



**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
BOARD OF RETIREMENT**

**2025 STRATEGIC PLANNING WORKSHOP
Tuesday, September 9, 2025
8:30 A.M.**

**Westin South Coast Plaza
686 Anton Blvd.
Costa Mesa, CA 92626**

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

OCERS Zoom Video/Teleconference information	
Join Zoom Meeting https://ocers.zoom.us/j/81028676340 Meeting ID: 810 2867 6340 Passcode: 822801 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) +1 312 626 6799 US (Chicago) +1 929 436 2866 US (New York) +1 301 715 8592 US (Washington DC) Meeting ID: 810 2867 6340 Passcode: 822801
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee meetings page	

**AGENDA (DAY 1)**

BREAKFAST	7:30 – 8:30
1. WELCOME & INTRODUCTORY COMMENTS Board Chair Charles Packard and Steve Delaney, CEO, OCERS	8:30 – 8:45
2. CELEBRATING 80 YEARS - HISTORY OF OCERS Mary Joy Coburn, Director of Communications, OCERS	8:45 – 9:00
3. STATE OF OCERS – AN OVERVIEW Steve Delaney, CEO, OCERS	9:00 – 9:45
BREAK	9:45 – 10:00
4. COLLABORATION IN THE AGE OF AI Molly Murphy, CIO, OCERS; Daniel Adamson, Founder, Collective Global; John Kim, Managing Director, General Catalyst; and Geoffrey von Maltzahn, PhD, CEO, Lila Sciences	10:00 – 11:00
5. LEADERSHIP AND BUSINESS TRANSFORMATION Molly Murphy, CFA, CIO, OCERS, and Chris Fussell, President, Operations, Lila Sciences	11:00 – 12:00
LUNCH	12:00 – 1:00
6. KEYNOTE: HIGHLIGHTS OF TCDRS' JOURNEY TO DIGITALIZATION Amy Bishop, Executive Director, Texas County & District Retirement System	1:00 – 2:00
7. INVESTING IN DATA CENTERS: FROM PUBLIC MARKETS TO PRIVATE MARKETS David Beeson, DOI, OCERS; Christy Fields, Managing Principal / Head of Real Estate Portfolio Solutions, Meketa; Jake Heacox, CFA, Managing Director, The Townsend Group; and Kevin Bonse, Vice President, Real Assets, Aksia	2:00 – 3:00
BREAK	3:00 – 3:15
8. OCERS HEADQUARTER STATUS – THE HEADQUARTERS OF OUR FUTURE Brenda Shott, Assistant CEO, OCERS, and Representatives from Griffin Structures, Gensler, and Snyder Langston	3:15 – 4:00
9. WRAP UP	4:00 – 4:15

ADJOURNMENT**NO- HOST NETWORKING HAPPY HOUR @ LOBBY BAR**



**ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM
BOARD OF RETIREMENT**

**2025 STRATEGIC PLANNING WORKSHOP
Wednesday, September 10, 2025
8:30 A.M.**

**Westin South Coast Plaza
686 Anton Blvd.
Costa Mesa, CA 92626**

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

OCERS Zoom Video/Teleconference information	
Join Zoom Meeting https://ocers.zoom.us/j/81018779742 Meeting ID: 810 1877 9742 Passcode: 635884 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: 810 1877 9742 Passcode: 635884
A Zoom Meeting Participant Guide is available on OCERS website Board & Committee meetings page	

**AGENDA (DAY 2)**

BREAKFAST	7:30 – 8:30
1. WELCOME & INTRODUCTORY COMMENTS Board Chair Charles Packard and Steve Delaney, CEO, OCERS	8:30 – 8:45
2. HEARING FROM OUR STAKEHOLDERS For more than a decade, we have had the honor of hearing from our stakeholders. Michelle Aguirre, County of Orange, and Lori Zeller, Orange County Fire Authority	8:45 – 9:45
BREAK	9:45 – 10:00
3. VISION 2030 – OCERS AND THE LEVERAGING OF TECHNOLOGY Steve Delaney, CEO, OCERS	10:00 – 10:45
4. DEMOGRAPHICS- AN ACTUARIAL VIEWPOINT Steve Delaney, CEO, OCERS, and Todd Tauzer, Senior V.P. and Actuary, Segal	10:45 – 11:45
5. 2033 & THE OCERS CONTRIBUTION CLIFF- SURPLUS MANAGEMENT TECHNIQUES Todd Tauzer, Senior Vice President and Actuary, Segal	11:45 – 12:15
LUNCH	12:15 – 1:15
6. FIDUCIARY PERSPECTIVE ON SHORT-TERM AND LONG-TERM RISK Allan Emkin, Managing Principal/Consultant, Meketa	1:15 – 2:15
7. OCERS HORIZON (PENSION ADMINISTRATION SYSTEM) UPDATE David Kim, Assistant CEO, External Operations; Darren Dang, Chief Technology Officer; and Will Tsao, Director of EPMO, OCERS	2:15 – 2:45
BREAK	2:45 – 3:00
8. PROPOSED 2026-2028 STRATEGIC & BUSINESS PLAN Steve Delaney, CEO, OCERS, and OCERS Management Team	3:00 – 4:15
9. WRAP UP	4:15 – 4:30
ADJOURNMENT	



The Story of OCERS

Mary - Joy Coburn
Director of Communications





In the early 20th century, life after work was uncertain for most Americans.





1932

State Employees' Retirement System (SERS)

This was groundbreaking: a pension system designed to provide stability to state workers when they could no longer work.



1932 State Employees' Retirement System (SERS)

This was groundbreaking: a pension system designed to provide stability to state workers when they could no longer work.



1937 County Employees Retirement Law of 1937 (CERL)

This gave counties the legal framework to create their own pension systems.

1944: Orange County

The effects of World War II were everywhere



Military training and war production
Marine Air Station El Toro Dedication
Ceremony, 1943
(Courtesy of Orange County Archives)



Women took over the workforce
Women packing oranges at the Yorba Packing House
(Courtesy of the OC Register)



Elementary Class, Bolsa School, 1947
(Photo courtesy Orange County
Archives)

1944: Should Orange County adopt the 1937 Retirement Act and create its own pension system?

The Board of Supervisors put a question to the voters

The voters said YES



1945: OCERS became official

January 1, 1945

OCERS was officially born



**RETIREMENT
SYSTEM**

1945 OCERS then



< 1,000 Members

Governed by a five member
Board of Retirement

Operated as a
“money purchase plan”



1962

OCERS transitioned to a defined benefit plan, giving members the security of knowing their retirement income would be based on years of service, age, and salary.

1960s
Membership expanded

1975
Safety members could retire after 20 years of service

1971
Minimum retirement age dropped to 50

1979
A new Tier II was introduced to balance benefits with long -term sustainability.



Throughout those years, OCERS was still tied to the County Treasurer's Office.

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20

OFFICE OF
COUNTY COUNSEL
ORANGE COUNTY

RESOLUTION OF THE BOARD OF SUPERVISORS OF
ORANGE COUNTY, CALIFORNIA
January 24, 1989

On motion of Supervisor Roth, duly seconded and carried, the following Resolution was adopted:

BE IT RESOLVED that this Board hereby:

1. Elects to make Government Code Section 31522.2 applicable in Orange County and designates the Retirement Office (FUBU 0754) a separate County department effective February 1, 1989.

2. Effective February 1, 1989, establishes the salary for the class of Retirement ML-E, without a retirement Administration eligibility for Retirement Administration.

3. Effective Resolution to add follows:

1989

OCERS formally became a separate department from the County Treasurer's office

following Resolution was adopted:

BE IT RESOLVED that this Board hereby:

1. Elects to make Government Code Section 31522.2 applicable in Orange County and designates the Retirement Office (FUBU 0754) a separate County department effective February 1, 1989.

1992

Proposition 162 guaranteed pension boards “Plenary authority” over assets, reinforcing fiduciary independence.

Overview On
County Employees' Retirement Law of 1937
("1937 Act")
Retirement Systems

Presented by John R. Descamp, CEO
Sacramento County Employees'
Retirement System

"SCERS"



1994

Orange County declared bankruptcy —the largest municipal bankruptcy in U.S. history at that time.

Fear ran high: would retirement funds be raided to cover the County's debts?

But because OCERS had already separated from the Treasurer's Office, our members' pensions were protected.

Resolution No. 95-0

BOARD OF RETIREMENT
ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

RESOLUTION FOR THE BOARD OF RETIREMENT TO AFFIRM
ITS SOLE **AND** EXCLUSIVE FIDUCIARY RESPONSIBILITY
OVER THE ASSETS OF OCERS AND ITS SOLE EXCLUSIVE
RESPONSIBILITY TO ADMINISTER OCERS

FEBRUARY 14, 1995 BOARD MEETING

On the motion of Member Michael Carmody, duly seconded by Sara
Ruckle and carried, the following Resolution was adopted:

WEHEREAS, the Legislature of the State of California has
enacted the County Employees Retirement Act of 1937, as amended
(the "Retirement Act"), as Government Code Title 3, Division 4,
Part 3, Chapter 3; and

WEHEREAS, by majority vote of the electors of the County
of Orange on November 7, 1944, pursuant to Section 31500(a) of the
Retirement Act, the County of Orange accepted and adopted the
provisions of the Retirement Act, and the Board of Retirement
Employees Retirement System, and the Board of Retirement
employees of the institution
and

WHEREAS, the Board
pursuant to Section 31520 of

WHEREAS, article 17 of the
the State of California, as amended
of 1992, mandates that the
plenary authority and fiduciary
moneys and administration of
exclusive fiduciary responsibility
sole and exclusive responsibility
manner that will assure prompt
services to the participants and their beneficiaries; and

WHEREAS, Article XVI, Section 17 of the Constitution of
the State of California mandates that (a) the members of the Board
of Retirement shall discharge their duties with respect to OCERS
solely in the interest of the County of Orange and its employees

1995

OCERS formally became a separate
department from the County
Treasurer's office

the proper administration of OCERS; and

RESOLVED, that notwithstanding any provision of Section
31525 of the Retirement Act to the contrary, the Board of
Retirement have sole and exclusive authority to adopt **bylaws** and
make regulations affecting the administration of OCERS; and

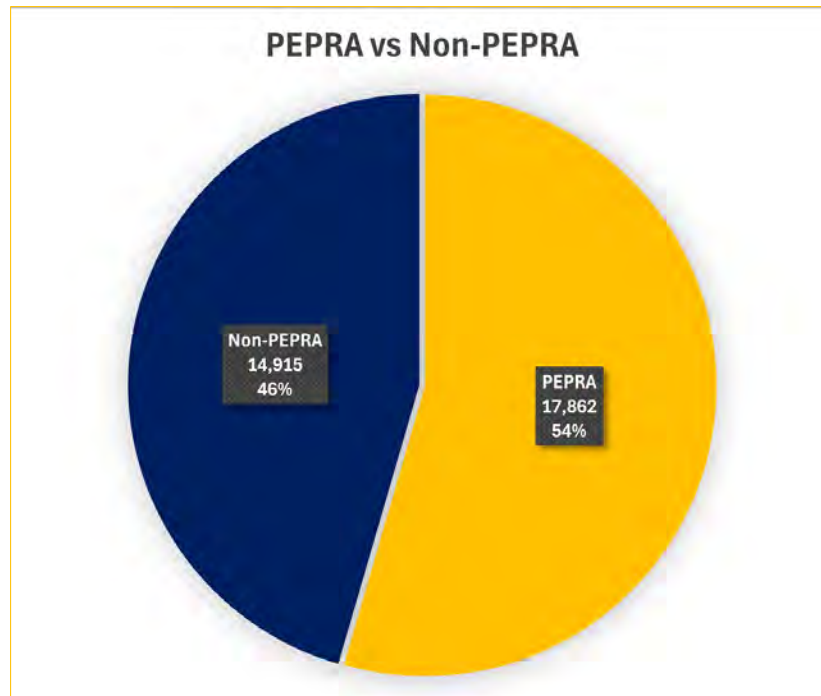
RESOLVED, that to the extent **any** other statute,
ordinance, regulation or bylaw affecting the foregoing Resolutions
conflicts with the mandate of the California Constitution, the
Board of Retirement shall administer the system in a

1998

OCERS moved into our permanent home at 2223 Wellington Avenue in Santa Ana, California



OCERS moved to 2223 Wellington Avenue in Santa Ana



As of September 5, 2025, PEPRA members has exceeded Non -PEPRA by nearly 3,000 or 8%

2013

The Public Employees' Pension Reform Act (PEPRA) was introduced

CMYK (For printing)	RGB (For web/online use only)
OCERS Blue – 77, 62, 0, 45	OCERS Blue – 32, 54, 140
OCERS Orange – 0, 17, 53, 0	OCERS Orange – 255, 212, 120
OCERS Black – 0, 0, 0, 100	OCERS Black – 35, 31, 32

HEX CODE
OCERS Blue – 20368c
OCERS Orange – ffd478
OCERS Black – 231f20

The logo features the text "ORANGE COUNTY" in a sans-serif font above "OCERS" in a large, stylized serif font. Below "OCERS" is the text "EMPLOYEES RETIREMENT SYSTEM". A sunburst graphic is positioned behind the "O" in "OCERS". Three color callout boxes are present: a blue box labeled "Pantone 2746 C" with an arrow pointing to the "O" in "OCERS", a yellow box labeled "Pantone 1225 C" with an arrow pointing to the sunburst, and a blue box labeled "Pantone 2746 C" with an arrow pointing to the "O" in "OCERS".

2010 & 2020

New logo / registered with the U. S.
Patent and Trademark Office

OCERS TODAY

- One of 20 operating under CERL
- One of four Special Districts

2025 Edition Retirement Law Book

CERL | County Employees
Retirement Law of
1937

PEPRA | California Public
Employees' Pension
Reform Act of 2013

Other Government
Code Sections
Applicable
to CERL Systems

Serving over 54,000 members and payees

- CityOfSanJuanCapistrano
- CountyOfOrange
- OrangeCountyCemeteryDistrict
- OrangeCountyChildren& FamiliesCommission
- OrangeCountyDepartmentOf Education
(ClosedToNewMembers)
- OrangeCountyEmployeesRetirementSystem
- OrangeCountyFireAuthority
- OrangeCountyIn-homeSupportiveServices
PublicAuthority
- OrangeCountyLocalAgencyFormationCommission
- OrangeCountyPublicLawLibrary
- OrangeCountySanitationDistrict
- OrangeCountyTransportationAuthority
- SuperiorCourtOf California,CountyOf Orange
- TransportationCorridorAgencies
- UCIMedicalCenterAndCampus
(ClosedToNewMembers)



Providing stability to retirees, and fueling the local economy

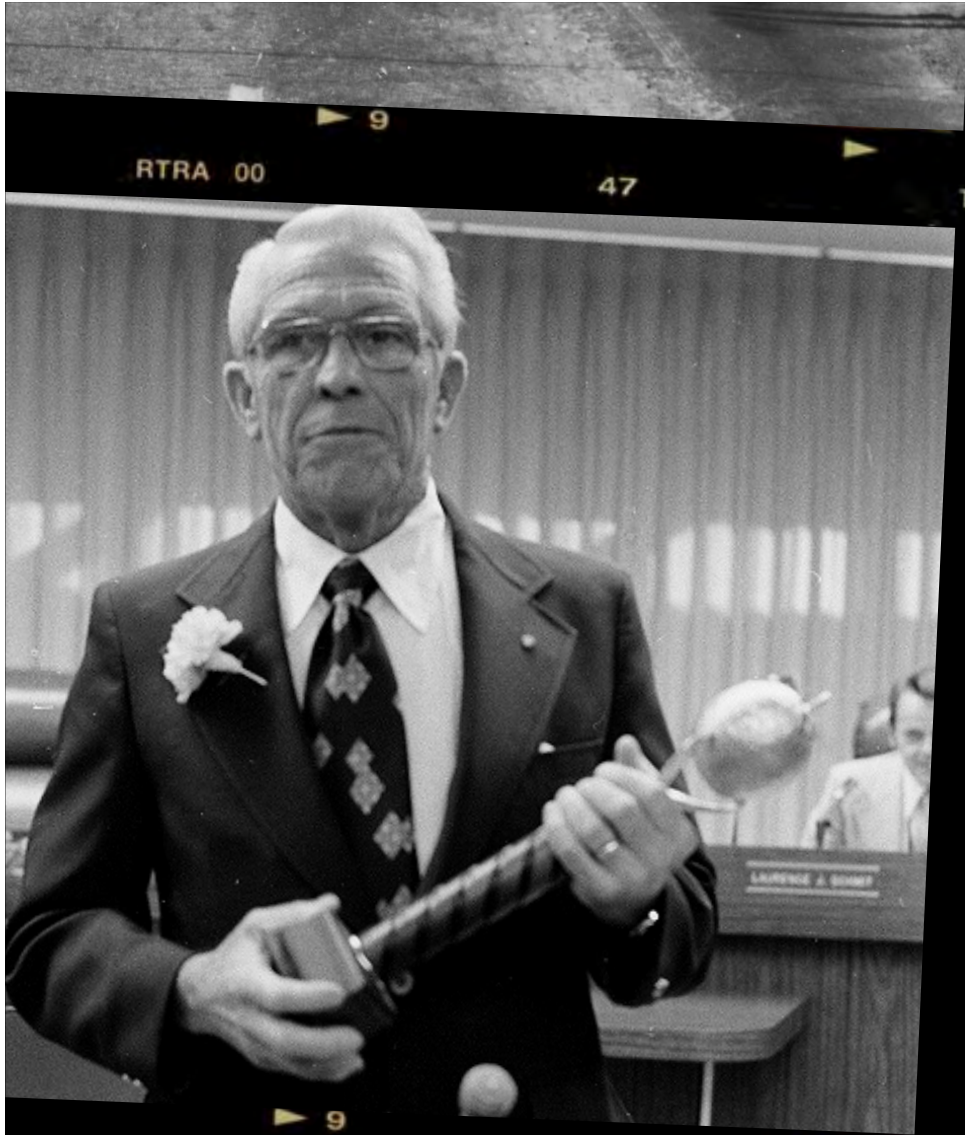
Stability to retirees

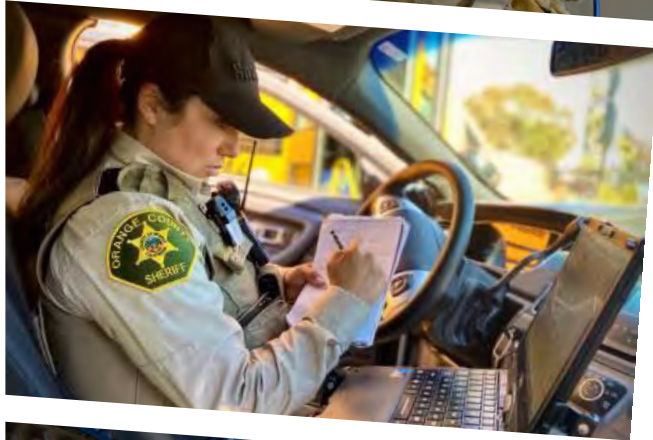
Every month, pension checks go out — not just providing stability to retirees, but fueling Orange County's economy.

Strengthening our community

Every dollar paid is spent in local businesses, supporting families, and strengthening our community.







Thank you!



Mary -Joy Coburn
Director of Communications



714.569.4800



mjcoburn@ocers.org

Office Address



2223 E Wellington Ave
Suite 100
Santa Ana, CA 92701



State of OCERS- An Overview

Strategic Planning Workshop

Steve Delaney, CEO

September 9, 2025



We're equal to a small state



4,936 PUBLIC
PENSION PLANS
- 2024 U.S. Census

125th in the Nation
55th in Public Pensions
52nd in DB Public Pensions

Per 2024 P&I Retirement Pension Listing

More than \$23.6 billion in assets as of Dec. 2024



Orange County Employees Retirement System

The Current State of OCERS

Total Membership
54,485
(as of Dec. 2024)

2024	54,485	3.5%
2023	52,644	3.9%
2022	50,633	3.1%
2021	49,075	2.6%
2020	47,796	1.3%
2019	47,196	3.4%
2018	45,629	2.6%
2017	44,471	2.6%
2016	43,485	2.3%
2015	42,427	2.4%
2014	41,418	2.3%



The Current State of OCERS

PEPRA (Public Employees Pension Reform Act) - January 2013

Legacy and PEPRA Membership as of December 2024

	2019	2020	2021	2022	2023	2024
Legacy Active and Deferred Members	18,921	18,442	17,828	16,819	16,060	15,467
PEPRA Active and Deferred Members	9,856	9,935	11,421	13,136	15,301	17,278
Total	28,777	28,377	29,249	29,955	31,361	32,745
Percentage of PEPRA to Legacy Members	34%	35%	39%	44%	49%	53%

- Between 4% and 5% of Legacy member payroll has been replaced by PEPRA member payroll each year.
- Assuming the trend continues, employer normal costs will decrease by about 0.2% annually until there are no more active Legacy members.



The Current State of OCERS

Total Retirees (Payees)
[as of Dec. 2024]

21,740



1.49 active members
to retired members

2024	21,740
2023	21,283
2022	20,678
2021	19,826
2020	19,419
2019	18,420
2018	17,674
2017	16,947
2016	16,369
2015	15,810
2014	15,169



The Current State of OCERS

The Promise (as of Dec. 2024)
\$28,258,622,000

2024	\$28,258,622,000
2023	\$26,788,041,000
2022	\$25,386,669,000
2021	\$24,016,073,000
2020	\$22,904,975,000
2019	\$21,916,730,000
2018	\$20,703,349,000
2017	\$19,635,427,000
2016	\$17,933,000,000
2015	\$17,050,000,000
2014	\$16,413,000,000



The Current State of OCERS

2024	\$1,300,000,000
2023	\$1,200,000,000
2022	\$1,116,000,000
2021	\$1,030,000,000
2020	\$973,325,000
2019	\$900,902,000
2018	\$828,278,000
2017	\$764,344,000
2016	\$717,976,000
2015	\$675,963,000
2014	\$630,678,000

Benefit Payroll for Calendar Year 2024

\$1,300,000,000



The Current State of OCERS

Total Contributions (as of Dec. 2024)

Member Contributions: \$302,545,000

Employer Contributions: \$846,363,000

\$1,148,908,000



The Current State of OCERS

Fund Assets (as of Dec. 2024)
\$23,688,986,000



2024	\$23,688,986,000
2023	\$22,135,285,000
2022	\$20,691,659,000
2021	\$19,488,761,000
2020	\$17,525,117,000
2019	\$16,036,869,000
2018	\$14,997,420,000
2017	\$14,197,125,000
2016	\$13,102,978,000
2015	\$12,228,009,000
2014	\$11,450,911,000




The Current State of OCERS

Unfunded Actuarially Accrued Liability (UAAL)

(as of Dec. 2024)

\$4,569,636,000

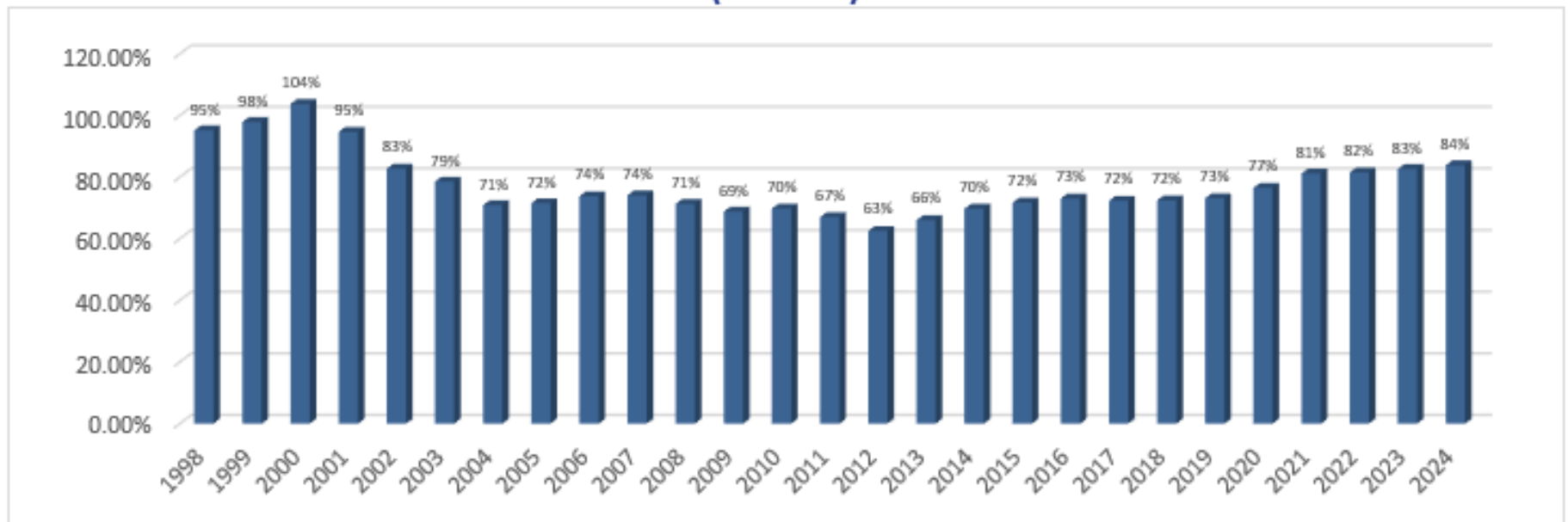


2024	\$4,569,636,000
2023	\$4,652,756,000
2022	\$4,695,010,000
2021	\$4,527,312,000
2020	\$5,379,858,000
2019	\$5,879,861,000
2018	\$5,708,929,000
2017	\$5,438,302,000
2016	\$4,830,483,000
2015	\$4,822,000,000
2014	\$4,963,000,000



The Current State of OCERS

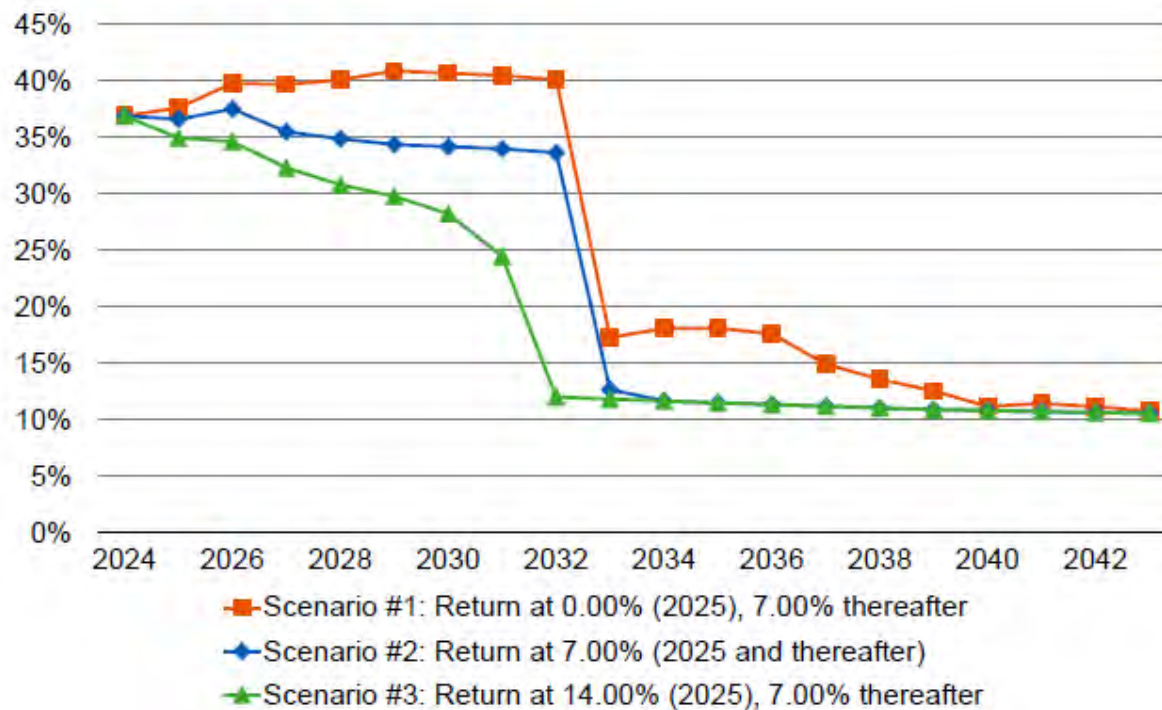
Funded Ratio by Calendar Years
(Rounded)



(Valuation value) **83.83%**



Projected Employer Contribution Rates *% of payroll*



Scenario #1:

