

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

**PERSONNEL COMMITTEE MEETING
Thursday, April 9, 2026
1:00 P.M.**

MINUTES

OPEN SESSION

Chair Hilton called the meeting to order at 1:06 P.M.

Recording Secretary administered the Roll Call attendance.

Attendance was as follows:

Present: Roger Hilton, Chair; Iriss Barriga, Board Member; Charles Packard, Board Member

Also Present: Steve Delaney, CEO; Brenda Shott, Assistant CEO of Finance and Internal Operations; Manuel Serpa, General Counsel; Darren Dang, Chief Technology Officer; Cynthia Hockless, Director of Human Resources; Will Tsao, Director of EPMO; Jennifer Reyes, Director of Finance; Jeff Lamberson, Director of Member Services; Dena Gunsolley, Manager of LOD; Melissa Wozniuk, HR Analyst; Amy Lim, LOD Staff Assistant; Michelle Pak, Audio Visual Technician; Amanda Evenson, Recording Secretary

CONSENT AGENDA

C-1 PERSONNEL COMMITTEE MEETING MINUTES

Personnel Committee Meeting Minutes

March 5, 2026

Recommendation: Approve minutes.

A **motion** was made by Mr. Packard, **seconded** by Ms. Barriga, to approve staff's recommendation to approve the minutes.

The motion passed **unanimously**.

ACTION ITEMS

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

No items were trailed from the Consent Agenda.

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A-2 2026 CAREER LADDER – DEPUTY CHIEF EXECUTIVE OFFICER
Presentation by Steve Delaney, Chief Executive Officer, OCERS

Recommendation: Approve and recommend that the Board of Retirement approve the following:

1. Establish a Deputy CEO position, creating a career ladder that provides enterprise-wide oversight of the Finance, Human Resources, and Operational Support Services departments, as well as direct supervisory authority over the Assistant CEO of External Operations, which includes the Member Services and Disability departments.
2. A salary range of \$242,021 - \$375,159 for the Deputy CEO classification, reflecting a total annual cost of \$51,000 (salary and benefits) and an estimated 2026 budget impact of \$34,000 (salary and benefits).
3. Authorize the CEO to appoint Brenda Shott as the Deputy CEO, effective May 1, 2026.

Mr. Delaney presented a proposal to establish a Deputy CEO position as part of a career ladder, open for promotion to the two Assistant CEOs (of Internal Operations and of External Operations). This position would support succession planning, particularly in anticipation of potential leadership and Board turnover around the year 2029. Comparable approaches were discussed at other public retirement systems. The new role would give the Board greater flexibility in deciding whether to promote internally or conduct a national search when a CEO transition occurs.

Based on feedback from the Committee regarding workload concerns, particularly related to the new headquarters building project, staff recommended organization chart option 2, which would assign member services to the Deputy CEO role and temporarily retain Communications and the Enterprise Project Management Office (EPMO) under the CEO. The Committee agreed with implementing a phased approach where Communications may later transition to the Deputy CEO role after the completion of the replacement building project.

Ms. Hockless presented compensation benchmarking data comparing OCERS to the County of Orange and six peer retirement systems. The proposed Deputy CEO salary range best aligns with the General Counsel, while maintaining internal equity and an appropriate differential below the CEO salary.

A **motion** was made by Mr. Packard, **seconded** by Ms. Barriga, to approve staff's recommendation to approve and recommend that the Board of Retirement approve to establish a Deputy CEO position at the proposed salary range and authorize the CEO to appoint Brenda Shott as the Deputy CEO.

The motion passed **unanimously**.

A-3 DEPUTY CEO CHARTER
Presentation by Manuel Serpa, General Counsel, OCERS

Recommendation: Approve and recommend that the Board adopt the Deputy CEO Charter, formalizing the role, authority, and responsibilities of the Deputy CEO position.

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Mr. Serpa provided an overview of the Deputy CEO Charter, outlining reporting relationships and agencywide authority, oversight of the Finance, Human Resources, and Operational Support Services, the authority to act in the CEO's absence, and oversight of the Assistant CEO of External Operations.

The Committee discussed whether to include Communications in the charter and agreed it would be more appropriate to amend the charter later when those duties are formally transferred.

Mr. Packard suggested assigning the crisis management team leadership to the Deputy CEO; however, the Committee agreed to defer any additional responsibilities until after the completion of the replacement building project.

A **motion** was made by Mr. Packard, **seconded** by Ms. Barriga, to approve staff's recommendation to approve and recommend that the Board adopt the Deputy CEO Charter, formalizing the role, authority, and responsibilities of the Deputy CEO position.

The motion passed **unanimously**.

A-4 OFF-CYCLE REVIEW OF THE SUCCESSION POLICY

Presentation by Steve Delaney, Chief Executive Officer, and Manuel Serpa, General Counsel, OCERS

Recommendation: Approve and recommend that the Board adopt the revisions to the Succession Policy.

Mr. Serpa presented updates to the Succession Policy to reflect the creation of the Deputy CEO position. The revisions provide the Board with options to replace the CEO when there is a vacancy, including appointing the Deputy CEO to the position or conducting a recruitment.

A **motion** was made by Ms. Barriga, **seconded** by Mr. Packard, to approve staff's recommendation to approve and recommend that the Board adopt the revisions to the Succession Policy.

The motion passed **unanimously**.

CHIEF EXECUTIVE OFFICER COMMENTS

Mr. Delaney provided clarification regarding the name of Ms. Gail Jensen from San Antonio Fire and Police.

STAFF COMMENTS

Ms. Shott thanked the Committee.

COMMITTEE MEMBER COMMENTS

None.

COUNSEL COMMENTS

None.

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ADJOURNMENT

Chair Hilton **ADJOURNED** the meeting at 1.42 P.M.

Submitted by:

Submitted by:

Approved by:

DocuSigned by:
Cynthia Hockless
C3FEC83C3717411...
Cynthia Hockless
Liaison

DocuSigned by:
Steve Delaney
C00D5744FF39463...
Steve Delaney
Secretary to the Board

Signed by:
Roger Hilton
555A903001904F8...
Roger Hilton
Chair