

**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM**

**BOARD OF RETIREMENT  
2223 E. WELLINGTON AVENUE, SUITE 100  
SANTA ANA, CA 92701**

**PERSONNEL COMMITTEE MEETING**

**Monday, February 7, 2022  
9:30 A.M.**

**Members of the Committee**

Chris Prevatt, Chair  
Charles Packard, Vice Chair  
Richard Oates  
Shawn Dewane

**Pursuant to Assembly Bill 361, signed into law on September 16, 2021 as urgency legislation; Governor Newsom’s Proclamation of a State of Emergency on March 4, 2020, which Proclamation is still in effect; and OCERS Board of Retirement Resolution 2022-01, this meeting will be conducted by video/teleconference only, in compliance with Government Code section 54953 as amended by Assembly Bill 361. None of the locations from which the Committee members will participate will be open to the public.**

**Members of the public who wish to observe and/or participate in the meeting may do so via the Zoom app or via telephone. Members of the public who wish to provide comment during the meeting may do so by “raising your hand” in the Zoom app, or if joining by telephone, by pressing \* 9 on your telephone keypad.**

<b>OCERS Zoom Meeting Video/Teleconference Information</b>	
<p><b>Join Using Zoom App (Video &amp; Audio)</b></p> <p><a href="https://ocers.zoom.us/j/87090909036">https://ocers.zoom.us/j/87090909036</a></p> <p><b>Meeting ID: 870 9090 9036</b> <b>Passcode: 253488</b></p> <p>Go to <a href="https://www.zoom.us/download">https://www.zoom.us/download</a> to download Zoom app before meeting</p> <p>Go to <a href="https://zoom.us">https://zoom.us</a> to connect online using any browser.</p>	<p><b>Join by Telephone (Audio Only)</b></p> <p>Dial by your location</p> <ul style="list-style-type: none"> <li>+1 669 900 6833 US (San Jose)</li> <li>+1 346 248 7799 US (Houston)</li> <li>+1 253 215 8782 US (Tacoma)</li> <li>+1 312 626 6799 US (Chicago)</li> <li>+1 929 436 2866 US (New York)</li> <li>+1 301 715 8592 US (Germantown)</li> </ul> <p><b>Meeting ID: 870 9090 9036    Passcode: 253488</b></p>
<p>A <a href="#">Zoom Meeting Participant Guide</a> is available on OCERS website <a href="#">Board &amp; Committee meetings page</a></p>	

**AGENDA**

Orange County Employees Retirement System  
February 7, 2022  
Personnel Committee Meeting - Agenda

The Personnel Committee of the Orange County Board of Retirement welcomes you to this meeting. This agenda contains a brief general description of each item to be considered. The Committee may take action on any item included in the agenda; however, except as otherwise provided by law, no action shall be taken on any item not appearing on the agenda. The Committee may consider matters included on the agenda in any order, and not necessarily in the order listed.

In addition, public comment on matters listed on this agenda will be taken at the time the item is addressed.

**CONSENT AGENDA**

All matters on the Consent Agenda are to be approved by one action unless a Committee Member requests separate action on a specific item.

**C-1 COMMITTEE MEETING:**

**Approval of Meeting and Minutes**  
Personnel Committee Meeting

September 15, 2021

**Recommendation:** Approve minutes.

**ACTION ITEMS**

**NOTE:** Public comment on matters listed in this agenda will be taken at the time the item is addressed, prior to the Committee’s discussion of the item. **Persons wishing to provide public comment at this time should fill out a speaker card located on the counter at the back of the room and deposit it in the Recording Secretary’s inbox on the wall near the middle of the room.**

**A-1 INDIVIDUAL ACTION ON ANY ITEM TRAILED FROM THE CONSENT AGENDA**

**A-2 REVIEW OF THE PERSONNEL COMMITTEE CHARTER**

*Presentation by Cynthia Hockless, Human Resources Director & Steve Delaney, CEO, OCERS*

**Recommendation:** Review the attached Personnel Committee Charter and recommend any approved changes to the OCERS Board of Retirement.

**A-3 REQUEST ADDITION OF EXTRA HELP POSITIONS IN EXTERNAL OPERATIONS AND A BUDGET AMENDMENT**

*Presentation by Suzanne Jenike, Assistant CEO External Operations, OCERS*

**Recommendation:**

- 1) Approve the addition of two Extra Help positions, classified as a Member Services Manager and a Disability Manager in the External Operations division.
- 2) Approve an amendment to OCERS’ Administrative Budget for Fiscal Year 2022 by transferring \$25,000 from the Services and Supplies category to the Personnel category to account for budgeted costs for the Business Plan initiatives of a comprehensive review of

Orange County Employees Retirement System  
February 7, 2022  
Personnel Committee Meeting - Agenda

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the applicable MOUs for all OCERS Participating Employers being utilized using Extra Help positions instead of a third party consultant.

**INFORMATION ITEMS**

Each of the following informational items will be presented to the Committee for discussion.

**I-1 2022 - CEO RECOMMENDED PERSONNEL ISSUES**

*Presentation by Steve Delaney, CEO, OCERS*

**I-2 RETURN TO THE OCERS HEADQUARTERS - UPDATE**

*Presentation by Steve Delaney, CEO, OCERS*

**WRITTEN REPORTS**

The following are written reports that will not be discussed unless a member of the Board requests discussion.