- System reaches full funding in 2040

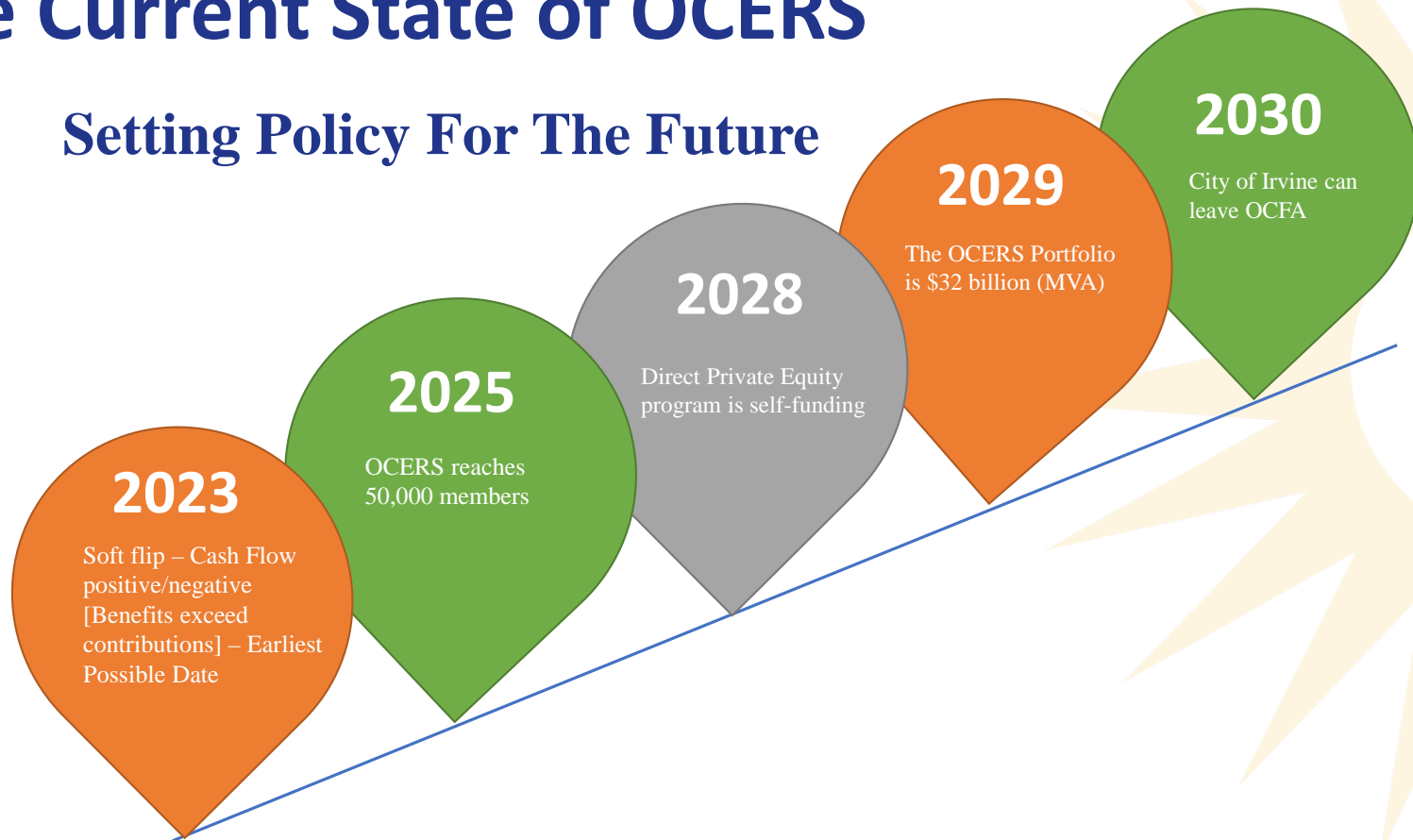
Scenarios #2 & #3:

- System reaches full funding in 2034 and 2031, respectively
- Rate approaches 11% of payroll



The Current State of OCERS

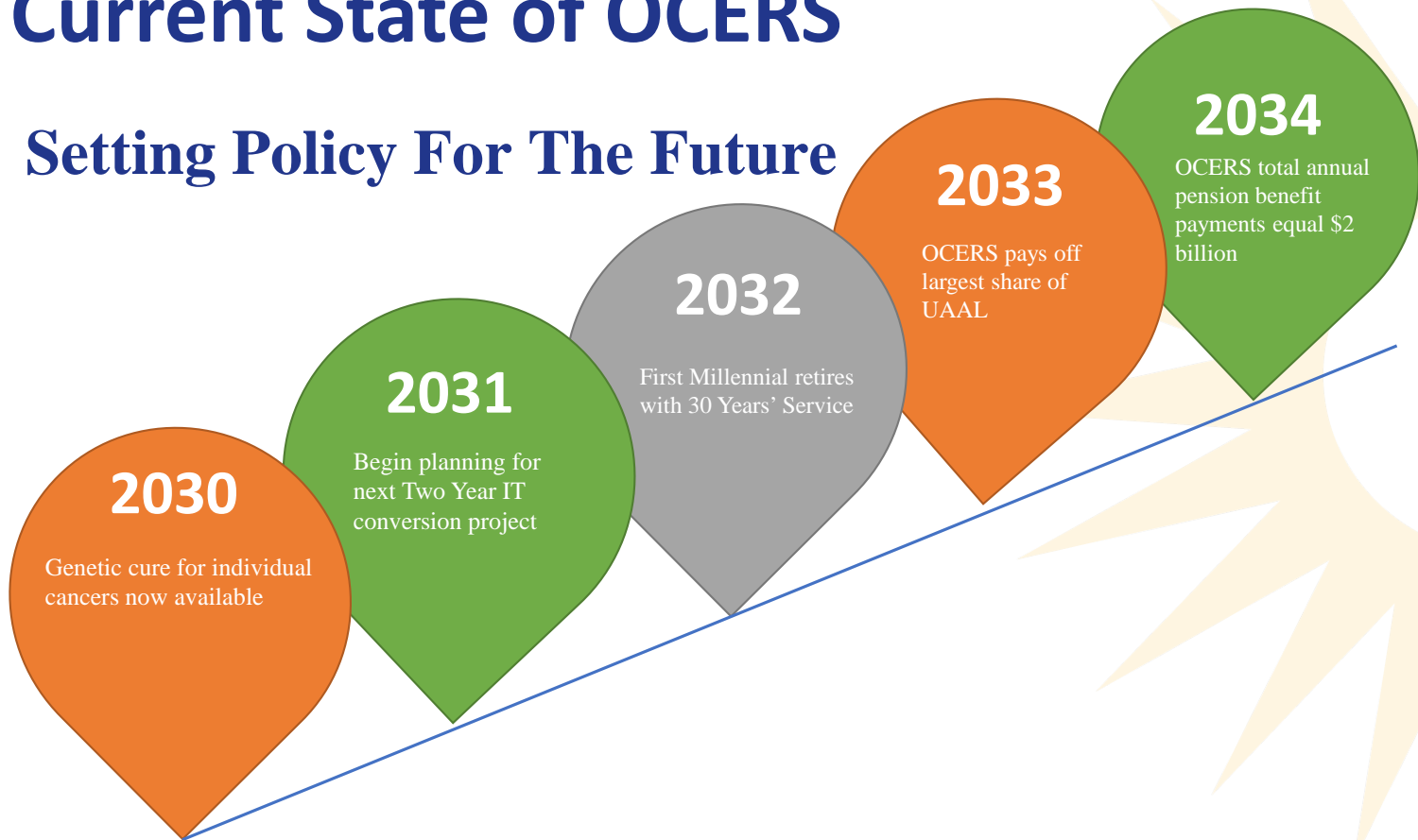
Setting Policy For The Future



Orange County Employees Retirement System

The Current State of OCERS

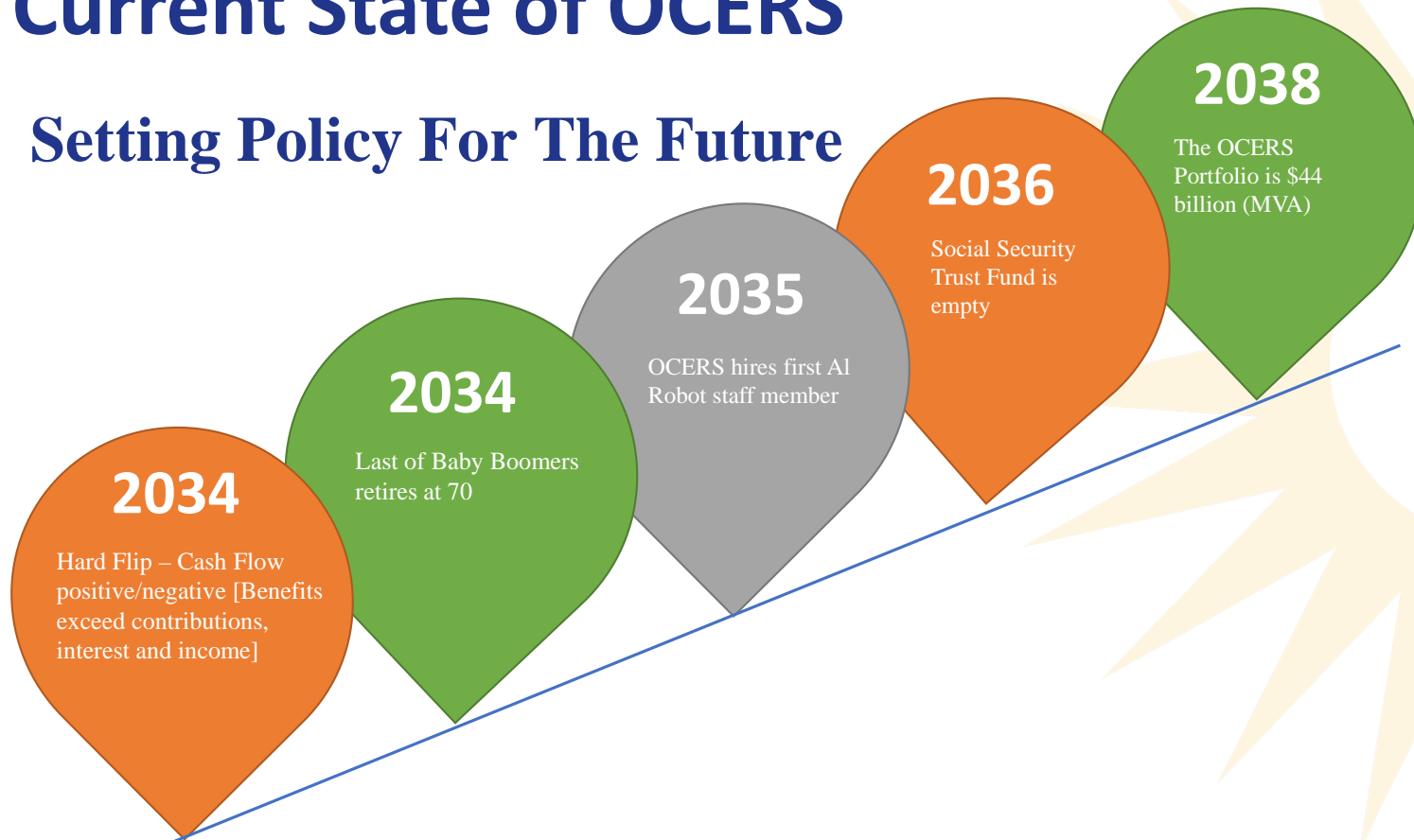
Setting Policy For The Future



Orange County Employees Retirement System

The Current State of OCERS

Setting Policy For The Future



Orange County Employees Retirement System



Challenges and Opportunities in 2026 and Beyond

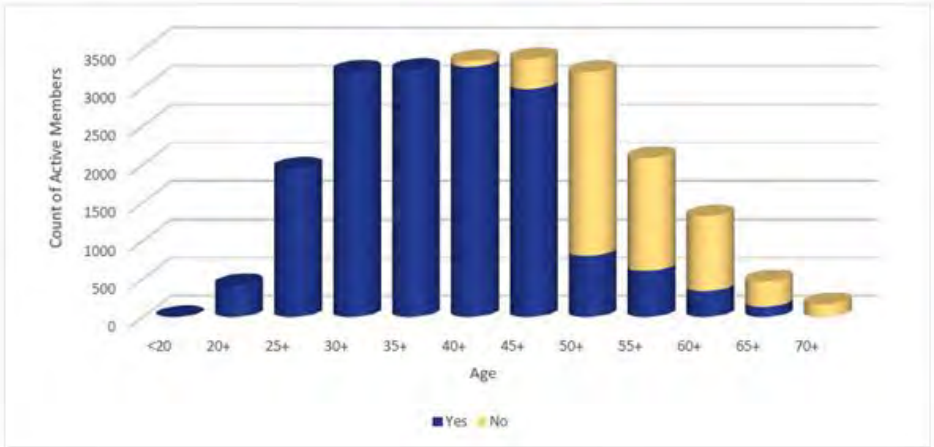
SUCCESSION PLANNING

“The Board of Retirement will from time to time as determined to be in the best interests of OCERS: Ensure that appropriate succession plans are in place to provide continuity in the OCERS management”

- Section 18(b) OCERS Board of Retirement Charter



Succession Planning Continues...



Succession Planning Activities



One on Ones with CEO	2008
Career Ladders	2013
Executive Coaching	2022
Director Level Coaching	2023
Active Talent Development (AI Upscaling)	2024



Challenges in 2026 and Beyond

FUNDING LEVEL

83.83%

(December 31, 2024)



Challenges in 2026 and Beyond

Improving Mortality and its impact on Liabilities

As of September 2025:

- 100+ years young – 28
- Oldest payee – 104 years young (Tina Ferrari- turning 105 in December)
- Number of people who received 100th birthday cards from OCERS in 2025: 5

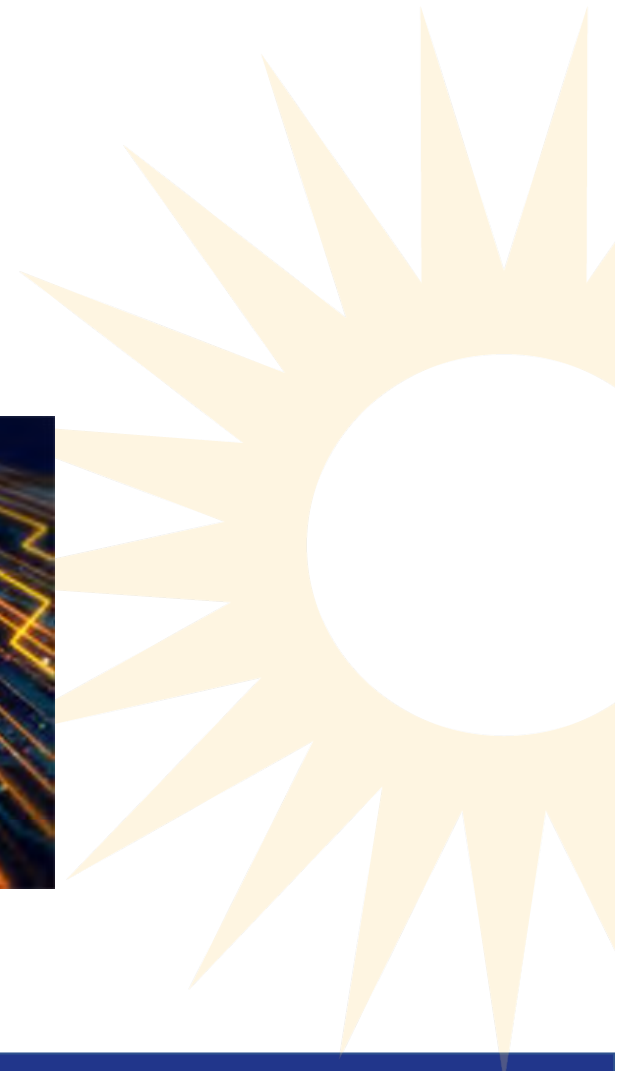
Age Range	Payee Count 2021	Payee Count 2022	Payee Count 2023	Payee Count 2024
90-99	632	689	640	735
100+	17	22	23	28



CYBER SECURITY



DATA



OCERS Team



2025 Staffing Summary

Information as of September 22, 2025



18 New Hires

- 5 OCERS Direct
- 10 County
- 3 Extra Help / Interns

14 Promotions

10 Separations (3 retirements)

4 Additional Hires *(Not Counted Towards Budgeted Positions or Current Staff)*

- 2 Investment Fellows
- 2 Communications Volunteers

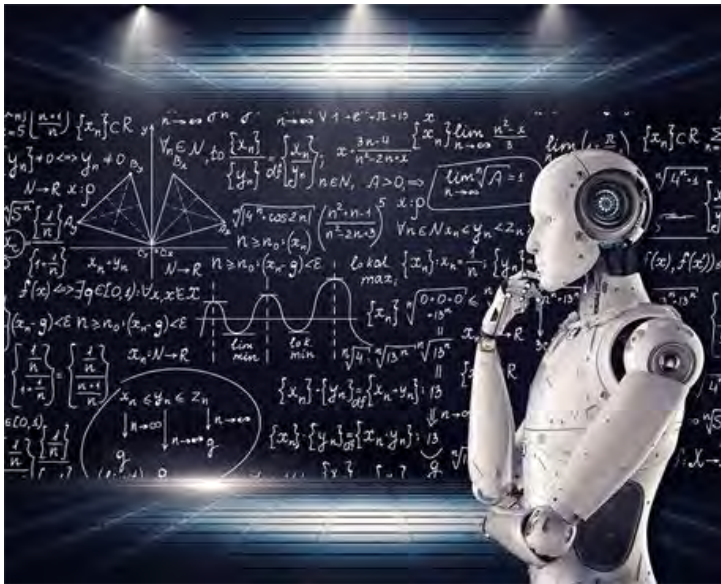


New OCERS Headquarters building determinations



VISION 2030

“No human involved in the calculation of a retirement benefit”

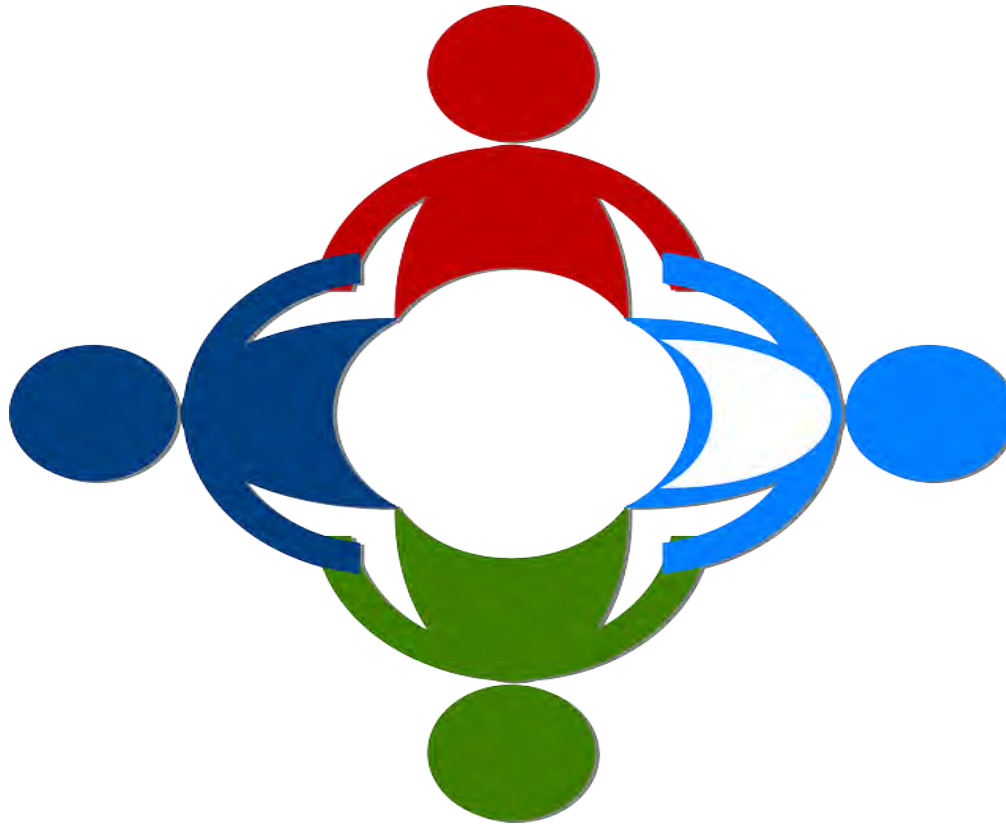


Artificially Intelligent Pension Administration System (PAS) and Investment Program

- 2022 – Initial Use Cases with V3
- 2023 – First Robotic Automation
- 2026 – 2028 Build New PAS
- 2028 – Launch of New PAS
 - Machine Learning
- 2030 – OCERS Includes Artificial Intelligence Modules within PAS



In summation



The Positives

- An oversight Board concerned with volatility
- Conservative assumptions
- 20 year amortization plan
- PEPRA (2013) reduced benefit costs over the long term
- OCERS is still cash flow positive (the hard flip in future)
- Employers' efforts to accelerate the payment of the UAAL:
 - - OC Sanitation District
 - - OCFA
 - - OC Public Law Library
 - - Cemetery District
 - - Children and Families Commission
- Early Inquiry into Technology





Memorandum

DATE: September 9-10, 2025
TO: Members of the Board of Retirement
FROM: Molly Murphy, Chief Investment Officer
SUBJECT: **COLLABORATION IN THE AGE OF AI**

Background

Moderated by OCERS Chief Investment Officer, Molly Murphy, please see below for the biographies of our panelists: Daniel Adamson, Founder, Collective Global; John Kim, Managing Director, General Catalyst; and Geoffrey von Maltzahn, PhD, CEO, Lila Sciences

Daniel Adamson

Founder & Co-CEO, Collective Global

Daniel de Faro Adamson is the co-founder and co-CEO of Collective Global, a venture capital firm dedicated to reimagining how premier institutions access the innovation economy. He was also the Chairman, and formerly the founding President, of Capital Constellation, a joint venture between asset owners in Europe, North America and the Middle East that has deployed more than \$3 billion to catalyze the next generation of private equity managers. Daniel was a Senior Advisor to Wafra, and previously served as a Senior Managing Director and member of the firm's Management Committee. He held senior positions at Ares Management and Bridgewater Associates and began his career at McKinsey & Company.

Daniel currently serves on the External Advisory Board for Strategic Investment Funds at the World Bank, the President's Council for International Activities at Yale University, and on the Advisory Board of the Stanford Research Initiative on Long-Term Investing. He is a co-author of *The Blue Way: How to Profit by Investing in a Better World* (Simon & Schuster, 2008) and the co-host of the podcast, *Don't Get Fired*, which, in affiliation with Stanford University, profiles CIOs of innovative institutional asset owners. Daniel earned a BA, summa cum laude, from Yale University, an MPhil in Politics from Oxford University, where he was a Marshall Scholar, and a JD from the Yale Law School. Daniel and his wife Athena are advocates for international adoption and active in support of orphaned children in Kyrgyzstan, where they adopted the youngest of their three children.

John Kim

Chief Client Officer, General Catalyst

John Kim is the Chief Client Officer at General Catalyst, a global investment and transformation company that partners with the world's most ambitious entrepreneurs to drive resilience and applied AI. At GC, John focuses on creating authentic relationships between the company and its limited partners.

Prior to joining GC to run its Client Solutions & Services program, John was a partner at Kelso & Company where he led their Fundraising and Investor Relations group and has held similar roles with Court Square Capital Partners and Capital Z. And before that, John held a senior banker position with JP Morgan's placement team where he raised funds for private equity groups.

John earned an MBA from Harvard Business School and a Bachelor's from Brown University, graduating magna cum laude from the latter.

Outside of the office, John supports organizations devoted to education for underprivileged kids in Brooklyn and internationally, holds a purple belt in Jiu Jitsu, and can play a plethora of tunes on his acoustic guitar.

Geoffrey von Maltzahn

CEO, Lila Sciences

Geoffrey von Maltzahn is an inventor, entrepreneur, CEO, and the co-founder of multiple groundbreaking companies in healthcare and agriculture. He has co-founded companies that have, in aggregate, achieved over \$10 billion in public and private market capitalization. Through his role in Flagship Labs, the company's innovation foundry, Geoffrey has created companies that include [Tessera Therapeutics](#), [Generate Biomedicines](#), [Seres Therapeutics](#) (NASDAQ: MCRB), [Sana Biotechnology](#) (NASDAQ: SANA), [Indigo Agriculture](#) and most recently [Lila Sciences](#).

Geoffrey has deep expertise in genome engineering, the microbiome, bioengineering, and nanotechnology. He is listed as an inventor on over 200 patent applications and patents, and he has co-authored more than 20 peer-reviewed articles. Geoffrey has received a number of awards and honors, including Bloomberg 50's Ones to Watch; Business Insider's 30 Biotech Leaders Under 40; Endpoints 20 Biopharma Leaders Under 40; Boston Chamber of Commerce Ten Outstanding Young Leaders; the prestigious Lemelson-MIT Student Prize, awarded to the most innovative students at MIT; the National Inventors Hall of Fame Graduate Student Prize; the Biomedical Engineering Society Graduate Research Award; and the Harvard-MIT Martha Gray Prize. Geoffrey and his inventions have been profiled by *Forbes*, *The Economist*, *CNN*, *Bloomberg Businessweek*, *Scientific American*, *Popular Science*, *MIT Technology Review*, and other media.

Geoffrey was awarded a PhD in biomedical engineering and medical physics from MIT under the mentorship of Sangeeta N. Bhatia, MD, PhD; an MS in bioengineering from the University of California, San Diego; and an SB in chemical engineering from MIT.

Submitted by:



MAM - approved

Molly A. Murphy, CFA

Chief Investment Officer



Memorandum

DATE: September 9-10, 2025
TO: Members of the Board of Retirement
FROM: Molly Murphy, Chief Investment Officer
SUBJECT: LEADERSHIP AND BUSINESS TRANSFORMATION

Background

Chris Fussell

President, Lila Sciences

Chris Fussell is a leading expert in organizational optimization with experience stemming from 15 years with the United States Navy. In the SEAL Teams, missions demanded precision and purpose in complex conditions. Fussell served as Aide-de-Camp to Lieutenant General Stanley McChrystal, while McChrystal led the Joint Special Operations Command (JSOC). He went on to join McChrystal Group, serving as Vice Chair and helping organizations navigate global conflict. He's a Senior Fellow for National Security at New America and trains future leaders as a teaching Fellow at the Yale Jackson School of Global Affairs.

At Lila, Fussell executes leadership methodologies outlined in his 2015 New York Times bestseller, *Team of Teams: New Rules of Engagement for a Complex World* and 2017 Wall Street Journal bestseller, *One Mission: How Leaders Build a Team of Teams*. Lila's mission is to build Scientific Superintelligence to create solutions for the greatest challenges facing humankind. Fussell is taking bold, deliberate action to ensure that innovation is driven by purpose and grounded in responsibility.

Submitted by:



MAM - approved

Molly A. Murphy, CFA
 Chief Investment Officer



Memorandum

DATE: September 9-10, 2025
TO: Members of the Board of Retirement
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: KEYNOTE: HIGHLIGHTS OF TCDRS' JOURNEY TO DIGITALIZATION

Presentation

Background

Please see attached for the biography of our keynote speaker: Amy Bishop, Executive Director, Texas County & District Retirement System.

Submitted by:





Amy Bishop

Amy Bishop is the Executive Director of the Texas County & District Retirement System (TCDRS), one of the nation's best-funded retirement systems, which partners with more than 890 employers to provide retirement, disability and survivor benefits. TCDRS manages \$51 billion in assets and pays over \$2.4 billion annually to Texas retirees. Since joining TCDRS in 1994, Ms. Bishop has held leadership roles in finance, communications and investments before becoming Executive Director. She earned her bachelor's degree from Southern Methodist University and an MBA in finance from The University of Texas at Austin. Amy and her husband, Doug, enjoy traveling the world to birdwatch when not spending time with their blended family and grandchild.



Highlights of TCDRS' Digital Transformation

Amy Bishop, Executive Director

September 9, 2025

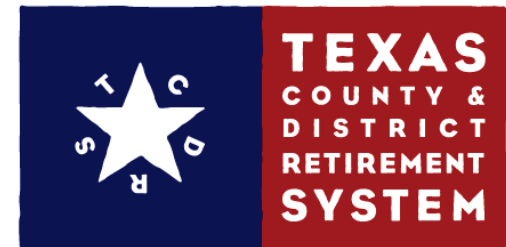
Agenda

- Brief overview of TCDRS
- The “why” for transformation
- Our roadmap
- Results and lessons learned
- What is next on TCDRS' journey
- Questions

TCDRS: Doing Retirement Right



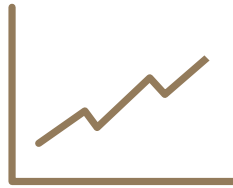
Texas Public Pension Funds: The Big Four



TCDRS By The Numbers



890
Participating
Employers



More than
394,000
Members



97%
Funded
(includes reserves)



\$51B
in Assets

**For more than
55 years we
have been
doing
retirement
right.**

- Created in 1967 by the Texas Legislature
- Managed independently by a nine-member board of trustees who are appointed by the Texas governor and are members and retirees of TCDRS
- Receive no funding from the State of Texas.

Unique Features That Make TCDRS Financially Strong



**Savings-Based
Benefits**



**Responsible Plan
Funding**



**Flexibility &
Local Control**

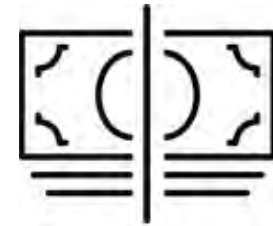
Savings-Based Benefits



Members save for their own retirement, automatically.



Savings grow at an annual, compounded rate of 7% interest, set by statute.



Final account balance matched at retirement. Converted to a lifetime benefit.

Helen Huckaby

TCDRS Retiree

Turns 103 in December and is still making memories, including when she threw the first pitch at a Texas Rangers game.



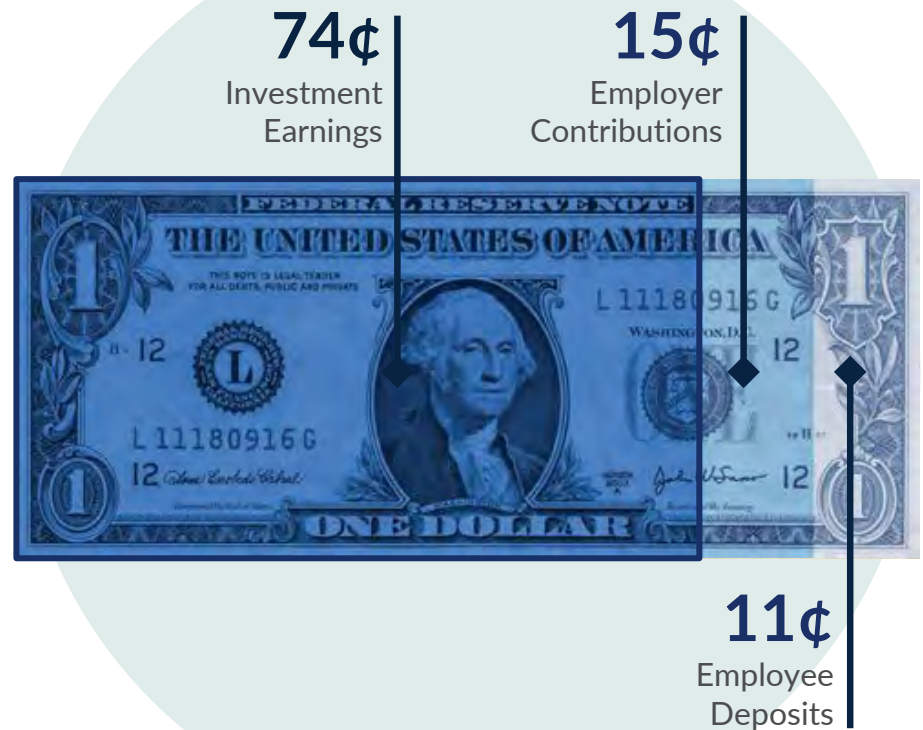
TCDRS Benefits Texas



- In 2024, paid out **\$2.4 billion** in benefits
- **95%** paid to Texas residents
- Benefit payments supported **\$3.6 billion** in additional economic activity



Investment Income Funds Benefits



Diversified Portfolio Reduces Risk

Target Asset Allocation



Investment Returns

(Net of All Fees)

As of Dec. 31, 2024

Annualized Returns	2024 Return	5 Year	10 Year	20 Year	30 Year
Total Fund	10.3%	9.2%	8.1%	7.2%	8.0%
Benchmark	9.0%	7.8%	7.0%	6.3%	7.0%

The Case for Digital Transformation – The Why



What Members Asked For

Our members wanted experiences like they had with other private financial institutions and companies:

- A familiar and customized experience

"Remember me"

- Proactive and regular engagement

"Keep me posted"

- Fast and efficient services with minimal friction

"Don't make me wait"

- Trust that personal information and retirement savings are being managed well.

