

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

BOARD OF RETIREMENT

DISABILITY MEETING

MARCH 12, 2018

AGENDA

PLACE: Ventura County Employees' Retirement Association
Second Floor Boardroom
1190 South Victoria Avenue
Ventura, CA 93003

TIME: 9:00 a.m.

Members of the public may comment on any item under the Board's jurisdiction by filling out a speaker form and presenting it to the Clerk. Unless otherwise directed by the Chair, comments related to items on the agenda will be heard when the Board considers that item. Comments related to items not on the agenda will generally be heard at the time designated for Public Comment.

ITEM:

| | | |
|-------------|--|--------------------|
| I. | <u>CALL TO ORDER</u> | Master Page No. |
| II. | <u>APPROVAL OF AGENDA</u> | 1 – 3 |
| III. | <u>APPROVAL OF MINUTES</u> | |
| | A. Business Meeting of February 26, 2018. | 4 – 10 |
| IV. | <u>RECEIVE AND FILE PENDING DISABILITY APPLICATION STATUS REPORT</u> | 11 – 43 |
| V. | <u>APPLICATIONS FOR DISABILITY RETIREMENT</u> | |
| | A. Application for Service Connected Disability Retirement - Sulkowski, Stephen.; Case No. 13-030. | 44 – 134 |
| | 1. Application for Service-Connected Disability Retirement, filed August 20, 2013. | |
| | 2. Medical Analysis and Recommendation, including Supporting Medical Documentation, submitted by County of Ventura, Risk Management, in support of the Application for Service-Connected Disability Retirement, dated February 28, 2018. | |

V. APPLICATIONS FOR DISABILITY RETIREMENT (continued)

- 3. Hearing Notice, dated March 1, 2018.

- B. Application for Service Connected Disability Retirement - Valencia, David 135 – 199
A.; Case No. 16-040
 - 1. Application for Service Connected Disability Retirement, filed December 27, 2016.
 - 2. Medical Analysis and Recommendation, including Supporting Medical Documentation, submitted by County of Ventura, Risk Management, in support of the Application for Service Connected Disability Retirement, dated February 19, 2018.
 - 3. Hearing Notice, dated February 28, 2018.

- C. Application for Non-Service Connected Disability Retirement - Welch, Tamara K.; Case No. 17-021; 200 – 549
WHEN CONSIDERING THIS DISABILITY RETIREMENT APPLICATION, THE BOARD MAY ADJOURN TO CLOSED SESSION PURSUANT TO GOVERNMENT CODE SECTION 54957, IF DEEMED NECESSARY TO DISCUSS MEDICAL RECORDS WHICH HAVE BEEN WITHHELD FROM APPLICANT BASED ON PHYSICIAN RECOMMENDATION.
 - 1. Application for Non-Service Connected Disability Retirement, filed October 13, 2017.
 - 2. Medical Analysis and Recommendation, including Supporting Medical Documentation, submitted by County of Ventura, Risk Management, in support of the Application for Non-Service Connected Disability Retirement, dated February 20, 2018.
 - 3. Hearing Notice, dated February 28, 2018.

- D. Application for Service Connected Disability Retirement - Janeen R. Bittmann; Case No. 17-014. 550 – 553
 - 1. Risk Management’s Request for an Extension of time to submit Medical Analysis through June 4, 2018.
 - 2. Hearing Notice, dated March 1, 2018.

VI. OLD BUSINESS

None.

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VII. NEW BUSINESS

A. Recommendation to Approve the Proposed Senior Managers' Performance Evaluation Policy.

RECOMMENDED ACTION: Approve.

- 1. Letter from Trustee Hoag. 554
- 2. Senior Managers' Performance Evaluation Policy Proposed. 555 – 558
- 3. Senior Managers' Performance Evaluation Policy Proposed (Redline). 559 – 563

B. Recommendation to Approve CFO, Henry Solis to Attend the ILPA Level I Program – Introduction to Private Equity, Chicago, IL, June 20 – 22, 2018.

RECOMMENDED ACTION: Approve.