**None**

**COMMITTEE MEMBER COMMENTS**

**CHIEF EXECUTIVE OFFICER/STAFF COMMENTS**

**COUNSEL COMMENTS**

**ADJOURNMENT**

**NOTICE OF NEXT MEETINGS**

**GOVERNANCE COMMITTEE MEETING**

**February 14, 2022**

**10:00 A.M.**

**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM**

**2223 E. WELLINGTON AVENUE, SUITE 100**

**SANTA ANA, CA 92701**

**DISABILITY COMMITTEE MEETING**

**February 22, 2022**

**8:30 A.M.**

Orange County Employees Retirement System  
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Personnel Committee Meeting - Agenda

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**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM  
2223 E. WELLINGTON AVENUE, SUITE 100  
SANTA ANA, CA 92701**

**REGULAR BOARD MEETING  
February 22, 2022  
9:30 A.M.**

**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM  
2223 E. WELLINGTON AVENUE, SUITE 100  
SANTA ANA, CA 92701**

**INVESTMENT COMMITTEE MEETING  
February 23, 2022  
9:30 A.M.**

**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM  
2223 E. WELLINGTON AVENUE, SUITE 100  
SANTA ANA, CA 92701**

*All supporting documentation is available for public review in the retirement office during regular business hours, 8:00 a.m. – 5:00 p.m., Monday through Thursday and 8:00 a.m. – 4:30 p.m. on Friday.*

It is OCERS' intention to comply with the Americans with Disabilities Act ("ADA") in all respects. If, as an attendee or participant at this meeting, you will need any special assistance beyond that normally provided, OCERS will attempt to accommodate your needs in a reasonable manner. Please contact OCERS via email at [adminsupport@ocers.org](mailto:adminsupport@ocers.org) or call 714-558-6200 as soon as possible prior to the meeting to tell us about your needs and to determine if accommodation is feasible. We would appreciate at least 48 hours notice, if possible. Please also advise us if you plan to attend meetings on a regular basis.

**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM  
BOARD OF RETIREMENT  
2223 E. WELLINGTON AVENUE, SUITE 100  
SANTA ANA, CALIFORNIA**

**PERSONNEL COMMITTEE MEETING  
Wednesday, September 15, 2021  
9:30 AM**

**Members of the Committee**

Chris Prevatt, Chair  
Shawn Dewane, Vice Chair  
Charles Packard

**MINUTES**

Chris Prevatt called the meeting to order at 9:32 a.m.

Recording Secretary administered the Roll Call attendance.

All committee members were present.

Attendance was as follows:

Present via Zoom video teleconference pursuant to Executive Order N-29-20 issued by Governor Newsom on March 17, 2020:

Present: Chris Prevatt, Chair; Shawn Dewane, Vice Chair; Charles Packard

Also

Present: Steve Delaney, Chief Executive Officer; Brenda Shott, Assistant CEO, Internal Operations; Suzanne Jenike, Assistant CEO, External Operations; Gina Ratto, General Counsel; Cynthia Hockless, Director of Human Resources; Jeff Lamberson, Director of Member Services; Jenny Sadoski, Director of Information Technology; Anthony Beltran, Visual Technician; and Brittany Cleberg, Recording Secretary

**PUBLIC COMMENTS**

**None**

**CONSENT AGENDA**

**MOTION** by Packard, **seconded** by Dewane, to approve staff's recommendation on all of the following items on the Consent Agenda:

**C-1 COMMITTEE MEETING:**

Personnel Committee Meeting

June 9, 2021

**Recommendation:** Approve minutes.

Orange County Employees Retirement System  
September 15, 2021  
Personnel Committee Meeting - Minutes

The motion passed unanimously, pursuant to a Roll Call vote, as follows:

<u>AYES</u>	<u>NAYS</u>	<u>ABSTAIN</u>	<u>ABSENT</u>
Mr. Dewane			
Mr. Packard			
Chair Prevatt			

**ACTION ITEMS**

**A-1 INDIVIDUAL ACTION ON ANY ITEM TRAILED FROM THE CONSENT AGENDA**

No items were trailed from the Consent Agenda.

**A-2 2022 STAFFING PLAN**

Presentation Steve Delaney, CEO, OCERS

After discussion by the Committee, MOTION by Packard, seconded by Dewane, to approve and recommend the Board of Retirement approve the following items related to the 2022 Staffing Plan at the October 18, 2021 Board meeting:

1. Add one Extra Help position (Project Manager) to the Executive department (Est. cost \$160,000)
2. Add two (2) Information Technology Managers to the IT department (Est. cost \$214,000 each or \$428,000)
3. Add a total of ten (10) new positions to the Member Services department (Est. total cost \$1,230,672).
  - a. Two (2) Benefit Analysts - Payroll and QA \$303,362
  - b. Two (2) Retirement Supervisors - QA \$254,566
  - c. Four (4) Senior Retirement Program Specialist (Sr. RPS) - QA \$455,744
  - d. Two (2) Retirement Program Specialist (RPS) - Call Center \$217,000

The costs above include salary and a 55% fringe benefits load factor. The total annual cost related to increasing the OCERS headcount from 96 to 109 for the positions listed above is \$1,818,672.

Staff will present the staffing request to the Board at its October meeting in conjunction with the request for approval of the Strategic Plan. The costs associated with the staffing request will be reflected in the 2022 Administrative Budget and presented to the Board for approval at the Board's November meeting.

The motion passed unanimously, pursuant to a Roll Call vote, as follows:

Orange County Employees Retirement System  
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**AYES**

**NAYS**

**ABSTAIN**

**ABSENT**

Mr. Dewane  
Mr. Packard  
Chair Prevatt

**A-3 REVIEW TIMELINE FOR THE CEO'S 2021 PERFORMANCE EVALUATION**

Presentation Cynthia Hockless, Director of Human Resources, OCERS

After discussion by the Committee, **MOTION** by Packard, **seconded** by Dewane, the committee directed Ms. Hockless to work with Chair Prevatt regarding the CEO's review.

The motion passed **unanimously**, pursuant to a Roll Call vote, as follows:

**AYES**

**NAYS**

**ABSTAIN**

**ABSENT**

Mr. Dewane  
Mr. Packard  
Chair Prevatt

**INFORMATION ITEMS**

The following informational items were presented to the Committee:

**I-1 REVIEW OF PERSONNEL COMMITTEE CHARTER**

Presentation Cynthia Hockless, Director of Human Resources, OCERS

**I-2- REVIEW OF TOPICS FOR DISCUSSION AT PERSONNEL COMMITTEE MEETINGS**

Presentation Steve Delaney, CEO, OCERS

**STAFF COMMENTS**

Ms. Jenike thanked the committee for the support.

