hard copies.

Response: LACERA does not expect that respondents will put staff or vendors at risk or take action that is uncomfortable. We had in mind that delivery will be by commercial services that remain in operation. However, even there, proposers may, without penalty and without the need for explanation, use their discretion based on the circumstances (such as the inability of teleworkers to assemble hard copies or arrange for pickup and delivery) to forego the hard copies.

35. Is there a specific event or other stimulus driving the timing of this RFP?

Response: No. The RFP was motivated by a desire by the Board of Retirement, Board of Investments, and staff to select a consultant to proactively develop a strategic plan and approach to media and public relations.

36. Do you currently work with an agency? If yes, are they invited to participate in this RFP?

Response: LACERA does not currently have a general media and public relations relationship with the scope stated in this RFP. Current providers are on a limited special project basis. All qualified firms, including those that LACERA is currently using, are welcome and encouraged to submit a proposal.

37. What are your overarching communications goals? What specific outcomes do you hope to achieve?

Response: Goals and outcomes will be developed during the strategic planning process. At a high level, LACERA intends to develop a proactive approach to media and public relations that communicates the positive contributions of the organization as discussed in response to other questions and prepare for questions that may be asked.

38. Can you elaborate on things you've tried in the past? What worked well and why you think it succeeded? What didn't work and why do you think it failed?

Response: A review and assessment of past public relations and media experiences will be part of the strategic planning process.

39. What are the business drivers for this RFP at this time?

Response: Board and staff interest in developing a strategic approach to media and public relations. There is recognition that these areas are important to achievement of the organization's Mission and have not received strategic attention in the past.

40. Are you able to break down your core (and future) membership demographic into groupings?

Response: A discussion of our membership will be part of the strategic planning process.

41. Do you have set deliverables or KPIs?

Response: They will be developed with the successful respondent as part of the strategic planning process.

42. Do you feel that the US and California media understand LACERA? Are there any misconceptions?

Response: As a transparent public agency, LACERA recognizes and respects the important role of the media. The successful respondent will assist LACERA in developing a strategic plan and process to effectively communicate information about the organization to the media.

43. What have been the internal and external challenges that you have faced over the past year in terms of media relations?

Response: The Boards and staff recognize the need for a strategic approach to media and public relations. In the past, LACERA has taken an ad hoc or situational response to individual issues as they arise.

44. How is thought leadership content being created currently? How do you typically approach sharing data and research? Are there any reports/studies planned for the future that you would look to activate via the media?

Response: These issues will be part of the strategic planning process. Examples include the positive economic impact of LACERA's benefit payments in the community, member service innovation, and financial and investment strategies, planning, and results.

45. How many spokespeople do you have currently, what areas are they responsible for, and are you looking to grow this number?

Response: Two. The Chief Executive Officer is the spokesperson for LACERA on non-investment issues. The Chief Investment Officer is the spokesperson for LACERA on investment-related matters. We will welcome input on this approach as part of the strategic discussions with the successful respondent.

46. Are you seeking to award the contract to a singular individual as the consultant or desire us to put forth a consulting team?

Response: LACERA intends to engage a firm, with an identified lead consultant and team members. It is LACERA's goal to form a long-term relationship with the successful respondent and the members of its team. Through such a relationship, the consulting team will come to know and understand LACERA well, and form a high-functioning partnership with the Boards and staff on media and public relations issues.

47. In the scope of services, will the chosen consultant be activated with tasks/task orders to support the internal LACERA communications team as needed? Or do you have a projection as to the amount of time the consultant would be engaged to provide professional services (e.g., a range of projected hours per month)?

Response: LACERA and the successful respondent will first develop a strategic plan for media and public relations. From there, specific tasks will be prioritized and assigned. LACERA expects that the consultant will work in parallel with the Communications Division and Public Information Officer (PIO). Work will be separately overseen by the Executive Office, Investment Division, and other staff as appropriate. The amount of time will be determined following the strategic planning process.

48. Since you have suggested a lot of flexibility in how we present fees and costs, such that different bidders may present different models, how will you evaluate apples-to-oranges presentations for the best pricing and value?

Response: LACERA will determine the best fit for the organization based on the proposals and additional information received through the selection process. Key evaluation criteria are stated in the RFP.

49. In addition to providing costs for professional fees (including our own formulation for burdened or unburdened rates), what hard costs for expenses should we provide -- for example, media monitoring, creative production, graphic design, paid wire services, photography, videography, paid media, etc. Can you please clarify and specify.

Response: All of the areas listed are of interest. Additional typical costs should also be included. The exact costs will be determined in conjunction with the successful respondents as part of the strategic planning process.

50. On a related note -- will our work utilize LACERA's translation services or do we need to provide those services and costs?

Response: The need and approach for foreign language services will be discussed with the successful respondent.

51. LACERA lists "other participating agencies" beyond the County of Los Angeles as stakeholders, can you provide detail on which agencies are a priority stakeholder?

Response: Other participating agencies are the Local Agency Formation Commission, South Coast Air Quality Management District, Los Angeles County Office of Education, and Little Lake Cemetery District.

52. Existing relationships with media are mentioned several times as a qualifying factor. Are there specific media outlets or reporters that LACERA is looking to grow relations with or is the objective to build relationships across the media landscape?

Response: LACERA receives frequent inquiries from the national financial press. LACERA also receives inquiries from the local press. LACERA would like to grow existing relationships and build relationships across the media landscape on a strategic and selective basis.

53. Is there a need for the respondent to demonstrate specific reporter relationships? Or will tactics and systems that are and will be used to build and maintain relationships be sufficient?

Response: The proposal should discuss tactics and systems that are and will be used to build and maintain media relationships. Sufficient detail should be provided to demonstrate depth of relationships. Other details can be discussed during the interviews and strategic planning process.