- 1. Staff Letter. 564
- 2. ILPA Level I – Private Equity Program Outline. 565 – 566

VIII. CLOSED SESSION

A. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: Retirement Administrator
(Government Code section 54957(b)(1))

B. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: Chief Investment Officer
(Government Code section 54957(b)(1))

C. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: General Counsel
(Government Code section 54957(b)(1))

IX. INFORMATIONAL

A. SACRS 2018 Spring Conference Invitations. 567 – 569

X. PUBLIC COMMENT

XI. STAFF COMMENT

XII. BOARD MEMBER COMMENT

XIII. ADJOURNMENT

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

BOARD OF RETIREMENT

BUSINESS MEETING

FEBRUARY 26, 2018

MINUTES

DIRECTORS Tracy Towner, Chair, Alternate Safety Employee Member
PRESENT: William W. Wilson, Vice Chair, Public Member
Steven Hintz, Treasurer-Tax Collector
Mike Sedell, Public Member
Robert Bianchi, Public Member
Craig Winter, General Employee Member
Maeve Fox, General Employee Member
Arthur E. Goulet, Retiree Member
Will Hoag, Alternate Retiree Member
Chris Johnston, Safety Employee Member
Ed McCombs, Alternate Public Member

DIRECTORS Peter Foy, Public Member
ABSENT: Mike Sedell, Public Member

STAFF Linda Webb, Retirement Administrator
PRESENT: Lori Nemiroff, County Counsel
Henry Solis, Chief Investment Officer
Dan Gallagher, Chief Investment Officer
Julie Stallings, Chief Operations Officer
Karen Scanlan, Accounting Manager I
Stephanie Berkley, Retirement Benefits Specialist
Chris Ayala, Program Assistant

PLACE: Ventura County Employees' Retirement Association
Second Floor Boardroom
1190 South Victoria Avenue
Ventura, CA 93003

TIME: 9:00 a.m.

**BOARD OF RETIREMENT
BUSINESS MEETING**

FEBRUARY 26, 2018

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ITEM:

I. CALL TO ORDER

Chair Towner called the Business Meeting of February 26, 2018, to order at 9:01 a.m.

II. APPROVAL OF AGENDA

Trustee Hintz left at 9:02 a.m., before the vote on agenda items II. – IV.

After discussion by the Board, the following motion was made:

MOTION: Approve.

Moved by Goulet, seconded by Bianchi.

Vote: Motion carried

Yes: Bianchi, Fox, Goulet, Johnston, McCombs, Towner, Wilson, Winter

No: -

Absent: Foy, Hintz, Sedell

Abstain:

III. APPROVAL OF MINUTES

A. Disability Meeting Minutes of February 12, 2018.

Ms. Nemiroff offered a correction to the minutes. She said that the motion on agenda item, "V.D. Application for Service-Connected Disability Retirement - Titcher, Jeffrey; Case No. 13-017", should be corrected to match the recommendation set forth in her memorandum to the Board, as the Board voted to approve such recommended action.

After discussion by the Board, the following motion was made:

MOTION: Approve as Amended.

Moved by Goulet, seconded by Wilson.

Vote: Motion carried

Yes: Bianchi, Fox, Goulet, Johnston, McCombs, Towner, Wilson, Winter

No: -

Absent: Foy, Hintz, Sedell

Abstain:

IV. CONSENT AGENDA

A. Approve Regular and Deferred Retirements and Survivors Continuances for the Month of January 2018.

B. Receive and File Report of Checks Disbursed in January 2018.

**BOARD OF RETIREMENT
BUSINESS MEETING**

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- C. Receive and File Budget Summary for FY 2017-18 Month Ending December 31, 2017.
- D. Receive and File Statement of Fiduciary Net Position, Statement of Changes in Fiduciary Net Position, Investments and Cash Equivalents, and Schedule of Investment Management Fees for the Period Ending December 31, 2017.

After discussion by the Board, the following motion was made:

MOTION: Receive and File.

Moved by Wilson, seconded by Bianchi.

Vote: Motion carried

Yes: Bianchi, Fox, Goulet, Johnston, McCombs, Towner, Wilson, Winter

No: -

Absent: Foy, Hintz, Sedell

Abstain:

V. INVESTMENT MANAGER PRESENTATIONS

- A. Receive Annual Investment Presentation, Prudential Real Estate Investors – PGIM, Frank Garcia, and Marcus Berry.

Trustee Hintz returned at 9:05 a.m.

Marcus Berry was present on behalf of Prudential Real Estate Investors – PGIM to provide an organizational and investment performance update.

After hearing this presentation, the Board advanced to agenda item V.C.

- B. Receive Annual Investment Presentation, Adam Street Partners, Scott Hazen, and Saguna Malhotra.

Scott Hazen, and Saguna Malhotra were present on behalf of Adam Street Partners to provide an organizational and investment performance update.

After hearing this presentation, the Board advanced to agenda item “VI. Investment Information”.

- C. Receive Annual Investment Presentation, UBS Asset Management, Stephen Olstein, and Mario Maturo.

Stephen Olstein was present on behalf of UBS Asset Management to provide an organizational and investment performance update.

After hearing this presentation, the Board took a break at 9:50 a.m.

The Board returned from break at 10:05 a.m., and returned to agenda item V.B.

