

# LIVE VIRTUAL BOARD MEETING



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

# AGENDA

## A REGULAR MEETING OF THE BOARD OF INVESTMENTS

### LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, PASADENA, CALIFORNIA 91101

9:00 A.M., WEDNESDAY, FEBRUARY 9, 2022

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

Any person may view the meeting online at  
<http://www.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 Minutes of the Regular Meeting of January 12, 2022

#### III. REPORT ON CLOSED SESSION ITEMS

#### IV. 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. A request to speak may be submitted via email to [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.)

#### V. CHIEF EXECUTIVE OFFICER'S REPORT (Memo dated January 24, 2022)

#### VI. CHIEF INVESTMENT OFFICER'S REPORT (Presentation dated February 9, 2022)

## VII. 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. Recommendation as submitted by Chair, Patrick Jones, Real Assets Committee: That the Board approve the Real Assets Structure Review including initiatives, guidelines, and recommendations throughout the document as well as the summarized-on slides, 32, 33, 34 and 35. (Memo dated January 26, 2022)

## VIII. NON-CONSENT ITEMS

- A. Recommendation as submitted by Jude Perez, Principal Investment Officer, Quoc Nguyen, Investment Officer and Magdalia Armstrong, Senior Investment Analyst: That the Board select Meketa Investment Group to provide general investment consulting services for the Pension Plan and OPEB Master Trust. (Memo dates January 25, 2022)
- B. Recommendation as submitted by Steven P. Rice, Chief Counsel: That the Board approve the attached document entitled "Powers and Duties of Investments Board Trustees," which will be included with the ballot materials for the 2022 election of the Fourth Member of the Board of Investments and posted on lacera.com. (Memo dated January 24, 2022)
- C. Recommendation as submitted that the Board approve attendance of Trustees at the Infrastructure Investor Global Summit on March 21 -24, 2022 in Berlin, Germany and approve reimbursement of all travel costs incurred in accordance with the Trustee Education and Travel Policies. (Memo dated January 22, 2022) (Placed on the agenda at the request of Trustee Santos)

## VIII. NON-CONSENT ITEMS (Continued)

- D. 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)

## IX. REPORTS

- A. Semi-Annual Interest Crediting for Reserves as of December 31, 2021 (UNAUDITED)  
Ted Granger, Interim Chief Financial Officer  
(For Information Only) (Memo dated January 20, 2022)
- B. Legal Projects  
Christine Roseland, Senior Staff Counsel  
(For Information Only) (Memo dated January 31, 2022)
- C. Monthly Travel & Education Report – December 2021  
Ted Granger, Interim Chief Financial Officer  
  
(Public Memo dated January 19, 2022)  
(Confidential Memo dated January 19, 2022– Includes Anticipated Travel)
- D. January 2022 Fiduciary Counsel Contact and Billing Report  
Steven P. Rice, Chief Counsel  
(For Information Only) (Privileged and Confidential)  
(Attorney-Client Communication/Attorney Work Product)  
(For Information Only) (Memo dated January 24, 2022)

## X. ITEMS FOR STAFF REVIEW

- XI. GOOD OF THE ORDER  
(For information purposes only)



## XII. EXECUTIVE SESSION

- A. Conference with Staff and Legal Counsel to Consider the Purchase or Sale of Particular, Specific Pension Fund Investments  
(Pursuant to California Government Code Section 54956.81)
1. Thoma Bravo Fund XV, L.P. and Thoma Bravo Discover Fund IV, L.P.  
Christopher J. Wagner, Principal Investment Officer  
Shelly P. Tilaye, Senior Investment Analyst  
(Memo dated January 21, 2022)
  2. Varde Global Illiquid Credit Strategy Dedicated Managed Account  
Vache Mahseredjian, Principal Investment Officer  
Chad Timko, Senior Investment Officer  
Krista Powell, Investment Officer  
(Memo dated January 26, 2022)
  3. Private Equity Emerging Manager Program Separate Account  
Manager Search Recommendation  
Christopher Wagner, Principal Investment Officer  
Didier Acevedo, Investment Officer  
Calvin Chang, Senior Investment Analyst  
(Memo dated January 25, 2022)
  4. Notice of Re-Up Commitment of up to \$50 Million to Storm Ventures Fund VII, L.P.  
Christopher J. Wagner, Principal Investment Officer  
Didier Acevedo, Investment Officer  
(For Information Only) (Memo dated January 21, 2022)
  5. Notice Of Re-Up Commitment of up to \$110 Million to TPG Real Estate Partners IV, L.P.  
James Rice, Principal Investment Officer  
Amit Aggarwal, Investment Officer  
Cindy Rivera, Senior Investment Analyst  
(For Information Only) (Memo dated January 25, 2022)

## XII. EXECUTIVE SESSION (Continued)

6. Private Equity Investment Update  
Christopher J. Wagner, Principal Investment Officer  
Didier Acevedo, Investment Officer  
(For Information Only) (Memo dated January 21, 2022)
7. Private Equity Investment Update  
Christopher J. Wagner, Principal Investment Officer  
Didier Acevedo, Investment Officer  
(For Information Only) (Memo dated January 21, 2022)

## XIII. ADJOURNMENT

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

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

MINUTES OF THE REGULAR MEETING OF THE BOARD OF INVESTMENTS

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, PASADENA, CALIFORNIA 91101

9:00 A.M., WEDNESDAY, JANUARY 12, 2022

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

PRESENT: Herman Santos, Chair

David Green, Vice Chair

Shawn Kehoe, Secretary

Elizabeth Greenwood

Patrick Jones

Joseph Kelly

Keith Knox

Michael Miller

Gina V. Sanchez

STAFF ADVISORS AND PARTICIPANTS

Jonathan Grabel, Chief Investment Officer

Santos H. Kreimann, Chief Executive Officer

Luis A. Lugo, Deputy Chief Executive Officer

Steven P. Rice, Chief Counsel

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

STAFF ADVISORS AND PARTICIPANTS (Continued)

Christine Roseland, Senior Staff Counsel

Ted Granger, Interim Chief Financial Officer

Barry W. Lew, Legislative Affairs Officer

Christopher Wagner, Principal Investment Officer

James Rice, Principal Investment Officer

Jude Perez, Principal Investment Officer

Esmeralda del Bosque, Interim Principal Investment Officer

Scott Zdrazil, Senior Investment Officer

Ron Senkandwa, Investment Officer

John Kim, Senior Investment Analyst

Jeff Jia, Senior Investment Analyst

Didier Acevedo, Investment Officer

Derek Kong, Investment Officer

David Chu, Senior Investment Officer

Cheryl Lu, Investment Officer

Bruno Picinane, Portfolio Analytics Intern

Martin Wolff, Portfolio Analytics Intern

Carly Ntoya, Ph.D., Human Resources Director

STAFF ADVISORS AND PARTICIPANTS (Continued)

Meketa Investment Group (General Investment Consultants)

Leandro Festino, Managing Principal

Timothy Filla, Managing Principal/ Portfolio Consultant

Aysun Kilic, Executive Vice President/Consultant and Portfolio Strategist

Albourne (Real Assets ex-Real Estate, Illiquid Credit & Hedge Funds Consultant)

Mark White, Head of Real Assets

James Walsh, Partner

Steven Kennedy, Partner

StepStone Group LP (Real Estate Consultants)

Thomas Hester, Managing Director

Margaret McKnight, Partner

I. CALL TO ORDER

The meeting was called to order virtually by Mr. Knox 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 direct staff to update the Board of Investments Seniority List to reflect zero (0) years of service for the outgoing board officers who served in 2021. (Memo dated December 29, 2021)

Mr. Kelly made a motion, Mr. Santos seconded, to direct staff to update the Board of Investments Seniority List to reflect zero (0) years of service for the outgoing board officers who served in 2021. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kehoe, Kelly, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

## II. RATIFICATION OF OFFICERS (Continued)

- B. 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, which includes Chair, Vice Chair, Secretary. (Memo dated December 21, 2021)

Mr. Kelly made a motion, Mr. Santos seconded, to approve the ratification of the slate of board officers. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kehoe, Kelly, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

## III. ELECTIONS OF COMMITTEE MEMBERS

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

Ms. Greenwood was nominated to the position of Joint Organizational Governance Committee Member by Mr. Santos. Hearing no other nominations, the nominations were closed. Mr. Kehoe announced that Ms. Greenwood was elected to the position of Joint Organizational Governance Committee Member.

Ms. Sanchez, Mr. Jones, and Mr. Kelly were nominated to the position of Audit Committee Member by Mr. Kelly and Mr. Santos, respectively. Hearing no other nominations, the nominations were closed. Mr. Kehoe announced that Ms. Sanchez, Mr. Jones and Mr. Kelly 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 8, 2021

Mr. Green made a motion, Ms. Greenwood seconded, to approve the minutes of the regular meeting of December 8, 2021. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kehoe, Kelly, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

#### V. REPORT ON CLOSED SESSION ITEMS

At the Board's November 17, 2021 meeting, under Executive Session, Agenda Item XII.A.1, on a motion by Mr. Bernstein, seconded by Mr. Kelly, the Board voted to approve (1) the \$191 million secondary purchase in TIAA-CREF Global Agriculture LLC, and (2) the \$265 million secondary purchase in TIAA-CREF Global Agriculture LLC II LLC. The investments are real asset funds focusing in farmland properties in the United States and internationally. The motion passed 7-0 (roll call), with Messrs. Bernstein, Green, Jones, Kelly, and Santos and Mses. Ginsberg and Sanchez voting yes. Mr. Kehoe and Ms. Greenwood were absent from the vote. The transactions closed on December 31, 2021 and are now subject to report out under the Brown Act.

#### VI. PUBLIC COMMENT

Thomas Cohen addressed the Board regarding the LACERA Return to Office Schedule.

VII. CHIEF EXECUTIVE OFFICER'S REPORT  
(Memo dated December 27, 2021)

Mr. Kreimann provided a brief presentation on the Chief Executive Officer's Report.

VIII. CHIEF INVESTMENT OFFICER'S REPORT  
(Presentation dated January 12, 2022)

Mr. Grabel provided a brief presentation on the Chief Investment Officer's Report.

IX. CONSENT ITEMS

Ms. Greenwood made a motion, Mr. Knox seconded, to approve the following consent items. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kelly, Kehoe, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

- A. Recommendation as submitted by Steven P. Rice, Chief Counsel: That, under AB 361 and Government Code Section 54953(e)(3) of the Brown Act, the Board of Investments 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)
- B. Recommendation as submitted by Patrick Jones, Chair, Real Assets Committee: That the Board approve the Real Estate Structure Review (Attachment A) including initiatives, guidelines, and recommendations throughout the document as well as those summarized on slides 27, 28 and 29. A portion of this presentation concerning the purchase or sale of particular, specific real estate assets was also advanced, in executive session under Government Code Section 54956.81 and the Board's Policy



IX. CONSENT ITEMS (Continued)

Governing the Use of Open and Closed Sessions to Consider the Purchase or Sale of Particular, Specific Investments. Executive session information is redacted on Attachment A on slides 17, 19, 20, 30, 31, 33, and 35. Unredacted copies are provided to the Board for consideration in a separate item to be held in executive session. (Memo dated December 23, 2021)

- C. 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)

X. NON-CONSENT ITEMS

- A. Recommendation as submitted by Jonathan Grabel, Chief Investment Officer: That the Board approve the 2022 Work Plan and Strategic Initiatives. (Memo dated December 29, 2021)

Mr. Grabel provided a presentation and answered questions from the Board.

Mr. Knox made a motion, seconded by Mr. Green to approve the 2022 Work Plan and Strategic Initiatives. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kelly, Kehoe, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

- B. Recommendation as submitted by Jude Perez, Principal Investment Officer: That the Board approve the proposed OPEB Master Trust private markets search Minimum Qualifications, Evaluation Criteria, and Scope of Work. (Memo dated December 29, 2021)

Mr. Perez provided a presentation and answered questions from the Board.

Mr. Kelly made a motion, seconded by Ms. Sanchez to approve staff's recommendation. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kelly, Kehoe, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

X. NON-CONSENT ITEMS (Continued)

- C. Recommendation as submitted by Esmeralda del Bosque, Acting Principal Investment Officer, Ron Senkandwa, Investment Officer and Jeff Jia, Senior Investment Analyst: That the Board graduate Global Alpha Capital Management from the global equity emerging manager program. (Memo dated December 29, 2021)

Messrs. Senkandwa and Jia and Ms. del Bosque provided a presentation and answered questions from the Board.

Mr. Kelly made a motion, seconded by Ms. Greenwood to graduate Global Alpha Capital Management from the global equity emerging manager program. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kelly, Kehoe, Knox, Ms. Sanchez and Ms. Greenwood voting yes.

- D. Recommendation as submitted that the Board approve attendance of Trustees at the Women's Alliance of Saxena White ~ First Annual Diversity Investing Symposium in Delray Beach, FL on May 5, 2022, 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 Greenwood)

Mr. Knox made a motion, Mr. Jones seconded, to approve attendance of Trustees at the Women's Alliance of Saxena White ~ First Annual Diversity Investing Symposium in Delray Beach, FL on May 5, 2022, and approve reimbursement of all travel costs incurred in accordance with LACERA's Trustee Education and Trustee Travel Policies. The motion passed (roll call) with Messrs. Green, Santos, Miller, Jones, Kehoe, Knox, Ms. Sanchez and Ms. Greenwood voting yes and Mr. Kelly voting no.

## XI. REPORTS

- A. Risk Budgeting and Fee Analytics  
John Kim, Senior Investment Analyst  
Bruno Picinane, Portfolio Analytics Intern  
Martin Wolff, Portfolio Analytics Intern  
(Memo dated December 31, 2021)

Messrs. Kim, Picinane and Wolff provided a presentation and answered questions from the Board. The report was received and filed.

- B. Global Equity Emerging Manager Search Update  
Esmeralda del Bosque, Acting Principal Investment Officer  
Ron Senkandwa, Investment Officer  
Jeff Jia, Senior Investment Analyst  
(Memo dated December 29, 2021)

Messrs. Senkandwa and Jia provided a Ms. del Bosque provided a presentation and answered questions from the Board. The report was received and filed.

- C. Meketa Investment Group Self-Evaluation  
Stephen McCourt, Managing Principal/Co-CEO  
Leandro A. Festino, Managing Principal/Consultant  
Timothy Filla, Managing Principal/ Portfolio Consultant  
Imran Zahid, Assistant Vice President/Senior Investment Analyst  
Aysun Kilic, Executive Vice President/Consultant and Portfolio Strategist  
(For Information Only) (Memo dated December 21, 2021)

This item was received and filed.

- D. 2021 Audit Committee Annual Report  
Joseph Kelly, Audit Committee Chair  
Richard Bendall, Chief Audit Executive  
(For Information Only) (Memo dated December 20, 2021)

This item was received and filed.

## XI. REPORTS (Continued)

- E. Board Officers: 2022 Calendar Year  
Santos H. Kreimann, Chief Executive Officer  
(For Information Only) (Supplemental Memo dated January 3, 2022)

This item was received and filed.

- F. Legal Projects  
Christine Roseland, Senior Staff Counsel  
(For Information Only) (Memo dated January 3, 2022)

This item was received and filed.

- G. Monthly Travel & Education Report – November 2021  
Comprehensive Monthly Travel & Education Report – November 2021  
Ted Granger, Interim Chief Financial Officer  
(Public Memo dated December 21, 2021)  
(Confidential Memo dated December 21, 2021– Includes Anticipated Travel)

This item was received and filed.

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

This item was received and filed.

## XII. ITEMS FOR STAFF REVIEW

The Board requested that staff provide additional information such as a checklist to the Trustee Travel and Education items based on the policies.

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

Trustees and staff welcomed new Trustee, Mr. Miller to the Board. In addition, Trustees thanked the 2021 officers and congratulated the 2022 officers.

#### XIV. EXECUTIVE SESSION

- A. Conference with Staff and Legal Counsel to Consider the Purchase or Sale of Particular, Specific Pension Fund Investments  
(Pursuant to California Government Code Section 54956.81)

1. Great Hill Equity Partners Fund VIII, L.P.  
Christopher J. Wagner, Principal Investment Officer  
Didier Acevedo, Investment Officer  
(Memo dated December 17, 2021)

(Mr. Green left the meeting at 12:05 p.m. and returned at 12:22 p.m.)

Messrs. Wagner and Acevedo and Mr. Fernandez of StepStone Group provided a presentation and answered question from the Board.

Mr. Kelly made a motion, seconded by Ms. Sanchez, that the Board approve a commitment of up to \$100 million to Great Hill Equity Partners Fund VIII, L.P, which is a private equity fund with a growth equity strategy focusing in consumer, communication services, financial, healthcare, and technology sectors predominantly in North America. The motion passed (roll call), with Messrs. Jones, Kehoe, Kelly, Knox, Miller, and Santos and Mses. Greenwood and Sanchez voting yes. Mr. Green was absent from the vote.

2. TSG9 L.P.  
Christopher J. Wagner, Principal Investment Officer  
Derek Kong, Investment Officer  
(Memo dated December 17, 2021)

Messrs. Wagner and Acevedo and Mr. Fernandez of StepStone Group provided a presentation and answered question from the Board.

#### XIV. EXECUTIVE SESSION (Continued)

Ms. Sanchez made a motion, seconded by Mr. Green, that the Board approve a commitment of up to \$100 million to TSG9 L.P., which is a private equity fund employing a middle market buyout strategy in the consumer sector primarily in North America. The motion passed (roll call), with Messrs. Green, Jones, Kehoe, Kelly, Knox, Miller, and Santos and Ms. Greenwood and Sanchez voting yes.

##### 3. Real Estate Structure Review

James Rice, Principal Investment Officer  
(Memo dated December 23, 2021)

The Board took action, which will be reported out at a future date in accordance with the Brown Act.

##### 4. Notice of Re-Up Commitment of up to \$100 Million to Accel - KKR Growth Capital Partners IV, L.P.

David Chu, Senior Investment Officer  
Cheryl Lu, Investment Officer  
(For Information Only) (Memo dated December 15, 2021)

The Board received an information only report providing notice that the Chief Investment Officer approved a commitment of up to \$100 million to Accel - KKR Growth Capital Partners IV, L.P. The commitment is compliant with LACERA's policy regarding re-ups.

#### B. PUBLIC EMPLOYMENT

(Pursuant to Paragraph (1) of Subdivision (b) of California Government Code Section 54957)

Title: Chief Investment Officer

There is nothing to report.

January 12, 2022

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XV. ADJOURNMENT

There being no further business to come before the Board, the meeting was adjourned in honor of LACERA staff member, Freddie Verzosa and Los Angeles County firefighter Jonathan Flagler at 1:25 p.m.

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SHAWN KEHOE, SECRETARY

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HERMAN SANTOS, 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**

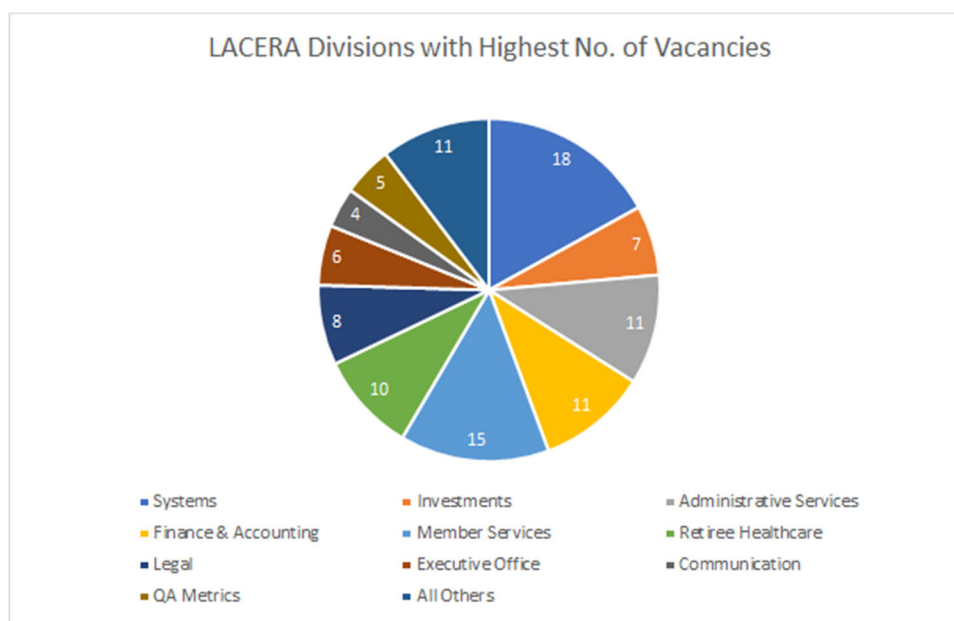
### *Vacancies and Hiring*

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*

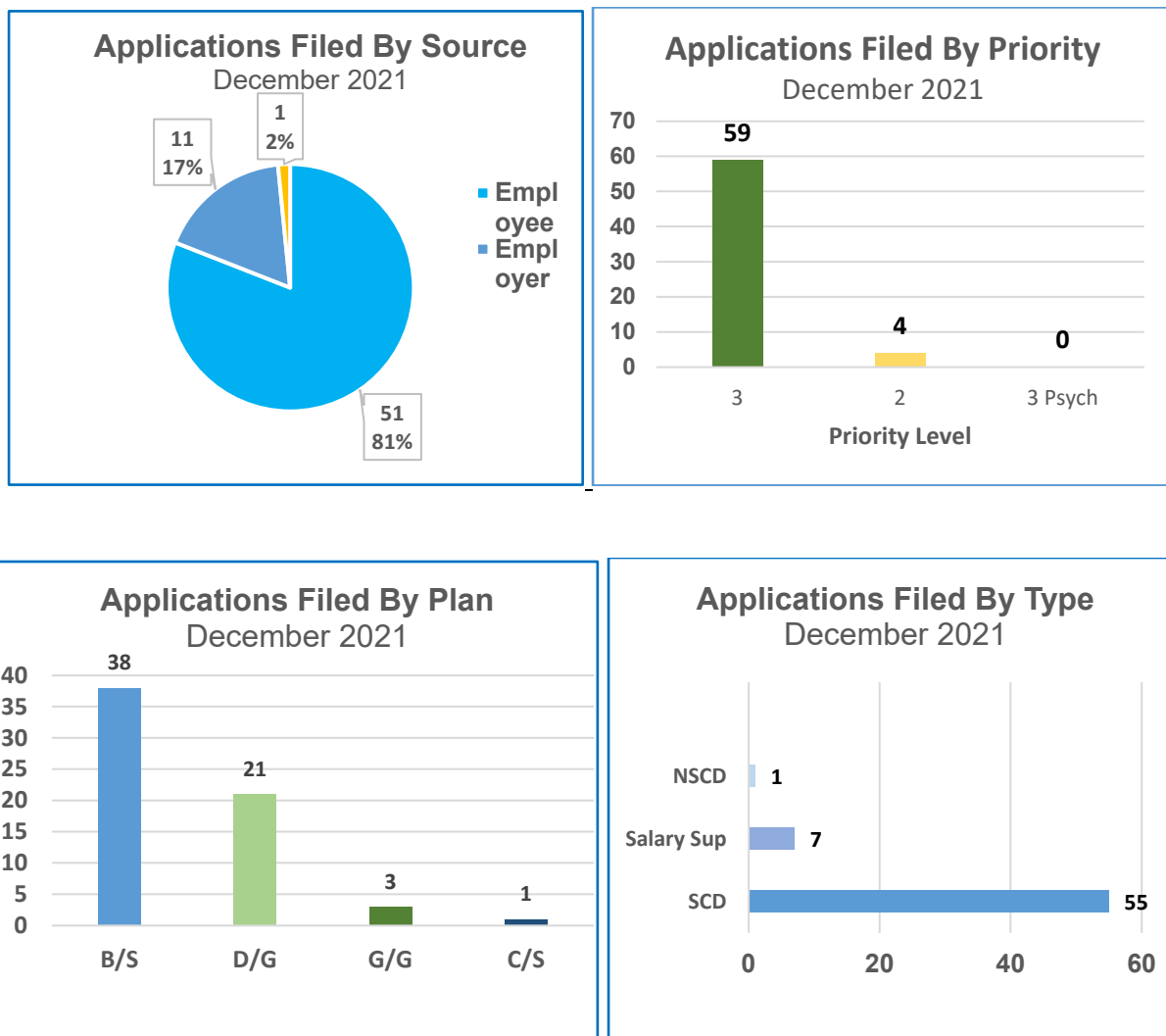
The Executive Office continues to work with the Systems Division to finalize a more detailed membership by status report for both general and safety members. Testing for a revised report

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

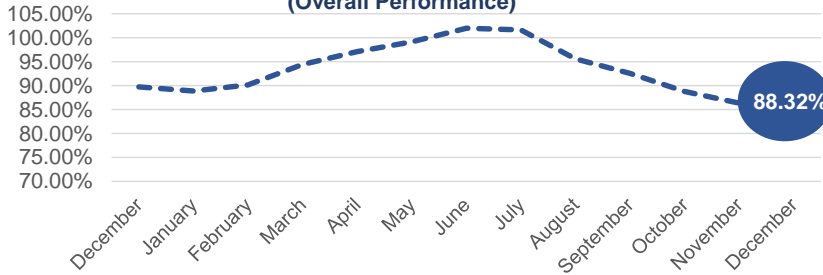


**Member Services Calls**  
**13,572**

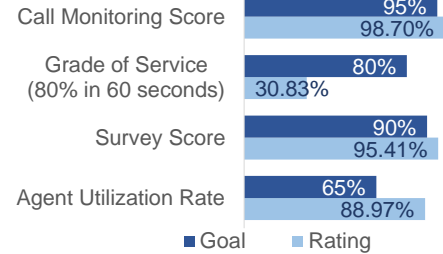
13,740 3 Mo. Avg.

### Key Performance Indicator (Overall Performance)

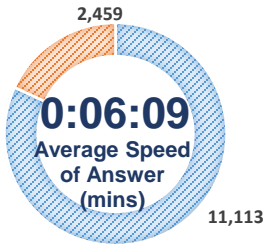
Goal: 100%



### Key Performance Indicator (Components)



## Member Services



■ Calls Answered ■ Calls Abandoned

### Top Calls

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

**Emails 560**  
24:00 hours

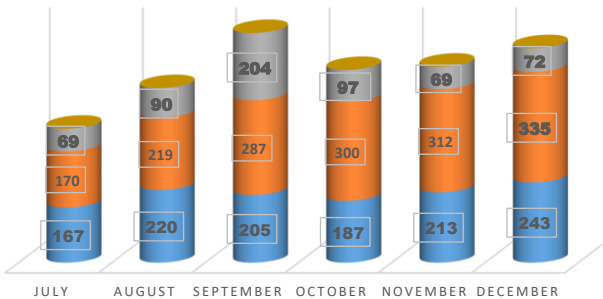
Avg. Response Time (ART)



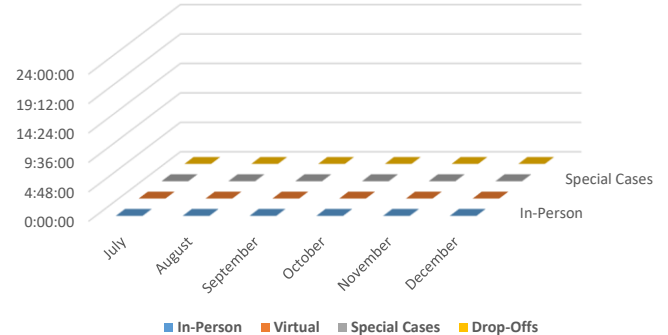
**Secure Messages 861**

### Member Service Center Appointments

■ In-Person ■ Virtual ■ Phone Only ■ Special Cases



### Member Service Center Average Wait Times

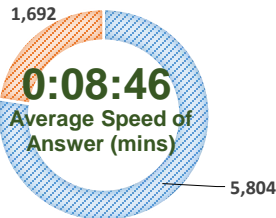


\*Wait time not currently available - However, minimal for all categories.



