

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

BOARD OF RETIREMENT

BUSINESS MEETING

October 17, 2016

AGENDA

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

TIME: 9:00 a.m.

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

ITEM:

	Master Page No.
I. <u>CALL TO ORDER</u>	
II. <u>APPROVAL OF AGENDA</u>	1 – 3
III. <u>APPROVAL OF MINUTES</u>	
A. Disability Meeting of October 3, 2016	4 – 11
IV. <u>CONSENT AGENDA</u>	
A. Approve Regular and Deferred Retirements and Survivors Continuances for the Month of September 2016	12
B. Receive and File Report of Checks Disbursed in September 2016	13 – 16
C. Receive and File Budget Summary for FY 2016-17 Month Ending September 30, 2016	17

IV. CONSENT AGENDA (continued)

- D. Receive and File Statement of Fiduciary Net Position, Statement of Changes in Fiduciary Net Position, and Schedule of Investments and Cash Equivalents for the Period Ending August 31, 2016 18 – 21

V. INVESTMENT MANAGER PRESENTATIONS

- A. Receive Annual Investment Presentation from Reams Asset Management, Clark W. Holland 22 – 47
- B. Receive Annual Presentation from Western Asset Management, Frances L. Coombes and Julien A. Scholnick 48 – 92

VI. INVESTMENT INFORMATION

- A. NEPC – Allan Martin
VCERA – Dan Gallagher, Chief Investment Officer
1. Preliminary Performance Report Month Ending September 30, 2016 93 – 100

VII. OLD BUSINESS

- A. Request to Increase Not-to-Exceed Amount for Nossaman, LLP for AB 1291
1. Staff Letter 101
- B. Consideration and Approval for Information Technology Services
RECOMMENDED ACTION: Approve.
1. Staff Letter 102
2. Proposed Contract 103 – 110
- C. Request for Approval of Web Development Services Agreement with Digital Deployment, Inc.
1. Staff Letter 111 – 112
2. Digital Development Project Proposal 113 – 195

VII. OLD BUSINESS (continued)

- D. Update on VCERA Request to County Auditor-Controller for Access to Member Retirement Data

VIII. NEW BUSINESS

None

IX. INFORMATIONAL

- A. Report on CALAPRS Trustees' Roundtable, Submitted by Trustee Goulet

196

X. PUBLIC COMMENT

XI. STAFF COMMENT

XII. BOARD MEMBER COMMENT

XIII. ADJOURNMENT

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

BOARD OF RETIREMENT

DISABILITY MEETING

October 3, 2016

MINUTES

DIRECTORS Tracy Towner, Chair, Alternate Safety Employee Member
PRESENT: William W. Wilson, Vice Chair, Public Member
Steven Hintz, Treasurer-Tax Collector
Craig Winter, General Employee Member
Arthur E. Goulet, Retiree Member
Robert Bianchi, Alternate Public Member

DIRECTORS Peter C. Foy, Public Member
ABSENT: Will Hoag, Alternate Retiree Member
Chris Johnston, Safety Employee Member
Mike Sedell, Public Member

STAFF Lori Nemiroff, Assistant County Counsel
PRESENT: Linda Webb, Retirement Administrator
Shalini Nunna, Retirement Benefits Manager
Vickie Williams, Retirement Benefits Manager
Donna Edwards, Retirement Benefits Specialist
Stephanie Caiazza, Retirement Benefits Specialist
Chris Ayala, Program Assistant

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

TIME: 9:00 a.m.

ITEM:

I. CALL TO ORDER

Chair Towner called the Disability Meeting of October 3, 2016, to order at 9:01 a.m.

II. APPROVAL OF AGENDA

Chair Towner stated that the agenda should be amended to remove item V.A., Application for Service Connected Disability for Ramirez, Scott D.; Case No. 15-013, which will instead be heard at the November Disability Meeting.

MOTION: Approve the agenda as amended.

Moved by Wilson, seconded by McCormick.

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

III. APPROVAL OF MINUTES

A. Disability Meeting of September 12, 2016.

Trustee Goulet commented that the minutes had an error in Item V.C. regarding the Mr. Hilbun's title of, Attorney at Law.

MOTION: Approve with correction.

Moved by Goulet, seconded by Wilson.

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

B. Business Meeting of September 19, 2016.

Trustee Goulet commented that Trustee Towner would have been eligible to vote only prior to Trustee Johnston's arrival and that Trustee Hoag was not eligible to vote, being that he is an alternate member and would only be allowed if Trustee Goulet was not present.

MOTION: Approve with correction.

Moved by Goulet, seconded by McCormick

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

IV. RECEIVE AND FILE PENDING DISABILITY APPLICATION STATUS REPORT

MOTION: Receive and File.

Moved by Wilson, seconded by Goulet.

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

V. APPLICATIONS FOR DISABILITY RETIREMENT

- A. Application for Service Connected Disability Retirement, Ramirez, Scott D.;
Case No. 15-013

This item was moved to the November Disability Meeting.

The Board advanced to agenda item V.B.

1. Application for Service Connected Disability Retirement
2. Medical Analysis and Recommendation by County of Ventura, Risk Management, to grant Applicant's Application for Service Connected Disability Retirement, including supporting documentation
3. Hearing Notice, dated September 13, 2016

- B. Application for Service Connected Disability Retirement, Cooper, Leonard A.; Case No. 14-008

The Board advanced to agenda item VII.A "Linea Project Update/Closeout"

1. Staff Letter
2. Proposed Findings of Fact and Recommended Decision, dated May 27, 2016, by Catherine Harris, Hearing Officer
3. Applicant's request to be granted a Non-Service Connected Disability Retirement in lieu of the Service Connected Disability Retirement
4. Response to Hearing Officer's Proposed Findings of Fact, Conclusions of Law and Recommended Decision received from Stephen D. Roberson, Attorney for County of Ventura, Risk Management, received July 1, 2016 and July 21, 2016
5. Hearing Notice, dated September 12, 2016

Trustee Goulet inquired if Risk Management would oppose the recommended action.

Mr. Hilbun stated that Risk Management would agree to the board's decision.

Chair Towner inquired as to the position of Mr. Cooper.

Ms. Edwards replied that Mr. Cooper was now seeking a Non-Service Connected Disability Retirement and had filed an application to reflect this.

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

MOTION: Adopt the recommendation of the Hearing officer to deny the Application of Service Connected Disability.

Moved by Wilson, seconded by Bianchi

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

MOTION: Approve Application for Non-Service Connected Disability Retirement.

Moved by Wilson, seconded by Bianchi

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

Following the vote on this item, the Board advanced to agenda item IX. "Public Comment"

VI. OLD BUSINESS

None

VII. NEW BUSINESS

A. Linea Project Update/Closeout

1. Project Report from Linea

Brian Colker from Linea was present to present both the 2nd quarter and final project report for the PAS project implementation. He acknowledged the efforts of VCERA team members, and summarized the work accomplished thus far. He discussed things still to come, such as system stabilization, enhancements and the remediation of outstanding defects. He indicated that the intent at Go-Live was to remediate the material defects by the end of the warranty period, but based on the number of the defects still outstanding as well as the new ones identified since Go-Live, this was unlikely to be achieved. He acknowledged that the number of defects and their corresponding work-arounds were problematic and that Linea had been in discussion with Vitech regarding a plan and timeline for completion remediation efforts in a reasonable amount of time. Mr. Colker reported that Vitech had recently committed to adding 1 ½ resources to the existing team increase the pace of remediation. Mr. Colker said that Linea had proposed a plan to eliminate the material defects within a 12 months after the end of the warranty period.

Mr. Goulet said that the timeline of 12 months from the end of the warranty period was too long and made him very uncomfortable. Mr. Colker responded that Vitech had not responded to Linea's proposed timeline; he also said that more defects would likely be identified before the end of the warranty and that for every defect, retesting by VCERA staff was necessary and thus requiring resources on both sides.

Mr. Colker mentioned that was still a great deal still to come. There are certain cyclical processes that had not yet been performed in V3, such as the need for changes related to IRS regulations, pending enhancements, the beneficiary data import, and the transition of system admin & query running to VCERA staff.

Trustee Goulet commented that he would like the calculations for the roll-up of hours for Ms. Cummings in the transition from Change Order #6 to Change Order #7 to be presented for the board.

Ms. Webb stated that she would work with Mr. Colker in getting the calculations for the board.

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

MOTION: Receive and File.

Moved by Hintz, seconded by Bianchi

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

B. Request for Approval of the Addition of a Half-Time (.5 FTE) Staff Position of Program Administrator II

1. Staff Letter

Ms. Webb stated VCERA administration, particularly in light of the new AB 1291 appointments, was in need of additional administrative support and staff was requesting a half-time position to meet this need. She also stated VCERA would be beginning the process with Ventura County, Human Resources on the classification and recruitment.

Trustee Goulet inquired why the board would need to ask the County of Ventura anything in regards to this position. Ms. Webb replied she anticipated the County would agree with the proposed classification, but that hypothetically HR could respond that it disagreed. Chair Towner commented that VCERA would only be inquiring about the classification, not the approval of the position itself.

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

MOTION: Approve.

Moved by Wilson, seconded by Winter

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

C. Request for Retirement Administrator, Linda Webb to Attend NEPA Conference, October 24 – 25, 2016, Newport Beach, CA

1. Staff Letter

Ms. Webb stated that she would normally not be attending this conference, but since C.O.O., Julie Stallings would be attending the Vitech conference and with no communications position within VCERA to attend that she as requested to represent VCERA. She said that based on both the close proximity and strong agenda, she believed it was in VCERA's best interest to attend the Monday & Tuesday sessions.

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

MOTION: Approve.

Moved by Wilson, seconded by Winter

Vote: Motion carried

Yes: Goulet, Bianchi, Hintz, McCormick, Winter, Wilson, Towner

No: -

Absent: Foy, Hoag, Johnston, Sedell

VIII. INFORMATIONAL

Letter from Retired Member, June S. Lovell, dated August 23, 2016

The Board advanced to agenda item V.B. "Application for Service Connected Disability Retirement, Cooper, Leonard A.; Case No. 14-008 "

IX. PUBLIC COMMENT

None

X. STAFF COMMENT

Ms. Webb reminded the board that with the Nossaman Fiduciaries Forum and the SACRS conference approaching to please contact Mr. Ayala if they plan to attend.

XI. BOARD MEMBER COMMENT

Trustee Winter inquired about a response from Vitech regarding the inability to hire Mr. Christofferson for the IT Manager position with VCERA.

Ms. Webb stated that she had received e-mails and phone calls regarding this matter, but no formal written response to the Board had been received

Chair Towner stated that Vitech has offered to assist VCERA in finding a candidate for IT Manager position. Trustee Goulet responded that he believed that Vitech should have sent a letter regarding this matter.

Trustee Bianchi inquired about the ILPA materials that were provided separately from the agenda. Ms. Webb stated those materials were provided by C.I.O., Dan Gallagher, and specific questions should be directed to him.

Chair Towner commented if the Board had an annual ILPA membership, it would reduce the cost of sending a trustee for further education.

Ms. Webb commented that if any of the board members were interested in a class from ILPA, that they should let her know so that she can have it agendized.

XII. ADJOURNMENT

The meeting was adjourned at 9:43 a.m.

Respectfully submitted,



LINDA WEBB, Retirement Administrator

Approved,

TRACY TOWNER, Chairman

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
REPORT OF REGULAR AND DEFERRED RETIREMENTS AND SURVIVORS CONTINUANCES

September 2016

FIRST NAME	LAST NAME	G/S	DATE OF MEMBERSHIP	TOTAL SERVICE	OTHER SERVICE	DEPARTMENT	EFFECTIVE DATE
REGULAR RETIREMENTS:							
Rajeshwari	Bishnoi	G	1/20/1980	34.59	B=0.09160	Child Support Services	08/26/16
Lovely	Bunoan	G	8/23/1999	15.87		Health Care Agency	08/20/16
Donald	Burton	S	7/8/1990	28.02	B=1.84970	Probation Agency	09/01/16
Evelyn	Criswell	G	3/20/1988	28.57	B=0.11620	Health Care Agency	08/27/16
David	Diaz	G	9/11/1994	21.94		Child Support Services	08/09/16
Ana Berta	Enriquez	G	10/19/1997	16.43		Health Care Agency	08/29/16
Mary E.	Garcia	G	10/6/1975	40.13		Assessor	08/06/16
Chris	Hackleman	G	4/4/2016	39.92 *	C=0.6420	General Services Agency	09/10/16
Martin	Hernandez	G	12/1/2001	16.97	A=2.25820	Board of Supervisors	08/13/16
Marianne	Jung	G	1/10/1999	21.00	A=3.3074 B=0.09590	Assessor	08/13/16
Srimathie Mallika	Kailasananthan	G	5/21/2006	10.10		Probation Agency	08/13/16
Mark E.	Lawler	G	6/6/2005	11.24 *	C=6.4200	Regional Sanitation District	08/27/16
Sheila	Luna	G	5/21/2006	7.57		Health Care Agency (deferred)	09/24/16
Mary	Mills	G	1/27/1985	9.43		Assessor (deferred)	08/26/16
Marygene	Ryan	G	3/19/1989	7.51		General Services Agency (deferred)	08/01/16
Katherine	Schleiderer	G	7/20/2003	7.72		Health Care Agency (deferred)	08/07/16
Pauline	Scott	G	4/19/2009	7.33		Health Care Agency	08/13/16
Jade	Smith	G	7/30/2006	8.43		District Attorney (deferred)	07/30/16
Robert	Stearns	S	11/28/1988	22.69 *	C=7.0120	Fire Protection District	08/09/16
Lillian	Thomas	G	5/17/1998	5.09		Health Care Agency (deferred)	08/26/16
Edwin	Tuazon	S	2/23/1997	19.15 *	C=1.30400 D=4.32950	Sheriff's Department (deferred)	08/04/16
Linda M.	Wyzorowski	G	07/19/92	27.13	B=0.11230 D=3.00	Human Services Agency	08/14/16

DEFERRED RETIREMENTS:

Lenier S.	Baxter	G	04/16/2000	13.37		Health Care Agency	08/30/16
Robert	Duenes	G	12/04/2005	9.87		Health Care Agency	07/30/16
Jeffrey	Hamm	G	09/21/2008	7.84		Resources Management Agency	09/10/16
Daniel	Klemann	G	06/28/2009	10.84		Resources Management Agency	09/03/16
Patricia	Mendoza	G	05/09/2006	8.98		Health Care Agency	09/13/2016
Lester	Maxwell	G	01/29/2006	8.77		Health Care Agency	08/24/2016
Ashley	Pasmant	G	12/13/2009	6.33		Child Support Services	08/31/2016
Alison	Sweet	G	10/17/2005	10.70	C=7.27	Public Works Agency	08/18/2016

SURVIVORS' CONTINUANCES:

Marissa	Entezami
Dorothy	Haner
Robin	Payne
Mary	Shelton
Lynda E.	Terry
Eileen	Walker

* = Member Establishing Reciprocity
A = Previous Membership
B = Other County Service (eg Extra Help)
C = Reciprocal Service
D = Public Service

Date: Wednesday, October 05, 2016
 Time: 01:32PM
 User: 103745

Ventura County Retirement Assn
Check Register - Standard
 Period: 03-17 As of: 10/5/2016

Page: 1 of 4
 Report: 03630.rpt
 Company: VCERA

Check Nbr	Check Type	Check Date	Vendor ID Vendor Name	Period To Post Closed	Ref Nbr	Doc Type	Invoice Number	Invoice Date	Discount Taken	Amount Paid
Company: VCERA										
Acct / Sub:	1002		00							
026645	CK	9/7/2016	BLACKROCK BLACKROCK INSTL TRUST C	03-17	021496	VO	INVESTMENT FEES	9/7/2016	0.00	172,706.47
026646	CK	9/7/2016	COMPUWAVE COMPUWAVE	03-17	021497	VO	IT	9/7/2016	0.00	641.78
026647	CK	9/7/2016	INCENTIVE INCENTIVE SERVICES	03-17	021498	VO	ADMIN EXP	9/7/2016	0.00	134.38
026648	CK	9/7/2016	SPRUCE SPRUCEGROVE INVESTMEN	03-17	021499	VO	INVESTMENT FEES	9/7/2016	0.00	55,756.69
026649	CK	9/7/2016	CORPORATE STAPLES ADVANTAGE	03-17	021500	VO	ADMIN EXP	9/7/2016	0.00	373.04
026650	CK	9/14/2016	124968 DAN GALLAGHER	03-17	021501	VO	TRAVEL REIMB	9/14/2016	0.00	1,888.32
026651	CK	9/14/2016	ACCESS ACCESS INFORMATION MAN.	03-17	021502	VO	ADMIN EXP	9/14/2016	0.00	321.03
026652	CK	9/14/2016	ASSIMA ASSIMA, INC.	03-17	021503	VO	PAS	9/14/2016	0.00	7,680.00
026653	CK	9/14/2016	FEDEX FEDEX	03-17	021504	VO	ADMIN EXP	9/14/2016	0.00	22.31
026654	CK	9/14/2016	MEGAPATH GLOBAL CAPACITY	03-17	021505	VO	IT/PAS	9/14/2016	0.00	603.63
026655	CK	9/14/2016	HARRIS HARRIS WATER CONDITIONII	03-17	021506	VO	ADMIN EXP	9/14/2016	0.00	129.50
026656	CK	9/14/2016	LINEA LINEA SOLUTIONS	03-17	021507	VO	IT/PAS	9/14/2016	0.00	38,677.50
026657	CK	9/14/2016	SBS SBS GROUP	03-17	021508	VO	IT	9/14/2016	0.00	900.56

Date: Wednesday, October 05, 2016
 Time: 01:32PM
 User: 103745

Ventura County Retirement Assn
Check Register - Standard
 Period: 03-17 As of: 10/5/2016

Page: 2 of 4
 Report: 03630.rpt
 Company: VCERA

Check Nbr	Check Type	Check Date	Vendor ID Vendor Name	Period To Post Closed	Ref Nbr	Doc Type	Invoice Number	Invoice Date	Discount Taken	Amount Paid
026658	CK	9/14/2016	TWC TIME WARNER CABLE	03-17	021509	VO IT		9/14/2016	0.00	294.99
026659	CK	9/14/2016	VITECH VITECH SYSTEMS GROUP, IN	03-17	021510	VO PAS		9/14/2016	0.00	248.40
026660	CK	9/14/2016	VOLT VOLT	03-17	021511	VO ADMIN EXP		9/14/2016	0.00	1,987.80
026661	CK	9/14/2016	VSG VSG HOSTING, INC	03-17	021512	VO PAS		9/14/2016	0.00	19,500.00
026662	CK	9/21/2016	990008 ROBERT BIANCHI	03-17	021513	VO MILEAGE REIMB		9/21/2016	0.00	58.32
026663	CK	9/21/2016	ACCESS ACCESS INFORMATION MAN.	03-17	021514	VO ADMIN EXP		9/21/2016	0.00	321.03
026664	CK	9/21/2016	ADP ADP, LLC	03-17	021515	VO ADMIN EXP		9/21/2016	0.00	2,542.55
026665	CK	9/21/2016	BARNEY A.B.U. COURT REPORTING, II	03-17	021516	VO ADMIN EXP		9/21/2016	0.00	315.00
026666	CK	9/21/2016	AT&T AT&T MOBILITY	03-17	021517	VO IT		9/21/2016	0.00	340.19
026667	CK	9/21/2016	BROWN BROWN ARMSTRONG	03-17	021518	VO ADMIN EXP		9/21/2016	0.00	12,908.98
026668	CK	9/21/2016	PRUDENTIAL PRUDENTIAL INSURANCE	03-17	021519	VO INVESTMENT FEES		9/21/2016	0.00	132,357.68
026669	CK	9/21/2016	SHRED-IT SHRED-IT USA LLC	03-17	021520	VO ADMIN EXP		9/21/2016	0.00	134.40
026670	CK	9/21/2016	VOLT VOLT	03-17	021521	VO ADMIN EXP		9/21/2016	0.00	2,208.68

Date: Wednesday, October 05, 2016
 Time: 01:32PM
 User: 103745

Ventura County Retirement Assn
Check Register - Standard
 Period: 03-17 As of: 10/5/2016

Page: 3 of 4
 Report: 03630.rpt
 Company: VCERA

Check Nbr	Check Type	Check Date	Vendor ID Vendor Name	Period		Ref Nbr	Doc Type	Invoice Number	Invoice Date	Discount Taken	Amount Paid
				To Post	Closed						
026671	CK	9/28/2016	101602 HENRY SOLIS	03-17		021522	VO	REIMBURSEMENT	9/28/2016	0.00	120.00
026672	CK	9/28/2016	124709 LINDA WEBB	03-17		021523	VO	TRAVEL REIMB	9/28/2016	0.00	378.93
026673	CK	9/28/2016	990002 ARTHUR E. GOULET	03-17		021524	VO	TRAVL/MILEAGE REIMB	9/28/2016	0.00	329.32
026674	CK	9/28/2016	BARNEY A.B.U. COURT REPORTING, II	03-17		021525	VO	ADMIN EXP	9/28/2016	0.00	315.00
026675	CK	9/28/2016	BOFA BUSINESS CARD	03-17		021526	VO	ADMIN/IT/PAS	9/28/2016	0.00	1,174.19
026676	CK	9/28/2016	CALAPRS CALAPRS	03-17		021527	VO	ADMIN EXP	9/28/2016	0.00	1,000.00
026677	CK	9/28/2016	MF M.F. DAILY CORPORATION	03-17		021528	VO	ADMIN EXP	9/28/2016	0.00	16,935.44
026678	CK	9/28/2016	PEREA KENNETH A. PEREA	03-17		021529	VO	ADMIN EXP	9/28/2016	0.00	6,562.50
026679	CK	9/28/2016	SPRUCE SPRUCEGROVE INVESTMEN	03-17		021530	VO	INVESTMENT FEES	9/28/2016	0.00	56,491.46
026680	CK	9/28/2016	WESTERN WESTERN ASSET MANAGEM	03-17		021531	VO	INVESTMENT FEES	9/28/2016	0.00	198,206.77
026681	CK	9/28/2016	VOLT VOLT	03-17		021532	VO	ADMIN EXP	9/28/2016	0.00	1,463.25
026682	CK	9/28/2016	DILIGENT DILIGENT CORPORATION	03-17		021533	VO	IT	9/28/2016	0.00	14,100.00

Date: Wednesday, October 05, 2016
 Time: 01:32PM
 User: 103745

Ventura County Retirement Assn
Check Register - Standard
 Period: 03-17 As of: 10/5/2016

Page: 4 of 4
 Report: 03630.rpt
 Company: VCERA

Check Nbr	Check Type	Check Date	Vendor ID Vendor Name	Period To Post Closed	Ref Nbr	Doc Type	Invoice Number	Invoice Date	Discount Taken	Amount Paid	
Check Count:		38								Acct Sub Total:	750,130.09

Check Type	Count	Amount Paid
Regular	38	750,130.09
Hand	0	0.00
Electronic Payment	0	0.00
Void	0	0.00
Stub	0	0.00
Zero	0	0.00
Mask	0	0.00
Total:	38	750,130.09

Company Disc Total	0.00	Company Total	750,130.09
---------------------------	-------------	----------------------	-------------------

