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

PERSONNEL COMMITTEE MEETING
Tuesday, October 8, 2024
8:30 A.M.

Members of the Committee
Roger Hilton, Chair
Shawn Dewane, Vice Chair
Charles Packard
Richard Oates

Members of the public who wish to observe and/or participate in the meeting may do so (1) from the OCERS Boardroom or (2) via the Zoom app or telephone (information below) from any location.

OCERS Zoom Meeting Video/Teleconference Information	
Join Using Zoom App (Video & Audio) **https://ocers.zoom.us/j/84902432392** **Meeting ID: 849 0243 2392** **Passcode: 998528** Go to https://www.zoom.us/download to download Zoom app before meeting. Go to https://zoom.us to connect online using any browser.	**Join by Telephone (Audio Only)** Dial by your location • +1 669 900 6833 US (San Jose) • +1 346 248 7799 US (Houston) • +1 253 215 8782 US (Tacoma) • +1 929 436 2866 US (New York) • +1 301 715 8592 US (Washington DC) • +1 312 626 6799 US (Chicago) **Meeting ID: 849 0243 2392** **Passcode: 998528**
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee Meetings Page.	

AGENDA

This agenda contains a brief general description of each item to be considered. The Committee may take action on any item listed on this 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.

OPEN SESSION

1. CALL MEETING TO ORDER AND ROLL CALL

2. BOARD MEMBER STATEMENT REGARDING PARTICIPATION VIA ZOOM (IF NECESSARY) (Government Code Section 54953(f))

3. PUBLIC COMMENTS

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. Members of the public who participate in the meeting from the OCERS Boardroom and who wish to provide comment during the meeting may do so from the podium located in the OCERS Boardroom. When addressing the Committee, please state your name for the record prior to providing your comments. Speakers will be limited to three (3) minutes.

At this time, members of the public may comment on (1) matters not included on the agenda, provided that the matter is within the subject matter jurisdiction of the Committee; and (2) any matter appearing on the Consent Agenda.

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 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes August 27, 2024

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. **Members of the public who wish to provide comment in connection with any matter listed in this agenda may do so by "raising your hand" in the Zoom app, or if joining by telephone, by pressing * 9, at the time the item is called. Persons attending the meeting in person and wishing to provide comment on a matter listed on the agenda should fill out a speaker card located at the back of the Boardroom and deposit it in the Recording Secretary's box located near the back counter.**

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

A-2 PROPOSED 2025 STAFFING PLAN

Presentation by Steve Delaney, CEO, and Cynthia Hockless, Director of Human Resources, OCERS

Recommendation: Approve and recommend the Board of Retirement approve the following items related to the 2025 Staffing Plan to be presented at the October 21, 2024, Board meeting:

A. Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:

a. Deputy General Counsel – OCERS Direct

b. Retirement Benefits Technician – County

At the August 27, 2024, Personnel Committee meeting, the following positions were approved to bring to the Board with the 2025 budget:

B. Add one IT Intern position to the Information Technology Department – Extra Help

C. Add two Investment Analyst positions to the Investment Department – OCERS Direct

The total estimated annual personnel cost for these staffing changes is $293,166. The estimated budget impact for 2025 due to mid-year hiring for one of the Investment Analyst positions is $168,103.

INFORMATION ITEMS

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

I-1 **UPDATE ON OUTREACH REGARDING EMPLOYER DATA**
Presentation by Silviu Ardeleanu, Director of Member Services & Employer Relations Section, and David Kim, Assistant CEO of External Operations, OCERS

COMMITTEE MEMBER COMMENTS

CHIEF EXECUTIVE OFFICER/STAFF COMMENTS

COUNSEL COMMENTS

ADJOURNMENT

NOTICE OF NEXT MEETINGS

AUDIT COMMITTEE MEETING
October 9, 2024
9:00 A.M.

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

DISABILITY COMMITTEE MEETING
October 21, 2024
8:30 A.M.

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

REGULAR BOARD MEETING
October 21, 2024
9:30 A.M.

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
2223 E. WELLINGTON AVENUE, SUITE 100

SANTA ANA, CA 92701

AVAILABILITY OF AGENDA MATERIALS - Documents and other materials that are non-exempt public records distributed to all or a majority of the members of the OCERS Board or Committee of the Board in connection with a matter subject to discussion or consideration at an open meeting of the Board or Committee of the Board are available at the OCERS' website: https://www.ocers.org/board-committee-meetings. If such materials are distributed to members of the Board or Committee of the Board less than 72 hours prior to the meeting, they will be made available on the OCERS' website at the same time as they are distributed to the Board or Committee members. Non-exempt materials distributed during an open meeting of the Board or Committee of the Board will be made available on the OCERS' website as soon as practicable and will be available promptly upon request.

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 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
2223 E. WELLINGTON AVENUE, SUITE 100
SANTA ANA, CALIFORNIA

PERSONNEL COMMITTEE MEETING
Tuesday, August 27, 2024
9:30 A.M.

MINUTES

OPEN SESSION

Chair Hilton called the meeting to order at 9:38 A.M.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

Present: Roger Hilton, Chair; Charles Packard, Board Member; Richard Oates, Board Member

Also Present: Steve Delaney, CEO; Brenda Shott, Assistant CEO of Internal Operations; Suzanne Jenike, Assistant CEO of External Operations; David Kim, Assistant CEO of External Operations; Molly Murphy, Chief Investment Officer; Manuel Serpa, General Counsel; Cynthia Hockless, Director of Human Resources; Silviu Ardeleanu, Director of Member & Employer Relations Section - Member Services; Will Tsao, Director of Enterprise Project Management Office; Matt Eakin, Director of Information Security; Jenny Sadoski, Director of Information Technology; Tracy Bowman, Director of Finance; David Beeson, Director of Investments; Maggie Williams-Dalgart, Gallagher; Anthony Beltran, Audio Visual Technician; Amanda Evenson, Recording Secretary; Vanessa Chavez, Retirement Program Specialist; Chris Prevatt (Zoom), Board Member; Shari Freidenrich (Zoom), Board Member; Charles Barfield (Zoom), OCEA; Julie Lam (Zoom), County of Orange

PUBLIC COMMENT
None.

CONSENT AGENDA

C-1 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes July 8, 2024

Recommendation: Approve minutes.

A **Motion** by Mr. Packard, **seconded** by Mr. Oates, to approve staff's recommendation to approve the minutes.

The motion passed **unanimously**.

ACTION ITEMS

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

A-2 PROPOSED 2025 STAFFING PLAN PREVIEW

Presentation by Steve Delaney, CEO, and Cynthia Hockless, Director of Human Resources, OCERS

Recommendation: Approve and recommend the Board of Retirement include the following personnel costs in the 2025 OCERS Budget to be presented at the October 21, 2024, Board meeting:

1. Approve the addition of 4 new positions to the 2025 budgeted headcount
    A. Add one IT Intern to the Information Technology Department – Extra Help

After discussion, a **Motion** by Mr. Oates, **seconded** by Mr. Hilton, to approve and recommend the Board of Retirement add an IT Intern position to the Information Technology Department.

The motion passed **unanimously**.

B. Add two Investment Analyst positions to the Investment Division

A **Motion** by Mr. Packard, **seconded** by Mr. Oates, to approve and recommend the Board of Retirement add two Investment Analyst positions to the Investment Division.

The motion passed **unanimously**.

C. Add one Project Analyst position to the Enterprise Project Management Office

Chair Hilton requested that the discussion regarding adding a position to the Enterprise Project Management Office be postponed until after receiving more information on the CEM Benchmarking and other efficiencies.

The Committee recessed for break at 10:45 a.m.

The Committee reconvened from break at 11:03 a.m.

The Recording Secretary did not administer the Roll Call attendance, but noted the attendance of Mr. Packard, Mr. Oates, and Chair Hilton.

A-3 OCERS CLASSIFICATION AND COMPENSATION STUDY

Presentation by Cynthia Hockless, Director of Human Resources, OCERS, and Maggie Williams-Dalgart, MPA, SPHR, Gallagher

Recommendation: Receive and file.

Chair Hilton left the meeting at 11:37 a.m.

Chair Hilton returned to the meeting at 11:42 a.m.

After a presentation from Ms. Williams-Dalgart from Gallagher, a **Motion** by Mr. Oates, **seconded** by Mr. Packard, to receive and file. The Committee will continue to work with staff to provide future direction on this process.

The motion passed **unanimously**.

The Committee recessed for break at 11:56 a.m.

The Committee reconvened from break at 11:58 a.m.

The Recording Secretary did not administer the Roll Call attendance, but noted the attendance of Mr. Packard, Mr. Oates, and Chair Hilton.

INFORMATION ITEMS

I-1 UPDATE ON OUTREACH REGARDING EMPLOYER DATA
Presentation by Silviu Ardeleanu, Director of Member Services & Employer Relations Section, and Suzanne Jenike, Assistant CEO of External Operations, OCERS

Mr. Ardeleanu provided an update regarding the employer data outreach progress.

I-2 CONSIDERING THE VALUE OF A CHIEF TECHNOLOGY OFFICER
Presentation by Steve Delaney, CEO, OCERS

Mr. Delaney discussed the value, purpose, and need for the role of a Chief Technology Officer.

CEO/COMMITTEE MEMBER/COUNSEL/STAFF COMMENTS
None.

Chair Hilton **ADJOURNED** the meeting at 12:21 P.M.