Total RHC Calls: 7,496

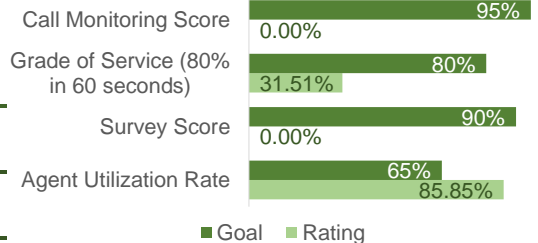
## Retiree Healthcare



■ Calls Answered ■ Calls Abandoned

### Top Calls

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



■ Goal ■ Rating

**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

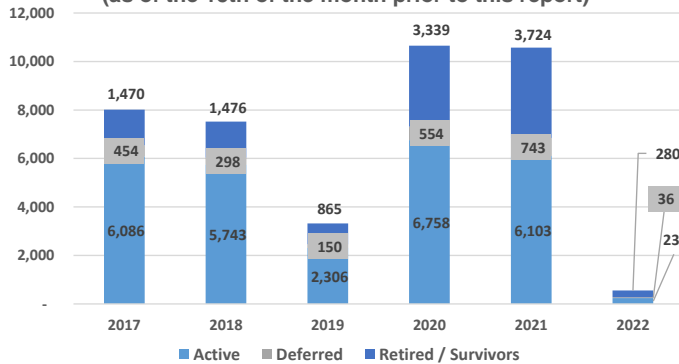
7 Year-to-Date

0 Revised/Reconsidered for Granting

0 Year-to-Date

My LACERA

### MyLACERA Annual Registration (as of the 15th of the month prior to this report)

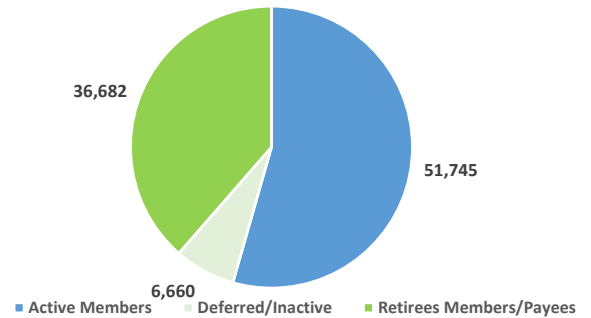


Total MyLACERA Registrations /  
Percentage of Total Members

**95,087**

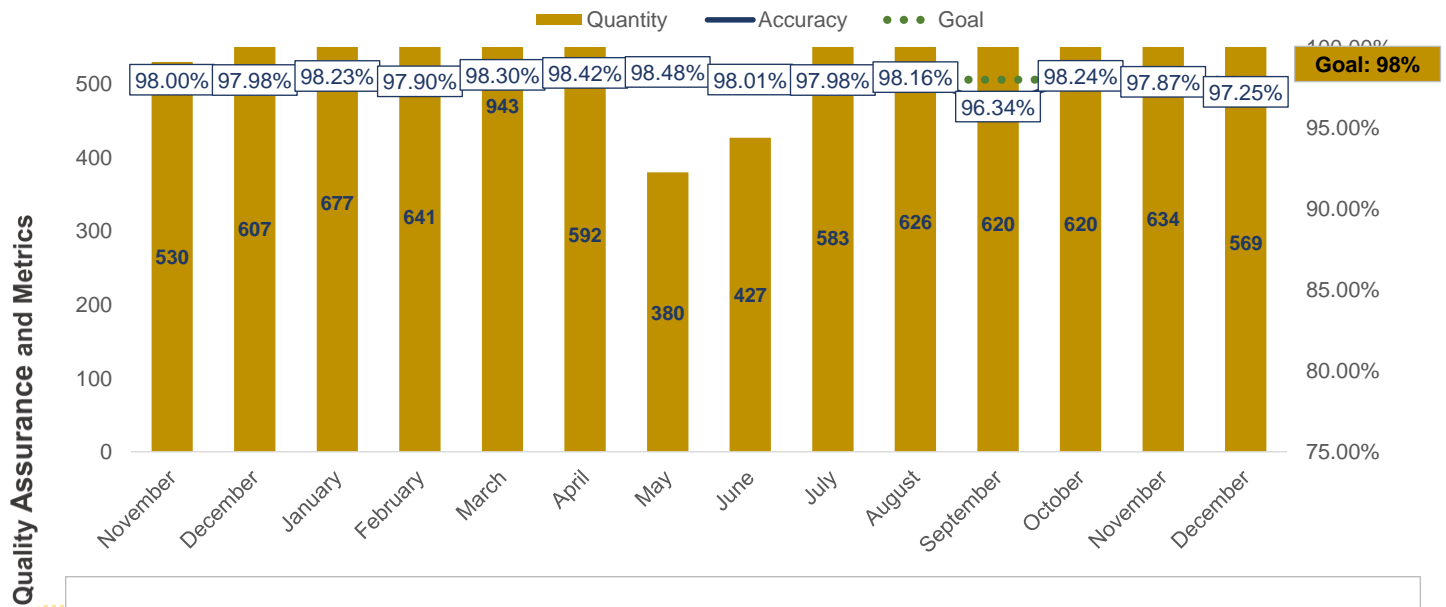
**56%**

### Total Registrations By Member Type



## 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

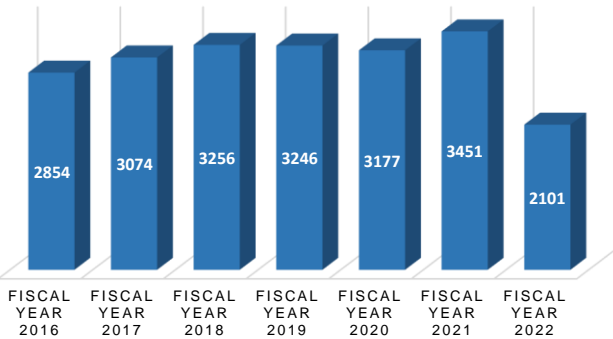
**97.44%**

Accuracy

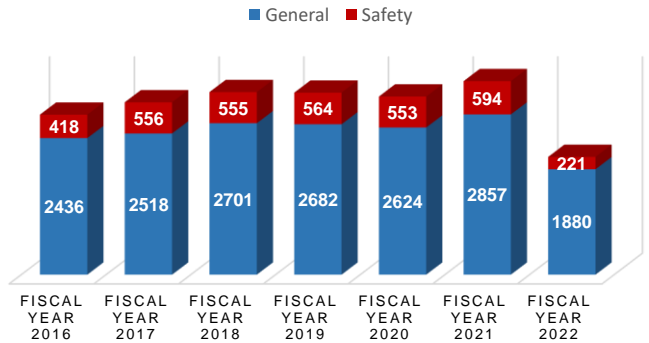
## MEMBER SNAPSHOT

	Members as of 01/15/2022				
	Plan	Active	Retired	Survivors	Total
General	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>

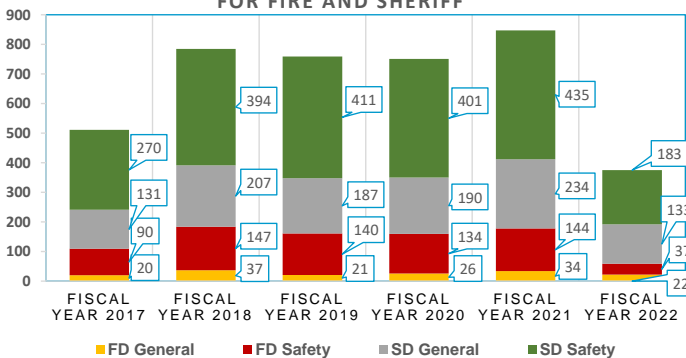
RETIREMENTS BY YEAR



ANNUAL RETIREMENTS BY TYPE



GENERAL VS. SAFETY RETIREMENTS FOR FIRE AND SHERIFF



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

(Mo. Ending: 12/31/2021)

	Employer	Member
Medical	\$290.8	\$21.7
Dental	\$23.2	\$2.2
Part B	\$40.1	\$0.0
<b>Total</b>	<b>\$354.1</b>	<b>\$23.9</b>

### Healthcare Enrollments

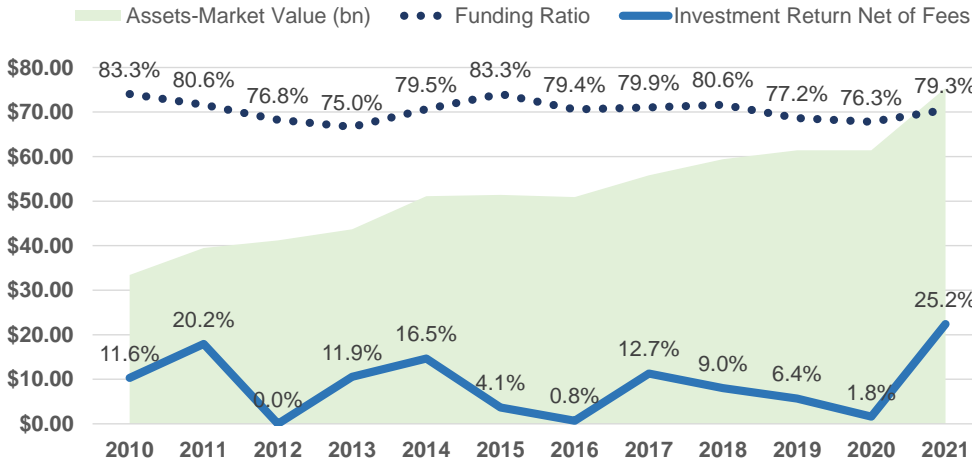
(Mo. Ending: 12/31/2021)

Medical	53,372
Dental	54,967
Part B	36,697
LTC	556
<b>Total</b>	<b>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)

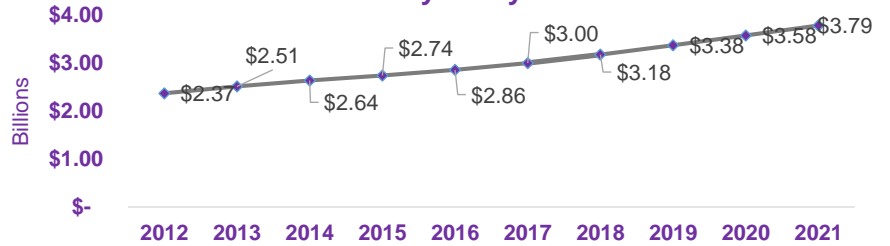
5 YR:	10.8%	10 YR:	8.6%
-------	-------	--------	------

### 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 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

# Chief Investment Officer Monthly Report

Board of Investments

February 9, 2022



Jonathan Grabel   
Chief Investment Officer

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

# Table of Contents

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1. Market Environment
2. Portfolio Performance and Risk Updates
3. Portfolio Structural Updates
4. Key Initiatives and Operational Updates
5. Commentary
6. Appendix
  1. Quiet Period for Search Respondents
  2. Compliance Report

# Market Environment

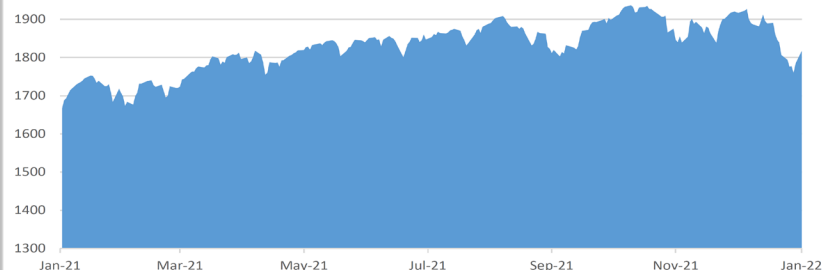


# Global Market Performance as of January 31, 2022

## MSCI ACWI Index (Global Equity Market)\*

Trailing Returns (%)			Annualized Returns (%)			
1-month	3-month	YTD	1Y	3Y	5Y	10Y
-5.2	-4.1	-5.2	12.3	15.0	12.3	10.6

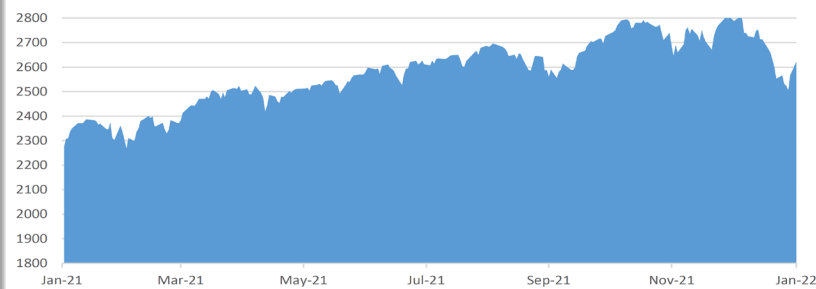
MSCI ACWI IMI Index 1-Year Performance



## Russell 3000 Index (U.S. Equity Market)

Trailing Returns (%)			Annualized Returns (%)			
1-month	3-month	YTD	1Y	3Y	5Y	10Y
-5.9	-3.7	-5.9	18.8	19.9	16.1	15.0

Russell 3000 1-Year Performance



## MSCI Emerging Market Index

Trailing Returns (%)			Annualized Returns (%)			
1-month	3-month	YTD	1Y	3Y	5Y	10Y
-1.9	-4.1	-1.9	-7.2	7.2	8.3	4.2

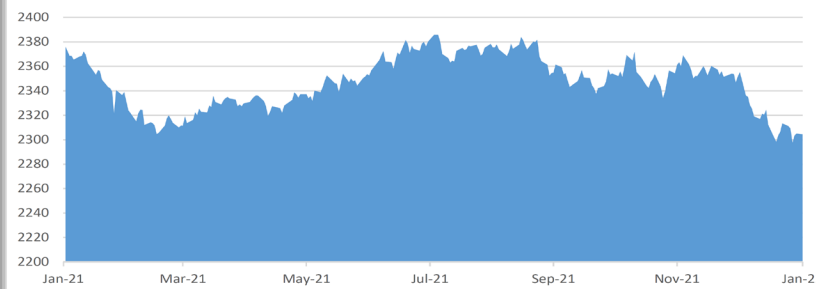
MSCI Emerging Markets 1-Year Performance



## Barclays U.S. Aggregate Bond Index\*\*

Trailing Returns (%)			Annualized Returns (%)			
1-month	3-month	YTD	1Y	3Y	5Y	10Y
-2.2	-2.1	-2.2	-3.0	3.7	3.1	2.6

Barclays U.S. Aggregate Bond Index 1-Year Performance



\*Global Equity Policy Benchmark - MSCI ACWI IMI Index

\*\*Investment Grade Bonds Policy Benchmark - Barclays U.S. Aggregate Bond Index

Source: Bloomberg

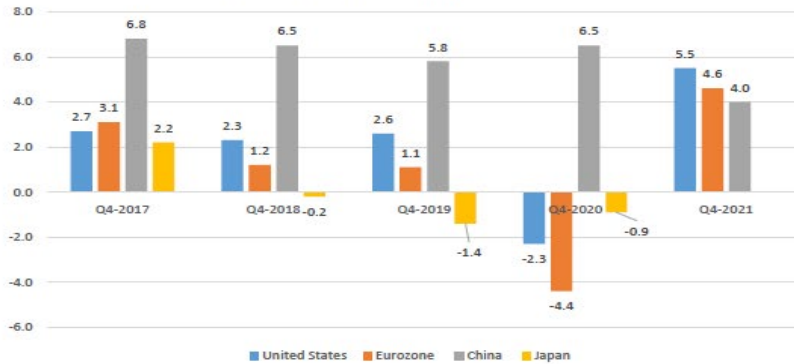




# Key Macro Indicators\*

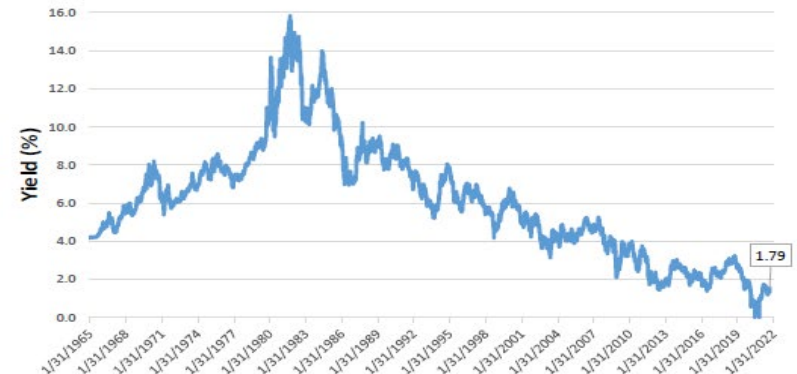
## GDP Growth of Major Economies<sup>1</sup>

Real GDP Growth YoY (%) - Last Five Years



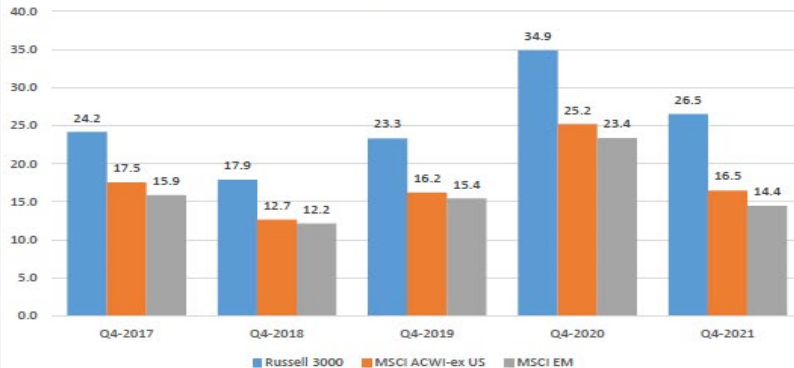
## Historical Low for 10-Year Treasury Yield<sup>2</sup>

Historical 10-Year Treasury Yield



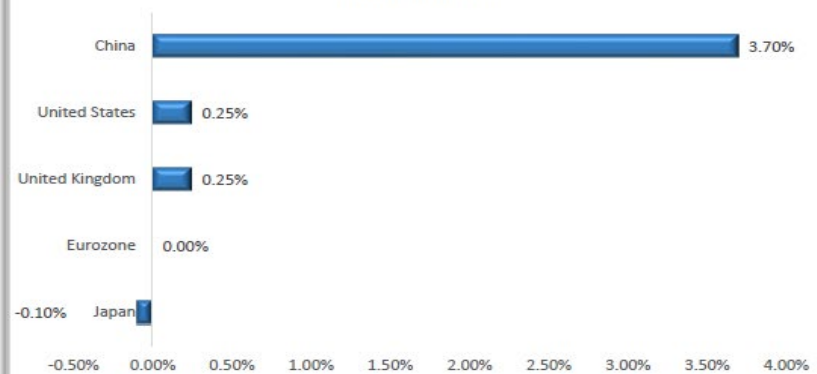
## World Equity Valuation<sup>3</sup>

Price-to-Earnings - Last Five Years



## Central Bank Rates<sup>4</sup> (as of 1/31/2022)

Central Bank Rates



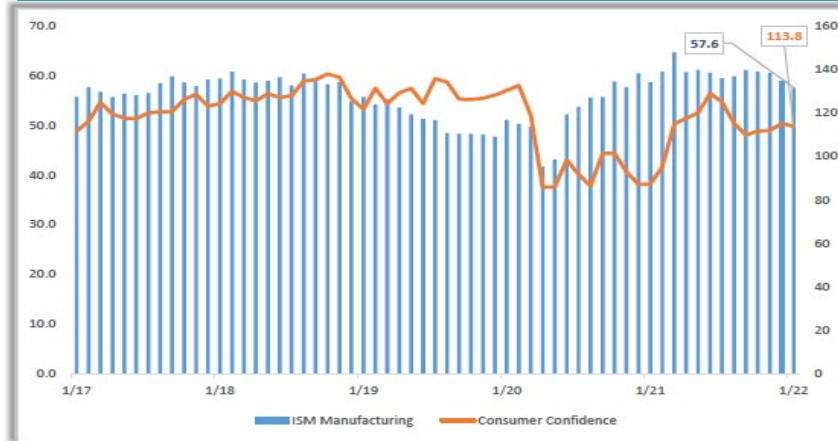
\*The information on the "Key Macro Indicators" charts is the best available data as of 1/31/22 and may not reflect the current market and economic environment.

Sources: 1. Bloomberg 3. FactSet  
2. St. Louis Federal Reserve 4. FactSet



# Key Macro Indicators\*

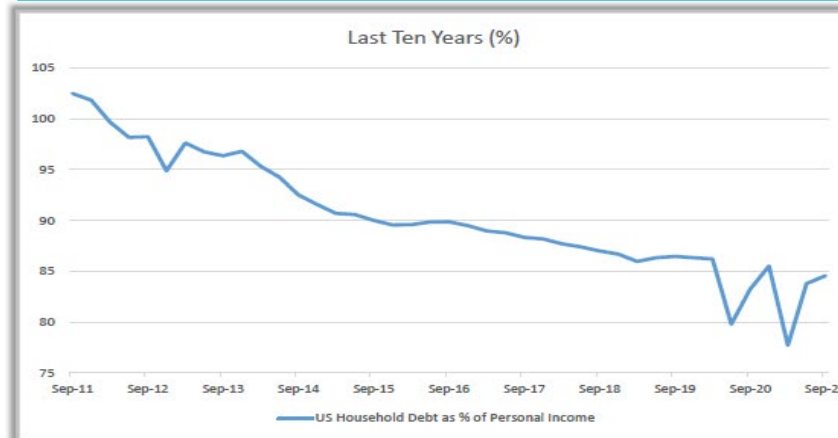
## Consumer Confidence & ISM Manufacturing<sup>1</sup>



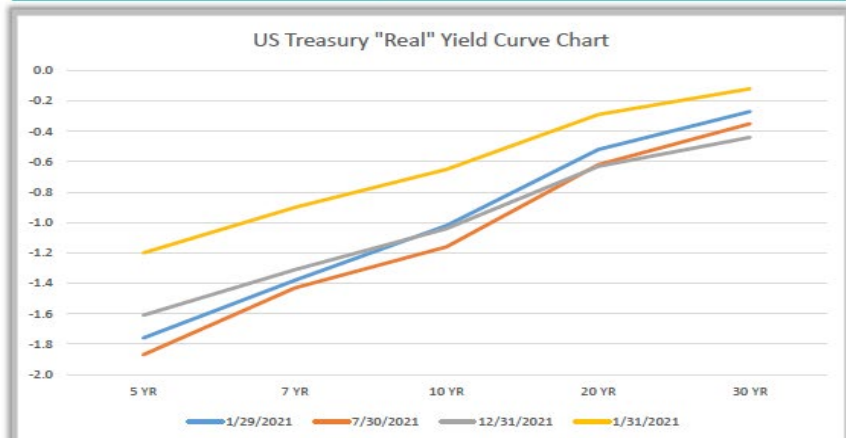
## U.S. Inflation, Unemployment, & Labor Force Participation<sup>2</sup>



## U.S. Household Debt as % of Personal Income<sup>3</sup>



## U.S. Treasury "Real" Yield Curve<sup>4</sup>



Sources: 1. Bloomberg 3. Bloomberg  
2. Bloomberg 4. U.S. Treasury

\*The information on the "Key Macro Indicators" charts is the best available data as of 1/31/22 and may not reflect the current market and economic environment.



# Market Themes and Notable Items to Watch

## Recent Themes

- Covid-19
  - More than 379 million cases, 5.6 million deaths, and 9.9 billion vaccine doses administered worldwide
  - Sharp spike in the count of recent cases in many regions, including the United States
- The U.S. 10-year treasury yield ended January at 1.79%, up from 0.93% at the end of 2020
- Global equities (MSCI All Country World Investable Market Index) declined 5.2% in January after gaining 18.2% in 2021
- The U.S. Federal Reserve indicated that an interest rate hike was coming in March, mentioned that asset purchases also are likely to halt in March, and outlined principles to start “significantly reducing” the bond holdings on its balance sheet without identifying a time frame

## What to Watch

- Covid-19
  - Economic and consumer behavior impacts
  - Evolution of Covid variants such as Omicron, transmissibility, and vaccine efforts
- Environmental, social, governance
  - SEC proposes increased disclosures of private equity and hedge funds to monitor systemic risk
  - High-profile scrutiny of anti-harassment practices at major firms, including Microsoft, Activision, Rio Tinto
  - SPAC’s notch poor performance post-mergers
- Economic data and trends
  - Transitory versus persistent inflation, labor market developments such as composition of newly added jobs, and infrastructure legislation
- Changing macro conditions
  - Central bank actions and geopolitical risks

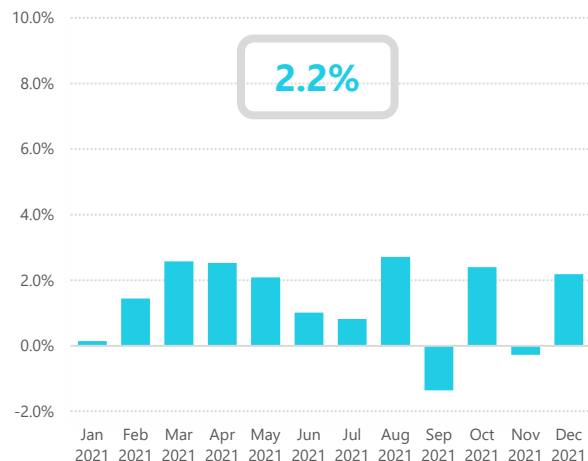
# Portfolio Performance & Risk Updates



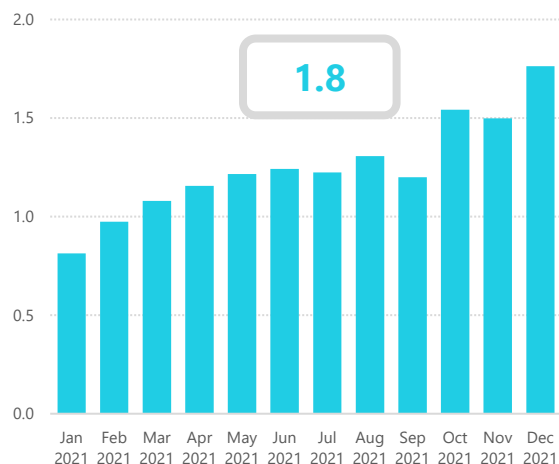
# Total Fund Summary

as of December 2021

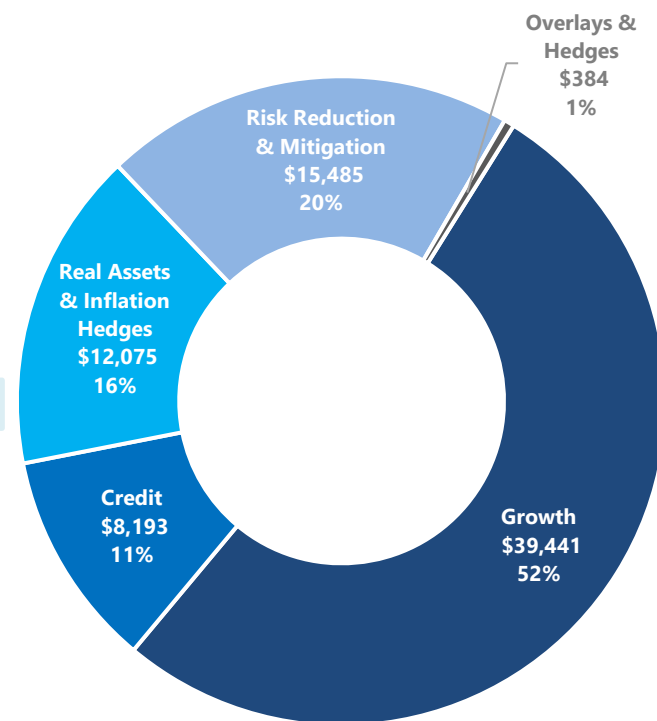
## Monthly Return (net)



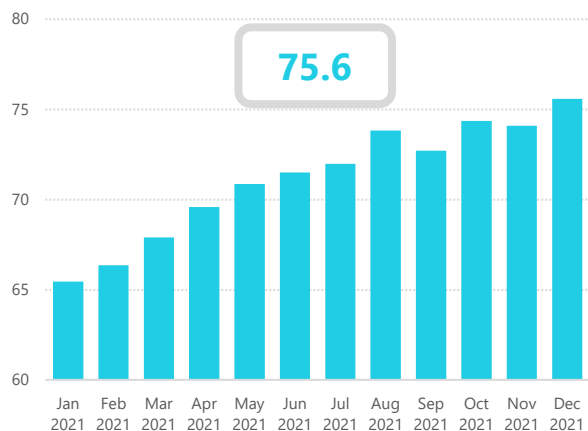
## Sharpe Ratio (3-year annualized)



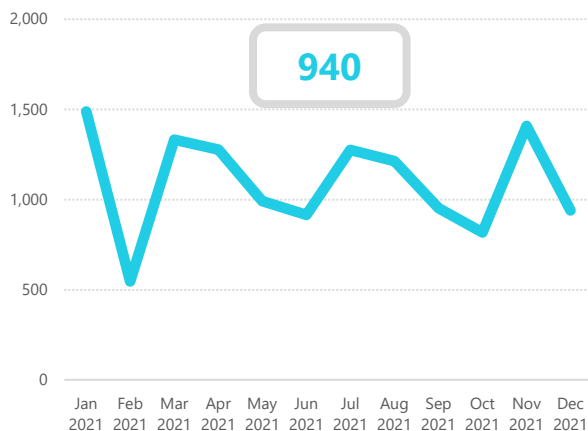
## Asset Allocation (\$ millions)



## Total Market Value (\$ billions)



## Cash (\$ millions)

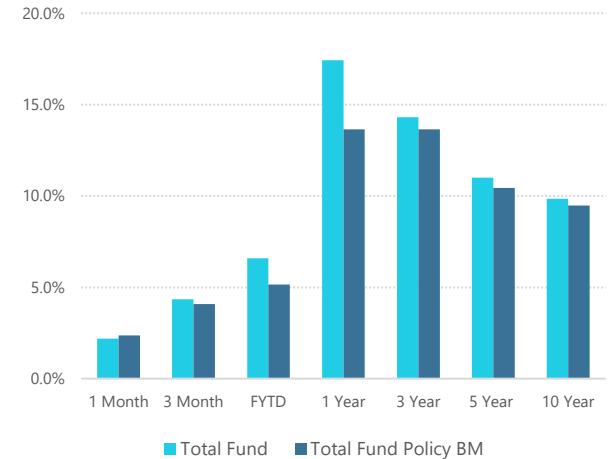


# Historical Net Performance

as of December 2021

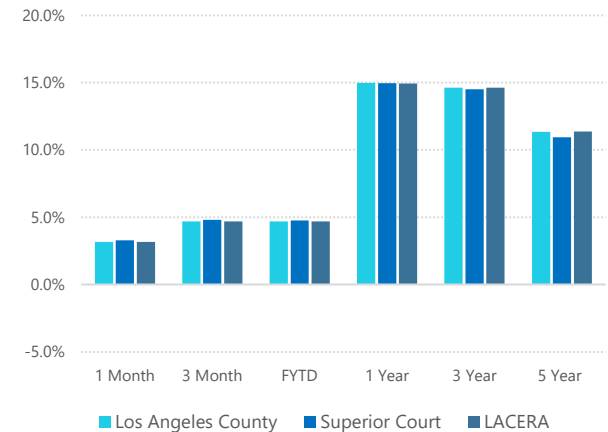
## LACERA Pension Fund

	Market Value (\$ millions)	% of Total Fund	Interim Target	1 Month	3 Month	FYTD	1 Year	3 Year	5 Year	10 Year
<b>Total Fund</b>	<b>75,580</b>	<b>100.0%</b>	<b>100.0%</b>	<b>2.2%</b>	<b>4.4%</b>	<b>6.6%</b>	<b>17.4%</b>	<b>14.3%</b>	<b>11.0%</b>	<b>9.8%</b>
Total Fund Policy BM				2.4%	4.1%	5.2%	13.6%	13.7%	10.4%	9.5%
7% Annual Hurdle Rate				0.6%	1.7%	3.4%	7.0%	7.0%	7.0%	7.0%
<b>Growth</b>	<b>39,441</b>	<b>52.2%</b>	<b>51.0%</b>	<b>3.1%</b>	<b>6.3%</b>	<b>9.5%</b>	<b>27.8%</b>			
Growth Policy BM				3.4%	6.1%	7.1%	22.6%			
<b>Credit</b>	<b>8,193</b>	<b>10.8%</b>	<b>11.0%</b>	<b>1.3%</b>	<b>1.8%</b>	<b>3.0%</b>	<b>9.6%</b>			
Credit Policy BM				0.4%	-0.1%	0.9%	2.6%			
<b>Real Assets &amp; Inflation Hedges</b>	<b>12,075</b>	<b>16.0%</b>	<b>17.0%</b>	<b>3.0%</b>	<b>5.3%</b>	<b>7.8%</b>	<b>16.6%</b>			
Real Assets & Inflation Hedges Policy BM				3.9%	5.3%	7.9%	17.1%			
<b>Risk Reduction &amp; Mitigation</b>	<b>15,485</b>	<b>20.5%</b>	<b>21.0%</b>	<b>-0.3%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>-0.1%</b>			
Risk Reduction & Mitigation Policy BM				-0.2%	0.5%	0.6%	-0.5%			
<b>Overlays &amp; Hedges</b>	<b>384</b>	<b>0.5%</b>								