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
BUDGET SUMMARY FISCAL YEAR 2016-2017
September 2016 - 25.00% of Fiscal Year Expended

EXPENDITURE DESCRIPTIONS	Adopted 2016/2017 Budget	Adjusted 2016/2017 Budget	Sep-16	Year to Date Expended	Available Balance	Percent Expended
Salaries & Benefits:						
Salaries	\$ 2,370,800.00	\$ 2,370,800.00	\$ 249,907.53	\$ 510,576.27	\$ 1,860,223.73	21.54%
Extra-Help	192,400.00	192,400.00	16,009.73	32,077.34	160,322.66	16.67%
Overtime	3,000.00	3,000.00	0.00	0.00	3,000.00	0.00%
Supplemental Payments	74,400.00	74,400.00	7,507.02	15,365.68	59,034.32	20.65%
Vacation Redemption	131,300.00	131,300.00	19,828.60	57,217.67	74,082.33	43.58%
Retirement Contributions	432,100.00	432,100.00	43,695.56	91,888.74	340,211.26	21.27%
OASDI Contributions	141,800.00	141,800.00	12,637.87	29,525.78	112,274.22	20.82%
FICA-Medicare	37,800.00	37,800.00	3,955.64	8,324.85	29,475.15	22.02%
Retiree Health Benefit	4,000.00	4,000.00	794.15	2,382.45	1,617.55	59.56%
Group Health Insurance	194,300.00	194,300.00	20,493.00	42,005.47	152,294.53	21.62%
Life Insurance/Mgmt	1,100.00	1,100.00	119.37	244.74	855.26	22.25%
Unemployment Insurance	2,400.00	2,400.00	252.58	501.15	1,898.85	20.88%
Management Disability Insurance	18,400.00	18,400.00	1,751.07	3,593.20	14,806.80	19.53%
Worker' Compensation Insurance	19,900.00	19,900.00	2,095.08	4,379.77	15,520.23	22.01%
401K Plan Contribution	48,600.00	48,600.00	5,782.86	11,844.11	36,755.89	24.37%
Transfers In	135,500.00	135,500.00	5,404.71	12,067.41	123,432.59	8.91%
Transfers Out	(135,500.00)	(135,500.00)	(5,404.71)	(12,067.41)	(123,432.59)	8.91%
Total Salaries & Benefits	\$ 3,672,300.00	\$ 3,672,300.00	\$ 384,830.06	\$ 809,927.22	\$ 2,862,372.78	22.06%
Services & Supplies:						
Telecommunication Services - ISF	\$ 35,400.00	\$ 35,400.00	\$ 3,266.64	\$ 8,037.93	\$ 27,362.07	22.71%
General Insurance - ISF	13,100.00	13,100.00	0.00	0.00	13,100.00	0.00%
Office Equipment Maintenance	2,000.00	2,000.00	0.00	0.00	2,000.00	0.00%
Membership and Dues	14,700.00	14,700.00	0.00	4,200.00	10,500.00	28.57%
Education Allowance	8,000.00	8,000.00	0.00	2,000.00	6,000.00	25.00%
Cost Allocation Charges	89,500.00	89,500.00	0.00	0.00	89,500.00	0.00%
Printing Services - Not ISF	12,000.00	12,000.00	0.00	0.00	12,000.00	0.00%
Books & Publications	3,000.00	3,000.00	0.00	47.00	2,953.00	1.57%
Office Supplies	20,000.00	20,000.00	559.05	1,764.37	18,235.63	8.82%
Postage & Express	60,000.00	60,000.00	22.31	4,138.47	55,861.53	6.90%
Printing Charges - ISF	18,000.00	18,000.00	0.00	0.00	18,000.00	0.00%
Copy Machine Services - ISF	4,500.00	4,500.00	0.00	0.00	4,500.00	0.00%
Board Member Fees	13,300.00	13,300.00	1,400.00	2,900.00	10,400.00	21.80%
Professional Services	1,292,100.00	1,292,100.00	22,907.93	255,851.80	1,036,248.20	19.80%
Storage Charges	4,200.00	4,200.00	642.06	963.09	3,236.91	22.93%
Equipment	6,000.00	6,000.00	0.00	0.00	6,000.00	0.00%
Office Lease Payments	205,000.00	205,000.00	16,935.44	50,863.98	154,136.02	24.81%
Private Vehicle Mileage	12,500.00	12,500.00	825.20	2,188.26	10,311.74	17.51%
Conference, Seminar and Travel	138,400.00	138,400.00	3,153.06	13,701.09	124,698.91	9.90%
Furniture	15,000.00	15,000.00	0.00	0.00	15,000.00	0.00%
Facilities Charges	13,300.00	13,300.00	0.00	75.00	13,225.00	0.56%
Judgement & Damages	0.00	0.00	0.00	0.00	0.00	#DIV/0!
Transfers In	20,000.00	20,000.00	571.14	1,275.21	18,724.79	6.38%
Transfers Out	(20,000.00)	(20,000.00)	(571.14)	(1,275.21)	(18,724.79)	6.38%
Total Services & Supplies	\$ 1,980,000.00	\$ 1,980,000.00	\$ 49,711.69	\$ 346,730.99	\$ 1,633,269.01	17.51%
Total Sal, Ben, Serv & Supp	\$ 5,652,300.00	\$ 5,652,300.00	\$ 434,541.75	\$ 1,156,658.21	\$ 4,495,641.79	20.46%
Technology:						
Computer Hardware	\$ 45,000.00	\$ 45,000.00	\$ 1,291.96	1,273.65	\$ 43,726.35	2.83%
Computer Software	216,000.00	216,000.00	24,038.11	25,359.81	190,640.19	11.74%
Systems & Application Support	449,000.00	449,000.00	36,061.65	73,467.08	375,532.92	16.36%
Pension Administration System	353,000.00	353,000.00	19,048.40	142,558.40	210,441.60	40.38%
Total Technology	\$ 1,063,000.00	\$ 1,063,000.00	\$ 80,440.12	\$ 242,658.94	\$ 820,341.06	22.83%
Contingency	\$ 786,000.00	\$ 786,000.00	\$ -	\$ -	\$ 786,000.00	0.00%
Total Current Year	\$ 7,501,300.00	\$ 7,501,300.00	\$ 514,981.87	\$ 1,399,317.15	\$ 6,101,982.85	18.65%

**VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
STATEMENT OF FIDUCIARY NET POSITION
AUGUST 31, 2016 (UNAUDITED)**

ASSETS

CASH & CASH EQUIVALENTS **\$424,450,529**

RECEIVABLES

ACCRUED INTEREST AND DIVIDENDS	2,816,691
SECURITY SALES	12,578,535
MISCELLANEOUS	11,932
TOTAL RECEIVABLES	15,407,157

INVESTMENTS AT FAIR VALUE

DOMESTIC EQUITY SECURITIES	109,962,902
DOMESTIC EQUITY INDEX FUNDS	1,278,585,904
INTERNATIONAL EQUITY SECURITIES	358,147,890
INTERNATIONAL EQUITY INDEX FUNDS	249,963,050
GLOBAL EQUITY	441,411,694
PRIVATE EQUITY	159,493,422
DOMESTIC FIXED INCOME - CORE PLUS	662,744,108
DOMESTIC FIXED INCOME - U.S. INDEX	148,468,661
GLOBAL FIXED INCOME	43,638,780
REAL ESTATE	371,598,471
ALTERNATIVES	397,007,995
CASH OVERLAY - PARAMETRIC	7,309
TOTAL INVESTMENTS	4,221,030,187

CAPITAL ASSET - SOFTWARE DEVELOPMENT **12,961,635**

TOTAL ASSETS **4,673,849,508**

LIABILITIES

SECURITY PURCHASES PAYABLE	4,901,717
ACCOUNTS PAYABLE	419,857
TAX WITHHOLDING PAYABLE	2,813,635
PREPAID CONTRIBUTIONS	142,008,707
	150,143,915

TOTAL LIABILITIES **150,143,915**

NET POSITION RESTRICTED FOR PENSIONS **\$4,523,705,593**

**VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION
FOR THE MONTH ENDED AUGUST 31, 2016 (UNAUDITED)**

ADDITIONS

CONTRIBUTIONS

EMPLOYER	\$21,992,148
EMPLOYEE	8,445,914
TOTAL CONTRIBUTIONS	30,438,062

INVESTMENT INCOME

NET APPRECIATION (DEPRECIATION) IN FAIR VALUE OF INVESTMENTS	141,237,589
INTEREST INCOME	2,404,483
DIVIDEND INCOME	6,307,603
REAL ESTATE OPERATING INCOME, NET	
SECURITY LENDING INCOME	65,959
TOTAL INVESTMENT INCOME	150,015,633

LESS INVESTMENT EXPENSES

MANAGEMENT & CUSTODIAL FEES	202,939
SECURITIES LENDING BORROWER REBATES	39,497
SECURITIES LENDING MANAGEMENT FEES	12,276
TOTAL INVESTMENT EXPENSES	254,712

NET INVESTMENT INCOME/(LOSS) **149,760,921**

TOTAL ADDITIONS **180,198,983**

DEDUCTIONS

BENEFIT PAYMENTS	41,657,894
MEMBER REFUNDS	811,948
ADMINISTRATIVE EXPENSES	860,257
TOTAL DEDUCTIONS	43,330,098

NET INCREASE/(DECREASE) **136,868,884**

NET POSITION RESTRICTED FOR PENSIONS

BEGINNING OF YEAR **4,386,836,709**

ENDING BALANCE **\$4,523,705,593**

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
INVESTMENTS AND CASH EQUIVALENTS
AUGUST 31, 2016 (UNAUDITED)

EQUITY		
DOMESTIC EQUITY		
WESTERN ASSET INDEX PLUS	\$109,962,902	\$39,354,110
TOTAL DOMESTIC EQUITY	109,962,902	39,354,110
DOMESTIC INDEX FUNDS		
BLACKROCK - US EQUITY MARKET	1,229,417,140	0
BLACKROCK - EXTENDED EQUITY	49,168,765	0
TOTAL EQUITY INDEX FUNDS	1,278,585,904	0
INTERNATIONAL EQUITY		
SPRUCEGROVE	177,159,004	0
HEXAVEST	80,117,598	0
WALTER SCOTT	100,871,289	0
TOTAL INTERNATIONAL EQUITY	358,147,890	0
INTERNATIONAL INDEX FUNDS		
BLACKROCK - ACWIXUS	249,963,050	0
TOTAL INTERNATIONAL INDEX FUNDS	249,963,050	0
GLOBAL EQUITY		
GRANTHAM MAYO AND VAN OTTERLOO (GMO)	209,454,635	0
BLACKROCK - GLOBAL INDEX	231,957,059	0
TOTAL GLOBAL EQUITY	441,411,694	0
PRIVATE EQUITY		
ADAMS STREET	99,285,833	0
PANTHEON	13,882,980	0
HARBOURVEST	46,324,609	0
TOTAL PRIVATE EQUITY	159,493,422	0
FIXED INCOME		
DOMESTIC		
LOOMIS SAYLES AND COMPANY	75,750,656	949,105
REAMS	300,982,165	8,426
WESTERN ASSET MANAGEMENT	286,011,287	3,835,825
TOTAL DOMESTIC	662,744,108	4,793,356
DOMESTIC INDEX FUNDS		
BLACKROCK - US DEBT INDEX	148,468,661	0
TOTAL DOMESTIC INDEX FUNDS	148,468,661	0
GLOBAL		
LOOMIS ALPHA	43,638,780	0
PIMCO	0	0
TOTAL GLOBAL	43,638,780	0

Presented to

Ventura County Employees' Retirement Association

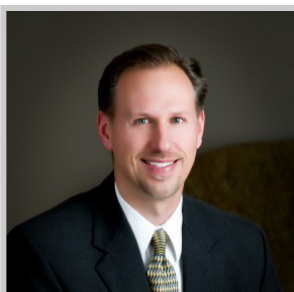
October 17, 2016

Presented by:

Clark W. Holland, CFA
Portfolio Manager



Presenter Biography



Clark W. Holland, CFA
Portfolio Manager

Clark Holland is a portfolio manager at Reams Asset Management. He is a co-portfolio manager of the Scout Core Bond Fund, Scout Core Plus Bond Fund, Scout Low Duration Bond Fund and the Scout Unconstrained Bond Fund. Clark has 22 years of experience as a portfolio manager, analyst, and client service specialist. Prior to joining Reams in 2002, Clark was a portfolio manager and investment product specialist at Wells Fargo Investment Management Group. Mr. Holland earned his master's in business administration from Rice University and his bachelor's degree from Taylor University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Agenda

Section

- 1 Organizational Updates
- 2 Client Relationship Overview
- 3 Performance Review
- 4 Fixed Income Market Review
- 5 Investment Themes and Insights
- 6 Portfolio Characteristics
- 7 Unconstrained Product
- 8 Supplemental Materials

Reams Asset Management

- A trusted investment management partner since 1981
 - Exclusive focus on U.S. fixed income portfolios for institutional clients and individual investors through separate accounts and mutual funds
 - Long-term client relationships are a result of strong historical performance and attentive client service
-

Scout Investments

- Wholly owned subsidiary of UMB Financial Corporation, a multi-billion dollar diversified financial services company with roots tracing back to 1913
 - 32 investment professionals with an average of 19 years of industry experience
 - Striving to deliver relative outperformance over full market cycles
 - Committed to leveraging the unique strengths of its divisions
-

Reams Leadership Team

Investment Committee

Mark M. Egan, CFA (30)
Chief Investment Officer
Managing Director

Thomas M. Fink, CFA (30)
Managing Director

Robert A. Crider, CFA (39)
Managing Director

Operations and Administration

David B. McKinney, JD, CPA (36)
President, Reams Division

Daniel P. Spurgeon (20)
V.P. Operations

Greg VanDuesen (20)
Chief Information Officer

Nancy Morey (35)
Director of Portfolio Systems
and Accounting

Structured Products

Stephen T. Vincent, CFA (25)
Portfolio Manager
Structured Products Team Leader

Credit

Todd C. Thompson, CFA (22)
Portfolio Manager
Credit Research Team Leader

Client Services

Deanne B. Olson, CFA (19)
V.P. Client Services
Client Services Team Leader

Reams Representative Client List

Corporate

American Honda Motor Company
APL Limited
Cummins Inc.
Emerson Electric Company
NCR Corporation
Omaha Public Power District
University of Missouri System
VF Corporation

University/Endowment/Foundation

Trustees of Indiana University
Iowa Board of Regents
University of Kentucky
Purdue University
Regents of the University of Minnesota
University of Wisconsin System

Hospital

University of Colorado Health
Johns Hopkins Health System
NorthShore University HealthSystem
Northwestern Memorial HealthCare
Rehabilitation Institute of Chicago

Sub-Advisory

Christian Brothers Investment Services
Jackson National Life
Prudential Retirement Insurance and Annuity Company
Redwood Asset Management
Russell Investment Management, LLC

Non-Profit

American Heart Association
Archdiocese of Miami
Board of Pensions/Presbyterian Church, USA
Chicago Symphony Orchestra
Cleveland Museum of Art
Veterans of Foreign Wars of the U.S.

Public

Arkansas Teacher Retirement System
Employees' Retirement System of Baltimore County
Indiana Public Retirement System
Indiana State Police Pension Trust
Los Angeles Fire & Police Pension System
City of Milwaukee Employees' Retirement System
Montana Board of Investments
City of Oakland Police & Fire Retirement System
San Francisco Bay Area Rapid Transit District
Santa Barbara County Employees' Retirement System
Sonoma County Employees' Retirement Association
Spokane Firefighters' Pension Fund
Ventura County Employees' Retirement Association

Taft-Hartley

Building Trades United Pension Trust Fund
Carpenters District Council of Kansas City Pension Fund
Carpenters Pension Fund of Illinois
IBEW 8th District Electrical Pension Trust
ILWU-Pacific Maritime Association
Inter-Local Pension Fund, GCC/IBT
Louisiana Carpenters Regional Council Pension Plan

Reams Fixed Income Products

PRODUCTS

Core Plus \$6.7 billion

Core \$1.0 billion

Intermediate \$0.4 billion

Long Duration \$3.6 billion

Low Duration \$4.3 billion

Real Return \$0.5 billion

Ultra Low Duration \$0.3 billion

Unconstrained \$6.5 billion

Total Firm AUM \$23.3 billion

VEHICLES

Separate Accounts

Institutional Commingled Funds:

- Columbus Core Plus Bond Fund
 - Columbus Unconstrained Bond Fund
-

Institutional Mutual Funds:

- Scout Core Plus Bond Fund (SCPZX)
 - Scout Core Bond Fund (SCCIX)
 - Scout Low Duration Bond Fund (SCLDX)
 - Scout Unconstrained Bond Fund (SUBFX)
-

Non-U.S. Mutual Fund:

- Scout Unconstrained Bond Fund (UCITS)
-

Investment Objective and Guidelines

Objective

- To maximize risk-adjusted total return by systematically pursuing relative value opportunities throughout all sectors of the fixed income market.

Performance Benchmark

- BofA Merrill Lynch LIBOR 3-Month Constant Maturity Index

Guidelines

- Average portfolio duration shall be within a range of -3 to 8 years. No restriction on individual holdings.
- No limit on the ratings of individual securities.
- No single credit industry shall exceed 25% of the portfolio at purchase.
- Emerging market securities shall not exceed 30% of the portfolio at purchase.
- Non-U.S. dollar holdings shall not exceed 30% of the portfolio at purchase, including positions hedged and unhedged.
- Futures, forwards, options and swaps (including credit default swaps) may be used to enhance returns, increase liquidity and/or gain exposure to certain instruments or markets in a more efficient way. Borrowing will not be permitted to create leverage in the portfolio. Investments in derivatives will only be used to gain exposure to underlying assets that are otherwise permitted by the investment guidelines.

Relationship Summary

Ventura County Employees' Retirement Association

Relationship Inception October 1, 2001

Investment Style Unconstrained Fixed Income

Performance Benchmark BofA Merrill Lynch 3-Month LIBOR Index

Financial Data as of September 30, 2016:

Initial Investment	\$225.7 million
Contributions	\$128.4 million
(Withdrawals)	(\$281.3 million)
Portfolio Gains	\$229.2 million
Portfolio Value	\$302.0 million

Performance Review

For Periods Ending September 30, 2016 - *Preliminary*

	Percent Gain or Loss					
	Last 12 Months	Two Years (annualized)	Three Years (annualized)	Four Years (annualized)	Five Years (annualized)	Since Inception* (annualized)
Ventura County Employees' Retirement Association (a)	6.17	2.41	1.76	1.84	3.84	5.88
Ventura County Employees' Retirement Association (b)	5.98	2.23	1.58	1.65	3.65	5.69
Benchmark**	0.49	0.37	0.33	0.15	1.14	4.13
Barclays U.S. Aggregate Index	5.19	4.06	4.02	2.57	3.08	4.80
Core Plus Composite	5.98	4.35	3.99	3.04	4.57	5.95

* Inception Date: 10/1/2001

(a) Gross of Investment Management Fees

(b) Net of Investment Management Fees (recorded on cash basis)

**The portfolio was managed under a Core Plus mandate from 10/1/2001 - 2/5/2013. Beginning 2/6/2013, the portfolio was transitioned to an Unconstrained mandate. The benchmark consists of the Barclays U.S. Aggregate through 2/5/2013 and the BofA Merrill Lynch 3-Month LIBOR Constant Maturity Index as of 2/6/2013.

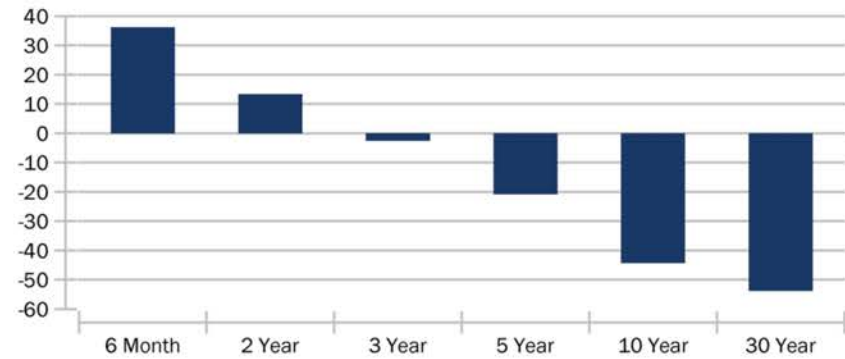
Total Return Detail

Ventura County Employees' Retirement Association: 10/1/2015 - 9/30/2016

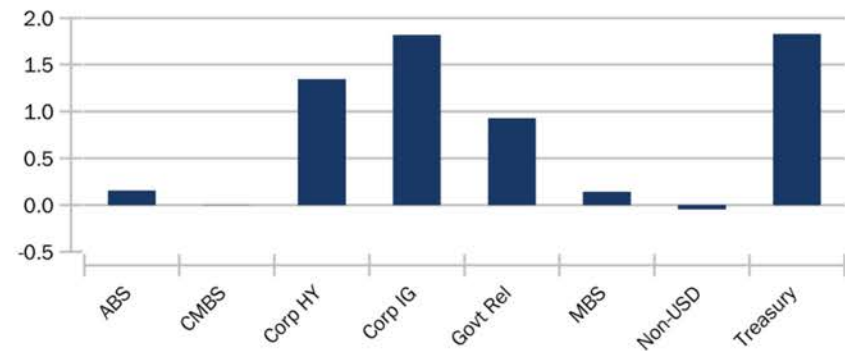
	Portfolio (%)
Total Return	6.17

Sector	Total Impact
ABS	0.16
CMBS	0.00
Corp HY	1.34
Corp IG	1.82
Govt Rel	0.93
MBS	0.14
Non-USD	-0.04
Treasury	1.83
	6.17