**CEO COMMENTS**

Mr. Delaney reiterated a thanks to the committee for their support. He also acknowledged that the added positions will go a long way towards achieving 100% accuracy and the calculations needed for the Alameda decision. He also noted that there is an increased likelihood of another wave of retirements, with the vaccine mandate for safety members.

**COMMITTEE MEMBER/CONSULTANT/COUNSEL COMMENTS**

None

Orange County Employees Retirement System  
September 15, 2021  
Personnel Committee Meeting - Minutes

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The meeting **ADJOURNED** at 10:47 a.m.

Submitted by:

Approved by:

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Steve Delaney  
Secretary to the Committee

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Chris Prevatt  
Chair



## Memorandum

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**DATE:** February 7, 2022  
**TO:** Members of the Personnel Committee  
**FROM:** Cynthia Hockless, Director of Human Resources  
**SUBJECT:** REVIEW OF PERSONNEL COMMITTEE CHARTER

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### Recommendation

Review the attached Personnel Committee Charter and recommend any approved changes to the OCERS Board of Retirement.

### Background/Discussion

In 2018, the Board formed the Personnel Committee to assist the Board by reviewing, amending, and recommending new personnel policies and procedures, and advising the Board with respect to compensation and benefit issues, affecting OCERS employees. On March 18, 2019, the Board adopted the attached Personnel Committee Charter.

As we begin the New Year, staff asks that the Personnel Committee members review the attached charter to ensure they are familiar with the duties and responsibilities of the committee. I have made some suggested modifications and will be prepared to discuss those with the committee on February 7. If such modifications are approved by the committee, they will be carried forward to the OCERS Board for adoption.

### Submitted by:



**CH - Approved**

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Cynthia Hockless  
Human Resources Director

### Approved by:



**SD - Approved**

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Steve Delaney  
Chief Executive Officer



## OCERS Board Charter Personnel Committee Charter

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### Introduction

1. The Board of Retirement (Board) has established the Personnel Committee to assist the Board by reviewing, amending, and recommending personnel policies and procedures affecting OCERS direct employees. The Personnel Committee is an advisory committee to the Board, and its recommendations are subject to final approval by the Board.

### Duties and Responsibilities

2. The Personnel Committee will:
  - a. Recommend new and review existing Board policies relating to OCERS personnel matters including without limitation the CEO Performance Evaluation Policy and the Succession Policy;
  - b. Review and recommend to the Board for approval personnel policies and procedures affecting OCERS direct employees, including policies and procedures relating to performance and compensation;
  - c. Advise the Chief Executive Officer (CEO) regarding the hiring and termination of the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, and the General Counsel;
  - d. Review and recommend to the Board for approval salary ranges for all OCERS direct employees according to established compensation policies and procedures and with the approved Operating Budget;
  - e. Oversee the compensation paid to all OCERS direct employees according to established compensation and benefit policies and procedures and consistent with the CEO Charter;
  - f. Oversee senior executive long-term succession planning;
  - g. Conduct the selection process of the Board's executive compensation consultant(s) and executive search firm(s), if any, and recommend the finalist to the Board;
  - h. Oversee training, talent development and succession planning programs affecting OCERS direct employees, including practices to recruit, develop, motivate and retain competent employees;
  - i. Direct the CEO to negotiate terms and conditions of employment with OCERS direct employees; and
  - j. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct employees.

### Membership

3. The Personnel Committee will be composed of at least three members and include both an appointed and elected Board member.



## OCERS Board Charter Personnel Committee Charter

### Meetings

- 4. The Personnel Committee will meet on an as needed basis as determined by the Committee Chair in consultation with the Board Chair.
- 5. All members of the Personnel Committee are expected to attend all meetings of the committee.
- 6. A quorum to conduct business will consist of two members of the committee.
- 7. The Assistant CEO for Internal Operations (or his/her designee), the Director of Administrative Services (or his/her designee), and whatever staff deemed necessary, will attend all meetings of the Personnel Committee. Meeting notices will be provided to interested parties in conformance with applicable laws, regulations, customs, and practices.
- 8. All meetings will be conducted in accordance with the Brown Act. Meeting agendas will be prepared and provided in advance to members of the committee, along with appropriate briefing materials. Minutes of meetings will be prepared and will contain a record of persons present, decisions taken, and a high-level summary of the discussion.

### Monitoring and Reporting

- 9. The Personnel Committee will:
  - a. Make its minutes available to all Members of the Board; and
  - b. Periodically report to the Board on its activities.

### Charter Review

- 10. The Personnel Committee will review this charter at least once every three (3) years and recommend any amendments to the Board for approval as necessary to ensure that the charter remains relevant and appropriate.

### Charter History

- 11. This charter was adopted by the Board of Retirement on March 18, 2019.

### Secretary's Certificate

I, the undersigned, the duly appointed Secretary of the Orange County Employees Retirement System, hereby certify the adoption of this policy.

Steve Delaney, Secretary of the Board

03/18/19

Date



## OCERS Board Charter Personnel Committee Charter

### Introduction

1. The Board of Retirement (Board) has established the Personnel Committee to assist the Board by reviewing, amending, and recommending personnel policies and procedures affecting OCERS direct employees and County of Orange employees who work at OCERS (County employees). The Personnel Committee is an advisory committee to the Board, and its recommendations are subject to final approval by the Board.