## OPEB Master Trust<sup>1</sup>

	Market Value (\$ millions)	% of Master Trust	Interim Target	1 Month	3 Month	FYTD	1 Year	3 Year	5 Year
<b>OPEB MASTER TRUST</b>	<b>2,608</b>			<b>3.2%</b>	<b>4.7%</b>	<b>4.7%</b>	<b>15.0%</b>	<b>14.6%</b>	<b>11.3%</b>
Los Angeles County	2,533	97.1%	—	3.2%	4.7%	4.7%	15.0%	14.6%	11.3%
Superior Court	65	2.5%	—	3.3%	4.8%	4.8%	14.9%	14.5%	10.9%
LACERA	10	0.4%	—	3.2%	4.7%	4.7%	14.9%	14.6%	11.4%
<b>OPEB Growth</b>	<b>1,312</b>	<b>50.3%</b>	<b>50.0%</b>	<b>4.0%</b>	<b>6.2%</b>	<b>5.0%</b>	<b>18.4%</b>	<b>20.5%</b>	<b>14.4%</b>
OPEB MT Growth Policy BM				4.0%	6.1%	4.9%	18.2%	20.2%	14.1%
<b>OPEB Credit</b>	<b>515</b>	<b>19.7%</b>	<b>20.0%</b>	<b>1.2%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>1.7%</b>	<b>5.4%</b>	<b>--</b>
OPEB MT Credit Policy BM				1.2%	0.4%	0.6%	2.7%	6.0%	--
<b>OPEB Real Assets &amp; Inflation Hedges</b>	<b>526</b>	<b>20.2%</b>	<b>20.0%</b>	<b>5.3%</b>	<b>8.8%</b>	<b>11.5%</b>	<b>29.3%</b>	<b>13.5%</b>	<b>--</b>
OPEB MT RA & IH Policy BM				5.3%	8.9%	11.6%	29.5%	13.4%	--
<b>OPEB Risk Reduction &amp; Mitigation</b>	<b>255</b>	<b>9.8%</b>	<b>10.0%</b>	<b>-0.3%</b>	<b>-0.1%</b>	<b>0.0%</b>	<b>-1.3%</b>	<b>4.1%</b>	<b>3.3%</b>
OPEB MT RR & M Policy BM				-0.2%	0.0%	0.1%	-1.2%	4.0%	3.1%
Operational Cash	0	0.0%							

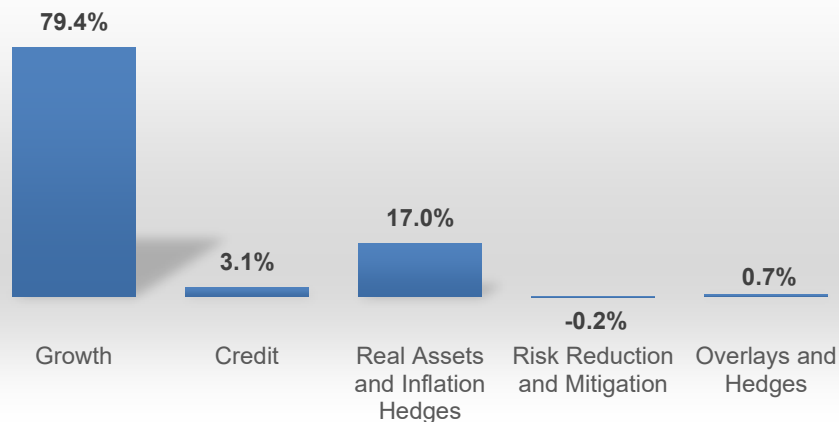


1. Market value differences between the sub-trusts and functional composites are due to operational cash.

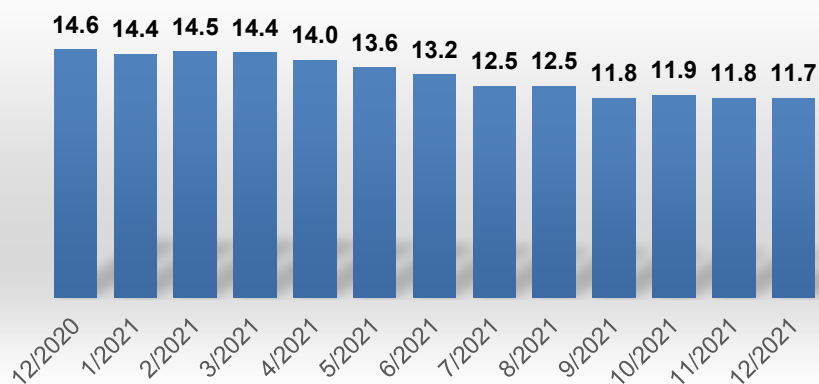
# Total Fund Forecast Risk\*

as of December 2021 (Preliminary)

%Contribution to Total Risk



Total Risk



	%Weight	% Cont. to Total Risk	Standalone Total Risk	Standalone BMK Risk**
<b>Total Fund</b>			<b>11.7</b>	<b>11.5</b>
<b>Growth</b>	<b>52.0%</b>	<b>79.4%</b>	<b>18.1</b>	<b>17.9</b>
Global Equity	36.0%	51.5%	17.3	17.5
Private Equity	14.7%	26.2%	24.1	24.0
Non-Core Private Real Estate	1.3%	1.6%	19.9	17.8
<b>Credit</b>	<b>10.8%</b>	<b>3.1%</b>	<b>4.2</b>	<b>5.0</b>
Liquid Credit	6.7%	2.4%	5.4	5.0
Illiquid Credit	4.1%	0.7%	3.7	5.0
<b>Real Assets &amp; Inflation Hedges</b>	<b>16.4%</b>	<b>17.0%</b>	<b>13.5</b>	<b>13.5</b>
Core Private Real Estate	5.3%	6.4%	21.2	17.8
Natural Resources & Commodities	4.8%	5.4%	15.6	20.9
Infrastructure	3.4%	4.8%	17.8	18.0
TIPS	2.8%	0.4%	4.6	4.6
<b>Risk Reduction and Mitigation</b>	<b>20.3%</b>	<b>-0.2%</b>	<b>3.5</b>	<b>3.2</b>
Investment Grade Bonds	12.2%	-0.1%	3.6	3.5
Diversified Hedge Funds	4.8%	0.3%	3.5	0.1
Long-Term Government Bonds	2.0%	-0.4%	11.9	11.9
Cash	1.3%	0.0%	-	-
<b>Overlays and Hedges</b>	<b>0.5%</b>	<b>0.7%</b>	<b>-</b>	<b>-</b>

\*Implementation of the MSCI Risk Platform is ongoing; reconciliation and refinement of the data is progressing and subject to change. Real estate data used is as of 6/30/2021. Private equity data used is as of 9/30/2021

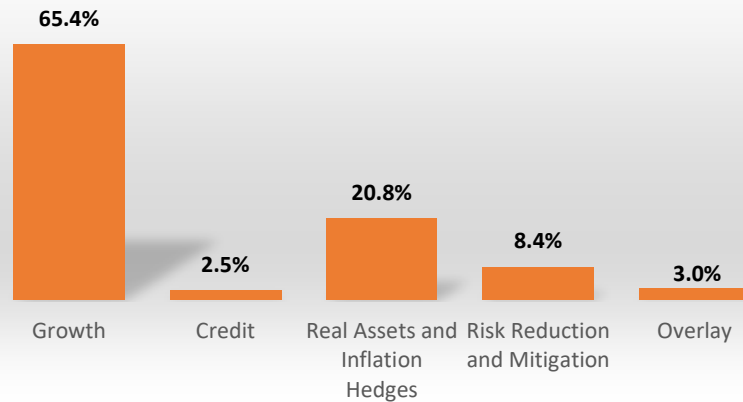
\*\*BMK Risk stands for Benchmark Risk



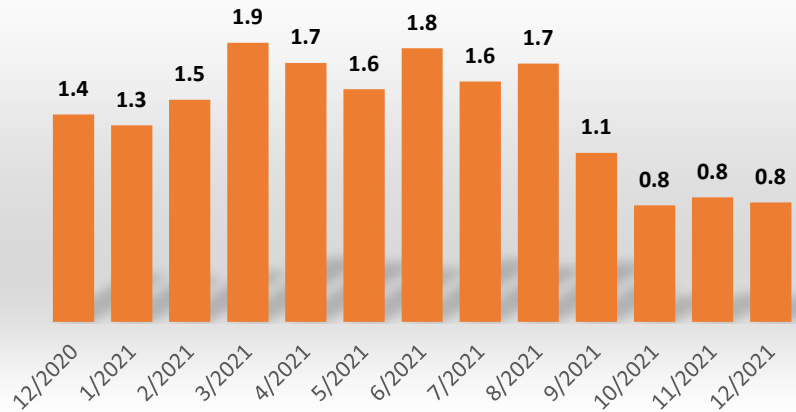
# Total Fund Forecast Active Risk\*

as of December 2021 (Preliminary)

%Contribution to Active Risk



Active Risk



	%Weight	Active Weight%	Active Risk	Active Risk Allocation	Active Risk Selection
<b>Total Fund</b>			<b>0.80</b>	<b>0.10</b>	<b>0.71</b>
<b>Growth</b>	<b>52.0%</b>	<b>0.98%</b>	<b>0.52</b>	<b>0.03</b>	<b>0.50</b>
Global Equity	36.0%				
Private Equity	14.7%				
Non-Core Private Real Estate	1.3%				
<b>Credit</b>	<b>10.8%</b>	<b>-0.17%</b>	<b>0.02</b>	<b>0.00</b>	<b>0.02</b>
Liquid Credit	6.7%				
Illiquid Credit	4.1%				
<b>Real Assets &amp; Inflation Hedges</b>	<b>16.4%</b>	<b>-0.62%</b>	<b>0.17</b>	<b>0.02</b>	<b>0.15</b>
Core Private Real Estate	5.3%				
Natural Resources & Commodities	4.8%				
Infrastructure	3.4%				
TIPS	2.8%				
<b>Risk Reduction and Mitigation</b>	<b>20.3%</b>	<b>-0.68%</b>	<b>0.07</b>	<b>0.02</b>	<b>0.04</b>
Investment Grade Bonds	12.2%				
Diversified Hedge Funds	4.8%				
Long-Term Government Bonds	1.3%				
Cash	2.0%				
<b>Overlays and Hedges</b>	<b>0.5%</b>	<b>0.49%</b>	<b>0.02</b>	<b>0.02</b>	<b>0.00</b>

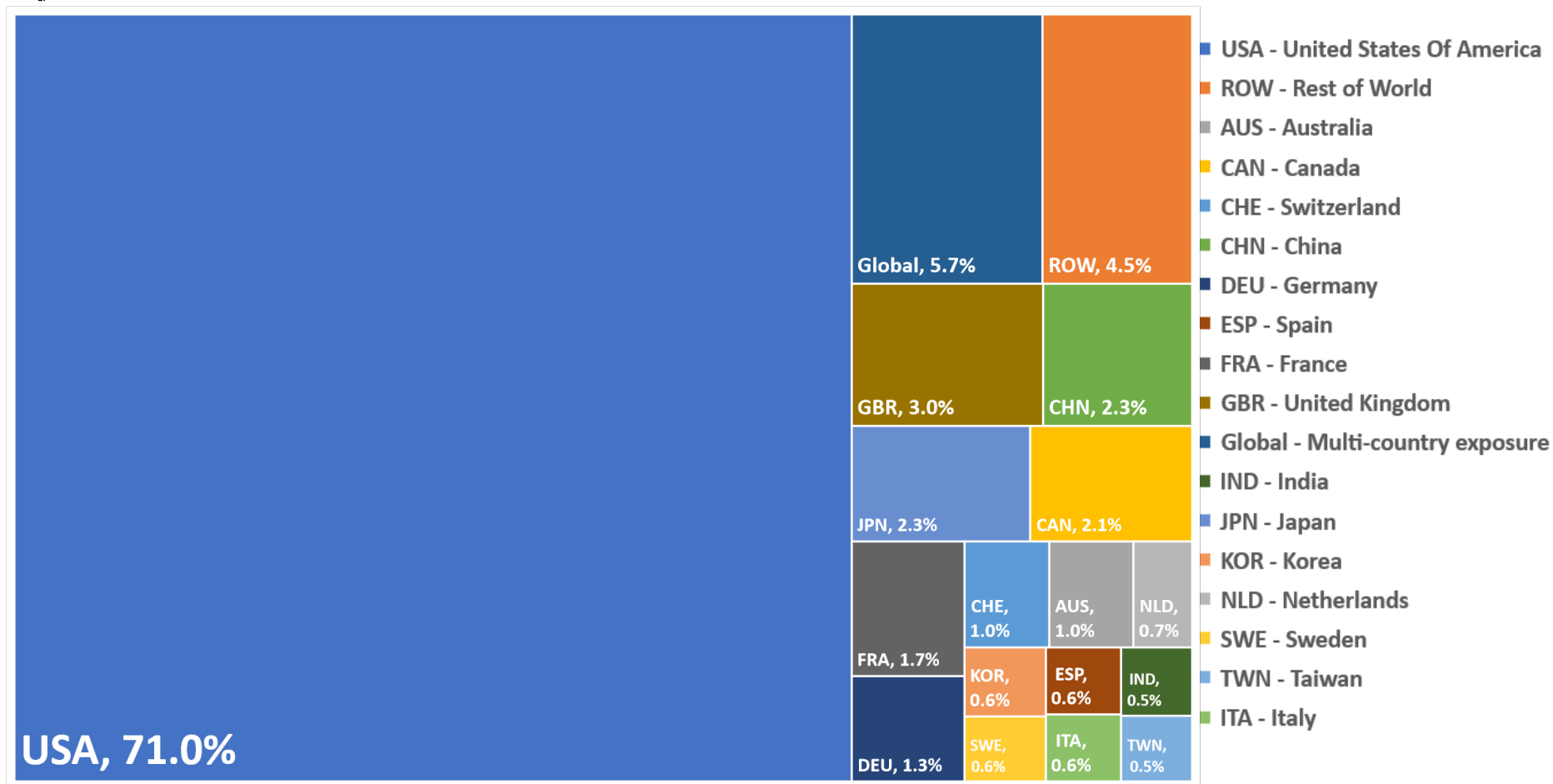
\*Implementation of the MSCI Risk Platform is ongoing; reconciliation and refinement of the data is progressing and subject to change. Real estate data used is as of 6/30/2021. Private equity data used is as of 9/30/2021





# Geographic Exposures by AUM\* - Total Fund

as of December 2021 (Preliminary)



\*AUM = assets under management

<sup>1</sup> \*Implementation of the MSCI Risk Platform is ongoing; reconciliation and refinement of the data is progressing and subject to change. Real estate data used is as of 6/30/2021. Private equity data used is as of 9/30/2021

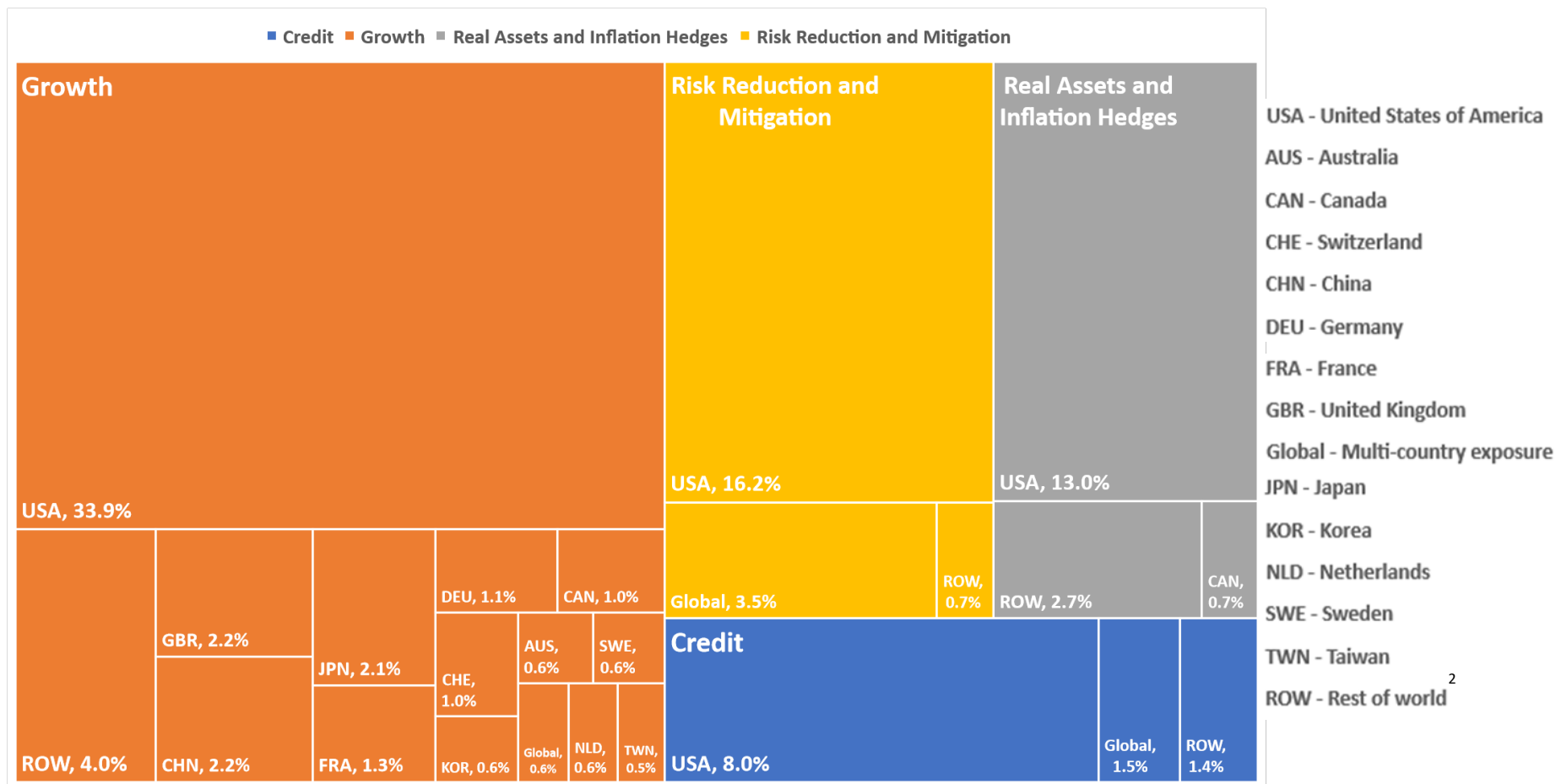
<sup>2</sup> "ROW - Rest of World" is sum of countries with weight below 0.5%

<sup>3</sup> Geographic exposure is based on the domicile country of a given security/asset



# Geographic Exposures by AUM\* - Asset Categories

as of December 2021 (Preliminary)



\*AUM = assets under management

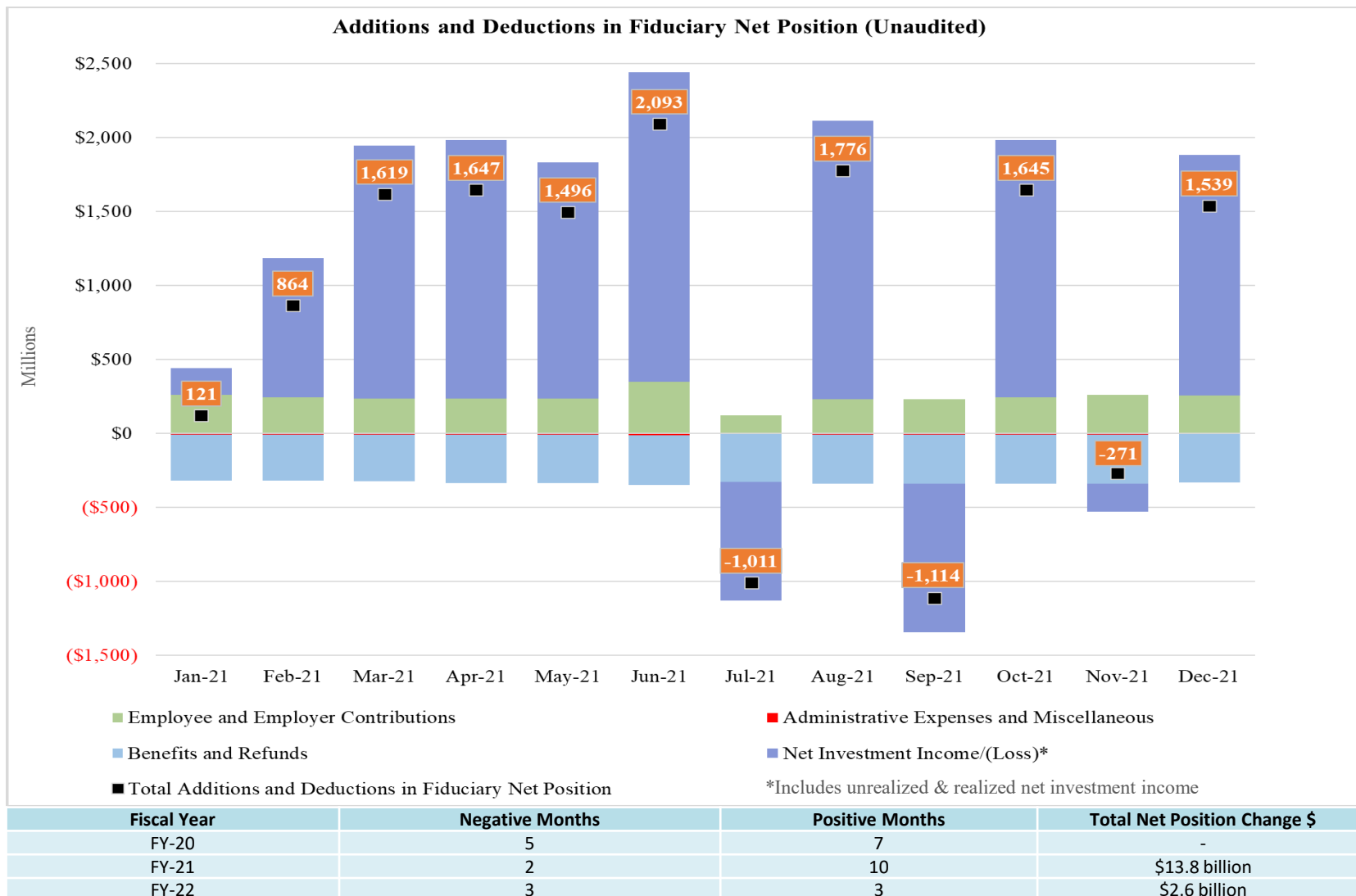
<sup>1</sup> \*Implementation of the MSCI Risk Platform is ongoing; reconciliation and refinement of the data is progressing and subject to change. Real estate data used is as of 6/30/2021. Private equity data used is as of 9/30/2021

<sup>2</sup> "ROW - Rest of World" is sum of countries with weight below 0.5%

<sup>3</sup> Geographic exposure is based on the domicile country of a given security/asset



# Change In Fiduciary Net Position



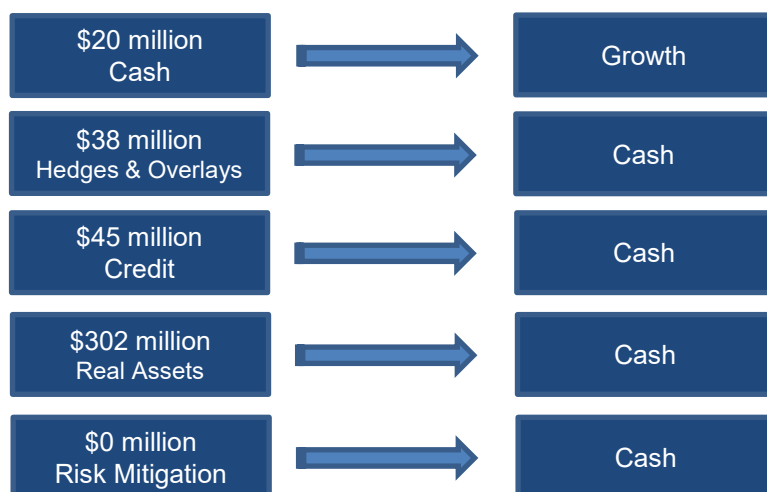
# Portfolio Structural Updates



# Portfolio Structural Updates

## Portfolio Movements

### Rebalancing Activity



### Hedges and Overlays

Program	December Return	December Gain/Loss	Inception* Gain/Loss
Currency Hedge**	-0.4%	\$38.1 Million	\$958.0 Million
Cash/Rebalance Overlay***	4.1%	\$50.7 Million	-\$38.9 Million

\*Currency and overlay program inception dates are 8/2010 & 7/2019, respectively.

\*\* LACERA's currency hedge program's 1-month return is calculated monthly whereas the monthly gain/loss amount for the same period is the net realized dollar amount at contract settlement over three monthly tranches.

\*\*\* LACERA's overlay program's 1-month return includes interest earned on the cash that supports the futures contracts.

## Current Search Activity

### Status of Active Searches – Subject to Change

Name	RFP Issued	Due Diligence	BOI Review
Private Equity Emerging Manager Discretionary Separate Account Search	●	●	February 2022
General Consultant Search	●	●	February 2022
Long-Term U.S. Treasury Bonds Manager Search	●	●	Anticipated Mid 2022
Illiquid Credit Emerging Manager Program Search	●	●	Anticipated Mid 2022
Custody Bank Search	●		Anticipated Late 2022

### Quiet Period for Search Respondents

Please see the Appendix for this month's list of respondents to active searches



# Key Initiatives and Operational Updates



# Notable Initiatives and Operational Updates

## Key Initiative Updates

- Implementation is ongoing for the new strategic asset allocation interim policy targets and benchmarks
- Onboarding LACERA's first dedicated managed account with expected launch in 1 Q2022

## Operational Updates

- Annual contract compliance review underway

## Manager/Consultant Updates

SSGA (Growth) – announced that Cyrus Taraporevala, SSGA's President and CEO plans to retire later this year. Mr. Taraporevala will remain in his role until a successor has been named to help ensure a smooth transition.

TPG (Growth) – as of January 2022, TPG is now a publicly traded company. Their shares are trading on Nasdaq under the ticker symbol "TPG."

Genesis (Growth) – Catherine Vlasto, Managing Partner and Portfolio Manager, and Andrew Elder, Partner, retired at the end of 2021 and September 2021, respectively.

## Completed Actions

- Implemented the global equity overlay for geographic and market-cap exposure

## Team Searches and Open Positions

- Working on launching new searches
  - 1 – Deputy Chief Investment Officer
  - 2 – Principal Investment Officer
    - 1 – search is in progress
  - 1 – Senior Investment Officer
  - 4 – Financial Analyst-III
  - 2 – Financial Analyst-II

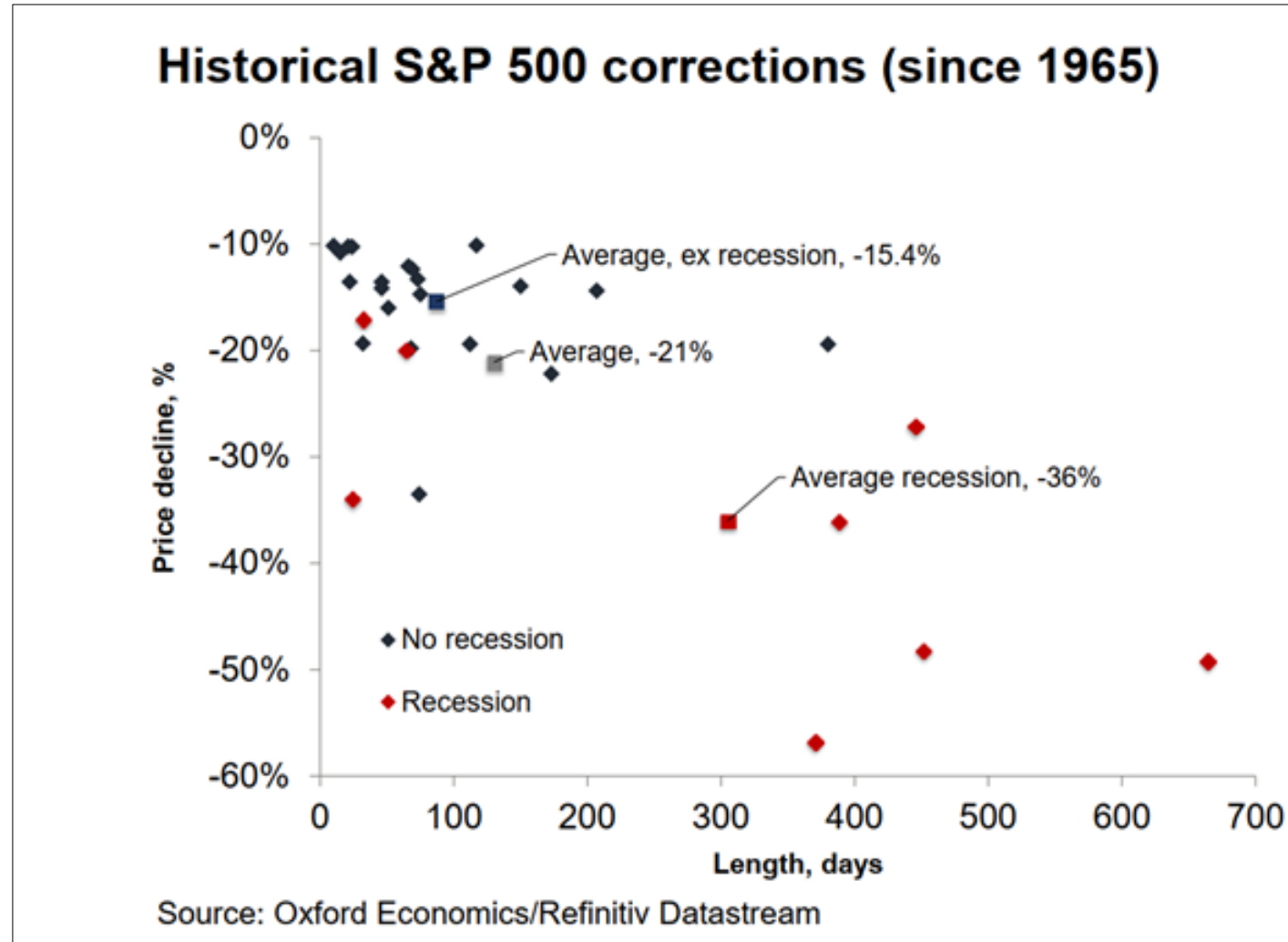
# Commentary





# Staff Charts of the Month\*

## Stock Market Corrections



Source: Bloomberg Opinion, January 31, 2022.

# Staff Charts of the Month\*

## Growth Stocks Valuation

### Nasdaq-100: Cheapest In Nearly Two Years...

....and more expensive than it ever was between 2007 and the pandemic

■ NASDAQ 100 Stock Index - BEst P/E Ratio



Source: Bloomberg Opinion, January 31, 2022.

# Quiet Period for Search Respondents

---

## Private Equity Emerging Manager Discretionary Separate Account Search

---

- ✓ 50 South Capital Advisors
- ✓ AlpInvest
- ✓ Barings
- ✓ Cambridge Associates
- ✓ Commonfund Capital
- ✓ Fairview Capital
- ✓ HamiltonLane
- ✓ HarbourVest
- ✓ Invesco
- ✓ JP Morgan
- ✓ Morgan Stanley
- ✓ Neuberger Berman
- ✓ PineBridge Investments
- ✓ Sango Capital
- ✓ Unigestion
- ✓ Wilshire

## General Investment Consultant Search

---

- ✓ Callan LLC
- ✓ Meketa Investment Group, INC
- ✓ NEPC, LLC

## Long-Term U.S. Treasury Manager Search

---

- ✓ BlackRock Investments, LLC
- ✓ State Street Global Advisors (SSgA)

## Illiquid Credit Emerging Manager Program Search

---

- ✓ BlackRock Alternative Advisors
- ✓ Blackstone Alternative Asset Management
- ✓ Cambridge Associates
- ✓ GCM Grosvenor
- ✓ Stable Asset Management

# Compliance Monitor

This report highlights operational and compliance metrics monitored by the Investment Division  
As of December 2021\*

## LACERA PENSION FUND

11

### GROWTH

Total # of Advisory

#### GROWTH

##### Global Equity

Asset Allocation Policy Compliance

✓

Investment Guideline Compliance

✓

Emerging Manager Program

✓

# of Sudan/Iran Holdings Held by Managers

✓

2

Two managers had guideline violations that resulted from corporate actions during the month of October. Both managers were back within compliance by October month-end.