U.S. Treasury Curve Yield Change, Basis Points

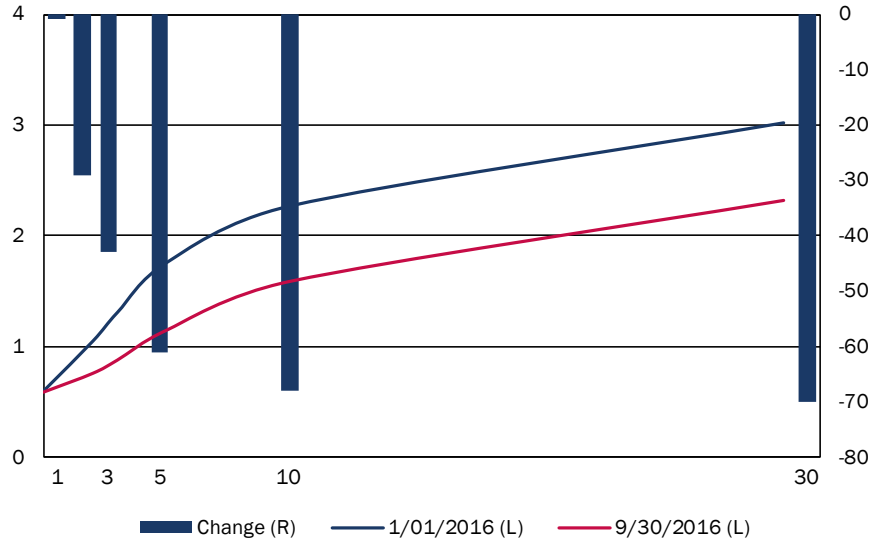


Total Sector and Security Impact, Percent

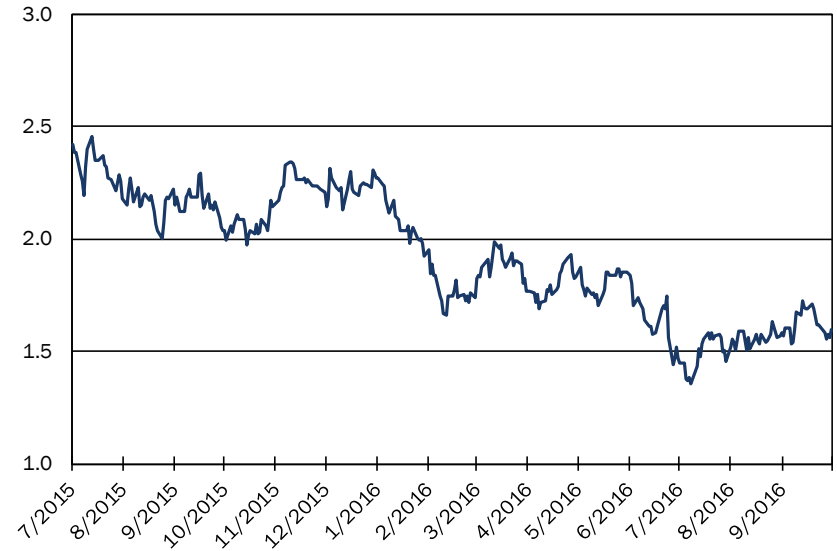


Fixed Income Market Review

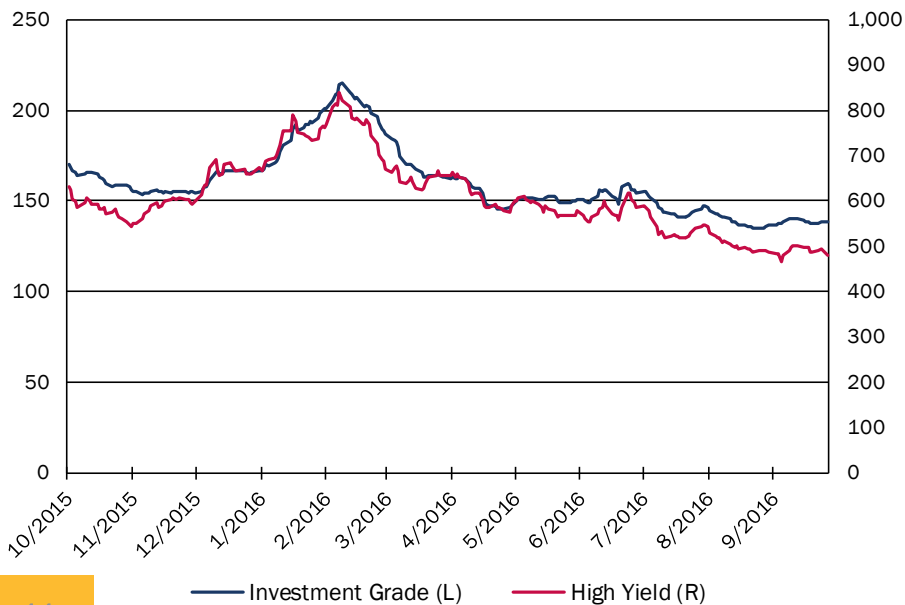
2016 YTD U.S. Treasury Yield Curve, Percent



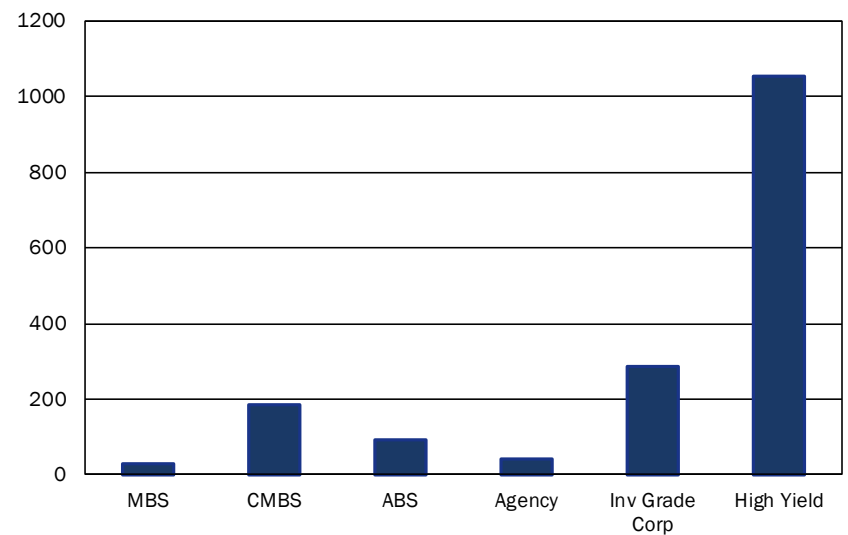
10-Year Treasury Yields (Trailing 12 Months), Percent



Corporate OAS (Trailing 12 Months), Basis Points

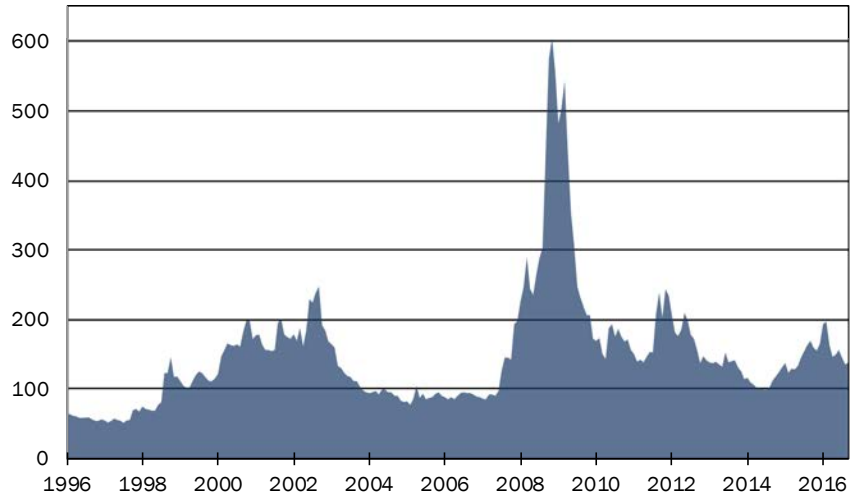


2016 YTD Sector Excess Returns, Basis Points

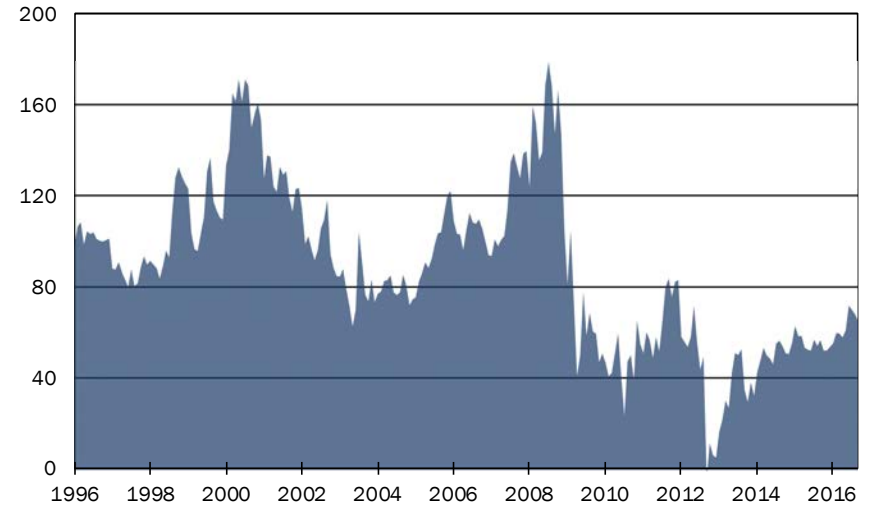


Sector Spreads

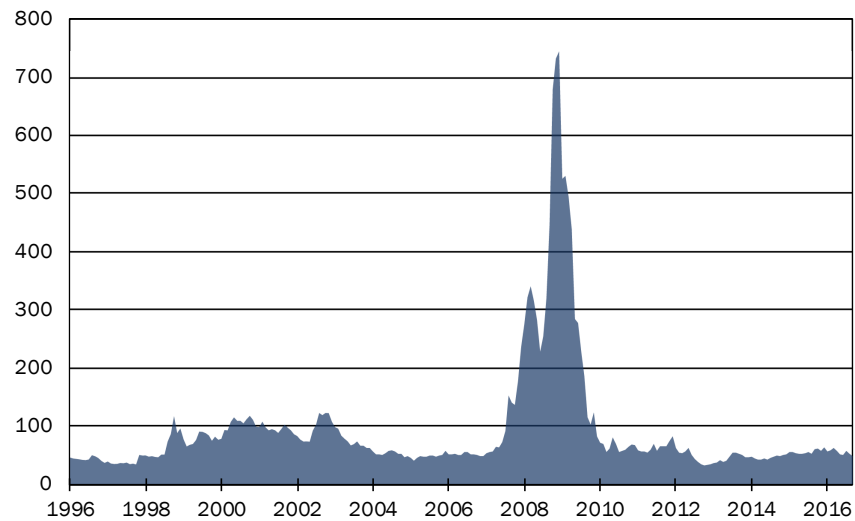
U.S. Corporate, Basis Points



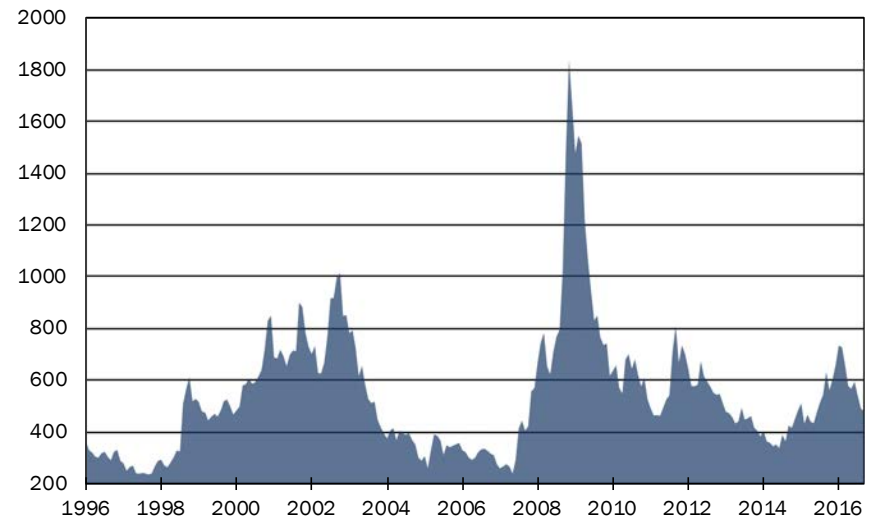
Agency Mortgage-Backed, Basis Points



Asset-Backed, Basis Points



High Yield, Basis Points



Investment Themes

Reams Investment Themes – Corporate Sector

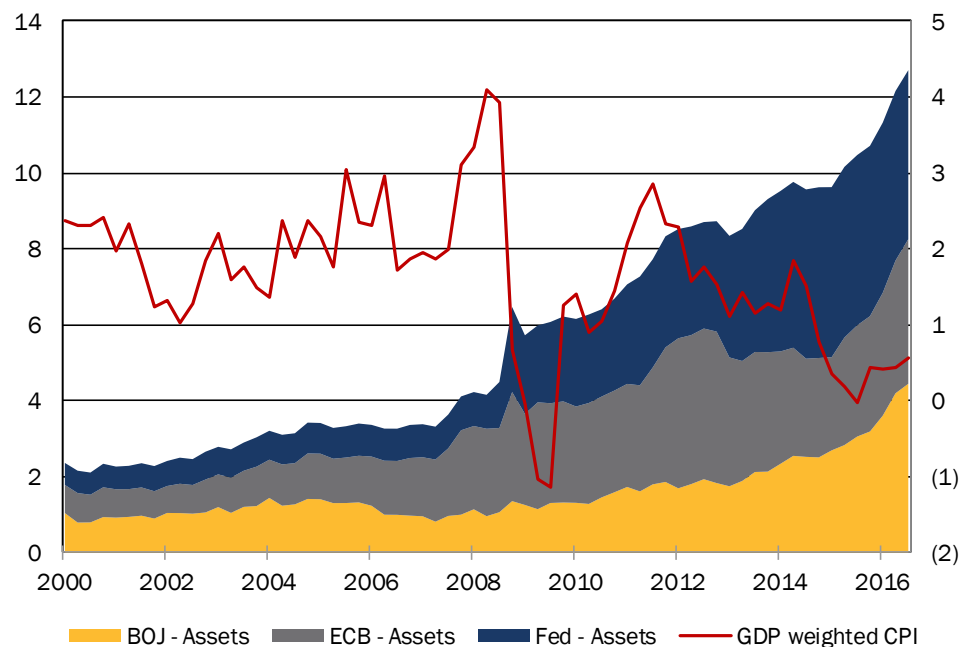
- We are in the late stages of the credit cycle and remain cautious on the credit sector as a whole.
- Despite liquidity concerns, most credit spreads have tightened and there remain few opportunities to add compelling value.
- Global hunt for yield has pushed up valuations as investors have had to assume more credit quality and maturity risk in the quest for incremental income.
- A negative interest rate policy is a negative for the financial sector.

Reams Investment Themes – Securitized Sector

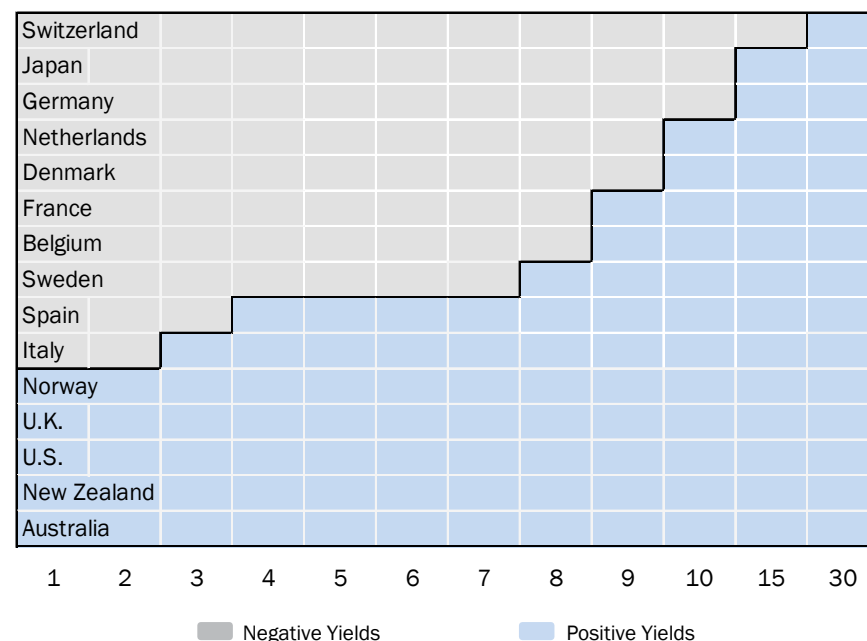
- The agency MBS pass-through market has underperformed Treasuries in 2016 and has significantly underperformed the corporate and CMBS sectors this year. Going forward, pass-throughs should perform well if interest rates rise from present levels.
- Agency MBS bonds, backed by multi-family collateral, have solid call protection and should outperform single-family collateral in a volatile interest rate environment.
- CMBS issuance in 2016 has been less than expected, which has contributed to solid performance this year. Supersenior CMBS bonds offer excellent credit protection and good convexity. We continue to be patient and will add bonds opportunistically in this sector.
- ABS spreads are attractive on a risk-adjusted basis, particularly auto ABS with their short average life and stable cash flows.

Market Insights

Central Bank Assets (\$ Trillions) vs. GDP Weighted CPI (%)



Bond Maturity, Years

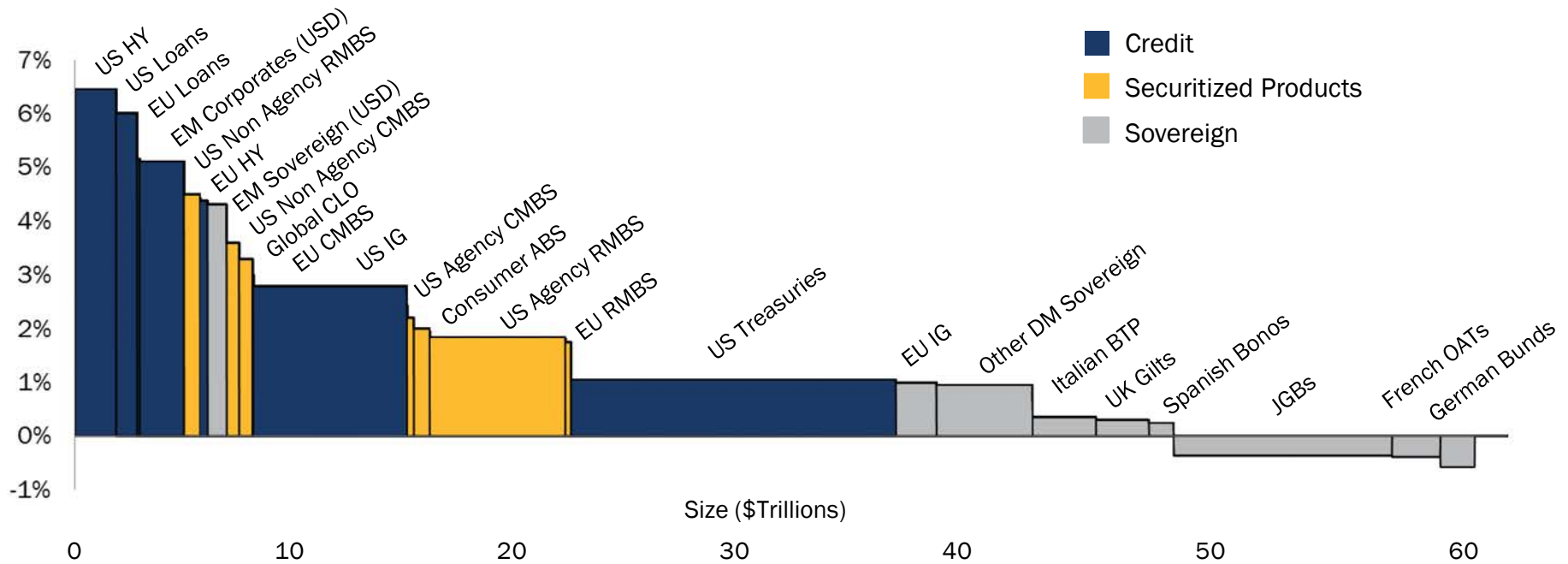


- Notwithstanding the rapid accumulation of central bank assets; and, hence, the growth of monetary bases, inflation has drifted downward after its initial jump immediately following the financial crisis.
- There seems to be growing concern from both the European Central Bank (ECB) and Bank of Japan (BOJ) regarding the efficacy of such alternative monetary programs.

- Aggressive quantitative easing policies in Europe and Japan have helped drive short and intermediate interest rates to negative yields in many countries.
- More recently, central banks have shown wariness toward negative rates with fears that the impact to banks will cause a deleterious impact on lending in the intermediate term.

Market Insights

Yield vs. Market Size



- With sovereign yields compressed toward zero, investors have moved to increasingly riskier instruments to attain income. The desperation for income has reached such an elevated level that it seems as though “yield” is being viewed as a commodity to be sourced wherever possible with little regard for risk.