"Keep me safe"



Employers Echoed These Wants

- Wanted to be able to help employees who come into their offices manage their accounts
- Needed speed and efficiency
- Asked for better communication on the status of cases and improved educational resources

Where We Were 2021



- TCDRS had a fairly robust member website
- Processes, however, were not integrated or automated:
 - Data entry was required
 - Validations and quality checks were manual
 - Communications were spotty
 - Service levels were not meeting expectations
- Began implementing a pension administration upgrade and **discovered that automating paper processes was expensive**

Less Paperwork.
**More Taking
Care of Business.**

We're going paperless by 2023



Principles of Our Transformation - The How



**Let's Go
Paperless...**

**In addition to
automation
what do we
need...**

Digitize remaining processes

Expand channels

- Provide ability for contact center to take benefit applications
- Give employers ability to update employee contact and beneficiary information
- Provide a pathway for members that prefer mail

Ensure appropriate **staffing and tools** for call center

Increase web registration

Develop a **communication** campaign

Multi-Channel Services

- Update contact information
- Manage beneficiaries
- Request service
- Apply for retirement
- Apply for withdrawal
- Update bank account
- Change tax withholding
- Apply for beneficiary survivor benefits
- Manage representatives
- Apply for retiree survivor benefits



Mobile App



Secure website



Contact center with DocuSign for signatures



Employers update member contact information and beneficiaries. They cannot apply for benefits on behalf of members.

Digital Application Receipt

Email Confirmations

Some Mail Confirmations

DocuSign Electronic Signature

Secure URL

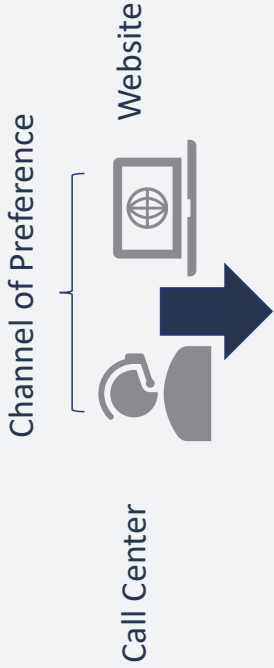


Contact Center Channel

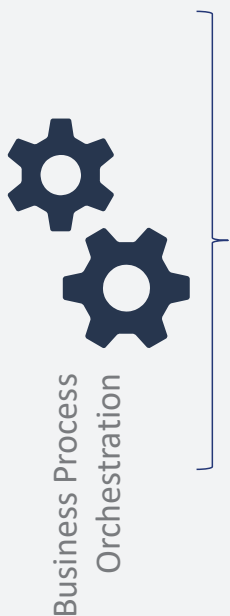
- Reps authenticate and help members manage accounts and apply for benefits
- Signatures are obtained electronically via DocuSign
 - Option to mail the document (rare)
- Co-browse support provided
- Enhanced authentication is utilized

Modernized Architecture

Member Application Request



Unified Pega Workflow Case



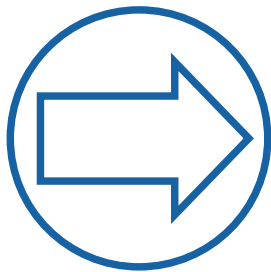
Architecture

- ✓ Simplified
- ✓ Scalable
- ✓ Repeatable
- ✓ Maintainable
- ✓ Value-added

Benefit calculations	Automated validations: Proof of birth/death	Automated authentication tools	Smart communications	Audit transparency and logging	Document integration
DocuSign	LexisNexis® Risk Solutions	SmartCOMM	Salesforce Marketing Cloud	FileNet	

Work Optimization

- Prioritize work based on when application received & service levels
- Business rules promote auto processing when validations pass and generate exceptions
- Process payments daily
- Define next best action through workflow



Get Next Work



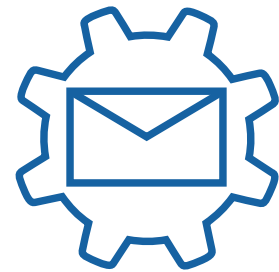
Faster Payments



SLAs



No Touch
Processing



Automated
Communication

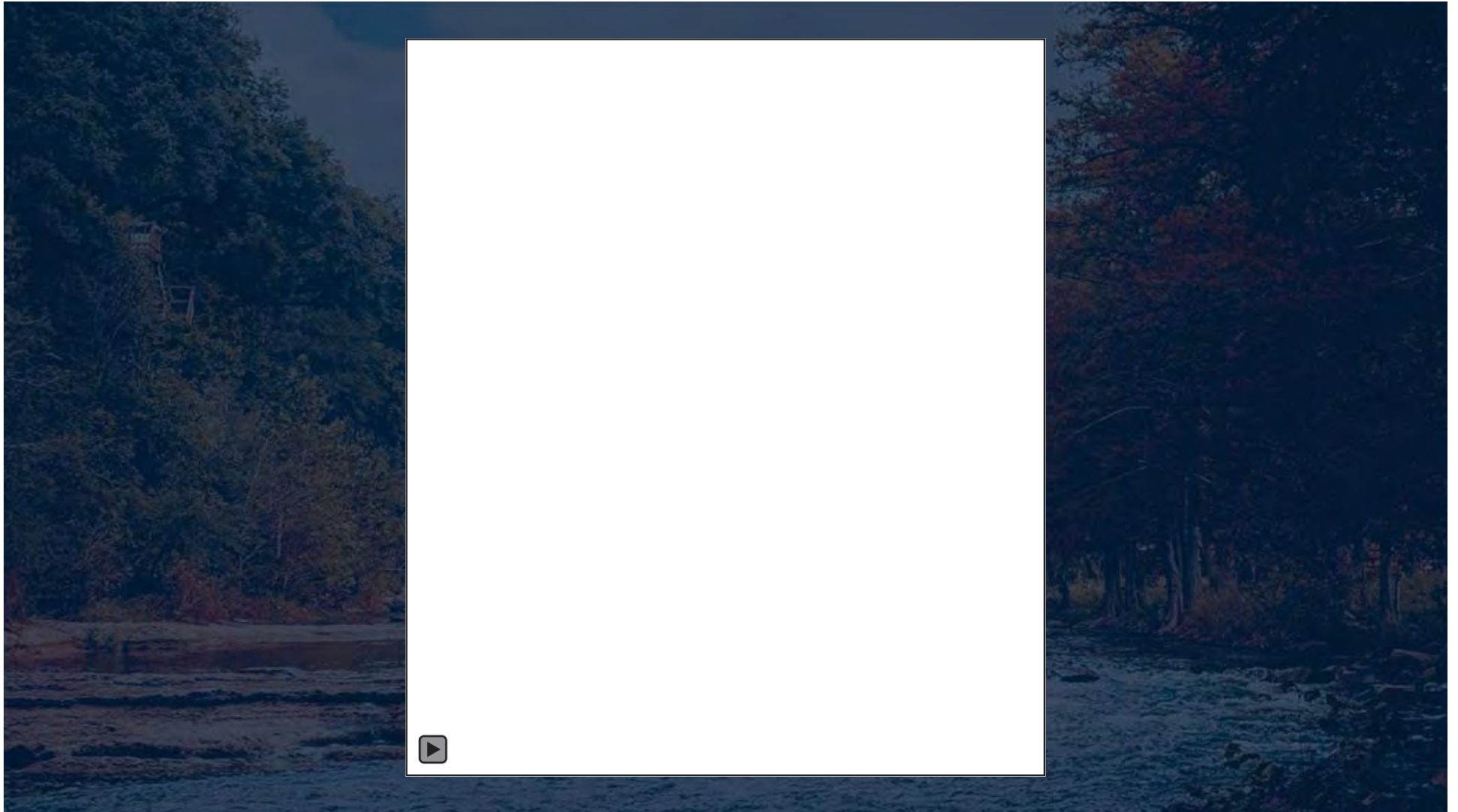
Automated Communications

- Communications automatically triggered by workflow step
 - Service levels generate follow-ups and final confirmations
 - Automated batch fulfillment process with communications stored and published
- Variable content driven by application and case details
 - DocuSign for electronic signature driven by channel
 - Secure web link if documentation needed
- Allows channel of member choice
 - Unique templates for each process step and application type

— About 5,000 automated communications generate weekly —→

Multi-layered approach to security

- Assessing risk at each transaction
- Applying appropriate friction based on transactions
- High-level monitoring through business intelligence
- Balance member experience with financial and reputational risks

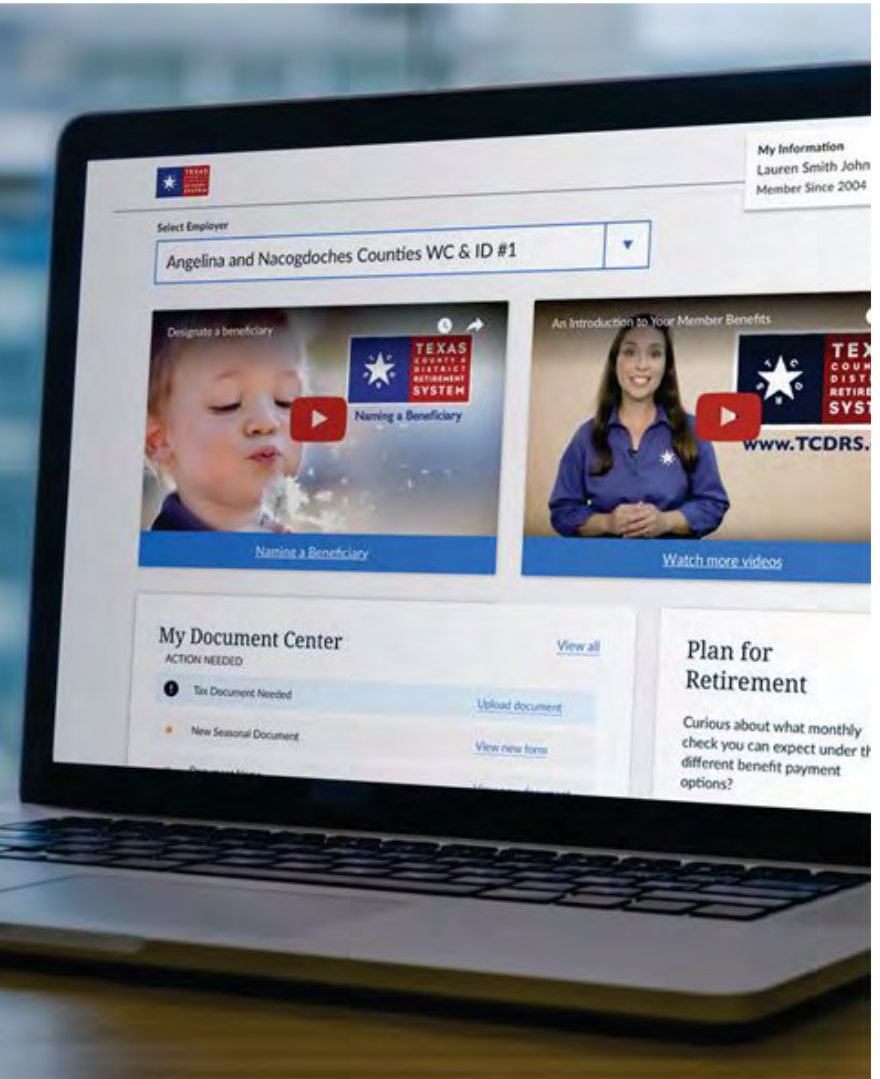


Retire with Confidence





Communication Campaigns: Paper-Less Is More



Increasing **Web Registrations**



Retire Forms Today!

We're Shedding the Paperweight in 2023

See how going paperless offers enhanced security and more.

GET DETAILS →



The Results



Service Levels



4 Days
Average Payment
Processing Time



96-98%
Customer
Satisfaction Score



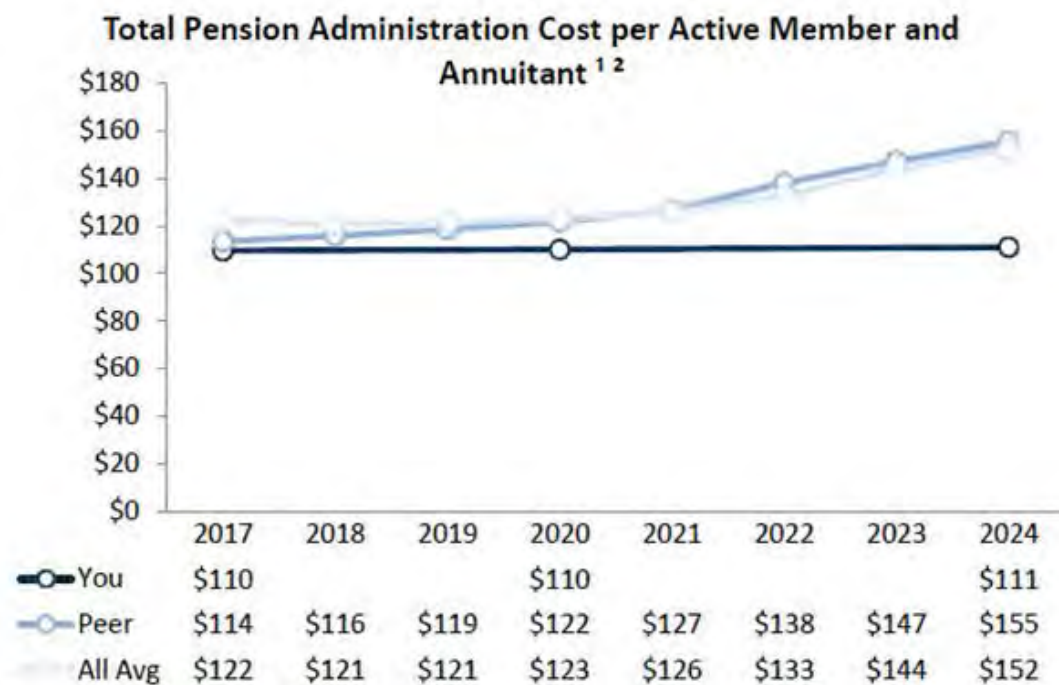
4.9
Google Rating

Service Levels

- Full adoption has been achieved
- More than 70% of transactions are processed automatically with no analyst touching them
- 35% of applications come through the contact center
- Call content has moved from “where’s my payment” to value-added education
- Resource needs have shifted:
 - Back office to frontline service
 - Data entry to higher level analytical skills

TCDRS' Total Pension Administration Cost Was Significantly Below The Peer Average

- \$111 per active member and annuitant is \$59 below the peer average of \$170.
- Our costs per member grew 0.2% per annum, compared to an average 4.6% annual growth of our peers over eight years.



TCDRS' Service Score Has Increased from 77 to 87 in eight years



1. Trend analysis is based on systems that have provided 8 consecutive years of data (9 of your 12 peers and 33 of the 45 systems in the universe).

2. Historic scores have been restated to reflect changes in methodology. Your historic service scores will differ from previous reports.

Lessons Learned

Build a strong team.

Engage best-in-class partners.

Security must be at the forefront of your planning.

Required skillsets change quickly.

Be ready in the contact center.

It is a **huge** shift in mindset. Change management is critical.

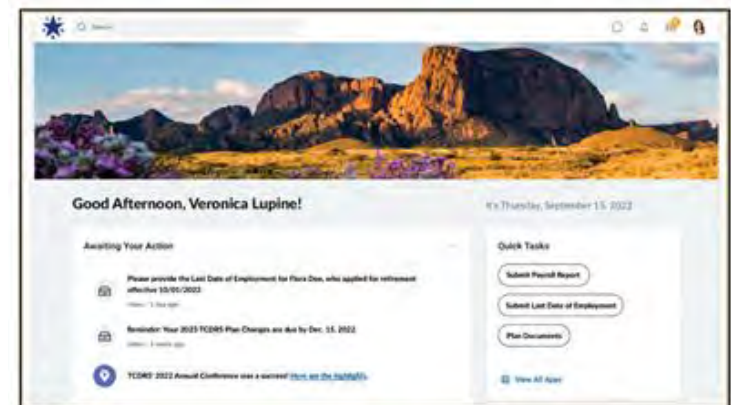
How to train and maintain knowledge is a challenge.

What's Next On The Journey



Next Steps

- Intelligent contact center
 - Knowledge Buddy
 - Call Wrap-up
- Employer portal re-design and upgrade
- Employer CRM
- Progress on our information security roadmap







Memorandum

DATE: September 9-10, 2025
TO: Members of the Board of Retirement
FROM: Molly Murphy, Chief Investment Officer
SUBJECT: INVESTING IN DATA CENTERS: FROM PUBLIC MARKETS TO PRIVATE MARKETS

Background

Please see below for the biographies of our panelists: Christy Fields, Managing Principal, Head of Real Estate Portfolio Solutions, Meketa; Jake Heacox, CFA, Managing Director, The Townsend Group; and Kevin Bonse, Vice President, Real Assets, Aksia.

Christy Fields - Managing Principal/Head of Real Estate Portfolio Solutions, Meketa

Ms. Fields has 35 years of industry experience and serves as a consultant and Head of Real Estate Portfolio Solutions. Ms. Fields has extensive experience in structuring and analyzing real estate transactions, developing investment strategy, analyzing manager fees and performance, evaluating manager reporting practices, and supervising and negotiating workouts on behalf of her clients. Ms. Fields joined the firm in 2019 as part of the merger between Meketa and Pension Consulting Alliance (PCA) and is a member of Meketa's Board of Directors, the Opportunity and Access Leadership Committee, and Private Markets Policy and Research Committees.

Prior to joining PCA, Ms. Fields was a senior consultant with PriceWaterhouseCoopers' (PwC) Real Estate Consulting Services Group based out of Honolulu where she specialized in real estate investment analysis, lease negotiations, property and small business appraisal, property-level acquisition due diligence, and tourism and master planning studies. While at PwC, Ms. Fields was actively involved in several large RTC restructurings, including the 1,000+ asset Circle K portfolio.

Ms. Fields received her Bachelor of Arts from Cornell University's School of Hotel Administration and her Master of Business Administration from Yale University's School of Management.

Ms. Fields is an active member of numerous industry organizations. She is a Board Member at Pension Real Estate Association (PREA) and has participated as a speaker at the Private Equity Real Estate (PERE), National Council of Real Estate Investment Fiduciaries (NCREIF), Urban Land Institute (ULI), and several emerging manager conferences.

Jake Heacox, CFA - Managing Director, The Townsend Group

Mr. Heacox joined Townsend Group in 2014 and is a Managing Director within Townsend's portfolio management team with a primary focus on the firm's secondary investment and direct real estate strategies. Mr. Heacox has helped lead investment strategy implementation and portfolio management for several open-end and closed-end real estate programs totaling approximately \$3 billion of investor capital. Mr. Heacox's primary responsibilities include investment sourcing and underwriting, as well as initiating portfolio recommendations to Townsend's Investment Committee. He also helps oversee acquisition, disposition, financing, and major capital activities within the firm's largest directly-managed

property portfolio. Mr. Heacox helps lead currency hedging strategy across several of the firm's global real estate programs and is actively involved in sourcing and underwriting real estate secondary interests and fund recapitalization opportunities. In addition to his investment-related responsibilities, Mr. Heacox also helps lead investor relations and distribution activity for Townsend's fund management business.

Prior to joining Townsend Group, Mr. Heacox worked for PricewaterhouseCoopers, LLP as an Auditor in the real estate and manufacturing industries.

Mr. Heacox received his BSBA in Accountancy and MBA from John Carroll University's Boler School of Business.

Kevin Bonse - Vice President, Real Assets, Aksia

Kevin is a Vice President on the Real Assets team at Aksia with a focus on natural resources and infrastructure investments. He is involved in all phases of the investment research process including sourcing, due diligence, and monitoring.

Prior to Aksia's acquisition of TorreyCove Capital Partners, Kevin was an Associate, joining the firm in 2014 and graduated magna cum laude from California State University San Marcos with a BA in Economics.

Submitted by:



MAM - approved

Molly A. Murphy, CFA

Chief Investment Officer

ORANGE COUNTY EMPLOYEES RETIREMENT SYSTEM

Strategic Planning OCERS Headquarters update

Spetembe 09, 2025

FROM PREVIOUS STRATEGIC PLANNING MEETING

SEPTEMBER 10, 2024

PRINCIPLES

01

**OUTDOOR
CONNECTIVITY**



02

INTERACTIVE



03

WELCOMING



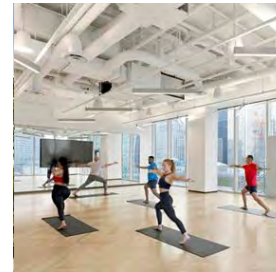
04

SAFE & SECURE



05

HEALTHY



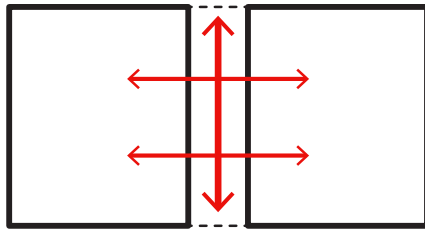
06

RESPONSIBLE

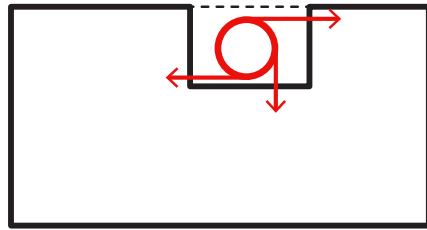


FROM PREVIOUS STRATEGIC PLANNING MEETING SEPTEMBER 10, 2024

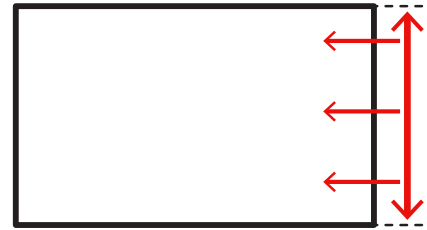
L-SHAPED MASSING CONCEPT



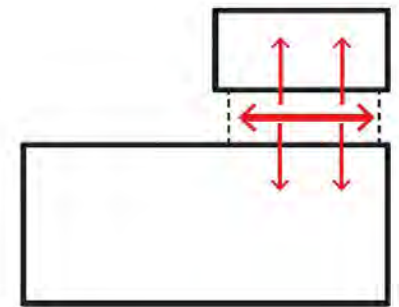
CENTRAL ATRIUM



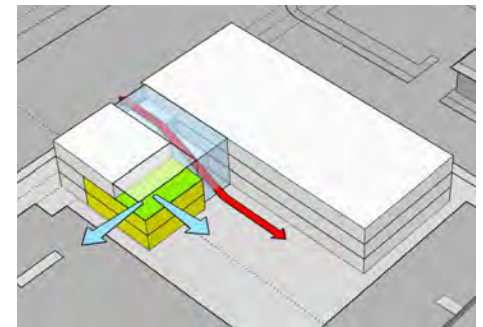
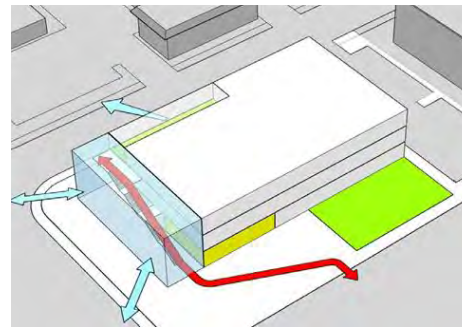
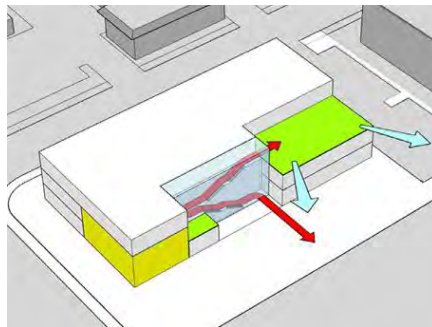
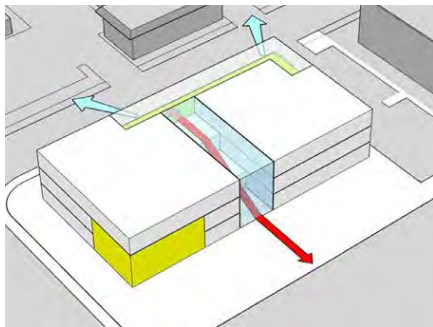
FRONT ATRIUM