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VI. INVESTMENT INFORMATION

- A. NEPC – Allan Martin
VCERA – Dan Gallagher, Chief Investment Officer
1. December 2017 Quarterly Performance Report.
RECOMMENDED ACTION: Receive and file.
 2. January 2018 Monthly Performance Report.
RECOMMENDED ACTION: Receive and file.
 3. 2018 Outlook: Capital Market Assumptions.
RECOMMENDED ACTION: Receive and file.

Trustee McCombs left the meeting before the vote on agenda item VI.A. 1-3.

After discussion by the Board, staff, and consultant, the following motion was made:

MOTION: Receive and File Items VI.A.1., VI.A.2., and VI.A.3.

Moved by Wilson, seconded by Bianchi.

Vote: Motion carried

Yes: Bianchi, Fox, Goulet, Hintz, Johnston, Towner, Wilson, Winter

No: -

Absent: Foy, McCombs, Sedell

Abstain:

Trustees Wilson and Fox left after the vote on this item.

VII. OLD BUSINESS

None.

VIII. NEW BUSINESS

- A. Mid-Year Budget Update for FY 2017-18.
RECOMMENDED ACTION: Approve.
1. Staff Letter by C.I.O., Henry Solis.
 2. Budget Summary.

Mr. Solis informed the Board that in spite of projected overages in major spending categories, including the additional up to 500 hours that Board had approved for V3 enhancements, VCERA's overall FY 2017-18 projected expenditures would still be under the adopted budget. Mr. Solis stated that the majority of the savings are projected in salary and employee benefits category, since new positions that were added during the year remained vacant, as well as savings from other vacancies as well as positions filled at lower than budgeted salaries and employee benefits. Mr. Solis requested that the Board approve the recommendation to adjust appropriations between major expenditure categories to bring the overall adopted budgeted in balance. If necessary, fiscal will return to your board, if any

**BOARD OF RETIREMENT
BUSINESS MEETING****FEBRUARY 26, 2018****MINUTES
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significant changes occur for the remainder of the fiscal year or if expenditure categories are exceeded at year end to close out the year.

After discussion by the Board, the following motion was made:

MOTION: 1) Receive and File the Mid-Year Projection.

2) Authorize Staff to Process the Recommended Budgetary Adjustments.

Moved by Goulet, seconded by Johnston.

Vote: Motion carried

Yes: Bianchi, Goulet, Hintz, Johnston, Towner, Winter

No: -

Absent: Foy, Fox, McCombs, Sedell, Wilson

Abstain:

B. Selection of C.P.A. Firm for Auditing Services.

RECOMMENDED ACTION: Select C.P.A. Firm.

1. Staff Letter with Attachments by C.F.O., Henry Solis.

2. RFP Summary of Results.

Mr. Solis stated that a formal RFP for auditing services was performed. He reminded the board that a formal RFP for auditing services had not been performed in over 15 years and that the board had renewed its auditing services agreement with the current auditor every three years. He stated that the RFP was issued at the end of December 2017, that closed at the end of January 2018. He stated that VCERA received 2 proposals (Brown Armstrong Accountancy Corporation (BA) and CliftonLarsonAllen (CLA). He stated that a committee was created to evaluate the proposals based on the criteria outlined in the board letter and recommend an auditing firm to the Board. Based on the evaluation by the committee, BA was the finalist. He stated that some trustees had previously stated that the Board consider rotating auditing firms. However, no weight was given to this criteria. Mr. Solis stated that given that the board might exercise the option of rotating audit firms, that CLA was also a highly qualified audit firm. Given that both audit firms were qualified and that the board might consider changing audit firms, staff conducted reference checks on both audit firms and found each respective audit firm to be professional and highly qualified.

Mr. Solis also stated that he failed to mention in the letter that current partner assigned to the VCERA audits has been the same since at least 2009 and that the audit manager has been the same one for the last four years. Mr. Solis suggested that if the Board awards the contract to BA, that the Board might consider requesting that BA rotate the partner and audit manager for the next 3-4 year award period.

Trustee Goulet reminded the Board that he had advocated changing firms, however he had no objections to rehiring BA based on the results of the RFP. Mr. Goulet stated that he also agreed with the CFO and was also going to suggest rotating the partner and lead auditor, because he believed that a lead auditor should not have any involvement after 2 years. He suggested that the lead auditor be rotated every 2 years and that the lead auditor should make the presentation to the Board because of their direct involvement in the audit, instead of a partner.

Trustee Goulet also suggested that the Board create an Audit Committee to review the audit as it progresses, as he has advocated for in the past. He stated that one of the reasons was because the audit was included in the CAFR, and because of time constraints it would be difficult to make meaningful changes. He further suggested that it would be better to make changes during the audit to limit the changes that need to be made when its presented to the Board.