Source: Bloomberg Finance LP, Citigroup Index LLC, S&P LCD, SIFMA, Morgan Stanley Research

Portfolio Characteristics

Columbus Unconstrained Bond Fund: 9/30/2016

	Portfolio
Avg. Portfolio Duration (Years)	-0.2
Avg. Portfolio Convexity	-0.27
Avg. Yield to Maturity/Worst (%)	1.1
Avg. Maturity (Years)	1.8
Avg. Quality	Aa2

Quality Structure (% of Portfolio)	Portfolio
AAA	76.5
AA	1.0
A	7.6
BBB	6.7
Below Investment Grade	8.2
Total	100.0

Sector Structure (% of Portfolio)	Portfolio
Treasury	29.2
Govt Related	0.0
Mortgage-Backed	14.2
Asset-Backed	5.5
Corporate IG	15.4
Corporate HY	7.3
Non US Dollar	0.0
Cash & Equivalents	28.4
Total	100.0

Duration Distribution (Years)	Portfolio
0 - 1 yr	0.1
1 - 3	0.3
3 - 4	0.4
4 - 6	0.0
6 - 8	-0.2
8+	-0.8
Total	-0.2

Maturity Distribution (%)	Portfolio
0 - 1 yr	61.1
1 - 3	19.2
3 - 5	4.8
5 - 7	12.9
7 - 10	1.2
10 - 20	0.0
20+	0.8
Total	100.0

Reams Unconstrained Correlation Matrix

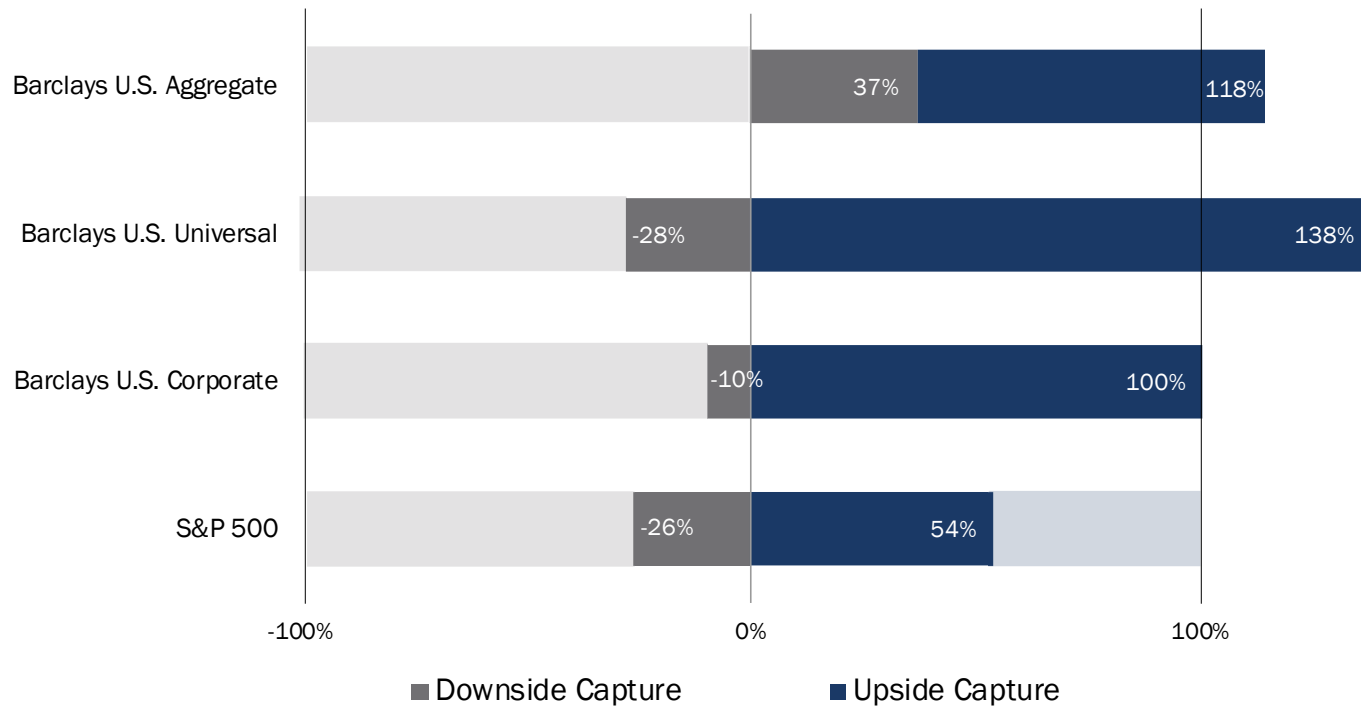
	Barclays Aggregate	Barclays Universal	Barclays Corporate	S&P 500	Reams Unconstrained
Barclays Aggregate	1.00	0.97	0.84	-0.09	0.08
Barclays Universal		1.00	0.91	0.08	0.23
Barclays Corporate			1.00	0.20	0.38
S&P 500				1.00	0.62
Reams Unconstrained					1.00

Monthly data for the period 8/1998 through 6/2016

Source: Barclays and Bloomberg

Reams Unconstrained Composite

Unconstrained Market Capture (8/1/1998 – 9/30/2016)

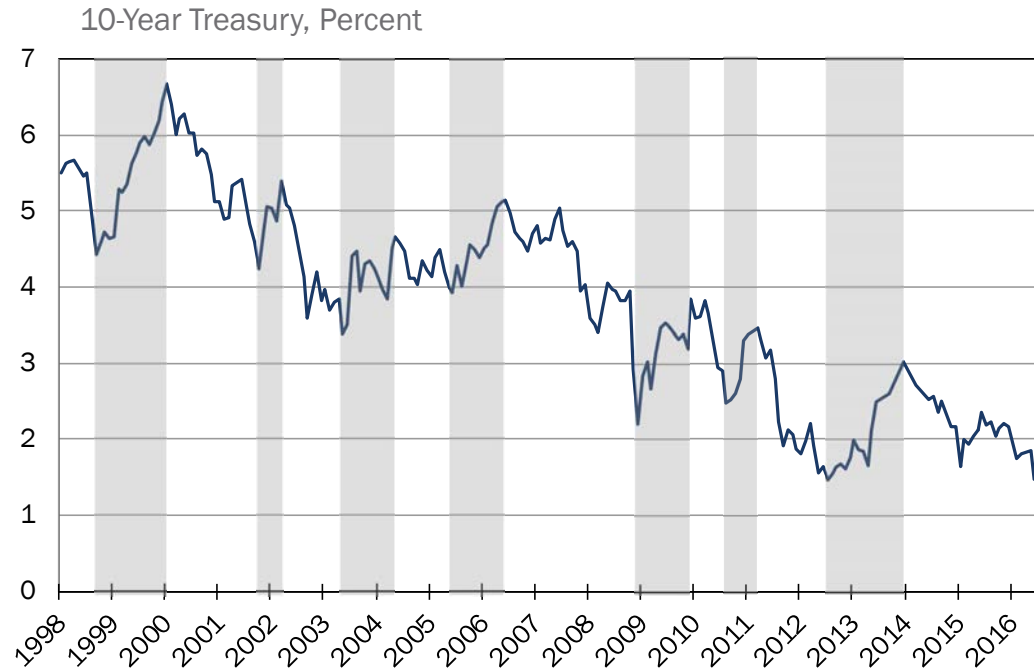


Source: Data derived from Barclays and Bloomberg

- Upside and downside capture ratios are important indicators of a strategy's performance relative to its market indexes in both strong and weak performing markets.
- Since the Reams Unconstrained strategy's inception (August 1998) through September 2016, it has captured significantly higher upside during periods of market strength and only a fraction of the downside over the same time period.

Performance data is from the Unconstrained Fixed Income Composite. Past performance is no guarantee of future results. Performance figures are stated gross of fees in U.S. Dollars, assume reinvestment of income for the entire period and do not reflect the deduction of management fees. Performance results of clients would be reduced by the firm's management fees. For example, an account with a compounded annual total return of 10% would have increased by 159% over ten years. Assuming an annual management fee of 0.30%, this increase would be 152%. The firm's management fees are detailed in its Form ADV Part 2. Please see the Important Disclosures for further information.

Returns in Rising Rate Environments



Note: For the purposes of this illustration, a rising interest rate environment (highlighted in gray) is a period of time during which the 10-Year Treasury rate rose at least 100 basis points.

Source: Bloomberg

	Percent Gain or Loss*						
	10/1/1998 - 1/31/2000	11/1/2001 - 3/31/2002	6/1/2003 - 5/31/2004	7/1/2005 - 6/30/2006	1/1/2009 - 12/31/2009	9/1/2010 - 3/31/2011	8/1/2012 - 12/31/2013
Unconstrained Composite	17.66	1.74	15.85	6.83	76.62	12.96	14.06
Barclays U.S. Aggregate Index	(0.81)	(1.91)	(0.44)	(0.81)	5.93	(0.77)	(1.62)
Difference	18.47	3.65	16.29	7.64	70.69	13.73	15.68

* Returns are cumulative for each time period

Performance data is from the Unconstrained Fixed Income Composite. Past performance is no guarantee of future results. Performance figures are stated gross of fees in U.S. Dollars, assume reinvestment of income for the entire period and do not reflect the deduction of management fees. Performance results of clients would be reduced by the firm's management fees. For example, an account with a compounded annual total return of 10% would have increased by 159% over ten years. Assuming an annual management fee of 0.30%, this increase would be 152%. The firm's management fees are detailed in its Form ADV Part 2. Please see the Important Disclosures for further information.

Reams Key Investment Professionals



Mark Egan, chief investment officer, a managing director, and portfolio manager at Reams Asset Management, is the lead portfolio manager of the Scout Core Bond Fund, Scout Core Plus Bond Fund, Scout Low Duration Bond Fund and the Scout Unconstrained Bond Fund. Mark has 30 years of experience managing fixed income portfolios. Prior to joining Reams in 1990, Mark was a Portfolio Manager at National Investment Services of America. Mr. Egan earned his master's in business administration from the University of Wisconsin – Madison and his bachelor's degree from Marquette University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Tom Fink, a managing director and portfolio manager at Reams Asset Management, is co-portfolio manager of the Scout Core Bond Fund, Scout Core Plus Bond Fund, Scout Low Duration Bond Fund and the Scout Unconstrained Bond Fund. Tom has 30 years of experience managing fixed income portfolios. Prior to joining Reams in 2000, Tom was a partner with Brandes Fixed Income Partners/Hilltop Capital, and held senior portfolio management roles with Zurich Financial Services in Bermuda and First Wisconsin Asset Management Company. Mr. Fink earned his master's in business administration from the University of Wisconsin – Madison and his bachelor's degree from Marquette University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Bob Crider is a managing director at Reams Asset Management. Bob was a founding partner of Reams and has over 30 years of experience managing fixed income portfolios. Prior to joining Reams in 1981, he worked for Cummins Engine Co., Inc. and the State Teachers Retirement System of Ohio. Mr. Crider earned his master's and bachelor's degrees from Ohio State University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Deanne Olson is vice president of Client Services at Reams Asset Management. In this role, she is responsible for ensuring that Reams' clients receive personalized attention and outstanding client service. Deanne has over 30 years of combined experience in relationship management, administration and community development. Prior to joining Reams in 1997, Deanne was Director of Health Promotion Services at Columbus Regional Hospital. Ms. Olson earned her master's in business administration from Indiana University and her bachelor's degree from Seattle Pacific University. She holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.

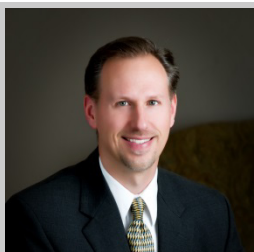
Reams Key Investment Professionals (Cont'd.)



Todd Thompson is a portfolio manager and leads the fixed income credit research team at Reams Asset Management. He is a co-portfolio manager of the Scout Core Bond Fund, Scout Core Plus Bond Fund, Scout Low Duration Bond Fund and the Scout Unconstrained Bond Fund. Todd has 22 years of experience as a fixed income portfolio manager and analyst. Prior to joining Reams in 2001, Todd worked for Conseco Capital Management Company and The Ohio Public Employees' Retirement System. Mr. Thompson earned his master's in business administration from Clemson University and his bachelor's degree from Bob Jones University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Steve Vincent is a portfolio manager and leads the fixed income structured products research team at Reams Asset Management. He is a co-portfolio manager of the Scout Core Bond Fund, Scout Core Plus Bond Fund, Scout Low Duration Bond Fund and the Scout Unconstrained Bond Fund. Steve has 25 years of experience as a fixed income portfolio manager and analyst. Prior to joining Reams in 1994, Steve worked for the Federal Deposit Insurance Corp. and First Security Corporation. Mr. Vincent earned his master's in business administration from Indiana University and his bachelor's degree from Brigham Young University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Clark Holland is a portfolio manager at Reams Asset Management. He is a co-portfolio manager of the Scout Core Bond Fund, Scout Core Plus Bond Fund, Scout Low Duration Bond Fund and the Scout Unconstrained Bond Fund. Clark has 22 years of experience as a portfolio manager, analyst, and client service specialist. Prior to joining Reams in 2002, Clark was a portfolio manager and investment product specialist at Wells Fargo Investment Management Group. Mr. Holland earned his master's in business administration from Rice University and his bachelor's degree from Taylor University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.

Reams Fixed Income Analysts



Bobby Flynn is a fixed income analyst at Reams Asset Management. In this role, he is responsible for security research and trading for Reams' credit research team. Bobby joined Reams in 2012 and has 4 years of experience in investment research and analysis. Mr. Flynn earned his bachelor's degree in economics from Augustana College. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Trey Harrison is a fixed income analyst and actuary at Reams Asset Management. Prior to joining Reams in 2010, Trey was as an asset-liability portfolio manager at 40|86 Advisors, Inc., played a lead role in the development of in-house asset-liability profiles for CNO Financial Group's individual statutory entities, and served as a modeling actuary for Unum's Asset-Liability Working Group. Mr. Harrison earned a master's degree from Georgia State's J. Mack Robinson College of Business and a bachelor's degree in finance from Georgia Southern University. He holds the Chartered Financial Analyst (CFA) designation, is an Associate of the Society of Actuaries, and is a member of the CFA Institute.



Jason Hoyer is a fixed income analyst at Reams Asset Management. In this role, he is responsible for security research and trading for Reams' credit team. Jason has 13 years of experience as both a fixed income and equity analyst. Prior to joining Reams in 2015, Jason was a senior credit analyst at 40 | 86 Advisors and a director in the research department at Fiduciary Management Associates. Mr. Hoyer earned his bachelor's degree from the University of Michigan. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.

Reams Fixed Income Analysts (Cont'd)



Patrick Laughlin is a fixed income analyst at Reams Asset Management. In this role, he is responsible for security research and trading for Reams' structured products team. Pat has 21 years of experience in investment research and analysis. Prior to joining Reams in 2004, Pat was a portfolio manager at St. Francis Bank and a director at SF Investment Corp. Mr. Laughlin earned his bachelor's degree from the University of Wisconsin – Stevens Point.



Scott Rosener is a fixed income analyst at Reams Asset Management. In this role, he is responsible for security research and trading for Reams' credit team. Scott has 19 years of experience in investment research and analysis. Prior to joining Reams in 2005, Scott was an investment analyst at the Lincoln Financial Group. Mr. Rosener earned his master's and bachelor's degrees from Indiana University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.



Kevin Salsbery is a fixed income analyst at Reams Asset Management. In this role, he is responsible for security research and trading for Reams' structured products team. Kevin has 15 years of experience in investment research and analysis. Prior to joining Reams in 2004, he was an investment analyst at 40|86 Advisors. Mr. Salsbery earned his bachelor's degree from Taylor University. He holds the Chartered Financial Analyst (CFA) designation and is a member of the CFA Institute.

Important Disclosures

This presentation is intended for Institutional/Advisor use only. This material is provided for informational purposes only and contains no investment advice or recommendations to buy or sell any specific securities. You should not interpret the statements in this presentation as investment, tax, legal, or financial planning advice. Reams Asset Management obtained some information used in this presentation from third party sources it believes to be reliable, but this information is not necessarily comprehensive and Reams Asset Management does not guarantee that it is accurate. Neither Reams Asset Management nor Scout Investments, its affiliates, directors, officers, employees or agents accepts any liability for any loss or damage arising out of your use of all or any part of this presentation. All investments involve risk, including the possible loss of principal. Graphs or other illustrations are provided for illustrative purposes only and not intended as a recommendation to buy or sell securities displaying similar characteristics. Reams Asset Management is a division of Scout Investments, Inc., a registered investment advisor that offers investment management services for both managed accounts and mutual funds. Scout Investments is a wholly owned subsidiary of UMB Financial Corporation. Additional information is available at www.reamsasset.com or www.scoutinv.com.

The bond quality ratings indicated are assigned by credit rating agencies Standard & Poor's, Moody's, and Fitch as an indication of an issuer's creditworthiness. Unless specified by client investment guidelines, the middle of three or highest of two credit quality ratings available from these rating agencies is used. Credit quality is subject to change. Ratings are measured on a scale that generally ranges from AAA (highest) to D (lowest). Ratings information from Standard & Poor's ("S&P") may not be reproduced. S&P credit ratings are statements of opinion and are not statements of fact or recommendations to purchase, hold, or sell securities, nor do they address the suitability of securities for investment purposes, and should not be relied on as investment advice. S&P does not guarantee the accuracy, completeness, timeliness or availability of any information, including ratings, and is not responsible for errors or omissions (negligent or otherwise). S&P gives no express or implied warranties, including but not limited to any warranties of merchantability or fitness for a particular purpose or use. S&P shall not be liable for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including lost income or profits and opportunity costs) in connection with any use of ratings.

"UMB" and "Scout" – Reg. U.S. Pat. & Tm. Off. UMB Financial Corporation claims service mark right in "Scout Investments" and "Scout Distributors". Copyright © 2016. UMB Financial Corporation. All Rights Reserved.

NOT FDIC INSURED/ NO BANK GUARANTEE/ MAY LOSE VALUE

Important Disclosures

This presentation is provided for institutional/advisor use only. All investments involve risk, including the possible loss of principal.

The portfolio data represents the Unconstrained Fixed Income Composite. Portfolio characteristics and sector weights are included for informational purposes only, and should not be construed as an investment recommendation. It should not be assumed that investments in any sectors listed were or will prove to be profitable. Portfolio composition may change at any time. Individual client accounts may differ from characteristics shown. The sector weights of any particular account may vary based on any investment restrictions applicable to the account.

Past performance is no guarantee of future results. Performance figures are in U.S. Dollars and assume reinvested of income for the entire period.

On November 30, 2010, Scout Investment Advisors, Inc. acquired the advisory business of Reams Asset Management Company, LLC. The performance provided prior to this date is based upon the Unconstrained Fixed Income Composite managed by Reams Asset Management Company, LLC. The portfolio managers and the investment objectives remain the same.

On December 28, 2010, the firm changed its name from Scout Investment Advisors to Scout Investments. Reams Asset Management is a division of Scout Investments, Inc., a registered investment advisor that offers investment management services for both managed accounts and mutual funds. Scout Investments is a wholly owned subsidiary of UMB Financial Corporation. Employees of Scout Distributors receive referral fees and compensation for soliciting clients on behalf of Scout Investments, including the Reams Asset Management Division. Scout Investments claims compliance with the Global Investment Performance Standards (GIPS®).

The Unconstrained Fixed Income Composite invests in all sectors of the fixed income markets, including investment grade securities, high yield securities and foreign securities. The composite can maintain a portfolio duration of any length. The Unconstrained Fixed Income Composite may invest in derivatives, including credit default swaps and related instruments, such as credit default swap index products. These derivative securities may be used to enhance returns, increase liquidity and/or gain exposure to certain instruments in the market (such as the corporate bond market) in a more efficient or less expensive way. The composite may also invest in interest rate derivatives to manage duration and yield curve exposure and in currency forwards to hedge currency exposure when Reams chooses to establish positions in non-U.S Dollar bonds. Derivatives used are strictly constrained by client investment policy.

Index definitions: The BofA Merrill Lynch 3-Month LIBOR Constant Maturity Index represents the London interbank offered rate (LIBOR) with a constant 3-month average maturity. Published by the British Bankers' Association, LIBOR is a composite of the rates of interest at which banks borrow from one another in the London market. The Barclays U.S. Universal Index represents the union of the U.S. Aggregate Index, the U.S. High-Yield Corporate Index, the 144A Index, the Eurodollar Index, the Emerging Markets Index, and the non-ERISA portion of the CMBS Index. Municipal debt, private placements, and non-dollar-denominated issues are excluded from the Universal Index. The Barclays U.S. Corporate Investment Grade Index is publicly issued U.S. corporate and specified foreign debentures and secured notes that meet the specified maturity, liquidity, and quality requirements. The Barclays U.S. Aggregate Bond Index measures the performance of the investment grade, fixed-rate taxable bond market. The Standard & Poor 500® Index (S&P 500®) is an unmanaged capitalization-weighted index (weighted by the market value of the companies) of 500 stocks listed on various exchanges.

The bond quality ratings indicated are assigned by credit rating agencies Standard & Poor's, Moody's, and Fitch as an indication of an issuer's creditworthiness. Unless specified by client investment guidelines, the middle of three or highest of two credit quality ratings available from these rating agencies is used. Credit quality is subject to change. Ratings are measured on a scale that generally ranges from AAA (highest) to D (lowest). Ratings information from Standard & Poor's ("S&P") may not be reproduced. S&P credit ratings are statements of opinion and are not statements of fact or recommendations to purchase, hold, or sell securities, nor do they address the suitability of securities for investment purposes, and should not be relied on as investment advice. S&P does not guarantee the accuracy, completeness, timeliness or availability of any information, including ratings, and is not responsible for errors or omissions (negligent or otherwise). S&P gives no express or implied warranties, including but not limited to any warranties of merchantability or fitness for a particular purpose or use. S&P shall not be liable for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including lost income or profits and opportunity costs) in connection with any use of ratings

To receive a complete list and description of composites and/or an Annual Disclosure Presentation, please contact David B. McKinney at 812.372.6606. Additional information is available at www.reamsasset.com or www.scoutinv.com.

"UMB" and "Scout" – Reg. U.S. Pat. & Tm. Off. UMB Financial Corporation claims service mark right in "Scout Investments" and "Scout Distributors". Copyright © 2016. UMB Financial Corporation. All Rights Reserved.

NOT FDIC INSURED/ NO BANK GUARANTEE/ MAY LOSE VALUE



Ventura County Employees' Retirement Association

October 17, 2016

Frances L. Coombes

Julien A Scholnick, CFA

Table of Contents

- I. About Western Asset
- II. Philosophy, Process and People
- III. Core Full Review
- IV. Index Plus Review
- V. Economic and Market Outlook
- VI. Appendix

About Western Asset

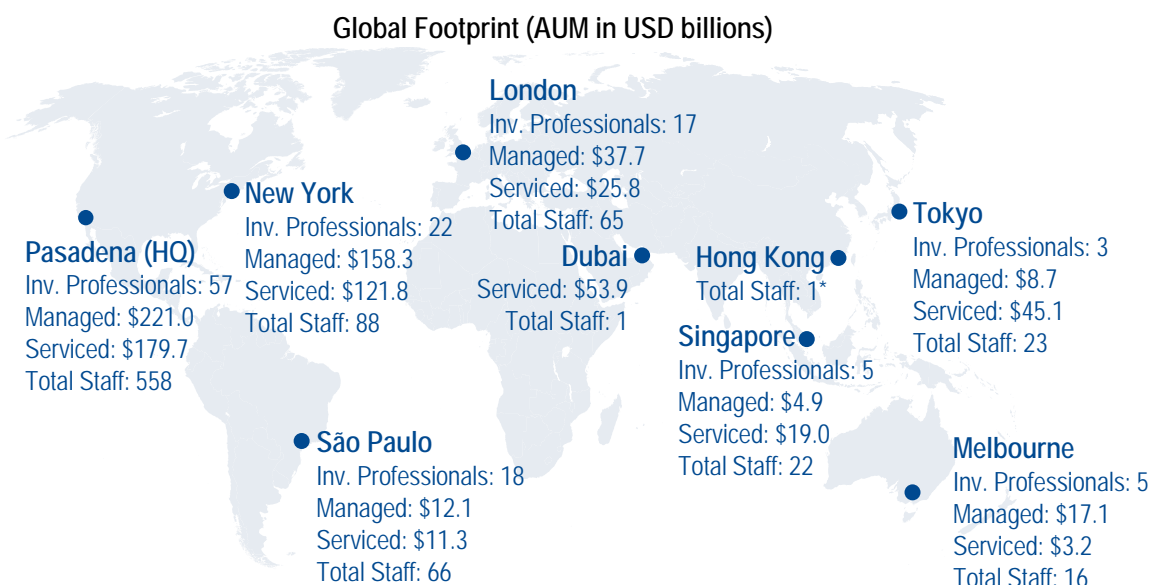
About Western Asset

Western Asset is a globally integrated fixed-income manager, sourcing ideas and investment solutions worldwide

Western Asset At a Glance	Organizational Pillars	AUM by Sector – Total \$459.8 billion (USD)																				
<ul style="list-style-type: none"> ▪ Founded in 1971. Independent affiliate of Legg Mason since 1986 ▪ Fixed-income value investors ▪ \$459.8 billion (USD) AUM <ul style="list-style-type: none"> – \$356.1 billion (USD) long-term assets – \$103.7 billion (USD) cash and cash equivalent assets ▪ 839 employees 	<ul style="list-style-type: none"> ▪ Clients first ▪ Globally integrated ▪ Team-based ▪ Active fixed-income ▪ Integrated risk management 	<table border="1"> <thead> <tr> <th>Sector</th> <th>AUM (USD billions)</th> </tr> </thead> <tbody> <tr><td>Cash & Cash Equivalents</td><td>104</td></tr> <tr><td>Global IG Corporate</td><td>97</td></tr> <tr><td>Sovereign/Treasury</td><td>79</td></tr> <tr><td>MBS/ABS</td><td>54</td></tr> <tr><td>Emerging Markets Debt</td><td>38</td></tr> <tr><td>Global High-Yield</td><td>26</td></tr> <tr><td>US Municipal</td><td>20</td></tr> <tr><td>Global Inflation-linked</td><td>12</td></tr> <tr><td>Other</td><td>30</td></tr> </tbody> </table>	Sector	AUM (USD billions)	Cash & Cash Equivalents	104	Global IG Corporate	97	Sovereign/Treasury	79	MBS/ABS	54	Emerging Markets Debt	38	Global High-Yield	26	US Municipal	20	Global Inflation-linked	12	Other	30
Sector	AUM (USD billions)																					
Cash & Cash Equivalents	104																					
Global IG Corporate	97																					
Sovereign/Treasury	79																					
MBS/ABS	54																					
Emerging Markets Debt	38																					
Global High-Yield	26																					
US Municipal	20																					
Global Inflation-linked	12																					
Other	30																					