9

9 issuers held, totaling \$18.2 mm in market value

##### Private Equity - Growth\*\*

Asset Allocation Policy Compliance

✓

Guideline Compliance by Strategy

✓

Guideline Compliance by Geographic Location

✓

Investment Exposure Limit

✓

##### Non-Core Private Real Estate\*\*

(See Real Assets & Inflation Hedges - Core Private Real Estate section)

0

### CREDIT

Total # of Advisory

#### CREDIT

##### Liquid Credit, Illiquid Credit\*\*

Asset Allocation Policy Compliance

✓

Investment Guideline Compliance

✓

Emerging Manager Program

✓

# of Sudan/Iran Holdings Held by Managers

✓

# Compliance Monitor

This report highlights operational and compliance metrics monitored by the Investment Division  
As of December 2021\*

## LACERA PENSION FUND

2

### REAL ASSETS & INFLATION HEDGES

Total # of Advisory

#### REAL ASSETS & INFLATION HEDGES\*\*\*\*

##### Core Private Real Estate\*\*

Asset Allocation Policy Compliance  
Guideline Compliance by Strategy (Core/Non-Core)  
Guideline Compliance by Manager  
Guideline Compliance by Property Type  
Guideline Compliance by Geographic Location  
Guideline Compliance by Leverage

#### Quarterly Review Status

#### # of Advisory

#### Notes

✓

✓

✓

✓

✓

✓

1

1

Core East US region has variance of 0.4%; Outside of +/-10% range  
One value-add mandate has LTV of 103%, above the 65% LTV limit.  
The value is \$1.0 mm and makes up less than 0.04% of the total fund

##### Natural Resources & Commodities\*\*\*

Asset Allocation Policy Compliance  
Investment Guideline Compliance  
# of Sudan/Iran Holdings Held by Managers

✓

✓

✓

##### Infrastructure

Asset Allocation Policy Compliance  
Investment Guideline Compliance  
# of Sudan/Iran Holdings Held by Managers

✓

✓

✓

##### TIPS

Asset Allocation Policy Compliance  
Investment Guideline Compliance  
# of Sudan/Iran Holdings Held by Managers

✓

✓

✓

# Compliance Monitor

This report highlights operational and compliance metrics monitored by the Investment Division  
As of December 2021\*

## LACERA PENSION FUND

0

### RISK REDUCTION & MITIGATION

Total # of Advisory

#### RISK REDUCTION & MITIGATION

##### Investment Grade Bonds

Asset Allocation Policy Compliance  
Investment Guideline Compliance  
Emerging Manager Program  
# of Sudan/Iran Holdings Held by Managers

Quarterly Review Status

# of Advisory

Notes

✓

✓

✓

✓

##### Diversified Hedge Funds\*\*

Asset Allocation Policy Compliance  
Portfolio Level Compliance  
Direct Portfolio Manager Guideline Compliance

✓

✓

✓

##### Long-term Government Bonds

Asset Allocation Policy Compliance  
Investment Guideline Compliance  
Emerging Manager Program  
# of Sudan/Iran Holdings Held by Managers

✓

✓

✓

✓

##### Cash

Asset Allocation Policy Compliance  
Investment Guideline Compliance  
# of Sudan/Iran Holdings Held by Managers

✓

✓

✓

# Compliance Monitor

This report highlights operational and compliance metrics monitored by the Investment Division  
As of December 2021\*

## INVESTMENT OPERATIONS

6			
INVESTMENT OPERATIONS			
Total # of Advisory			
INVESTMENT OPERATIONS	Quarterly Review Status	# Advisory	Notes
<b>Securities Lending</b>			
Investment Guideline Compliance	✓		
\$ Value on Loan	✓	1	State Street \$3,203.0 mm
\$ Value of Cash/Non-Cash Collaterals	✓	1	State Street \$3,367.6 mm
Total Income - Calendar YTD	✓	1	State Street and GSAL \$7.7 mm
<b>Total Fund Overlays and Hedges</b>			
Investment Guideline Compliance	✓		
<b>Proxy Voting</b>			
Number of Meetings Voted	✓	1	989 meetings voted
<b>Tax Reclaims</b>			
Total Paid Reclaims - Calendar YTD	✓	1	\$603,702
Total Pending Reclaims	✓	1	\$19.4 mm
<b>Fee Validation</b>			
Fee Reconciliation Project	✓		
AB 2833	✓		
<b>Investment Manager Meetings*****</b>			
Manager Meeting Requests	✓		

# Compliance Monitor

This report highlights operational and compliance metrics monitored by the Investment Division  
As of December 2021\*

## OPEB MASTER TRUST

Functional Asset Categories (Growth, Credit, Inflation Hedges, Risk Reduction & Mitigation)	Quarterly Review Status	# Advisory	Notes
	Asset Allocation Policy Compliance	✓	
	Investment Guideline Compliance	✓	
# of Sudan/Iran Holdings Held by Managers	✓		

\* This list is not exhaustive as various compliance processes are completed throughout the year. Each quarter, different items may appear on the compliance monitor.

\*\* Represents the comprehensive Private Equity (3-month lag), Real Estate (3-month lag), Illiquid Credit (1- and 3-month lags), and Hedge Funds (1-month lag) programs across the total plan.

\*\*\* Investment guideline compliance based on public market exposure.

\*\*\*\* Reflects the most recent data available.

\*\*\*\*\* Advisory noted if the CEO or a Board member recommends staff to meet with a specific manager three or more times in a year. The purpose of notifying the activity is to promote transparency and governance best practices designed to preserve the integrity of the decision-making process.



January 24, 2022

TO: Each Trustee,  
Board of Retirement  
Board of Investments

FROM: Steven P. Rice, *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	Luis Lugo	JJ Popowich
	Jonathan Grabel	Laura Guglielmo	Carly Ntoya

January 26, 2022

TO: Trustees – Board of Investments

FROM: Real Assets Committee

James Rice, CFA   
Principal Investment Officer

FOR: February 9, 2022 Board of Investments Meeting

SUBJECT: **REAL ASSETS STRUCTURE REVIEW**

### **RECOMMENDATION**

Approve the Real Assets Structure Review (**Attachment A**) including initiatives, guidelines, and recommendations throughout the document as well as those summarized on slides 32, 33,34 and 35.

### **BACKGROUND**

On January 12, 2021, the Real Assets Committee (“Committee”) unanimously approved a recommendation (**Attachment**) that the Board of Investments approve the Real Assets Structure Review. This structure review (**Attachment A**) indicates that LACERA would continue to invest in private infrastructure and natural resources assets which will eventually largely replace public market equities in these categories as well as commodities futures. The structure review also discusses the expected capital deployment path to implement the new strategic asset allocation targets approved by the Board of Investments in 2021. At the Committee Meeting, Staff mentioned that the proposed structure review neglected to include the guidelines approved by the Board of Investments regarding delegated authority for co-investments and secondaries purchases and that they would be included in the item to the Board if advanced by the Committee. The Attachment includes the addition of slide 34 which summarizes these co-investment and secondaries program guidelines previously approved by the Board of Investments.

### **OPTIONS AVAILABLE TO THE BOARD**

The Board may wish to approve, modify, or reject the recommendation.

### **DELIBERATIONS AND OPINIONS EXPRESSED BY THE COMMITTEE**

The Committee raised questions about the following topics that were addressed by staff and the Consultant: the geographic allocation to investments in developed and emerging markets in infrastructure, access the transportation sector investments which have traditionally been publicly-owned, and board notification required under delegated authority for re-ups which includes the

consultant's report. A question was asked about the allocations on slide 9 and the column titled Difference vs Interim contained an error since the column was mistitled and showed the calculation for the Difference vs. Former Target. A corrected Difference vs. Interim calculation is included in the column on slide 9 of **Attachment A**.

## **RISKS OF ACTION AND INACTION**

LACERA's real assets program has existed in its current structure since its 2018 inception, with the plan to replace the public market equity completion and commodities futures portfolios with private assets over time. It is believed that this structure will better meet LACERA's risk/return and diversification objectives. If the move to the desired privately-oriented structure is not continued, LACERA's real assets portfolio will likely experience higher volatility and more correlation to global equities, though it will remain more liquid. It is also believed that LACERA may better be able to manage its intentions in the energy transition category through private markets if these investment strategies are successful and would allow LACERA to better position itself as the energy markets move through decarbonization.

The risk of inaction is that the real assets portfolio may continue to have uncompensated risks and may not achieve its objectives.


## **CONCLUSION**

The Committee unanimously approved this recommendation that LACERA adopt the proposed Structure Review.

LACERA's specialty Real Assets consultant, Albourne, reviewed the Structure Review and concurs with its recommendations (**Attachment B**).


Attachments

Noted and Reviewed:

  
\_\_\_\_\_  
Jonathan Grabel  
Chief Investment Officer

December 23, 2021

TO: Trustees – Real Assets Committee

FROM: James Rice   
Principal Investment Officer

FOR: January 12, 2021 Real Assets Committee Meeting

SUBJECT: **REAL ASSETS STRUCTURE REVIEW**

### **RECOMMENDATION**

Advance the Real Assets Structure Review (**Attachment A**) including initiatives, guidelines, and recommendations throughout the document as well as those summarized on slides 32, 33, and 34 to the Board of Investments for approval.

### **BACKGROUND**

The first structure review of the then recently formed Real Assets Category (excluding Real Estate) was approved in November 2019. A mid-cycle update was presented to the Board in October 2020. The strategic asset allocation analysis completed in May 2021 raised the Infrastructure allocation target weight from 3 to 5%, and reduced Natural Resources from 4% to 3%.

### **SUMMARY**

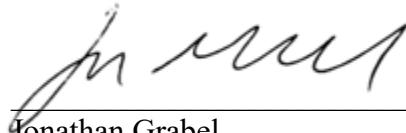
This structure review recommends the continuation of the program to invest in private Infrastructure and Natural Resources assets through Fund and other structures such as co-investment vehicles. Over the next four to five years these private assets are expected to largely replace the existing public market equities and commodities portfolios in the Infrastructure and Natural Resources categories.

The presentation consists of an overview followed by sections on the strategies and guidelines to be employed in implementing the recommendation.

LACERA's consultant, Albourne, reviewed the structure review and is in support of the recommendation. The consultant's concurrence memo is included as **Attachment B**.

Attachments

Noted and Reviewed:



Jonathan Grabel  
Chief Investment Officer

# Real Assets and Inflation Hedges

## 2021 Structure Review

### Part 2 : Real Assets

Board of Investments

February 9, 2022



LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

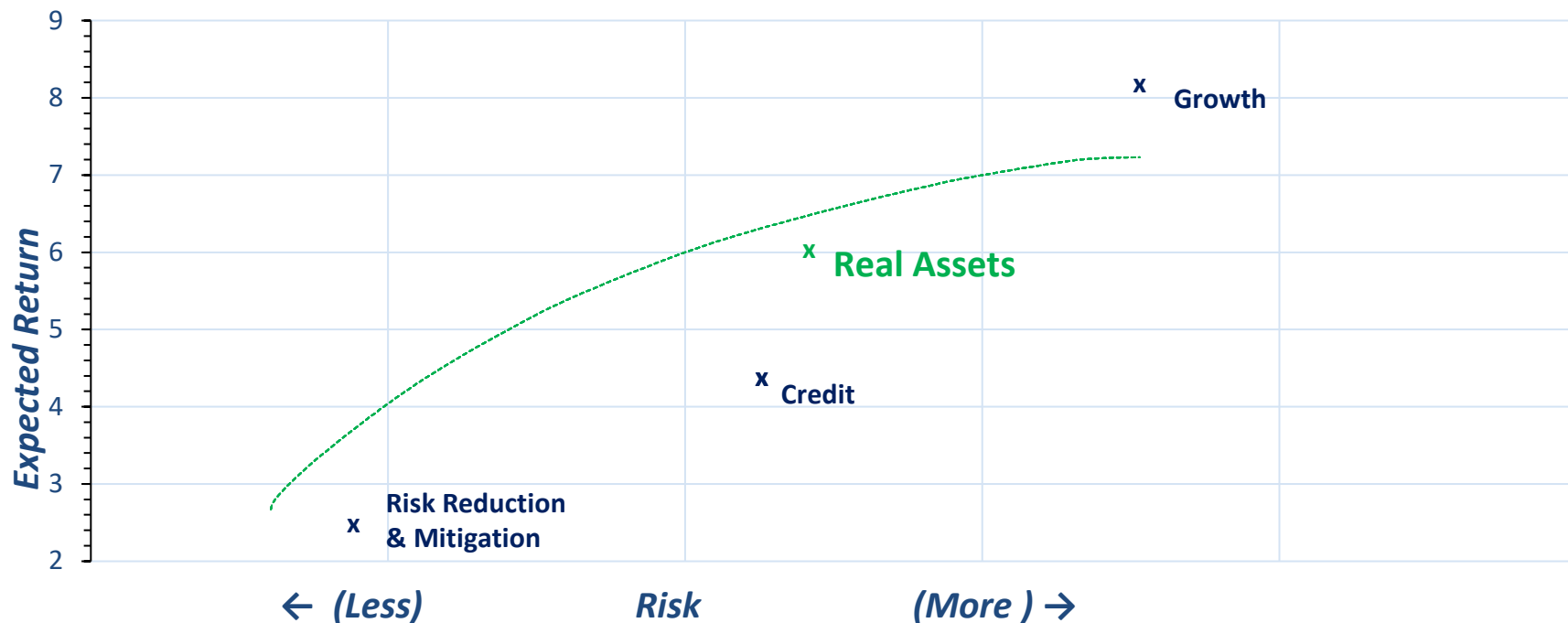
# Table of Contents

Pages 3 - 7	Real Assets	Role	Background	Portfolio	ESG Consideration		
Pages 8 - 15	Real Assets – Structural	Portfolio	Risk	Evolution	Performance	Structural Plan Steps	New Opportunities
Pages 16 - 20	Real Assets – Infrastructure	Role and Objectives	Structure	Sector & Geographic Exposure	Pacing & Commitment Schedule		
Pages 21 - 25	Real Assets - Natural Resources/ Commodities	Role & Objectives	Segments	Opportunities	Modeled Transition		
Pages 26 - 27	Real Assets – TIPS	Role and Objectives					
Pages 28 - 34	Real Assets – Next Steps	Emerging Manager Program	Evaluation	Strategic Initiatives	Investment Guidelines	Proposed New CIO Authority	Summary
Pages 35 - 39	Appendix	Portfolio Sub-Categories	Investment Process	Pacing: Infrastructure	Pacing: Natural Resources		





# Portfolio Role



- Diversify exposure to growth assets to mitigate portfolio downside risk
- Provide consistent yield for the broader portfolio
- Hedge the risk of inflation with investments in hard or inflation-linked assets

# Structure Review - Background

## 1.0 Real Estate: Historical Structure

1. Fully owned assets
2. Improve sector and regional diversification

## 2.0 Real Assets: Asset Category Created

Includes

1. Historical Real Estate and Commodities programs
2. New assets for Natural Resources, Infrastructure and TIPS

## 3.0 Real Assets: Future

Existing initiatives

1. Consideration of changes to Real Estate structure
2. Private program for Infrastructure and Natural Resources

## 4.0 Real Assets: Next Phase

1. Reduce Real Estate portfolio operational and concentration risk
2. Real Estate focus on open-ended and closed-ended funds rather than separate accounts
3. Real Assets (excl Real Estate): continued implementation of public to private transition.

We are here

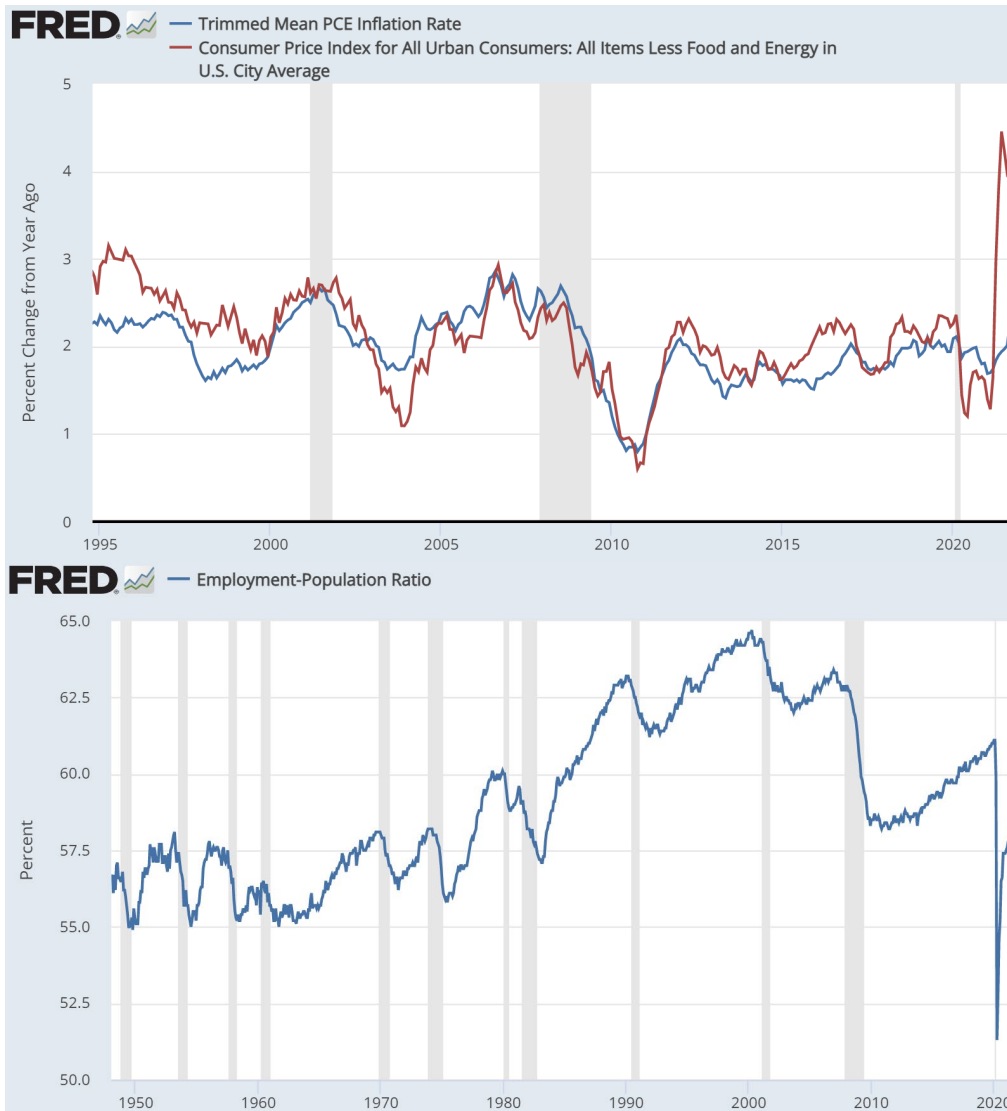
*2018 Strategic Asset Allocation Study and Implementation*

*2019 Structure Review and Initiatives*

*2020 Mid-Cycle & 2021 Structure Reviews*



# Inflationary Pressures Rising



- Increase in wages
- High federal debt to GDP ~125%
- Fed stated target of higher employment participation
- Equal emphasis on employment and inflation
- Inflationary pressures high

# Portfolio Components

## Real Estate

- Capital preservation and stable yield from rents
- Hard assets provide inflation protection
- Diversified sources of returns less correlated with growth assets
- Non-core also provides Growth returns

## Infrastructure

- Core: generate yield with highly contracted revenues to limit downside across market environments
- Non-core: growth opportunities across energy/utilities, transportation, communications and social infrastructure

## Natural Resources & Commodities

- Mix of diversification, income generation, and inflation hedging
- Farmland and agriculture less correlated to broader markets, and income generators
- Commodities in energy, mining, and agriculture can serve as inflation hedge

## TIPS

- Inflation hedge through public markets
- Diversification benefits with inflation-linked and interest rate exposure
- Generates modest income

# ESG Considerations

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## ***ESG in Real Assets***

ESG evaluation to ensure a sustainable rate of return over the long-term life of private investments

## ***Manager Assessment***

Evaluated at entry and monitored on:

- Manager's investment process incorporate material ESG factors
- Manager resources for ESG monitoring
- Operating assets to high ESG standards
- Transparency of ESG related reporting

## ***Monitoring & Future***

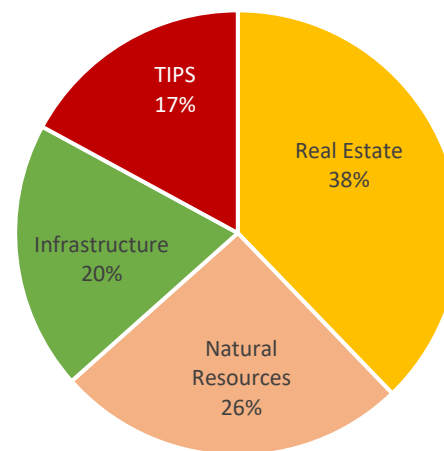
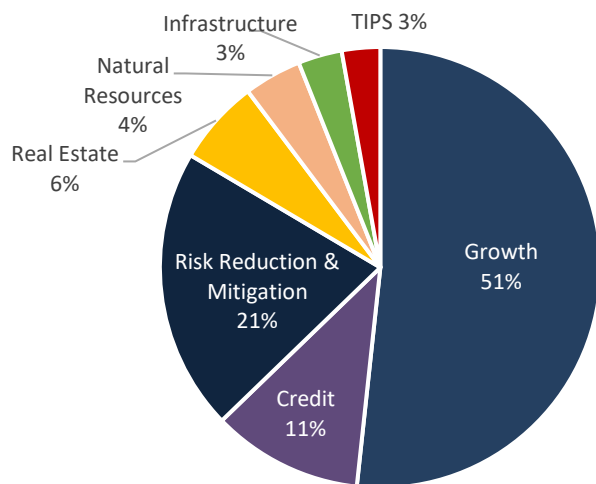
- Evaluation tools include LACERA specific DDQ questionnaires, and ESG evaluation
- ESG results incorporated into manager scorecard
- ESG risk measures in new LACERA risk system
- Side letters related to ESG issues
- LPAC role to monitor ESG
- Consideration of revisions to Responsible Contractor Policy

# Real Assets (Excluding Real Estate)

## Structure



# Portfolio Composition



Asset Class	Allocation	Former Target	Interim Oct '21 Target	Final Jul '22 Target	Difference (v Former)	Difference (v Interim)	Target Range	Benchmark
<b>Real Assets &amp; Inflation Hedges</b>	<b>16.3%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>	<b>(0.7)%</b>	<b>(0.7)%</b>	<b>+/- 3%</b>	<b>Custom Blend</b>
Core Real Estate	6.2%	7%	6%	6%	(0.8)%	0.2%	+/- 3%	NFI ODCE + 50 bps (3-month lag)
Infrastructure	3.2%	3%	4%	5%	0.2%	(0.8)%	+1/-3%	Dow Jones Brookfield Global Infrastructure Composite
Natural Resources/Commodities	4.2%	4%	4%	3%	0.2%	0.2%	+/- 2%	50% Bloomberg Commodity/ 50% S&P Global Natural Resources
TIPS	2.8%	3%	3%	3%	(0.2)%	(0.2)%	+/- 3%	Bloomberg Barclays U.S. TIPS

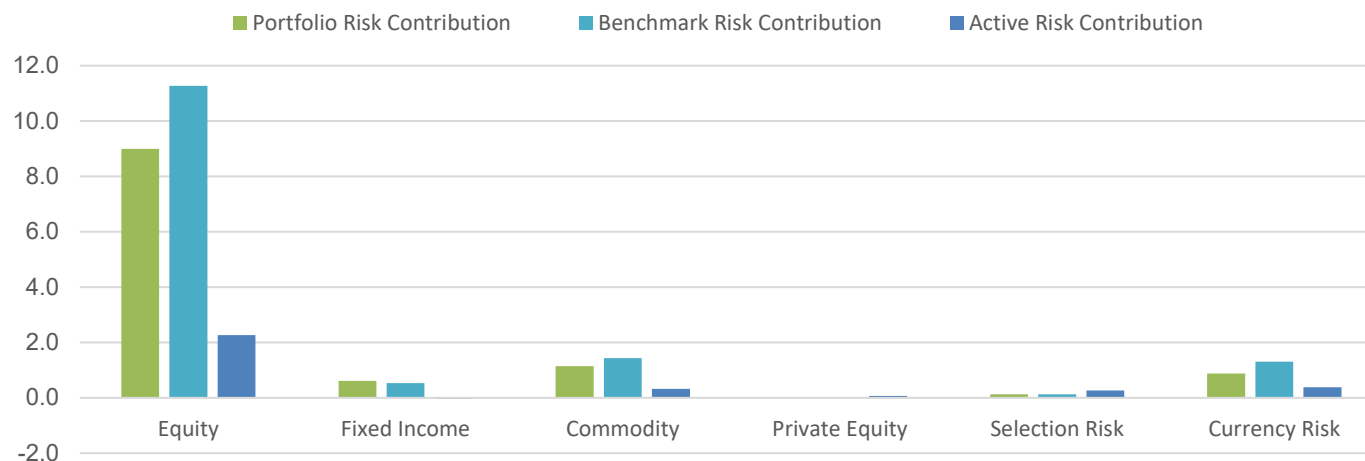


Allocation weights are as of September 30, 2021; private assets based on latest asset valuation including any actual cash flows.

# MSCI Forecast Active Risk – Real Assets

	Weight%	Benchmark Weight%	Active Weight%	Active Risk Contribution	Allocation Risk Cont.	Selection Risk Cont.	Standalone Active Risk
<b>Total Real Assets (Ex Real Estate)</b>				<b>3.3%</b>	<b>-0.1%</b>	<b>3.3%</b>	<b>3.3%</b>
Natural Resources and Commodities	41.1%	36.4%	4.7%	2.8%	-0.3	3.1%	8.0%
Infrastructure	31.2%	36.4%	-5.2%	0.4%	0.2%	0.3%	3.1%
TIPS	27.8%	27.3%	0.5%	0.1%	0.1%	0.0%	0.0%

## Risk by Source



Implementation of the MSCI Risk Platform is ongoing; reconciliation and refinement of the data is progressing and subject to change.

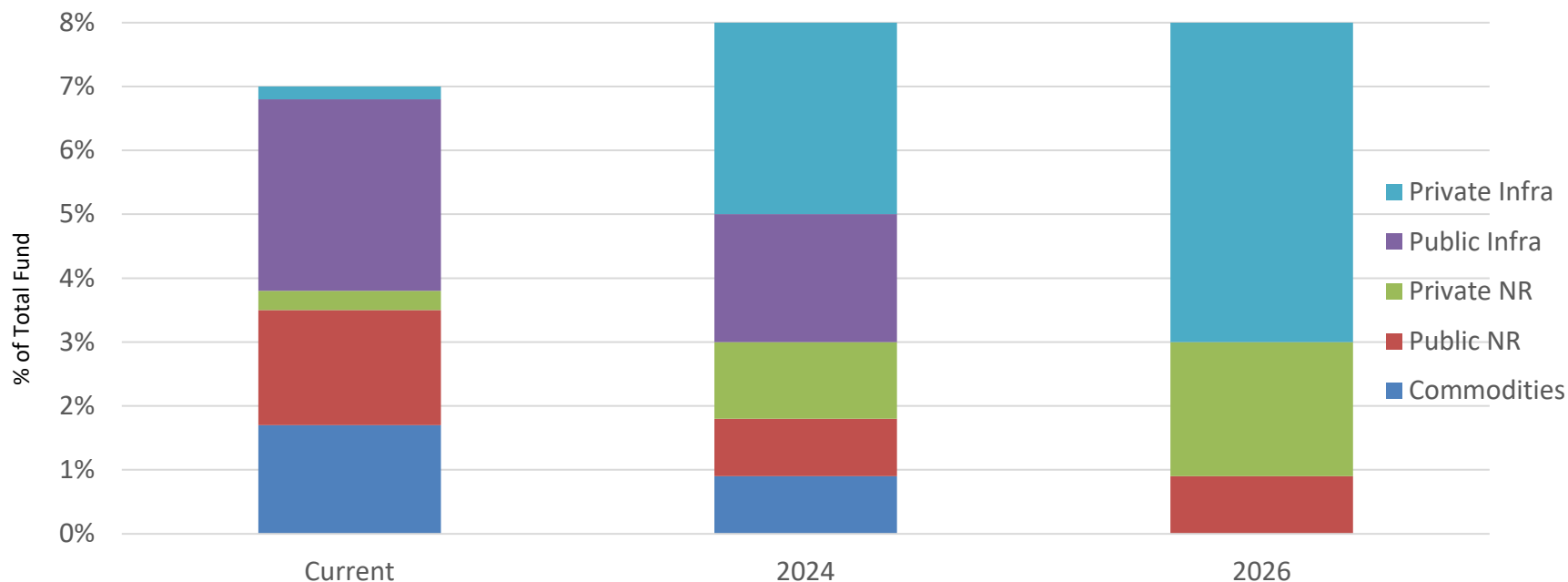
As of November 30, 2021.

Source: MSCI Barra One.