Mr. Solis replied that BA partners present the audits results, and not the audit manager. He also stated that BA follows a California State requirement to rotate the audit manager every 5 years. Mr. Solis stated that he would confirm with BA if the audit manager could present the audit findings.

After discussion by the Board, the following motion was made:

MOTION: 1) Award contract to Brown Armstrong Accountancy Corporations subject to the following: i) current Partner be rotated; ii) current Audit Manager (Lead) be rotated and every 2 years thereafter; iii) Audit Manager present results of audit to the Board.

2) Authorize staff to finalize an agreement with Brown Armstrong Accountancy Corporation.

3) Authorize Board Chair or Retirement Administrator to execute agreement upon Counsel's review.

Moved by Goulet, seconded by Bianchi.

Vote: Motion carried

Yes: Bianchi, Goulet, Hintz, Johnston, Towner, Winter

No: -

Absent: Foy, Fox, McCombs, Sedell, Wilson

Abstain:

C. Review of 2017 Board Member Education Compliance.

RECOMMENDED ACTION: Approve.

1. Staff Letter.
(To be provided)

2. Board Education Compliance Report for 2017.
(To be provided)

Ms. Webb said the provided Annual Board Education Compliance Report was required to be posted on VCERA's website, and if any of the trustees had corrections or additions to please let her know.

After discussion by the Board, the following motion was made:

MOTION: Approve.

**BOARD OF RETIREMENT
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Moved by Bianchi, seconded by Hintz.

Vote: Motion carried

Yes: Bianchi, Goulet, Hintz, Johnston, Towner, Winter

No: -

Absent: Foy, Fox, McCombs, Sedell, Wilson

Abstain:

IX. INFORMATIONAL

A. NEPC 23rd Annual Conference.

X. PUBLIC COMMENT

None.

XI. STAFF COMMENT

Ms. Webb reported a productive meeting between herself and the County Humans Resources Director, regarding VCERA's I.T. Officer position.

Mr. Gallagher said that NEPC's research group had completed their evaluation of Hexavest in respect to the departure of their co-CIO, and they recommended no action be taken. Secondly, he noted that he had distributed a hardcopy to the Board of Abbott Capitol Management's 2017 Year-End Review and 2018 Outlook. Finally, Mr Gallagher reported that the Fund of One had just approved its second fund investment.

XII. BOARD MEMBER COMMENT

Trustee Hoag informed the Board that at the next Disability Meeting, the Board would be conducting performance evaluations for the Retirement Administrator, Chief Investment Officer, and the General Counsel.

XIII. ADJOURNMENT

The Chairman adjourned the meeting at 12:04 p.m.

Respectfully submitted,



LINDA WEBB, Retirement Administrator

Approved,

TRACY TOWNER, Chairman



March 12, 2018

Board of Retirement
Ventura County Employees' Retirement Association
1190 South Victoria Avenue, Suite 200
Ventura, CA 93003

SUBJECT: ANNUAL PERFORMANCE EVALUATION FOR VCERA SENIOR MANAGERS

Dear Board Members:

Our senior managers who report directly to the Board (Linda Webb, Dan Gallagher and Lori Nemiroff) are due for performance reviews.

Last year, the Personnel Review Committee attempted to use a modified version of the evaluation forms in the Retirement Administrator performance review policy for reviews of all three managers. Several Board members expressed concern that they could not rate each manager on many of the rating categories. This was due to differing amounts of interaction between the Board members and managers. With that in mind, the Committee has re-written the policy to include all three managers, remove the rating forms and add language to allow for flexibility in setting performance evaluation criteria. The process has been streamlined, and time frames shortened. We are recommending the Board approve the attached new Senior Managers Performance Evaluation Policy to be used in the pending evaluations and in future evaluations until such time as the Board chooses to further revise the Policy.

Sincerely,

A handwritten signature in blue ink that reads "Will Hoag". The signature is fluid and cursive, written over a white background.

Will Hoag
Chair, Personnel Review Committee



**SENIOR MANAGERS' PERFORMANCE
EVALUATION POLICY**

VCERA
Senior Managers' Performance Evaluation Policy

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

**SENIOR MANAGERS' PERFORMANCE
EVALUATION POLICY**

I. Background and Objectives

- 1) One of the most important functions of the Board is the oversight and supervision of the senior managers: the Retirement Administrator, Chief Investment Officer, and General Counsel, who report directly to the Board. In order to ensure that this function is carried out effectively, the Board believes that formal evaluation procedures and practices are required. Accordingly, the Board has adopted this policy.
- 2) The primary objectives of this policy are to:
 - a) Assist the Board in arriving at and communicating clear and meaningful goals and performance targets for the senior managers; and
 - b) Ensure that the senior managers receive useful and objective performance feedback from the Board on a periodic basis.