Submitted by:	Submitted by:	Approved by:
_____	_____	_____
Cynthia Hockless	Steve Delaney	Roger Hilton
Liaison	Secretary to the Board	Chair

Memorandum

DATE: October 8, 2024

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: **PROPOSED 2025 STAFFING PLAN**

Recommendation

Approve and recommend the Board of Retirement approve the following items related to the 2025 staffing plan to be presented at the October 21, 2024, Board meeting:

1. **APPROVE THE ADDITION OF 1 NEW POSITION AND REMOVE 2 CURRENTLY VACANT POSITIONS TO THE PROPOSED 2025 BUDGETED HEADCOUNT**

   A. Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:

      a. Deputy General Counsel – OCERS Direct

      b. Retirement Benefits Technician – County

At the August 27, 2024, Personnel Committee meeting, the following positions were approved to bring to the Board with the 2025 staffing plan.

B. Add one IT Intern position to the Information Technology Department – Extra Help

C. Add two Investment Analyst positions to the Investment Department – OCERS Direct

The total estimated annual personnel cost for these staffing changes is $293,166. The estimated budget impact for 2025 due to mid-year hiring for one of the Investment Analyst positions is $168,103.

Background/Discussion

At the Personnel Committee meeting held on August 27, 2024, the Committee approved the addition of two (2) Full-Time Equivalent (FTE) positions and one (1) Extra Help position, increasing OCERS total headcount for the proposed 2025 staffing plan from 133 to 136. The Committee also requested that staff return with additional support for a Project Analyst for the Enterprise Project Management Office (EPMO). After internal discussions, we concluded that the most effective way to support the EPMO is by repurposing a currently budgeted Staff Assistant career ladder from the Disabilities department to the EPMO. As a result, we have withdrawn this item from our request.

During the Strategic Planning Workshop and Education Forum held on September 10-11, 2024, Staff presented Vision 2030, which proposed creating a new position for a Chief Technology Officer (CTO) to address OCERS technological needs as we move closer to achieving our goals for Vision 2030. I suggest eliminating two currently vacant positions to allocate resources for the newly established CTO role. The net impact of this recommendation is a decrease of one (1) position from the amount mentioned above, reducing the proposed staffing plan headcount for 2025 from 136 as approved by the Committee in August down to 135. A summary of the request is listed below, and a detailed description is attached to this memo.

1A. ADD THE POSITION OF A CHIEF TECHNOLOGY OFFICER TO THE EXECUTIVE DEPARTMENT AND FUND WITH THE REMOVAL OF 2 CURRENTLY VACANT POSITIONS

As OCERS advances towards its Vision 2030 goals, aiming to fully automate the retirement benefit calculation process, it has become evident that the surge of new technologies post-ChatGPT presents a significant opportunity for integration across all departments. To better capitalize on these innovations, the creation of a dedicated Chief Technology Officer (CTO) role is worth considering. While our current Director of Information Technology excels in managing OCERS' day-to-day IT needs, the rapid evolution of technology is prompting many organizations to adopt both tactical and strategic leadership roles. Establishing both an IT Director and a CTO could provide valuable benefits, particularly given the growing size and complexity of OCERS.

- **Strategic Focus:** Responsible for shaping the organization's long-term technology strategy and vision, developing a roadmap for adopting and integrating new technologies.
- **Innovation:** Identifies and evaluates emerging technologies, assesses their potential impact, and ensures technology initiatives align with the agency's broader business objectives.
- **Leadership:** This position plays a key role in high-level decision-making, driving technological innovation, and ensuring technology investments support the organization's growth and future direction.
- **Strategic Focus:** Concentrates on the organization's long-term technology strategy and vision.
- Develops the roadmap for adopting and integrating new technology.
- **Innovation:** Identifies emerging technologies, evaluates their potential impact, and aligns technology initiatives with the agency's overall business goals.
- **Leadership:** Often involved in high-level decision-making, driving technological innovation, and ensuring that technology investments support the company's growth and future direction.

Position Title	Salary Range	Proposed Budgeted Salary	Annual Budget Impact – Salary and Fringe
ADD: Chief Technology Officer – OCERS Direct	$194,578 - $301,594	$248,086	$384,533
REMOVE: Deputy General Counsel – OCERS Direct	$156,627 - $242,771	$(228,800)	$(354,640)
REMOVE: Retirement Benefits Technician - County	$44, 366- $58,905	$(58,905)	$(91,303)

Conclusion:

I am proposing the addition of one (1) new position and the removal of two (2) currently vacant positions from the 2025 Staffing Plan. This is in addition to the three (3) positions previously approved at the August 27, 2024, Personnel Committee meeting. As a result, the total budgeted headcount will decrease from 136 to 135. The total annual cost for these positions is outlined above, with an estimated increase in personnel expenses of $293,166. Due to the timing of these hires, the projected budget impact for 2025 is anticipated to be $168,103.

Attachments

1. Proposed 2025 Staffing Plan Preview – Presentation
2. Executive Department – CTO Request Memo
3. Appendix 1 OCERS Organization Chart 2024
4. Appendix 2 OCERS Organization Chart 2025

Submitted by:

SD - Approved

Steve Delaney
Chief Executive Officer

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

Proposed 2025 Staffing Plan

PRESENTATION

Steve Delaney
Chief Executive Officer

Cynthia Hockless
Director of Human Resources

1

2024 Budgeted Headcount:

2024	
Total Budgeted Headcount	133
OCERS Direct	59
County	70
Extra Help OCERS Direct	0
Extra Help County	4

Recommendation:

1. **Approve the addition of 1 new position and remove 2 currently vacant positions to the 2025 proposed staffing plan**

   A. Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:
      a) Deputy General Counsel – OCERS Direct
      b) Retirement Benefits Technician – County

At the August 27, 2024, Personnel Committee meeting, the following positions were approved to bring to the Board with the 2025 staffing plan:

C. Add one IT Intern position to the Information Technology Department – Extra Help
D. Add two Investment Analyst positions to the Investment Department – OCERS Direct

The total net estimated annual personnel cost for all proposed 2025 staffing changes is $293,166. The estimated budget impact for calendar year 2025 is $168,103 due to the planned mid-year hiring of one of the Investment Analyst positions.

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

Proposed 2025 Staffing Plan

EXECUTIVE DEPARTMENT

Steve Delaney
Chief Executive Officer

4

Recommendation:

Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:

a) Deputy General Counsel – OCERS Direct
b) Retirement Benefits Technician – County

Position Title	Salary Range	Proposed Budgeted Salary	Annual Budget Impact – Salary and Fringe
ADD: Chief Technology Officer – OCERS Direct	$194,578 - $301,594	$248,086	$384,533
REMOVE: Deputy General Counsel – OCERS Direct	$156,627 - $242,771	$(228,800)	$(354,640)
REMOVE: Retirement Benefits Technician– County	$44,366 - $58,905	$(58,905)	$(91,303)
Net Estimated Cost Savings of adding CTO and removing 2 positions		$(39,619)	$(61,418)

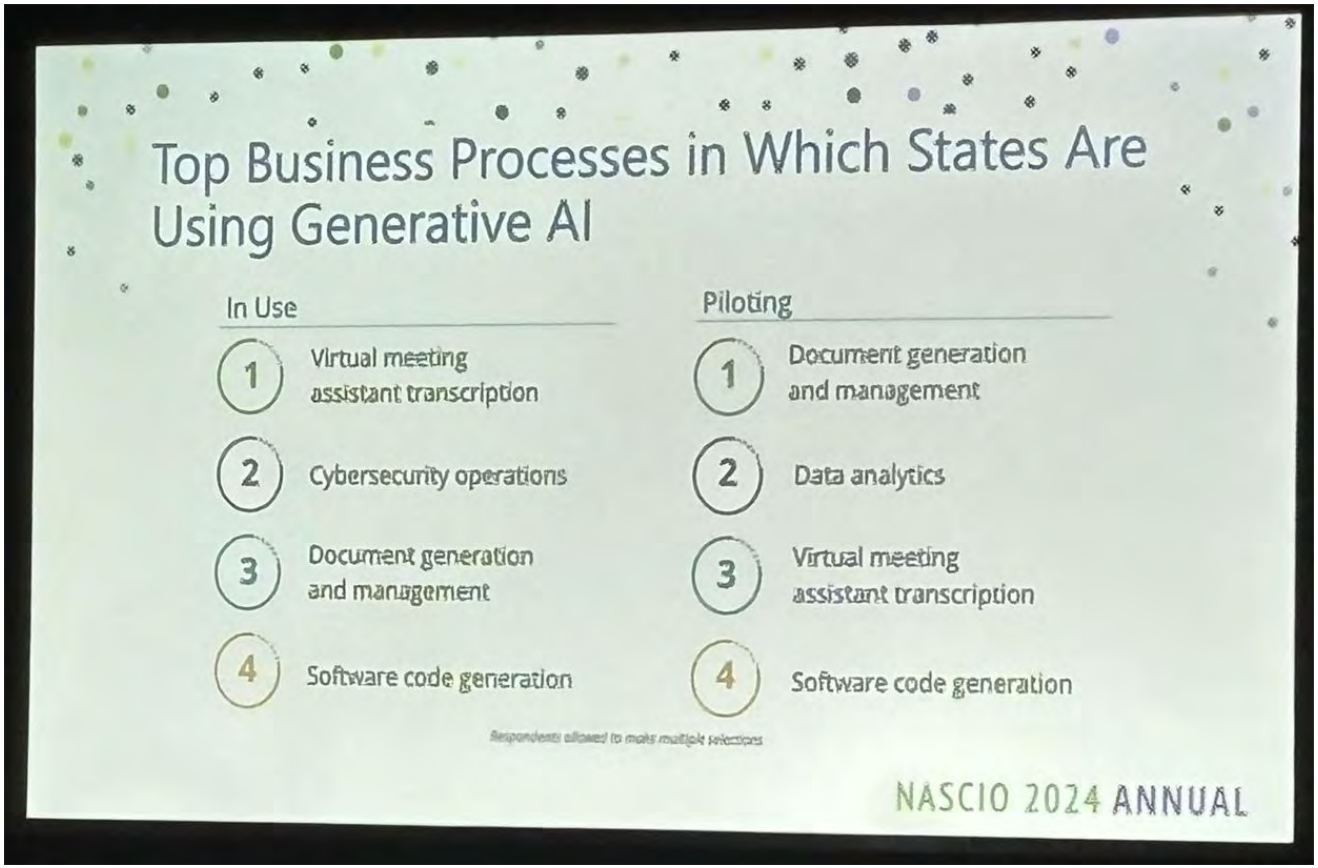
The Addition of a Chief Technology Officer:

1. Isn't OCERS overstaffed?
   A. Comparative numbers
   B. What others don't do
2. Add Technology making a change – The example of Texas County and District Retirement System (TCDRS)
3. Technology making a change – The example of OCERS Disability Division
4. Agency Talent Needs Review – A new approach
5. Upskilling
6. What would a Chief Technology Officer do?