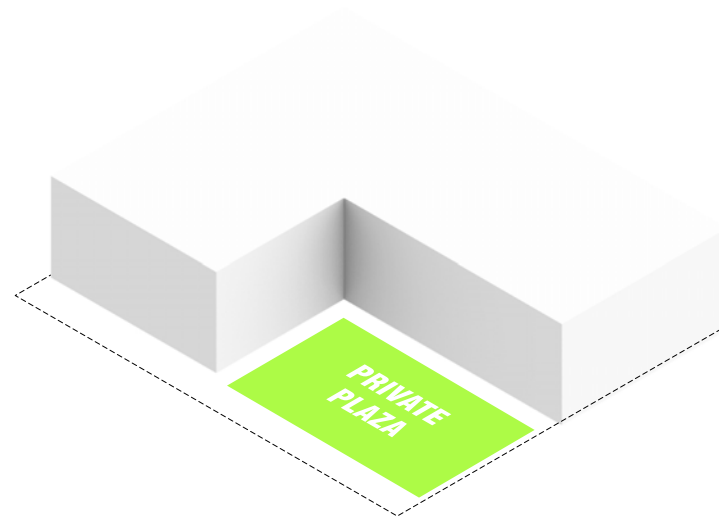
SIDE ATRIUM



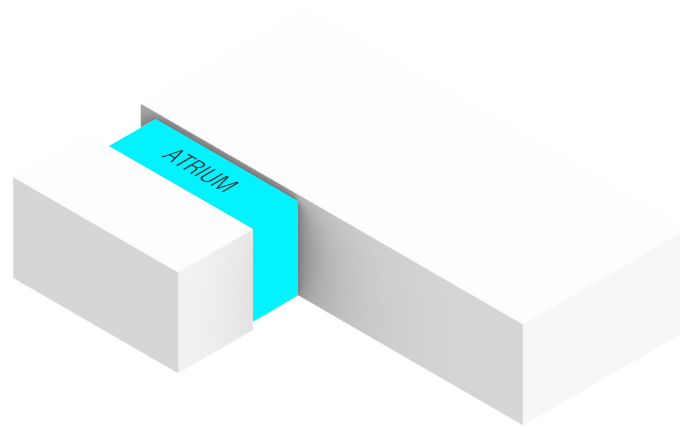
L-SHAPE ATRIUM



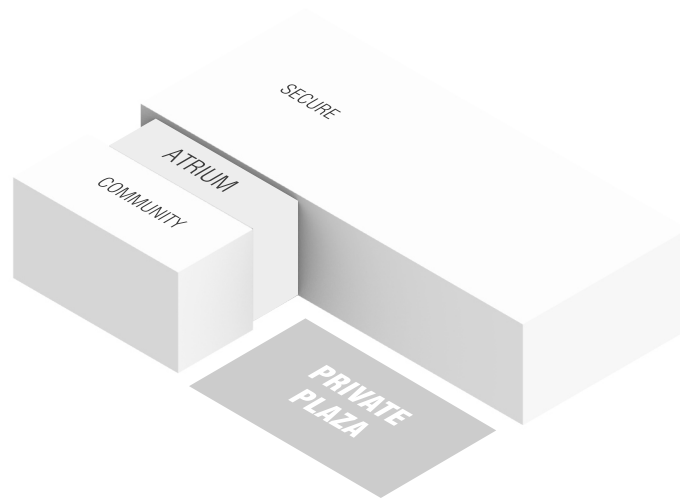
MAKE IT AN L SHAPE



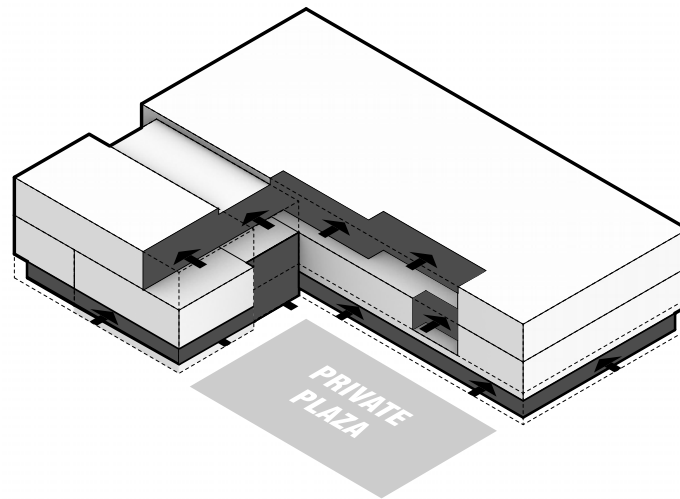
CREATE A COMMON SPACE



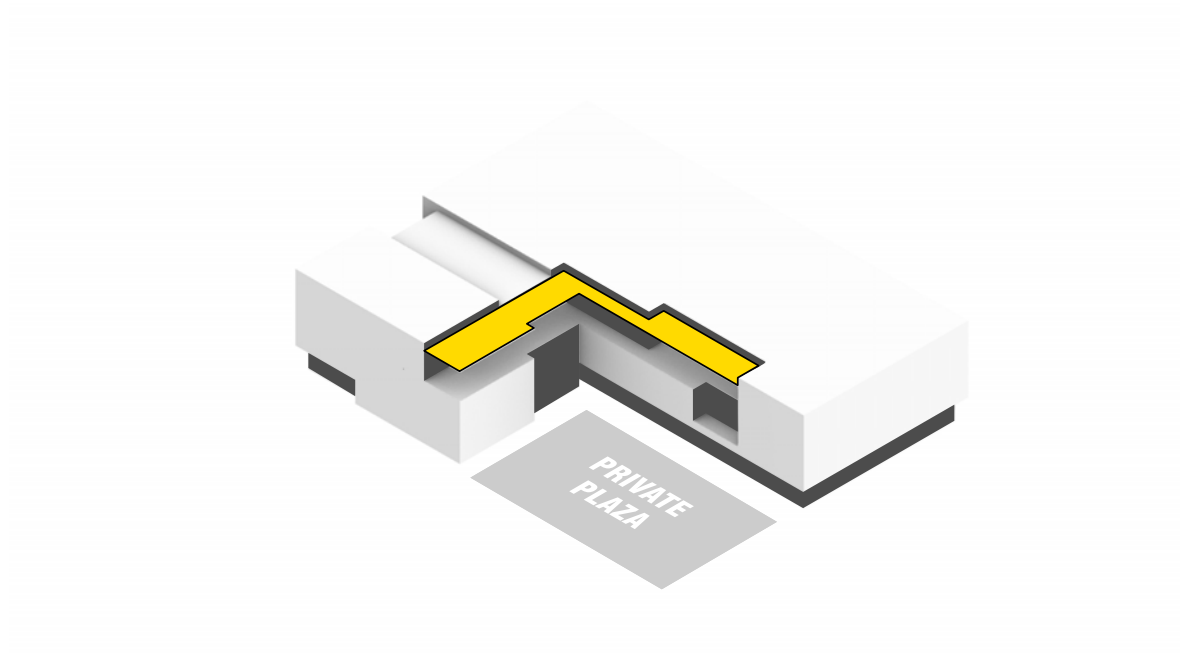
ORGANIZE AROUND IT



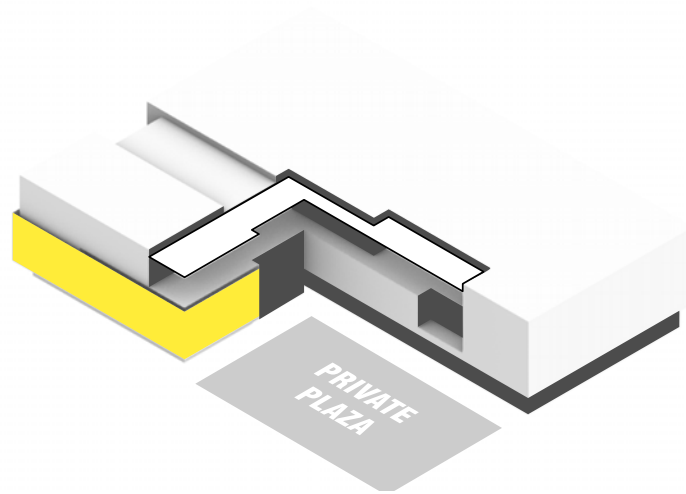
CUT AWAY FOR MORE OUTDOOR SPACES



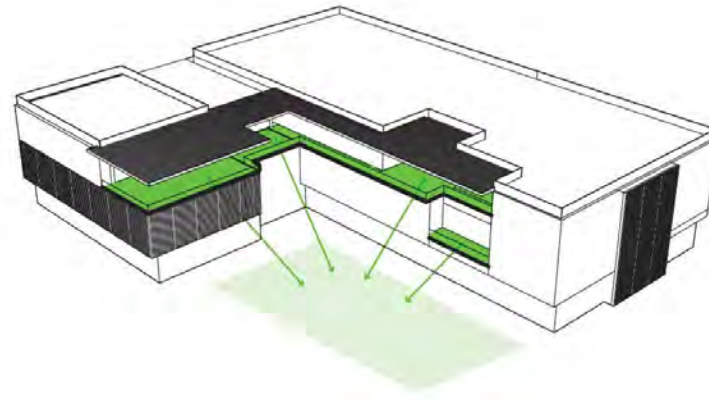
SHADE IT



HIGHLIGHT THE SPECIAL SPACE



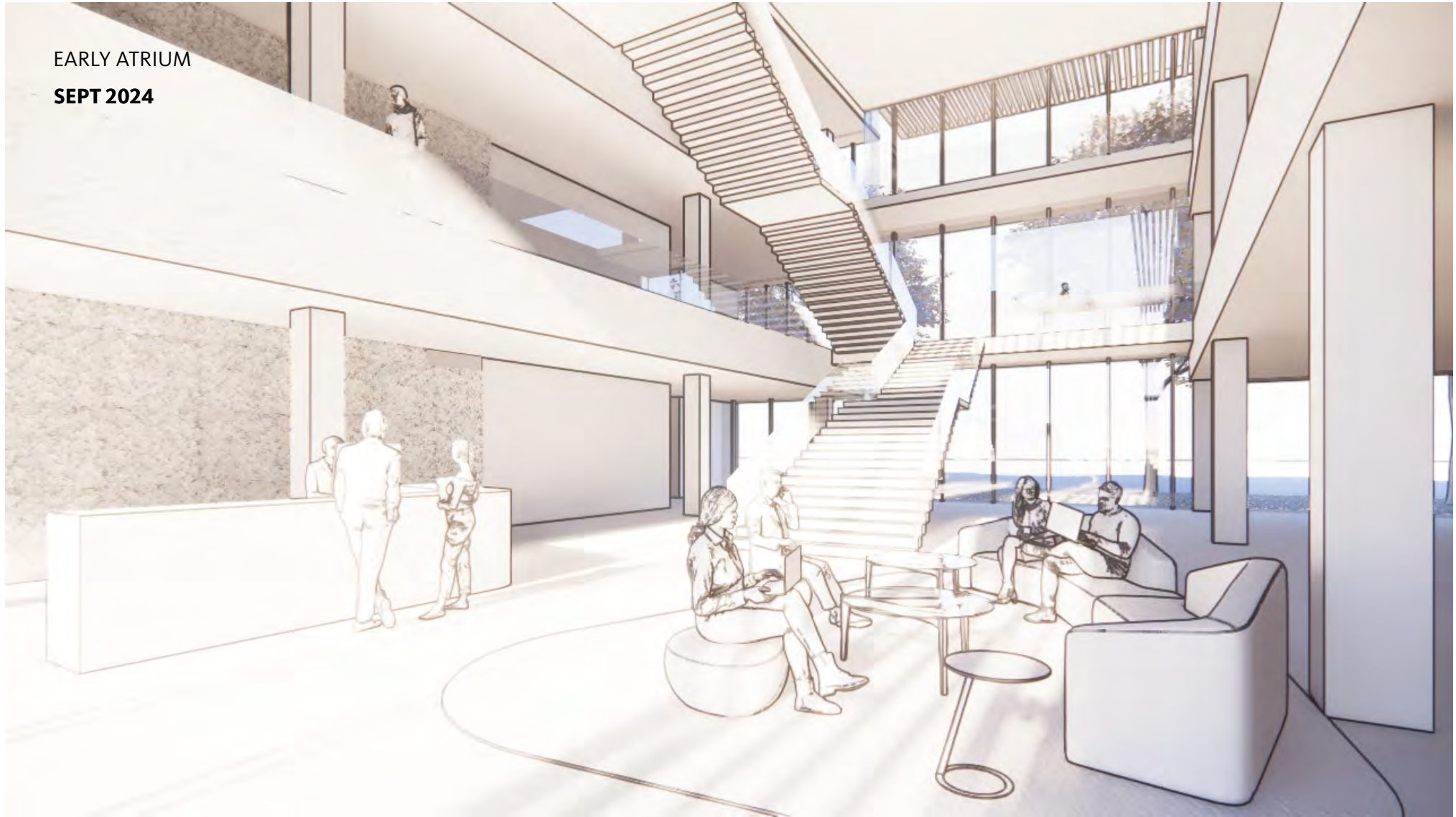
MASSING CONCEPT



SITE PLAN



EARLY ATRIUM
SEPT 2024







EXISTING BREAK ROOM



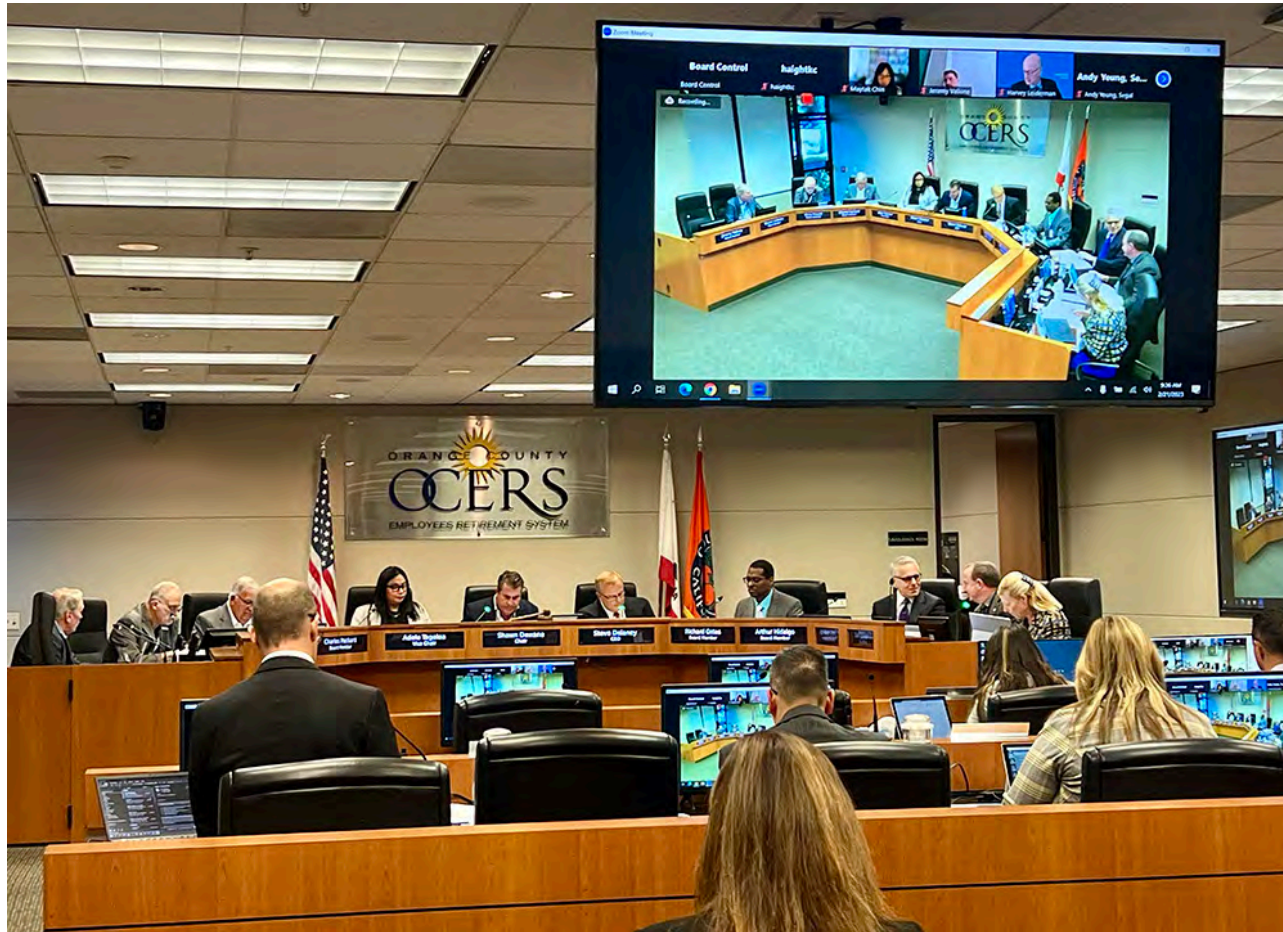


EXISTING OPEN OFFICE



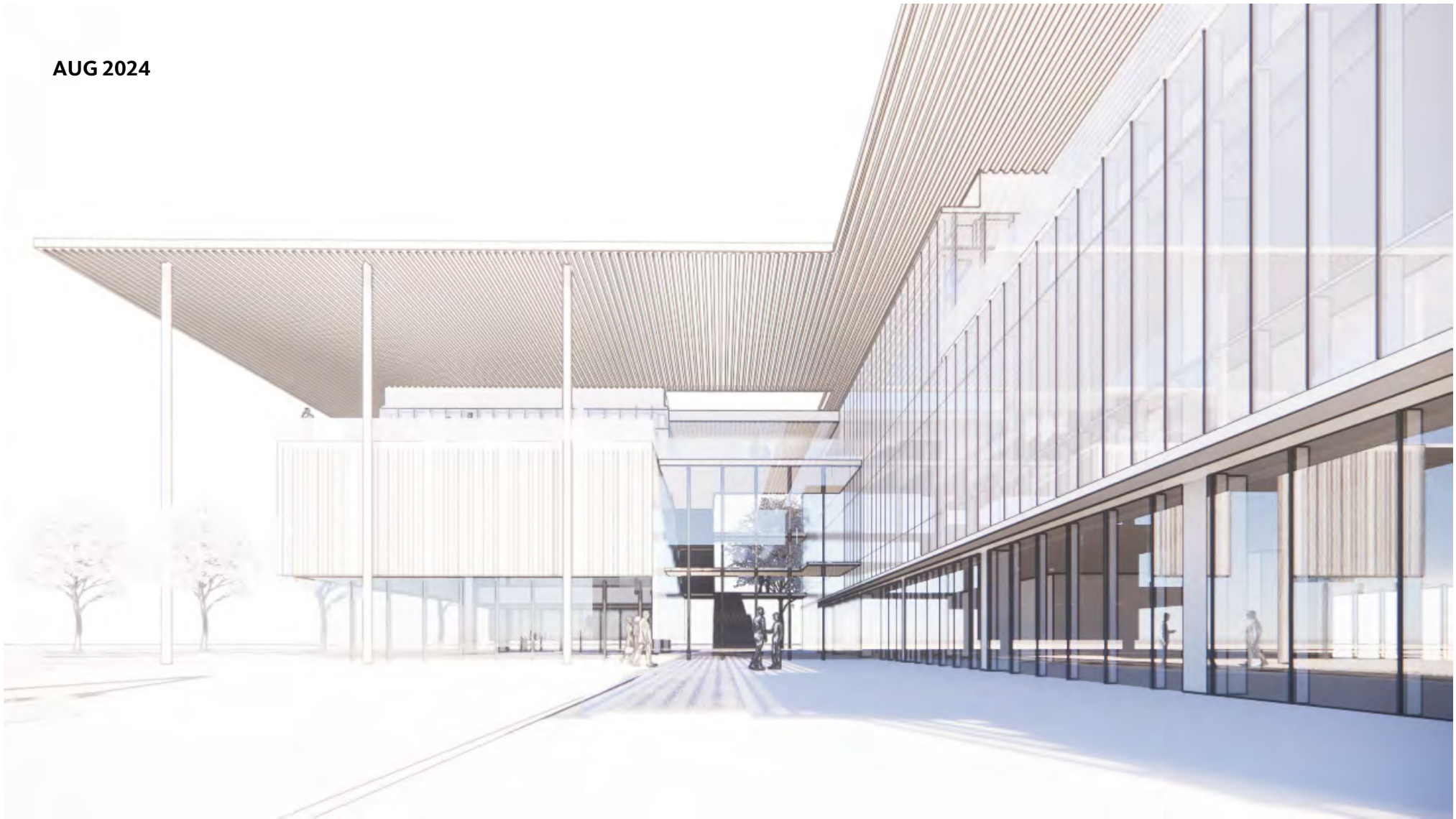


EXISTING BOARD ROOM

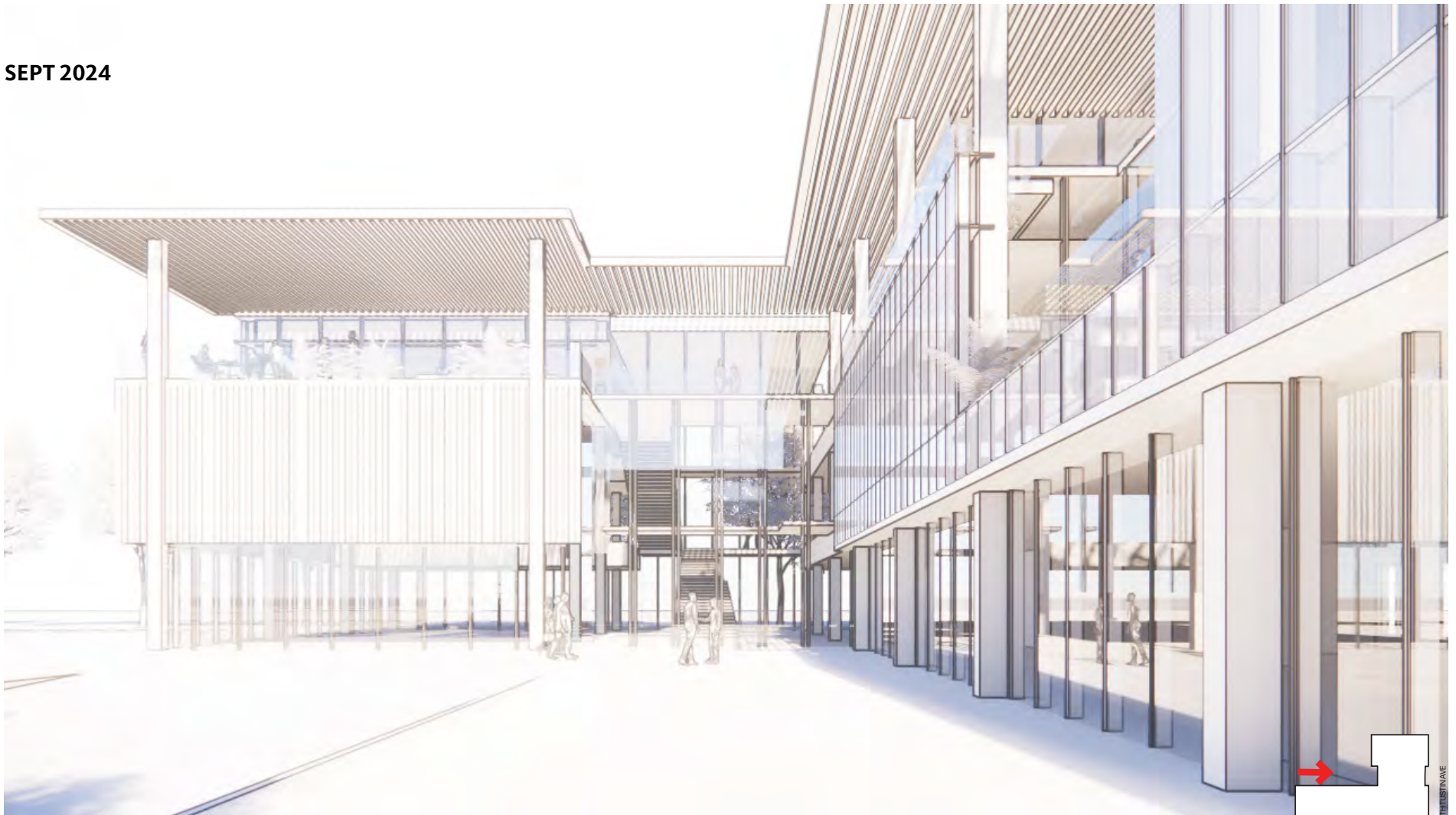




AUG 2024



SEPT 2024



View from Main Plaza to the Atrium and Main Entrance

OCT 2024







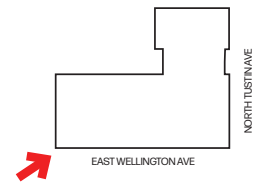
SEPT 2024



View from South East



View from South West



MATERIALS AND LOCATIONS
OCT 2024



NORTH



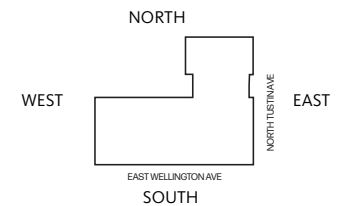
WEST



SOUTH



EAST



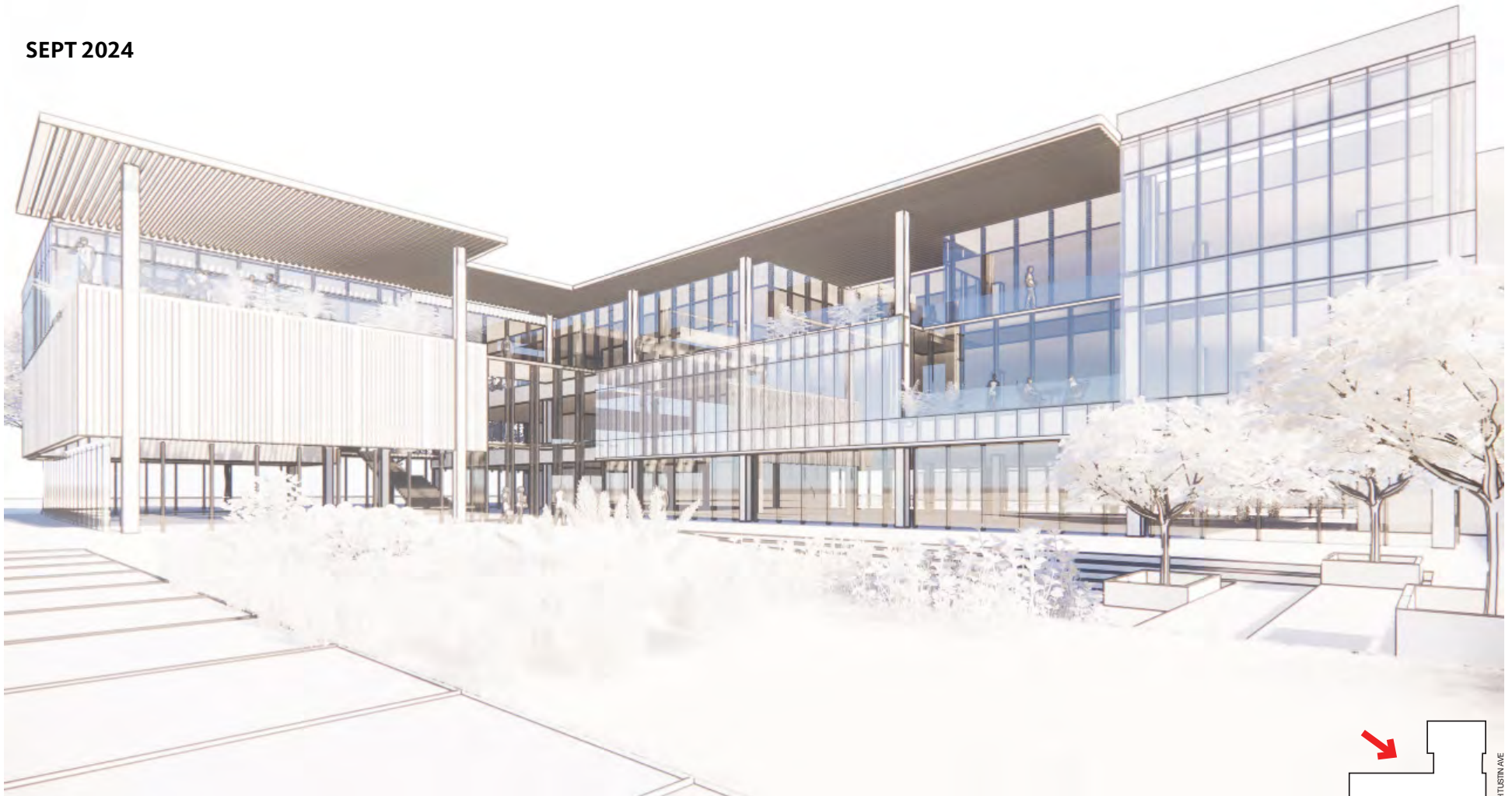
NOV 2024



JAN 2025



SEPT 2024



View from Parking Lot to the Main Plaza and Building



OCT 2024





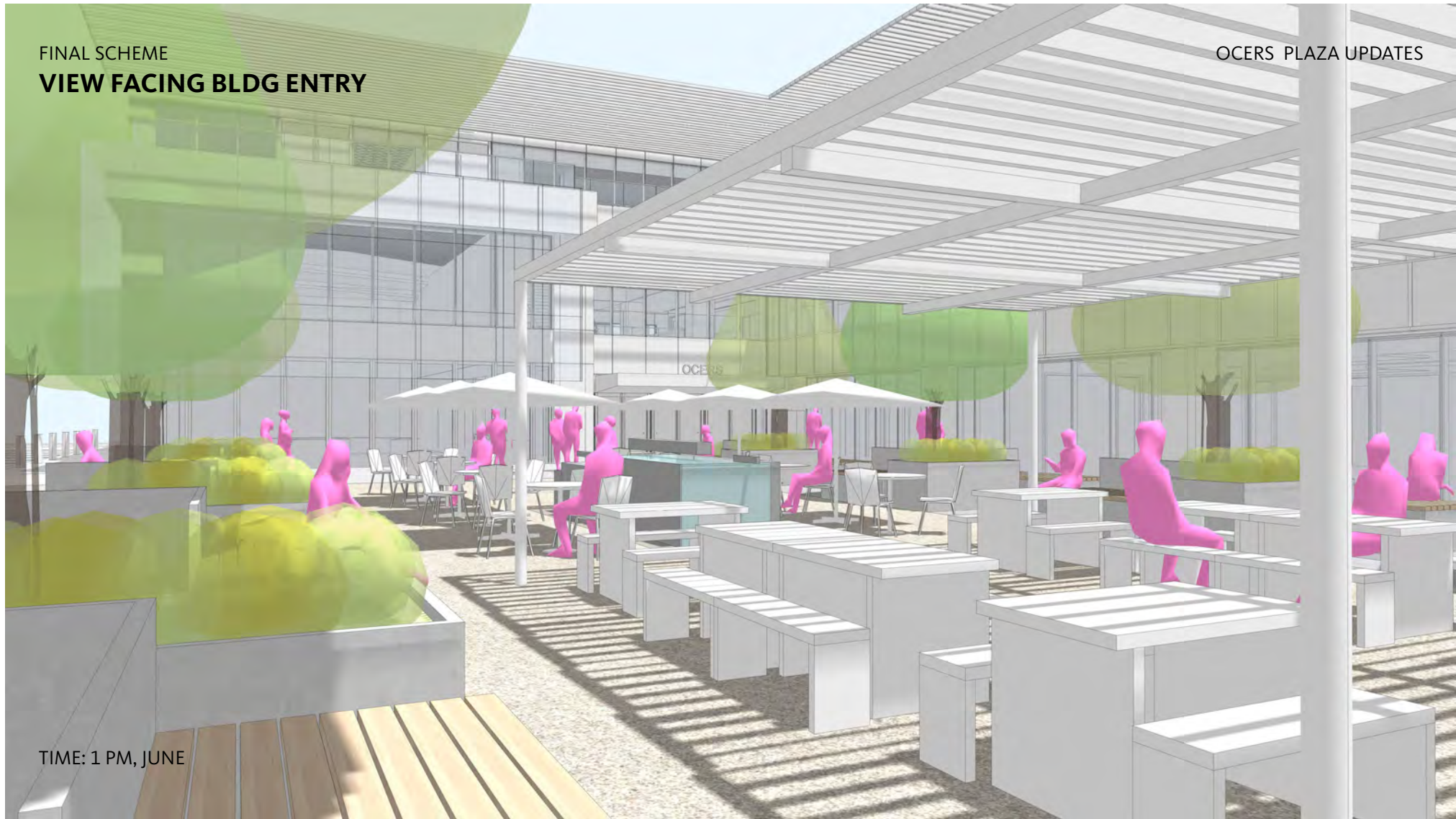
JAN 2025

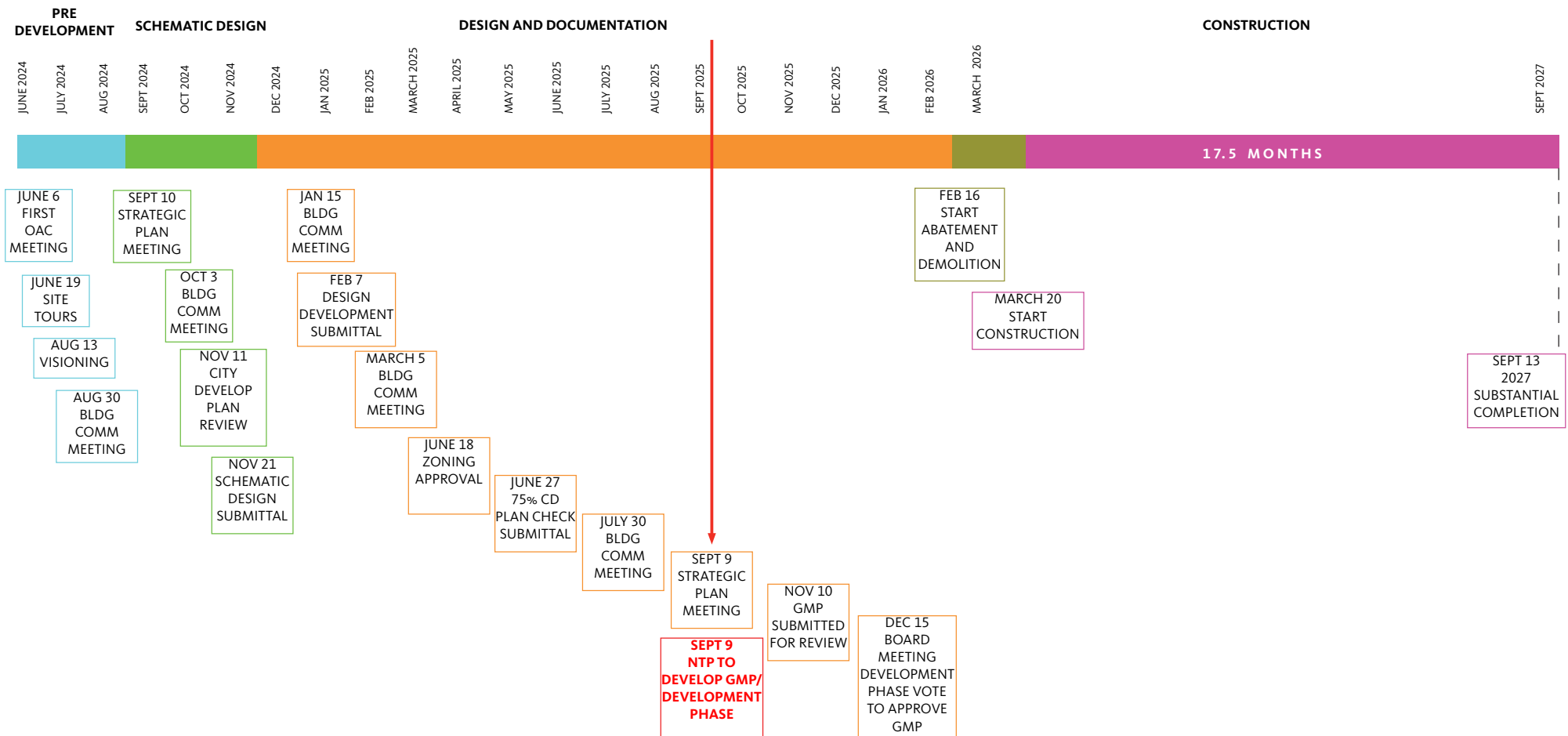














Memorandum

DATE: September 10, 2025
TO: Members of the Board of Retirement
FROM: Steve Delaney, Chief Executive Officer
SUBJECT: **HEARING FROM OUR STAKEHOLDERS**

Presentation

The OCERS Board has long indicated its interest in hearing directly from our stakeholders as to what they see as important and of concern regarding OCERS, before determining what actions may be necessary in the coming year and years to fulfill our mission to “Provide secure retirement and disability benefits with the highest standards of excellence.”