54. Is there a page limit for the proposal?

Response: No.

55. Is there a limit to the number of addendums that may be included?

Response: No.

56. Are there examples available of issues LACERA is facing that might shape recommendations the respondent would provide on “immediate or short-term client needs”?

Response: LACERA receives inquiries from the press on a variety of issues that relate to Board actions. In particular, frequent inquiries are received from the financial press regarding Board of Investments actions and Investment strategies and decision.

57. The section states “the proposal must identify as references as least five public or private member service organizations and financial institutions...” Are all references required to be member service organizations or will private business references be allowed?

Response: Private business references are allowed. We are particularly interested in references that can speak to services provided in member service and financial or investment settings.

58. Is there a specific minimum requirement on the liability insurance coverage a firm must carry?

Response: LACERA standard insurance requirements are:

General liability:	\$1MM per occurrence/\$2MM aggregate
Automobile liability:	\$1MM combined single limit
WC/EI:	Statutory/\$1MM each occurrence /disease
Crime:	\$1MM employee dishonesty/\$1MM computer
Errors & Omissions:	\$1MM per claim/\$2MM aggregate

59. Is LACERA working against a budget cap? If not, does LACERA have a desired budget range?

Response: There is no established budget or range.

60. Will the work be billed hourly or against a retainer?

Response: LACERA is flexible on the approach to billing.

61. Does LACERA have a budget breakdown by tactic (i.e. has LACERA decided which tactics – i.e. media relations, etc. – will receive a set percentage of the budget or work)?

Response: No.

62. The section states “the response should include an explanation as to how the pricing approach(es) will be managed to provide the best value to LACERA.” Does LACERA prefer to review a breakdown budget through deliverables and tactics in our scope of work?

Response: A breakdown will be helpful.

63. What is LACERA’s preferred budget format?

Response: For the RFP proposals, the format is open.

64. What criteria will be used to evaluate the submitted budget (i.e. hourly rates, total cost, etc.)?

Response: All criteria will be considered, including hourly rates for professional services, itemized costs, total cost, and the overall value proposition.

65. What roles have previous PR consultant(s) played on your projects?

Response: Consultants have assisted on an as-needed basis in preparing statements and responses to questions and public relations and media implications of issues.

66. What are some of the pension-related issues LACERA sees as being priorities to address on a communications level?

Response: Examples include impact of LACERA benefits on the local economy, legislative advocacy, and member service. There are additional areas that will be developed during the planning process.

67. What key messages would you like to communicate?

Response: Specific messages will be developed during the strategic planning process with the successful respondent. The overall goal is to convey that LACERA, its Board of Retirement and Board of Investments, and staff are effective fiduciaries in fulfilling our Mission to produce, protect, and provide the promised benefits. This includes both LACERA’s retirement and health plan administration and our investment strategy and approach.

68. You get a fair amount of coverage from the investment/finance media. Are there other types of media you are seeking coverage in, and what would they be?

Response: LACERA receives coverage in other media as well on an intermittent basis. The strategic planning process will include engagement with all types of media.

69. Do you have any specific media expectations, i.e. a meeting with OpEd boards, advertorials, public interest pieces, getting staff to conduct interviews on public radio, etc.... Please outline these expectations as clearly as possible.

Response: LACERA is interested in and will discuss all of these options as part of the strategic planning process. There are no established expectations.

70. Are you expecting the consultant to engage with elected officials on behalf of LACERA?

Response: LACERA has federal and state legislative advocacy consultants to engage with elected officials. The media and public relations consultant will interact with these advocates generally insofar as they relate to media and public relations and on specific legislative and regulatory issues.

71. The scope of work seems very focused on media and public relations. Would you be open to considering other approaches to engaging internal and external stakeholders that are more focused on community engagement through social media, event planning and similar community engagement techniques?

Response: Yes.

72. In regards to your internal communications team, are there any specific areas where they would consider support in regards to marketing/communications collateral development, such as video, web development and digital marketing?

Response: We are open to dialogue and suggestions in these areas.

73. Is there an incumbent? If so, who?

Response: There is no incumbent for the scope of work stated in the RFP. During the past several years, LACERA has used several firms to assist in specific projects.

74. How long has the incumbent served in this role?

Response: Not applicable.

75. What does success look like for PR support?

Response: Measures of success will be determined based on discussion between the successful respondent, the Boards, and staff. We look to establish a collaborative relationship to discuss the organization, our stakeholders, our Mission, goals, accomplishments, and expectations, leading to development of a strategic plan in the important areas of media and public relations.

76. What does success look like for a social media strategy for LACERA?

Response: Social media will be part of the strategic planning process. We wish to have an effective social media presence.

77. If you had to set priorities now, what three things must be accomplished? For the business? For PR? For social?

Response: Priorities will be developed as part of the strategic planning process. Our overarching goal is to effectively communicate about LACERA to all of our stakeholders and, in doing so, achieve a positive effect on our ability to meet the Mission to produce, protect, and provide the promised benefits. The role of media and public relations in achieving this goal has not been a focus of the organization in the past.

78. Do you, your staff, stakeholders or board members have any specific concerns or challenges you can identify as critical PR targets?

Response: We look to the successful respondent to facilitate a discussion with the Boards and staff about this subject as one of the first activities of the strategic planning process.

79. Is there a social media specialist at LACERA or is this function to be fulfilled by the consultant?

Response: This function will be filled by the consultant, although we expect there will be involvement with the Communications Division.

80. What percentage of marketing time/budget is typically allocated for internal communications (e.g., employees, board, sponsors, etc.) vs. external communications (e.g., members and the public)?

Response: LACERA has not made this calculation. A strategic approach and budget for all media and public relations will be developed with the successful respondent.