Western Asset's Deep Global Integration Allows Us to Source Investment Ideas and Investment Solutions Across Regions

Investment Management	<ul style="list-style-type: none"> ▪ 127 investment professionals on five continents and in seven offices ▪ 21 years of average experience ▪ 43 portfolio and quantitative analysts in portfolio operations
Client Service & Marketing	<ul style="list-style-type: none"> ▪ 173 staff dedicated to client service ▪ Specialized teams to meet individual client needs
Risk Management & Operations	<ul style="list-style-type: none"> ▪ Independent risk management function with 40 professionals including 10 PhDs ▪ 361 staff dedicated to globally integrated operations



Source: Western Asset. As of 30 Jun 16
 *Splits time between Hong Kong and Singapore offices

Investment Solutions

Western Asset offers a full range of fixed-income products that can be tailored to meet the needs of our clients

Identifying Investment Solutions to Align With Client Objectives and Risk Tolerances			
<ul style="list-style-type: none"> Protect from rising rates Protect from inflation 	<ul style="list-style-type: none"> Preserve capital Diversify globally 	<ul style="list-style-type: none"> Hedge liabilities Enhance income 	<ul style="list-style-type: none"> Generate tax-free income Generate total return

Selected Investment Strategies

Broad Market

- Global Core/Core Full Discretion
- Regional Core/Core Full Discretion
- Regional Intermediate
- Global Sovereign

Long Duration / LDI

- Long Duration
- Long Credit
- Liability-Driven Investing

Inflation-Linked

- US TIPS
- Global Inflation-Linked

Credit

- Global Credit
- Investment-Grade Credit
- Global High-Yield
- US Bank Loans
- US High-Yield
- Short-Duration High Income

Mortgage / Asset-Backed

- Agency Mortgage-Backed Securities
- Structured Products
- Diversified Loan Opportunity
- MBS Opportunities

US Municipals

- Short Duration Muni
- Intermediate Muni
- Managed Muni

Unconstrained / Alternatives

- Macro Opportunities
- Total Return Unconstrained
- Global Total Return
- Multi-Asset Credit
- Global Multi-Sector
- Tail Risk Protection

Emerging Markets Debt

- EMD Diversified
- EMD Local Currency Sovereign Debt
- EMD USD Corporate Credit
- EMD USD Sovereign
- EMD Opportunities

Liquidity / Short Duration

- Money Market
- Enhanced Cash
- Limited Duration

About Western Asset – Clients

Committed to excellence in client service

Representative Client List

Corporate	Public / Gov. / Sovereign Wealth	Multi-Employer / Unions	Eleemosynary
<p>AGL Resources, Inc. Alcoa Inc. Allergan, Inc. Allied Domecq Pension Fund American Cast Iron Pipe Company AcelorMittal USA Inc. AT&T Investment Management Corporation Atmos Energy Corporation Bayer Corporation Campbell Soup Company Chrysler LLC Clark Enterprises, Inc. Consolidated Edison Company Of New York, Inc. Consolidated Rail Corporation Energy Transfer Partners LP FairPoint Communications, Inc. Graphic Packaging International Incorporated Hawaiian Telcom Highbury Pacific Capital Corp. International Paper Company John Lewis Partnership Pensions Trust Lennox International, Inc. LyonRoss Capital Management LLC Macy's, Inc. National Grid USA Nestle USA, Inc. Nisource, Inc. Orbital ATK PCS Administration (USA), Inc Pensioenfonds Horeca & Catering PPG Industries Southern California Edison Stichting Pensioenfonds DSM-Nederland The Dun & Bradstreet Corporation ThyssenKrupp North America, Inc Unilever United States, Inc. Unisys Corporation Vidanova Pension Management</p>	<p>Arkansas Local Police and Fire Retirement System Baltimore County (MD) Employees Retirement System California State Teachers' Retirement System City of Grand Rapids City of Orlando compenswiss East Bay Municipal Utility District Employees' Retirement System of the City of Baton Rouge and Parish of East Baton Rouge Employees' Retirement System of the State of Rhode Island Fife Council Pension Fund Fresno County Employees' Retirement Association Gloucestershire County Council Government of Bermuda Public Funds Hampshire County Council Indiana State Treasurer's Office Iowa Public Employees' Retirement System Kansas Public Employees Retirement System Los Angeles County Employees Retirement Association Marin County Employees' Retirement Association Minnesota State Board of Investment New Jersey Transit North Dakota State Investment Board Ohio Police & Fire Pension Fund Orange County Transportation Authority Oregon Investment Council Phoenix City Employees' Retirement System Public Employee Retirement System of Idaho Public School Teachers' Pension and Retirement Fund of Chicago Salt River Project Agricultural Improvement and Power District School Employees Retirement System of Ohio Seattle City Employees Retirement System State of Ohio Bureau of Workers Compensation Surrey County Council Tennessee Valley Authority Ventura County Employees' Retirement Association Virginia Retirement System Wichita (KS) Retirement Systems Wyoming Retirement System</p>	<p>1199 SEIU Health Care Employees Pension Fund Alaska Electrical Trust Funds Automotive Machinists Pension Trust Bert Bell / Pete Rozelle NFL Player Retirement Plan Boilermaker Blacksmith National Pension Trust Carpenters District Council of Kansas City Directors Guild of America-Producer Pension and Health Plans (DGA - PPHP) Heating, Piping and Refrigeration Local 602 Pension Fund Heavy & General Laborers' Locals 472/172 IBEW Local 25 IBEW Local No. 9 International Union of Operating Engineers-Employers Construction Industry Retirement Plan, Locals 302 and 612 Iron Workers Local #11 Benefit Funds Line Construction Benefit Fund Major League Baseball Players Benefit Plan National Asbestos Workers National Education Association of the United States New England Healthcare Employees Union, District 1199, AFL-CIO Operating Engineers Local #428 Trust Funds Retail Wholesale & Department Store Union Southern Nevada Culinary & Bartenders Pension Trust Fund United Association Union Local No. 290 Plumber, Steamfitter & Shipfitter Industry Pension Trust United Food and Commercial Workers Union Local 919 Western Washington Laborers Employers Pension Trust</p>	<p>Abilene Christian University Baha'i World Centre Bill & Melinda Gates Foundation Trust Commonfund Creighton University Domestic & Foreign Missionary Society ECUSA Indiana University Saint Louis University Salk Institute for Biological Studies United Negro College Fund University of Southern California University of Wisconsin Foundation Voelcker Foundation Washington College Washington State University</p>
			Insurance
			<p>AAA of Northern California, Nevada, & Utah American Contractors Insurance Group Anthem, Inc. Blue Cross Blue Shield of Massachusetts Catalina Holdings (Bermuda) Ltd Great-West Life & Annuity Insurance Company Health Care Service Corporation Maryland Automobile Insurance Fund Oil Investment Corporation Ltd. United Services Automobile Association</p>
		Healthcare	
		<p>Abington Memorial Hospital Ascension Investment Management Baptist Healthcare System, Inc. Baylor Scott & White Holdings Catholic Health Initiatives CHRISTUS Health Kaiser Permanente LCMC Health Lehigh Valley Hospital NorthShore University HealthSystem Pinnacle Health System Sisters of Charity of St. Augustine Health System, Inc. St. George Corporation</p>	
			Sub-Advisory
			<p>AXA Contassur Delphi Capital Management Company DIAM Co., Ltd. GuideStone Capital Management, LLC Legg Mason, Inc. Morgan Stanley Russell Investment Group SEI Investments Management Corporation Shinko Asset Management Co., Ltd. Sumitomo Mitsui Asset Management Company, Limited</p>

As of 31 Aug 16. Please see the Representative Client List Disclosure in the Appendix for more information. All have authorized the use of their names by Western Asset for marketing purposes. Such authorization does not imply approval, recommendation or otherwise of Western Asset or the advisory services provided.

Philosophy, Process and People

Investment Philosophy

These are the core beliefs that drive our investment decision-making

Long-term fundamental value

- **Markets often misprice securities.** Prices can deviate from fundamental fair value, but over time, they typically adjust to reflect inflation, credit quality fundamentals and liquidity conditions. Consistently investing in undervalued securities may deliver attractive investment returns.
- **We can systematically identify mispricings.** We believe we can identify and capitalize on markets and securities that are priced below fundamental fair value. We do this through disciplined and rigorous analysis, comparing prices to the fundamental fair values estimated by our macroeconomic and credit research teams around the globe.
- **Our portfolios emphasize our highest convictions.** The greater the difference between our view of fair value and markets' pricing, the bigger the potential value opportunity. The greater the degree of confidence in our view of fundamentals, the greater the emphasis of the strategies in our portfolios.

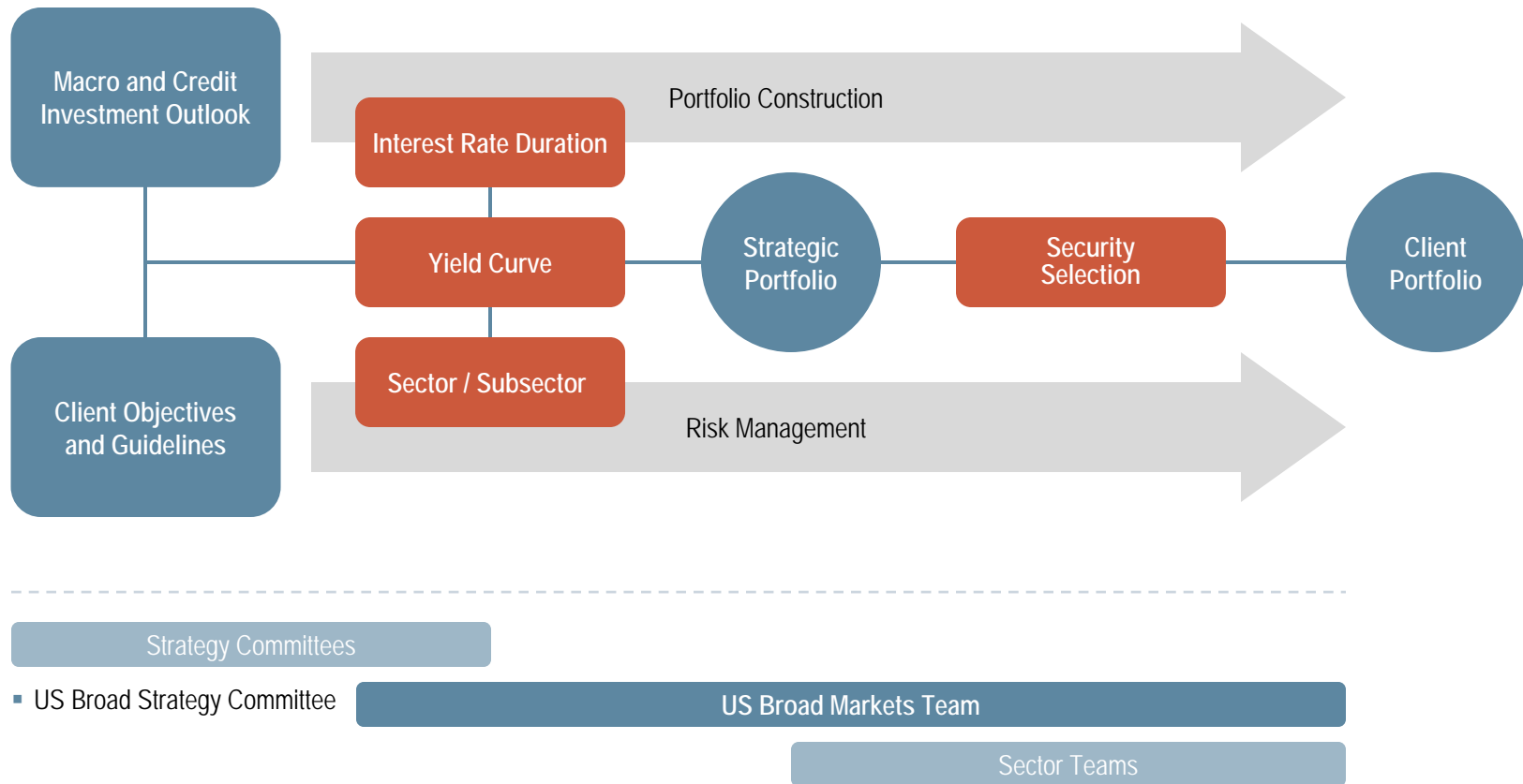
Multiple diversified strategies

- **We seek diversified sources of returns.** Our objective is to meet or exceed our investors' performance objectives within their tolerances for risk. We seek to diversify investments and add value across interest rate duration, yield curve, sector allocation, security selection, country and currency strategies. We deploy multiple diversified strategies that benefit in different environments so no one strategy dominates performance, helping to dampen volatility.

Investment Process

Our time-tested investment process is designed around our value philosophy and our team-based approach.

US Core Investment Process and Team Interaction

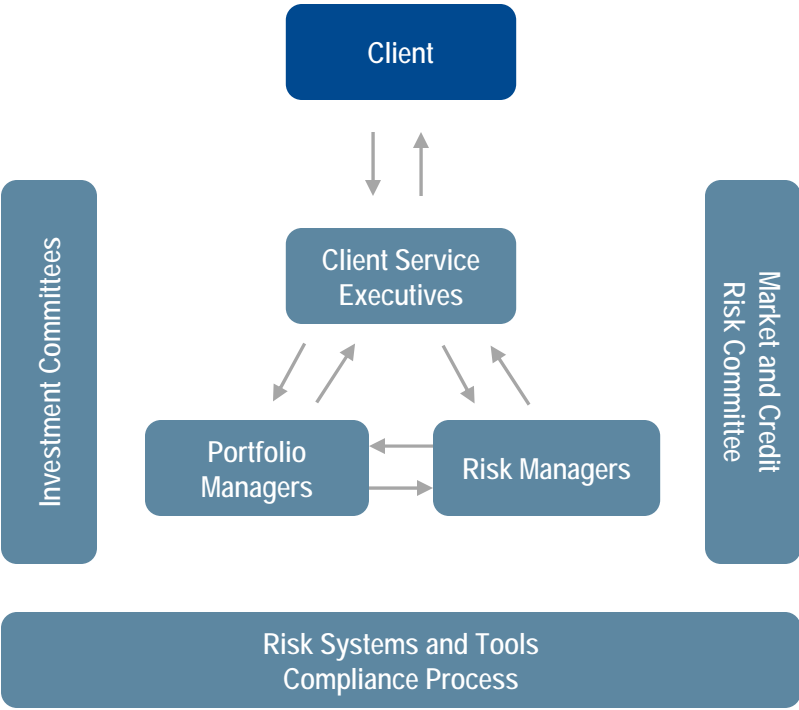
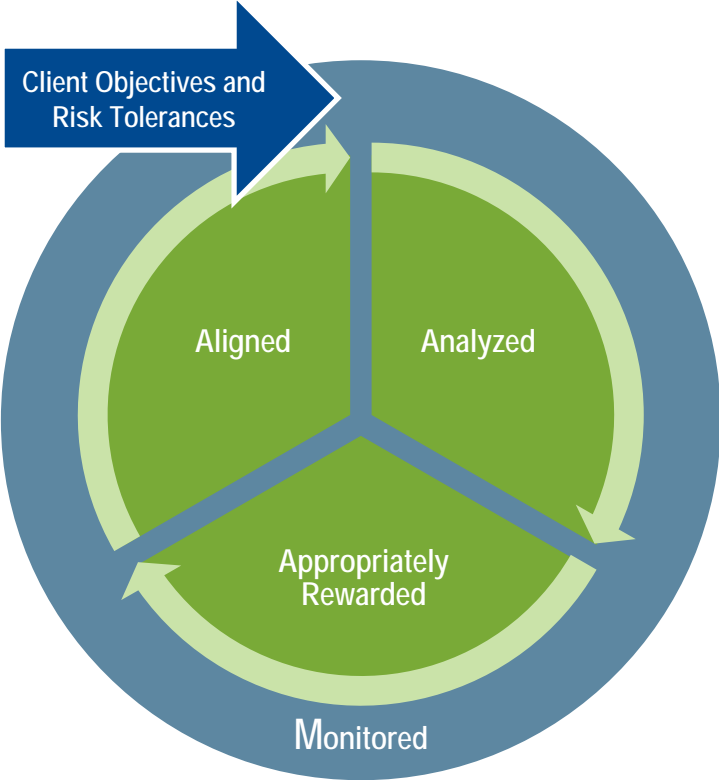


Risk Management

In our culture, effective risk management is critical to successful portfolio management

Integrating risk management into portfolio construction and in the independent review of portfolio risks strengthens its effectiveness.

Risk management is a team effort. Robust communication and escalation procedures underpin the independence and transparency of risk management.



Source: Western Asset

People

The Core/Core Full Discretion investment team leverages Western Asset's global investment capabilities

Core / Core Full Discretion Investment Team



Western Asset Investment Team

Investment Management Professionals

- Chief Investment Officer: S. Kenneth Leech
- Deputy CIO: Michael C. Buchanan
- 127 Investment Professionals on five continents and seven offices, as of June 30, 2016
- 21 years of average experience

Major Investment Committees

- Global Investment Strategy Committee
- Global Credit Committee
- US Broad Strategy Committee
- Global Emerging Markets Strategy Committee
- Unconstrained Asset Allocation Committee

Sector and Regional Teams

- Global credit
- Investment-grade
- High-yield
- Emerging markets
- MBS/ABS
- Long duration
- US municipal
- Liquidity
- Insurance
- US
- Europe
- UK
- Japan
- Asia
- Brazil
- Australia / New Zealand

Independent Risk Management Function

- Chief Risk Officer: Kenneth J. Winston, PhD
- Independent evaluation of strategies and risks in portfolios
- Market and Credit Risk Committee
- 40 investment risk professionals of which 10 are PhDs, across four offices, as of June 30, 2016

Relationship Summary

August 31, 2016

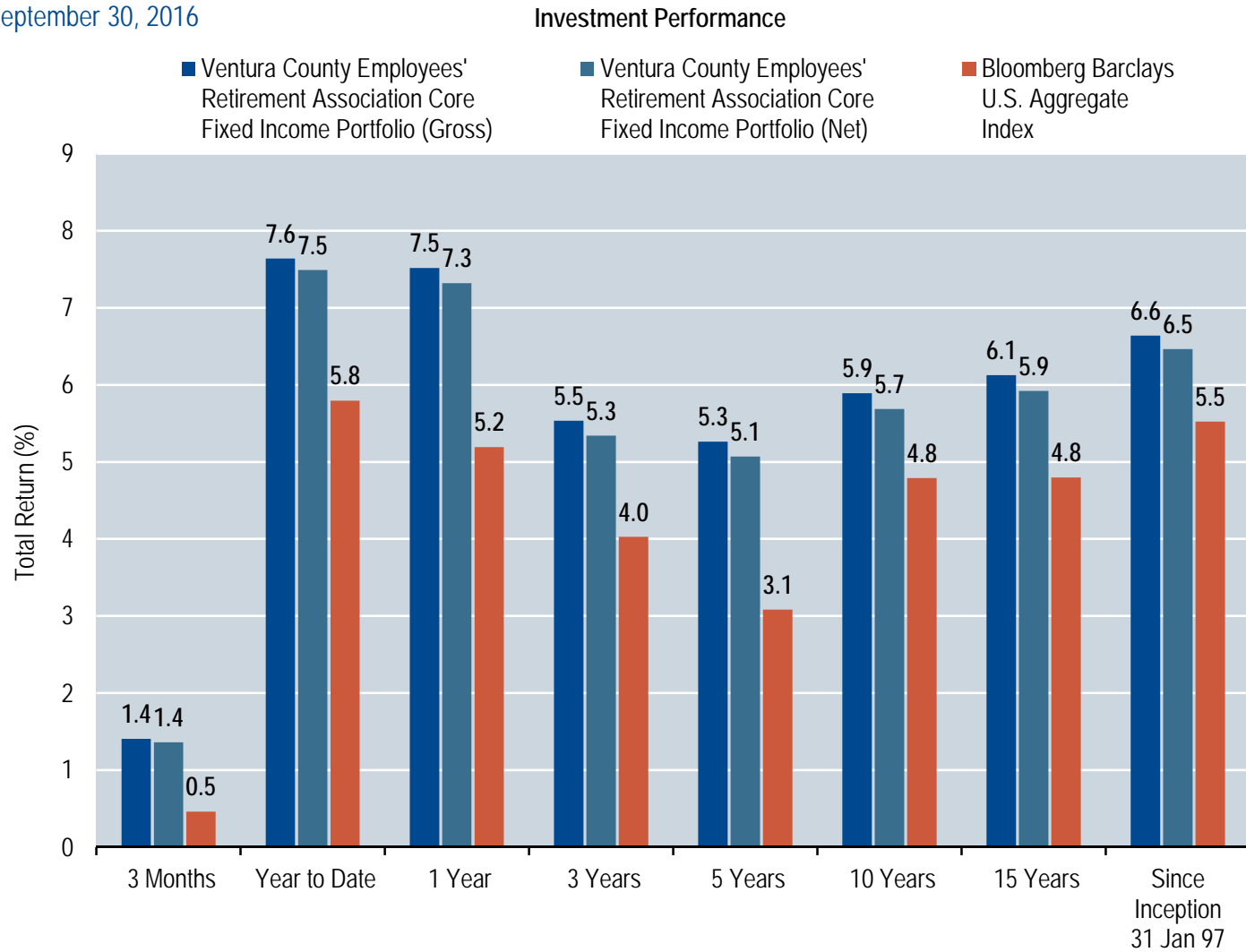
Ventura County Employees Retirement Association		
Mandate	Core Full Discretion	Index Plus
Portfolio Inception	January 2, 1997	May 31, 2007
Market Value	\$289,800,227	\$154,395,226
Investment Objective	Outperform the BC AGG while approximating benchmark risk	Outperform the S&P 500 index while controlling portfolio risk
Benchmark	Bloomberg Barclays U.S. Aggregate Index	S&P 500
Alpha Target	125 bps	75 bps
Tracking Error Budget	250 bps	150 bps
Fees		
Consulting Firm	NEPC	NEPC
Consultant(s)	Allan Martin, Dan LeBeau	Allan Martin, Dan LeBeau
Risk Controls		
Duration	"± 20% of the benchmark	Maximum one year
Quality	Average portfolio credit quality AA	Average portfolio credit quality AA-
Diversification	Max 10% below IG; Max 20% Non-US	Max 510 below IG; Max 10% non-US with a Max 5% unhedged

Core Full Review

Investment Results

Ventura County Employees' Retirement Association Core Fixed Income Portfolio vs. Bloomberg Barclays U.S. Aggregate Index