The Evolving Technological Landscape:

1. **Rapid Technological Advancements:** Emerging technologies (AI, blockchain, IoT) transform public service delivery.
2. **Public Expectations**: Citizens demand digital services that are seamless and efficient.
3. **Cybersecurity Threats:** Increasing risk of data breaches and cyberattacks necessitates robust technology leadership.

The Evolving Technological Landscape:



Strategic Vision and Leadership:

1. **Aligning Technology with Agency Goals:** A CTO ensures that technology initiatives support overall agency objectives.

2. **Fostering Innovation**: A CTO cultivates a culture of innovation, encouraging experimentation and new solutions.

3. **Coordinating Cross-Departmental Technology Initiatives:** Centralized technology leadership improves collaboration across various agency departments.

Enhancing Efficiency and Accountability:

1. **Streamlining Operations:** A CTO can implement technology solutions that optimize workflows and reduce redundancies.
2. **Data-Driven Decision Making**: Utilizing analytics to inform policy and operational decisions leads to better outcomes.
3. **Enhancing Transparency and Public Trust:** Technology-driven transparency initiatives (e.g., open data platforms) improve accountability.

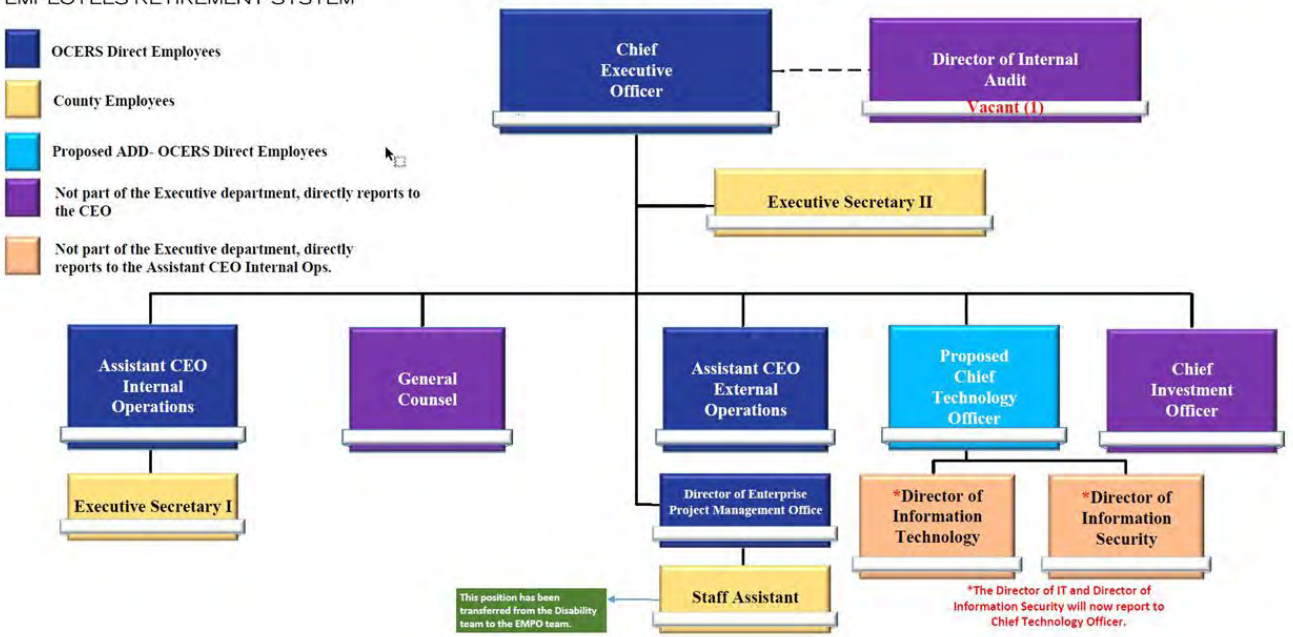
Organizational Plan:

ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

2025 Proposed Executive Organization Chart

Total Proposed Executive Employees 2025: **8**
County – **3**; OCERS Direct – **5**

- OCERS Direct Employees
- County Employees
- Proposed ADD- OCERS Direct Employees
- Not part of the Executive department, directly reports to the CEO
- Not part of the Executive department, directly reports to the Assistant CEO Internal Ops.



Thank you!

Questions?

Recommendation:

1. **Approve the addition of 1 new position and remove 2 currently vacant positions to the 2025 proposed staffing plan**

   A. Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:
      a) Deputy General Counsel – OCERS Direct
      b) Retirement Benefits Technician – County

At the August 27, 2024, Personnel Committee meeting, the following positions were approved to bring to the Board with the 2025 staffing plan:

C. Add one IT Intern position to the Information Technology Department – Extra Help
D. Add two Investment Analyst positions to the Investment Department – OCERS Direct

The total estimated annual personnel cost for these staffing changes is $293,166. The estimated budget impact for 2025 due to mid-year hiring for one of the Investment Analyst positions is $168,103.

Total Estimated Net Impact of Proposed 2025 Staffing Changes:

Position Title	Salary Range	Estimated Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
Investment Analyst (full year)	$87,821 - $127,340	$107,580	$166,750	$166,750
Investment Analyst (Q4 2025)	$87,821 - $127,340	$107,580	$41,687	$166,750
IT Operations Intern (full year)	$21,076 (960 hours max)	$21,076	$21,076	$21,076
ADD: Chief Technology Officer – OCERS Direct	$194,578 - $301,594	$248,086	$384,533	$384,533
REMOVE: Deputy General Counsel – OCERS Direct	$156,627 - $242,771	$(228,800)	$(354,640)	$(354,640)
REMOVE: Retirement Benefits Technician– County	$44,366 - $58,905	$(58,905)	$(91,303)	$(91,303)
Total Estimated Net Cost Impact		$196,617	**$168,103**	**$293,166**

Enterprise Pro ect Management:

August 27, 2024: Staff recommended to the Personnel Committee the addition of a Project Analyst. That recommendation was NOT approved.

Staff has determined that the Staff Assistant position, originally approved by the Board to support the Disability Division is no longer needed due to technology advancements. Additionally, staff has determined that position is not needed to offset the cost of the requested Chief Technology Officer position. Under existing policy, the CEO could move this Staff Assistant position to the Enterprise Project Management team, with no impact on total agency cost or head count. That is the CEO's intent.

Position Title	Salary Range	Proposed Budgeted Salary	2025 Budget Impact – Salary and Fringe	Annual Budget Impact – Salary and Fringe
Transfer Into EPMO - Staff Assistant	$51,896 -$69,576	$61,942	$96,173	$96,173
Transfer Out of Disability Dept - Staff Assistant	$51,896 - $69,576	($61,942)	($96,173)	($96,173)
Net Estimated Cost Impact		$0	$0	$0

Memorandum

DATE: October 8, 2024

TO: Members of the Personnel Committee

FROM: Steve Delaney, Chief Executive Officer

SUBJECT: **PROPOSED 2025 STAFFING PLAN – CHIEF TECHNOLOGY OFFICER**

Recommendation

Approve and recommend the Board of Retirement approve the following items related to the 2025 staffing plan to be presented at the October 21, 2024, Board meeting:

1. Approve the addition of one (1) new position and remove two (2) currently vacant positions to the proposed 2025 proposed staffing plan

    B. Add the position of a Chief Technology Officer to the Executive Department – OCERS Direct and fund with the removal of the following two vacant positions:

        a. Deputy General Counsel – OCERS Direct

        b. Retirement Benefits Technician – County

New Position Request:

1. **Working Title: <u>Chief Technology Officer</u>**
    a. **Position Type:** Regular Full-time – OCERS Direct
    b. **Additional Headcount** will be created if the position is approved but offset by removing two vacant positions.
    c. **Existing classification:** Senior Executive
    d. **What new work will be done:**
        - Dedicated Focus on Technology
        - Strategic Alignment of Business and Technology
        - Transform Business Operations/Maximize Operational Efficiencies
        - Improve the Total Stakeholder Experience
        - Drive Innovation
    e. **What work currently isn't being done (or done out of class):** None. Additionally, it's not that these duties aren't being executed by OCERS today, but technology expertise needs to be raised to a Senior Executive level to elevate the importance, enhance the focus, and create a strategic technology vision and direction for OCERS.
    f. **What growth in workload is anticipated:** The vision for the five primary roles and responsibilities of the CTO:

1. Information Technology Vision & Strategy (Chief Information Officer – CIO Role)
2. Information Security Vision & Strategy (Chief Information Security Officer – CISO Role)
3. Existing Technology Vision & Strategy (Chief Information Officer – CIO Role)
4. Emerging Technology Vision & Strategy (Chief Technology Officer – CTO Role)
5. Business Strategy & Alignment (Included in All 3 Roles - CIO, CISO, CTO)

g. **Are there any savings that will be achieved?** I propose removing two currently vacant positions to fund the newly created CTO position. These requests will result in a net decrease of one (1) position, reducing OCERS' proposed budgeted headcount for the fiscal year 2025 staffing plan from 136 to 135.

h. **Will the position do work that will eliminate current risks?**

Adding a Chief Technology Officer (CTO) to an organization can help mitigate several risks, including:

- **Technology Strategy Misalignment:** A CTO ensures that technology investments align with OCERS overall business strategy. Without this leadership, there is a risk of fragmented tech decisions that don't support business goals.
- **Technology Obsolescence:** The CTO keeps the company updated with emerging technologies, preventing the use of outdated systems that could reduce competitiveness or increase operational inefficiencies.
- **Scalability Challenges:** As a company grows, technology systems must scale. A CTO ensures the tech stack can handle increased demand, reducing risks related to scalability.
- **Lack of Innovation:** Without a CTO, OCERS may miss opportunities to innovate or optimize processes through technology, potentially losing ground to competitors.