We are happy to welcome two seasoned presenters of this year’s event:

- Ms. Michelle Aguirre, Chief Financial Officer of the County of Orange.
- Ms. Lori Zeller, Deputy Chief of Administration and Support of the Orange County Fire Authority.

Submitted by:



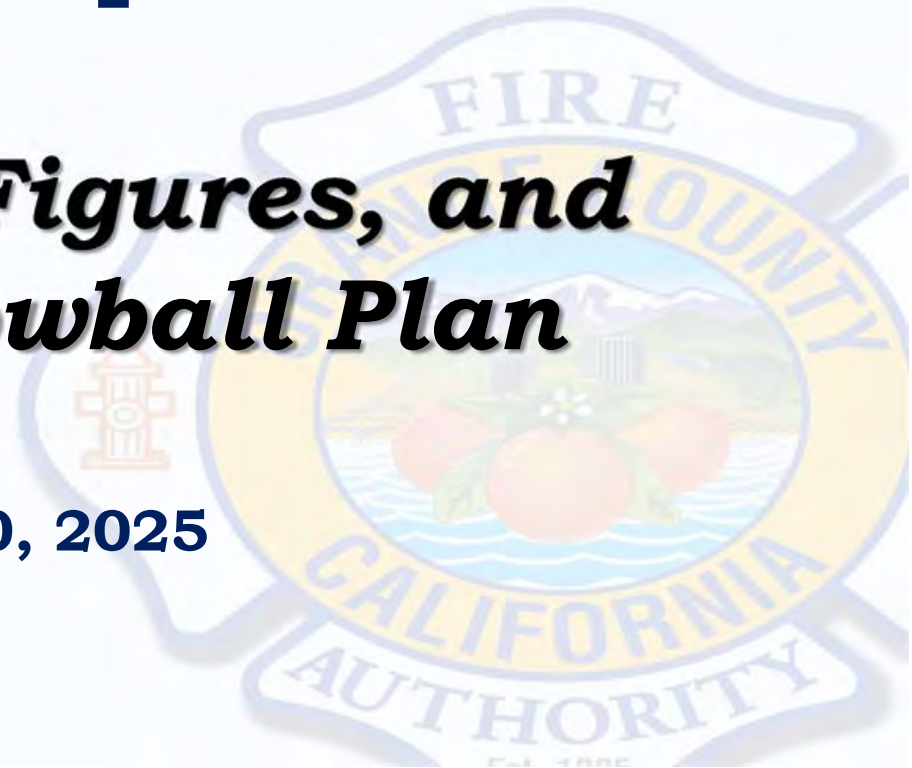
SD - Approved

Steve Delaney
Chief Executive Officer

OCERS Strategic Planning Workshop

OCFA Facts & Figures, and History of Snowball Plan

September 10, 2025



OCFA Facts & Figures

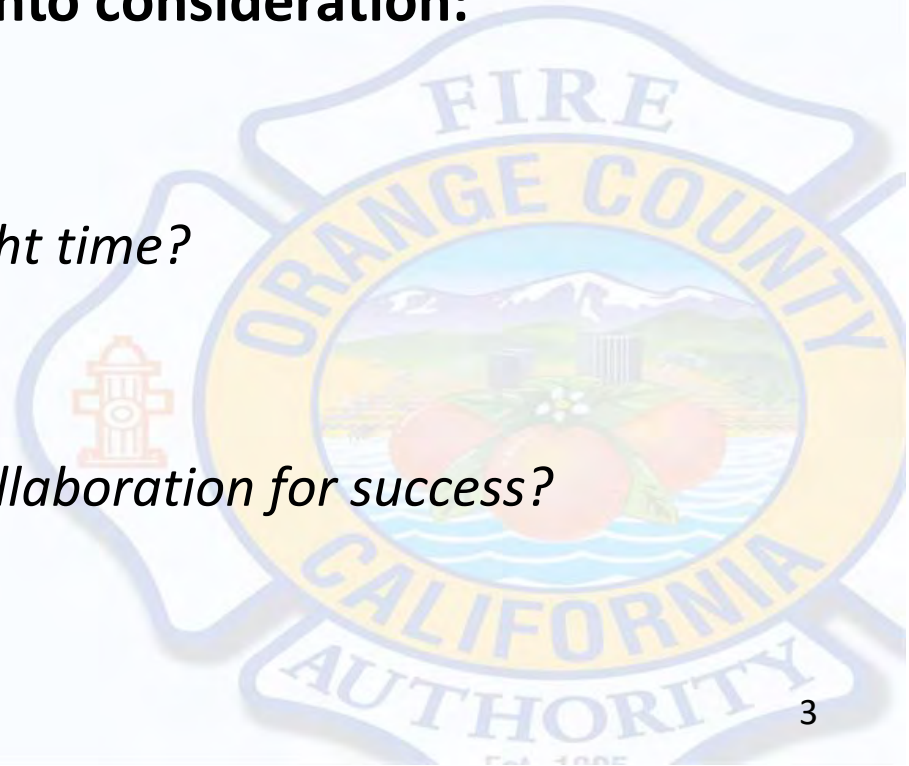
- **24 Member Agencies (23 cities + unincorporated O.C.)**
- **234,696 Acres of Wildland & State Responsibility Area**
- **586 Square Miles**
- **1.9 Million Residents**
- **78 Fire Stations**
- **1,635 Employees**
 - 1,249 firefighters and fire management
 - 361 professional staff
 - 25 board of directors
- **FY 2025/26 Operating Budget = \$553 million**



History of OCFA's Snowball Plan

In 2012, OCFA initiated a proactive approach to managing its pension liability, taking the following elements into consideration:

- **Motivating Factors....*why?***
- **Timing & Opportunity....*is this the right time?***
- **Strategic Vision....*how?***
- **Stakeholder Support....*do we have collaboration for success?***



Motivating Factors

- **Post-Recession 2012:** The funding level of OCFA's pension plan had declined to 61%, primarily from significant 2008 market losses and unfunded benefit enhancements (3@50)
- **Other Recession Impacts:** OCFA revenues had sharply declined, while required pension contributions were increasing due to the growing unfunded pension liability
- **Fiscal Management Actions:** OCFA labor contracts had been reopened and employees agreed to a variety of "give-backs" in-lieu of service reductions and layoffs
- ***OCFA management, labor, and the Board became motivated to stabilize the pension plan with an ultimate goal to improve OCFA's finances and sustain/improve service delivery***

Timing & Opportunity

- With strong motivating factors as a foundation, OCFA leveraged timing and opportunity to pursue policy development for managing its pension liability
 - **PEPRA** – Pension reform was about to become effective (2013), which would lower pension contribution costs for future new-hire employees = **opportunity**
 - **Restoring Budget Cuts** – Many cutbacks had been implemented during the recession which needed to be restored, and financial forecasts were being developed to map-out a slow and phased approach to those restorations = **timing**
- ***OCFA was essentially building a new baseline for its future finances, and this new baseline was an opportunity to initiate a proactive pension management strategy***

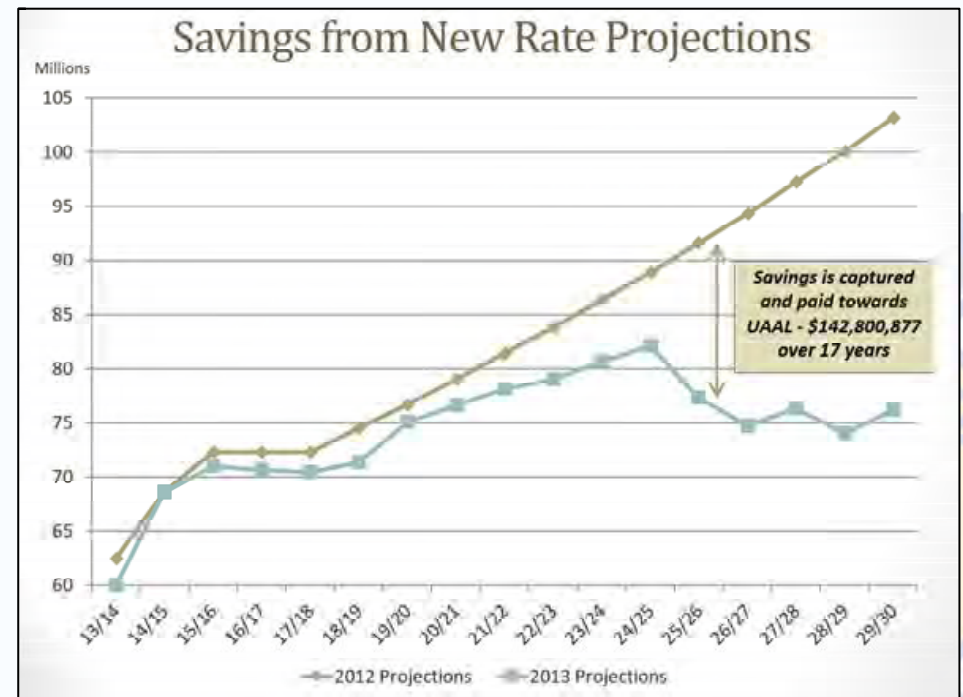
Strategic Vision

- ***“The Snowball Plan”*** – In 2013, the Snowball Plan was adopted to accelerate the paydown of OCFA’s unfunded pension liability
- The Plan was designed to allocate extra payments towards the unfunded pension liability, initially in small amounts and building to sizable payments over time
- Every extra dollar paid generated savings in interest and lowered the required pension contributions, which OCFA captured and added to the extra payments it was already making to paydown the pension liability
- This dynamic created the “snowball” effect in which the interest savings and the gains in paying down the pension liability grew exponentially larger as OCFA rolled forward in time

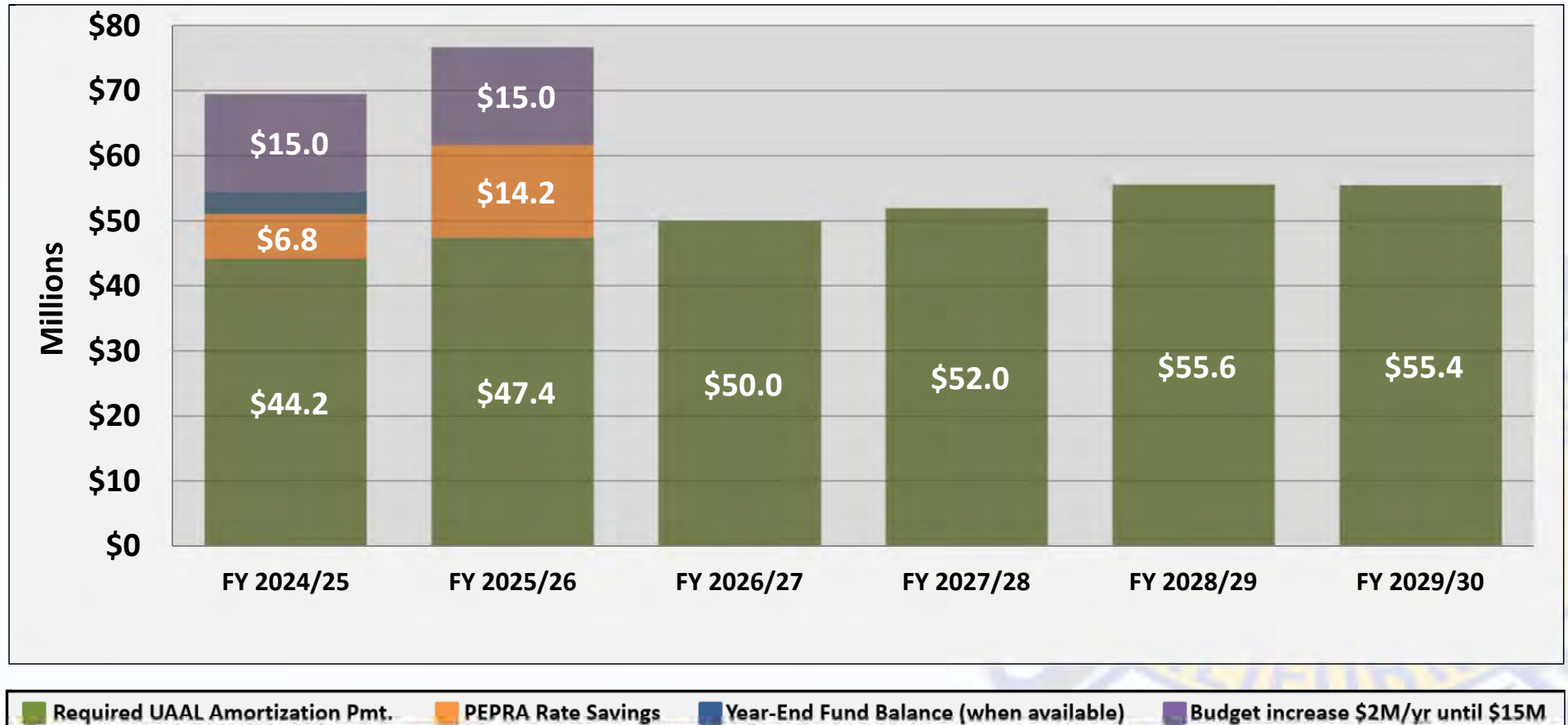
Strategic Vision – The Snowball Plan

Key components of the Snowball Plan included:

- Use projected savings from reduced pension formulas under PEPRA, and allocate those dollars to pension paydown ➔
- Introduce a new annual expenditure into the budget – \$1M in year 1, growing by \$2M per year until reaching \$15M per year
- Allocate year-end fund balance to the Snowball Plan, when available

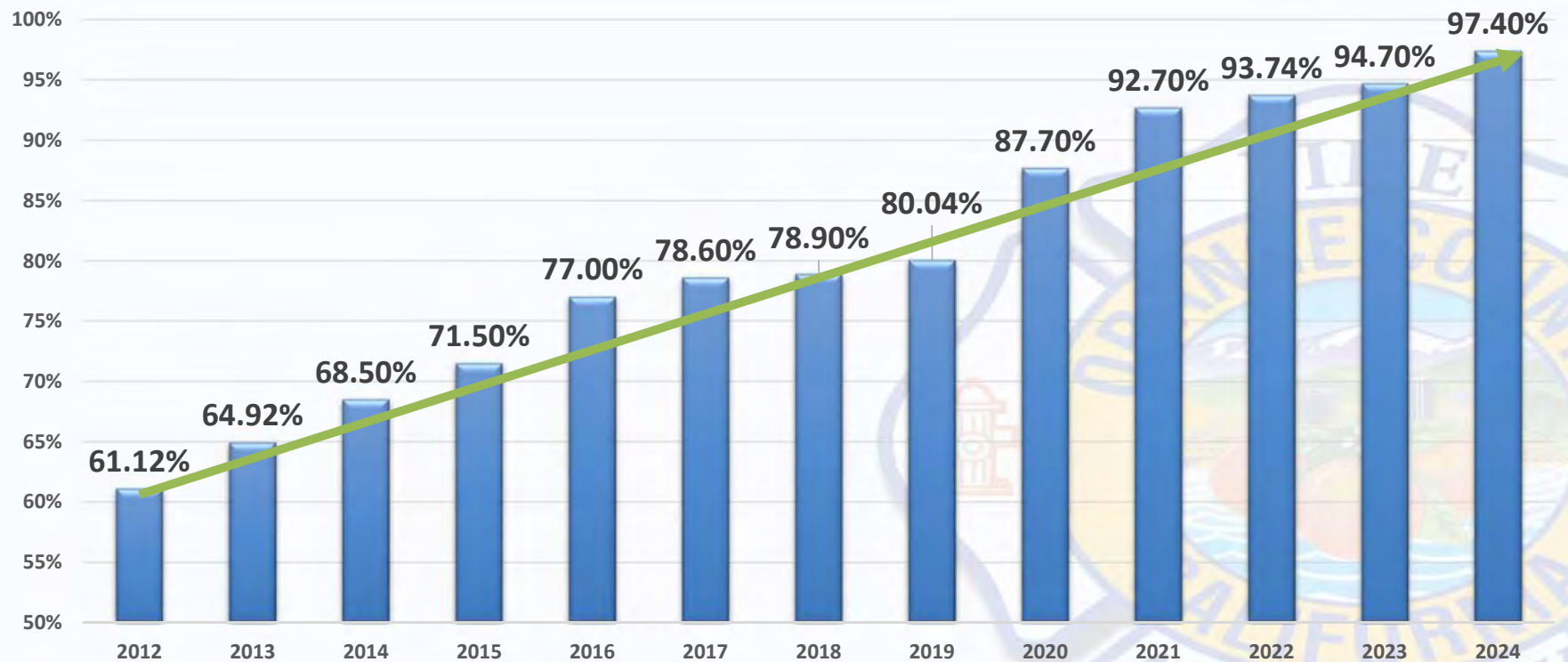


Strategic Vision – The Snowball Plan



Snowball Plan Results

Pension Plan Percent Funded

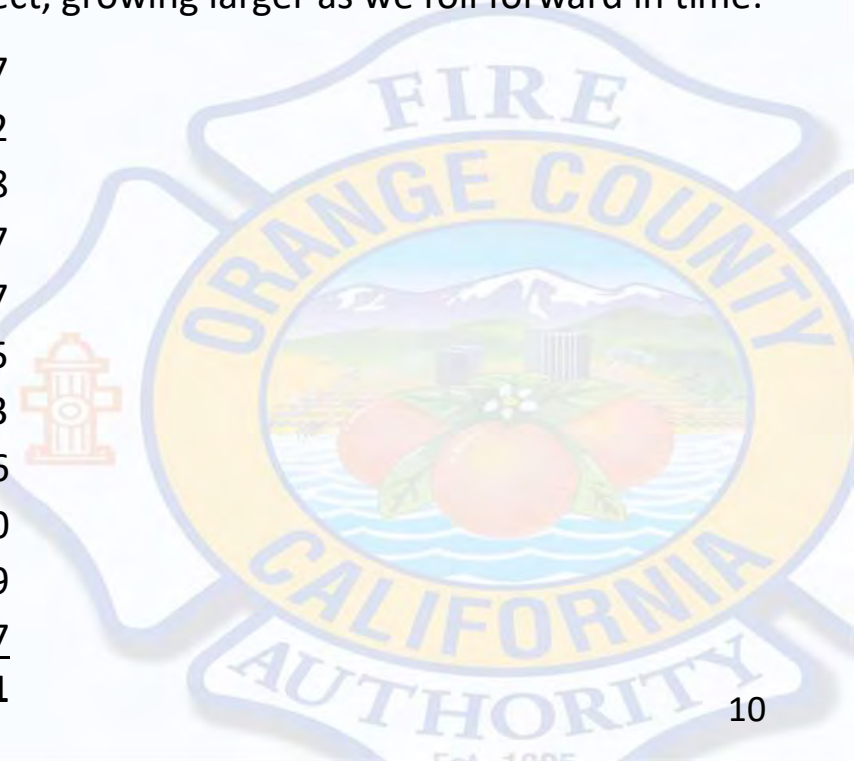


Snowball Plan Results

Interest Savings from Snowball Plan

Annual interest savings further demonstrate the “snowball” effect, growing larger as we roll forward in time:

2014 = \$ 1,012,937
2015 = \$ 2,084,402
2016 = \$ 3,295,068
2017 = \$ 4,322,897
2018 = \$ 6,059,497
2019 = \$ 7,839,455
2020 = \$ 9,843,583
2021 = \$12,346,336
2022 = \$14,033,430
2023 = \$15,908,889
2024 = \$18,097,247
Total = \$94,843,741



Stakeholder Support

Evolution of Snowball Plan from 2013-2025

- **2013** – Snowball Plan was adopted by the Board of Directors, with collaboration and support from labor
 - When the plan was presented for approval, the President of the [OCFA's firefighter union](#) spoke in support of the plan - a remarkable dynamic, considering that millions of dollars would be dedicated to this new Policy
- **2017** – The Snowball Plan was expanded, adding a secondary goal to fund OCFA's Retiree Medical Plan once the pension plan achieved a funding level of 85%
- **2018** – The OCFA's Joint Powers Authority Agreement (JPA) was amended to embed the Snowball Plan as a fiscal requirement, ensuring plan continuity under future policymakers

Financial Planning for OCFA's Future

Evolution of OCFA's Pension Management Policy 2013-2025

- **2023** – During the 2023 review of Snowball Plan results, the OCFA Board of Directors publicly [celebrated the success](#) that has been realized to date as a result of this Plan
- **2025/26** – In the near future, OCFA anticipates completion of the Snowball Plan objectives, potentially by the end of 2026
- ***With the upcoming completion of the Snowball Plan, financial planning has begun to prioritize future OCFA needs utilizing the funding that will become available upon completion of this important objective***

Questions?



13



Vision 2030: OCERS and the Leveraging of Technology

Strategic Planning Workshop

Steve Delaney, CEO

September 10, 2025



Summer of 2021- Challenges

- ALAMEDA
- Need for Documented Process
- Aging Pension Administration System
- Need for 100% Accuracy



Vision 2030 – Technology to the Rescue

I Recommended We Focus on Technology to Accomplish:

- Artificial Intelligence (AI) driven data maintenance
 - Member data held in OCERS data folders
- AI driven benefit calculation
 - No need for manual rechecking of work, nor additional manual QA layer
 - OCERS team members focus on analytics and strategic initiatives
- Natural Language/Machine Learning will provide for immediate customer service questions
 - OCERS team members focus on direct customer service with our members caring for more complex higher value interactions
 - Allows AI phone assistant to serve members 24 hrs a day in natural human voice

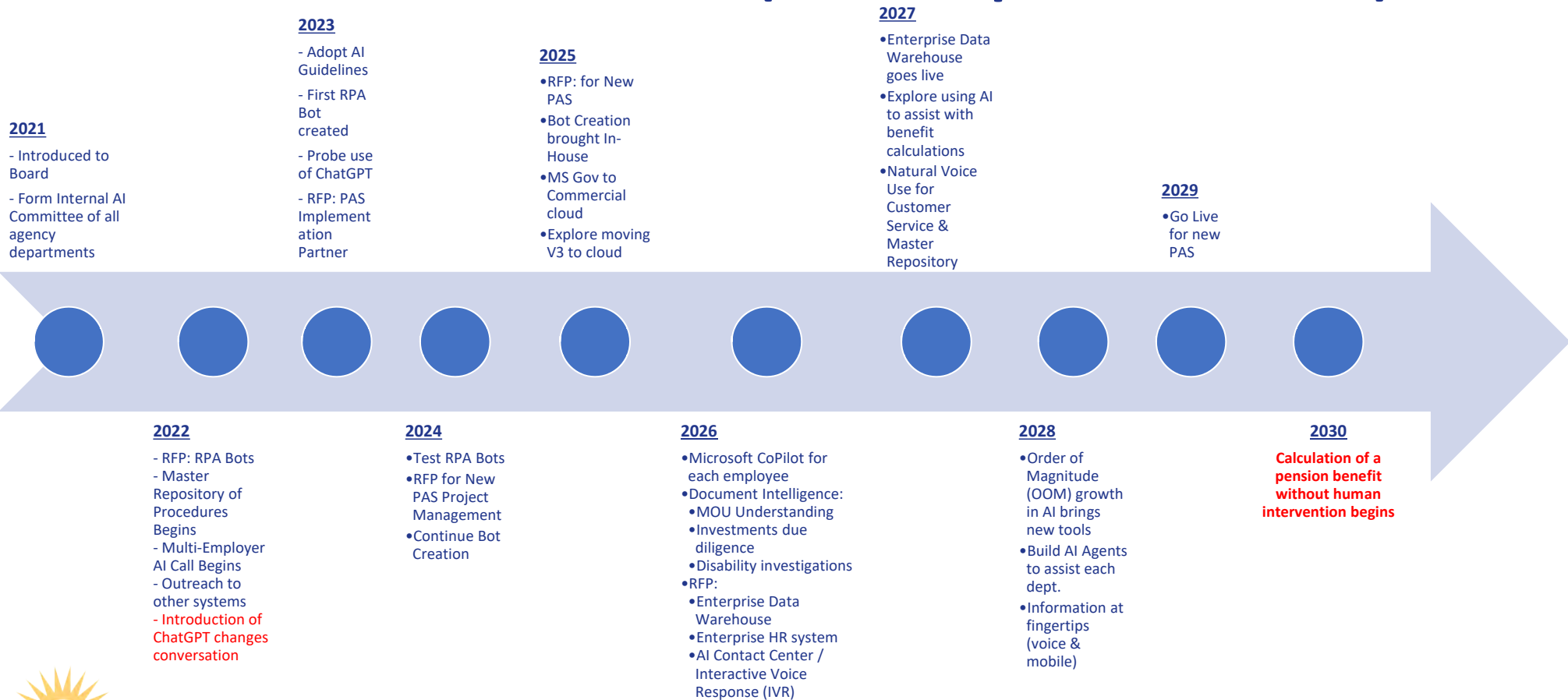


Vision 2030 – The Ultimate Goal

An Artificially Intelligent Pension Administration System that by 2030 will calculate all OCERS pension benefits accurately without any human intervention required.



Vision Timeline 2030 (As of September 2025)



Vision 2030 – ChatGPT

January 2022: The world is introduced to ChatGPT.



Vision 2030 – Today

- Upskilling the OCERS Team
- Using Multi-Employer AI Group to Prepare for Future (Presently 70+ plans participating)
- Robotic Process Automation has come in-house
- We have welcomed a Chief Technology Officer-Darren Dang

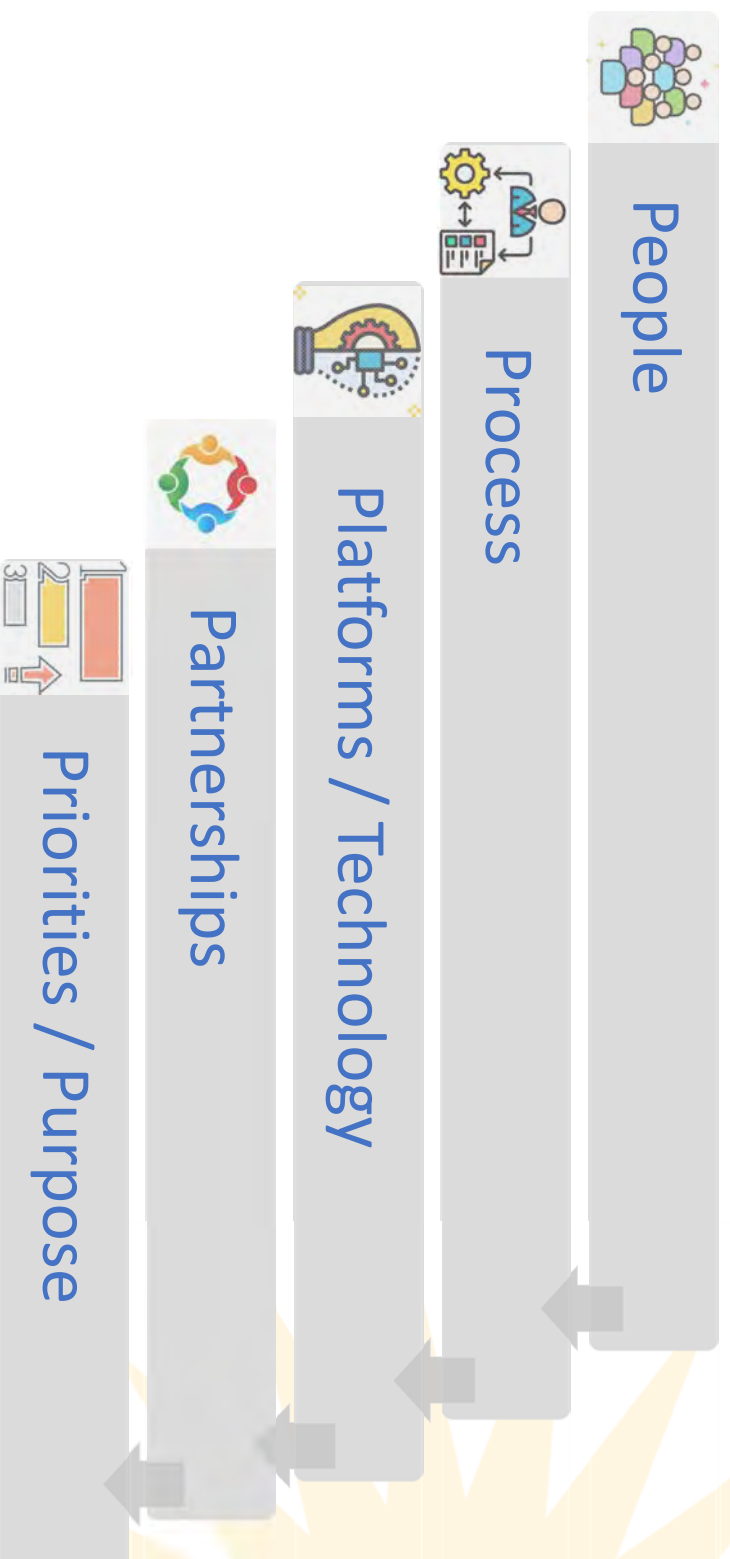




A Conversation with our Chief Technology Officer...