### Duties and Responsibilities

2. The Personnel Committee will:
  - a. ~~Recommend new and review existing Board policies relating to OCERS personnel matters including without limitation the CEO Performance Evaluation Policy and the Succession Policy; Recommend new and review existing Board policies and procedures affecting OCERS employees, both direct and County of Orange, relating to performance and compensation.~~
  - b. ~~Review and recommend to the Board for approval personnel policies and procedures affecting OCERS direct employees, including policies and procedures relating to performance and compensation; Direct the annual review of CEO performance by reviewing and recommending changes to the CEO Performance Review policy, and coordinate with the Director of Human Resources the timeline of the process, as well as details for obtaining individual trustee input.~~
  - c. ~~Advise the Chief Executive Officer (CEO) in connection with matters affecting County employees.~~
  - d. Advise the ~~Chief Executive Officer (CEO)~~ regarding the hiring and termination of the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, and the General Counsel;
  - e. Review and recommend to the Board for approval salary ranges for all OCERS direct employees according to established compensation policies and procedures and ~~within~~with the approved Operating Budget;
  - f. Oversee the compensation paid to all OCERS direct employees according to established compensation and benefit policies and procedures and consistent with the CEO Charter;
  - g. ~~Advise the CEO in connection with any issues relating to compensation paid to County employees.~~
  - h. Oversee senior executive long-term succession planning;
  - i. ~~Conduct the selection process of the Board's executive compensation consultant(s) and executive search firm(s), if any, and recommend the finalist to the Board; Oversee selection and hiring process of compensation consultant(s).~~
  - j. In case of needing to fill the CEO position (or any other Senior Executive position if so desired), conduct the selection process for an executive search firm(s) if needed, and recommend the finalist to the Board.

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## OCERS Board Charter

# Personnel Committee Charter

- ↳ k. Oversee training, talent development and succession planning programs affecting OCERS direct employees and County employees, including practices to recruit, develop, motivate and retain competent employees;
- ↳ l. Direct the CEO to negotiate terms and conditions of employment with OCERS direct employees; and
- ↳ m. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct employees.

## Membership

3. The Personnel Committee will be composed of at least three members and include both an appointed and elected Board member.

## Meetings

4. The Personnel Committee will meet on an as needed basis as determined by the Committee Chair in consultation with the Board Chair.
5. All members of the Personnel Committee are expected to attend all meetings of the committee.
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7. The Assistant CEO for Internal Operations (or his/her designee), the Director of Administrative Services (or his/her designee), and whatever staff deemed necessary, will attend all meetings of the Personnel Committee. Meeting notices will be provided to interested parties in conformance with applicable laws, regulations, customs, and practices.
8. All meetings will be conducted in accordance with the Brown Act. Meeting agendas will be prepared and provided in advance to members of the committee, along with appropriate briefing materials. Minutes of meetings will be prepared and will contain a record of persons present, decisions taken, and a high-level summary of the discussion.

## Monitoring and Reporting

9. The Personnel Committee will:
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## Charter Review

10. The Personnel Committee will review this charter at least once every three (3) years and recommend any amendments to the Board for approval as necessary to ensure that the charter remains relevant and appropriate.

## Charter History

11. This charter was adopted by the Board of Retirement on March 18, 2019.



**OCERS Board Charter**  
**Personnel Committee Charter**

**Secretary's Certificate**

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03/18/19

Steve Delaney, Secretary of the Board

Date



## OCERS Board Charter

# Personnel Committee Charter

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### Duties and Responsibilities

2. The Personnel Committee will:
  - a. Recommend new and review existing Board policies and procedures affecting OCERS employees, both direct and County of Orange, relating to performance and compensation.
  - b. Direct the annual review of CEO performance by reviewing and recommending changes to the CEO Performance Review policy, and coordinate with the Director of Human Resources the timeline of the process, as well as details for obtaining individual trustee input.
  - c. Advise the Chief Executive Officer (CEO) in connection with matters affecting County employees.
  - d. Advise the CEO regarding the hiring and termination of the Chief Investment Officer (CIO), the Assistant Chief Executive Officer, Internal Operations, the Assistant Chief Executive Officer, External Operations, and the General Counsel;
  - e. Review and recommend to the Board for approval salary ranges for all OCERS direct employees according to established compensation policies and procedures and within the approved Operating Budget;
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  - g. Advise the CEO in connection with any issues relating to compensation paid to County employees.
  - h. Oversee senior executive long-term succession planning;
  - i. Oversee selection and hiring process of compensation consultant(s).
  - j. In case of needing to fill the CEO position (or any other Senior Executive position if so desired), conduct the selection process for an executive search firm(s) if needed, and recommend the finalist to the Board.
  - k. Oversee training, talent development and succession planning programs affecting OCERS direct employees and County employees, including practices to recruit, develop, motivate and retain competent employees;
  - l. Direct the CEO to negotiate terms and conditions of employment with OCERS direct employees; and



## OCERS Board Charter Personnel Committee Charter

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- m. Perform any other duties that may be assigned to it by the Board or that are necessary to discharge the committee's responsibilities with respect to OCERS direct employees.

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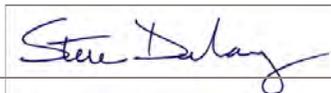


## OCERS Board Charter Personnel Committee Charter

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### Secretary's Certificate

I, the undersigned, the duly appointed Secretary of the Orange County Employees Retirement System, hereby certify the adoption of this policy.



03/18/19

Steve Delaney, Secretary of the Board

Date



## Memorandum

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**DATE:** February 7, 2022  
**TO:** Members of the Personnel Committee  
**FROM:** Steve Delaney, Chief Executive Officer  
**SUBJECT:** **REQUEST ADDITION OF EXTRA HELP POSITIONS IN EXTERNAL OPERATIONS AND FOR A BUDGET AMENDMENT**

---

### Recommendation

- 1) Approve the addition of two Extra Help positions, classified as a Member Services Manager and a Disability Manager in the External Operations division; and
- 2) Approve an amendment to OCERS' Administrative Budget for Fiscal Year 2022 by transferring \$25,000 from the Services and Supplies category to the Personnel category to account for budgeted costs for the Business Plan initiatives of a comprehensive review of the applicable MOUs for all OCERS Participating Employers being utilized using Extra Help positions instead of a third party consultant.