The CTO will play a vital role in addressing technology-related risks and ensuring that OCERS tech ecosystem is secure, scalable, and aligned with long-term goals.

2. **Justification:**

As OCERS continues down the path of Vision 2030, with the goal of removing humans from the calculation process when finalizing retirement benefits, it has become clear that the opportunities for OCERS to better integrate the explosion of new technology post-ChatGPT across all departments could well be better served by creating a focused strategic technology position, a Chief Technology Officer.

Our Director of Information Technology is impressively meeting OCERS day-to-day IT needs. Even so, the advance of technology is leading many systems to begin thinking of engaging both tactical and strategic leadership positions.

Having both a Director of Information Technology (IT) and a Chief Technology Officer (CTO) can offer distinct advantages, depending on the size and complexity of the organization. Here's a breakdown of their roles and how they might complement each other:

Director of IT:

- **Operational Focus**: Primarily responsible for the day-to-day management of IT systems, infrastructure, and support.
- **Execution**: Oversees IT staff, manages IT projects, ensures systems are running smoothly, and handles operational issues.

- **Implementation**: Focuses on implementing existing technology solutions and maintaining current IT infrastructure.

Chief Technology Officer (CTO):

- **Strategic Focus**: Concentrates on the long-term technology strategy and vision for the organization. Develops the roadmap for adopting and integrating new technology.
- **Innovation**: Identifies emerging technologies, evaluates their potential impact, and aligns technology initiatives with the agency's overall business goals.
- **Leadership**: Often involved in high-level decision-making, driving technological innovation, and ensuring that technology investments support the company's growth and future direction.

In a larger organization or one with complex technology needs, having both roles allows for a clear division of responsibilities:

- **Strategic vs. Operational**: The CTO can focus on strategic initiatives and future technology trends, while the Director of IT manages the day-to-day operations and ensures current systems are functioning efficiently.
- **Innovation vs. Maintenance**: The CTO can drive innovation and new technology adoption, while the Director of IT ensures that existing systems are properly maintained and supported.

This separation can lead to better alignment of technology with business objectives, more efficient management of technology resources, and a clearer focus on both current operational needs and future growth.

3. **Estimate Hiring Salary:** $248,086 (Salary and Fringe: $384,533)
4. **Estimate Hire Date:** Q1 of 2025

Conclusion

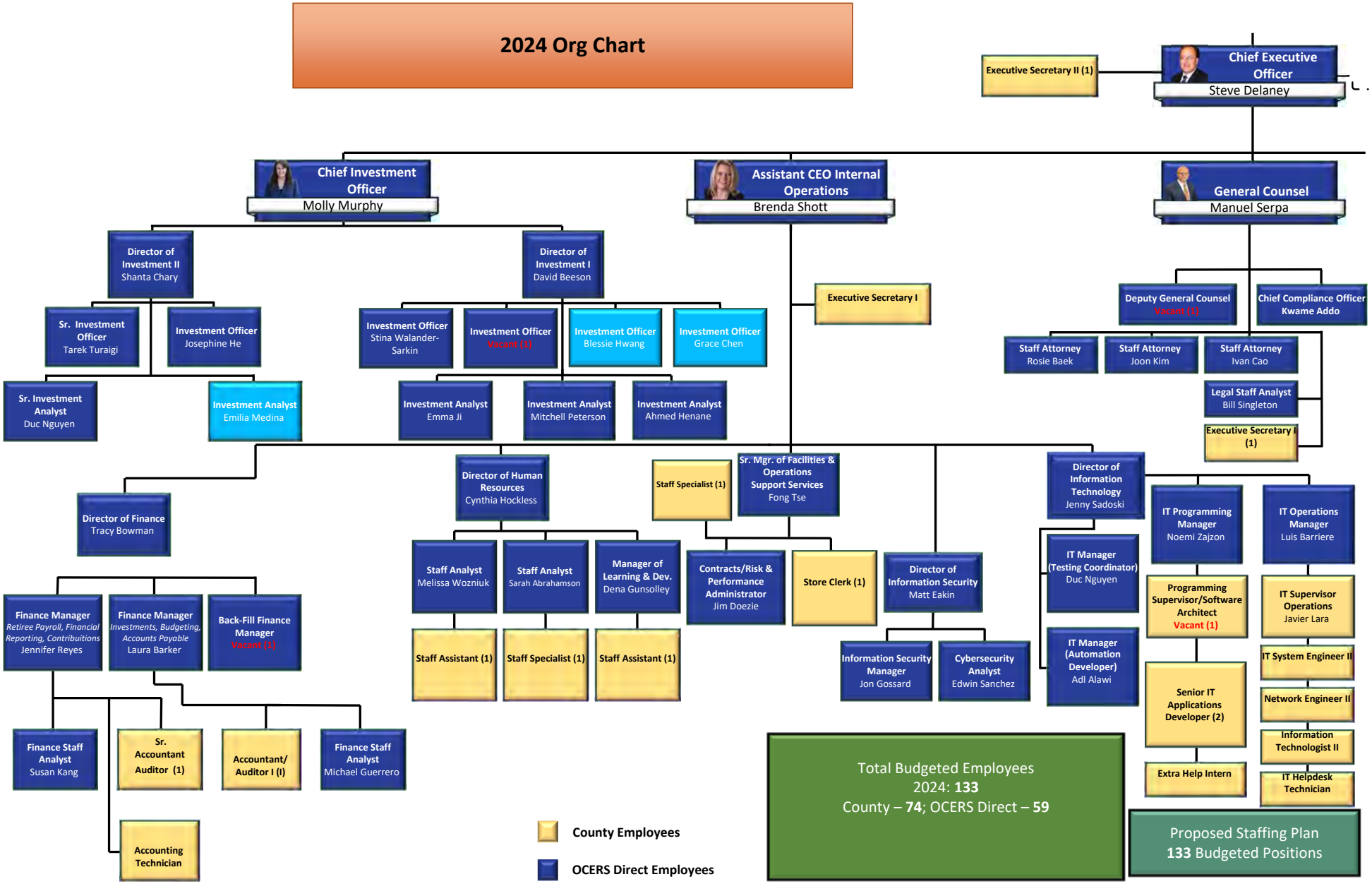
Establishing a Chief Technology Officer (CTO) position alongside the Director of IT would allow OCERS to capitalize on emerging technologies fully. This dual leadership structure offers distinct advantages by ensuring the organization's immediate IT needs are met while steering long-term technological innovation and strategy in a way that aligns with OCERS' evolving goals and complexity.

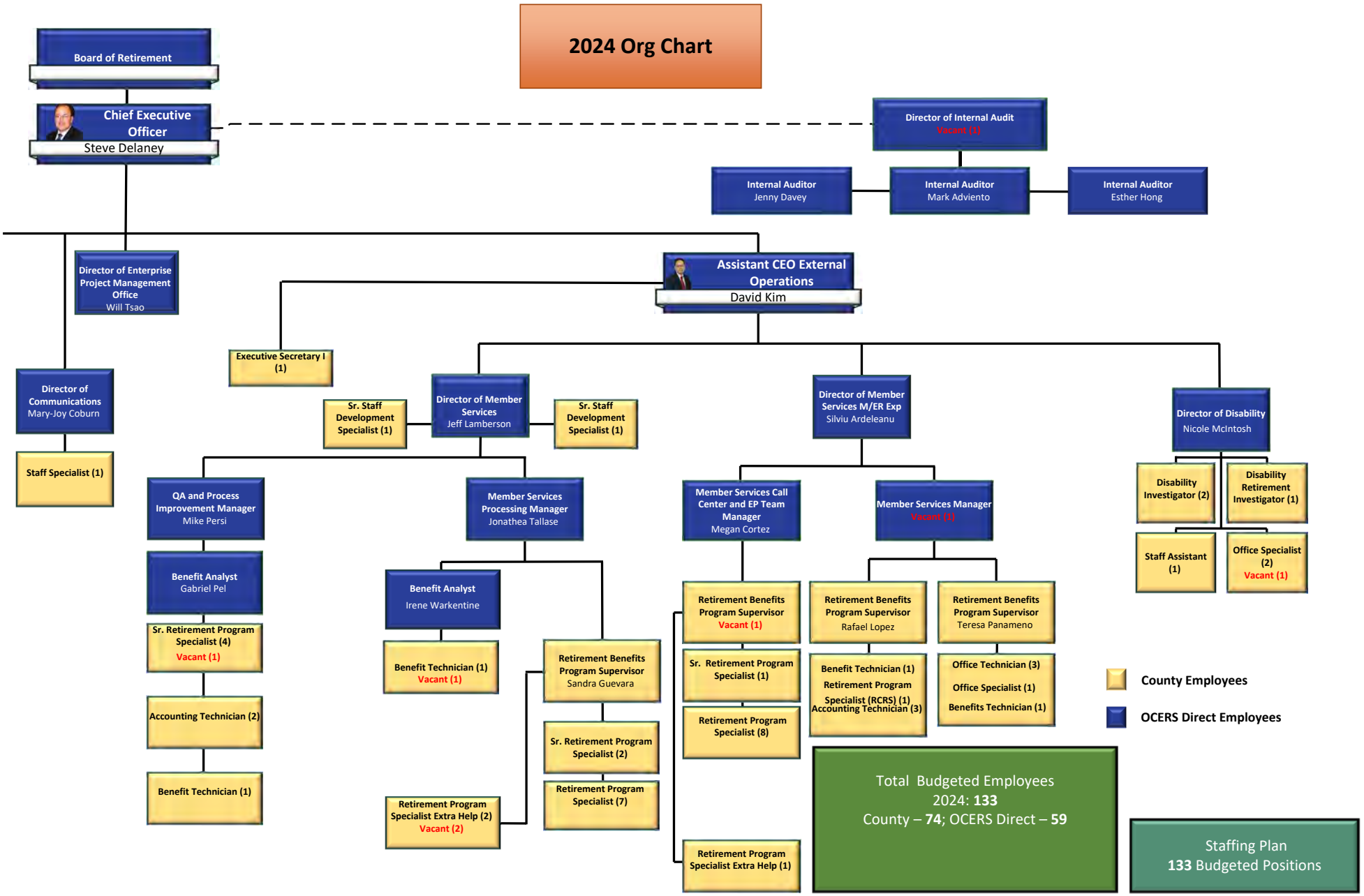
Submitted by:

SD - Approved

Steve Delaney
Chief Executive Officer

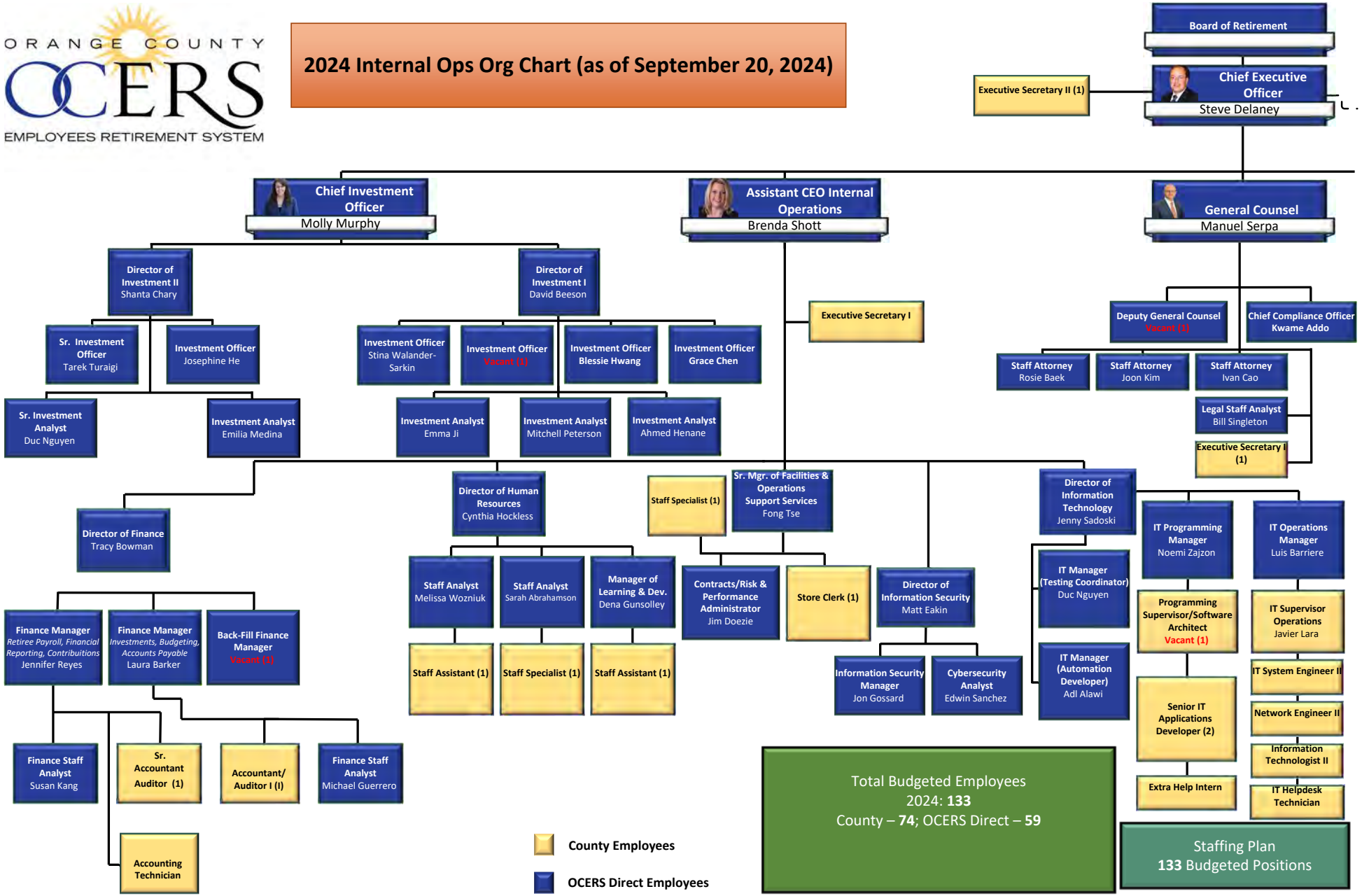
2024 Org Chart

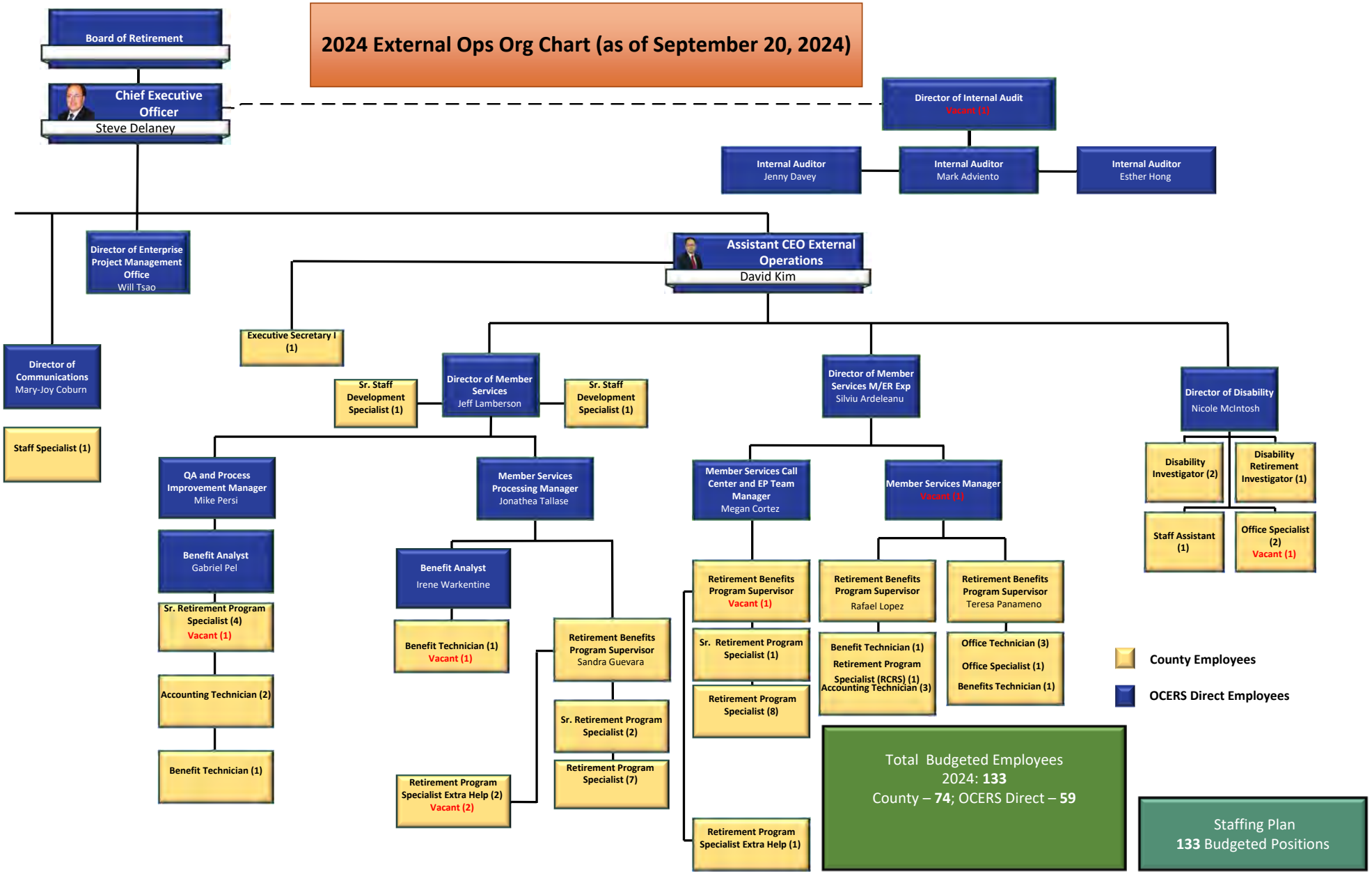



2024 Org Chart
Board of Retirement
Chief Executive Officer
Steve Delaney
Director of Internal Audit
Vacant (1)
Internal Auditor
Jenny Davey
Internal Auditor
Mark Adviento
Internal Auditor
Esther Hong
Director of Enterprise Project Management Office
Will Tsao
Assistant CEO External Operations
David Kim
Executive Secretary I (1)
Director of Communications
Mary-Joy Coburn
Staff Specialist (1)
Sr. Staff Development Specialist (1)
Director of Member Services
Jeff Lamberson
Sr. Staff Development Specialist (1)
Director of Member Services M/ER Exp
Silviu Ardeleanu
Director of Disability
Nicole McIntosh
QA and Process Improvement Manager
Mike Persi
Member Services Processing Manager
Jonathea Tallase
Member Services Call Center and EP Team Manager
Megan Cortez
Member Services Manager
Vacant (1)
Disability Investigator (2)
Disability Retirement Investigator (1)
Staff Assistant (1)
Office Specialist (2)
Vacant (1)
Benefit Analyst
Gabriel Pel