# Structural Evolution from Public to Private

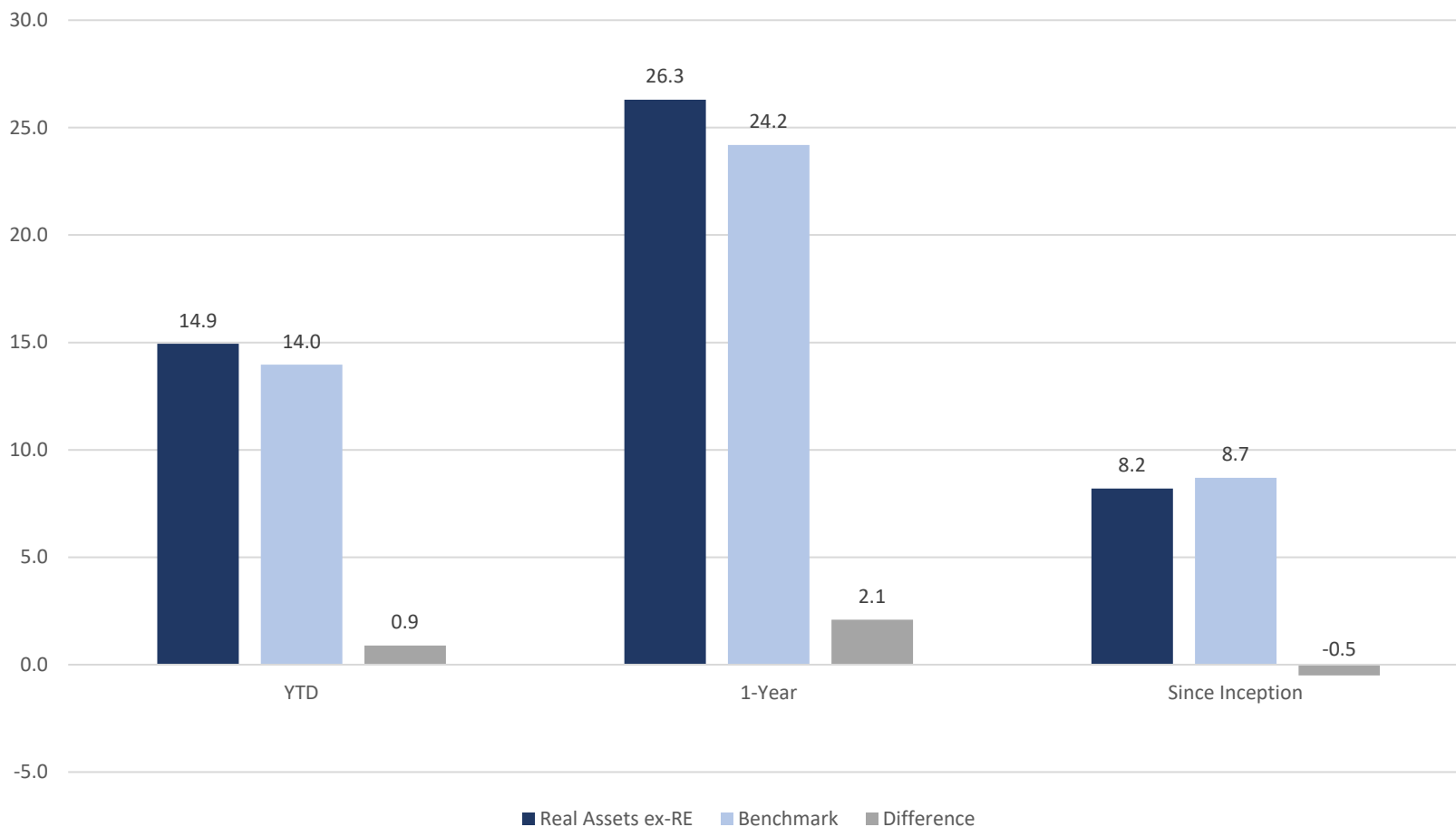


- Completion portfolio provides key role in maintaining exposures in transition towards private assets
- Commodities (public) exposure will be eliminated as private assets increase
- Staff will manage the mix of public real asset sector exposures to maintain balance to key real asset sectors as private assets increase across sectors
- Private Energy investments are targeted to newer energy transition strategies rather than traditional energy which faces stranded asset risk

Infrastructure	Natural Resources
Power/Utilities	Energy
Transportation	Metals/Mining
Telecom	Agriculture/Timber
Social	



# Real Assets Performance



Current data as of September 30, 2021; Inception dates: Real Assets ex-RE, April 1, 2019; DWS , June 1, 2019; Blackrock, May 1, 2019; NR/Comm Composite, July 1, 2007.

# Real Assets Performance (Cont'd)

Performance vs. Benchmark (net-of-fees)					
	% of Total Fund	3Q 2021	YTD (3Q 2021)	Trailing 1-Y	Since Inception
Real Assets ex-RE	10.2%	1.5	14.9	26.3	8.2
<i>Benchmark</i>		1.5	14.0	24.2	8.7
Excess Return		0.0	0.9	2.1	(0.5)
Public Market Infrastructure	3.0%	(0.4)	12.5	21.3	10.1
<i>Benchmark</i>		(0.7)	12.2	20.6	7.0
Excess Return		0.3	0.3	0.7	3.1
Private Infrastructure	0.2%	5.0	(0.3)	N/A	14.0
<i>Benchmark</i>		7.9	22.3	N/A	18.2
Excess Return		(2.9)	(22.6)	N/A	(4.2)
Public Natural Resources/Commodities Composite	3.9%	2.9	23.3	42.1	(2.0)
<i>Benchmark</i>		2.8	23.2	42.6	(2.9)
Excess Return		0.1	0.1	(0.5)	0.9
Private Natural Resources	0.3%	3.2	0.8	0.0	(16.8)
<i>Benchmark</i>		5.4	43.2	47.0	16.8
Excess Return		(2.2)	(44.0)	(47.0)	(33.6)
TIPS	2.8%	1.6	3.3	4.9	7.8
<i>Benchmark</i>		1.8	3.5	5.2	7.9
Excess Return		(0.2)	(0.2)	(0.3)	(0.1)

## Performance Commentary, as of 3Q 2021

- All categories excluding TIPS have outperformed through 3Q 2021
- All public market managers have outperformed their benchmarks since inception
- Private assets in early stages of fund cycle detract from overall performance



# LACERA Real Assets Structural Plan Steps



- Real Assets program is evolving with increased structural complexity and risk-adjusted return expectations
  - 11 commingled funds with \$1.8B in committed capital
  - Co-investments being evaluated and secondary natural resources purchase negotiated
  - One club deal structure negotiated and approved by Board
- Selectively evaluate managed accounts
  - Challenging as large ticket sizes in Real Assets reduces diversification

Increased complexity and risk-adjusted return expectations over time



# Energy Transition Creating New Opportunities

Segment	Energy Transition
Metals & Mining	Low carbon transition into renewables and electric vehicles is metal intensive, greater unit of metal input per unit of output Increased demand for metals such as lithium, copper, graphite, other base and precious metals
Agriculture / Timberland	Agriculture strategies focusing on conservation, carbon reduction, and carbon capture
Energy	Renewable fuels, carbon reduction and sequestration in industrial operations, and hydrogen fuel
Infrastructure	Renewable power, battery storage, and electric vehicle charging and related grid infrastructure improvements

- Transition to a low carbon economy presents investment opportunities across Real Assets
  - Infrastructure: renewable power, select battery storage, and related grid infrastructure improvements
  - Natural Resources: most appealing opportunities in Metals & Mining and Energy

# Real Assets: Infrastructure



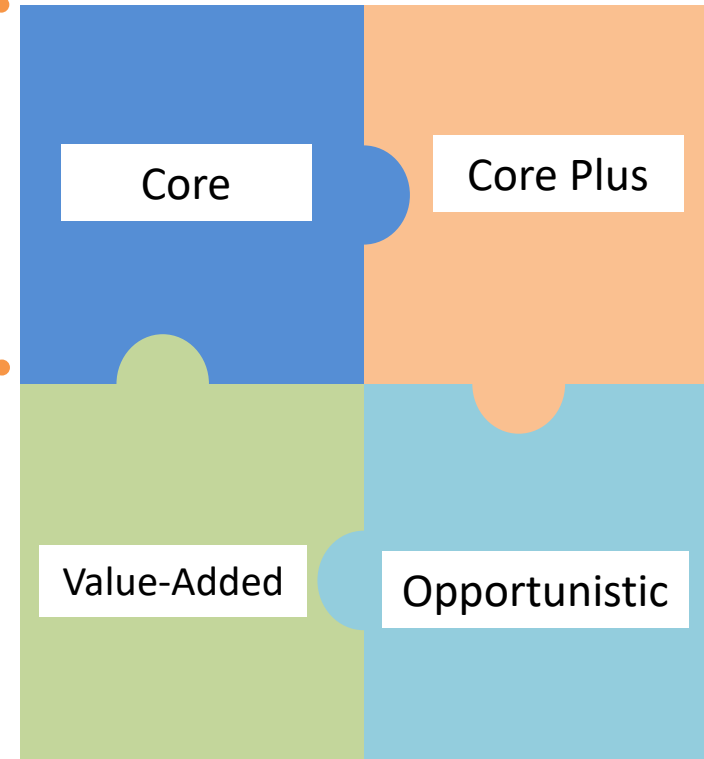
# Infrastructure Role and Objectives

## *Role*

- Diversification: more defensive than public equities
- Provide consistent income

## *Objectives*

- Contracted and regulated assets to provide consistent returns less correlated to GDP growth
- Some potential allocation for higher-returning core plus, value added, opportunistic spectrum
- Explore co-investments and other structures for lower fees and more intentional allocation



# Infrastructure Private Equity Structure

Sub-Category	Proposed Allocation Range	Target Deal Returns <sup>1</sup>	Net Fund Returns <sup>2</sup>	Asset Characteristics
Core/Core+	50 - 75%	7 - 12%	6 - 10%	Defensive, contracted assets, asset value based current yield
Non-Core	25 - 50%	11 - 20%	10 - 17%	Balanced income/capital appreciation, regulatory protection

Industrial Sector	Examples
Energy/Utilities	Power generation (renewables and conventional), transmission/distribution systems, storage facilities, midstream, water treatment, water distribution, water transportation, and waste treatment
Communications	Fiber networks, communication towers, satellite systems, and data centers
Transportation	Toll roads, bridges, tunnels, airports, seaports, rail/transit, and parking facilities
Social	Availability based payment structures for hospitals, universities, and government buildings

- Infrastructure sub-categories differ based on risk premium and income generation
- Infrastructure investments will generally focus on equity within capital structure
- Current geographic focus: developed markets and global funds

<sup>1</sup>Source Albourne. Target Deal Returns are based on manager underwriting of deals in each respective strategy.

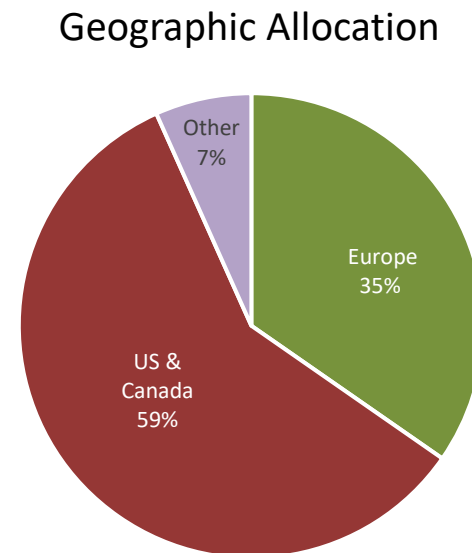
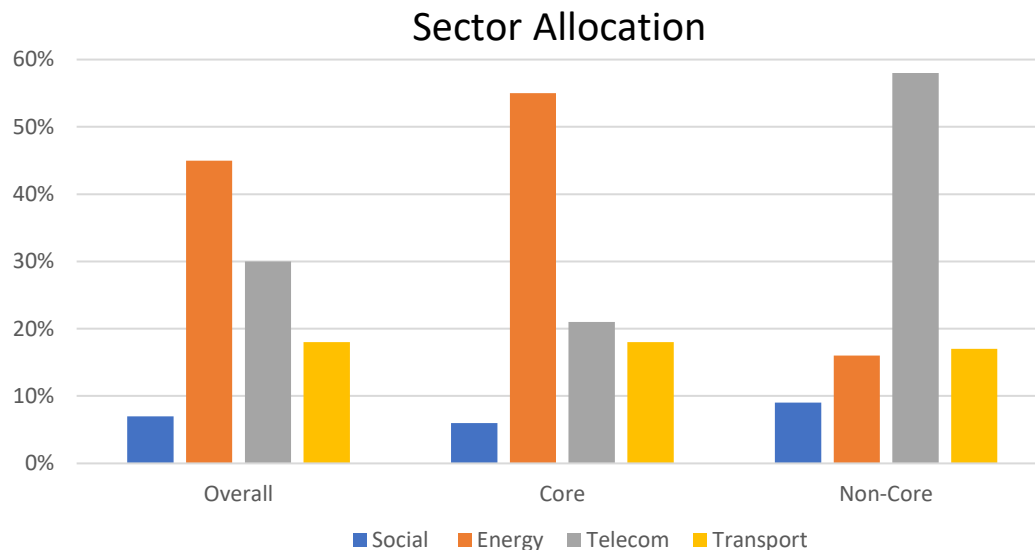
<sup>2</sup>Source Albourne. Expected Net Fund Returns are Albourne's estimated loss-adjusted IRRs, net of fees, for funds in each respective strategy.





# Infrastructure Sector & Geographic Exposure

Estimated Infrastructure Portfolio at committed capital amounts



Sector Proposed Allocation Range	Energy	Telecom	Transport	Social
Core/Core+	35 - 65%	10 - 40%	5 - 25%	0 - 20%
Non-core	35 - 65%	10 - 40%	5 - 25%	0 - 20%

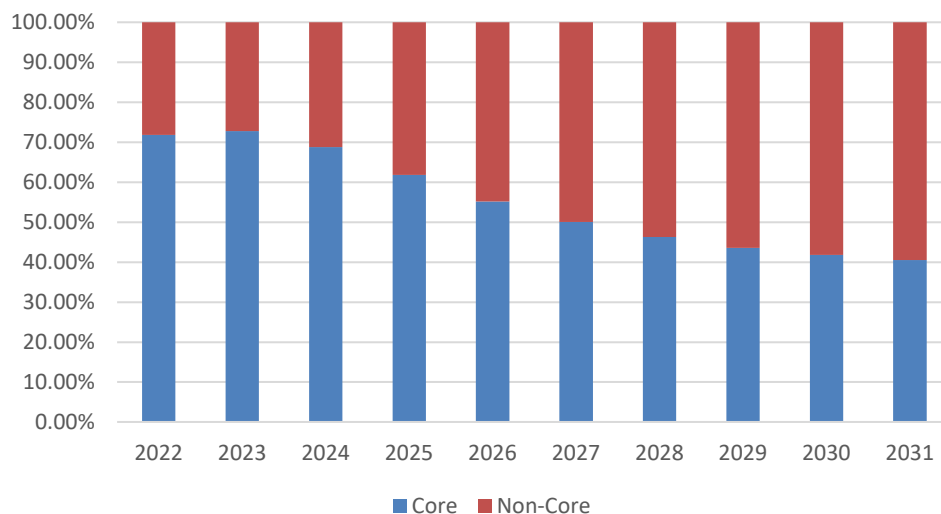
Geographical Exposure	US & Canada	Europe	Asia Pacific Developed	Rest of World
Proposed Allocation Range	25 - 75%	25% - 75%	0 - 25%	0 - 20%

# Infrastructure: Pacing & Commitment Schedule

	Current Commitment	Expected NAV end of 2024	SAA Target
Allocation Target as % of Total Fund	~2.5%	4%	5%

- Targeting 4% Infrastructure allocation (i.e. within 1% of target) by 2024
  - Targeting 5% Infrastructure allocation (i.e. full target allocation) by 2026
- Goals: Hit target allocation in prudent time frame; reduce vintage year risk; avoid greatly overshooting target
- Implementation: commit ~\$1.4B/year adjusted by total Fund growth

**Strategy Breakdown**  
(% of Invested Capital in Infrastructure)



## Core vs. Non-core split

- Oversize core commitment through open-ended funds in early years:
  - Less vintage risk (since assets valued on cash flow as opposed to multiple)
  - Core deploys in two years (vs. five years for non-core)
  - Core has higher cash yield giving more flexibility for re-investment
- Non-core progressively becomes a larger portion of allocation mainly due to return differential (i.e., 7% for core vs. 13% for non-core)

**Real Assets:**

**Natural Resources/Commodities**



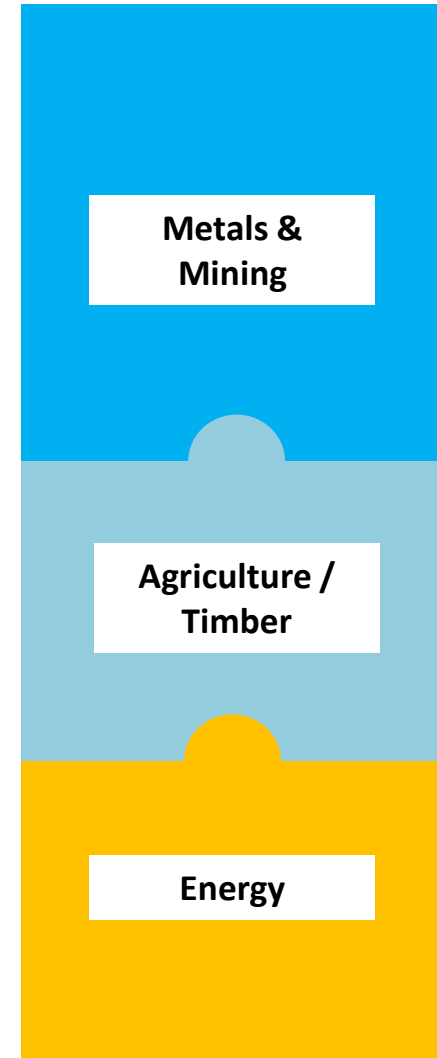
# Natural Resources Role & Objectives

## *Role*

- Diversify broad equity risk
- Serve as inflation hedge
- Generate income

## *Objectives*

- Generate income and / or stable capital appreciation
- Provide returns less correlated with broader markets
- Higher correlation to inflation



# Natural Resources Segments

Segment	Allocation Range	Private Deal Returns <sup>1</sup>	Private Fund Returns <sup>2</sup>
Metals & Mining	0 - 60%	12 - 25%	8 - 20%
Agriculture / Timberland	0 - 60%	7 - 20%	5 - 11%
Energy	0 - 60%	12 - 25%	10 - 20%

- Natural Resources at 3% of LACERA Fund allocation targeting inflation hedging, diversification, and income generation
- Current public markets portfolio: 2% in S&P Natural Resources Index + 2% in Commodities
- Natural Resources investments across public and private markets, provide flexibility for opportunistic and patient deployment of capital while still reaching 2% private allocation by 2026
- \$350-500MM in annual commitment expected

<sup>1</sup> Source Albourne. Target Deal Returns are underwriting targets, NOT realized results (i.e., not adjusted for potential losses).

<sup>2</sup> Source Albourne. Expected Net Fund Returns are estimated loss-adjusted IRRs (net of fees).



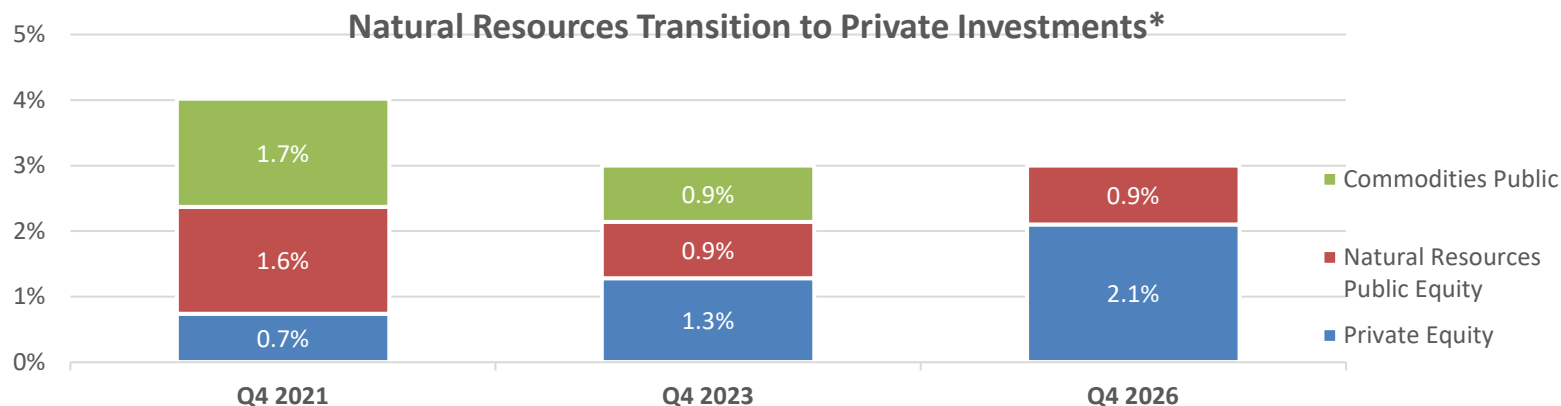
# Natural Resources Opportunities

Segment	Allocation	Public Markets	Private Markets
Metals & Mining	0 - 60%	Base and Precious Metals Companies	Private mining funds in Operating Projects or 2-3 years from development
<i>Geography</i> Majority Tier I OECD mining jurisdictions with select non-OECD exposures			
Agriculture / Timberland	0 - 60%	Ag Chemicals, Ag Products, Paper and Forestry	Core Farmland, Agriculture Infrastructure (Farmland+), Agribusiness, Timberland
<i>Geography</i> Primarily OECD, with select non-OECD exposures			
Energy	0 – 60%	Exploration and production companies, Downstream, Petrochemicals, Chemicals Renewable Fuels, Synthetic Biotech	Produced, Developed, and Producing oil and gas fields Energy transition and low carbon infrastructure
<i>Geography</i> Primarily OECD			

- Natural Resources segments targeted through a mix of private and public market investments
- Private and public market opportunities across segments, provide flexibility in targeting segment allocation
  - I. Private market long-term oil and gas investment present stranded asset risk, and potential for conflict with evolving ESG Climate considerations
  - II. Energy investments in select energy transition and low carbon primarily in Private Markets, with renewable power in infrastructure



# Natural Resources Modeled Transition to Private



- Current natural resources portfolio, which is primarily in public markets, is transitioning to a mix of public and private markets over next 4-5 years
- Public commodities declining over time, replaced by private investments
- Energy investment exposure through public and private markets
  - Stranded asset risk for long-term (8-12 year) private equity style oil and gas funds, which have historically been volatile, with performance more highly correlated to public markets
  - Private strategies focused on select energy transition opportunities such as renewable fuels, carbon mitigation and carbon capture



\* Assumes \$400MM invested in Q4 2021 secondary and is immediately deployed.

# Real Assets: TIPS





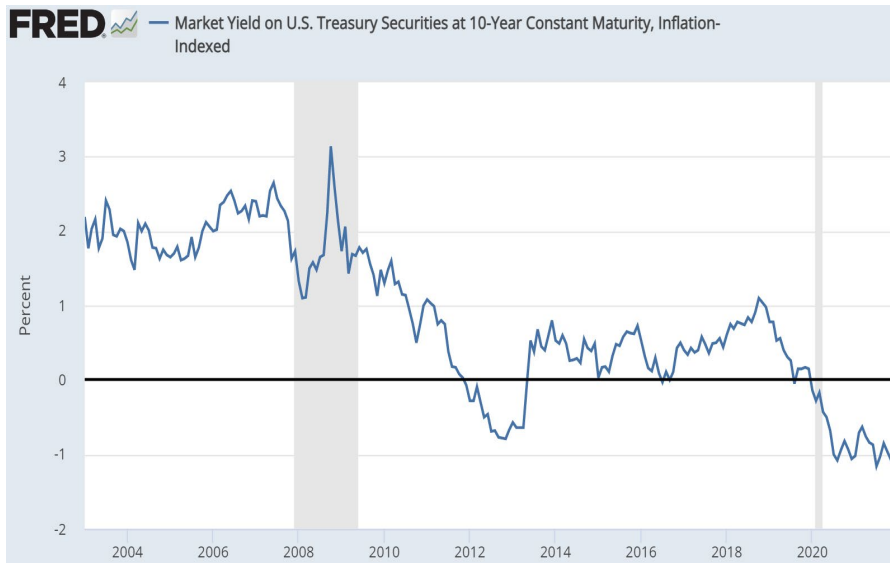
# TIPS Role and Objectives

## Role

- Inflation protection: Actual CPI + real yield
- Diversification to broad equity risk

## Objectives

- Generate returns based on actual inflation and increases in inflation expectations
- Low correlation to equities
- Hedge increases in unanticipated inflation
- Persistent low nominal bond yields and increasing inflation expectations\* result in lower real yields
- TIPS captured gains with reductions in real yields in 2019-2020
- TIPS cannot fully capture future inflation increases with currently negative real yields
- LACERA reduced underweight to TIPS in past year



\* Breakeven inflation measures the difference in the yield of a nominal US Treasury bond and the real yield of an equivalent-maturity inflation-protected bond (TIPS). It reflects an expectation at which the market is pricing inflation over the term of the securities.

# Real Assets: Next Steps



# Emerging Manager Program

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## *Program*

- Initiate RFP Process for Delegated Custom Real Assets Separate Account Private Fund Assets Portfolio managed up to 10% of allocation
- Size program up to \$400 MM in total commitments in initial launch of program

## *Objectives*

- Source and Commit to Funds early in fund firm's life cycle (Fund I or II) or at small fund size
- Manage consistent with LACERA's TIDE policies
- Potentially achieve attractive terms for: fees, future capacity rights, GP revenue share, or other LP friendly Fund terms

# Evaluation

## What has Worked:



### *Inflation Hedging*

Commodities have rebounded with inflation

### *Elements of Diversification*

All commodities have outperformed

Completion Portfolio has outperformed over full cycle

## Area for Refinement:



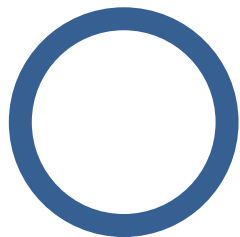
### *Exposure*

Higher correlation (beta) to public market within Real Assets

### **Private Investing Outlook**

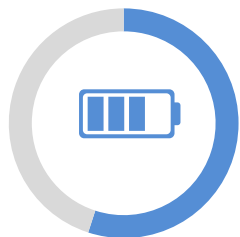
- Inaugural private investment in mining fund and approval for secondaries farmland fund
- Core Infrastructure yields are decreasing while higher returning opportunities with some commercial risk remain
- Oil and gas presents stranded asset risk for long-term commitments and timber has continued to lack in returns
- General paucity of agricultural and mining funds, selectively pursue agribusiness funds

# Strategic Initiatives



## Completed

- Committed approximately \$1.8 billion in private Real Assets (ex-Real Estate) to date, including open-ended funds
- Updated benchmarks more accurately reflect target portfolios



## In-Process

- Interim period with private investments replacing public market portfolios; continue Real Assets (ex-Real Estate) transition to private assets
- In addition to fund commitments, actively sourcing and evaluating co-investment opportunities; exploring alternative Real Asset structures



## Upcoming

- Further explore and consider fund investments in evolving opportunity set in private Energy Transition strategies

# Summary Investment Guidelines

## Recommendations

Infrastructure

Infrastructure Risk Sub-Category	Private Allocation Range
Core/Core+	50 - 75%
Non-core	25 - 50%

Infrastructure Sector Private Allocation Range	Energy	Telecom	Transport	Social
Core/Core+	35 - 65%	10 - 40%	5 - 25%	0 - 20%
Non-core	35 - 65%	10 - 40%	5 - 25%	0 - 20%

Infrastructure Private Geographical Exposure	US & Canada	Europe	Asia Pacific Developed	Rest of World
Proposed Allocation Range	25 - 75%	25% - 75%	0 - 25%	0 - 20%

Natural Resources

Natural Resources	Private Allocation Range
Energy	0-60%
Metals Mining	0-60%
Agriculture/Timber	0-60%

Private Investment Diversification Guidelines	
Manager Diversification	Total General Partner less than 30% of Infra or Natural Resources MV plus undrawn commitments
Fund Concentration	LACERA no more than 40% of Total LP commitments for each Fund
Minimum Commitment Size	\$10 MM



# Proposed New CIO Authority for Follow-on Real Assets Funds

## Recommendation

- Incorporate CIO Authority for Follow-on Funds into the Real Assets Investment Guidelines

	Description
<b>CIO Authority for Follow-on Funds</b>	<p>The CIO is authorized to approve capital commitments in follow-on-funds up to \$250 million per fund or up to a 25% fund ownership increase compared to LACERA's ownership percentage in the predecessor fund, provided:</p> <ol style="list-style-type: none"><li>LACERA's prior investments in each predecessor fund greater than three years old (based on the fund's inception or commencement of operations date) exceeds the benchmark net IRR and net MOIC median returns for the fund's sub-asset class strategy, and</li><li>There have been no material changes in the investment strategy or key persons, and</li><li>LACERA's Real Assets consultant concurs with the investment</li></ol> <p>The Board will receive written notification of all such actions from staff</p>

# Board Approved Delegated Co-Investment & Secondaries Authority (July 2021)

	Co-Investment Parameters	Secondaries Parameters
<b>Sourcing</b>	<ul style="list-style-type: none"> <li>Co-investments by Board-approved real asset GPs currently managing capital on behalf of LACERA</li> </ul>	<ul style="list-style-type: none"> <li>A fund managed by a GP in which LACERA is an existing real assets investor</li> </ul>
<b>Investment Size</b>	Up to \$50 million	
<b>Geography</b>	USA, Canada, Eurozone , UK, Australia, and NZ	Global with Majority of Assets in developed markets
<b>Deal Types</b>	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Natural Resources</li> </ul>	<ul style="list-style-type: none"> <li>Infrastructure and Natural Resources</li> <li>Fund must be at least 70% deployed, committed or reserved</li> <li>Fund must have been managed by current team for at least 3 years</li> </ul>
<b>Deal Exposure</b>	LACERA's ownership of co-investment asset or Fund not to exceed 1/3 of total under GP (combining co-invest & fund exposure)	
<b>Annual Capital Deployment</b>	\$250 million maximum cumulatively across co-investments and secondaries <sup>1</sup>	
<b>Advisory Confirmation</b>	Third party (Albourne) confirms LACERA's due diligence was satisfactorily followed	Third party advisor confirms valuation
<b>Monitoring Policy</b>	<ul style="list-style-type: none"> <li>Prompt notification to Board in writing of CIO-approved co-investments or secondaries</li> <li>Updates to BOI annually on capital deployed via co-investments &amp; secondaries</li> </ul>	

<sup>1</sup>This amount was initially \$100 million in the recommendation proposed to the Real Assets Committee. The Committee made a motion and approved an increase in this amount to \$250 million.