The Five Pillars (5 Ps)



Vision 2030: A Data-Centric Future



Data 1.0 Data Estate

- Structured Data:
- i. Member data
 - ii. Employer data
- Unstructured Data
- i. MOUs
 - ii. Contracts
 - iii. Documents

Data 2.0 Data Exchanges & Smartbots

- Data Exchanges:
- i. County payroll
 - ii. Member Employers
 - iii. Reciprocal PAS
 - iv. Consultants
 - v. 3rd Party vendors

Data 3.0 Predictive Analytics

Predictions based on info from data estate:

- i. Retiree rate
- ii. Life expectancy
- iii. Investment returns
- iv. Cash flow needs
- v. Scenario planning
- vi. Fraud detection
- vii. Member retirement planning

Data 4.0 Doc AI/Gen AI

- i. RPA
- ii. Disability Assessments
- iii. MOU Understanding
- iv. Investments due diligence
- v. Contracts review
- vi. Onboarding
- vii. Forms processing
- viii. Data validation
- ix. Claims processing
- x. Report generation
- xi. Member communications

Data 5.0 Agentic AI

- Autonomous Agents
- i. Member benefit calculations
 - ii. Disability assessments
 - iii. Member services
 - iv. Employer services
 - v. Forms processing
 - vi. Onboarding
 - vii. Fraud detection
 - viii. Data Cleanup
 - ix. Smart alerts
 - x. Cyber security

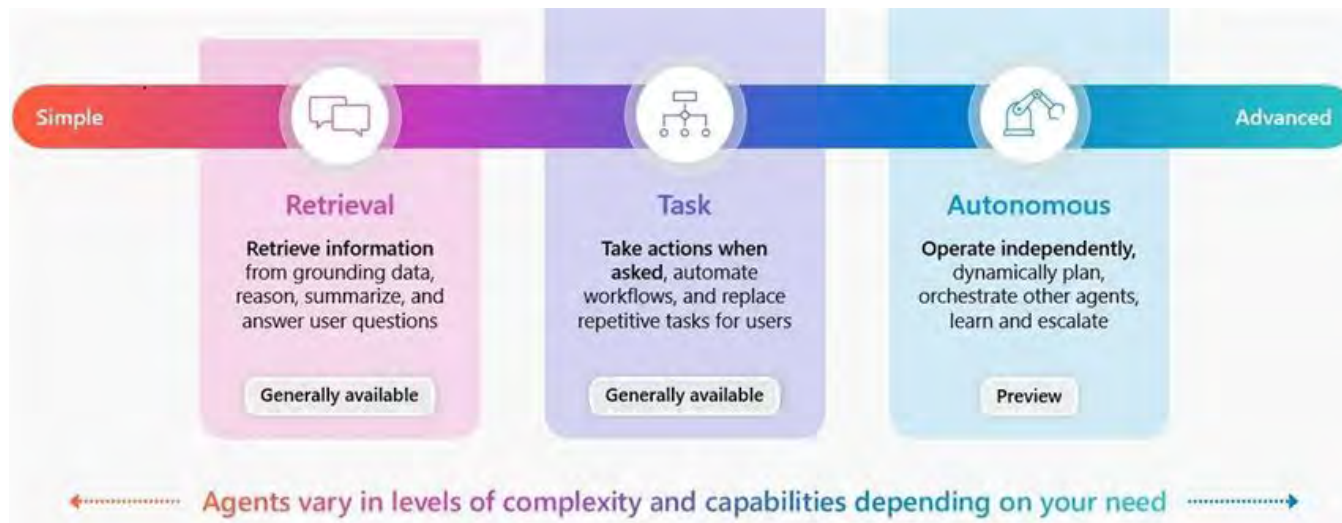
Foundational layer: DATA & SECURITY



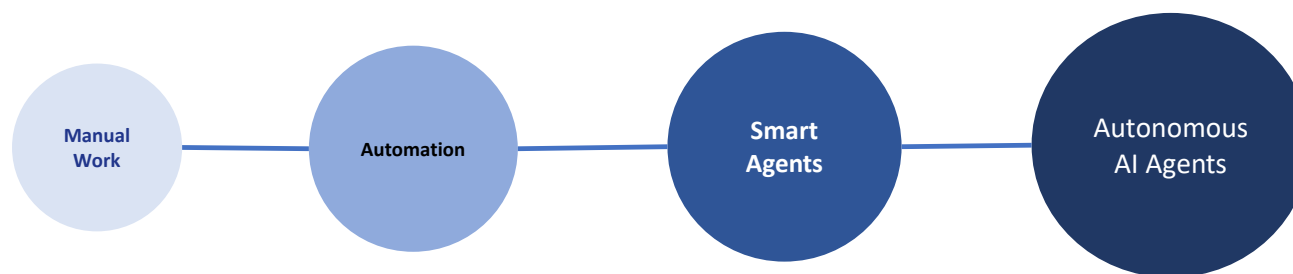
Orange County Employees Retirement System

What are agents ?

Agents are apps that use AI to reason, plan, connect to systems and execute business processes, working alongside or on behalf of a person, team or organization



AI Agents Revolution



Traditional Manual Work

Characteristics:

- Labor-intensive data entry
- Prone to human error
- Time-consuming processes

Limitations:

- High operational costs
- Scalability challenges
- Slow response times

Automation

Capabilities:

- Automates repetitive tasks
- Data extraction from documents
- Classification of information

Benefits:

- Reduces manual workload
- Improves accuracy
- Accelerates processing time

Smart Agents

Evolution:

- Beyond traditional copilots
- MS Fabric integration
- Fabric copilot capabilities

Use Cases:

- Document summarization
- Entity extraction
- Migration task streamlining

Autonomous AI

Future Capabilities:

- Full task automation
- Contextual decision-making
- Predictive workflow optimization

Use Cases:

- Minimal human intervention
- Drastically accelerated timelines
- Continuous improvement cycles



Levels of Agentic Transformation

T
S
U
R
T



Level 4 Agents-only

Departments or
business functions
operating
autonomously, without
regular oversight



Level 3 Agents-first

Entire teams composed
of AI agents, with
human oversight and
management



Level 2 Human + Agent

Every team augmented
by AI that complete
work autonomously



Level 1 Human First

Every person
augmented by AI that
understands his/her job

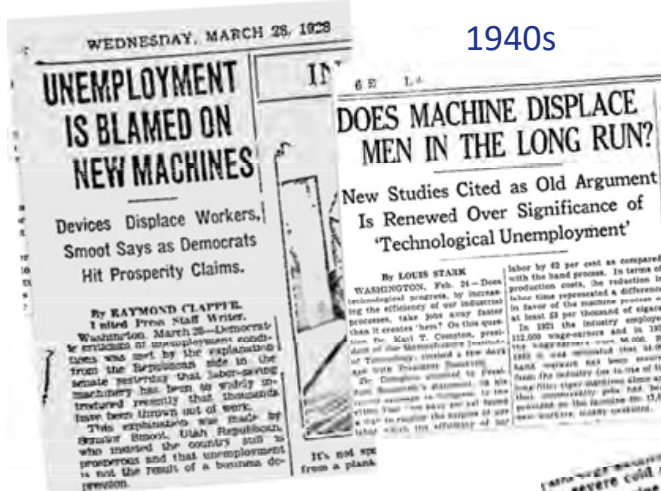


Partnership & Priorities Are Key Due to Limited IT Resources

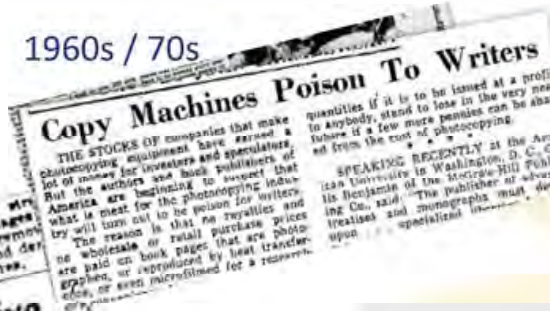


Robots Have Been About to Take All the Jobs for 100 Years

1940s



1960s / 70s



Alan Greenspan, the Federal Reserve chairman, said concerns about job security would keep a cap on wage demands and inflation in a speech at the National Governors Conference in State College, Pa.

Technology Is Heightening Job Worries, Greenspan Says

WASHINGTON, July 11 (Bloomberg News) — Rapid technological change is making jobs less secure in the United States, Alan Greenspan, the Federal Reserve chairman, said today, suggesting those anxieties would keep a cap on wage demands.

1920s



1980s



1930s

1950s



Orange County Employees Retirement System



Strategic Planning Workshop – September 10, 2025

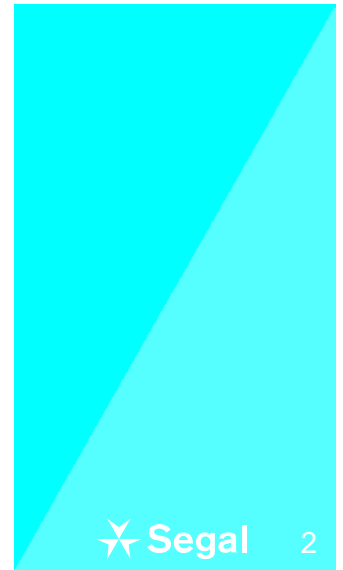
OCERS' Demographics and Policies

An Actuarial Viewpoint

Todd Tauzer, National Public Sector Retirement Practice Leader

© 2025 by The Segal Group, Inc. 5958568v1





Longevity

Preparing for Uncertainty

Possible advances in healthcare

Concerns

- Members' life expectancies have been gradually improving
- What if something causes this to accelerate?
 - What if we discover a cure for cancer?

Implications

- The longer members live...
 - The more benefits they receive
 - The more expensive the plan is
 - The more volatile contributions will be (from increased plan maturity)

Preparing for Uncertainty

What if “a cure for cancer” is discovered?

Considerations (General)

- Cure for which cancers, how expensive, and how accessible?
- Would likely make room for other diseases to act, offsetting some advancement
- Would have far-reaching consequences including the economy and investments

Considerations (Actuarial)

- OCERS has already built future longevity improvements into today's valuation
- OCERS' current funding policies have proven, strong tools to manage variations
 - Experience studies with possible phase in of contribution rate impacts
 - Amortization of any emerging UAAL

Preparing for Uncertainty

Projected life expectancy increases over time



Preparing for Uncertainty

Comparing assumptions used for US Social Security

Life expectancy used in 2025 SS Trustees Report

- 21.08 years for a male at age 60 (i.e., live through age 81.08)
 - OCERS' male member at age 60 is expected to live through 86 as of 2025
- 24.12 years for a female at age 60 (i.e., live through age 84.12)
 - OCERS' female member at age 60 is expected to live through 88 as of 2025
- OCERS' members are expected to live longer than the assumptions used for US Social Security in the 2025 report based on the 2022 period life table

Preparing for Uncertainty

What if “the cure for cancer” is discovered?

What could OCERS do to prepare?

- *Continue to keep mortality improvement projections current in each experience study*
- *Sensitivity test mortality improvement rates*
- *Scenario projection with a one-time significant life expectancy bump*
- In an environment with accelerated plan maturity, consider strategies for reducing volatility in the investment portfolio
- In the extreme, plan provisions (such as what age a member can retire at) may need to be considered and adjusted
 - All pension plans would be in the same boat

Preparing for Uncertainty

Illustration of OCERS' members living longer

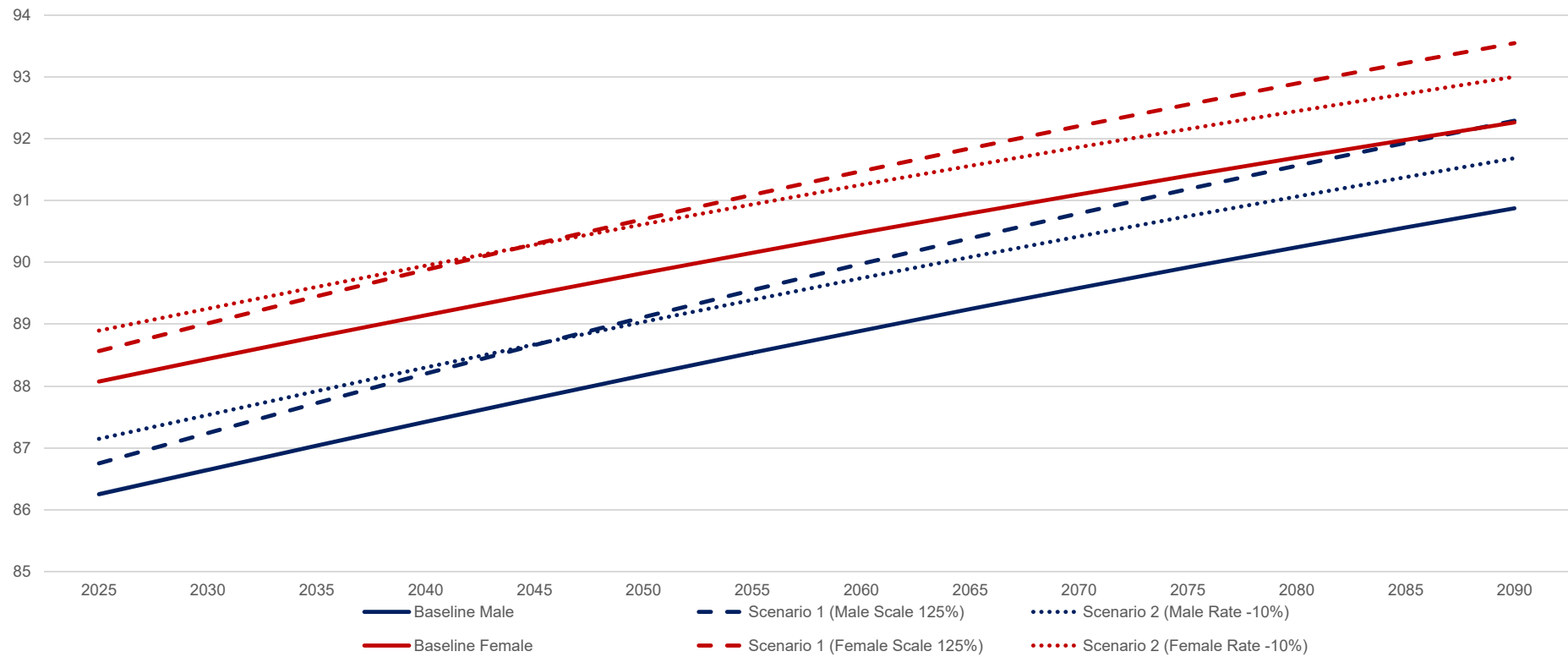
Two scenarios modeled

- Scenario 1: Generally, future life expectancy improvement is greater than currently assumed (**gradual** life expectancy improvement)
 - Use 125% of the mortality improvement scale instead of 100% currently assumed
 - Average life expectancy increased by about 1 year in year 2045 for a General member retired from service retirement at age 62 (less than 1 year prior to year 2045 and greater than 1 year after year 2045)
- Scenario 2: Mortality drops for all ages immediately (**immediate** life expectancy improvement)
 - Assumed mortality rate decreased by 10% across the board for all ages for a service retirement payee
 - Average life expectancy increased by about 1 year for all future years

Preparing for Uncertainty

Life expectancy under each scenario

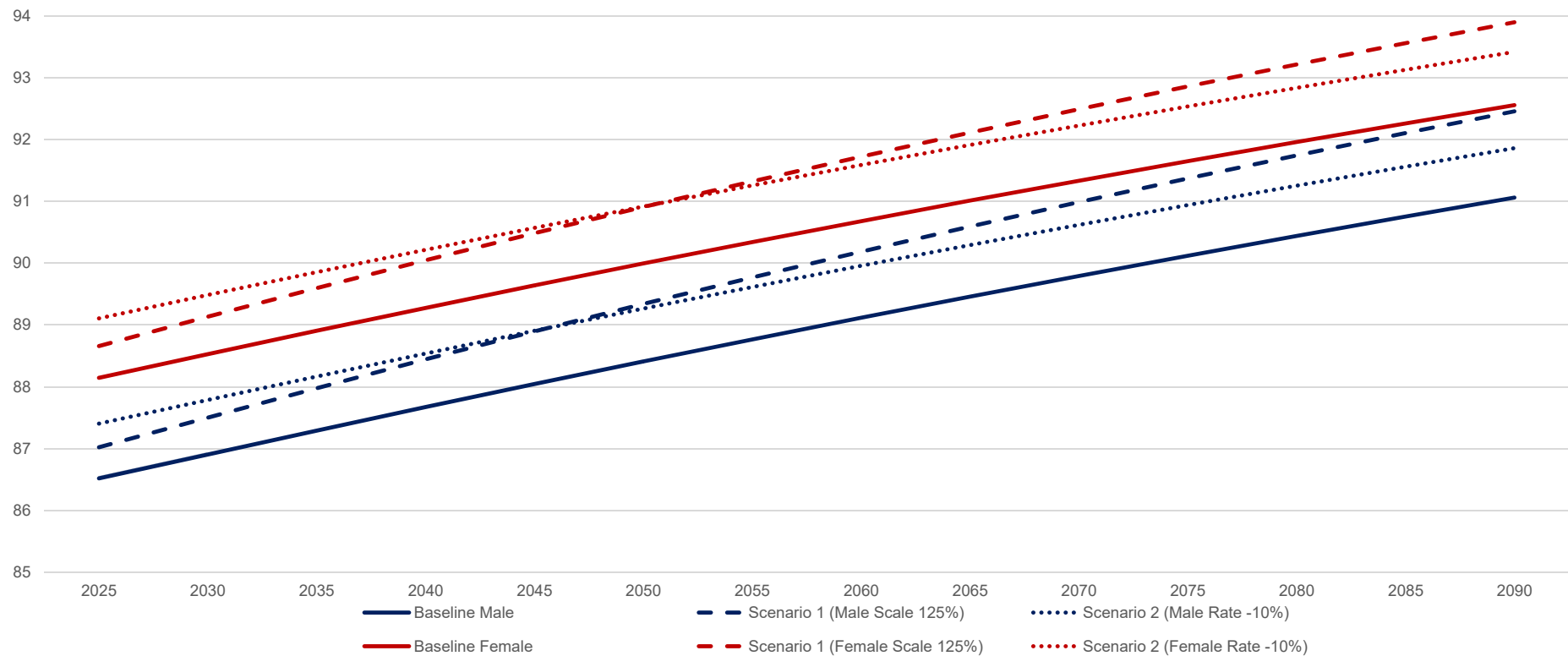
Life Expectancy for a General Member Retired at Age 60



Preparing for Uncertainty

Life expectancy under each scenario

Life Expectancy for a Safety Member Retired at Age 60



Preparing for Uncertainty

Cost impact if longer life expectancy modeled in the 2024 valuation

- Employer contribution rate
 - Scenario 1 (gradual): **37.99%** vs **36.88%** baseline (1.11% increase)
 - Scenario 2 (immediate): **38.84%** vs **36.88%** baseline (1.96% increase)
- Member contribution rate
 - Scenario 1 (gradual): **11.70%** vs **11.61%** baseline (0.09% increase)
 - Scenario 2 (immediate): **11.72%** vs **11.61%** baseline (0.11% increase)
- Funded percentage on VVA basis
 - Scenario 1 (gradual): **82.97%** vs **83.83%** baseline (**0.86% decrease**)
 - Scenario 2 (immediate): **82.21%** vs **83.83%** baseline (**1.62% decrease**)

Preparing for Uncertainty

What if “the cure for cancer” is discovered?

What could OCERS do to prepare?

- Continue to keep mortality improvement projections current in each experience study
- Sensitivity test mortality improvement rates
- Scenario projection with a one-time significant life expectancy bump
- *In an environment with accelerated plan maturity, consider strategies for reducing volatility in the investment portfolio*
- *In the extreme, plan provisions (such as what age a member can retire at) may need to be considered and adjusted*
 - *All pension plans would be in the same boat*



30-year Normal Cost Issue

Allocation of Normal Cost COLA benefits

Changes in Methodology

- Employee's basic normal cost for Safety legacy members with at least 30 years of service has been allocated to the employer
- Employee's COLA normal cost for Safety legacy members with at least 30 years of service has been allocated to the remaining legacy members with less than 30 years of service
- As of December 31, 2024:
 - Rate Group #6 (Probation): 4.9% of legacy members have \geq 30 years of service (22 out of 452)
 - Rate Group #7 (Law): 2.1% of legacy members have \geq 30 years of service (20 out of 975)
 - Rate Group #8 (OCFA): 2.9% of legacy members have \geq 30 years of service (18 out of 612)
- **Recommend a change** to allocate the suspended COLA normal cost contributions for Safety legacy members with at least 30 years of service from member to employer

Allocation of Normal Cost COLA benefits

COLA Normal Cost (NC) Contributions (\$000s) By Rate Group

Calendar Year	Rate Group #6 – Probation	Rate Group #7 – Law	Rate Group #8 – Fire	Total
2025 COLA NC	\$142	\$182	\$130	\$454
(a)	0.31%	0.11%	0.14%	0.15%
(b)	0.32%	0.12%	0.14%	0.16%
2026 COLA NC	\$158	\$150	\$152	\$460
(a)	0.35%	0.10%	0.17%	0.16%
(b)	0.37%	0.10%	0.17%	0.16%

(a) Expressed as a % of payroll of all Legacy members

(b) Expressed as a % of payroll of Legacy members with < 30 years of service

Allocation of Normal Cost COLA benefits

COLA Normal Cost (NC) Contributions (\$000s) By Rate Group

Calendar Year	Rate Group #6 – Probation	Rate Group #7 – Law	Rate Group #8 – Fire	Total
2027 COLA NC	\$210	\$240	\$143	\$593
(a)	0.49%	0.16%	0.16%	0.21%
(b)	0.54%	0.17%	0.17%	0.22%
2028 COLA NC	\$241	\$319	\$130	\$691
(a)	0.60%	0.23%	0.15%	0.26%
(b)	0.67%	0.24%	0.16%	0.27%

(a) Expressed as a % of payroll of all Legacy members

(b) Expressed as a % of payroll of Legacy members with < 30 years of service

Allocation of Normal Cost COLA benefits

COLA Normal Cost (NC) Contributions (\$000s) By Rate Group

Calendar Year	Rate Group #6 – Probation	Rate Group #7 – Law	Rate Group #8 – Fire	Total
2029 COLA NC	\$340	\$392	\$150	\$882
(a)	0.90%	0.30%	0.18%	0.35%
(b)	1.07%	0.31%	0.19%	0.37%
Present value future COLA NC	\$3,259	\$4,731	\$2,391	\$10,381
(c)	1.04%	0.39%	0.33%	0.46%
(d)	1.30%	0.42%	0.36%	0.51%

(a) Expressed as a % of payroll of all Legacy members

(b) Expressed as a % of payroll of Legacy members with < 30 years of service

(c) Expressed as a % of present value future payroll of all Legacy members

(d) Expressed as a % of present value future payroll of Legacy members with < 30 years of service



Contribution Management

Surplus Management

Possible enhancements to OCERS' Funding Policy

Best practices

- Establish a formal Surplus Management Policy within the Funding Policy
- Mitigate future contribution rate volatility
 - Avoid large drops followed by increases, where possible
- Prepare the plan to be stable in a strong funding position

Resources published recently

- GFOA's [Core Elements of a funding policy](#)
 - Includes specific considerations for a Surplus Management Funding Policy
- American Academy of Actuaries' [Surplus Considerations for Public Plans](#)

Surplus Management

Important concepts

Why consider this now?

- Allows for stakeholder education without politics
- Proactively building it into policy sets aside most “agency risk”
- Can avoid the mistakes from the turn of the century

Considerations in prudent risk mitigation

- Careful examination of assumptions and the inherent risk levels
- Possible glide path from current rate to the normal cost
- Possible threshold before amortizing surplus to reduce rate below the normal cost
- Long amortizations of surplus

OCERS' Surplus Management

Already part way there

OCERS already:

- Uses a buffer of 120% before amortizing any surplus as a credit (from PEPRA)
- Any surplus that can be amortized is done over a long “open” 30-year amortization

However, when reaching surplus, the plan is exposed to volatility

- When the UAAL rate is eliminated, contribution rates could drop significantly
 - But any following losses could immediately put the plan back in unfunded territory
- It may be desirable to reduce the UAAL rate gradually over time
 - Creating a buffer against future losses and stabilizing contribution rates

Contribution Volatility Management

Two primary considerations

“Tail volatility” from UAAL amortization layers

- Layered amortization systematic pays off all UAAL by source
- As layers are eliminated, contribution rates will move up or down
- Occasionally, this movement can be significant and need management

Contribution cliff when reaching surplus

- When a plan reaches surplus, all existing UAAL layers are wiped out
- This can also create sudden swings in contribution rates
- OCERS expected to reach surplus in the December 31, 2037 actuarial valuation based on the current amortization layers and recognition of net deferred asset gains
 - This would drop the 23.26% employer UAAL contribution rate to 0.00%, leaving only normal cost

Contribution Volatility Management

Illustrative example

UAAL contribution rate smoothing techniques

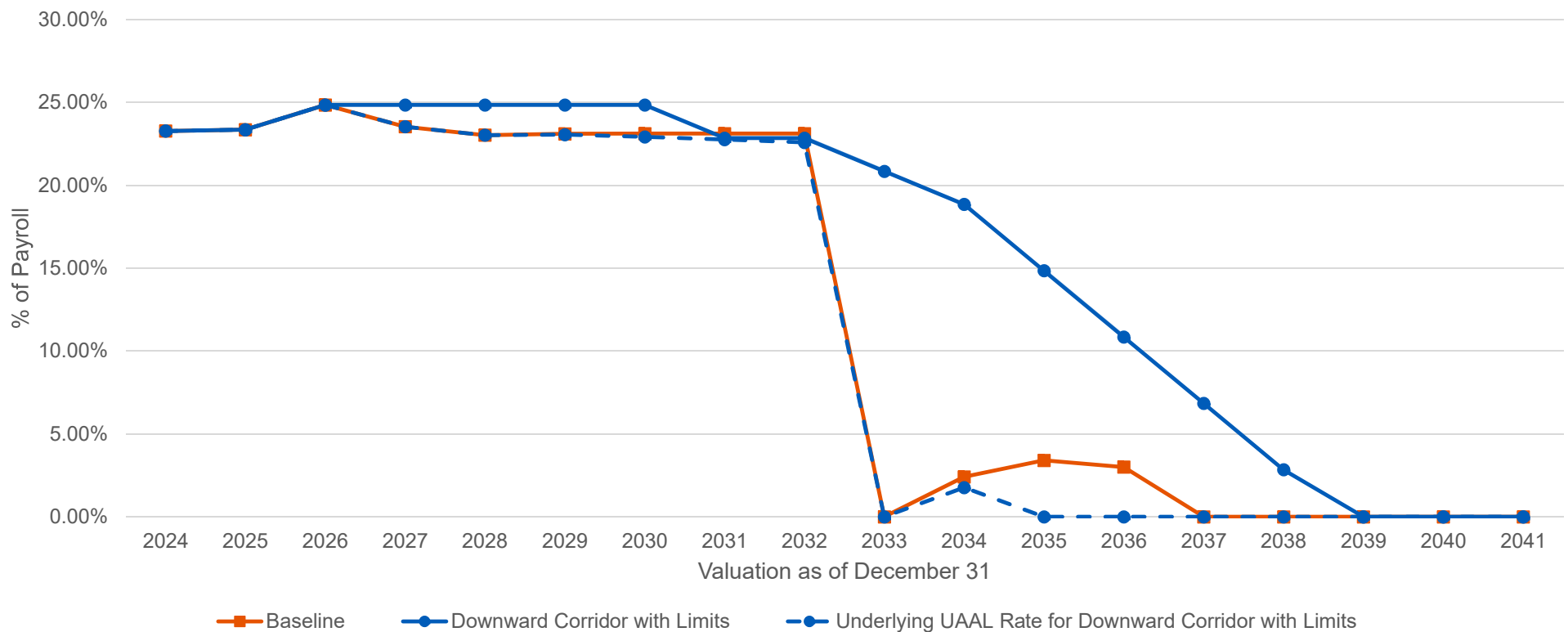
1. Maintaining the UAAL contribution rate from the prior year when the decrease in the newly calculated UAAL contribution rate is less than 2% of payroll
2. Limit the total decrease in a given year to 2% of payroll (4% of payroll once in surplus)

This glide path would strengthen plan funding position, mitigate large movements in contribution rates, and allow for measured, predictable employer contribution rate reductions over time.

The above illustrative example is shown graphically on the following slides.