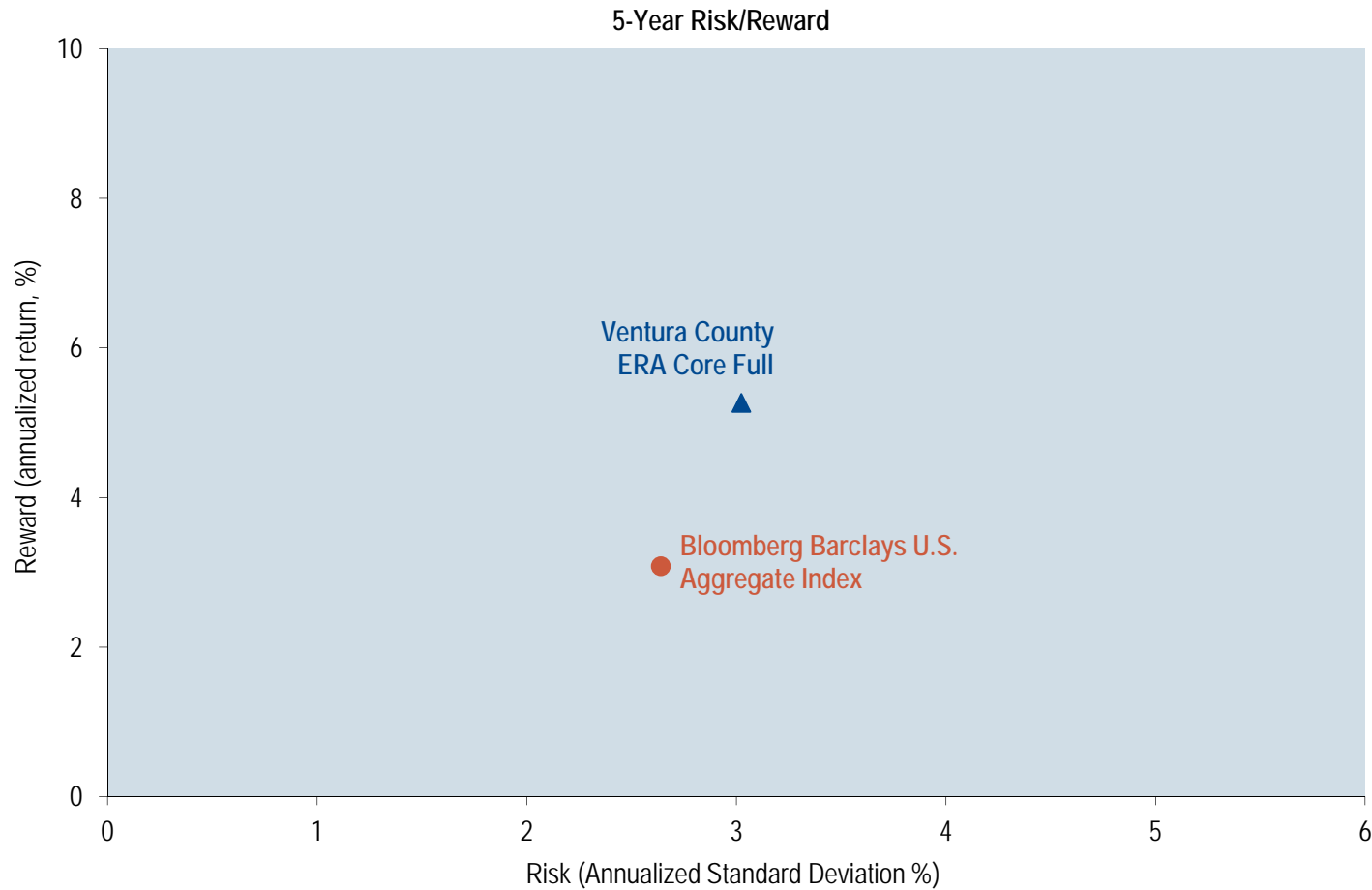
Preliminary September 30, 2016



Returns for periods greater than one year are annualized. Returns since inception are as of the indicated close of business day.

Investment Results

Preliminary September 30, 2016

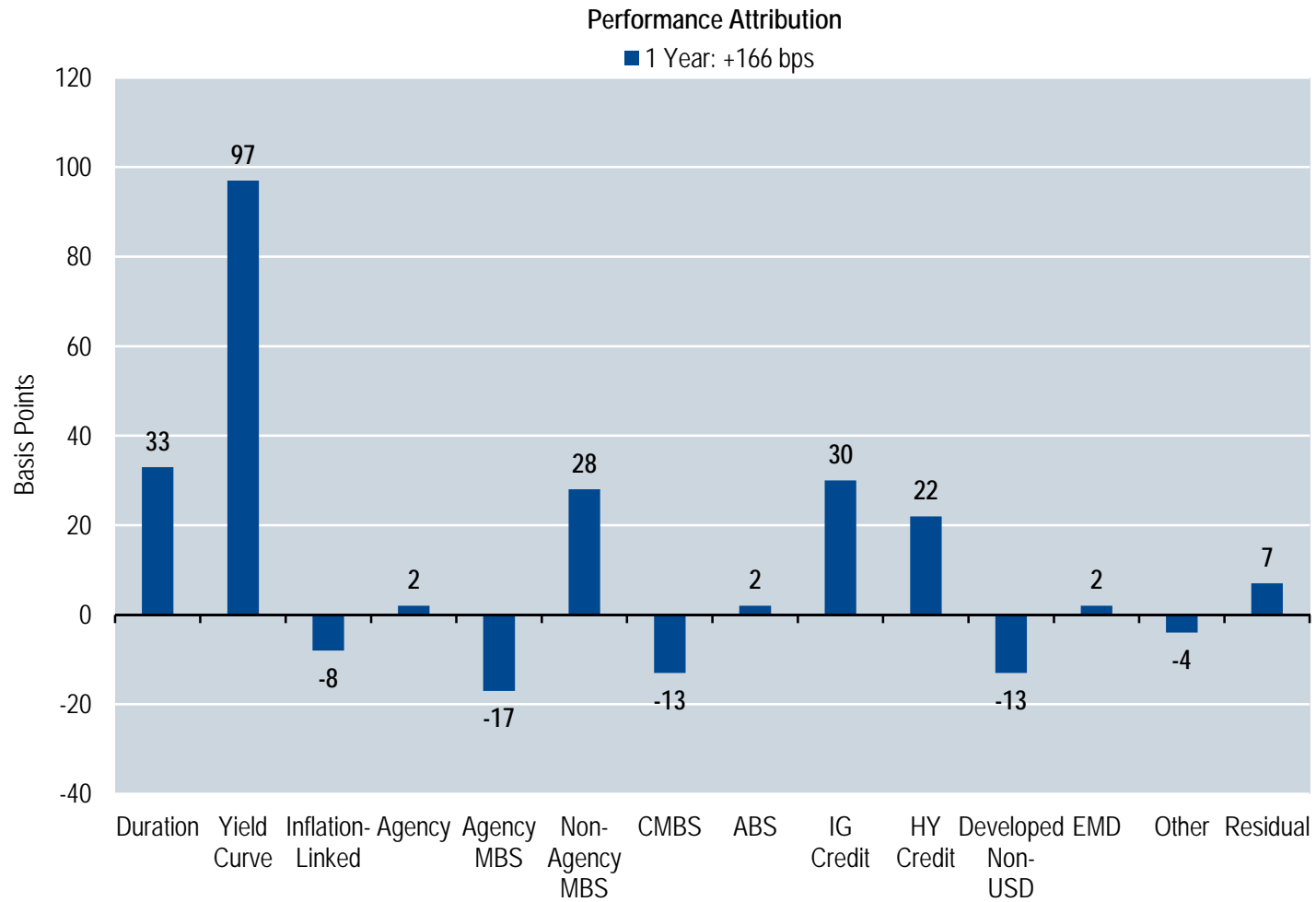


Source: Western Asset. Performance shown is gross of fees. The account's actual return will be reduced by those fees and any other expenses chargeable to the account. The fee schedule for this strategy may be found in Part 2 of Western Asset's Form ADV. As fees are deducted quarterly, the compounding effect will be to increase the impact of the fees by an amount directly related to the gross account performance. For example, on an account with a 1% annual fee, if the gross performance were 10%, the compounding effect of the fees would result in a net performance of approximately 8.93%. Returns for periods greater than one year are annualized. Returns since inception are as of the indicated close of business day.

Attribution Analysis

Ventura County ERA Core Fixed Income vs. Bloomberg Barclays U.S. Aggregate Index

August 31, 2016

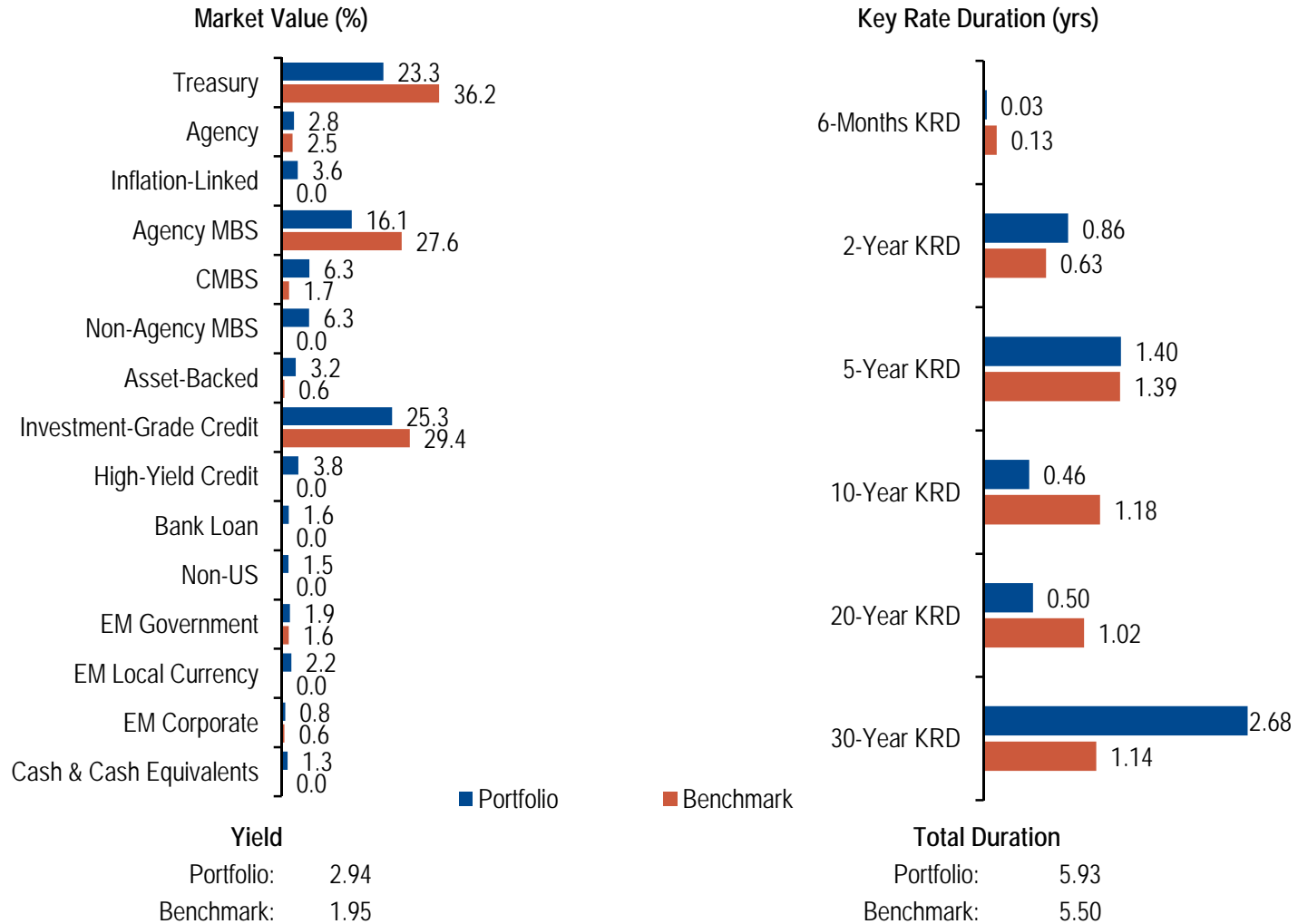


Western Asset believes that attribution is not a hard science, but rather a means of evaluating strategies to determine their relative impact on overall portfolio performance. The intent of the manager, therefore, is critical in the evaluation of different strategies, and the return attribution for any sector or strategy could be over or understated due to its inclusion in another component. Data may not sum to total due to rounding.

Sector Exposure

Ventura County Employees' Retirement Association Core Fixed Income Portfolio vs. Bloomberg Barclays U.S. Aggregate Index

August 31, 2016



Note: Sector exposure includes look-through to any underlying commingled vehicles if held. All weightings are a percentage of total market value. A negative cash position may be reported, which is primarily due to the portfolio's unsettled trade activity. Data may not sum to 100% due to rounding.

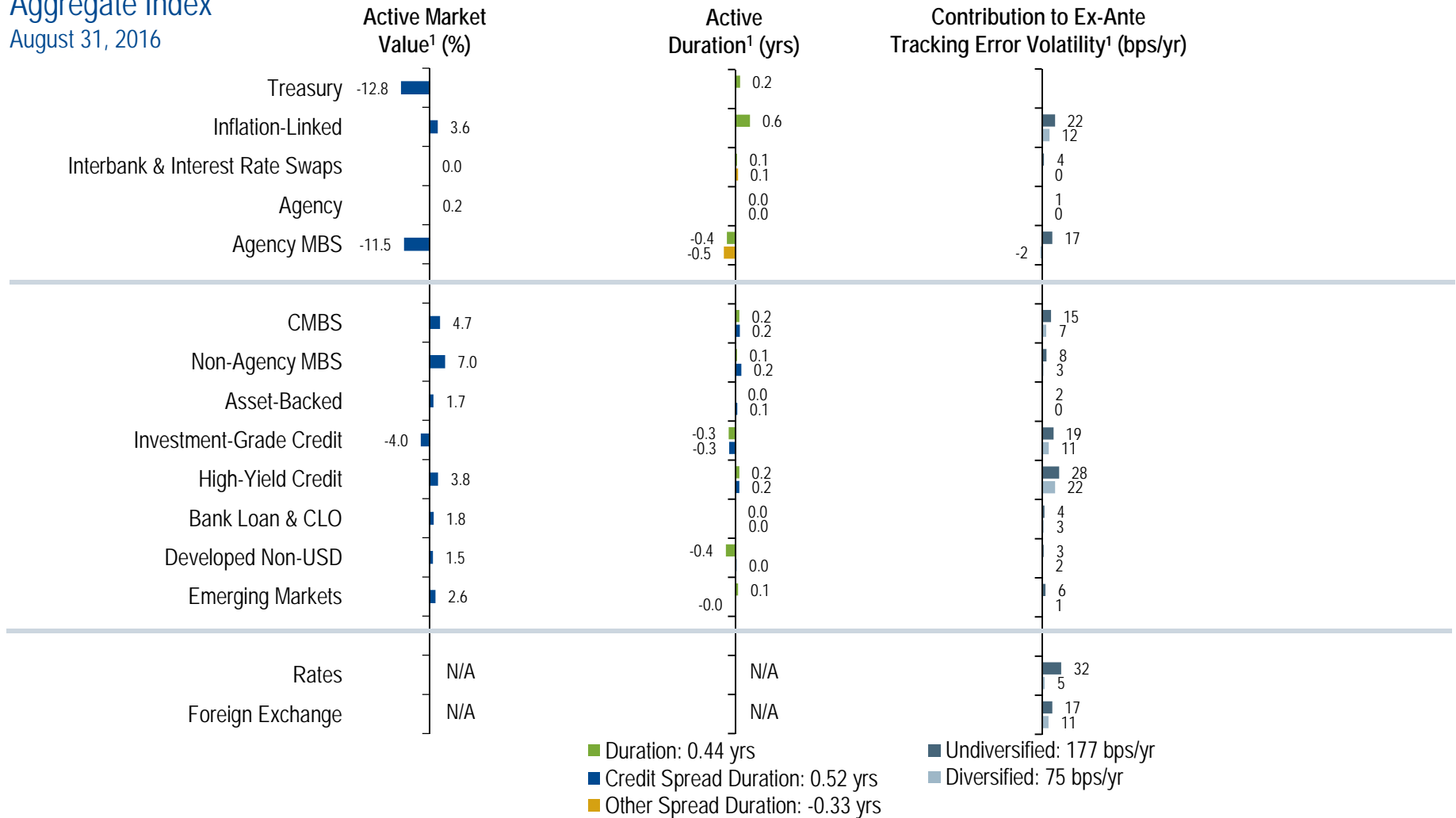
The benchmark does not provide an allocation to the "Emerging Markets" sector.

The emerging market sector allocation shown for the benchmark above is based on Western Asset's emerging market countries definition for comparison purposes.

Portfolio Positioning

Ventura County Employees' Retirement Association Core Fixed Income Portfolio vs. Bloomberg Barclays U.S. Aggregate Index

August 31, 2016



Note: Sector exposure includes look-through to any underlying commingled vehicles if held. Market values are on a cash basis and a percentage of total market value. Market values may not sum to 100% (or 0% if reported relative to benchmark) due to rounding and cash not being included. Tracking error contribution from each security partition is the residual risk after taking out rates and FX risks at the portfolio level. Reported duration is option adjusted. "Other" Spread Duration is spread duration resulting from spread risk other than credit/default such as break-even inflation, swap spread, and prepayment. "Diversified" tracking error takes into account expected benefits of diversification, while "undiversified" tracking error assumes that all segments of a portfolio are perfectly correlated so that the portfolio is denied the expected benefits of diversification.

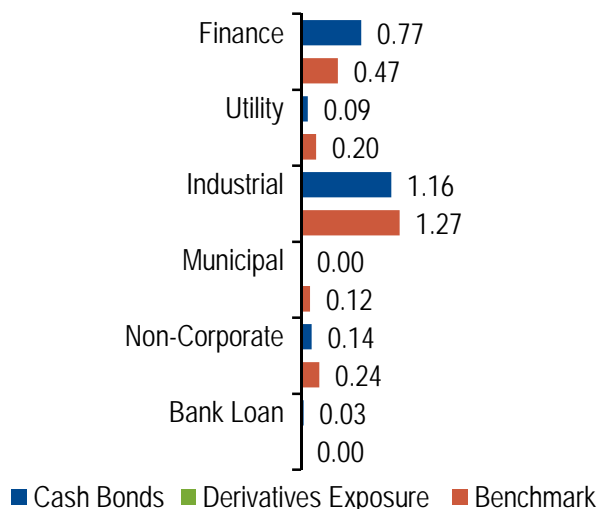
¹Values relative to the index.

Credit Sector Exposure

Ventura County Employees' Retirement Association Core Fixed Income Portfolio vs. Bloomberg Barclays U.S. Aggregate Index

August 31, 2016

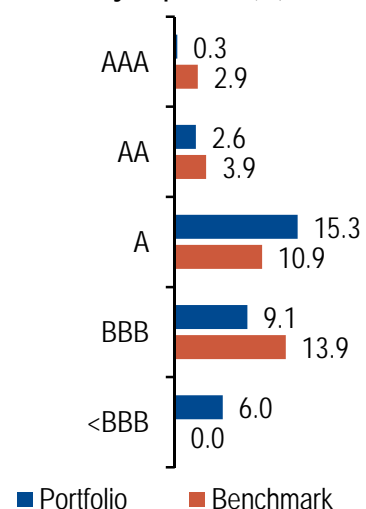
Spread Duration Contribution (yrs)



Credit Spread Duration

Portfolio: 2.19
Benchmark: 2.29

Quality Exposure (%)¹



33.3% of Portfolio

Bloomberg Barclays U.S. Credit Index Excess Returns

	2015	2016*
Finance	0.48%	1.24%
Utility	-2.03%	2.73%
Industrial	-2.67%	4.08%
Non-Corporate	-2.02%	2.22%

*As of 31 Aug 16

	2015	2016*
AAA	-0.07%	0.25%
AA	-0.04%	1.56%
A	-0.34%	2.07%
BBB	-3.65%	4.63%
<BBB**	-5.77%	10.68%

*As of 31 Aug 16; **Barclays U.S. High-Yield Index

Note: Sector exposure includes look-through to any underlying commingled vehicles if held. Data may not sum to total due to rounding. Includes investment-grade, high-yield, bank loans, emerging market governments and emerging market corporates.

¹All weightings are a percentage of total market value.

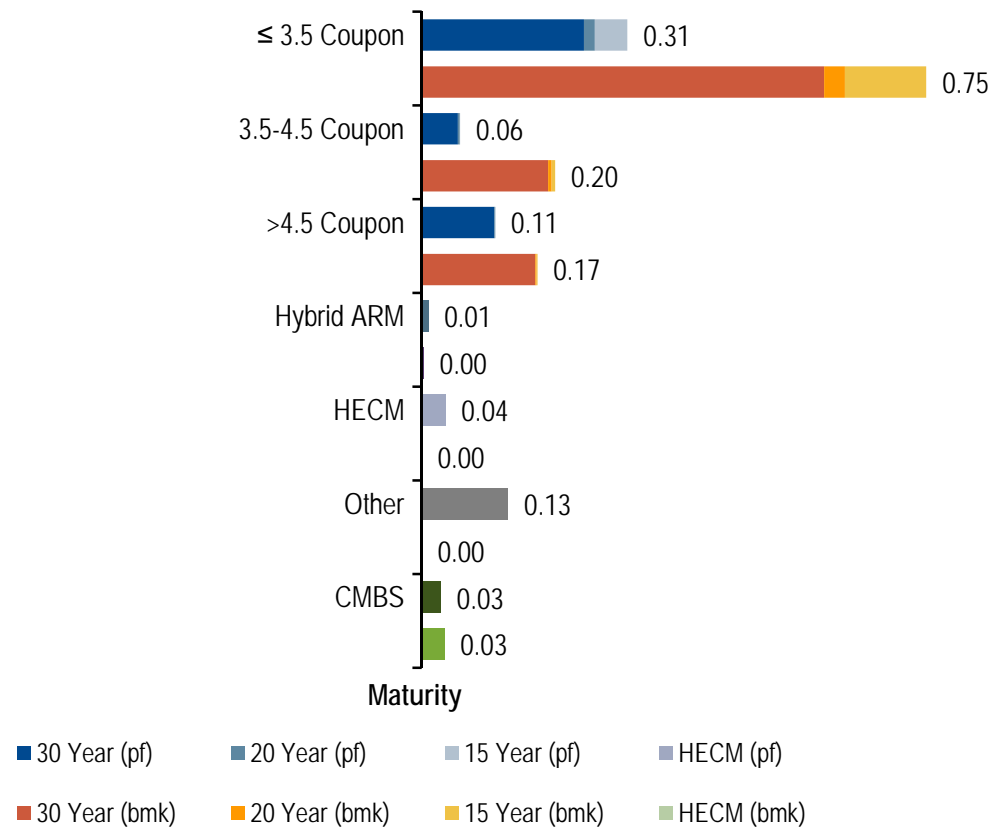
Agency Mortgage-Backed Sector Exposure

Ventura County Employees' Retirement Association Core Fixed Income Portfolio vs. Bloomberg Barclays U.S.