# Recommendation Summary

## Continue Private Asset Pacing in New Funds and Co-invests

- For Infrastructure, underwrite and commit to **\$125-\$250MM** Non-Core fund allocations to closed-ended funds and to **\$300-600 MM** Core fund allocations targeting an overall **5%** allocation in **4-5** years
- For Natural Resources underwrite and commit to **\$125-\$300MM** Non-Core natural resources fund allocations to closed-ended funds targeting an overall **3%** allocation in **4-5** years
- Evaluate and commit to co-investment opportunities when attractive and further align the portfolio with its objectives

## Revised Guidelines

- Adopt revised guidelines on slides **32, 33, and 34**

# Appendix



# Portfolio Structure Sub-Categories

Asset Class	Income Generation	Inflation Linkage	Diversification Benefits
<b>Infrastructure</b>			
Core/Core+	High	Medium	High
Non-Core	Medium	Medium	Medium
<b>Natural Resources</b>			
Metals & Mining	Low	Medium	Medium
Agriculture / Timberland	Medium	Medium	High
Energy	Medium	High	Low
Commodities	Low	High	High
<b>TIPS</b>	Low	Medium	High

## Real Assets (Excluding Real Estate)

- More defensive than public equities
- Mix of diversification, income generation, and inflation hedging

## Infrastructure

- Income generation and diversification

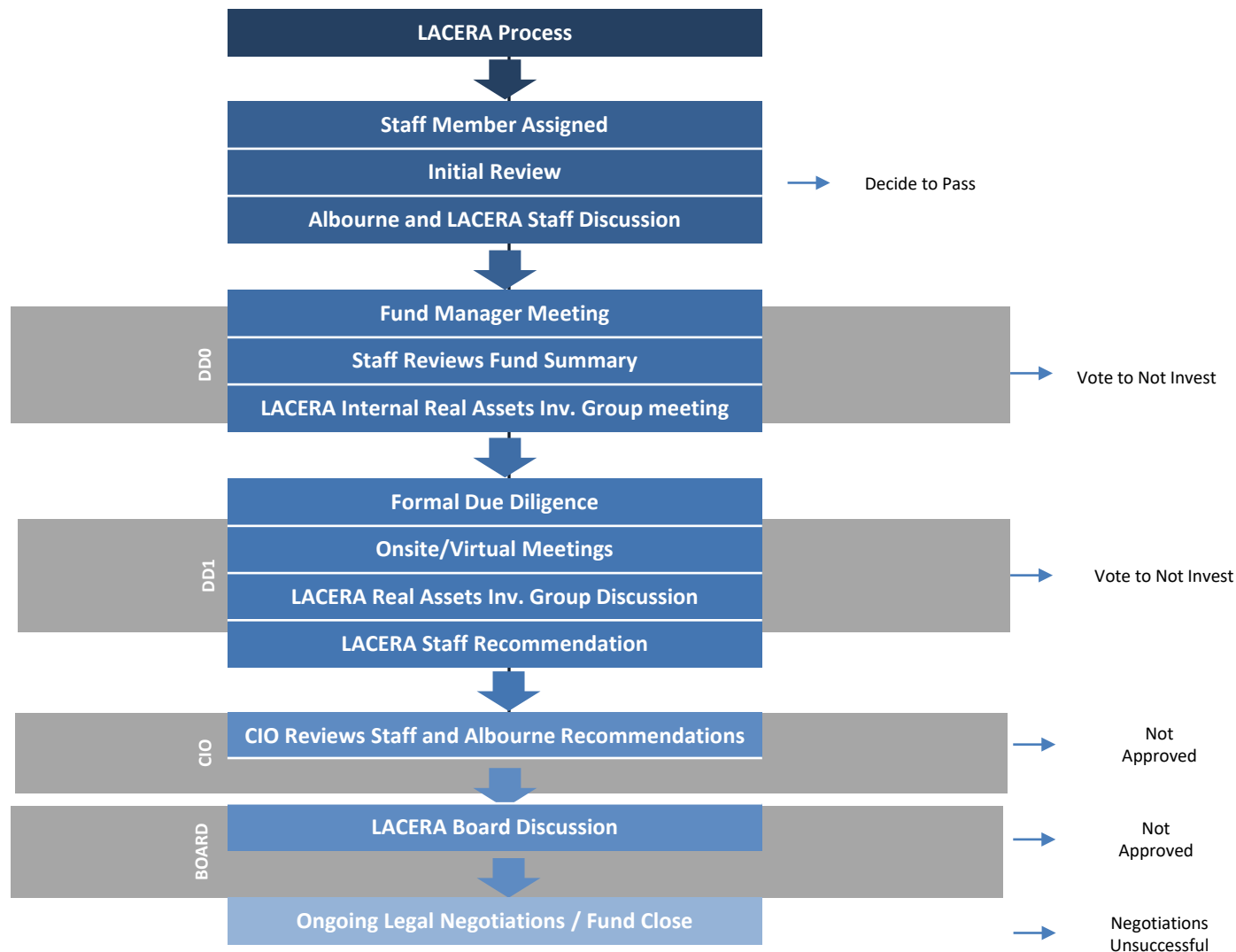
## Natural Resources & Commodities

- Agriculture / Timber diversifiers to broader markets
- Commodities, energy, mining, and agriculture inflation hedge

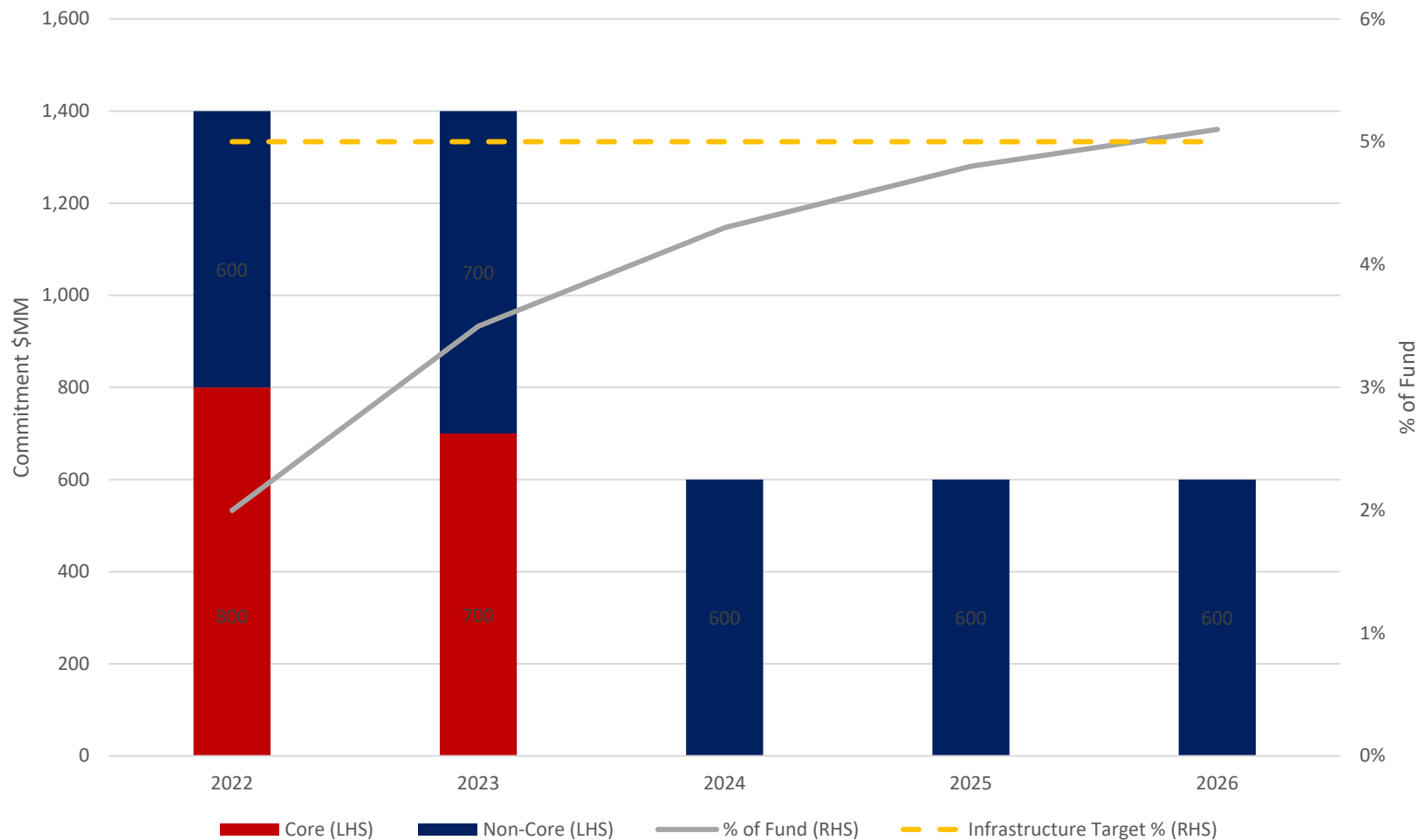
## TIPS

- Inflation linkage through direct return of CPI plus real yield over bond life
- Diversification by preservation in down markets and inflation linkage

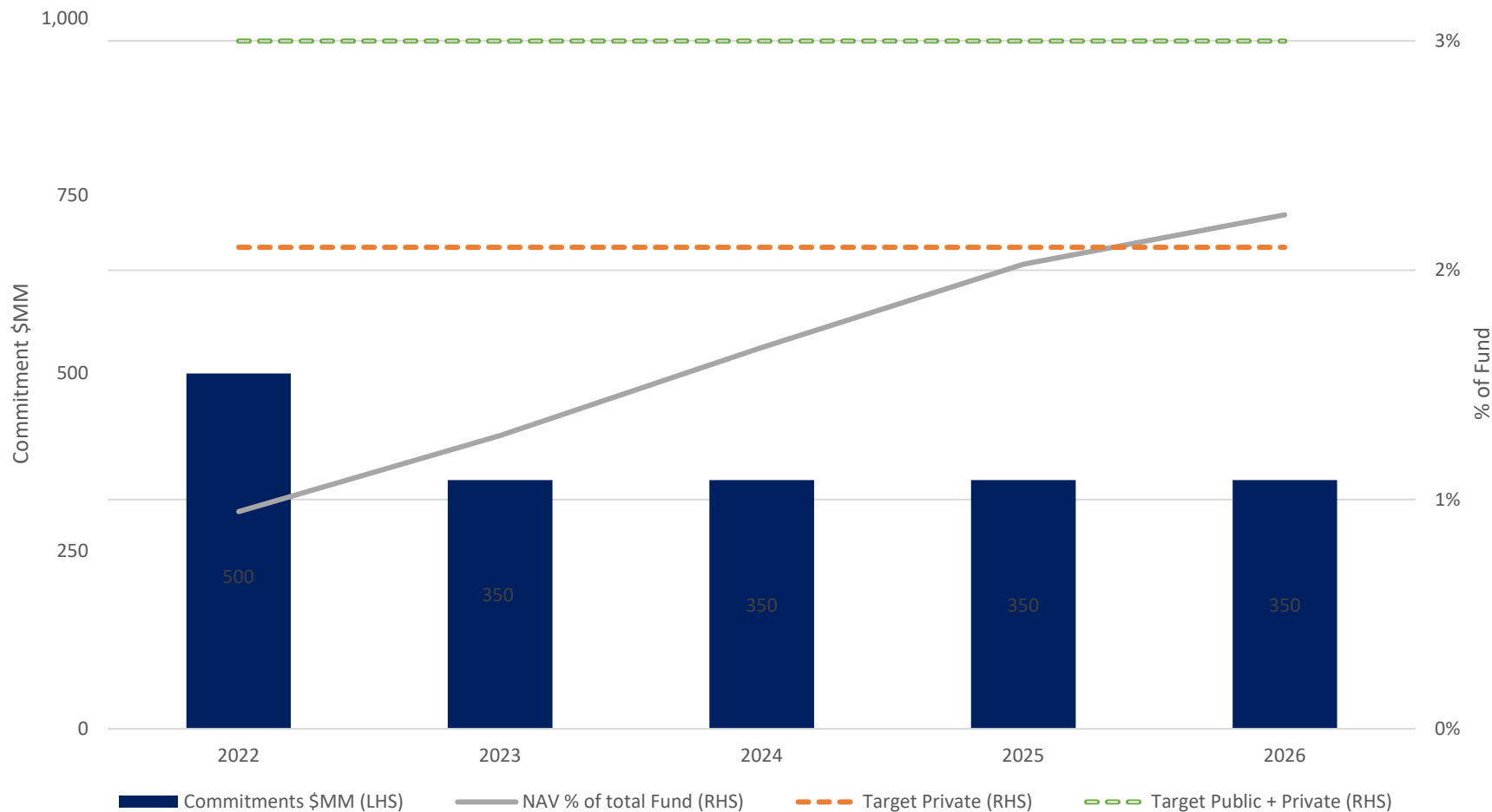
# Investment Process



# Investment Pacing: Infrastructure



# Investment Pacing: Natural Resources



Assumes: secondary purchase in 2021, and 0.9% of total Fund continues to be invested in public markets energy investments.  
Source Albourne.



## **LACERA Real Asset Structure Review Concurrence Memo**

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*December 20, 2021*

**To:** Each Member  
Real Assets and Inflation Hedges Committee  
Board of Investments

**From:** James Walsh, Mark White  
Albourne America LLC

**For:** January 12, 2022 Real Assets Committee Meeting

**Recommendation:** Albourne America LLC (“Albourne”) recommends that the 2021 Structure Review of LACERA’s Real Assets Portfolio be advanced to the Board of Investments for approval.

**Background:** Staff has prepared the 2021 Real Assets Structure Review for the Real Assets and Inflation Hedges Committee and the Board of Investments for its consideration and ultimately its approval. Albourne has reviewed the Structure Review and agrees with the recommendations.

The Structure Review re-asserts the Investment Role and Objectives last approved in November 2019, which emphasize income generation, inflation sensitivity, and diversification characteristics to benefit from complexity, illiquidity, and upside optionality. The Structural Review notes that, with the approval the portfolio will continue to be built out to a 17% total Strategic Target. Sub allocations are to increase infrastructure to 5% from 4% and reduce natural Resources from 4% to 3%. The Next Phase of this build out is anticipated to be implemented over 1-4 years with the potential inclusion of an Emerging Manager Program.

**Conclusion:** Staff’s Structure Review outlines the focus on current income generation, inflation sensitivity, and diversification. The review clearly establishes the objectives and parameters of the program and the actions necessary to move forward to meet targets.

Sincerely,



James Walsh  
Head of Portfolio Group



Mark White  
Senior Portfolio Analyst



## LACERA Real Asset Structure Review Concurrence Memo

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## **LACERA Real Asset Structure Review Concurrence Memo**

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January 25, 2022

TO: Trustees – Board of Investments

FROM: Jude Pérez   
Principal Investment Officer

Quoc Nguyen   
Investment Officer

Magdalia Armstrong   
Senior Investment Analyst

FOR: February 9, 2022 Board of Investments Meeting

**SUBJECT: GENERAL INVESTMENT CONSULTANT SEARCH RECOMMENDATION**

### **RECOMMENDATION**


Select Meketa Investment Group to provide general investment consulting services for the Pension Plan and OPEB Master Trust.

### **DISCUSSION**

As authorized by the Board of Investments in September 2021, the evaluation team has completed its review and assessment of the firms that responded to the RFP for the general investment consultant. The results of the evaluation are presented in **Attachment A**.

Attachment

Noted and Reviewed:

  
Jonathan Grabel  
Chief Investment Officer

JP:QN:MA:

# **General Investment Consultant (Pension Plan and OPEB Master Trust) Search Recommendation**

**Board of Investments**

**February 9, 2022**



Jude Pérez, Principal Investment Officer  
Quoc Nguyen, Investment Officer  
Magdalia Armstrong, Senior Investment Analyst

**LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION**



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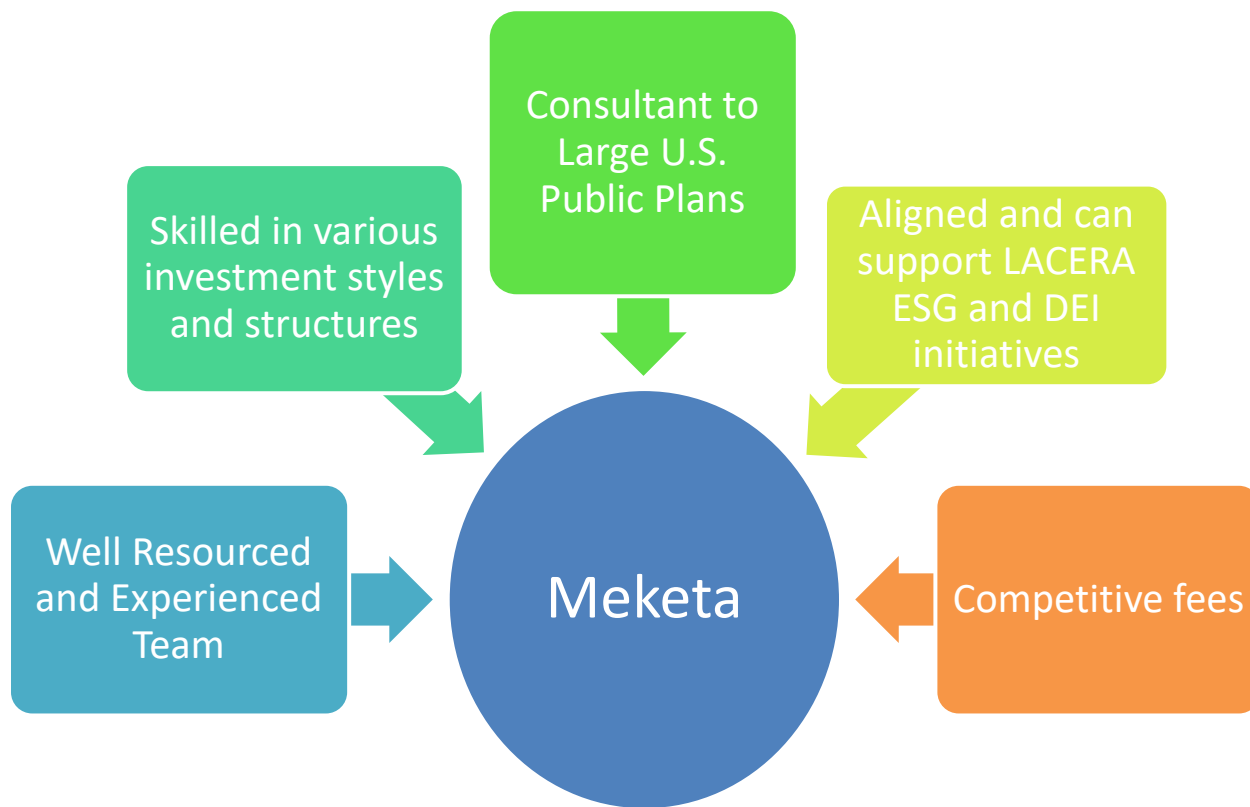
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- I. Pension Plan and OPEB Master Trust Overview
- II. Evaluation Process
- III. Observations and Rankings
- IV. Recommendation
- V. Appendix

# Recommendation

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The Evaluation Team recommends that the Board select Meketa to provide general investment consulting services. A description of the RFP process and support for the recommendation follows.



# Pension Plan and OPEB Overview



# Role of Pension Plan and OPEB Master Trust

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## Objectives of Investment Program

- LACERA follows a carefully planned and executed strategic investment program to Produce, Protect and Provide the promised benefits on behalf of members and beneficiaries.



## Investment Beliefs

- Collectively, the Investment beliefs provide a framework to guide LACERA's investment decisions with a long-term investment horizon in order to achieve the fund's objectives.



## Strategic Asset Allocation

- LACERA's strategic asset allocation is categorized into functional groups that are expected to diversify the fund and optimize growth while mitigating risks.

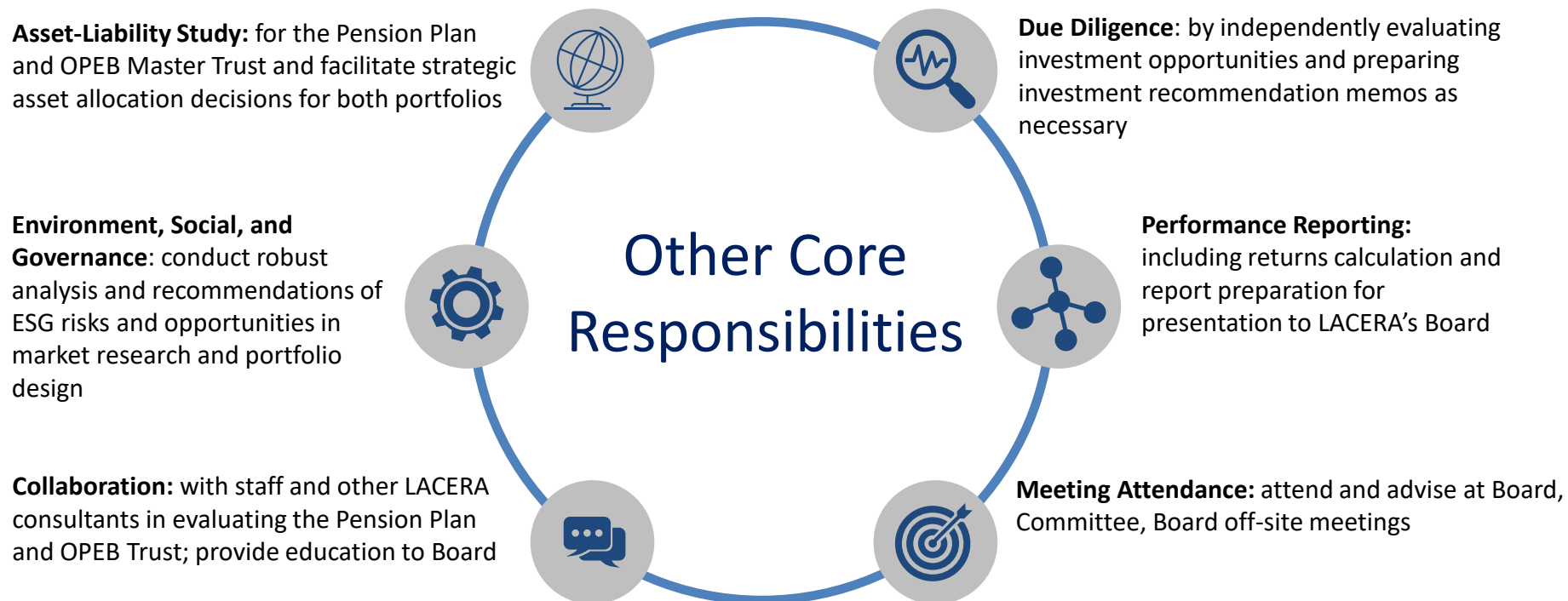


## Other Post-Employment Benefit Trusts (OPEB)

- The goal of OPEB's investment program is to provide employees and retirees of Los Angeles County, LACERA, and Los Angeles County Superior Court with post-employment health care benefits as promised.

# General Consultant Scope of Work

The general consultant will report to LACERA's Board of Investments and provide **strategic consulting services** for LACERA's Pension Plan and OPEB Master Trust portfolios





# Evaluation Process



# Evaluation Team

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## Evaluation Team

- Elizabeth Ginsberg, Trustee
- Patrick Jones, Trustee
- Gina Sanchez, Trustee
- Jude Pérez, Principal Investment Officer
- Scott Zdrazil, Senior Investment Officer
- Quoc Nguyen, Investment Officer
- Magdalia Armstrong, Senior Investment Analyst
- Terra Elijah, Investment Analyst

## Additional Participants during Finalist Interviews

- Jonathan Grabel, Chief Investment Officer
- Esmeralda Del Bosque, Acting Principal Investment Officer
- Vache Mahseredjian, Principal Investment Officer



# Evaluation Criteria

The Evaluation Team evaluated the responses, and each phase was scored independently

## Organization (14%)

Ownership structure, lines of business, global staffing and office location, company management, firm evolution since inception, and compliance

## Professional Staff (14%)

Primary investment team, experience, turnover, compensation, diversity and inclusion, and alignment

## Technology (14%)

Robust database tracking investment managers and comprehensive cyber security measures to safeguard data

## Service Model (14%)

Collaboration with staff and other LACERA consultants in evaluating the Pension Plan and OPEB Trust; provide education to Board

## Research Capabilities (14%)

Up-to-date information and research on investment industry

## ESG Capabilities (14%)

ESG research and portfolio integration tools and capabilities



## Fees (14%)

Proposed fees

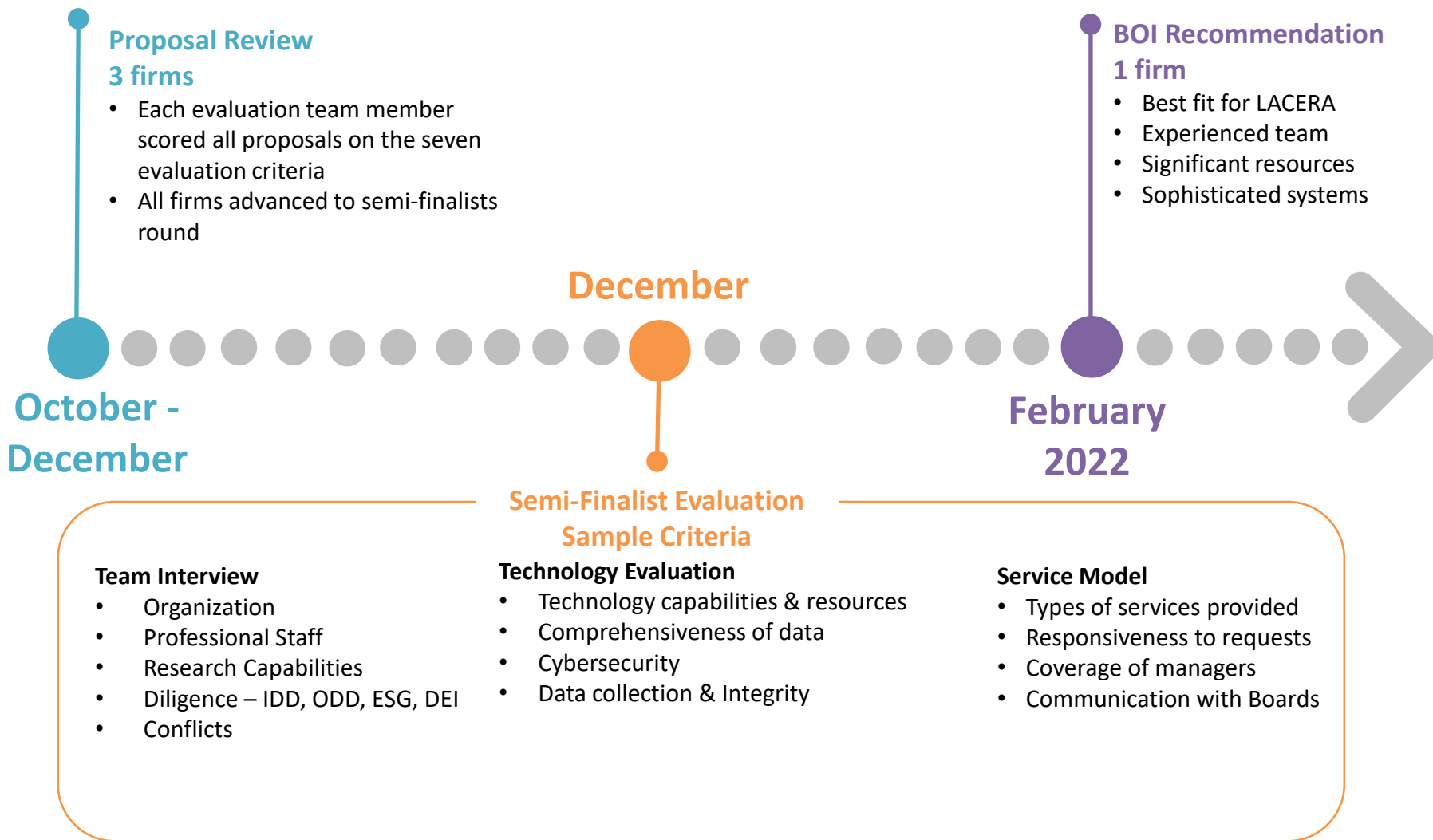
# Minimum Qualifications

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## All 3 firms that responded met the minimum qualifications

1. Advise at least ten (10) public and/or private pension funds. At least three (3) of the ten must be public funds, and at least three (3) must be funds with greater than \$10 billion assets under management.
2. The consulting firm must have a minimum of \$100 billion of assets under advisement.
3. The consulting firm must maintain or have access to a database with sufficient breadth to provide comparative information on investment portfolio attributes (e.g. risk, return and asset allocation).
4. The consulting firm must maintain or have access to a database(s) with sufficient breadth to assist, when necessary, with manager research and analysis.
5. The lead consultant assigned to this account must have a minimum of ten years relevant investment experience, the majority of which must be either as a consultant or as a plan sponsor.
6. Must agree to be a fiduciary to LACERA under California and other applicable law.
7. Must be registered as an investment advisor under the Investment Advisers Act of 1940.