### Background/Discussion

#### Member Services

As part of the 2022 Business Plan goals and initiatives, we have an objective to create a comprehensive overview of the applicable Memorandum of Understandings (MOU) for all OCERS Employers. This initiative is associated with the GOAL to Achieve Excellence in the Service and Support We Provide our Members and Employers. To ensure OCERS is appropriately administering the benefits outlined in the Employers MOUs, a comprehensive overview is needed. This undertaking will also assist in our 100% Accuracy initiative and will be instrumental for documentation and future automation initiatives. We included the cost for this initiative in the Administrative Budget for Fiscal Year 2022 and categorized it under Services and Supplies with the thought that the project would be completed by a third party consultant. Upon further review, we believe utilizing an Extra Help position would be the best course of action and request that the dollars are transferred to the personnel category within the budget. This budget amendment does not result in an increase to the overall budget.

#### Disability

With the recent retirement of one of OCERS Disability Investigators, it is a good time to examine the disability retirement processes and procedures with a fresh set of eyes to ensure we that are efficient and effective. While we have a vacant position, we want to make sure that we have fully evaluated the staffing needs of the department and take advantage of any personnel changes that may be appropriate while we have a vacant position.

The County of Orange Human Resources Services Policy defines Extra Help as follows:

**Extra Help Position-** *Extra Help Position is a position intended to be occupied on less than a year-round basis including, but not limited to, the following: to cover seasonal peak workloads; extra emergency workloads of limited duration; or necessary vacation relief, paid sick leave and other situations involving a fluctuating staff. Ordinarily, a full-time extra help position will not be authorized for a period exceeding six (6) months. In unusual circumstances, and at the discretion of the Chief Executive Officer, a full-time extra help position may be authorized for a period longer than six (6) months, provided such period shall not exceed one (1) year.*

The extra help positions will be filled immediately. One individual is an OCERS retiree who was an Administrative Manager in the OC Human Resources department. She has extensive experience reviewing and interpreting MOUs and understands the coordination that takes place between the employers and OCERS. The second individual is the former Disability Manager for San Diego County Employees Retirement Association. She is knowledgeable of the disability retirement process and has extensive experience administering disability benefits in accordance with CERL. Both of the positions will be for a limited term and will be eliminated once the projects have been completed. The expectation is that both projects will be completed within 4-6 months.

The attached memorandum will be sent to the County of Orange to request the addition of two Extra Help positions.

**Submitted by:**



**SD - Approved**

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Steve Delaney  
Chief Executive Officer

**Attachments:**

1. Justification Memorandum from the Assistant CEO, External Operations
2. County of Orange Position Request Form
3. Memo to County of Orange, Request to add Extra-Help positions



## Memorandum

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**DATE:** February 7, 2022  
**TO:** Steve Delaney, Chief Executive Officer  
**FROM:** Suzanne Jenike, Assistant CEO, External Operations  
**SUBJECT: JUSTIFICATION FOR ADDITION OF EXTRA HELP POSITIONS IN EXTERNAL OPERATIONS AND BUDGET AMENDMENT**

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### Recommendation

1. Add two (2) Extra Help positions, to be classified as a Member Services Manager and a Disability Manager, in the External Operations division; and
2. Approve an amendment to OCERS' Administrative Budget for Fiscal Year 2022 by transferring \$25,000 from the Services and Supplies category to the Personnel category to account for budgeted costs for the Business Plan initiatives of a comprehensive review of the applicable MOUs for all OCERS Participating Employers being utilized using Extra Help positions instead of a third party consultant.

### Background/Discussion

#### Member Services

As you know we administer retirement benefits for employers who have many Memorandums of Understanding (MOU). These MOUs often contain complicated rules for items of pay that may be pensionable. Items such as annual leave, vacation/sick leave, and holiday pay. In order to ensure our members receive excellent service and that our benefit payments are 100% accurate we need a comprehensive overview of all of the employer's MOUs. This project will also give us an opportunity to reexamine our procedures to see if there are opportunities for automation and/or improvement. We included the cost for this initiative in the Administrative Budget for Fiscal Year 2022 and categorized it under Services and Supplies with the thought that the project would be completed by a third party consultant. Upon further review, we believe utilizing an Extra Help position would be the best course of action and request that the dollars are transferred to the personnel category within the budget. This budget amendment does not result in an increase to the overall budget.

#### Disability

Rather than immediately replace the Disability Retirement Investigator who recently retired I think it would be beneficial to have an external partner examine OCERS disability processes to see if there are areas where we might improve or become more efficient. This is the opportune time given the vacancy and I think it would be helpful as we head into a new world of hybrid work schedules, AI automation, and the evolving needs of not just our

workforce but the members we serve. This evaluation will also help us determine the long- term staffing needs of this department.

Thank you in advance for your consideration.

**Submitted by:**



SJ-Approved

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Suzanne Jenike  
Assistant CEO, External Operations



## Memorandum

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**DATE:** February 7, 2022  
**TO:** County of Orange, Human Resources Services Department  
**FROM:** Steve Delaney, Chief Executive Officer  
**SUBJECT: REQUEST TO CREATE EXTRA HELP POSITIONS**

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On February 22, 2022, the OCERS' Board of Retirement approved the creation of two (2) Extra Help positions in the OCERS External Operations division, and authorized me to send this memo to you. The Extra Help positions will be used to assist the Member Services and Disability Departments for two limited term projects. The Member Services extra help position will be tasked with creating a comprehensive overview of all OCERS participating employers Memorandum of Understanding (MOU). The extra help position assigned to the Disability unit will assist in processing disability retirement applications due to a recent vacancy and will help evaluate the long term needs of the department.