II. Principles and Assumption

- 3) This policy provides only the broad criteria and the general process to be followed when evaluating the performance of the senior managers. Many of the specific criteria used to evaluate the performance of the senior managers will be established annually to reflect the particular circumstances that may exist.

III. Roles

- 4) The Board will be responsible for evaluating the performance of the senior managers.
- 5) A Personnel Committee will be established at the first regular meeting of the Board in January of each year to coordinate the evaluation process.
- 6) The Board may retain a third party to facilitate the evaluation process.

IV. Policy Guidelines

- 7) ProcessThe senior managers may provide input to the Personnel Committee prior to their performance review dates regarding:
 - a) The proposed evaluation criteria for the senior managers for the calendar year in question and their relative weights if appropriate; and
 1. The proposed evaluation format to be used in evaluating senior managers for the calendar year in question.

VCERA

Senior Managers' Performance Evaluation Policy

2. The Personnel Committee shall report to the Board the proposed evaluation criteria and relative weights for evaluation forms (if utilized) that are established by the Committee for reviewing senior managers' performance.
- b) In evaluating the performance of senior management, the Board will consider the following, as appropriate by position:
 1. Achievement of appropriate performance targets for VCERA;
 2. Implementation of the Business Plan;
 3. Implementation of board policies and associated reporting to the Board;
 4. Leadership, management and related qualities and skills;
 5. Fulfillment of the applicable charters; and
 6. Other criteria that the Board may determine to be appropriate.
- 8) The Board may use a survey instrument to facilitate the receipt of trustee input on leadership, management, and related qualities and skills. Board members may submit written comments on the senior managers' performance.
- 9) The Board will attempt to ensure that the criteria:
 - a) Are objective in nature and, for the most part, measurable; and
 - b) Pertain only to outcomes over which the senior managers have a reasonable degree of control.
- 10) Annually, the Retirement Administrator will distribute an Evaluation Package to each member of the Board prior to the Senior Manager's salary review date.

The Evaluation Package may include copies of the Business Plan, any performance targets established, and the senior manager's self-evaluation report. The senior manager's self-evaluation report is designed to assist the Board in the evaluation process. It should describe the extent to which the senior manager believes the evaluation criteria were met over the past year, as well as all relevant supporting data. The report may also include any additional information the senior manager believes should be considered by the Board in its evaluation. The Retirement Administrator may provide input on the performance of the Chief Investment Officer and General Counsel.
- 11) The Board shall treat this material as confidential. The Chair or, if applicable, a third party will ensure that all data is tabulated and summarized, and treated as confidential.
- 12) Upon completion of its review, the Chair of the Personnel Committee will distribute a written summary of the Committee's evaluation to the Board for discussion, and the senior manager will be invited to participate. The Board's discussion of the performance will be held in Executive Session.

VCERA

Senior Managers' Performance Evaluation Policy

- 13) Upon completion of the Board's discussion, the Chair of the Board and the manager will sign the written summary evaluation, which then will be sealed, and thereafter the Chair of the Board will cause this to be placed in the manager's secure personnel file maintained by the VCERA Human Resources personnel.

V. Policy Review

- 14) The Board will review this policy at least every (3) three years to ensure that it remains relevant and appropriate.

VI. Policy History

- 15) The Board reviewed and approved this policy on March 12, 2018.



**RETIREMENT ADMINISTRATORS SENIOR MANAGERS' PERFORMANCE
EVALUATION POLICY**

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VCERA

~~Retirement Administrator~~Senior Managers' Performance Evaluation Policy

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

**~~RETIREMENT ADMINISTRATOR~~SENIOR MANAGERS' PERFORMANCE
EVALUATION POLICY**

I. Background and Objectives

- 1) One of the most important functions of the Board is the oversight and supervision of the ~~Retirement Administrator~~senior managers ("Senior Managers"); the ~~Retirement Administrator, Chief Investment Officer, and General Counsel, who report directly to the Board.~~ In order to ensure that this function is carried out effectively, the Board believes that formal evaluation procedures and practices are required. Accordingly, the Board has adopted this policy.
- 2) The primary objectives of this policy are to:
 - a) Assist the Board in arriving at and communicating clear and meaningful goals and performance targets for the ~~Retirement Administrator~~senior managers; and
 - b) Ensure that the ~~senior managers Retirement Administrator~~receives useful and objective performance feedback from the Board on a periodic basis.