# Evaluation Timeline



# Observations and Rankings



# Proposal Review

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Three responding firms and initial evaluation conclusions are identified below:

Firm (alphabetical order)	Evaluation of written RFP	Evaluation after interviews	Advanced to BOI for recommendation
Callan	Advanced to interviews	Advanced as finalist	
Meketa	Advanced to interviews	Advanced as finalist	Recommend
NEPC	Advanced to interviews	Advanced as finalist	

# Evaluation Observations and Rankings

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Interactive  
Collaboration



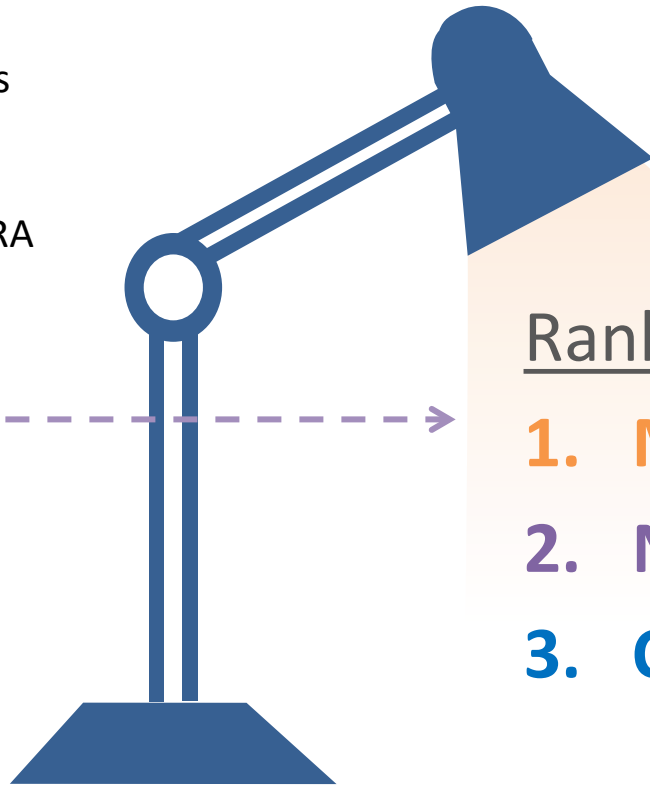
Measured Process



Considered LACERA  
Specific Needs



Final Rankings



Rankings:

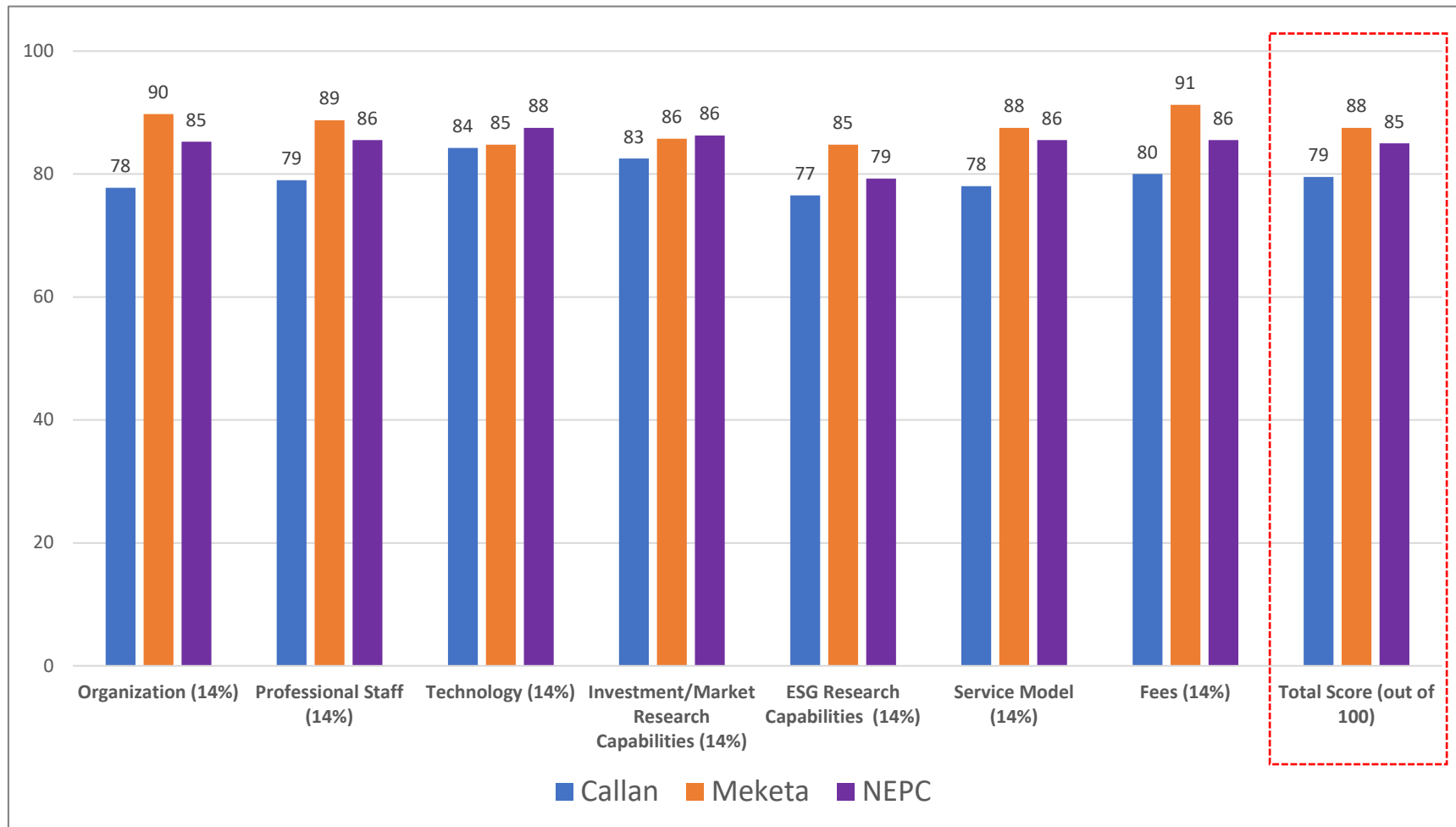
**1. Meketa**

**2. NEPC**

**3. Callan**



# Finalist – Evaluation Scoring



# Finalist – Fee Proposals

Fee Terms	Callan (Scenario 1)	Callan (Scenario 2)	Meketa	NEPC
Annual Fee	\$485,000  <b>with approx. 2% YOY increase adjustment</b>	\$710,000  <b>with approx. 1.4% YOY increase adjustment</b>	\$575,000  <b>with 3% YOY increase adjustment</b>	\$650,000  <b>with YOY inflation adjustment</b>
Notes	This fee does <u>not</u> include performance calculation for private markets	This fee includes performance calculation for private markets	Proposed prospective incremental fees for ESG-related capital market research; to be addressed in contract discussion, if approved	

# Finalists – Firm Diversity, Equity, and Inclusion

Like LACERA, all firms highly value and support diversity, equity and inclusion (“DEI”) based on each firm’s initiatives to improve diversity within the industry, the number of organizations that they actively support which are also dedicated to promoting greater diversity, and the in-depth DEI analysis that is incorporated into their fund diligence

Diversity and Inclusion Items	Callan	Meketa	NEPC
Percent of firm leadership and investment team that are women and/or people of color	50%	54%	41%
Diversity and inclusion policy	Yes	Yes	Yes
Workplace anti-harassment policy	Yes	Yes	Yes
Demographics of investment team and firm leadership, as reported:			
a. Percentage of women in executive and investments team:	34%	37%	29%
b. Percentage of people of color in executive and investments team:	26%	29%	20%
c. Percentage of people identifying as LGBTQ+ in executive and investments team:	Not disclosed	Not disclosed	Not disclosed
Known EEO regulatory or litigation track record, as reported and researched for past 12 years, if any:	No	No	No
Notable initiatives, objectives, and strategies addressing Diversity and Inclusion (including any efforts to improve firm’s track record):	<ul style="list-style-type: none"> <li>Callan formalized its diversity, equity, and belonging (DEB) strategy. The strategy will emphasize training, retention, and recruitment.</li> <li>Other Goals for DEB strategy include: <i>Workplace</i> (inclusive and equitable firm culture; <i>Marketplace</i> (Increase targeted outreach to diverse-owned firms. Develop internal and external messaging protocol to acknowledge inequality in communities)</li> <li>Internal objective to continue to improve upon demographics within female and people of color cohorts; over last 3 years, over 50% of firm’s new hires were women or minorities</li> <li>External objective to promote diversity in the investment community; established <i>Emerging and Diverse Manager Committee</i></li> <li>Established a <i>Diversity and Inclusion Advisory Board</i>, serves to provide oversight and guidance over the firm’s efforts; continually measure diversity at the firm</li> <li>Board oversees recruitment, training, and promotes diversity in the investment community</li> </ul>		

# Recommendation



**The Evaluation Team recommends that the Board:**

- **Select Meketa to continue providing general investment consulting services for the Pension Plan and OPEB Trust**
- **Request a client service team consisting of**

Designated lead consultants: Tim Filla, Managing Principal, and Aysun Kilic, Executive Vice President

Oversight and strategic counsel: Stephen McCourt, Co-CEO, and Leandro Festino, Managing Principal

The proposed team structure aims to:

- Benefit from both a dedicated, focused team and executive-level strategic counsel
- Combine a dedicated consultant familiar with LACERA and a new voice who may bring fresh perspective
- Encourage periodic partner rotation, in line with expectations of auditor partners at public companies

*Rationale for this recommendation is described on the following slides*

*Merits and concerns for the other finalist candidate appears in the Appendix*

# Meketa – Firm Overview

## PENSION FUND CONSULTING EXPERIENCE

- Firm began providing pension fund consulting services in 1978 and began consulting to public plans in 1998
- Provides consulting services to large U.S. public pensions including CalPERS, CalSTRS, Oregon State Treasury, and is LACERA's existing general consultant
- Currently, the firm advises on \$1.8 trillion in assets

## INDEPENDENT FIRM WITH ONE LINE OF BUSINESS

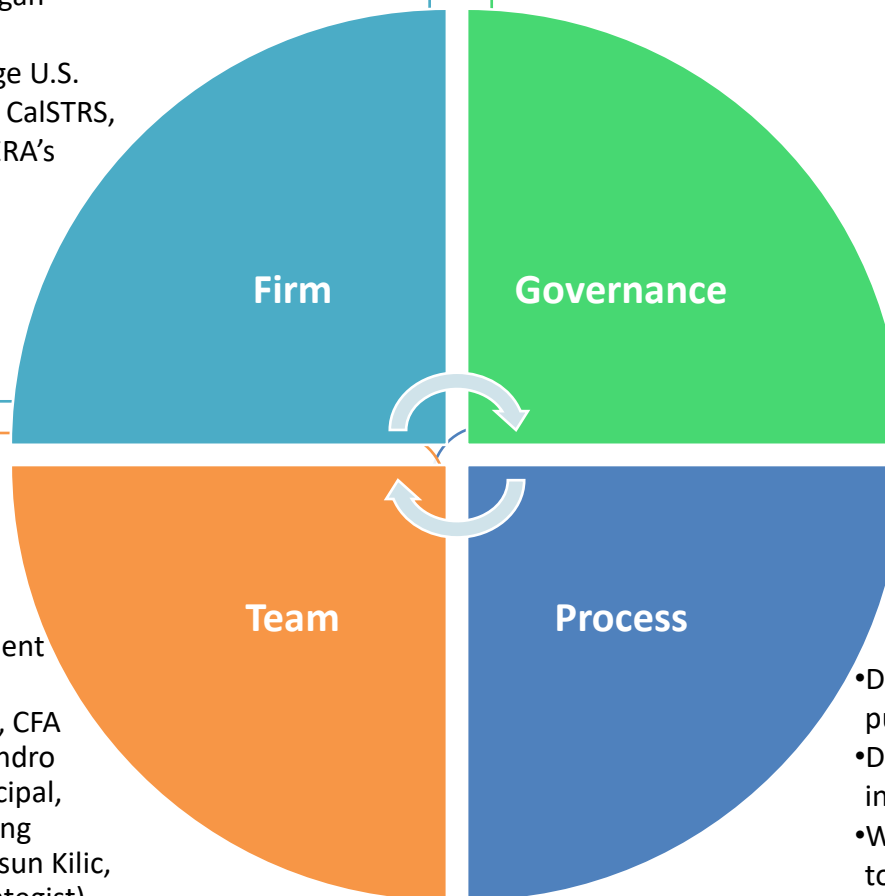
- Firm is independently owned by 71 of its employees
- 100% of the firm's revenues are from consulting services. The firm does not have any product offerings or any other lines of business
- Meketa is currently integrated into LACERA's business continuity plan

## DEPTH OF TEAM & RESOURCES

- Staff of 232, including 158 investment professionals
- Proposed Team: Stephen McCourt, CFA (Managing Principal, Co-CEO), Leandro Festino, CFA, CAIA (Managing Principal, Consultant), Timothy Filla (Managing Principal, Portfolio Consultant), Aysun Kilic, CFA (EVP, Consultant/Portfolio Strategist)

## ROBUST ASSET ALLOCATION & INVESTMENT RESEARCH PROCESS

- Deep roster of due diligence staff and public and private markets
- Diversity, Equity, and Inclusion and ESG integrated into investment process
- Wide array of portfolio optimization tools (High Dimension Optimization, Alpha Assumptions, Sequence of Returns)



# Meketa – Merits and Concerns

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## Merits

1. **Well Resourced and Experienced:** Meketa has over \$1.8 trillion of assets under advisement “AUA” with a large majority of the AUA coming from pension assets. The firm has 158 investment professionals and has over 200 clients across defined benefit plans, defined contribution plans, endowments, and foundations. The firm has the lowest ratio of consultants to clients of the three RFP respondents (3.3 to 1).
2. **Independent and Few Conflicts:** The firm is 100% independently owned by 71 of its employees. The firm is not influenced by public shareholders or outside investors. Further, the firm’s only service offering is consulting services (discretionary and non-discretionary) and does not have any investment products or sell research to outside third parties.
3. **ESG Research Capabilities:** Meketa worked with LACERA to develop new modelling to incorporate climate change-related stress testing into capital market expectations and strategic asset allocation modelling, which neither of the other firms currently offers. Meketa has an internal ESG coordinating committee.
4. **One of the Largest Investment Consultants in U.S.:** with over 200 clients and \$1.8 trillion of AUA, Meketa is one of the largest provider of general and specialty investment consultant services in the U.S. The breadth of clients can give immediate access to information regarding the priorities and strategic objectives of other institutional investors like LACERA for benchmarking and research purposes.
5. **DEI Efforts Stem From the Top:** The Co-CEO and other senior principals comprise the firm’s Diversity Leadership Committee and coordinate with three other Meketa committees (Emerging & Diverse Manager, ESG, and Corporate Responsibility) to guide their DEI strategic initiatives with the purpose of improving the outcomes of their service offering and client portfolios.
6. **Current Provider of Consulting Services to LACERA:** Firm is the current general consultant service provider to LACERA and is familiar with LACERA’s organization, portfolio, and investment beliefs.

# Meketa – Merits and Concerns (Continued)

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## Concerns

1. **Growth in AUA:** Growth in assets under advisement has approximately doubled in recent years which may require LACERA's lead consultant, Stephen McCourt, Meketa's Co-CEO, and other senior members to focus more on business-related matters and/or other clients.

**Mitigant:** AUA expansion has primarily been due to the merger with Pension Consulting Alliance in 2019 which also added additional professional investment consultants and clients to Meketa. The client to consultant ratio remains low at 3.3 to 1 which is the best among the three RFP respondents. Further, the Evaluation Team recommends that should the Board select Meketa the Board should request to elevate the roles of Tim Filla, Managing Principal, and Ayson Kilic, Executive Vice President, to lead consultants.

2. **Potential Conflict of Interest:** Provides both non-discretionary consulting and discretionary consulting services (i.e., Outsourced Chief Investment Officer "OCIO" service). The concern is that OCIO clients may receive a higher service level than non-discretionary clients, which is the mandate requested of this RFP.

**Mitigant:** While 30% of the firm's revenue comes from the discretionary OCIO business, the service levels with regards to portfolio advisement and manager due diligence is the same for both Meketa's discretionary and non-discretionary clients.

**Technology/Client Portal:** Meketa's has lagged with providing a robust investment research portal for its clients

**Mitigant:** Meketa has revamped its client research portal which is currently in beta testing phase. Our early evaluation determines that the portal is additive to our investment research needs. If Meketa is selected, staff will continue to evaluate the capabilities of Meketa's client portal.



# Meketa Client Team

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**Leandro A. Festino, CFA, CAIA – Managing Principal/Consultant** Mr. Festino, Managing Principal, started his career in the investment consulting industry in 1999 and joined Meketa Investment Group in 2003. He primarily focuses on advising public pension plans in both general and private markets consulting mandates. His consulting work includes investment policy design and asset allocation modeling, in addition to analysis of manager and fund performance. Mr. Festino is a member of the firm's ESG Investing Committee. A frequent speaker at industry events, Mr. Festino holds both the Chartered Financial Analyst, and Chartered Alternative Investment Analyst designations. He is also a Trustee and member of the Investment Committee of the University of San Diego. Mr. Festino was Captain of the University of Evansville's tennis team and a world ranked tennis player on the ATP Tour. He received an MBA degree with honors from Boston College and an undergraduate degree in Economics and Mathematics from the University of Evansville.



**Tim Filla, CAIA, CSRIC – Managing Principal/Portfolio Consultant** Mr. Filla joined Meketa Investment Group in 2016 and has 22 years of investment management industry experience. He serves as a consultant on various defined benefit and health & welfare funds, public funds and non-profits. Mr. Filla's work includes the development of asset allocation and investment policies, as well as providing oversight and performance assessment of client portfolios. He is responsible for portfolio management of several of the firm's discretionary client portfolios. Mr. Filla is a member of the Global Macroeconomic Investment, and Meketa's Fiduciary Management (OCIO) Investment Committees. Prior to joining the firm, Mr. Filla worked as a portfolio manager and a research analyst at a number of large investment management firms including Conventus Capital, Jasinkiewicz Capital Management (JCM), RNK Capital, and George Weiss Associates. Mr. Filla received a Bachelor of Arts degree from the University of Pennsylvania. Mr. Filla holds the Chartered Alternative Investment Analyst (CAIA) designation and is a member of the CAIA Association®. He also holds the Chartered Socially Responsible Investing Counselor (CSRIC) designation.



**Aysun Kilic, CFA – Executive Vice President/Portfolio Strategist** Ms. Kilic joined Meketa Investment Group in August 2021 and has been in the financial services industry since 2003. An Executive Vice President of the firm, she serves as a consultant to both non-discretionary and OCIO/discretionary clients. Her work for the firm includes investment policy design and asset allocation modeling, in addition to the analysis of manager and fund performance. Prior to joining the firm, Ms. Kilic served as a Managing Director of Institutional Distribution at Rothschild & Co. Asset Management. Previously she was a Vice President in Consultant Relations at American Century Investments. Earlier in her career, she spent several years at Wilshire Associates in various manager research roles, culminating in the position of Head of Traditional Strategies. There she was also a voting member of the Investment Committee for their Funds Management Division and served as the Head of Fiduciary Services Oversight Committee. Ms. Kilic holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Society Los Angeles chapter. She received her Bachelor of Science degree from Middle East Technical University, and her Master of Science degree in Financial Engineering from Claremont Graduate University, qualifying as a member of the Beta Gamma Sigma Honor Society.

# Meketa Client Team

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**Stephen P. McCourt, CFA – Managing Principal/Co-Chief Executive Officer** Mr. McCourt joined Meketa Investment Group in 1994 and has over 25 years of investment experience. Mr. McCourt is a Managing Principal and Co-Chief Executive Officer of the firm. He serves as the lead consultant for several institutional funds, with public, Taft-Hartley, endowment, and non-profit plan sponsors. His consulting work includes investment policy design, strategic and tactical asset allocation modeling, asset-liability modeling, investment education, and investment manager analysis. In addition, Mr. McCourt sits on our firm's Board of Directors and is a member of our Private Markets Policy, Meketa's Fiduciary Management (OCIO) Investment, and Diversity Leadership Committees. Mr. McCourt sits on the Steering Committee of the University of California, San Diego (UCSD) Economics Roundtable. He is also a member of the UCSD Economics Leadership Council, which strives to bridge research theory with practical real-world experiences. He speaks at numerous industry events including the Investment Education Symposium, the Corporate Funds Summit, the Endowment and Foundation Forum, the Global Investing Summit, the Private Equity Summit, and the International Foundation of Employee Benefit Plans (IFEBC) Annual Employee Benefits Conference. Mr. McCourt's research papers entitled "Monitoring Investment Managers" and "Pension Fund Investing and the State of American Public Finance" have been published in the IFEBC's Employee Benefit Issues publication. He received his graduate degree, a Master of Liberal Arts (ALM) in History, from Harvard University, and his undergraduate degree in Economics and Political Science from the University of Vermont. Mr. McCourt received the Chartered Financial Analyst designation from the CFA Institute and is a member of the CFA Society of San Diego. He is also a member of the International Foundation of Employee Benefit Plans.



**Imran Zahid – Assistant Vice President/Senior Investment Analyst** Mr. Zahid joined Meketa Investment Group in 2021 and has been in the investment consulting industry for 16 years. An Assistant Vice President of the firm, he serves as a senior investment analyst on various defined benefit and health & welfare funds, with Taft-Hartley, non-profit, and public plan sponsors. Prior to joining the firm, Mr. Zahid served as an Assistant Vice President, Senior OCIO Analyst at Marquette Associates for over five years where he supported consultants in with client service and was responsible for the daily administration and management of a number of discretionary portfolios while also serving as a voting member of the firm's OCIO committee. Prior to that, Mr. Zahid served as a senior research analyst at Alan Biller & Associates where he was responsible for both public and private markets coverage. Mr. Zahid began his career in investment consulting with Marco Consulting Group as an investment analyst performing due diligence across equity, fixed income, and alternative strategies. He received an undergraduate degree from Baruch College with a concentration in Finance and Investments.

# Appendix



## Merits

1. **Organization:** established national firm with \$1.3T in AUA with more than 50% of assets representing pension clients; independently-owned firm where equity is distributed among 45 partners; no M&A distractions at the moment
2. **Professional Staff:** deep bench of investment professionals; service team is well-experienced and works with notable peers; succession planning in place
3. **Investment/Market Research:** well-experienced team with very good investment due diligence protocol and dedicated operational due diligence team; collaborate with the firm's internal Technology group to assist research team on cybersecurity topics

## Concerns

1. **Professional Staff:** client to consultant ratio is 6:1  
**Mitigant:** designated service team presented is 4 individuals
2. **ESG Research Capabilities:** ESG capacity is Strategic Asset Allocation and Capital Market Expectations modeling is limited  
**Mitigant:** many firms are in the nascent stage of developing this research, but some firms are further ahead

# Callan – Merits and Concerns

## Merits

1. **Organization:** established national firm with \$3.2T in AUA with more than 50% of assets representing pension clients; independently-owned firm where equity is distributed among 108 shareholders; no M&A distractions at the moment
2. **Professional Staff:** deep bench of investment professionals; service team is well-experienced and works with notable peers; succession planning in place
3. **Technology:** deep history of proprietary database with integration with eVestment Alliance
4. **Investment/Market Research:** well-experienced team with very good investment due diligence protocol

## Concerns

1. **Professional Staff:** Service Team is well-experienced but may become overstretched; client to consultant ratio is 6:1; US based with good dispersion but not globally staffed  
**Mitigant:** Evolution of virtual due diligence should enable team to expand international coverage
2. **ESG Research Capabilities:** ESG capacity in Strategic Asset Allocation and Capital Market Expectations modeling is limited  
**Mitigant:** many firms are in the nascent stage of developing this research, but some firms are further ahead
3. **Potential Conflicts:** 10-15% of firm's revenue comes from providing research to investment managers  
**Mitigant:** Callan discloses to all discretionary and non-discretionary clients which investment managers are research clients of Callan. This research team is separate from Callan's team that performs manager searches on behalf of consulting clients. Clients should be cognizant of this potential conflict.

January 24, 2022

TO: Each Trustee,  
Board of Investments

FROM: Steven P. Rice *SPR*  
Chief Counsel

FOR: February 9, 2022 Board of Investments Meeting

SUBJECT: LACERA 2022 Election for Fourth Member: Statement of Powers and Duties of Investments Board Trustees

### **RECOMMENDATION**

Approve the attached document entitled “Powers and Duties of Investments Board Trustees,” which will be included with the ballot materials for the 2022 election of the Fourth Member of the Board of Investments and posted on [lacera.com](http://lacera.com).

### **LEGAL AUTHORITY**

The information in the Power and Duties is based on the responsibilities of Board of Investments trustees under the California Constitution (Cal. Const., art XVI, § 17), the County Employees Retirement Law of 1937 (CERL) (Cal. Gov’t Code §§ 31450 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 fund investments and actuarial matters 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 election this year for the Board of Investments will include the Fourth Member (an active safety member seat currently held by Shawn Kehoe) 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 Investments 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](http://lacera.com), and they are available to stakeholders and the public 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 Power 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 Investments trustees. This section also addresses the monthly time commitment required of Board trustees. The Clapman Report recommends that an estimated time commitment be provided. The estimate in the attached proposal is unchanged from last year. Staff suggests that the Board carefully review the stated estimate of 60-80 hours per month based on actual past experience to ensure that it remains accurate. The only revision included in the proposal is an update of the amount of fund assets as of June 30, 2021.

***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 other revision is the addition of a reference to the Joint Organizational Governance Committee;
2. Pension Fund Investments. The only other revision is to clarify that the Board's monitoring is of the entire portfolio, not just the external managers;
3. Retiree Healthcare Funds. The amount of OPEB trust assets is updated as of June 30, 2021;

4. Contribution Rates and Actuarial Services. There are no other changes to this paragraph;
5. Securities Litigation. There are no other changes to this paragraph;
6. Other Fund Administration. To further explain the responsibilities of the Boards for personnel matters, new language was added concerning the Board of Investments' joint appointing authority with the Board of Retirement 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 Investments' sole responsibility for input on the Chief Investment Officer;
7. Retention and Oversight 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. There are no other changes.

## **CONCLUSION**

Based the information provided in this memo, it is recommended that the Board consider and approve the attached document entitled "Powers and Duties of Investments Board Trustees," which will be included with the ballot materials for the



Board of Investments

Re: Statement of Powers and Duties of Investments Board Trustees

January 24, 2022

Page 4

2022 election of the Fourth Member of the Board of Investments and posted on lacera.com, with such changes as the Board deems appropriate.

Attachment

c: Santos H. Kreimann  
Jonathan Grabel  
Luis Lugo  
JJ Popowich  
Luis Guglielmo  
Cynthia Martinez  
Barry Lew

## POWERS AND DUTIES

### OF INVESTMENTS BOARD ~~MEMBERS~~TRUSTEES

The Board of Investments 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 Board of Investments oversees investment of LACERA's pension retirement fund (\$~~58.271.6~~ billion as of June 30, 202~~10~~<sup>19</sup>) and determination of County and member contribution rates. In total, ~~members~~trustees of the Board of Investments can expect to commit as many as 60 to 80 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 Investments ~~members'~~trustees' duties include:

1. ***Board and Committee Meetings.*** The Board meets once each month unless otherwise specified, usually on the second Wednesday, with each meeting generally lasting from 4 to 6 hours. In addition to the time required to attend meetings, approximately 8 to 12 hours per meeting is required to prepare for meetings and review relevant materials developed by staff and management. 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 Retirement, including the Audit Committee and Joint Organizational Governance Committee. The Board of Retirement is a separate board having responsibility for overseeing general plan administration. Committee meetings may be held both before and after regular Board meetings, and at other times, and generally last 1 to 2 hours per committee plus additional preparation time of several hours.

2. ***Pension Fund Investments.*** The Board of Investments has exclusive control of all retirement system investments and is responsible for establishing investment beliefs and objectives, the asset allocation for the portfolio, strategies, policies, and governance processes, which are subject to change by Board action. The Board evaluates risk and return, including consideration of corporate governance issues. The Board makes these decisions based on information and input provided by staff and external consultants. Currently, LACERA's investment portfolio is, with a few exceptions, externally managed. The Board does not make individual investment selections for the externally managed portfolio; rather, it selects investment managers to make investments for LACERA in accordance with investment objectives and guidelines established by the Board. The Board of Investments and ~~its~~ staff then regularly monitor and evaluate the investment activities and results of ~~its managersthe~~ portfolio.
3. ***Retiree Healthcare Funds.*** Under agreement with the County and other participating employers, the Board of Investments manages and invests trust funds prepaid for future retiree healthcare benefits, which total ~~\$4.52.3~~ billion as of June 30, 20210.
4. ***Contribution Rates and Actuarial Services.*** Using an actuarial valuation process, the Board of Investments determines the level of contributions necessary to fund retirement benefits. The Board of Investments is responsible for setting actuarial valuation policies, selecting the actuary who will perform the valuation, and approving the actuarial valuation services provided. The actuary submits to the Board of Investments for the Board's approval such changes in County and member contribution rates as are necessary to fund retirement benefits.
5. ***Securities Litigation.*** The Board of Investments, with the assistance of counsel and staff, is charged with actively identifying, evaluating and monitoring securities class action lawsuits in which the fund has sustained a loss, and to determine whether the best interests of the fund are served by actively participating in such cases.
6. ***Other Fund Administration.*** A few administrative functions are shared with the Board of Retirement. 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 the approval of class specifications for LACERA's employees, the 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. The Board of Investments alone provides input

on the Chief Investment Officer's appointment and performance evaluation. Other personnel responsibilities are the responsibility of the Board of Retirement. The Board of Investments is not responsible for general administration of the retirement system and benefits. The Legislature assigned those responsibilities to the Board of Retirement.

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 system operations and aid the Board when appropriate.
8. ***Delegation.*** The day-to-day investment 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 investments and actuarial matters, 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 pension fund investments and investment management processes, actuarial matters, pension funding, pension fund governance, 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 investment 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 hours of time spent on a member's-trustee's responsibilities depending on the extent of the member's-trustee's organizational 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 investment operations further the delivery of plan benefits. The California Constitution requires that Board of Investments ~~members-trustees~~ have the following fiduciary duties as trustees of the fund:

1. ***Duty of Loyalty.*** The California Constitution provides that Board of Investments ~~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 Investments "shall diversify the investments of the system so as to minimize the risk of loss and to maximize the rate of return, unless under the circumstances it is clearly not prudent to do so." Governing law provides that the Board "may, in its discretion, invest, or delegate the authority to invest, the assets of the fund through the purchase, holding, or sale of any form or type of investment, financial instrument, or financial transaction when prudent in the informed opinion of the board." The Constitution further requires that Board ~~members-trustees~~ "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 investments of 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 investments of the system, follow the plan documents and other applicable law, and take corrective action when required to ensure the sound administration of the retirement fund's investments and the other matters under the responsibility of the Board of Investments 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. 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 INVESTMENTS ON FEBRUARY 10\_\_, 2021.

January 22, 2022

TO: Board Trustees  
Board of Investments

FOR: Board of Investments Meeting of February 9, 2022

SUBJECT: Infrastructure Investor Global Summit Berlin, Germany on March 21-24, 2022

The Infrastructure Investor Global Summit will be held on March 21-24, 2022 at the Hilton Hotel in Berlin, Germany. The industry's largest event will bring together the who's who of infrastructure for four days of unrivalled networking and content. Hear from infrastructure's best and brightest and connect with the world's largest gathering of institutional investors actively allocating to infrastructure. Furthermore, gain insights from inspirational out-of-industry keynotes and benefit from enhanced networking.

The main conference highlights include the following topics:

- Asset Allocators Views on the Latest Trends in the Energy Transition
- Mobilizing Investment for Clean Energy in Emerging Markets
- Making ESG Data Useful for Investment Strategy

Following are approximate conference and travel costs:

**Registration:** \$6,300.00

**Airfare:** \$5,000.00 - \$9,500.00  
(First/Business Class)

**Hotel:** \$260.00 per night plus tax (6 nights)  
Approx. Total: \$1,800.00

**Ground Transportation:**  
\$100.00 per day (6 days)  
Total: \$600.00

**Daily Per Diem & Incidentals:** \$113.00 per day (6 days) Total: \$678.00  
(The Registration Fee Includes Most Meals)

**Approximate Cost Per Traveler:** \$15,000.00 - \$19,500.00

If the registration fee is insufficient to pay the cost of the meals provided by the conference sponsor, LACERA must reimburse the sponsor for the actual cost of the meals, less any registration fee paid. Otherwise, the attendee will be deemed to have received a gift equal to the value of the meals, less any registration fee paid, under California's Political Reform Act.

#### **IT IS THEREFORE RECOMMENDED THAT YOUR BOARD:**

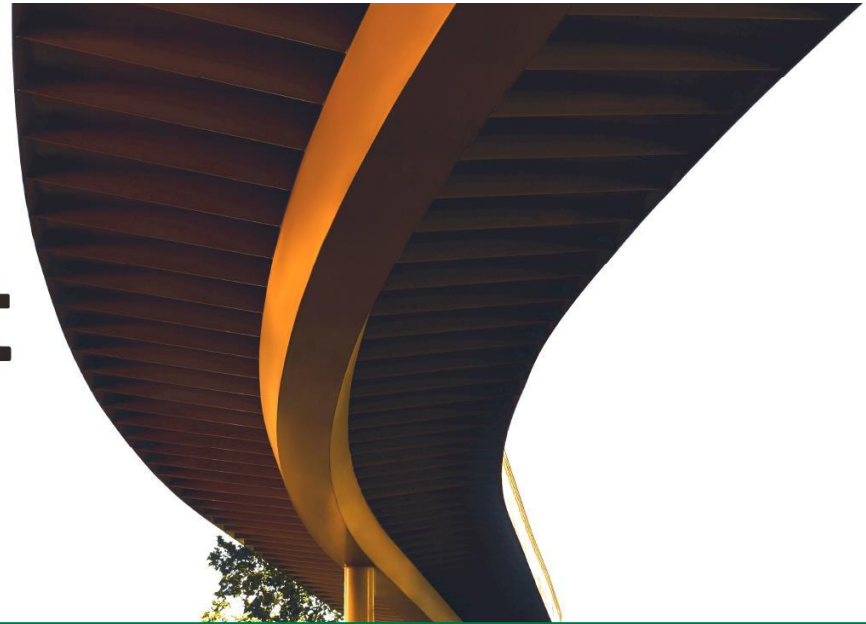
Approve attendance of Trustees at the Infrastructure Investor Global Summit on March 21 -24, 2022 in Berlin, Germany and approve reimbursement of all travel costs incurred in accordance with the Trustee Education and Travel Policies.