Sr. Retirement Program Specialist (4)
Vacant (1)
Accounting Technician (2)
Benefit Technician (1)
Benefit Analyst
Irene Warkentine
Benefit Technician (1)
Vacant (1)
Retirement Benefits Program Supervisor
Sandra Guevara
Sr. Retirement Program Specialist (2)
Retirement Program Specialist (7)
Retirement Program Specialist Extra Help (2)
Vacant (2)
Retirement Benefits Program Supervisor
Vacant (1)
Sr. Retirement Program Specialist (1)
Retirement Program Specialist (8)
Retirement Program Specialist Extra Help (1)
Retirement Benefits Program Supervisor
Rafael Lopez
Benefit Technician (1)
Retirement Program Specialist (RCRS) (1)
Accounting Technician (3)
Retirement Benefits Program Supervisor
Teresa Panameno
Office Technician (3)
Office Specialist (1)
Benefits Technician (1)
County Employees
OCERS Direct Employees
Total Budgeted Employees
2024: 133
County – 74; OCERS Direct – 59
Staffing Plan
133 Budgeted Positions

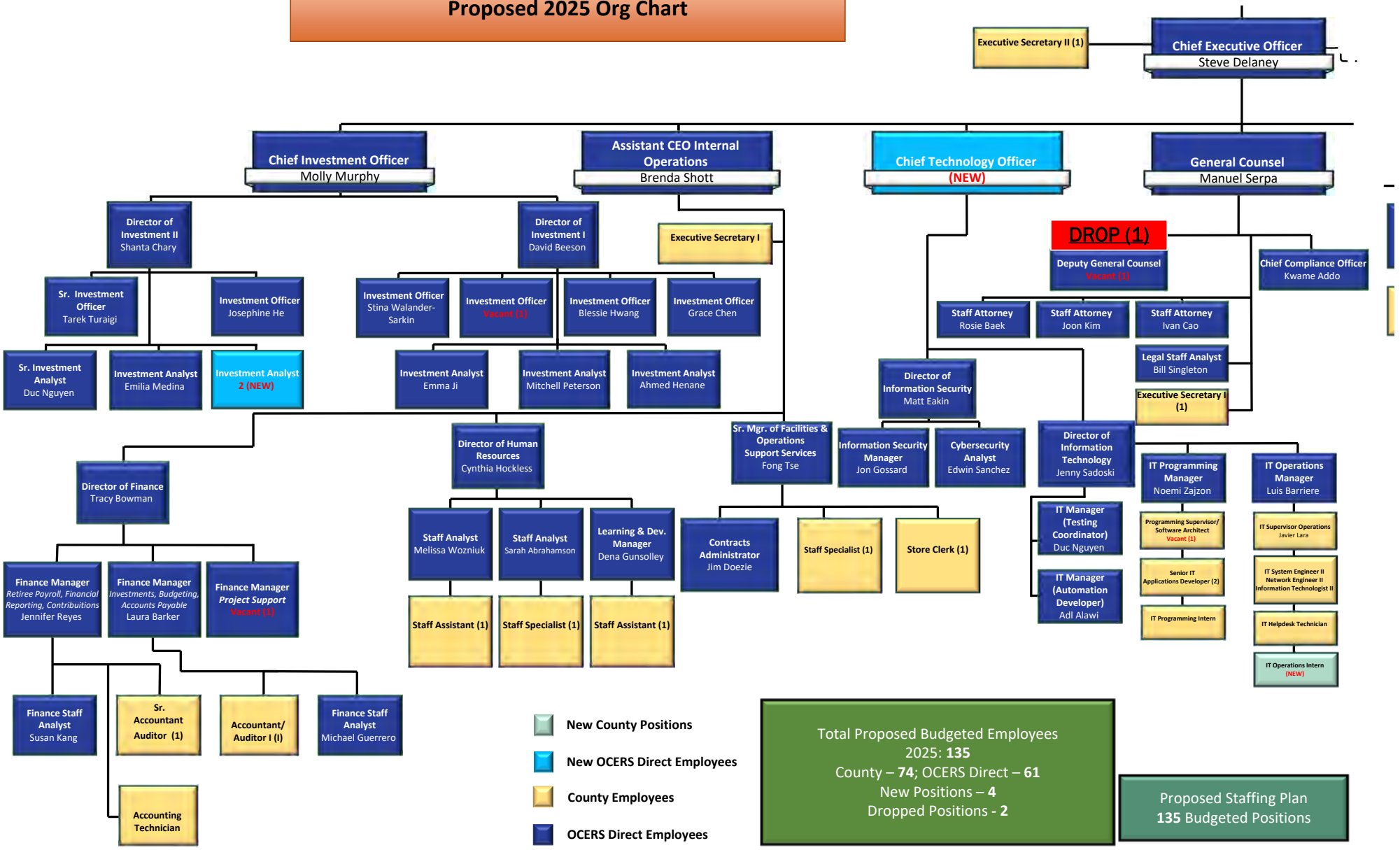
ORANGE COUNTY OCERS EMPLOYEES RETIREMENT SYSTEM

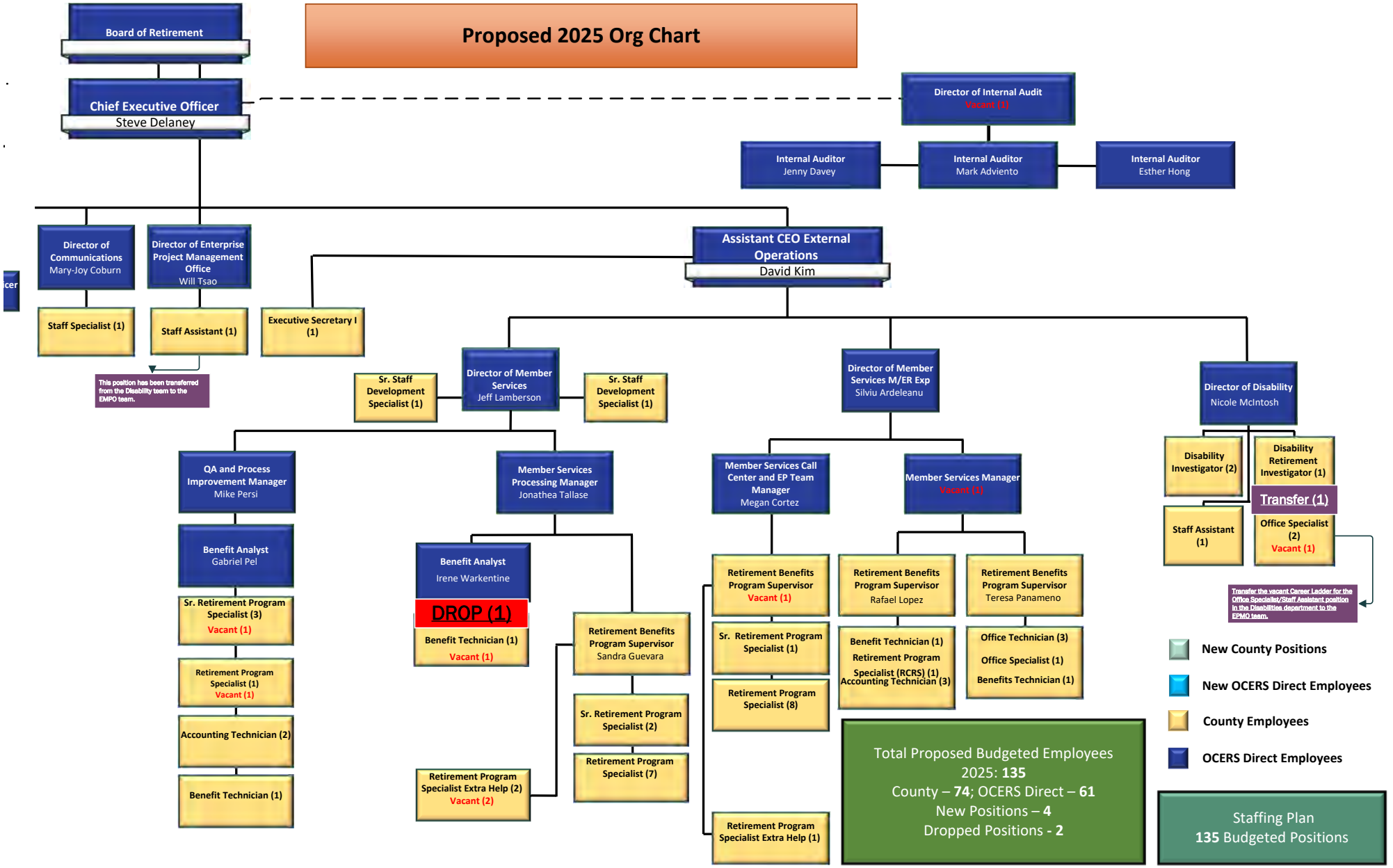
2024 Internal Ops Org Chart (as of September 20, 2024)