II. Principles and Assumption

- 3) This policy provides only the broad criteria and the general process to be followed when evaluating the performance of the ~~senior managers Retirement Administrator.~~ Many of the specific criteria used to evaluate the performance of the ~~senior managers Retirement Administrator~~will be established annually to reflect the particular circumstances that may exist.

III. Roles

- 4) The Board will be responsible for evaluating the performance of the ~~senior managers Retirement Administrator.~~
- 5) A Personnel Committee will be established at the first regular meeting of the Board in January of each year to coordinate the evaluation process.
- 6) The Board may retain a third party to facilitate the evaluation process.

IV. Policy Guidelines

~~Process and Timelines~~

VCERA

Retirement Administrator Senior Managers' Performance Evaluation Policy

- 7) The ~~senior managers Retirement Administrator will meet with~~ may provide input to the Personnel Committee ~~five (5) months prior to his/her/their salary performance review dates to discuss regarding:~~
- a) The proposed evaluation criteria for the ~~senior managers Retirement Administrator~~ for the calendar year in question and their relative weights if appropriate; and
 - b)1. The proposed ~~e~~Evaluation ~~f~~Format to be used in evaluating ~~the senior managers Retirement Administrator~~ for the calendar year in question.
 - e)2. The Personnel Committee shall report to the Board the proposed evaluation criteria and relative weights for evaluation forms (if utilized) that are established by the Committee for reviewing ~~the Administrator's senior managers'~~ performance.
 - 8)b) In evaluating the performance of ~~the senior management Retirement Administrator,~~ the Board will consider the following, as appropriate by position:
 - 1. Achievement of appropriate performance targets for VCERA;
 - 2. Implementation of the Business Plan;
 - 3. Implementation of board policies and associated reporting to the Board;
 - 4. Leadership, management and related qualities and skills;
 - 5. Fulfillment of the ~~applicable Retirement Administrator's c~~Charters; and
 - 6. Other criteria that the Board may determine to be appropriate.
 - 9)8) The Board may use a survey instrument to facilitate the receipt of trustee input on leadership, management, and related qualities and skills. Board members may submit written comments on the senior managers' performance.
 - 10)9) The Board will attempt to ensure that the criteria:
 - a) Are objective in nature and, for the most part, measurable; and
 - b) Pertain only to outcomes over which the ~~senior managers Retirement Administrator~~ has a reasonable degree of control.
 - 11)10) Annually, the Retirement Administrator will distribute an Evaluation Package to each member of the Board ~~at the first regular Board meeting held two months prior to the Senior Manager's his/her~~ salary review date.

~~In the case of the initial six (6) month evaluation, the Retirement Administrator will distribute an Evaluation Package to each member of the Board at the first regular Board meeting held two (2) months prior to his/her salary review date.~~

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VCERA

Retirement Administrator/Senior Managers' Performance Evaluation Policy

The Evaluation Package ~~will~~ may include copies of the ~~Evaluation Form~~, Business Plan, any performance targets established, and the ~~Retirement Administrator's/senior manager's~~ self-evaluation report. The ~~Retirement Administrator's/senior manager's~~ self-evaluation report is designed to assist the Board in the evaluation process. It should describe the extent to which the ~~Retirement Administrator/senior manager~~ believes the evaluation criteria were met over the past year, as well as all relevant supporting data. The report may also include any additional information the ~~Retirement Administrator/senior manager~~ believes should be considered by the Board in its evaluation. The Retirement Administrator may provide input on the performance of the Chief Investment Officer and General Counsel.

~~12)~~11) The Board shall treat this material as confidential. ~~Completed Evaluation Forms will be returned to the Chair of the Personnel Committee or, if applicable, directly to a designated third party, within fifteen (15) days of the date that the Evaluation Forms are issued.~~ The Chair or, if applicable, a third party will ensure that all data is tabulated and summarized, and treated as confidential.

~~13)~~ Approximately one month prior to the Retirement Administrator's salary review date, the Personnel Committee will meet to review the summarized results of the completed Evaluation Forms, and the Retirement Administrator's self evaluation report. ~~The Retirement Administrator will be present at the meeting and may participate in the discussion of the results.~~

~~14)~~12) Upon completion of its review, the Chair of the Personnel Committee will distribute a written summary of the Committee's evaluation to the Board for discussion, and the ~~Retirement Administrator/senior manager~~ will be invited to participate. The Board's discussion of the ~~Retirement Administrator's~~ performance will be held in ~~E~~executive sSession.