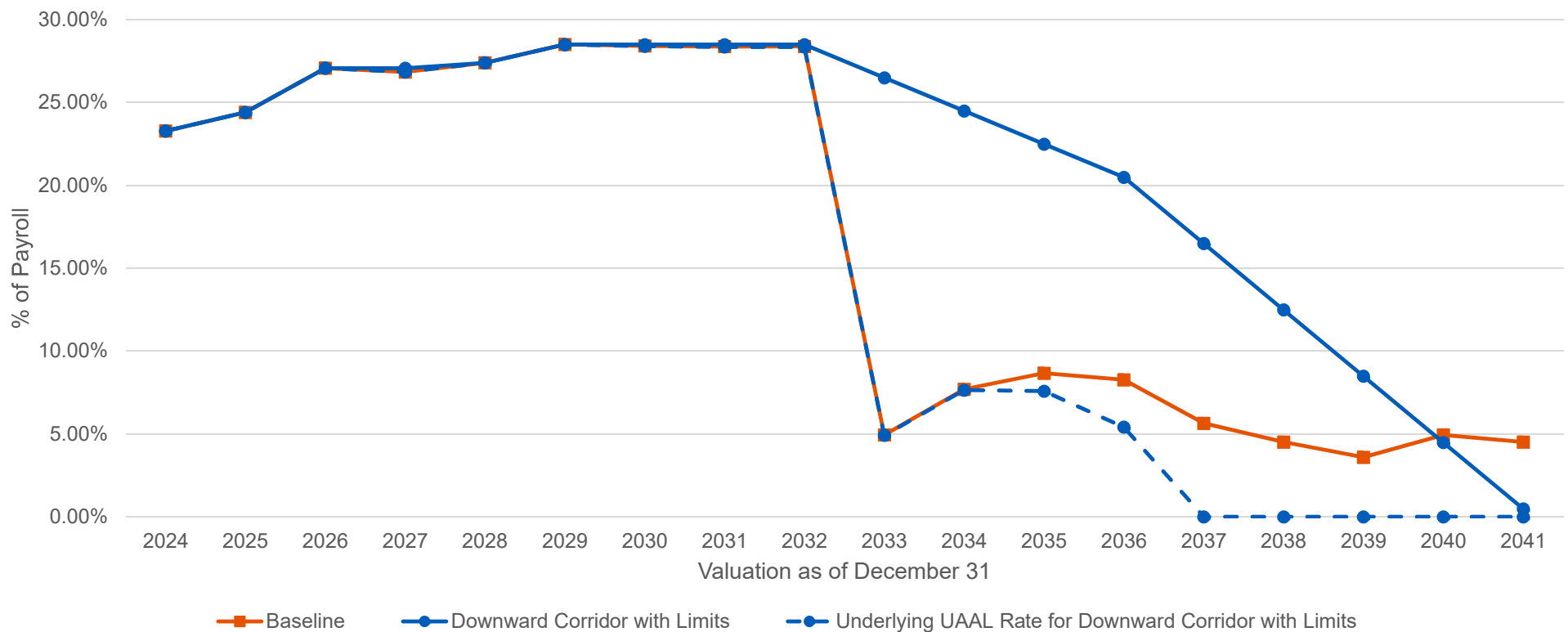
Contribution Management Example

Utilizing a “glide path” to phase out UAAL rate



Contribution Management Example

One year of asset shock in 2025 and utilizing a “glide path”



In Conclusion

OCERS should consider ways to improve contribution volatility

Proactively prepare for rate decreases and surplus

- By building a Surplus Management Policy (SMP) into your Funding Policy
 - Considering a SMP ahead of time helps support an objective process
- Utilize contribution volatility mitigation strategies
 - Very effective at mitigating potential contribution “bounce backs” and strengthening funded position while still providing gradual employer rate relief



Thank You

Todd Tauzer, FSA, MAAA, FCA, CERA
National Public Sector Retirement Practice Leader
Senior Vice President and Actuary
ttauzer@segalco.com





Orange County Employees Retirement System

September 10, 2025

A Fiduciary Perspective on
Short- and Long-Term Risk



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Background

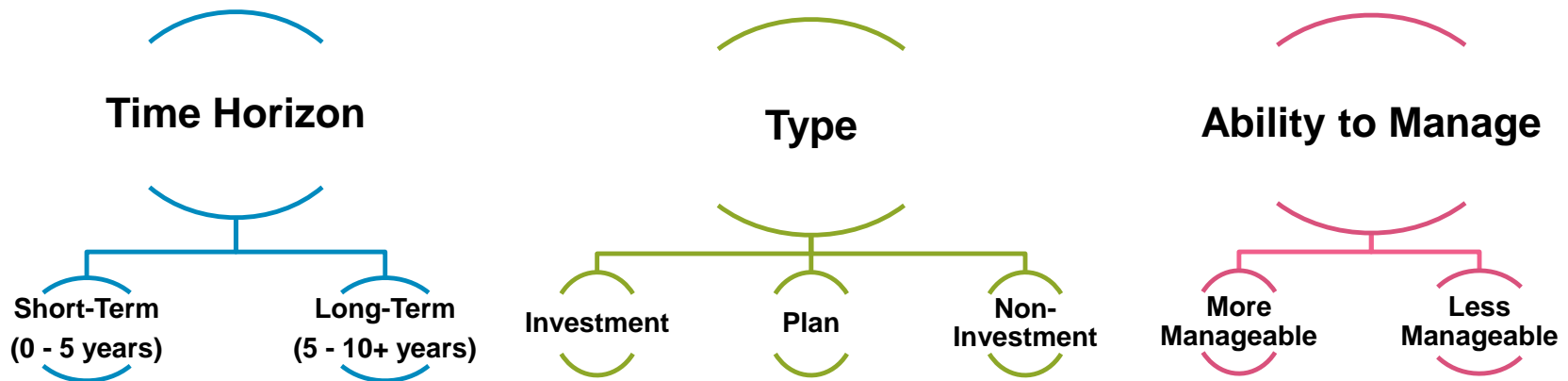
- A fiduciary is defined as someone having legal authority for managing another person's or organization's money. The primary duty of a fiduciary is to manage a prudent investment process.
- Fiduciaries should meet certain standards of conduct in fulfilling their responsibilities:
 - Duty of Care – must act in the same manner as a reasonably prudent person in their position would.
 - Duty of Loyalty – must put the interests of the organization ahead of their own.
 - Duty of Obedience – must remain faithful to and pursue the goals of the organization.
- OCERS faces a variety of risks, which are both investment-related and non-investment-related, over the short- and long-term, and has implemented a wide range of policies and practices in order to mitigate these risks.
- Individuals in the investment world often view risk differently than individuals outside the investment world. Investors typically measure risk in terms of standard deviation or volatility, while non-investors typically prioritize risk of loss.
- The goal of this session is to have a dialogue on what risk means to members of the Board Investment Committee.



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Risk Spectrum Framework





Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Time Horizon: Short-Term vs. Long-Term Risks

Short-Term Risks

Potential for loss or volatility
in the near future

- Market Volatility
- Interest rate changes
- Political instability
- Earnings reports or economic data releases
- Staffing and Resources

Long-Term Risks

Potential for loss or volatility
over extended period

- Economic trends
- Demographic shifts
- Technological change
- Environmental factors
- Staffing and Resources

- There is often a conflict, which fiduciaries must balance, between prioritizing short- and long-term risks.
- **Short-term risks** can affect performance and public perception (headline risk), but they are often transitory.
- Long-term institutional investors like OCERS can typically ride out short-term volatility if the system's governance and asset allocation are sound.
- **Long-term risks** are often structural, systemic, or strategic in nature, and they can significantly impact the sustainability of the investment program.
- The Board Investment Committee addresses long-term risks through asset allocation, policy setting, and monitoring execution.



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Risk Types: Investment and Plan Risks vs. Non-Investment Risk Examples

→ **Investment Risks:**

- Liquidity
- Complexity
- Drawdown inevitability
- Inflation

→ **Plan Risks:**

- Longevity
- Medical advances
- Technology

→ **Non-Investment Risks:**

- Headline risk
- Geopolitical events



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Ability to Manage: More Manageable vs. Less Manageable Risks

More Manageable	Less Manageable
Policy Risk	Market (Systematic Risk)
Execution Risk	Interest Rate
Liquidity Risk	Inflation Risk
Governance Risk	Geopolitical Risk
Strategic Planning Risk	Natural Disasters
	Headline Risk



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Key High-Level Risks Faced by Defined Benefit Plans



Investments

- Long-term asset appreciation in value
- Asset return volatility



Workforce

- Constant/growing/shrinking headcount
- Level of hours worked, or wages earned



Inflation

- Depreciating value of the assets
- Strength of the participant benefits



Cash Inflow

- Volatility of contribution requirements
- Employer ability to make contributions



Liquidity

- Ability of assets to be liquidated
- Maintain investment policy targets



Longevity

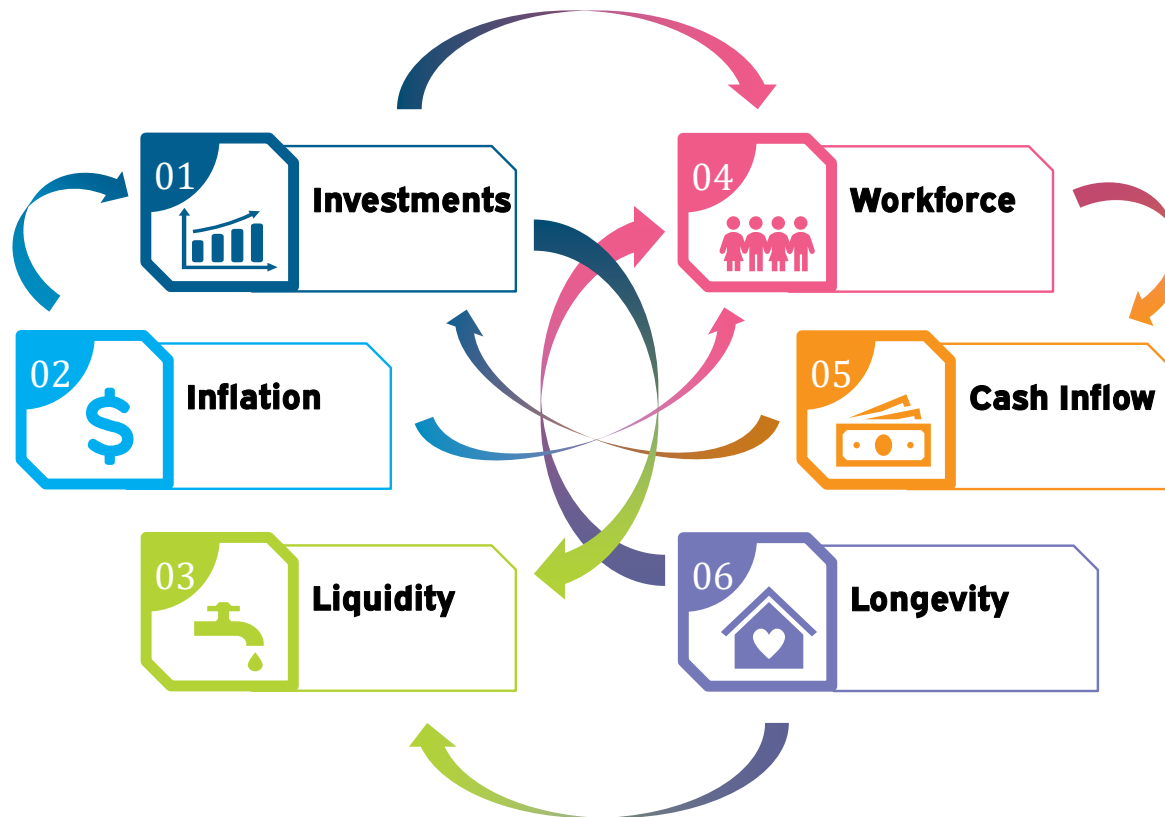
- Participants receiving benefits beyond expectations



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Managing Risks is Complex





Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

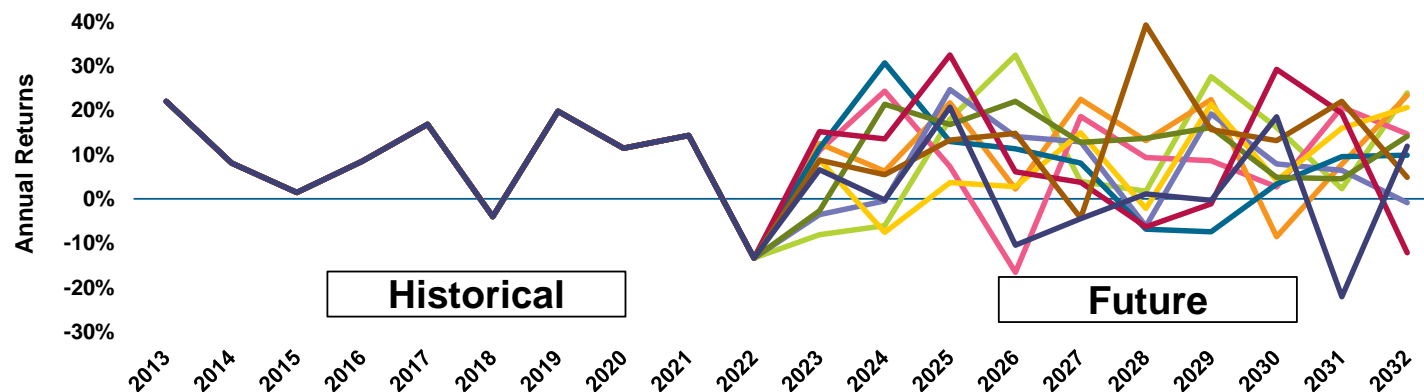
Less Manageable Risk Example: Future Market Returns

It is difficult, if not impossible, to predict the timing and degree of asset returns. However, we can analyze possible scenarios. There are long periods of time (like the full decade from 2000 to 2009 for equities) when capital markets returns are disappointing.

Meketa has developed Capital Market Assumptions (CMAs) based on current market conditions and how assets have returned historically. The estimated inputs to the asset allocation process are:

- Long-term returns (10-year and 20-year returns)
- The volatility expected to occur during the 10-year and 20-year time periods
- Correlation of returns among asset classes

Using these assumptions, Meketa has created thousands of possible asset class returns. The chart below shows 10 years of historical returns and a small sample of 10-year future return streams.





Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Less Manageable Risk Example: Future Market Returns

Although we don't know where returns will be, we know the best way to manage assets from a strategic perspective is through diversification.

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Emerging Equity 18.2%	US Equity 32.4%	Private Equity 13.8%	Real Estate 13.3%	High Yield 17.1%	Emerging Equity 27.3%	Private Equity 12.4%	US Equity 31.5%	Private Equity 29.2%	Private Equity 42.0%	Commodities 16.1%	US Equity 26.3%	US Equity 25.0%
EAFE Equity 17.3%	Private Equity 23.5%	US Equity 13.7%	Private Equity 10.3%	Private Equity 12.3%	EAFE Equity 25.0%	Real Estate 6.7%	EAFE Equity 22.0%	US Equity 18.4%	US Equity 28.7%	Real Estate 5.6%	EAFE Equity 18.2%	Hedge Funds 9.8%
Emerging Markets Debt 17.2%	EAFE Equity 22.8%	Real Estate 11.8%	Diversified Portfolio 2.2%	US Equity 12.0%	US Equity 21.8%	Cash 1.9%	Diversified Portfolio 16.7%	Emerging Equity 16.3%	Commodities 27.1%	Cash 1.5%	High Yield 13.4%	Diversified Portfolio 9.2%
US Equity 16.0%	Diversified Portfolio 15.2%	Diversified Portfolio 7.6%	US Equity 1.4%	Commodities 11.8%	Private Equity 20.5%	Bonds 0.0%	Private Equity 18.6%	Diversified Portfolio 13.8%	Real Estate 17.7%	Hedge Funds -4.1%	Diversified Portfolio 12.7%	High Yield 8.2%
High Yield 15.8%	Real Estate 11.8%	Bonds 6.0%	Bonds 0.5%	Emerging Equity 11.2%	Diversified Portfolio 15.7%	TIPS -1.3%	Emerging Equity 15.4%	Hedge Funds 11.8%	Diversified Portfolio 15.1%	Private Equity -4.2%	Emerging Markets Debt 11.9%	Emerging Equity 7.8%
Private Equity 14.6%	Hedge Funds 9.1%	TIPS 3.6%	Cash 0.0%	Emerging Markets Debt 10.2%	Emerging Markets Debt 12.7%	High Yield -2.1%	High Yield 14.3%	TIPS 11.0%	EAFE Equity 11.3%	High Yield -11.2%	Emerging Equity 8.6%	Private Equity 6.1%
Diversified Portfolio 12.3%	High Yield 7.4%	Hedge Funds 3.0%	EAFE Equity -0.8%	Real Estate 9.0%	Hedge Funds 8.6%	Diversified Portfolio -2.2%	Emerging Markets Debt 14.3%	EAFE Equity 7.8%	Hedge Funds 10.2%	TIPS -11.3%	Private Equity 9.3%	Commodities 5.4%
Real Estate 10.2%	Cash 0.0%	High Yield 2.5%	Hedge Funds -1.1%	Diversified Portfolio 7.3%	High Yield 7.5%	US Equity -4.4%	Hedge Funds 10.4%	Bonds 7.5%	TIPS 5.0%	Diversified Portfolio -12.2%	Hedge Funds 8.1%	Cash 5.3%
TIPS 7.0%	Bonds -2.0%	Emerging Markets Debt 0.7%	TIPS -1.4%	Hedge Funds 5.4%	Real Estate 7.0%	Hedge Funds -4.7%	Bonds 8.7%	High Yield 7.1%	High Yield 5.3%	Bonds -13.0%	Bonds 5.5%	EAFE Equity 3.6%
Hedge Funds 6.4%	Emerging Equity -2.8%	Cash 0.0%	High Yield -4.5%	TIPS 4.7%	Bonds 3.5%	Emerging Markets Debt -5.2%	TIPS 8.4%	Emerging Markets Debt 4.0%	Cash 0.0%	EAFE Equity -14.5%	Cash 5.0%	Emerging Markets Debt 2.0%
Bonds 4.2%	Emerging Markets Debt -7.1%	Emerging Equity -2.2%	Emerging Markets Debt -7.1%	Bonds 2.6%	TIPS 3.0%	Commodities -11.2%	Commodities 7.7%	Real Estate 1.3%	Bonds -1.5%	Emerging Markets Debt -14.8%	TIPS 3.3%	TIPS 1.8%
Cash 0.1%	TIPS -5.6%	EAFE Equity -4.9%	Emerging Equity -14.8%	EAFE Equity 1.0%	Commodities 1.7%	EAFE Equity -13.8%	Real Estate 6.4%	Cash 0.5%	Emerging Equity -2.2%	US Equity -18.1%	Real Estate -7.9%	Bonds 1.3%
Commodities -1.1%	Commodities -9.5%	Commodities -17.0%	Commodities -24.7%	Cash 0.3%	Cash 0.9%	Emerging Equity -10.8%	Cash 2.1%	Commodities -3.1%	Emerging Markets Debt -5.3%	Emerging Equity -20.1%	Commodities -7.9%	Real Estate 0.4%



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Risk Mitigation Tool: Asset Allocation Process

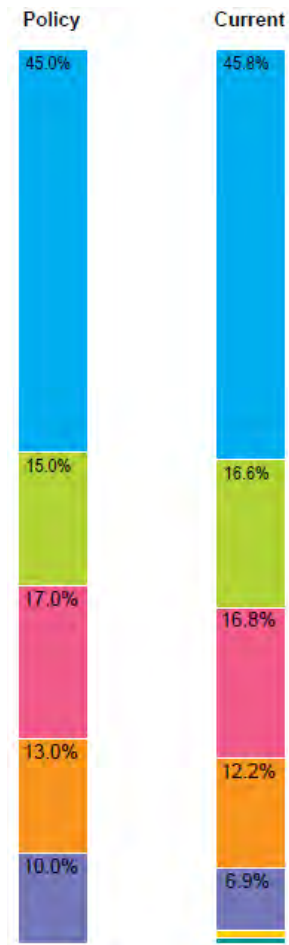
- The Investment Policy for the Orange County Employees Retirement System requires a strategic asset allocation study at least once every three years. The next in-depth study is scheduled for early 2026.
- In April 2020, the Committee adopted an asset allocation with a higher equity allocation, paired with a 10% allocation to Risk Mitigation. This asset allocation aided in capturing returns during strong equity markets, and Risk Mitigation protected assets during the stressed markets that began in 2022.
- For the 2023 asset allocation review, Meketa worked with the OCERS Investments Team to develop and analyze a wide variety of potential alternative asset allocation policies. The adopted policy had a long-term (20-year) expected return of approximately 9.0% per year, based on Meketa's 2023 Annual Asset Study. Using Meketa's updated 2025 Annual Asset Study expectations, the long-term return expectation is now 8.7% per year on an average annual basis over the next 20 years.
- OCERS' actual Current Asset Allocation and recent performance are shown on the following slides.



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Asset Allocation



Allocation vs. Targets					
	Current Balance (\$)	Current Allocation (%)	Policy (%)	Difference (%)	Policy Range (%)
Global Public Equity	11,834,961,306	45.8	45.0	0.8	38.0 - 52.0
Private Equity	4,295,048,141	16.6	15.0	1.6	10.0 - 20.0
Income Strategies	4,344,594,303	16.8	17.0	-0.2	12.0 - 22.0
Real Assets	3,162,560,502	12.2	13.0	-0.8	8.0 - 18.0
Risk Mitigation	1,783,223,302	6.9	10.0	-3.1	6.0 - 14.0
Unique Strategies	188,108,590	0.7	0.0	0.7	0.0 - 5.0
Cash	210,733,570	0.8	0.0	0.8	0.0 - 5.0
Total	25,819,229,714	100.0	100.0	0.0	



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Performance Summary

	Market Value (\$)	QTR (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)
Total Portfolio	25,819,229,714	5.53 (62)	6.45 (36)	9.91 (59)	9.34 (44)	10.00 (19)	7.75 (21)
<i>Policy Benchmark</i>		5.57 (59)	5.80 (65)	9.76 (68)	9.38 (43)	9.87 (21)	7.79 (21)
Global Public Equity	11,834,961,306	11.35 (47)	9.49 (56)	14.88 (45)	17.42 (34)	13.78 (33)	10.15 (34)
<i>Global Public Equity Blended Benchmark</i>		11.62 (43)	9.82 (52)	15.89 (38)	16.80 (38)	13.40 (38)	9.75 (41)
Private Equity	4,295,048,141	2.22 (17)	8.53 (5)	12.55 (6)	4.28 (41)	16.34 (23)	13.52 (20)
<i>Cambridge Associates Private Equity Index (1Qtr Lagged)</i>		1.12 (35)	3.18 (27)	7.52 (23)	5.10 (34)	17.86 (10)	13.53 (20)
Income Strategies	4,344,594,303	1.81 (83)	4.24 (61)	7.00 (77)	5.00 (64)	2.78 (47)	4.04 (23)
<i>Income Strategies Benchmark</i>		2.15 (72)	4.97 (49)	7.52 (66)	—	—	—
Real Assets	3,162,560,502	1.55	1.86	3.89	1.75	8.75	—
<i>Real Assets Custom Blend</i>		1.49	2.03	5.10	0.26	7.77	—
Risk Mitigation	1,783,223,302	-4.07 (100)	-2.47 (100)	-6.68 (100)	-1.97 (100)	2.22 (96)	—
<i>Risk Mitigation Custom Index</i>		-3.03 (100)	-2.41 (100)	-4.40 (100)	-0.94 (100)	1.37 (99)	—
Unique Strategies	188,108,590	-1.80	1.96	2.01	4.36	4.40	—
Cash	210,733,570	2.39	3.55	5.26	5.51	3.30	2.35
<i>ICE BofA 3 Month U.S. T-Bill</i>		1.04	2.07	4.68	4.56	2.76	1.97



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Risk Mitigation Tool: Governance and Implementation Process

- OCERS' Board Investment Committee had delegated authority for policy implementation to the OCERS Investments Team, with concurrence and oversight by several advisors/consultants.
- **Possible Execution Risks of this model:**
 - Continuity and succession planning
 - Staffing and operational capacity
- **Risk Mitigation:**
 - Board charters, policies, and oversight
 - Frequent reporting
 - Robust staffing and attention to succession planning



Orange County Employees Retirement System

A Fiduciary Perspective on Short- and Long-Term Risk

Summary

- While it is impossible to plan for every possible risk that OCERS could face, OCERS' Board Investment Committee members, Investments Team and advisors aim to continually consider and implement a wide range of policies and practices in order to mitigate known and possible future risks.
- We look forward to further discussing this topic with OCERS' fiduciaries and stakeholders.



Disclaimer

THIS REPORT (THE "REPORT") HAS BEEN PREPARED FOR THE SOLE BENEFIT OF THE INTENDED RECIPIENT (THE "RECIPIENT"). SIGNIFICANT EVENTS MAY OCCUR (OR HAVE OCCURRED) AFTER THE DATE OF THIS REPORT, AND IT IS NOT OUR FUNCTION OR RESPONSIBILITY TO UPDATE THIS REPORT. THE INFORMATION CONTAINED HEREIN, INCLUDING ANY OPINIONS OR RECOMMENDATIONS, REPRESENTS OUR GOOD FAITH VIEWS AS OF THE DATE OF THIS REPORT AND IS SUBJECT TO CHANGE AT ANY TIME. ALL INVESTMENTS INVOLVE RISK, AND THERE CAN BE NO GUARANTEE THAT THE STRATEGIES, TACTICS, AND METHODS DISCUSSED HERE WILL BE SUCCESSFUL.

THE INFORMATION USED TO PREPARE THIS REPORT MAY HAVE BEEN OBTAINED FROM INVESTMENT MANAGERS, CUSTODIANS, AND OTHER EXTERNAL SOURCES. SOME OF THIS REPORT MAY HAVE BEEN PRODUCED WITH THE ASSISTANCE OF ARTIFICIAL INTELLIGENCE ("AI") TECHNOLOGY. WHILE WE HAVE EXERCISED REASONABLE CARE IN PREPARING THIS REPORT, WE CANNOT GUARANTEE THE ACCURACY, ADEQUACY, VALIDITY, RELIABILITY, AVAILABILITY, OR COMPLETENESS OF ANY INFORMATION CONTAINED HEREIN, WHETHER OBTAINED EXTERNALLY OR PRODUCED BY THE AI.

THE RECIPIENT SHOULD BE AWARE THAT THIS REPORT MAY INCLUDE AI-GENERATED CONTENT THAT MAY NOT HAVE CONSIDERED ALL RISK FACTORS. THE RECIPIENT IS ADVISED TO CONSULT WITH THEIR MEKETA ADVISOR OR ANOTHER PROFESSIONAL ADVISOR BEFORE MAKING ANY FINANCIAL DECISIONS OR TAKING ANY ACTION BASED ON THE CONTENT OF THIS REPORT. WE BELIEVE THE INFORMATION TO BE FACTUAL AND UP TO DATE BUT DO NOT ASSUME ANY RESPONSIBILITY FOR ERRORS OR OMISSIONS IN THE CONTENT PRODUCED. UNDER NO CIRCUMSTANCES SHALL WE BE LIABLE FOR ANY SPECIAL, DIRECT, INDIRECT, CONSEQUENTIAL, OR INCIDENTAL DAMAGES OR ANY DAMAGES WHATSOEVER, WHETHER IN AN ACTION OF CONTRACT, NEGLIGENCE, OR OTHER TORT, ARISING OUT OF OR IN CONNECTION WITH THE USE OF THIS CONTENT. IT IS IMPORTANT FOR THE RECIPIENT TO CRITICALLY EVALUATE THE INFORMATION PROVIDED.

CERTAIN INFORMATION CONTAINED IN THIS REPORT MAY CONSTITUTE "FORWARD-LOOKING STATEMENTS," WHICH CAN BE IDENTIFIED BY THE USE OF TERMINOLOGY SUCH AS "MAY," "WILL," "SHOULD," "EXPECT," "AIM," "ANTICIPATE," "TARGET," "PROJECT," "ESTIMATE," "INTEND," "CONTINUE," OR "BELIEVE," OR THE NEGATIVES THEREOF OR OTHER VARIATIONS THEREON OR COMPARABLE TERMINOLOGY. ANY FORWARD-LOOKING STATEMENTS, FORECASTS, PROJECTIONS, VALUATIONS, OR RESULTS IN THIS REPORT ARE BASED UPON CURRENT ASSUMPTIONS. CHANGES TO ANY ASSUMPTIONS MAY HAVE A MATERIAL IMPACT ON FORWARD-LOOKING STATEMENTS, FORECASTS, PROJECTIONS, VALUATIONS, OR RESULTS. ACTUAL RESULTS MAY THEREFORE BE MATERIALLY DIFFERENT FROM ANY FORECASTS, PROJECTIONS, VALUATIONS, OR RESULTS IN THIS REPORT.

PERFORMANCE DATA CONTAINED HEREIN REPRESENT PAST PERFORMANCE. PAST PERFORMANCE IS NO GUARANTEE OF FUTURE RESULTS.