Due to the urgent nature of this request, we ask that you use this memo as authorization to create the positions. We will forward a copy of the Board meeting minutes as soon as they are formally approved by the Board on March 21, 2022. In the interim, we trust that this memo will serve to verify that the Board of Retirement approved the position.

Thank you in advance for your consideration. Please do not hesitate to contact me at (714) 558-6222 if you have any questions or concerns.

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Steve Delaney, Chief Executive Officer

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Frank Eley, OCERS Board Chair

# Extra Help Position Request Form



An Extra Help Position Request Form should be attached to all PSMT transactions when positions are being added, deleted or extended.

## PART I - Agency/Department

Reset Form

Print Form

Save Form

Department/Agency

ADD New Position ↓  Budgeted  Unbudgeted

DELETE Existing Position

EXTEND Existing Position

Type of Use:

Requested Effective Date

Expiration Date

Extension Date (if requested)

NOTE: Enter date in format of XX/XX/XX, OR click in the field, then click on the arrow button (that's on the right side of the field) to select a date from the calendar

Funding Source

Pay Class Code

(e.g., Federal, State, Gen/Non-Gen Fund, User Fees, etc.)

Title Code

Title Description

Budget Control

Unit

# of Position(s) Requested

# of Incumbent(s)

List affected position number(s) [If applicable]

DEPARTMENT AUTHORIZED SIGNATURE ◀ \_\_\_\_\_

DATE ◀ \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

## PART II - Department Human Resources Manager

Recommended  Not Recommended

DATE REVIEW COMPLETED ◀ \_\_\_\_\_

AUTHORIZED SIGNATURE ◀ \_\_\_\_\_

## Attachments

Please include an attachment with the following required information:

**ADD NEW POSITION** - Summary outlining the reason(s) for the position, long-term staffing plan and position duties.

Please see attached memo and supporting documentation.

**EXTEND EXISTING POSITION** - Summary outlining the reason(s) for the continued use of the position and the status of the



## Job Description

# Member Services Manager

<b>DEPARTMENT:</b>	Member Services	<b>REPORTS TO:</b>	Member Services Director
<b>TITLE CODE:</b>	8020MR	<b>DATE:</b>	12/30/11
<b>POSITION CODE:</b>	R105537	<b>ADMINISTRATIVE REVISION:</b>	7/17/2015

### Job Summary

Under general direction, provides support to the Member Services Director by managing work schedules, counseling employees, completing evaluations, developing staff, managing special projects and other duties as assigned.

### Distinguishing Characteristics

The Member Services Manager reports to the Member Services Director. OCERS management staff is expected to uphold the highest standards of accountability, plan sponsor focus and system efficiency. Responsible for supervising the activities of assigned professional and technical benefits staff.

### Performance Attributes

Include but are not limited to the following:

- ▶ Provides responsive, high quality service to retirement system members, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information in a courteous, efficient and timely manner.
- ▶ Ensures that the County Employees Retirement Law of 1937, Federal and State statutes and OCERS policies are followed in the administration of the benefit programs.
- ▶ Responsible for overall development, training, and evaluation of staff.
- ▶ Participates in hiring decisions, disciplinary actions, performance evaluations and other personnel activities.
- ▶ Manages the Member Services and Disability staff by planning, coordinating, prioritizing, and monitoring staff activities.
- ▶ Monitor staff work activities to ensure safe and efficient work practices, quality and accuracy.
- ▶ Develop schedules and methods for performing division assignments.
- ▶ Responsible for performing other specialized duties related to the overall management of the benefits division.

### Minimum Qualifications

Minimum qualifications required for entry into the classification



## Job Description Member Services Manager

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### *Education and/or Experience*

A bachelor's degree from an accredited college or university in public or business administration, accounting, or human resources management and a minimum of two years experience supervising staff.

or

Four years of experience at a technical level in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience; minimum of two years experience supervising staff.

### *Special Notes, Licenses or Requirements:*

- ▶ A valid California class C driver's license or the ability to arrange necessary and timely transportation for field travel.
- ▶ May be required to use a personal vehicle.
- ▶ A complete background investigation is required; a felony or misdemeanor conviction may be a disqualifying factor from employment.
- ▶ Highly Desirable: Paralegal certification, Worker's Compensation Claims Professional certification, and/or Certified Employee Benefits Specialist.

### *Knowledge/Skills/Abilities*

Sample of KSA's necessary to perform essential duties of the position

#### **KNOWLEDGE OF:**

- ▶ Extensive knowledge of the 1937 County Employees Retirement Law and current regulations and statutes as it relates to disability and service retirements, divorce and death benefits.
- ▶ County policies and procedures including Civil Service Rules, the Compensation Ordinance, hiring, purchasing, grievance and disciplinary procedures.
- ▶ Supervision and training principles, practices and techniques.
- ▶ Defined benefit retirement plans and other types of pension plans.
- ▶ Telephone, office, and online etiquette.
- ▶ Customer service objectives and strategies.
- ▶ Basic techniques for report writing.
- ▶ Methods and techniques of supervision, training and motivation.
- ▶ Methods and techniques for record keeping.
- ▶ Computer applications and hardware related to the performance of the essential functions of the job.



## Job Description

# Member Services Manager

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### ***SKILLS/ABILITY TO:***

- ▶ Establish and maintain professional relationships with retirement system members, Plan Sponsors, OCERS staff, officials and the public.
- ▶ Communicate effectively in English both orally and in writing with a variety of individuals representing diverse cultures and backgrounds.
- ▶ Maintain a professional demeanor in volatile situations which require a high degree of sensitivity, tact and diplomacy.
- ▶ Manage, coordinate, and plan the day-to-day operations of OCERS Member Services and Disability divisions.
- ▶ Understand and interpret laws, policies and ordinances.
- ▶ Calculate and prepare mathematical data relative to payroll, retirement benefits and reports.
- ▶ Supervise, train, coordinate and evaluate employees.
- ▶ Perform job functions independently and in an ethical and objective manner.
- ▶ Exercise appropriate judgment in answering questions and releasing information.
- ▶ Demonstrate strict confidentiality, professionalism, integrity and compliance with applicable laws and regulations at all times.
- ▶ Use standard office equipment such as: computer, printer, scanner, fax machine, photocopier and 10-key calculators.