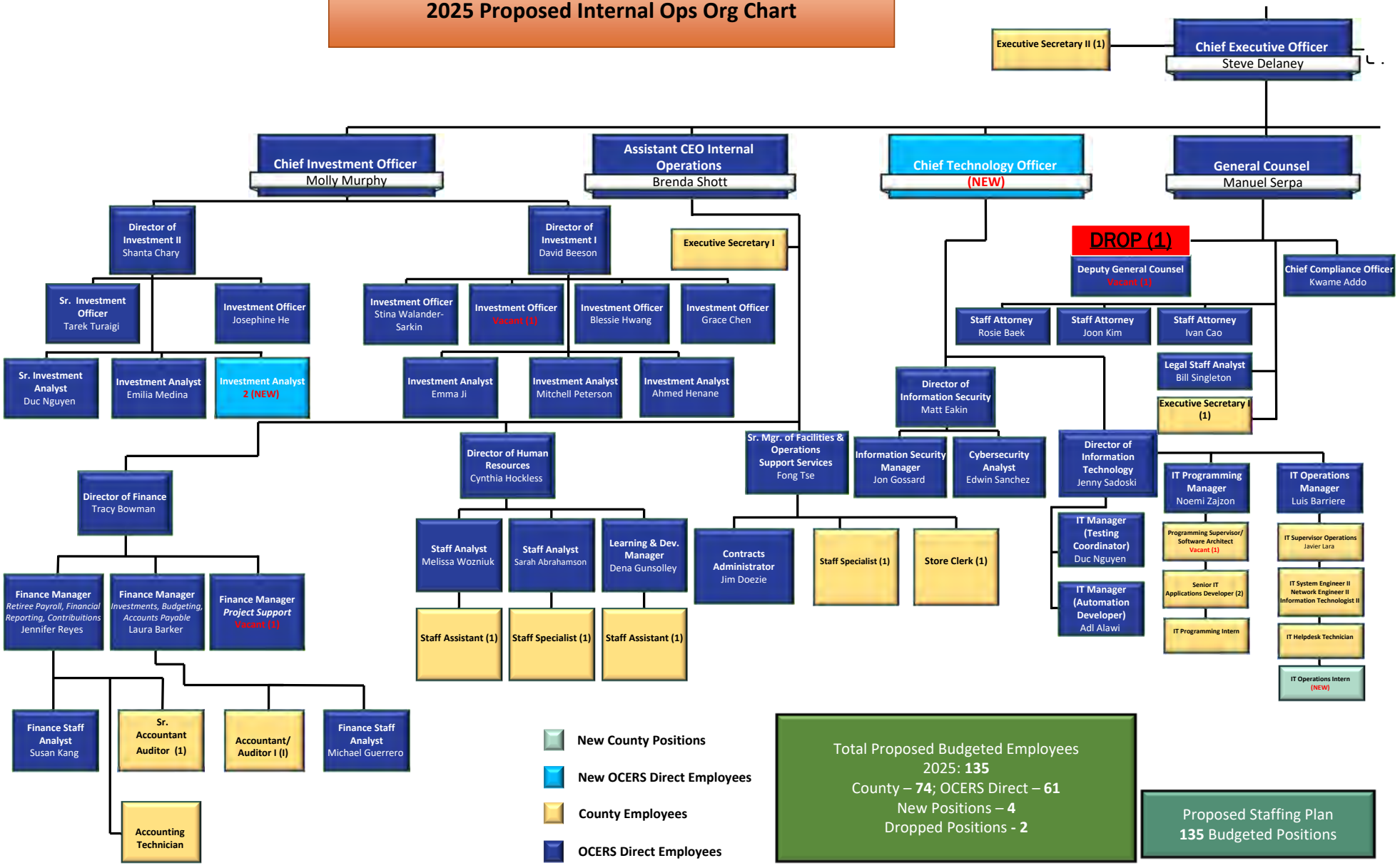

2024 External Ops Org Chart (as of September 20, 2024)
Board of Retirement
Chief Executive Officer
Steve Delaney
Director of Internal Audit
Vacant (1)
Internal Auditor
Jenny Davey
Internal Auditor
Mark Adviento
Internal Auditor
Esther Hong
Director of Enterprise Project Management Office
Will Tsao
Assistant CEO External Operations
David Kim
Director of Communications
Mary-Joy Coburn
Staff Specialist (1)
Executive Secretary I (1)
Sr. Staff Development Specialist (1)
Director of Member Services
Jeff Lamberson
Sr. Staff Development Specialist (1)
Director of Member Services M/ER Exp
Silviu Ardeleanu
Director of Disability
Nicole McIntosh
QA and Process Improvement Manager
Mike Persi
Benefit Analyst
Gabriel Pel
Sr. Retirement Program Specialist (4)
Vacant (1)
Accounting Technician (2)
Benefit Technician (1)
Member Services Processing Manager
Jonathea Tallase
Benefit Analyst
Irene Warkentine
Benefit Technician (1)
Vacant (1)
Retirement Benefits Program Supervisor
Sandra Guevara
Sr. Retirement Program Specialist (2)
Retirement Program Specialist (7)
Retirement Program Specialist Extra Help (2)
Vacant (2)
Member Services Call Center and EP Team Manager
Megan Cortez
Retirement Benefits Program Supervisor
Vacant (1)
Sr. Retirement Program Specialist (1)
Retirement Program Specialist (8)
Retirement Program Specialist Extra Help (1)
Member Services Manager
Vacant (1)
Retirement Benefits Program Supervisor
Rafael Lopez
Benefit Technician (1)
Retirement Program Specialist (RCRS) (1)
Accounting Technician (3)
Retirement Benefits Program Supervisor
Teresa Panameno
Office Technician (3)
Office Specialist (1)
Benefits Technician (1)
Disability Investigator (2)
Disability Retirement Investigator (1)
Staff Assistant (1)
Office Specialist (2)
Vacant (1)
County Employees
OCERS Direct Employees
Total Budgeted Employees
2024: 133
County – 74; OCERS Direct – 59
Staffing Plan
133 Budgeted Positions