~~15)~~13) Upon completion of the Board's discussion, the Chair of the Board and the ~~Retirement Administrator/manager~~ will sign the written summary evaluation, which then will be sealed, and thereafter the Chair of the Board will cause this to be placed in the ~~Retirement manager's secure Administrator's~~ personnel file maintained by the ~~Ventura County, VCERA~~ Human Resources ~~Department/personnel~~, and will ensure that all copies of the completed Evaluation Forms received from members of the Board are destroyed.

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Documentation

~~16)~~ The Evaluation Form may take any format the Board deems appropriate, but must allow Board members an opportunity to provide general comments. ~~Annual and initial six (6) month performance evaluation forms are provided in Appendices B and C of this policy.~~

V. Policy Review

~~17)~~14) The Board will review this policy at least every (3) three years to ensure that it remains relevant and appropriate.

VCERA

Retirement Administrator Senior Managers' Performance Evaluation Policy

VI. Policy History

~~18)15)~~ The Board reviewed and approved this policy on ~~September 10, 2012~~ March 12, 2018.



March 12, 2018

Board of Retirement
Ventura County Employees' Retirement Association
1190 South Victoria Avenue, Suite 200
Ventura, CA 93003

SUBJECT: AUTHORIZATION FOR CFO HENRY SOLIS TO ATTEND THE ILPA INSTITUTE LEVEL I – PRIVATE EQUITY COURSE JUNE 20TH – 22ND, 2018 IN CHICAGO, ILLINOIS

Dear Board Members:

Staff recommends authorization for CFO Henry Solis to attend the ILPA Institute Level I – Private Equity course in Chicago, Illinois June 20th – 22nd, 2018. The estimated cost to attend is approximately \$4,500, including, registration, airfare, lodging and other related expenses.

VCERA staff will be pleased to respond to any questions you may have on this matter at the March 12, 2018 disability meeting.

Sincerely,

Linda Webb
Retirement Administrator

LEVEL I

INTRODUCTION TO PRIVATE EQUITY

The ILPA Institute Level I program is an introductory course designed exclusively for institutional investors who are new to the private equity industry or who wish to gain a broader understanding of the asset class. The Level I program offers a comprehensive overview of investing in private equity.

Investment professionals working at many different organization types can benefit from the Level I program. Past participants have included representatives from public and private pension funds, family offices, foundations, endowments, insurance companies and government organizations who are investing or considering investing in private equity.

COURSE DATE AND FEES

| | |
|-----------------------|---------------|
| March 5-7, 2018 | San Francisco |
| June 20-22, 2018 | Chicago |
| September 10-12, 2018 | London |

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| Member early bird rate | \$2,599 |
|------------------------|---------|

Deadlines

| | |
|-------------------|---------------|
| December 22, 2017 | San Francisco |
| March 23, 2018 | Chicago |
| June 22, 2018 | London |

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| Member regular rate | \$3,199 |
|---------------------|---------|

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| Non-member rate | \$5,299 |
|-----------------|---------|

PROGRAM LEVEL

Overview

PRE-REQUISITE

No pre-requisites are required to attend the program

PRE-READING

Reading materials will be sent to participants prior to the start of the session. These will include 3-4 hours of course preparation and required reading.

DELIVERY METHOD

Group-Live

REGISTRATION LINKS

<https://member.ilpa.org/events-trainings/level-1-chicago/>
<https://member.ilpa.org/events-trainings/level-1-london/>
<https://member.ilpa.org/events-trainings/level-1-san-francisco/>

EDUCATIONAL CREDITS

Earn 20 CFA CE Credit Hours / 24 CPE Credits

THE UNIVERSITY OF CHICAGO BOOTH SCHOOL OF BUSINESS

The University of Chicago Booth School of Business, founded in 1898, has been a leader and innovator in the field of business research and education. It was the first business school in the U.S. to offer a PhD program, the first business school to publish a scholarly business journal, the first to offer an Executive MBA program for experienced managers, the first to have a Nobel laureate on its faculty, and the first to have six Nobel Prize winners on its faculty.

The University of Chicago Booth School of Business produces ideas and leaders that shape the world of business using instructional methods that combine informative lectures, challenging case discussions and unique guest speakers.

COURSE OVERVIEW

Participants will examine key investment principles, explore the role of private equity partnerships and learn the skills necessary to design and build strategies for investing in the asset class. Participants will learn in a highly interactive and hands-on environment. All classroom discussions are focused on ensuring participants solidify and broaden their understanding of private equity.