Aggregate Index

August 31, 2016

Spread Duration Contribution (yrs)



Agency MBS Spread Duration

Portfolio: 0.68
 Benchmark: 1.16

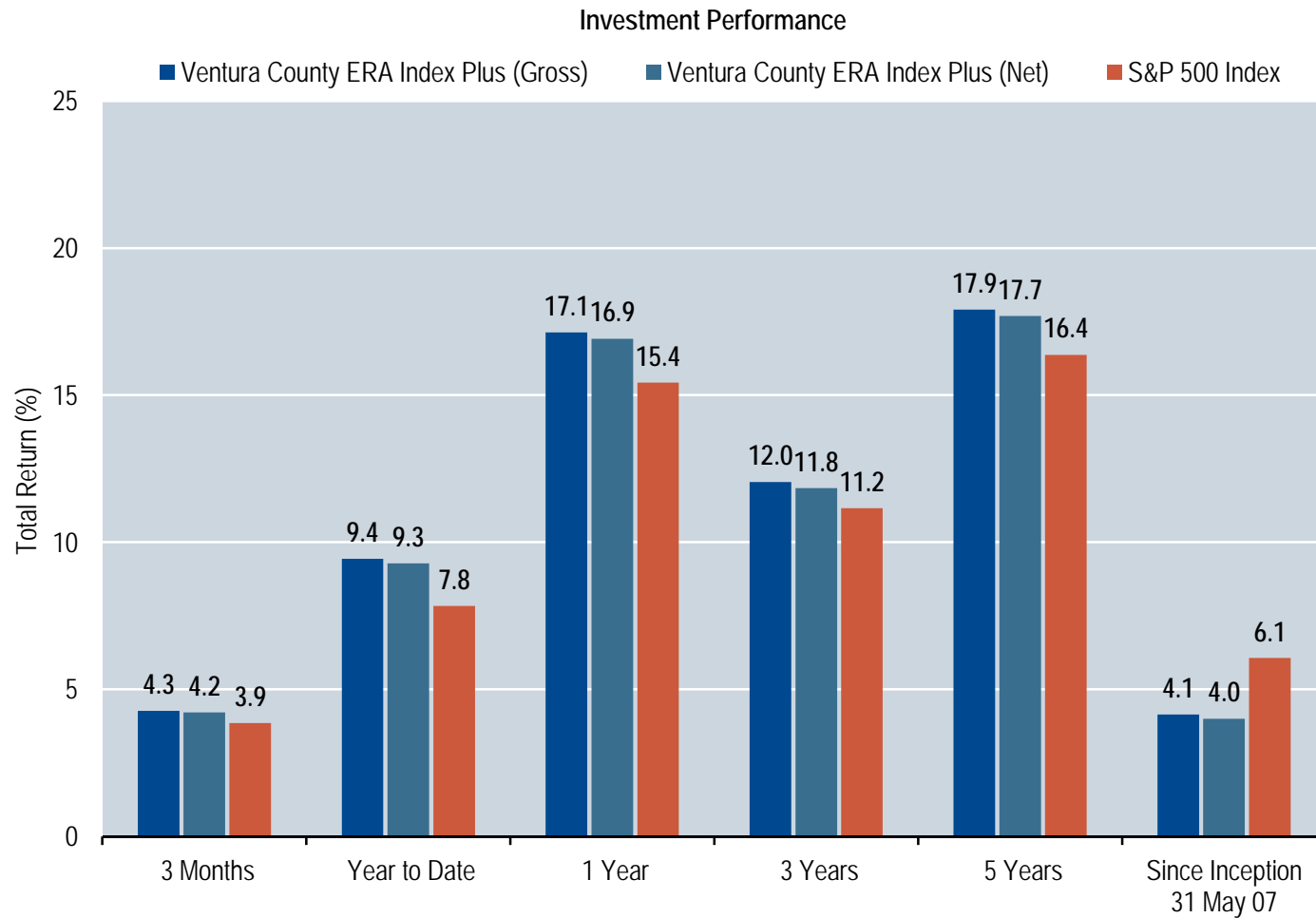
Note: Sector exposure includes look-through to any underlying commingled vehicles if held. Data may not sum to total due to rounding. This CMBS allocation only includes agency CMBS. Non-agency CMBS is not reflected in this calculation.

Index Plus Review

Investment Results

Ventura County ERA Index Plus vs. S&P 500 Index

Preliminary September 30, 2016

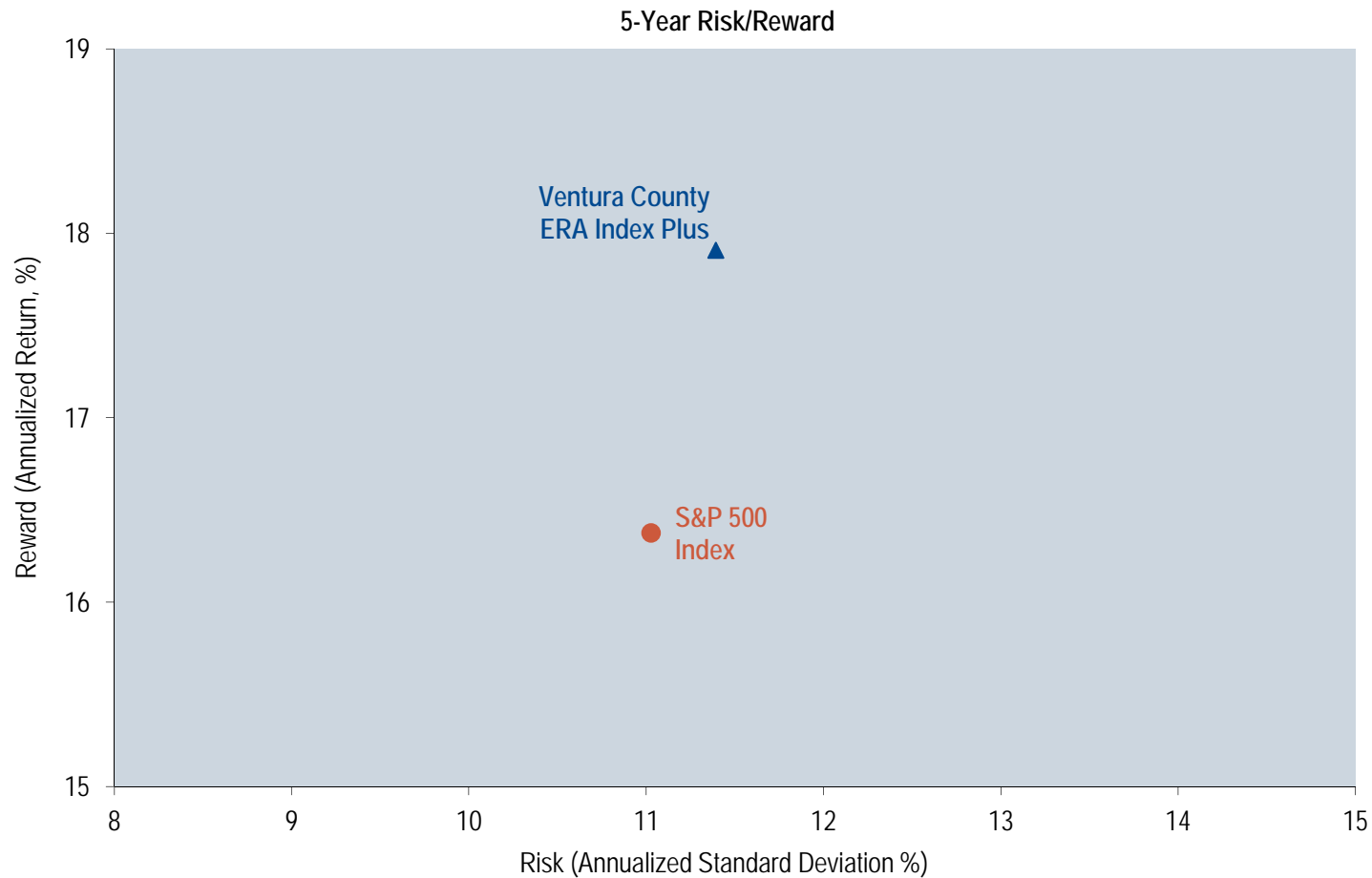


Returns for periods greater than one year are annualized. Returns since inception are as of the indicated close of business day.

Investment Results

Ventura County ERA Index Plus vs. S&P 500 Index

Preliminary September 30, 2016

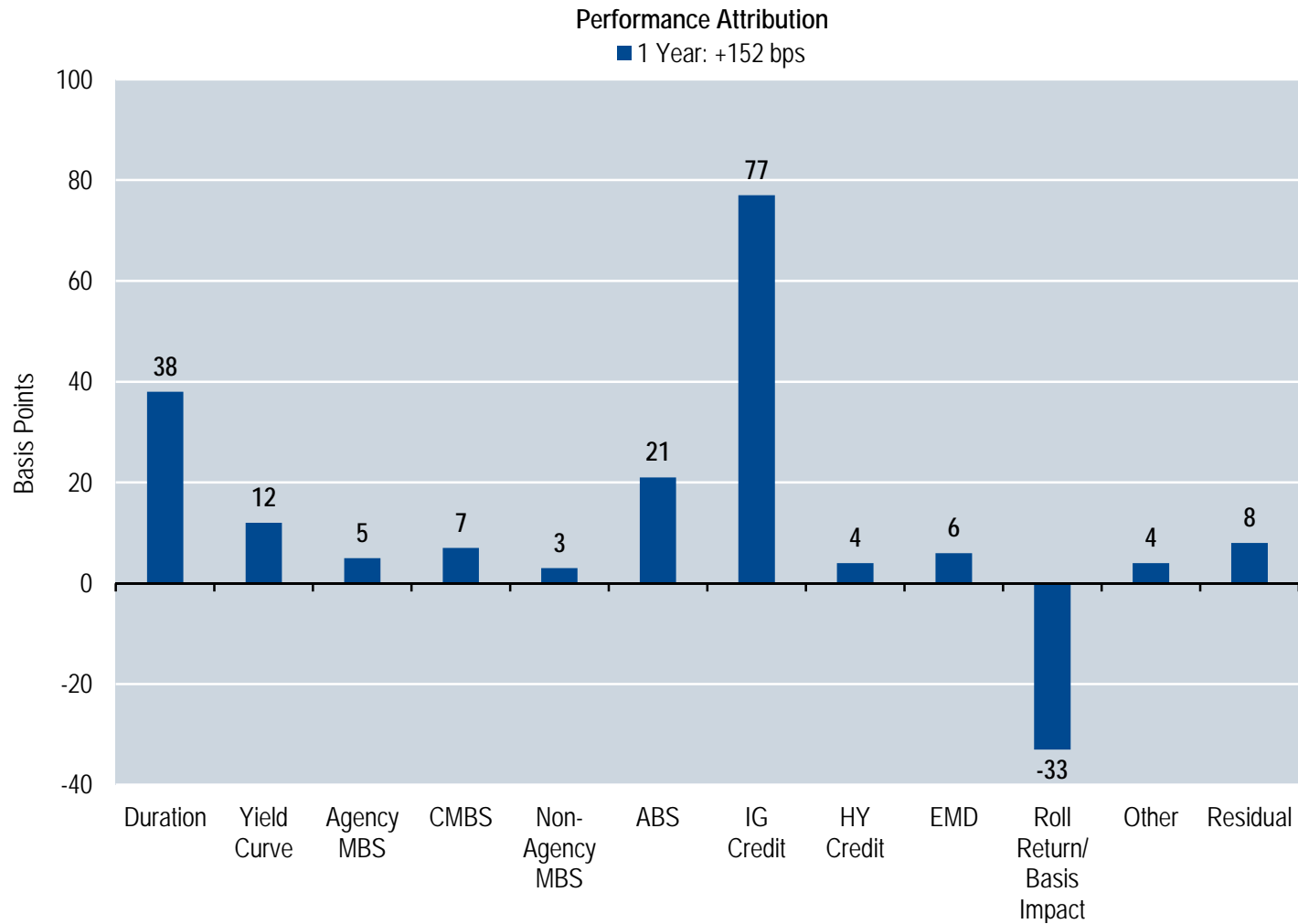


Source: Western Asset. Performance shown is gross of fees. The account's actual return will be reduced by those fees and any other expenses chargeable to the account. The fee schedule for this strategy may be found in Part 2 of Western Asset's Form ADV. As fees are deducted quarterly, the compounding effect will be to increase the impact of the fees by an amount directly related to the gross account performance. For example, on an account with a 1% annual fee, if the gross performance were 10%, the compounding effect of the fees would result in a net performance of approximately 8.93%. Returns for periods greater than one year are annualized. Returns since inception are as of the indicated close of business day.

Attribution Analysis

Ventura County ERA Index Plus vs. S&P 500 Index

August 31, 2016

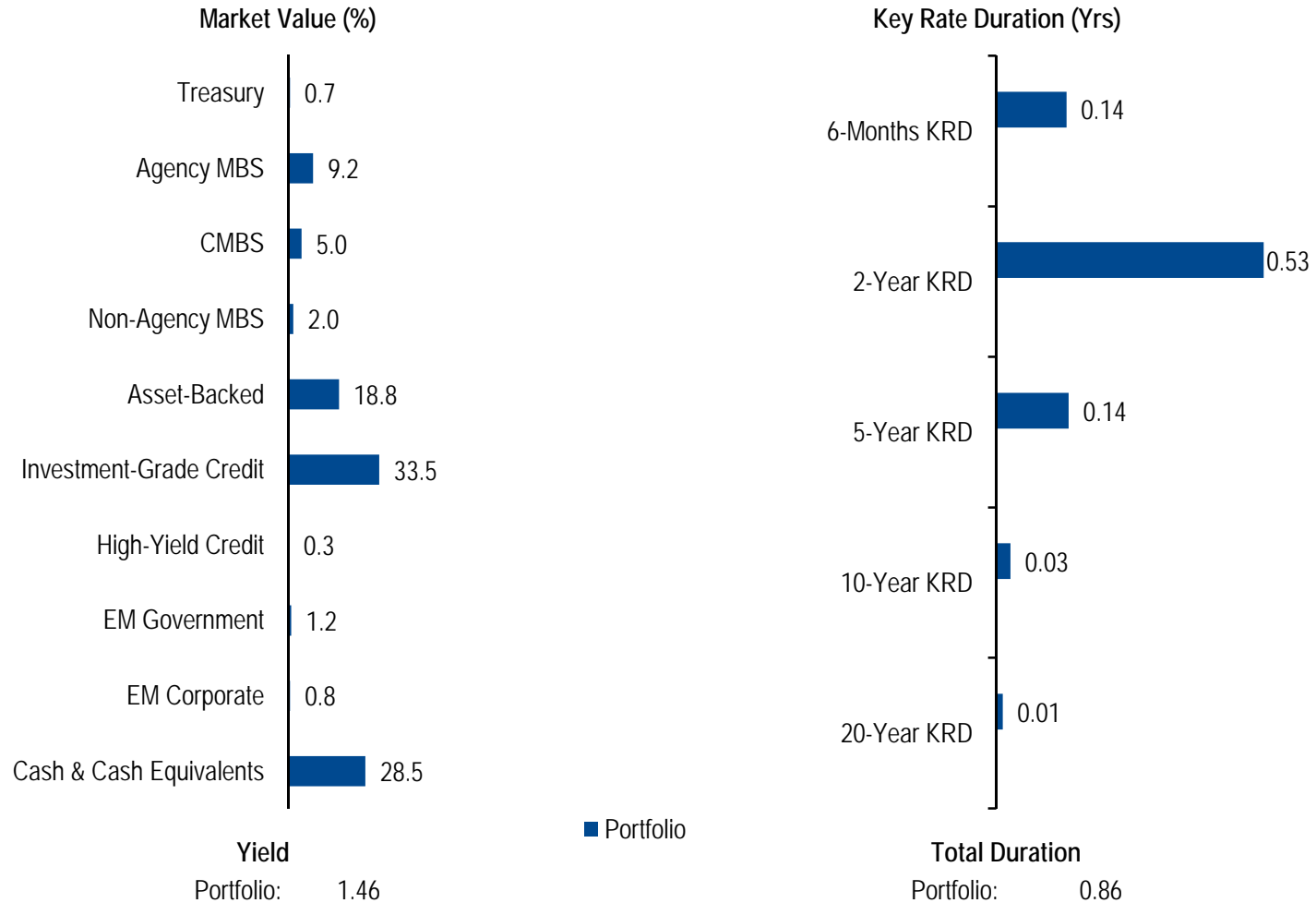


Western Asset believes that attribution is not a hard science, but rather a means of evaluating strategies to determine their relative impact on overall portfolio performance. The intent of the manager, therefore, is critical in the evaluation of different strategies, and the return attribution for any sector or strategy could be over or understated due to its inclusion in another component. Data may not sum to total due to rounding.

Sector Exposure

Ventura County ERA Index Plus

August 31, 2016



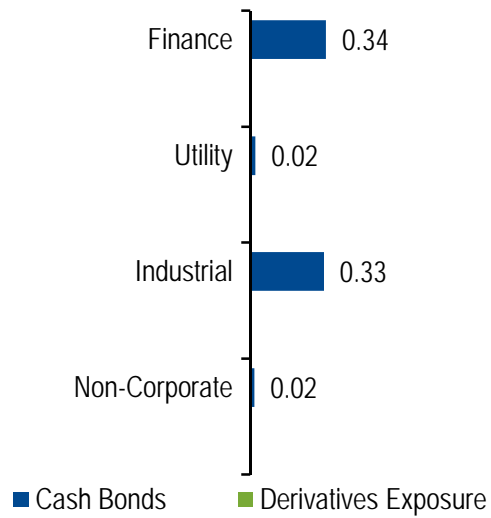
Note: Sector exposure includes look-through to any underlying commingled vehicles if held. All weightings are a percentage of total market value. A negative cash position may be reported, which is primarily due to the portfolio's unsettled trade activity. Data may not sum to 100% due to rounding. The benchmark does not provide an allocation to the "Emerging Markets" sector. The emerging market sector allocation shown for the benchmark above is based on Western Asset's emerging market countries definition for comparison purposes..

Credit Sector Exposure

Ventura County ERA Index Plus

August 31, 2016

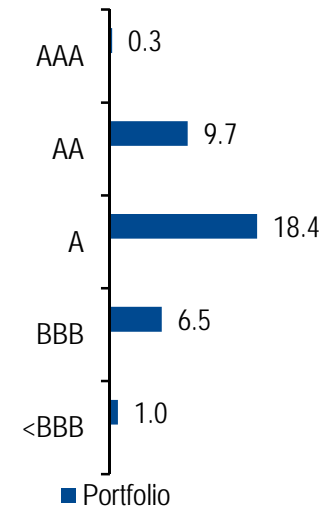
Spread Duration Contribution (yrs)



Credit Spread Duration

Portfolio: 0.71

Quality Exposure (%)¹



35.8% of Portfolio

*Note: Sector exposure includes look-through to any underlying commingled vehicles if held. Data may not sum to total due to rounding.
¹All weightings are a percentage of total market value.*

Economic and Market Outlook

Outline

Fed Outlook

Global Central Banks

WA Positioning / Relative Value

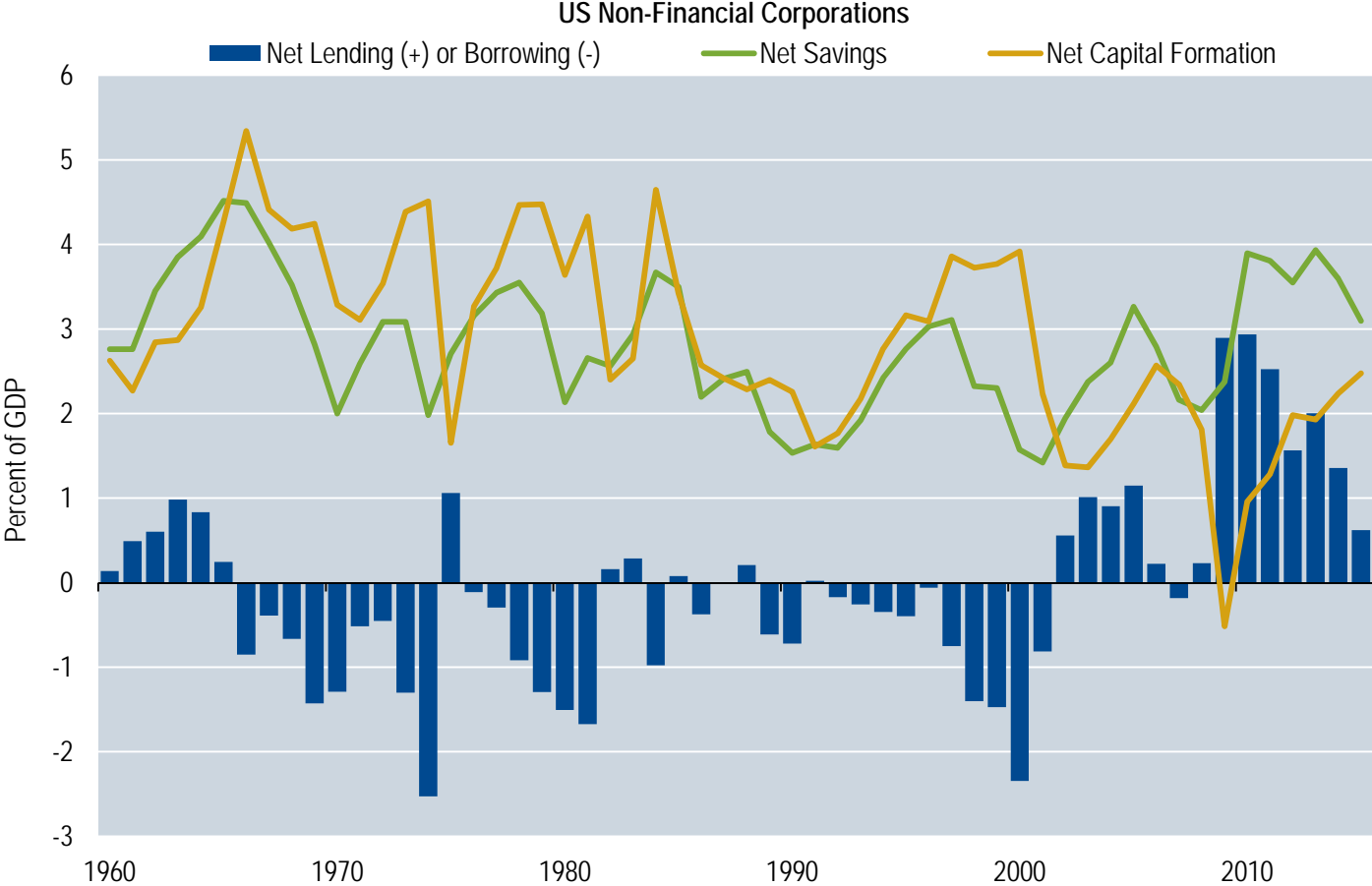
Appendix

Fed: On Hold Unless and Until

Three conditions:

1. Financial conditions are supportive of growth
2. Economic growth is in line with Fed forecast
3. Inflation expectations rise