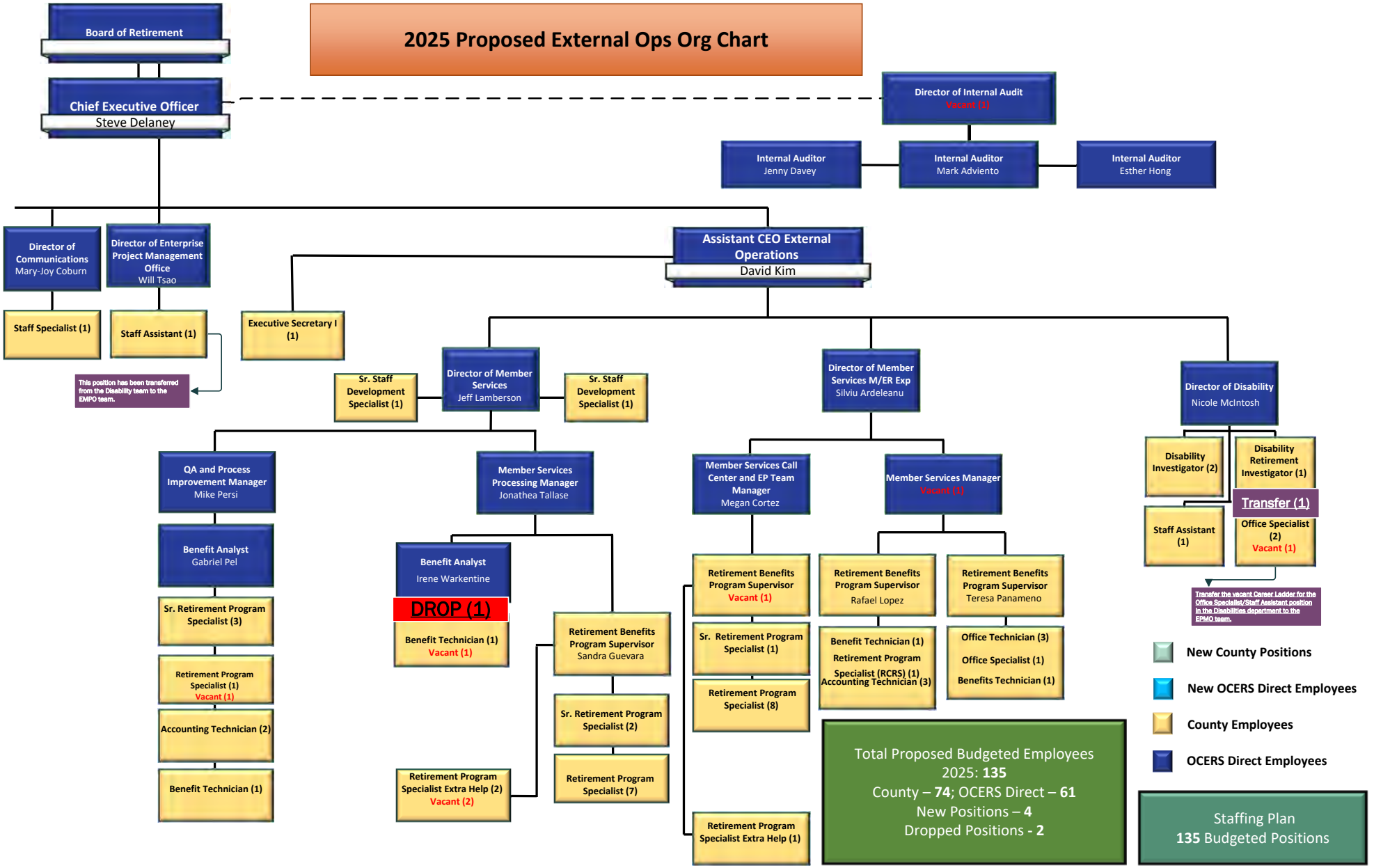
Proposed 2025 Org Chart




Proposed 2025 Org Chart
Board of Retirement
Chief Executive Officer
Steve Delaney
Director of Internal Audit
Vacant (1)
Internal Auditor
Jenny Davey
Internal Auditor
Mark Adviento
Internal Auditor
Esther Hong
Director of Communications
Mary-Joy Coburn
Director of Enterprise Project Management Office
Will Tsao
Assistant CEO External Operations
David Kim
Staff Specialist (1)
Staff Assistant (1)
Executive Secretary I (1)
This position has been transferred from the Disability team to the EMPO team.
Sr. Staff Development Specialist (1)
Director of Member Services
Jeff Lamberson
Sr. Staff Development Specialist (1)
Director of Member Services M/ER Exp
Silviu Ardeleanu
Director of Disability
Nicole McIntosh
QA and Process Improvement Manager
Mike Persi
Member Services Processing Manager
Jonathea Tallase
Member Services Call Center and EP Team Manager
Megan Cortez
Member Services Manager
Vacant (1)
Disability Investigator (2)
Disability Retirement Investigator (1)
Transfer (1)
Staff Assistant (1)
Office Specialist (2)
Vacant (1)
Transfer the vacant Career Ladder for the Office Specialist/Staff Assistant position in the Disabilities department to the EPMO team.
Benefit Analyst
Gabriel Pel
Sr. Retirement Program Specialist (3)
Vacant (1)
Retirement Program Specialist (1)
Vacant (1)
Accounting Technician (2)
Benefit Technician (1)
Benefit Analyst
Irene Warkentine
DROP (1)
Benefit Technician (1)
Vacant (1)
Retirement Benefits Program Supervisor
Sandra Guevara
Sr. Retirement Program Specialist (2)
Retirement Program Specialist (7)
Retirement Program Specialist Extra Help (2)
Vacant (2)
Retirement Benefits Program Supervisor
Vacant (1)
Sr. Retirement Program Specialist (1)
Retirement Program Specialist (8)
Retirement Program Specialist Extra Help (1)
Retirement Benefits Program Supervisor
Rafael Lopez
Benefit Technician (1)
Retirement Program Specialist (RCRS) (1)
Accounting Technician (3)
Retirement Benefits Program Supervisor
Teresa Panameno
Office Technician (3)
Office Specialist (1)
Benefits Technician (1)
Total Proposed Budgeted Employees 2025: 135
County – 74; OCERS Direct – 61
New Positions – 4
Dropped Positions - 2
New County Positions
New OCERS Direct Employees
County Employees
OCERS Direct Employees
Staffing Plan
135 Budgeted Positions

2025 Proposed Internal Ops Org Chart




2025 Proposed External Ops Org Chart
Board of Retirement
Chief Executive Officer
Steve Delaney
Director of Internal Audit
Vacant (1)
Internal Auditor
Jenny Davey
Internal Auditor
Mark Adviento
Internal Auditor
Esther Hong
Director of Communications
Mary-Joy Coburn
Director of Enterprise Project Management Office
Will Tsao
Assistant CEO External Operations
David Kim
Staff Specialist (1)
Staff Assistant (1)
Executive Secretary I (1)
This position has been transferred from the Disability team to the EMPO team.
Sr. Staff Development Specialist (1)
Director of Member Services
Jeff Lamberson
Sr. Staff Development Specialist (1)
Director of Member Services M/ER Exp
Silviu Ardeleanu
Director of Disability
Nicole McIntosh
QA and Process Improvement Manager
Mike Persi
Member Services Processing Manager
Jonathea Tallase
Member Services Call Center and EP Team Manager
Megan Cortez
Member Services Manager
Vacant (1)
Disability Investigator (2)
Disability Retirement Investigator (1)
Transfer (1)
Staff Assistant (1)
Office Specialist (2)
Vacant (1)
Transfer the vacant Career Ladder for the Office Specialist/Staff Assistant position in the Disabilities department to the EPMO team.
Benefit Analyst
Gabriel Pel
Sr. Retirement Program Specialist (3)
Retirement Program Specialist (1)
Vacant (1)
Accounting Technician (2)
Benefit Technician (1)
Benefit Analyst
Irene Warkentine
DROP (1)
Benefit Technician (1)
Vacant (1)
Retirement Program Specialist Extra Help (2)
Vacant (2)
Retirement Benefits Program Supervisor
Sandra Guevara
Sr. Retirement Program Specialist (2)
Retirement Program Specialist (7)
Retirement Benefits Program Supervisor
Vacant (1)
Sr. Retirement Program Specialist (1)
Retirement Program Specialist (8)
Retirement Program Specialist Extra Help (1)
Retirement Benefits Program Supervisor
Rafael Lopez
Benefit Technician (1)
Retirement Program Specialist (RCRS) (1)
Accounting Technician (3)
Retirement Benefits Program Supervisor
Teresa Panameno
Office Technician (3)
Office Specialist (1)
Benefits Technician (1)
Total Proposed Budgeted Employees
2025: 135
County – 74; OCERS Direct – 61
New Positions – 4
Dropped Positions - 2
New County Positions
New OCERS Direct Employees
County Employees
OCERS Direct Employees
Staffing Plan
135 Budgeted Positions

System	Total Members	Total AUM	Budgeted Positions	Filled Positions	Mbrs per Budg Position
Alameda	26000+	12B	84 full time budgeted positions, not including 5 project positions and 2 temporary positions	81	310
Contra Costa	25000	11.8B	76	72	329
Fresno	21211	6.8B	37	35	573
Imperial	4471 (as of 6/2023	1.2B	9	9	497
Kern	23000	6B (Total AAL: $7.9 Billion (I include AAL because I believe AAL is more important than AUM as it relates to operational workload if currently underfunded)	41 (Admin Expense Ratio: 8.74 basis points)	37	561
Los Angeles	195776	79.9B Pension Plan; 4.06B OPEB Trust	540: 503 Pension Plan; 37 Retiree healthcare	433: 399 for the pension plan and 34 for Retiree Healthcare	389
Marin	7487	3.4B	20	18	374
Mendocino	3745	741M	6	5	624
Merced	6000	1.2B	14	13	429
Orange (OCERS)	53000	24B	133	122	398
Sacramento	32000	14	75	59	426
San Bernadino	48000	15B	82	75	585
San Diego	51300	19.1B	62	62	827
San Joaquin	16000	4.5B	21	20	762
San Mateo	14665	6.7B	23	23	638
Santa Barbara	11800	4.5B	27	23	437
Sonoma	11767	3.5B	15	15	784
Stanislaus	10500	3B	16	12FT, 3PT	656
Tulare	11169	2.2B	15	15	745
Ventura	22000	8B	40 positions, but 4 of those are fixed term for Alameda	All but 2 are filled: we currently have a vacancy for an Accounting Manager (who reports to the CFO), and for a new Investment Officer that will report to the CIO. Both recruitments are in the final selection stages.	611

Memorandum

DATE: October 8, 2024

TO: Members of the Personnel Committee

FROM: Silviu Ardeleanu, Director of Member & Employer Relations Section – Member Services
David Kim, Assistant CEO, External Operations

SUBJECT: **UPDATE ON OUTREACH REGARDING EMPLOYER DATA**

Background/Discussion

This item is to provide an update on the task of obtaining complete transmittal data from Employers. Since the update provided on August 27, 2024, we have continued to pursue the directive from the Board of Retirement, to obtain correct and complete data from Employers, via the Data Transmittal process.

The draft Employer Data Policy (Policy) presented at the August 15, 2024, Governance Committee meeting, was the basis for an All Employer meeting held on September 17, 2024. As per directive received from the Governance Committee, the meeting was set up to solicit feedback from the Employers about the Policy, the timing of the implementation of the Policy, and the potential assessment of fees. Two examples of potential fees were provided: one example was the annualized cost to calculate retirement benefits manually due to missing Paid Time Off (PTO) and Holiday Compensation (HC); a second example presented was regarding a Contribution Basis Date (CBD) exception, demonstrating the time and cost to correct the CBD error by OCERS staff. At the meeting, Employers were asked to continue reviewing the Policy and provide feedback and recommendations at a follow-up meeting scheduled for October 15, 2024.

The Employer Payroll (EP) team has continued to conduct site visits with Employers, including OC Cemetery District on September 20, 2024, Transportation Corridor Agencies (TCA) on September 24, 2024, OC Public Library on September 25, 2024, and Superior Court on October 1, 2024. The in-person meetings have been conducive to understanding challenges Employers face, as well as explaining OCERS processes, and the need for complete, accurate, and timely data.

The last All Employer Quarterly meeting for 2024, is scheduled for November 19, 2024, where OCERS will discuss updates with Employers, including status of the project, and any additional support OCERS can provide to Employers. OCERS will also continue our effort to obtain data from and assist Employers as applicable. The EP team, along with other staff from the Member & Employer Relations Section will continue the process of meeting with Employers on an individual basis with the goal of obtaining necessary and complete Employer Payroll data.

Submitted by:

SA - Approved

Silviu Ardeleanu
Director of Member and Employer Relations Section
Member Services

DK - Approved

David Kim
Assistant CEO, External Operations