OCERS Horizon (PAS) Update

September 10, 2025

Darren Dang – Chief Technology Officer

David Kim – Assistant CEO, External Operations

Will Tsao – Director, EPMO



Welcome & Purpose

- Present latest updates of OCERS Horizon
- Address any concerns or questions
- Provide key milestone dates and future events



Agenda

- Strategic Rationale for Modernization
- The Journey and Timeline
- Phase 3 Overview
- Key Risks and Mitigation
- Limited Term Personnel
- Bridging the Gap
- State of the Project
- Q&A

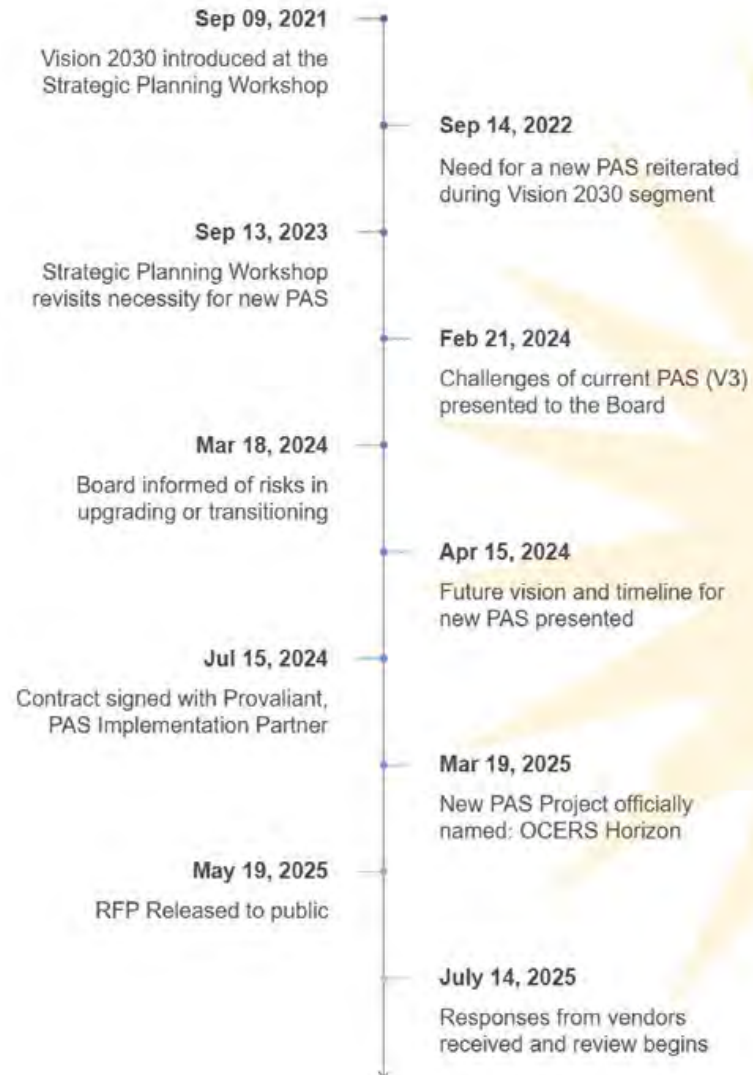


Strategic Rationale for Modernization

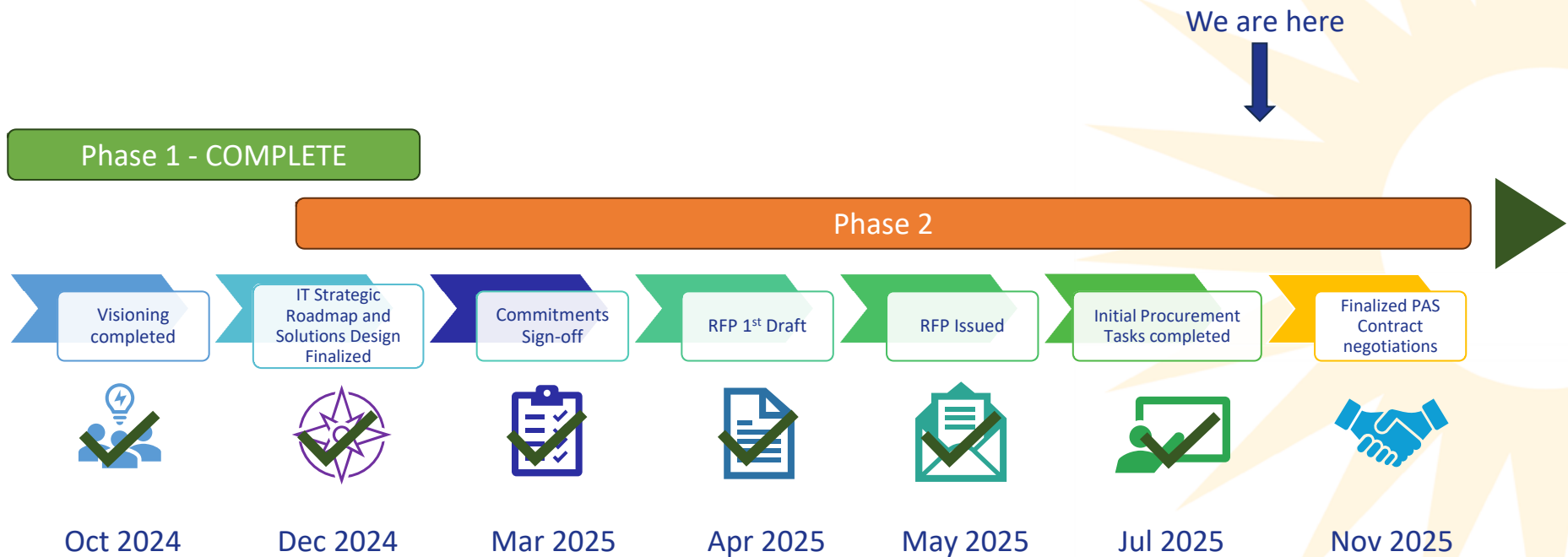
- Critical to moving OCERS forward closer to Vision 2030
- Ensures long-term reliability and sustainability
- Risk Reduction
- Enhancing the Member and Employer experience
- Financial Stewardship



The Journey So Far

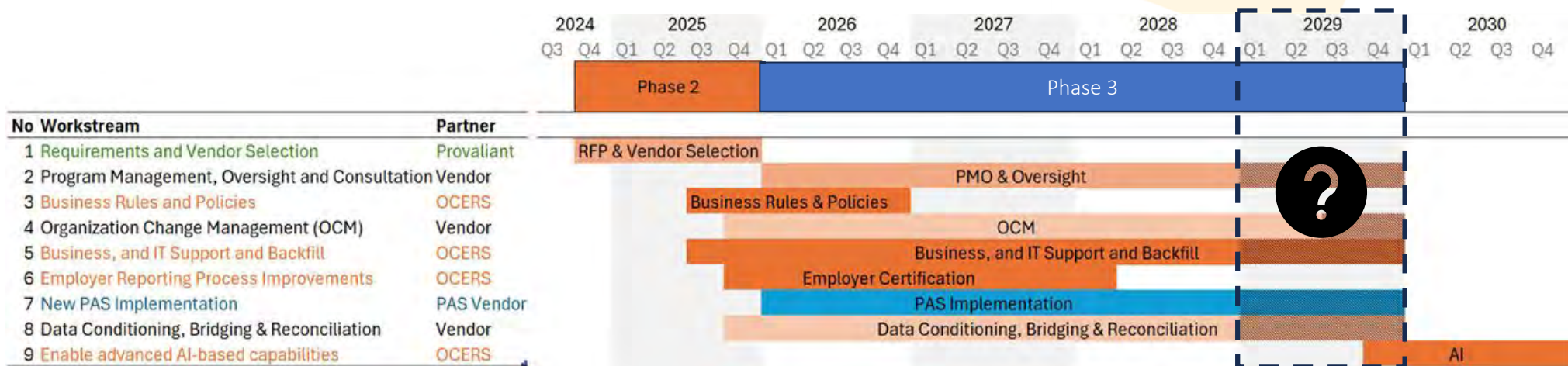


OCERS Horizon RFP Timeline

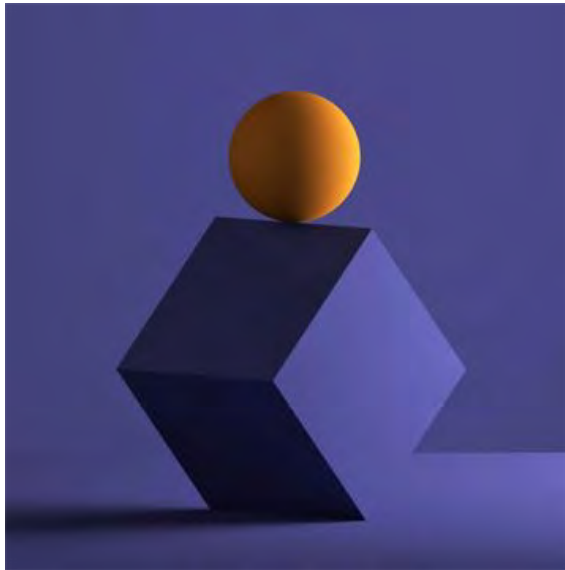


Phase 3 Timeline: 2026 and Beyond

- Phase 3 encompasses the workstreams that were identified on the IT Strategic Roadmap



Key Risks and Mitigation



Risk Category	Status
Resource constraints impact timeline	<p>OCERS has an approved project staffing plan that includes backfilling knowledgeable business staff with Limited Term personnel, and constraints have been incorporated into the RFP to set expectations for the vendor. Preliminary work on a staffing plan for technical resources is in progress.</p> <p>OCERS is taking appropriate steps to mitigate this risk.</p>
Business process complexity	<p>OCERS is working on documenting and simplifying processes and key business rules and policies in anticipation of the implementation project. Requirements are incorporated into the RFP to set expectations for the new solution vendor.</p> <p>This is an area of readiness that can have a negative impact on the implementation project if progress is not made prior to the start of the new PAS project. OCERS has started work on the Business Rules and Policies documentation project.</p>
Data is not correct and complete	<p>OCERS is planning to release an RFP for a data services vendor to assist in preparing data for the new system in the 4th quarter. Requirements have been incorporated into the RFP to set expectations for the new solution vendor.</p> <p>This is an area of readiness that can have a negative impact on the implementation project if progress is not made prior to the start of the new PAS project. OCERS is taking steps to initiate data readiness activities early.</p>



Limited Term Personnel

- Onboarding of approved limited term personnel is underway
- Key component to implementation success
- Reduces the risk of staff burnout



Bridging the Gap

- Data Exchange with member Employers (external to PAS)
- Disabilities Retirement Assessment
- Extracting pensionable items from MOUs
- Final Average Salary Calculations



State of the Project

- Project progress is steady and on track
- Team comprised of both business and technical experts crafted over 1,900 commitments for vendors to evaluate
- 3 finalists identified 8/21/25
- Upcoming activities:
 - Proof of concept demos (9/4-9/25)
 - Oral Interviews (9/29-9/30)
 - Data Services RFP to be released Q4 2025



Any questions?





2026-2028 STRATEGIC & BUSINESS PLAN

Orange County Employees Retirement System

2223 E. Wellington Avenue
Santa Ana, CA 92701

WHO WE ARE

Mission Statement

We provide secure retirement and disability benefits with the highest standards of excellence.

Vision Statement

To be a trusted partner providing premier pension administration, distinguished by consistent, quality member experiences and prudent financial stewardship.

Values

- Open and Transparent
- Commitment to Superior Service
- Engage and Dedicated Workforce
- Reliable and Accurate
- Secure and Sustainable

OCERS Promise

We are your retirement experts.

- We emphasize the importance of long-term financial security and stability in retirement. Our approach is centered around helping members prepare for and transition into retirement, providing ongoing support to adapt to their needs as their lives change.
- We are dedicated to continuously enhancing our knowledge and expertise in retirement planning, investment strategies, and financial management. Our team consists of knowledgeable professionals who stay abreast of industry trends and regulations to provide the best possible advice and solutions to our members.

We are a member-first organization.

- Our members' needs and goals are at the forefront of everything we do. We strive to deeply understand their unique circumstances and empower our members by providing them with the knowledge, tools, and resources they need to make informed financial decisions. We believe in fostering financial literacy and independence, enabling individuals to take control of their retirement journey.

We are your trusted partner.

- We recognize that trust is the foundation of any successful retirement services relationship. We are committed to building and maintaining trust by delivering on our promises and acting in our members' best interests at all times.
- We uphold the highest standards of honesty, transparency, and ethical conduct in all our interactions with members, employers, and partners.

We are invested in your future.

- We are prudent investors. We focus on creating return, managing risk and securing your income. We believe that long-term investment horizons and patient risk-taking is a profitable and safe formula for a successful retirement portfolio. We act in a fiduciary capacity, protecting assets, to ensure that members receive their earned benefits in retirement.

We are focused on excellence.

- We pursue excellence in all aspects of our business, from the quality of our services to the efficiency of our operations. We are committed to delivering exceptional value and results to our members, consistently exceeding their expectations.
- We embrace a culture of continuous learning and improvement. We actively seek feedback, monitor industry developments, and adapt our practices to stay at the forefront of retirement services, ensuring our members benefit from the latest advancements.

We are an inclusive workplace.

- We foster a collaborative and inclusive environment that encourages teamwork, open communication, and the sharing of ideas. We believe that collective intelligence and diverse perspectives lead to innovative solutions and superior outcomes for our members.

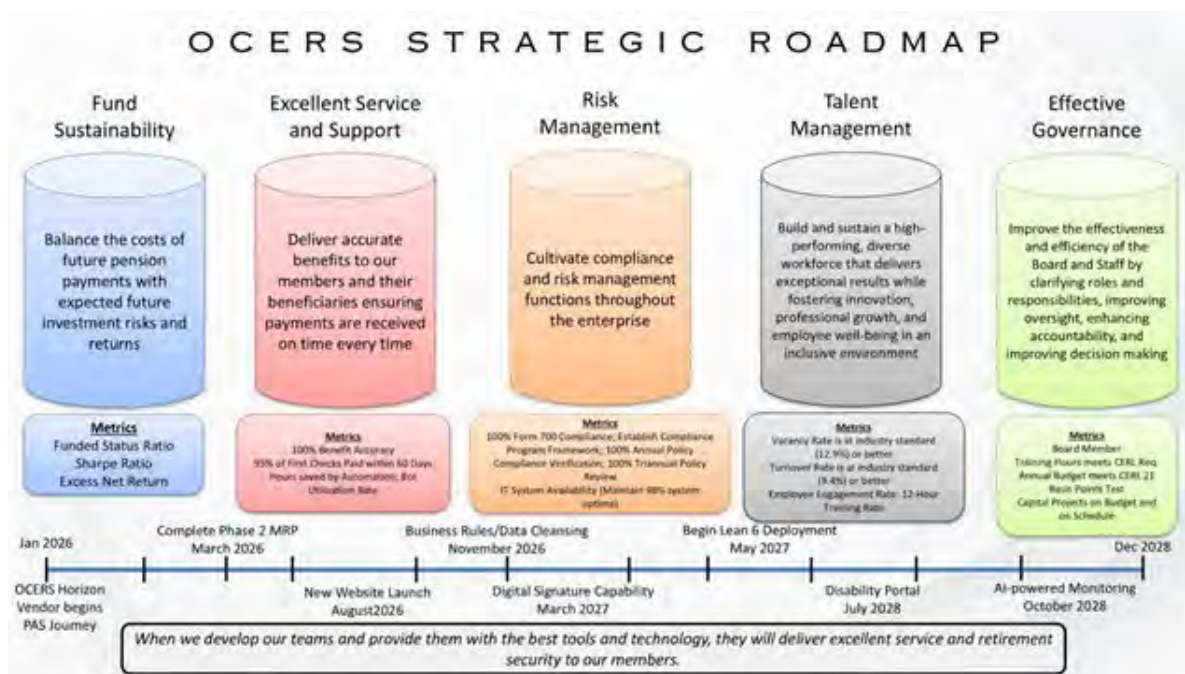
We are dedicated to serving the Orange County community.

- We are committed to making a positive impact on society and the communities we serve. We support initiatives that promote financial literacy, retirement education, and social welfare, contributing to the overall well-being of individuals and society.

2026-2028 STRATEGIC GOALS

1. Fund Sustainability
2. Excellent Service and Support
3. Risk Management
4. Talent Management
5. Effective Governance

STRATEGIC ROADMAP



FUND SUSTAINABILITY

BALANCE THE COST OF FUTURE PENSION PAYMENTS WITH EXPECTED FUTURE INVESTMENT RISKS AND RETURNS

Performance Metric: Funded Status Ratio greater than 100%

Performance Metric: Sharpe Ratio above the peer median

Performance Metric: Excess net return over Actuarial Expected Return

Executive Lead - Molly Murphy

OBJECTIVE 1: ACHIEVE FULLY FUNDED STATUS (PROJECTED 2026 COST: \$50,000) (DAVE BEESON)

Initiative 1A: Create contingency plans based upon different hypothetical scenarios that show impacts, potential risks, and other data that would enable us to proactively make/provide sound, financial decisions/recommendations to governance and stakeholders (\$50,000 total) (ongoing: Investments)

- Automate the Due Diligence Entry process (2026: Investments)

Initiative 1B: Foster collaborative communication designed to keep stakeholders better informed as they make their decisions

- Provide regular fund performance reports to stakeholders (ongoing: Investments)

OBJECTIVE 2: ACHIEVE A RISK-ADJUSTED RETURN ABOVE THE PEER MEDIAN OVER A TRAILING 10-YEAR PERIOD (DAVE BEESON)

Initiative 2: Utilize consultants, custodians, technology solutions, and risk management tools with a special emphasis on AI capabilities to monitor and simulate portfolio risks to aid in the design and execution of risk-aware investment strategies (ongoing: Investments)

- Explore Microsoft Fabric and Power Suite to enhance data analytics and risk management functionality (2026 and beyond: Investments/Information Technology)

OBJECTIVE 3: ACHIEVE THE OCERS' ACTUARIAL EXPECTED RATE OF RETURN OVER A TRAILING 10-YEAR PERIOD (DAVE BEESON)

Initiative 3: Create and execute asset allocation models designed to achieve the actuarial expected return with a greater than 50% probability based on a 20-year investment horizon (ongoing: Investments)

- Explore glidepath and asset allocation changes as OCERS approaches fully funded status, estimated for 2033

EXCELLENT SERVICE AND SUPPORT

DELIVER ACCURATE BENEFITS TO OUR MEMBERS AND THEIR BENEFICIARIES ENSURING PAYMENTS ARE RECEIVED ON TIME EVERY TIME

Performance Metric: 100% Benefit Accuracy Rate

Performance Metric: 95% of First Checks Paid within 60 Days

Performance Metric: Hours Saved by Automation (increase by 1% over the next year); Bot Utilization (increase by 1% over the next year)

Executive Lead - David Kim

OBJECTIVE 1: PROVIDE WORLD-CLASS SERVICE AND SUPPORT TO OUR EMPLOYERS, MEMBERS, AND PAYEES (PROJECTED 2026 COST: \$167,000) (MARY-JOY COBURN)

Initiative 1A: Deliver targeted education and engagement throughout the member lifecycle (\$42,000 total)

- Create targeted educational videos for each milestone group, hosted on the OCERS website (2026: Communications/Member Services)
- Create automated milestone communications (e.g., retirement eligibility, benefit changes) via targeted mailers, postcards, or digital outreach (2026: Communications)
- Implement member lifecycle journey mapping to optimize touchpoints (2026: Communications)
- Increase customer survey frequency and expand analytics to measure satisfaction (2026: Communications/Member Services)
- Establish a formal focus group to test and refine campaigns prior to launch (2026: Communications)

Initiative 1B: Transform the digital member experience by modernizing tools, increasing accessibility, and streamlining communication (\$125,000 total)

- Launch a new website to modernize online presence, enhance ADA compliance and support integration of “Benny” bot and remove outdated content (2026: Communications/All)
 - Build dedicated web pages for members at key points in their careers: New, Five Years In, Mid-Career, and Retirement-Eligible

- Explore the usage of biometric proof-of-life application (i.e.: United Nation) (2026: Member Services)
- Explore the usage of biometric access of member data via the Member portal (2026: Member Services)
- Implement digital signature capability (2027: Member Services)
- Create an online Disability application capability (2028: Disability)

OBJECTIVE 2: ACHIEVE OPERATIONAL EXCELLENCE THROUGH PROCESS INNOVATIONS (PROJECTED 2026 COST: TBD) (JEFF LAMBERSON/MARK ADVIENTO/NICOLE MCINTOSH)

Initiative 2A: Work with all employers to define the payroll data requirements, considering their payroll system abilities in order to enable automated benefit calculations in the future (2026: Member Services)

Initiative 2B: Begin implementation work for the next generation Pension Administration System (PAS)

- Complete Phase 2 of master repository for procedures and business process documents (\$43,200 total) (2026: Enterprise Project Management Office)
- Start implementation of OCERS Horizon solution PAS (cost TBD) (2026: Member Services/All)
- Continue Business Rules workstream and Data Cleansing/Migration workstream (cost TBD) (2026: Member Services / Information Technology)

Initiative 2C: Continue the investigation and implementation of Intelligent Automation initiatives to improve external operations

- Continue testing and refining AI tools to improve efficiency, support disability investigations, and assess whether AI can confidently review disability applications and supporting evidence and generate legally sound recommendations by the end of 2026 (2026 and beyond: Information Technology/All)

Initiative 2D: Reinforce Continuous Improvement Culture

- Begin to implement Lean Six Sigma methodology across all departments (2027: Enterprise Project Management Office)

RISK MANAGEMENT

CULTIVATE COMPLIANCE AND RISK MANAGEMENT FUNCTIONS THROUGHOUT THE ENTERPRISE

Performance Metric: 100% Form 700 Compliance

Performance Metric: Establish Compliance Program Framework (achieve 100% in next 2 years)

Performance Metric: 100% Annual Policy Compliance Verification

Performance Metric: 100% Triennial Policy Review

Performance Metric: IT System Availability (Maintain 98% system uptime)

Executive Lead - Manuel Serpa/Darren Dang

OBJECTIVE 1: REDUCE RISK BY IDENTIFYING GAPS THROUGH COMPLIANCE MONITORING (IVAN CAO)

Initiative 1A: Continue building an agency-wide Compliance Program that reflects industry frameworks and best practices

- Develop new enterprise risk register utilizing updated Sharepoint database (2026: Compliance)
- Expand Compliance program mandate into Investments with the start of in-house trading (2028: Compliance)

Initiative 1B: Develop Risk Management Performance Metrics

- Maintain compliance training programs for all staff (ongoing)
- Enhance third-party vendor risk assessment and monitoring (ongoing: InfoSec)
- Establish a regulatory change management process (2028: Compliance)

Initiative 1C: Develop Fraud Prevention and Detection

- Enhance controls around the Death Audit process (2026 and beyond: Member Services)
- Explore use of Artificial Intelligence (AI) and Machine Learning (ML) to detect fraudulent transactions in the Member Self Service Portal

(2026: Information Security/Information Technology/Member Services)

- Implement AI-powered transaction monitoring for suspicious activity for our Employers, Members, and Payees (2028: Information Security/Information Technology/Member Services)

OBJECTIVE 2: PROVIDE INFORMATION SYSTEMS THAT SUPPORT THE AGENCY'S ADMINISTRATIVE AND OPERATIONAL NEEDS (PROJECTED 2026 COST: \$750,000) (MATT EAKIN AND JENNY SADOSKI)

Initiative 2: Modernize IT Infrastructure and achieve Cybersecurity excellence

- Plan and implement Cloud Migration (2026: Information Technology)
- Pursue a cloud-based local proof of concept; hybrid architecture that works between OCERS on-premise environment and the cloud (2026: Information Technology)
- Data migration to the cloud; move OCERS resources and utilize Fabric and Data Warehouse (2026: Information Technology)
- Implement Microsoft 365 Azure; includes Copilot, Fabric, Teams premium upgrade (2025/2026: Information Technology)
- Continue to investigate AI automation, RPA opportunities, evaluate tools and solutions (ongoing: Information Technology)
- Explore utilizing natural language technology and tools to assist Staff with training and answer questions related to various job tasks (2027: Information Technology)

OBJECTIVE 3: PROVIDE A SAFE AND SECURE WORKSPACE AND PUBLIC SERVICE FACILITY (PROJECTED 2026 COST: TBD) (BRENDA SHOTT)

Initiative 3A: Design and build a replacement OCERS headquarters facility (2026 and beyond: All).

TALENT MANAGEMENT

BUILD AND SUSTAIN A HIGH-PERFORMING, DIVERSE WORKFORCE THAT DELIVERS EXCEPTIONAL RESULTS WHILE FOSTERING INNOVATION, PROFESSIONAL GROWTH, AND EMPLOYEE WELL-BEING IN AN INCLUSIVE ENVIRONMENT

Performance Metric: Vacancy Rate is at industry standard (12.9%) or better

Performance Metric: Turnover Rate is at industry standard (9.4%) or better

Performance Metric: Employee Engagement Rate 12-Hour Training Rate

Executive Lead - Steve Delaney

OBJECTIVE 1: RECRUIT AND RETAIN A DIVERSE HIGH-PERFORMING WORKFORCE TO MEET ORGANIZATIONAL PRIORITIES THAT ADVANCE WORKFORCE READINESS AND STRATEGIC ALIGNMENT (PROJECTED 2026 COST: \$80,000)
(CYNTHIA HOCKLESS)

Initiative 1A: Align Job Descriptions with OCERS specific duties (\$80,000)

- Oversee compensation study for County job classifications (Partnership with County of Orange) (2026: Human Resources)
- Conduct an OCERS Direct Compensation study (per policy) (2026: Human Resources)

Initiative 1B: Create and implement talent development programs to assist in succession planning (2026: Executive/All)

- Create a shadowing program (2026: Human Resources)
- Continue to support cross-functional teams for coverage of Pension Administration System work (2026 and beyond: Human Resources)
- Expand the OCERS mentorship program pairing senior and junior staff (2026: Human Resources)

OBJECTIVE 2: SUPPORT CONTINUOUS GROWTH AND SKILL DEVELOPMENT FOR ALL TEAM MEMBERS (PROJECTED 2026 COST: TBD) (DENA GUNSOLLEY)

Initiative 2: Develop a workforce prepared for technological advancement by equipping individuals with the knowledge, tools, and adaptability needed to succeed in a technology-driven future

- Launch a foundational training program covering AI concepts, Microsoft Copilot tools, process automation use cases, ethical considerations, and OCERS-specific applications (2026 and beyond: Human Resources/Information Technology)
- Provide scenario-based exercises showing how AI and Copilot can streamline work, enhance member service, and improve decision-making (2026 and beyond: Human Resources/Information Technology)

EFFECTIVE GOVERNANCE

IMPROVE THE EFFECTIVENESS AND EFFICIENCY OF THE BOARD AND STAFF BY CLARIFYING ROLES AND RESPONSIBILITIES, IMPROVING OVERSIGHT, ENHANCING ACCOUNTABILITY, AND IMPROVING DECISION MAKING

Performance Metric: Board Member Training Hours Meets CERL Requirements (24 hours every 2 years)

Performance Metric: Annual Budget meets CERL 21 Basis Point Test

Performance Metric: Capital Projects on Budget and on Schedule

Executive Lead - Manuel Serpa

OBJECTIVE 1: EMPLOY A GOVERNANCE STRUCTURE THAT SUPPORTS A DYNAMIC SYSTEM (IVAN CAO)

Initiative 1: Continue development of a governance structure for Artificial Intelligence (2026 and beyond: Executive)

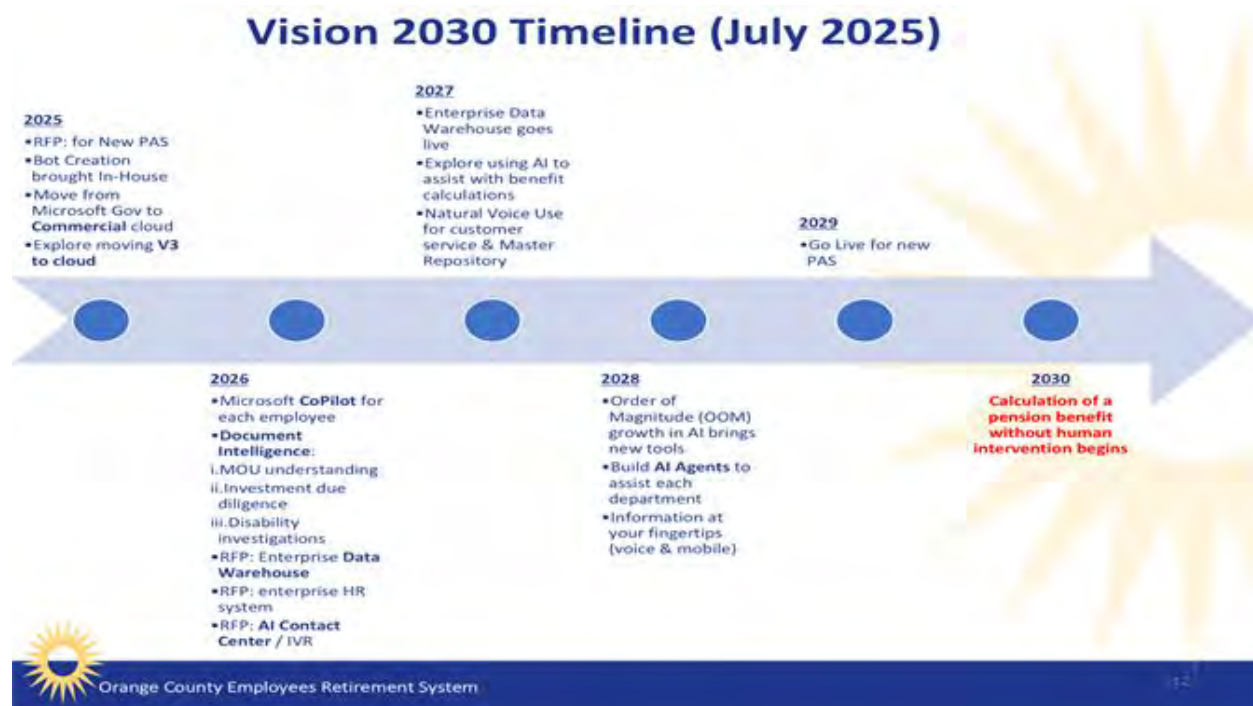
OBJECTIVE 2: STAY WITHIN THE STATUTORY LIMIT OF THE CERL 21 BASIS POINTS TEST (STEVE DELANEY)

Initiative 2: Continue to monitor and report the basis point test through the budget process (ongoing: Finance/Executive)

OBJECTIVE 3: DELIVER STRATEGIC PROJECTS ON TIME, WITHIN BUDGET, AND WITH MEASURABLE BUSINESS VALUE THROUGH MATURE PROJECT MANAGEMENT CAPABILITIES (WILL TSAO)

Initiative 3: Create a systematic resource capacity framework that prevents critical resource overcommitment and demonstrates ROI or value while transforming OCERS project management practices through a structured EPMO Playbook approach (2026 and beyond: Enterprise Project Management Office)

VISION 2030



Vision 2030 is a forward-looking plan guiding OCERS over the remaining years of this decade, ensuring we continue delivering exceptional retirement services while adapting to the evolving needs of our members and environment. The initiative focuses on three strategic pillars:

1. **Enhanced Member Services:** Prioritizing members through improved accessibility, personalized support, and seamless service delivery.
2. **Technology Modernization:** Investing in advanced technologies to streamline operations, boost efficiency, and equip our staff with the tools for accurate decision-making.
3. **Organizational Excellence:** Cultivating a culture of continuous improvement, professional development, and strong governance to uphold the highest standards of integrity and accountability.

Vision 2030 reflects our commitment to building a resilient, future ready OCERS.