### ***Physical, Mental and Environmental Conditions***

The following is a description of the physical and mental abilities that are customarily required to perform the essential job functions of this position.

#### ***Physical and Mental Demands***

- ▶ Speak and hear well enough to communicate in English clearly and understandably in person, over the telephone and in small groups.
- ▶ Manual dexterity sufficient to use hands, arms and shoulders repetitively to operate a telephone, keyboard, write and use a calculator.
- ▶ Mental stamina to interact professionally with members of the Board of Retirement, Plan Sponsors, peers and retirement system members.
- ▶ Vision sufficient to read fine print and a computer monitor.
- ▶ Independent body mobility, agility, and stamina to stand, walk, stoop, bend and twist, to access a standard office environment.
- ▶ Ability to sit for prolonged periods of time.
- ▶ Body strength sufficient to lift up to 15 pounds and carry files.



## Job Description Member Services Manager

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### *Environmental Conditions*

- ▶ The primary work place is in an office environment, working with standard office equipment.
- ▶ Peripheral office equipment generates to a quiet to moderate noise level.
- ▶ Operates in an environment that includes elected officials, non-elected officials, government agencies, community interest groups and the general public in the development and coordination of OCERS affairs.
- ▶ Out of area travel may be required to attend professional conferences and meetings.

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### **Acknowledgement**

By signing below, I acknowledge that I have reviewed and discussed the contents, requirements, and expectations included in this job description with my supervisor and a copy has been provided to me.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reviewer Signature

\_\_\_\_\_  
Date



## Job Description

# Disability Manager

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<b>DEPARTMENT:</b>	Disability	<b>REPORTS TO:</b>	Assistant CEO, External Operations
<b>TITLE CODE:</b>	8020MR	<b>DATE:</b>	1/11/2019
<b>POSITION CODE:</b>		<b>ADMINISTRATIVE REVISION:</b>	1/11/2019

### Job Summary

Under general direction, provides support to the Assistant CEO, External Operations by planning, organizing, directing and evaluating the work of the Disability Division.

### Distinguishing Characteristics

The Disability Manager reports directly to the Assistant CEO, External Operations. OCERS management staff is expected to uphold the highest standards of accountability, employer focus and system efficiency. The Disability Manager is responsible for supervising the activities of assigned professional and technical benefits staff.

### Performance Attributes

Include but are not limited to the following:

- ▶ Provides responsive, high quality service to retirement system members, representatives of outside agencies and members of the public by providing accurate, complete and up-to-date information in a courteous, efficient and timely manner.
- ▶ Ensures that the County Employees Retirement Law of 1937, Federal and State statutes and OCERS policies are followed in the administration of the disability and benefit programs.
- ▶ Responsible for overall development, training, and evaluation of staff.
- ▶ Participates in hiring decisions, disciplinary actions, performance evaluations and other personnel activities.
- ▶ Manages the Disability staff by planning, coordinating, prioritizing, and monitoring staff activities.
- ▶ Monitor staff work activities to ensure safe and efficient work practices, quality and accuracy.
- ▶ Develop schedules and methods for performing division assignments.
- ▶ Responsible for performing other specialized duties related to the overall management of the disability division.

### Minimum Qualifications

Minimum qualifications required for entry into the classification



## Job Description Disability Manager

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### *Education and/or Experience*

Graduation from an accredited university or college with a Bachelor's Degree in Public or Business Administration, Accounting or Human Resources Management or a related field and a minimum of two years' experience supervising staff.

or

Four years of experience at a technical level in a retirement, insurance, or government benefit program, or in a personnel system which involves retirement benefit experience; minimum of two years' experience supervising staff.

### *Special Notes, Licenses or Requirements:*

- ▶ A valid California class C driver's license or the ability to arrange necessary and timely transportation for field travel.
- ▶ May be required to use a personal vehicle.
- ▶ A complete background investigation is required; a felony or misdemeanor conviction may be a disqualifying factor from employment.
- ▶ **Highly Desirable:** Paralegal certification, Worker's Compensation Claims Professional certification, and/or Certified Employee Benefits Specialist (CEBS).

### *Knowledge/Skills/Abilities*

Sample of KSA's necessary to perform essential duties of the position

#### **KNOWLEDGE OF:**

- ▶ Extensive knowledge of the 1937 County Employees Retirement Law and current regulations and statutes as it relates to disability and service retirements, divorce and death benefits.
- ▶ County policies and procedures including, hiring, , grievance and disciplinary procedures.
- ▶ Supervision and training principles, practices and techniques.
- ▶ Defined benefit retirement plans and other types of pension plans.
- ▶ Telephone, office, and online etiquette.
- ▶ Customer service objectives and strategies.
- ▶ Basic techniques for report writing.
- ▶ Methods and techniques of supervision, training and motivation.
- ▶ Methods and techniques for record keeping.
- ▶ Computer applications and hardware related to the performance of the essential functions of the job.



## Job Description **Disability Manager**

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### ***SKILLS/ABILITY TO:***

- ▶ Establish and maintain professional relationships with retirement system members, Plan Sponsors, OCERS staff, officials and the public.
- ▶ Communicate effectively in English both orally and in writing with a variety of individuals representing diverse cultures and backgrounds.
- ▶ Maintain a professional demeanour in volatile situations; which require a high degree of sensitivity, tact and diplomacy.
- ▶ Manage, coordinate and plan the day-to-day operations of OCERS Disability division.
- ▶ Understand and interpret laws, policies and ordinances.
- ▶ Calculate and prepare statistical data and reports for the Board.
- ▶ Supervise, train, coordinate and evaluate employees.
- ▶ Perform job functions independently and in an ethical and objective manner.
- ▶ Exercise appropriate judgment in answering questions and releasing information.
- ▶ Demonstrate strict confidentiality, professionalism, integrity and compliance with applicable laws and regulations at all times.
- ▶ Use standard office equipment such as: computer, printer, scanner, fax machine, photocopier and 10-key calculators.