**Infrastructure  
Investor**

# **Global Summit Berlin 2022**

21 - 24 March



## **2022 Agenda**

### **Monday 21 March**

[Emerging Markets Forum](#) | [Social Infrastructure Forum](#) | [ESG & Sustainability Forum](#)

### **Tuesday 22 March**

[Global Investor Forum – Day one](#)

### **Wednesday 23 March**

[Global Investor Forum – Day two](#)

### **Thursday 24 March**

[Energy Transition Forum](#) | [Digital Infrastructure Forum](#) | [Infrastructure Debt Forum](#)



Monday 21 March

Emerging Markets Forum	Social Infrastructure Forum	ESG & Sustainability Forum
09:10 - 09:30 <b>Introduction from Infrastructure Investor and Welcome from the chair</b>	09:10 – 09:30 <b>Introduction from Infrastructure Investor and Welcome from the chair</b>	09:10 – 09:30 <b>Introduction from Infrastructure Investor and Welcome from the chair</b>
09:30 – 10:15 <b>How have emerging markets fared two years on from conception of the pandemic</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>How government spending in emerging markets has been impacted by covid-19</li> <li>Innovation in financing models to bring infrastructure development back on track in the emerging economies</li> <li>The impact of the pandemic on PPPs and new projects</li> </ul>	09:30 – 10:15 <b>Opening panel session: Re-defining social infrastructure</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>How the market now defines and measures social infrastructure</li> <li>Identifying the gaps in social infrastructure investment</li> <li>Identifying where the boundary is between social infrastructure and real estate and where investors can seek returns</li> </ul>	09:30 – 10:15 <b>What the EU taxonomy means for infrastructure funds</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>Seeing the taxonomy as more of an opportunity than a burden for managers</li> <li>What will make more infra funds sign up to science-based targets?</li> <li>What are the challenges around implementation?</li> </ul>
10:15 – 11:00 <b>The role of emerging markets in the climate battle</b> <ul style="list-style-type: none"> <li>What private investors are doing in relation to aiding climate adaptation</li> <li>The implications and opportunities that came out of COP-26 in relation to emerging market infrastructure</li> <li>How to mitigate the disproportionate exposure to climate change in emerging markets</li> </ul>	10:15 – 11:00 <b>Healthcare as an independent asset class</b> <ul style="list-style-type: none"> <li>How healthcare investment compares to infrastructure or private equity</li> <li>How healthcare investment priorities have developed, post Covid, with changing demographics</li> <li>How investing in healthcare increases the risk curve compared to the traditional sub sectors of infrastructure</li> </ul>	10:15 – 11:00 <b>How investors allocations are being impacted by ESG strategies of funds</b> <ul style="list-style-type: none"> <li>How are investors working with fund managers on more challenging investments?</li> <li>When and why are allocations being withdrawn due to ESG issues?</li> <li>Views on infra managers compared to other private market strategies</li> </ul>
11:00 – 11:30 <b>Coffee and networking</b>		

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

<p>11:30 – 12:15  <b>How to identify the correct financing models in emerging market investment</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• How different governmental bodies are attempting to make their markets more attractive to private capital</li> <li>• The evolving role of MDBs in emerging market investment</li> <li>• What needs to be done to streamline the link from private capital to projects within emerging markets</li> </ul>	<p>11:30 – 12:15  <b>Doing well and doing good: The opportunities and limitations of impact investing</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• How social infrastructure is a means to achieving the SDGs</li> <li>• How institutional investors navigate 'greenwashing' when investing in social infrastructure</li> <li>• How investors add quantitative assessments of the ESG credentials of their portfolios</li> </ul>	<p>11:30 – 12:15  <b>Working together with investment teams on value creation</b></p> <ul style="list-style-type: none"> <li>• How does an increased focus on sustainable infrastructure change the way deal teams/ESG teams must work together?</li> <li>• Partnering with assets to create value through ESG</li> <li>• Examples of work on ESG adding to multiple paid at exit</li> </ul>
<p>12:15 – 13:00  <b>Growth of impact investing in emerging markets</b></p> <ul style="list-style-type: none"> <li>• How institutional investors can navigate the different regulation requirements within emerging markets</li> <li>• Identifying best practice in impact investing in the emerging markets</li> <li>• Managing and controlling supply chain to help the move to net-zero</li> </ul>	<p>12:15 – 13:00  <b>Building back better? The global outlook on social infrastructure</b></p> <ul style="list-style-type: none"> <li>• What impact the Biden administration and the <i>Build Back Better</i> initiative had on the social infrastructure landscape in the US</li> <li>• What social infrastructure looks like in the emerging markets</li> <li>• Identifying if infrastructure investors are deploying capital in the right assets that countries need most</li> </ul>	<p>12:15 – 13:00  <b>Making ESG data useful for investment strategy</b></p> <ul style="list-style-type: none"> <li>• How can service providers make their offerings more relevant to infrastructure?</li> <li>• How are LP requests changing?</li> <li>• To what extent are reams of data being made use of in value creation?</li> </ul>
<p>13:00 – 14:00 <b>Networking lunch</b></p>		
<p>14:00 – 15:00  <b>Presentation: Expansion of infrastructure spending by global players in emerging markets</b></p>	<p>14:00 – 15:00  <b>Case Study: Just Transitions – World Bank Initiative</b></p>	<p>14:00 – 14:40  <b>The implications of COP-26 on investing in emerging markets</b></p> <ul style="list-style-type: none"> <li>• Defining what is meant by the just transition</li> <li>• Managing societal issues when investing in EM</li> <li>• Examples of successful EM investments which had a positive impact</li> </ul>

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		<p>14:40 – 15:00</p> <p><b>What is the FAST-Infra initiative?</b></p> <ul style="list-style-type: none"> <li>• Background to how it has developed</li> <li>• Why it could be a game changer for investors</li> <li>• How to get involved</li> </ul>
<p>15:00 – 15:30 <b>Coffee &amp; networking</b></p>		
<p>15:30 – 16:15</p> <p><b>The energy transition landscape in growth markets</b></p> <p><i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• How the global energy mix needs to change to meet growing demand, and how this can be done sustainably</li> <li>• What grid investment opportunities look like in frontier economies</li> <li>• The role base-load technology like large scale waste-to-energy and more efficient fossil fuels must play in the near future</li> </ul>	<p>15:30 - 16:15</p> <p><b>Treading carefully – the role of energy transition in moving towards net zero</b></p> <p><i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• How suppliers are managing the demand for social consideration in energy models in regards to supply chain</li> <li>• Which decarbonisation avenues receive the most substantial social acceptance</li> <li>• How to improve the measurement of local consequences, including employment efforts, of moving towards net zero</li> </ul>	<p>15:30 – 16:15</p> <p><b>Biodiversity and Infrastructure: Managing risk and adding value</b></p> <ul style="list-style-type: none"> <li>• Assessing the implications of COP-15 for investors</li> <li>• Outlining why the issue is so important from a risk perspective</li> <li>• Case studies of where addressing biodiversity has added value</li> </ul>
<p>16:15 – 17:00</p> <p><b>The digital revolution in emerging economies</b></p> <ul style="list-style-type: none"> <li>• Finding a place for fibre, towers and data centres within the emerging markets in a 5G world</li> <li>• How 5G and AI are contributing to eliminating the digital divide and connecting emerging economies</li> <li>• How covid-19 impacted the digital investment landscape, from rising digital provider demands to supply chain disruption</li> </ul>	<p>16:15 – 17:00</p> <p><b>The role, challenges, and changes of PPP structures</b></p> <ul style="list-style-type: none"> <li>• How to manage the strain on the public purse as we enter the post pandemic era</li> <li>• What has been learnt from PPP models based in developed markets</li> <li>• How returns have been compressed and the way to offset it</li> </ul>	<p>16:15 – 17:00</p> <p><b>Investor and Manager Scenario Session: Deal or No Deal</b></p> <p>The session will highlight the increased role of ESG in due diligence. A fund manager and an institutional investor will discuss a hypothetical investment opportunity with ESG issues. They will ask the questions they would ask in a real investment situation with specific infrastructure assets and reflect on the ESG risk of the investment. The audience will then be given the opportunity to quiz the presenters on their decisions and decide whether they would themselves invest.</p>

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

17:00 – 17:45 <b>Mitigating the perception of risk in emerging market investment</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• How to find new normalities to overcome weaker framework approaches</li> <li>• How investment gains can avoid reduction in sometimes volatile currencies</li> <li>• How government bodies reduce the perception of political risk in unstable environments</li> </ul>	17.00 – 17.45 <b>Social infrastructure investment vehicles: The old and the new</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• Identifying why there's a limited number of social infrastructure funds</li> <li>• To what extent are social infrastructure cashflows dependant on government funding</li> <li>• The importance of scale and whether there's a niche for smaller funds</li> </ul>	17.00 – 17:45 <b>Networking roundtables discussion</b>
17:45 <b>Closing comments from the chair</b>		

## Tuesday 22 March

# Global Investor Forum

08:30 – 08:50

### **Welcome from Infrastructure Investor**

*In-person & live streamed*

08:40 – 08:50

### **Chair's welcome**

*In-person & live streamed*

08:50 – 09:30

### **Keynote panel: Putting COP22 promises into action: What infrastructure investors can do today**

- How COP26 and climate change are affecting portfolio valuations
- Asset utilisation - how asset valuation will develop over the next decade
- Greenfield resilience and brownfield adaptation- what does building back better mean in this context?

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

09:30 – 10:10

**Is infrastructure adapting for a changing climate?**

*In-person & live streamed*

- Beyond clean energy- looking at energy storage, smart grids, decarbonisation and nature-based infrastructure
- Putting a price on physical climate risk
- Why adaptation and resilience can make a project bankable

10:10 – 10:50

**Keynote: Learn the art and science of leadership with Gillian Tett's anthropological take on business**

*In-person & live streamed*

- Learning how to make better decisions, navigate risk and work out what our peers are really thinking
- Empathising with alternative views and looking back at yourself with more perspective
- Avoiding tunnel vision and identifying 'social silences' which can block change

10:50 – 11:20

**Coffee and networking**

11:20 – 12:00

**Assessing the Fit for 55 package and the European outlook going forward**

*In-person & live streamed*

- Green infrastructure needs and the EU sustainable finance strategy
- Sectors in focus: key opportunities in energy, transport, and urban infrastructure
- How quickly are the deals going to start arriving?

12:00 – 12:40

**The infrastructure scorecard: A deep dive on opportunities in the US infrastructure market**

*In-person & live streamed*

- Assessing the Biden administration through an infrastructure lens
- Getting the bipartisan framework working: What the investor community needs to see
- State-level developments on introducing or upgrading P3 legislation

12:40 – 13:50

**Networking lunch**

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

Stream A - Sectors and strategies in focus	Stream B - The energy transition examined
<p>13:50 - 14:30  <b>Digital and smart infrastructure: Discussing risk and opportunity across the sector</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• FTTH - still the key investment opportunity or getting overheated?</li> <li>• Beyond fibre, towers and data centres: New areas of digital examined</li> <li>• Driving growth and monetizing total addressable market: Key questions for investors to ask of management teams</li> </ul>	<p>13:50 -14:30  <b>Defining the energy transition: Debating the changing shape of the energy market</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• Managing the transition to clean energy and what it means for funds and investors in the space</li> <li>• Making sure the right team and expertise is in place for a change of strategy</li> <li>• How to get investors comfortable with executing a net-zero product</li> </ul>
14.30 - 14.40 <b>Switchover time</b>	
<p>14.40-15.20  <b>The roadmap for more sustainable transport infrastructure</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• How to decarbonise and manage road assets</li> <li>• Key steps: managing the electrification of transport, facilitating sustainable fuels and reducing emissions</li> <li>• Solving the decarbonisation of the entire freight supply chain</li> </ul>	<p>14.40-15.20  <b>Less renewable? Exploring the darker side of the energy transition</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• From reactive to pre-emptive: Expanding the scope of green investment opportunities</li> <li>• The risk spectrum, exposure by sector and technological and market risks</li> <li>• Advancing a circular economy in the energy transition space</li> </ul>

15:20 – 15:50

## Coffee and networking

15:50 – 16:30

### Achieving net zero: The case for new nuclear and RAB financing

*In-person & live streamed*

- The importance of decarbonising the electricity grid
- How the regulated asset base model can bring down the cost of financing new nuclear
- Taking the lead on climate-smart investments for the future

16:30 – 17:10

### Global Keynote Panel: The big ideas shaping the industry in 2022 and beyond

*In-person & live streamed*

- The race to net zero- is the infrastructure industry doing enough?

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

- A results business: The latest on manager selection and performance monitoring
- Looking to the future: Identifying and expanding into new sectors

17:10 – 17:40

**The state of play: Examining investor strategies in 2022 and beyond**

- Top-down institutional preference, changing risk appetites and what gets the CIO interested
- A look at the disparity in investor interest for growth/core+ strategies versus core and supercore
- Balancing the investor portfolio in a post-pandemic environment

17.40 – 17.50

**Chair's summary and close of day one**

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

## Wednesday 23 March

# Global Investor Forum

08:00 – 09:00

### **Investor-only Think Tank session**

*(by invite only)*

Themes include:

- Consolidating manager relationships- separate and managed accounts, co-investments and more
- Creating investment structures and products to suit changing investor portfolio construction
- Alignment of interest issues- management fees, carry structures and assessing performance

09:00 – 09:15

### **Chair's welcome back**

*In-person & live streamed*

09.15 – 10.00

### **Keynote: A roadmap for the infrastructure asset class**

- Infrastructure market trends – The 3D's: decarbonisation, digitalisation, decentralisation
- Where is money moving? New markets, sectors and more
- Trends in motion- where are deals being done in the space?

10:00 – 10:40

### **Keeping the license to operate: The growing role of social issues in infrastructure**

*In-person & live streamed*

- Creating more sustainable businesses by improving social indicators
- Why social issues are as material as environmental and governance
- The new wave: how to address socioeconomic equality; diversity, equality and inclusion, digital rights and land issues

10:40 – 11:10

### **Coffee and networking**

11:10 – 11:50

### **Has the market accurately assessed valuations post-pandemic?**

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.



*In-person & live streamed*

- Getting frothy: Assessing prices for renewables and digital assets during the pandemic
- Public or private? Assessing differences in valuations between listed assets and those in the private markets
- Troubled sectors: Examining distressed opportunities for investors by sector or asset

11:50 – 12:30

**Keynote interview: How to get climate adaptation right**

*In-person & live streamed*

- Investing in resilience and why solutions are needed now
- Which assets face the greatest adaptation issues and why?
- Developing greater collaboration between the public and private sectors

12:30 – 13:40

**Networking lunch**

13:40 – 14:20

**Getting things moving again: The plan for transportation infrastructure**

*In-person & live streamed*

- More PPPs and where the development will happen: Ports, roads, airports and more
- The recovery of toll roads: more managed lanes, demand data and the future procurement process
- Undervalued assets and buying opportunities for transport investors

14:20 – 15:00

**Market update from Infrastructure Investor**

*In-person & live streamed*

Our reports analyse the current state of the infrastructure market and detail the significant trends affecting the asset class in each quarter. We review 2021 from a fundraising perspective and look ahead to trends for 2022, then discuss the findings with a panel of industry experts.

15:00 – 15:30

**Coffee and networking**

15:30 – 16:10

**Leadership, risk and volatility**

*In-person & live streamed*

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

- Making sense of 18 months of restrictions, risk and opportunity
- Accepting where risk is inevitable and what to do about it
- Balancing data privacy, commercial power and increased regulation

16:10 – 16:50

**The evolution of asset management before, during and after the pandemic**

*In-person & live streamed*

- How investors have managed their assets amid global travel restrictions
- Going digital: The importance of data and analytics in value creation
- AI, machine learning and more: Looking at innovation in infrastructure asset management

16:50 – 17:30

**Smart money: Sector-focused strategies to capitalise on market dislocations**

*In-person & live streamed*

- Comparing credit, distressed debt, turnaround and special situations with other strategies
- What do investors think of the various specialist strategies?
- Getting the timing right for new vehicles and products

17:30 – 17:40

**Chair's summary and close of Global Investor Forum**

*In-person & live streamed*

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

Thursday 24 March

Energy Transition Forum	Digital Infrastructure Forum	Infrastructure Debt Forum
08:45 – 09:00 <b>Introduction from Infrastructure Investor and welcome from the chair</b>	08:45 – 09:00 <b>Introduction from Infrastructure Investor and welcome from the chair</b>	08:45 – 09:00 <b>Introduction from Infrastructure Investor and welcome from the chair</b>
09:00 – 09:40 <b>Navigating the energy transition post COP-26</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• Are the decarbonisation pathways fast enough to avoid a disorderly transition?</li> <li>• What is the role of gas and nuclear in the energy transition?</li> <li>• What has the recent energy crisis told us about gas' future energy markets?</li> </ul>	09:00 – 09:40 <b>Opening panel session: Here to stay: A hybrid world driving digital infrastructure investment</b> <ul style="list-style-type: none"> <li>• The economics and market factors driving the charge towards increasing capital deployment</li> <li>• Edge computing and other sub-sectors at the forefront of digital infrastructure acceleration</li> <li>• Moving from a necessity to a priority – digital infra's evolving role in LPs portfolios</li> </ul>	09:00 – 09:40 <b>Opening panel session: The new core infrastructure? How debt is providing security &amp; opportunity for forward-thinking investors</b> <ul style="list-style-type: none"> <li>• Fewer defaults and higher recoveries? The reasons why infra debt is outperforming other alternative credit strategies</li> <li>• The big names and big launches flooding to market as the asset class matures</li> <li>• Can debt overtake equity as the core infrastructure class of the future?</li> </ul>
09:40 – 10:20 <b>Generating alpha in a competitive investment environment</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• How are fund managers putting dry powder to work in such a competitive space?</li> <li>• Opportunities to support companies' growth as opposed to buying assets at high prices</li> <li>• To what extent are investors comfortable with some of the more innovative strategies?</li> </ul>	09:40 – 10:20 <b>Panel session: The role of digital infrastructure in achieving sustainability targets</b> <ul style="list-style-type: none"> <li>• COP26, SFDR and more – examining the increased sustainability spotlight on infrastructure investments</li> <li>• Addressing issues around power consumption and energy efficiency of certain assets</li> </ul>	09:40 – 10:20 <b>Panel session: Investor views on infrastructure debt opportunities in 2022 and beyond</b> <ul style="list-style-type: none"> <li>• Amidst the continuing evolution &amp; definitions of alternative assets, where does infrastructure debt sit in LP portfolios?</li> <li>• Funds vs separately managed accounts (SMAs) – what are most appealing to LPs at present and why?</li> </ul>

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

<ul style="list-style-type: none"> <li>The challenges of operating in the same markets as large corporates and strategies with different priorities</li> </ul>	<ul style="list-style-type: none"> <li>How are digital infrastructure funds rising to the challenge?</li> </ul>	<ul style="list-style-type: none"> <li>Why LPs are choosing infrastructure debt as their route towards diversification and a broader debt mandate</li> </ul>
<p>10:20 – 11:00 <b>Asset allocators views on the latest trends in the energy transition</b></p> <ul style="list-style-type: none"> <li>How increased focus on ESG is seeing more investors' money flood into the energy transition</li> <li>Investing in asset creation: To what extent are investors comfortable with funds taking on more development risk?</li> <li>Views on new technologies and regions for investing</li> </ul>	<p>10:20 – 11:00 <b>Panel session: Assessing the evolving GP landscape and what this means for investors</b> <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>Increasing competition – a crowded market or space for all in the wake of unprecedented demand?</li> <li>Generalist infra vs dedicated digital funds – how do LPs go about identifying opportunities and what do they need to take into account?</li> <li>Competing with energy transition and renewables infra – what barriers does digital infra still face before it can achieve similar fundraising levels?</li> </ul>	<p>10:20 – 11:00 <b>Panel session: Moving with the times – how debt managers can improve their ESG integration</b></p> <ul style="list-style-type: none"> <li>The fallout from COP26 and expected impact on global infrastructure debt funds, projects and returns</li> <li>SFDR – operating infrastructure debt funds under articles 7, 8 &amp; 9</li> <li>Examining the 'S' and the 'G' in an era dominated by the 'E'</li> <li>Exerting influence as a debt investor</li> </ul>
<p><b>11:00 – 11:30 Coffee and networking</b></p>		
<p>11:30 – 12:10 <b>Electrification and the road to profitability</b></p> <ul style="list-style-type: none"> <li>Assessing the EV business model for investors</li> <li>When does EV become a mainstream infra play?</li> <li>Taking stock on Government evolving frameworks for EV</li> </ul>	<p>11:30 – 12:10 <b>Panel session: The keys to success in the future of digital infrastructure</b></p> <ul style="list-style-type: none"> <li>How can improved operational capabilities help funds seize emerging opportunities in small cells, enterprise fibre and other areas?</li> <li>Education &amp; partnerships –working with policymakers, cities and other stakeholders to build the future</li> <li>Staying vigilant to disruption and reducing your exposure to technology risk</li> </ul>	<p>11:30 – 12:10 <b>Panel session: The emergence of the green infrastructure debt brand</b></p> <ul style="list-style-type: none"> <li>Who's labelling their funds as 'green infrastructure debt' and what exactly does this mean?</li> <li>How wary should LPs be of greenwashing in these instances?</li> <li>Finding value and generating returns whilst working within investor demands and the EU taxonomy</li> </ul>

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

12:10 – 12:40 <b>The business case for investing in energy efficiency</b> <ul style="list-style-type: none"> <li>• The opportunity of turning waste into power</li> <li>• Why have so many funds been slow to put money to work on energy efficiency?</li> <li>• What is holding back managers and/or companies in deployment?</li> </ul>	12:10 – 12:30 <b>Digital Infrastructure Investment Case Study</b> <i>In-person &amp; live streamed</i>	12:10 – 12:30 <b>Case Study</b>
12:30 – 13:00 <b>Case study</b>	12:30 – 13:00 <b>Presentation/Fireside chat: Green data centres and achieving energy efficiency</b> <ul style="list-style-type: none"> <li>• Operating at the edge – the importance of local data storage</li> <li>• Innovation and development in power usage effectiveness</li> <li>• Will investors see reduced returns in exchange for greener data centres? How can this be mitigated?</li> </ul>	12:30 – 13:00 <b>Presentation/Fireside chat</b>
13:00 – 14:00 <b>Networking lunch</b>		
14:00 – 14:40 <b>Are green hydrogen and green methanol the missing link in the energy transition?</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• How have the hydrogen and methanol landscapes been evolving?</li> <li>• Is blue hydrogen a necessary transitional step or is it a distraction from going green?</li> <li>• How hydrogen can utilise existing gas networks</li> <li>• Is there any reason to believe that the cost of hydrogen will come down as has happened with solar and wind?</li> </ul>	14:00 – 14:40 <b>Panel session: Where do opportunities lie in the continuing global fibre rollout?</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• Filling the fibre gap – how funds are deploying capital, striking partnerships with developers and more</li> <li>• How will 5G play out across the key European markets and further afield?</li> <li>• Striking the balance with overbuild risk, finding policy frameworks to suit your models and other considerations</li> </ul>	14:00 – 14:40 <b>Panel session: The rise and rise of higher-yielding strategies</b> <ul style="list-style-type: none"> <li>• Examining the supply and demand for junior debt strategies</li> <li>• What profile of investors are looking at this and how might this change in the coming years?</li> <li>• Finding value across the capital structure in the quest for core-level return generation</li> </ul>

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<p>14:40 – 15:20  <b>Mobilising investment for clean energy in emerging markets</b>  <i>In-person &amp; live streamed</i></p> <ul style="list-style-type: none"> <li>• Are investors attracted to EM for opportunities?</li> <li>• How comfortable are investors with the risk/return profile?</li> <li>• Which EM countries and regions offer the most attractive investment opportunities?</li> </ul>	<p>14:40 – 15:20  <b>Panel session: Zeroing in on the 5G revolution</b></p> <ul style="list-style-type: none"> <li>• Weighing up risk-return profiles – how are 5G opportunities currently viewed by institutional and private investors?</li> <li>• Multiple-input multiple-output (MIMO), indoor and outdoor distributed antenna systems (DAS) and more – explaining the technology underpinning 5G deployment</li> <li>• Cutting through the 6G noise – how managers must focus efforts on 5G deployment across different regions</li> </ul>	<p>14:40 – 15:20  <b>Panel session: The cost of debt: too good to be true?</b></p> <ul style="list-style-type: none"> <li>• What market factors are causing current debt prices to be so cheap?</li> <li>• Is this sustainable?</li> <li>• What should LPs and GPs alike be wary of when it comes to pricings in the coming months?</li> </ul>
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15:20 – 16:00 <b>Is now the time for mainstream infra funds to invest in battery storage?</b> <ul style="list-style-type: none"> <li>• Why hasn't the market grown as fast as some predicted in recent years? What is holding investors back?</li> <li>• The importance of government in stimulating activity</li> <li>• Battery storage revenue models</li> </ul>	15:20 – 16:00 <b>Panel session: Panel session: Valuations of digital infrastructure assets</b> <i>In-person &amp; live streamed</i> <ul style="list-style-type: none"> <li>• What trends are we seeing in valuations across digital infrastructure assets and why?</li> <li>• How are valuations varying across digital infra hotspots and regions?</li> <li>• Assessing current valuation methods and where the room for improvement lies</li> </ul>	15:20 – 16:00 <b>Panel session: Pinpointing the key infrastructure sectors ripe for debt investment in 2022 and beyond</b> <ul style="list-style-type: none"> <li>• Assessing the trends driving investments in energy transition, social, digital and other infrastructure projects</li> <li>• How sophisticated must LPs be to lead the charge when it comes to sector-specific fund selection?</li> <li>• The where and the what - finding the right opportunities in the right regions across the globe</li> </ul>
16:00 <b>Closing comments from the chair</b>	16:00 <b>Close of conference</b>	16:00 <b>Close of conference</b>

For information on how to join the Global Summit, please [get in touch](#) with a member of the team.

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%



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.

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.

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.

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

Page 6 of 6

**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: ~~5/25/21~~4/21/2021

CLASSIFICATION-TITLE:- Senior-~~Secretary~~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. 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 ~~SKILLS~~ 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~~

**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.

**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 supervisorial 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.~~

**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.												0.0%
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%
29	TOTAL NUMBER OF POSITIONS								*NOTE: LA County comparables identified by CPS.						\$ 67,666.61		



## FOR INFORMATION ONLY

January 20, 2022

TO: Trustees – Board of Investments

FROM: Ted Granger   
Interim Chief Financial Officer

FOR: February 9, 2022 – Board of Investments Meeting

SUBJECT: **Semi-Annual Interest Crediting for Reserves as of December 31, 2021 (UNAUDITED)**

Pursuant to the County Employees Retirement Law Section 31591, regular interest shall be credited semi-annually on June 30 and December 31 to all eligible member contributions in the retirement fund, which have been on deposit six months immediately prior to such date at an interest rate of 2.5% per annum, until otherwise determined by the Board.

The semi-annual interest crediting rate applicable for this cycle, December 31, 2021, was 3.50% (i.e., one-half of the 7.00% annual rate). The Board approved a reduction in the investment return assumption from 7.25% to 7.00% in January 2020, and in March 2020, the Board adopted the June 30, 2019 actuarial valuation which implemented the new investment return assumption.

The Retirement Benefit Funding Policy stipulates that interest credits for Reserve accounts are allocated based on realized earnings for the six-month period and in the same priority order as the allocation of actuarial assets.

As of December 31, 2021, there were sufficient Realized Earnings to meet the required interest credit rates for Priority 1, the Member Reserve, through Priority 5, the Employer Reserve. In as much as there were no balances in the Advanced Employer Contributions Reserve and the County Contribution Credit Reserve at the beginning of the fiscal year, the remaining realized earnings were applied to Priority 6, the Contingency Reserve.

The table below depicts the actual interest credit allocations for the six-month period ended December 31, 2021.

Priority Order	Reserve Account	Interest Credit Rate Applied
1	Member	3.50%
2	Advanced Employer Contributions	N/A
3	Employer	3.50%
4	County Contribution Credit	N/A
5	Employer	3.50%
6	Contingency Reserve	0.31%

REVIEWED AND APPROVED:



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Santos H. Kreimann  
Chief Executive OfficerInterest Credit Rate Dec 2021 (unaudited).doc  
SHK:lg:tg:mhc: Board of Retirement, LACERA  
Fesia Davenport, CEO, Los Angeles County

**FOR INFORMATION ONLY**

January 31, 2022

TO: Trustees,  
Board of Investments

FROM: Christine Roseland   
Senior Staff Counsel

FOR: February 9, 2022 Board of Investments Meeting

SUBJECT: **Legal Projects**

Attached is the monthly report on the status of Board-directed investment-related projects handled by the Legal Division as of February 1, 2022.

Attachment

c: Santos H. Kreimann  
Luis A. Lugo  
Jonathan Gabel  
Esmeralda Del Bosque  
Vache Mahseredjian  
Jude Perez  
Jim Rice  
Christopher Wagner  
Steven Rice  
John Harrington  
Margo McCabe  
Lisa Garcia

LACERA Legal Division Board of Investments Projects Monthly Status Report - Pending as of February 1, 2022							
							
	Project/ Investment	Description	Amount	Board Approval Date	Completion Status	% Complete	Notes
AUDIT	Cavanaugh Macdonald Consulting, LLC	Actuarial Consulting Services Agreement Extension	\$354,350	November 17, 2021	Completed	100%	Completed.
	Milliman Inc.	Actuarial Review Services Agreement Extension	\$1,347,300,000	November 17, 2021	Completed	100%	Completed.
PRIVATE EQUITY	Accel - KKR Growth Capital Partners IV, L.P.	Subscription - Re-Up	\$65,000,000	January 12, 2022	Completed	100%	Completed.
	Great Hill Equity Partners Fund VIII, L.P.	Subscription	\$100,000,000	January 12, 2022	Completed	100%	Completed.
	TSG9 L.P.	Subscription	\$100,000,000	January 12, 2022	Completed	100%	Completed.
HEDGE FUNDS	Silver Rock Tactical Allocation Strategy, L.P.	Subscription	\$775,000,000	December 8, 2021	In Progress	80%	Legal negotiations in process.
REAL ASSETS	Smart Infrastructure Capital Partners Fund, L.P.	Subscription	\$100,000,000	July 14, 2021	In Progress	10%	Legal negotiations in process.
	Partners Group Direct Infrastructure 2020, L.P.	Subscription	\$200,000,000	December 8, 2021	Completed	100%	Completed.

**FOR INFORMATION ONLY**

January 19, 2022

TO: Each Trustee  
Board of Retirement  
Board of Investments

FROM: Ted Granger   
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. Gabel  
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**

Attendee	Purpose of Travel - Location	Event Dates	Travel Status
<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

**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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