KEY LEARNING OUTCOMES

- Articulate how private equity investing fits as part of an asset allocation model: explain the benefits and costs (risks) of investing in the asset class.
- Explain how different sub-classes of private equity behave differently/similarly in a private equity portfolio and portfolio construction techniques.
- Describe the historical and expected returns of private equity and its sub-classes.
- Apply different methods of measuring private equity returns and describe benchmarking techniques.
- Construct a quantitative and qualitative private equity due diligence plan.
- Describe the different fund reporting standards with UK GAAP, IFRS and US GAAP.
- Demonstrate how to analyze different sections within standard private equity reports to monitor performance and/or activity of a private equity fund.
- Describe typical fund structures and important aspects to consider in regard to private equity investing.
- Identify key terms and conditions in limited partnership agreements and other documents.
- Describe the conflicts of interest that a general partner may face as an investor, service provider, administrator of a private equity fund and how this may also create principal/agent conflicts between the general partner and the limited partners.
- Describe general differences that may exist between partnerships or entities governed by the laws of Delaware, the Cayman Islands, Guernsey and other jurisdictions.
- Describe the illiquidity risk associated with a private equity portfolio and the impact on a broader investment portfolio.
- Describe different methods of measuring private equity risk at the private equity fund level and as part of a broader investment portfolio level.
- Describe different valuation techniques that direct investors (e.g., general partners) may use to analyze a potential investment and identify key considerations and factors related to one or more private equity sub-class (e.g., venture capital and buyout transactions).
- Articulate how limited partners can use the valuation techniques and templates as part of their own investment process, from due diligence to secondaries to co-investments.

COURSE OUTLINE

PRIVATE EQUITY OVERVIEW

- Equity and debt capital markets
- Evolution and classes of PE

EVALUATING A PRIVATE EQUITY FUND AND FUNDRAISING

- Available tools/benchmarking/returns modeling
- Qualitative and quantitative due diligence

INVESTING IN LIMITED PARTNERSHIPS

- Key economic considerations
- Compensation incentives in LPAs
- Implications of different fees and terms on the net returns to LPs

FUND STRUCTURE, GOVERNANCE, AND LPAs

- Governing documents
- Delaware/other regulatory considerations
- Non-Delaware/non US-considerations
- Key terms

PRIVATE EQUITY REPORTING AND ACCOUNTING

- Reports from the general partner
- The audit
- Accounting standards
- Valuation guidelines
- Reconciling financial statements

PRIVATE EQUITY AND RISK

- Diversification and multiple sources of risk
- Historical returns
- Measures of risk and return
- The impact of limited liquidity on portfolio design

DUE DILIGENCE AND VALUATION

- Valuation and monitoring
- How to access the economics and evaluate the profit formula
- Valuation techniques
- Designing the appropriate securities and financing strategy
- When should the general partner exit

Ayala, Chris

From: Risa Sampson <RSampson@loomissayles.com>
Sent: Thursday, February 22, 2018 12:27 PM
To: Ayala, Chris
Subject: SACRS 2018 Spring Conference - Dinner Invitation:

Hi Chris,

We would like to extend this dinner invitation again for the upcoming Spring SACRS conference for Thursday, May 17th in Anaheim. Venue and time to be determined, but wanted to get this on the Board's calendar.

Thank you,

RISA SAMPSON

Relationship Management

Loomis, Sayles & Company

4 Orinda Way, Suite 200-A

Orinda, CA 94563

p: 415-364-5326

[web](#) | [twitter](#) | [blog](#) | [youtube](#) | [linkedin](#)

From: Smith, Elizabeth (Public Funds) [mailto:liz.smith@alliancebernstein.com]
Sent: Tuesday, February 27, 2018 4:13 PM
To: Gallagher, Dan <Dan.Gallagher@ventura.org>
Subject: SACRS Angels/Astros Game Email Invitation | May 15, 2018

Dear Dan,

It was great to speak with you awhile back and I hope to see you at the upcoming SACRS in Anaheim. On behalf of AllianceBernstein, Invesco, EatonVance, Kayne Anderson Capital, Nuveen and Parametric, we would like to extend an invitation to join us at the Anaheim Angels Ball Game where they will be playing against the 2017 World Champions, the Astros on May 15, 2018 at 7:07 pm.

Please also invite your trustees. A formal invite will follow, but in the meantime, the details are outlined below:

Place: Angels Stadium of Anaheim - 2000 E Gene Autry Way, Anaheim, CA
Time: 7:07 pm
Tickets: Ticket Distribution will take place on the Transportation Bus
Transportation: Departing to Park at 6:30pm, Returning to Hotel at 10:00 pm
RSVP: Jeanne De Castro - Jeanne.DeCastro@invesco.com or 415-445-3308.

Please let us know if you are able to join us!

Regards,
Liz

Liz Smith

Senior Managing Director

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<http://www.abglobal.com/disclaimer/email/disclaimer.html>