### ***Physical, Mental and Environmental Conditions***

The following is a description of the physical and mental abilities that are customarily required to perform the essential job functions of this position.

#### ***Physical and Mental Demands***

- ▶ Speak and hear well enough to communicate in English clearly and understandably in person, over the telephone and in small groups.
- ▶ Manual dexterity sufficient to use hands, arms and shoulders repetitively to operate a telephone, keyboard, write and use a calculator.
- ▶ Mental stamina to interact professionally with members of the Board of Retirement, Plan Sponsors, peers and retirement system members.
- ▶ Vision sufficient to read fine print and a computer monitor.
- ▶ Independent body mobility, agility, and stamina to stand, walk, stoop, bend and twist, to access a standard office environment.
- ▶ Ability to sit for prolonged periods of time.
- ▶ Body strength sufficient to lift up to 15 pounds and carry files.



## Job Description **Disability Manager**

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### *Environmental Conditions*

- ▶ The primary work place is in an office environment, working with standard office equipment.
- ▶ Peripheral office equipment generates to a quiet to moderate noise level.
- ▶ Operates in an environment that includes elected officials, non-elected officials, government agencies, community interest groups and the general public in the development and coordination of OCERS affairs.
- ▶ Out of area travel may be required to attend professional conferences and meetings.

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### **Acknowledgement**

By signing below, I acknowledge that I have reviewed and discussed the contents, requirements, and expectations included in this job description with my supervisor and a copy has been provided to me.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Reviewer Signature

\_\_\_\_\_  
Date



## Memorandum

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**DATE:** February 7, 2022  
**TO:** Members of the Personnel Committee  
**FROM:** Steve Delaney, Chief Executive Officer  
**SUBJECT:** **2022 - CEO RECOMMENDED PERSONNEL ISSUES**

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### Presentation

#### Background/Discussion

Generally, the OCERS Board's committees meet on a quarterly basis. We could anticipate Personnel Committee meetings in April, July and October of this year. That would leave the final two months (November and December) should the need arise for a fifth meeting of the committee in order to bring issues to conclusion in the calendar year.

With the committee's concurrence, I would recommend the following topics for consideration.

1. OCERS Direct Employees Salary Range review

Though the committee just completed a salary range review with subsequent Board adoption in 2021, inflation's impact is already being felt in both the public and private sector. With some of our key staff already at the top of their range, I believe it warrants at least a comparison of the new range with some of our key industry competitors.

April – Compare OCERS new ranges with that of other employers.

July – Consider modifications to OCERS ranges, if so directed in April.

2. Incentive Compensation (Bonus) Program for Chief Investment Officer (CIO)

Finding and keeping the qualified talent necessary to ensure this fund meets its benefit obligations should be a key goal of this committee.

While our most recent adjustments to salary ranges have recognized and rewarded our current CIO for the important work she has performed, there are limits to what a public fund can provide in salary, due to the life-time benefit costs that are associated with that salary. For that reason, among several, other public systems have implemented incentive compensation (or often styled "bonus") programs. Such a

program allows the OCERS Board to determine what achievements are most desired, how best to measure those, and ultimately incentivize and reward the CIO for achieving such.

April – Compare OCERS CIO salary range with that of other employers. Additionally, review bonus programs as provided by other employers.

July – Outline goals and measures of a possible incentive compensation program, with examples of how to be paid.

October – Consider incentive compensation program in final form prior to recommendation to the OCERS Board of Retirement.

3. Certification Bonus Program expansion

In 2018 the OCERS Board approved a 5% salary certification bonus program for those who had obtained a CFA or CPA designation. That program recognizes and rewards those OCERS staff members who obtain especially desired skill sets above and beyond those required to fulfill their current job duties.

Prior to departure due to COVID, the committee had considered an expansion of the certification program.

I would like to review with the committee the materials that were shared with the committee prior to our departure, and continue the consideration of an expansion.

April – Review certifications for possible inclusion in the bonus program. What does the certification guarantee by way of skill sets, how difficult is it to obtain, and how desirable is it in the labor market?

July – Review those skillsets most desired. Determine what would be required to obtain, and how confirmation would be confirmed, if so directed in April.

October – Review expansion of bonus program in final form prior to recommendation to the OCERS Board of Retirement.

4. OCERS County Employees to OCERS Direct Status

Uniting the OCERS staff into a single “directly employed” agency is an important step in strengthening OCERS employees morale, commitment and productivity.

At the Board's direction OCERS' Human Resources Department is working to craft individual job descriptions for each County of Orange OCERS employee, to ensure transparency in how those employees would later be classified and employed directly by OCERS.

This effort is expected to take the full calendar year. As those documents are completed, we will review first with the Personnel Committee, followed later by review with the County of Orange Human Resources Department, as well as the Orange County Employees Association (OCEA). Once all parties have approved, and only if the involved employees themselves approve, would we then begin the legislative process that would be necessary to complete this task.

April – Update on progress.

July – Update on progress.

October – Update on progress, lay out timeline and work plan for end of 2022 and into 2023.

**Submitted by:**



**SD - Approved**

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Steve Delaney  
Chief Executive Officer



## Memorandum

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**DATE:** February 7, 2022  
**TO:** Members of the Personnel Committee  
**FROM:** Steve Delaney, Chief Executive Officer  
**SUBJECT:** RETURN TO THE OCERS HEADQUARTERS - UPDATE

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### Background/Discussion

This memorandum serves as a placeholder to inform you that there will be no printed materials for this section of the board book this month.

### Submitted by:



**SD - Approved**

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Steve Delaney  
Chief Executive Officer