Fed: Investment Demand Consistently Weak

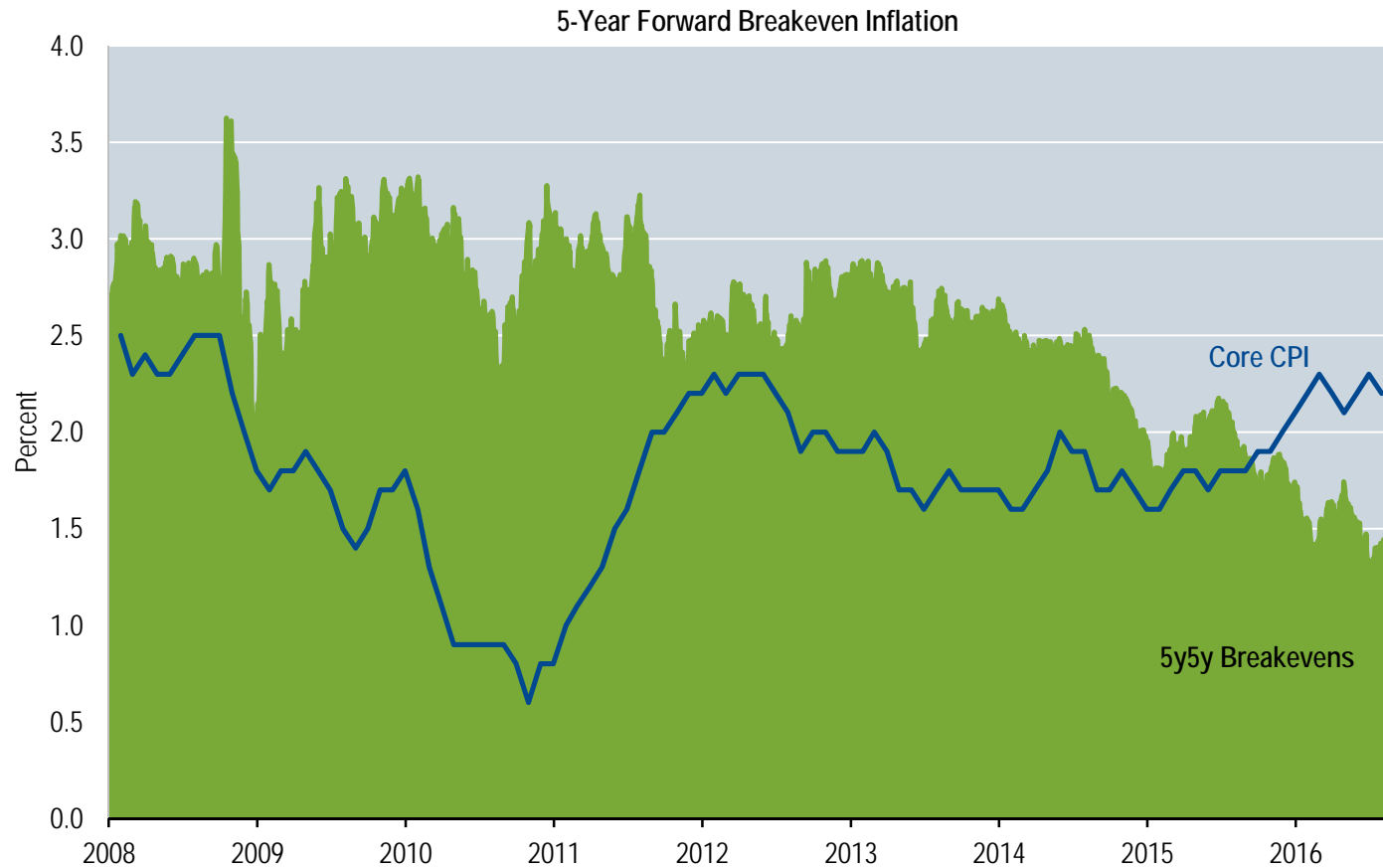


Source: Bureau of Economic Analysis. As of 31 Dec 15

Fed: Are Inflation Expectations Stable?

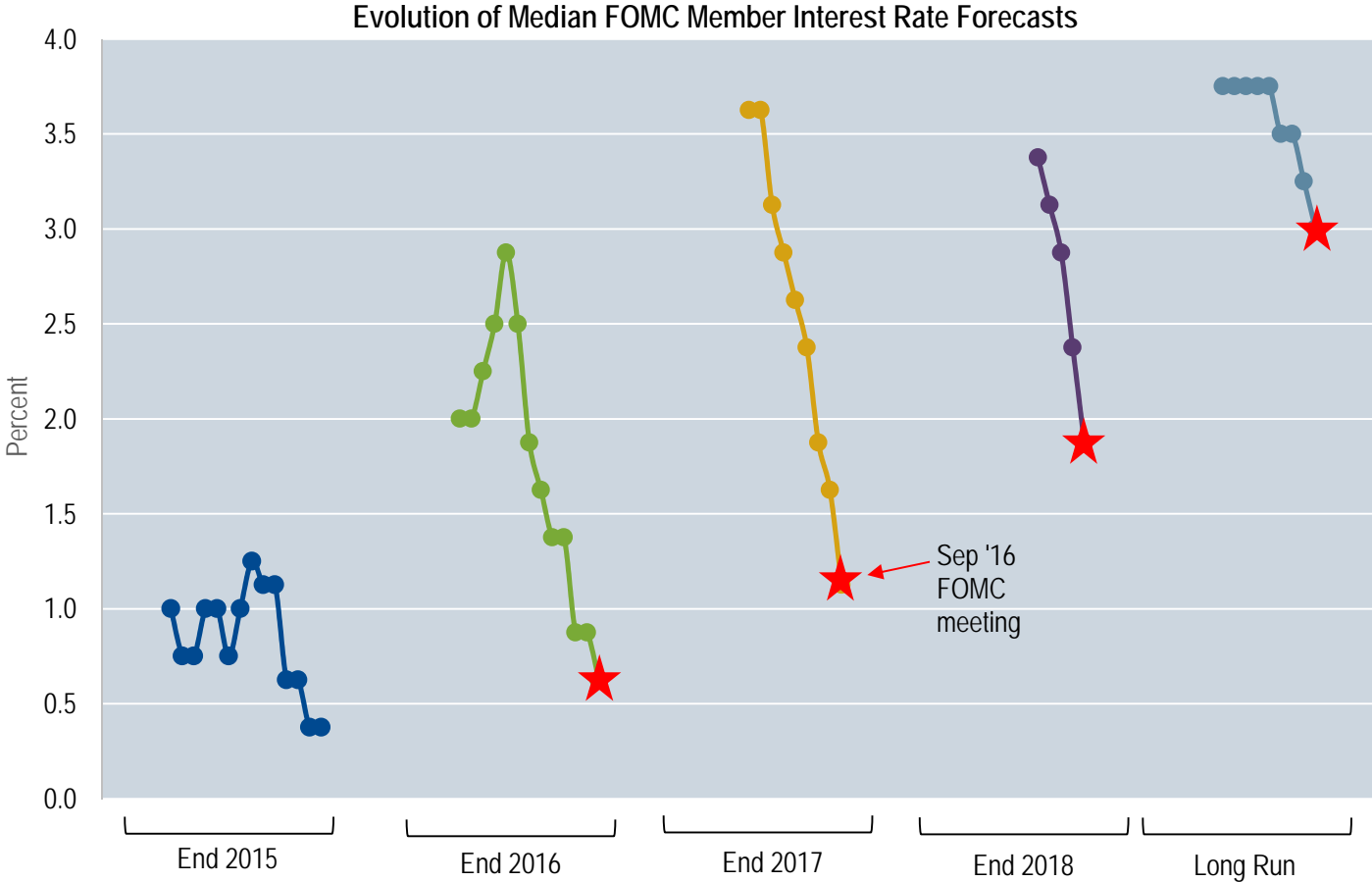
“Nevertheless, one cannot rule out a decline in inflation expectations among market participants since last summer.”

– Federal Reserve Monetary Policy Report, July 2016



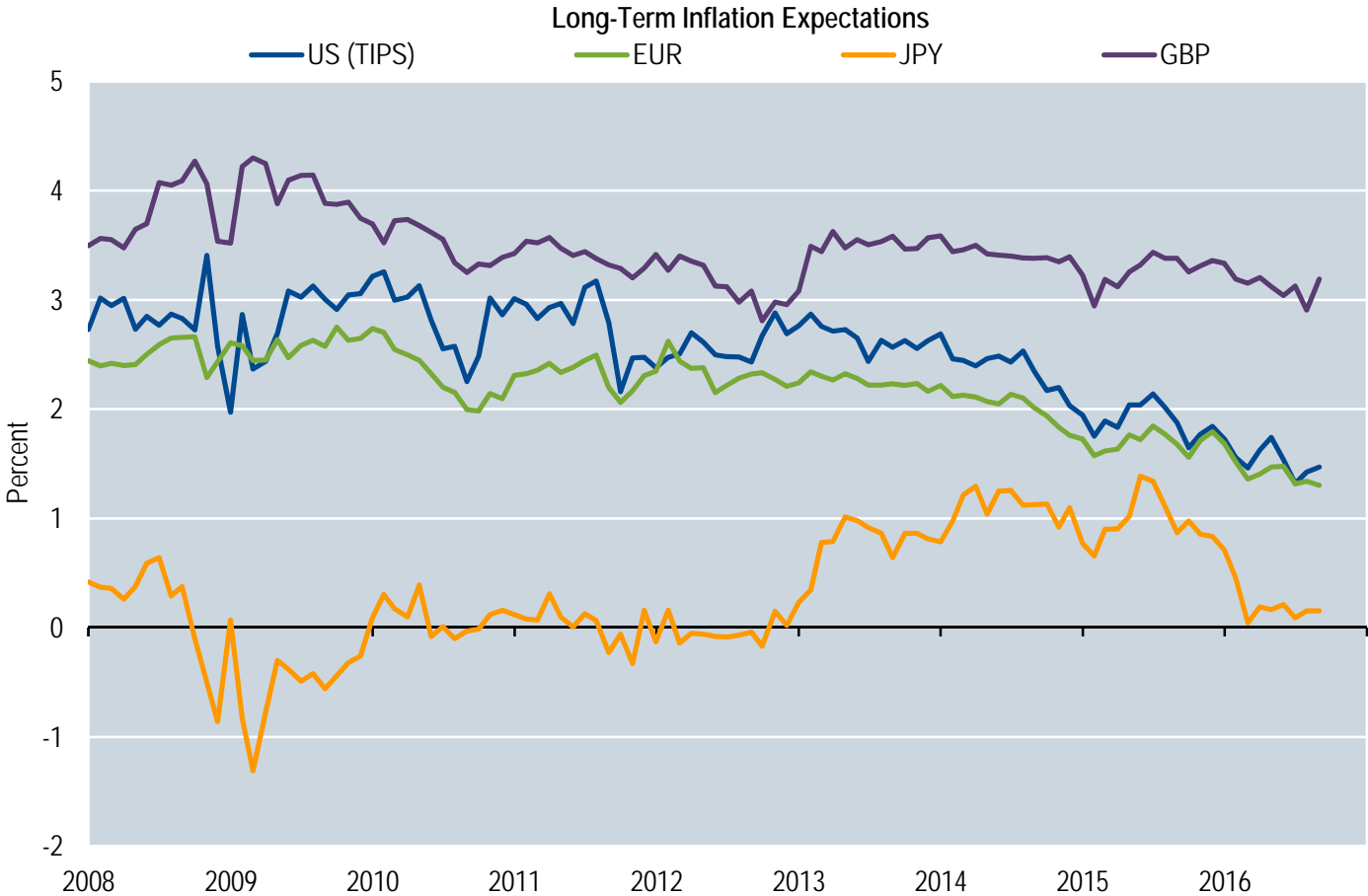
Source: Federal Reserve, Bureau of Labor Statistics. As of 08 Sep 16

Fed: Adjusting Rate Hike Expectations



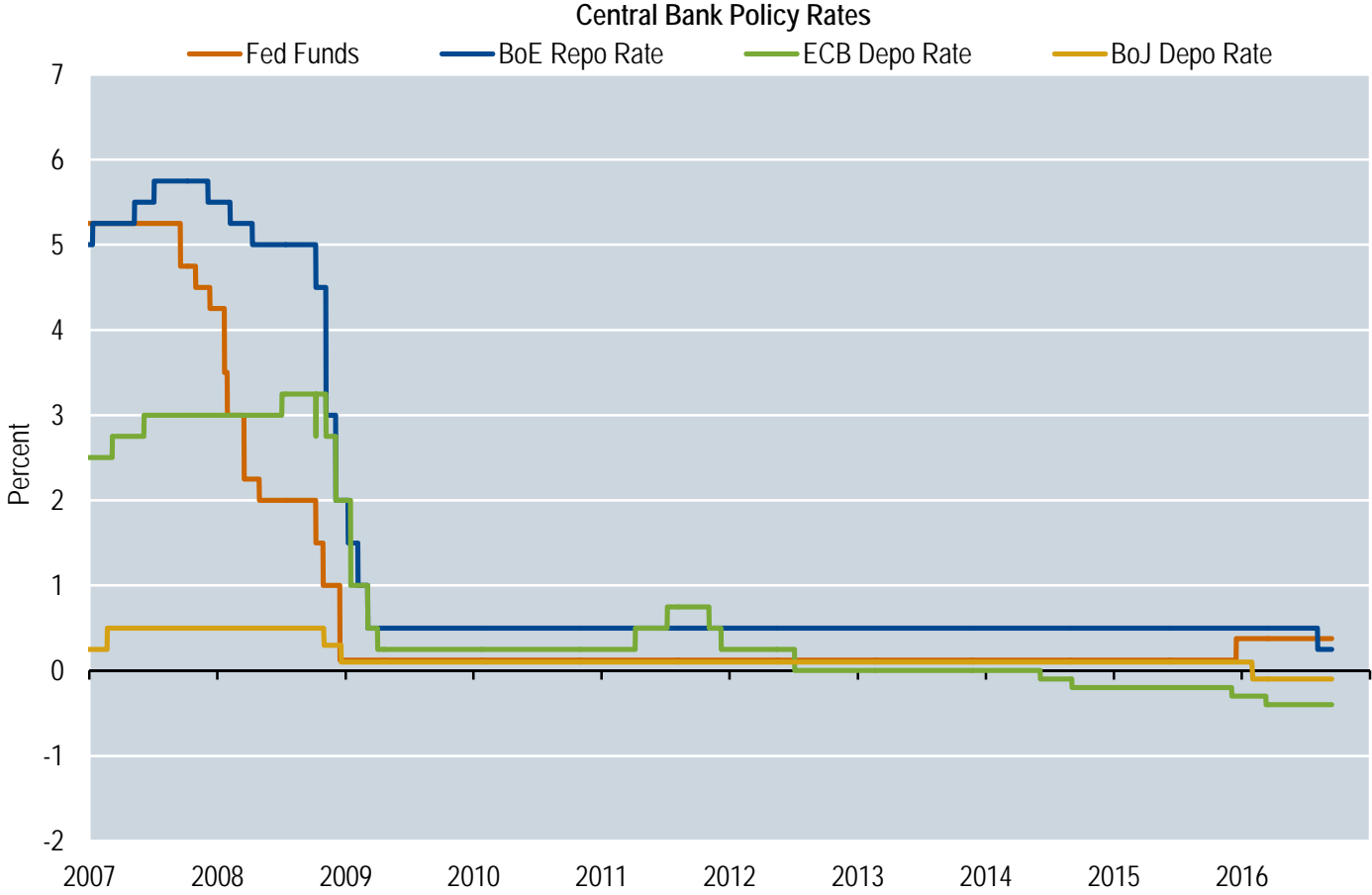
Source: Federal Reserve, As of 21 Sep 16

Central Banks: Inflation Expectations Are Too Low



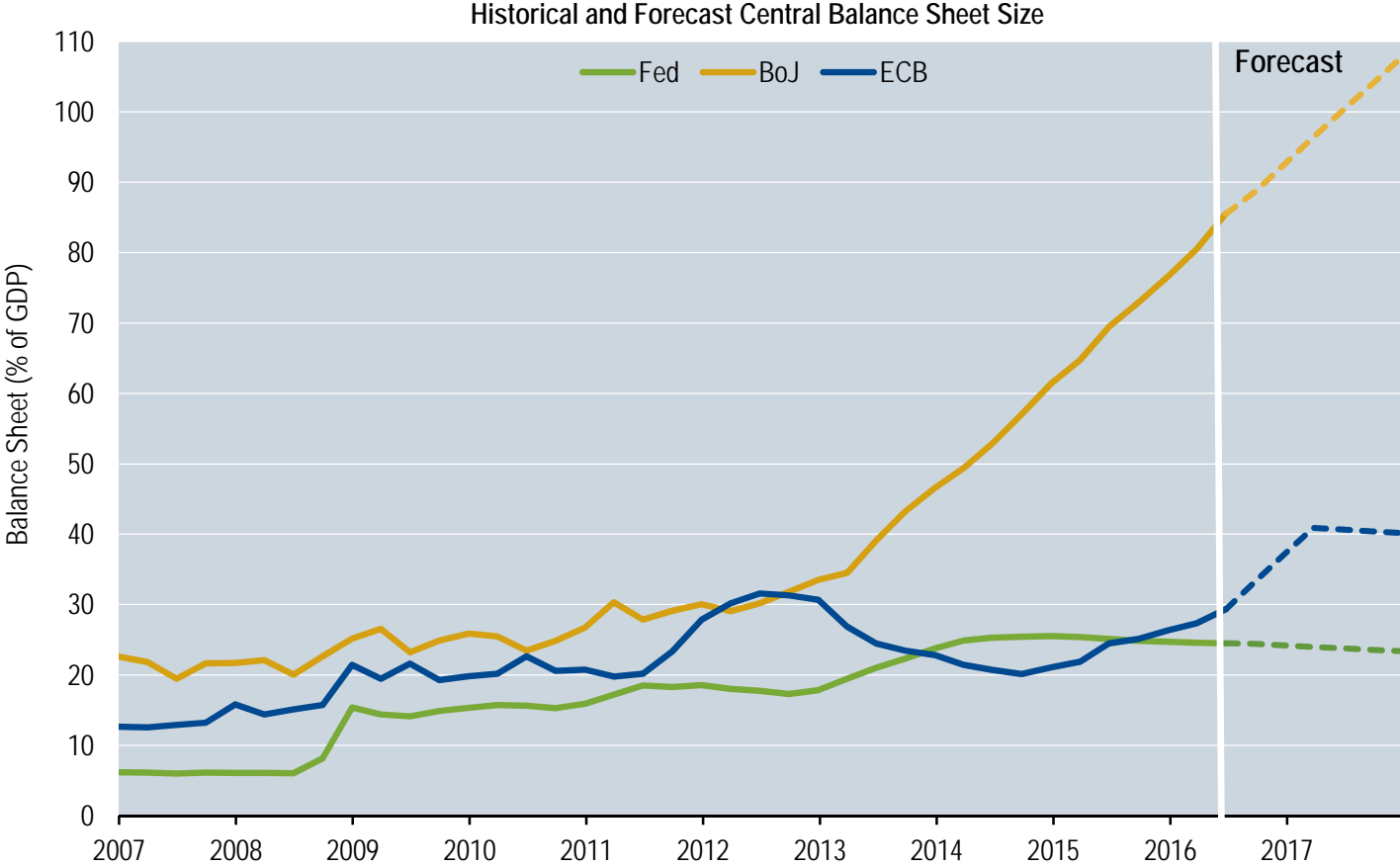
Source: Bloomberg. As of 31 Aug 16

Central Banks: Differing Opinions on Negative Rate Policies



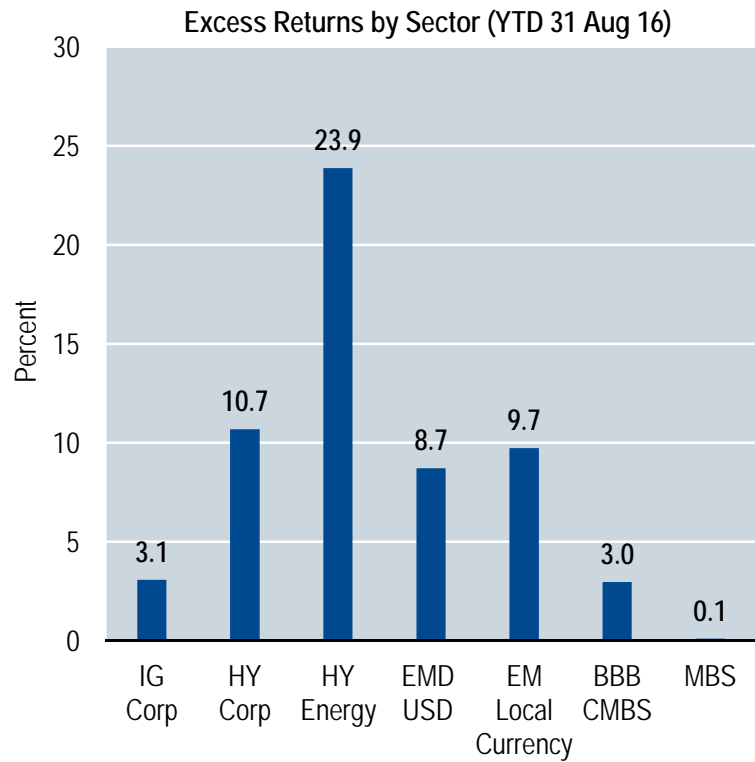
Source: Bloomberg. As of 13 Sep 16

Central Banks: Maintain Accommodation

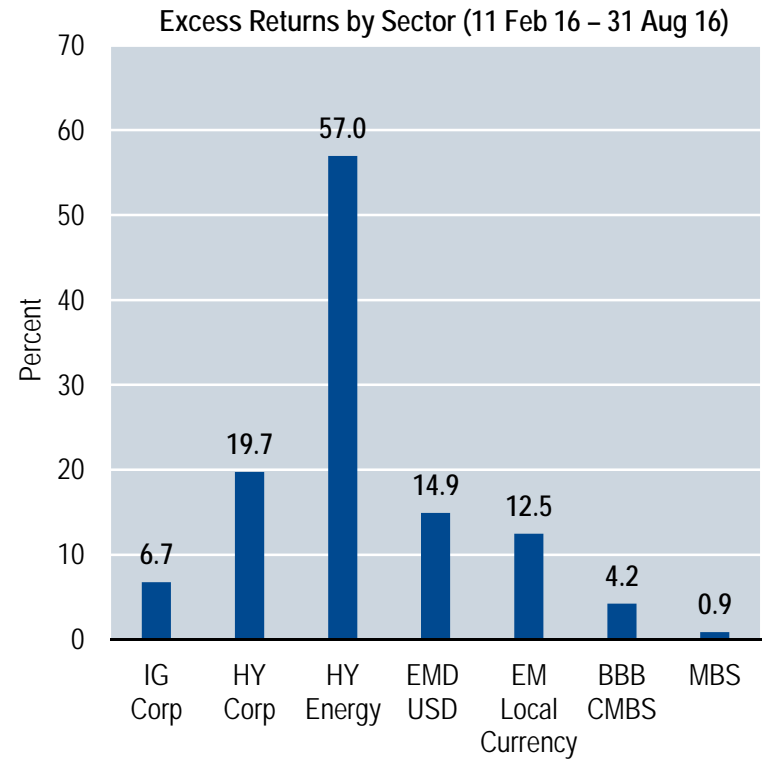


Source: Bloomberg, Western Asset, OECD. As of 30 Jun 16

Investment Themes – Excess Returns

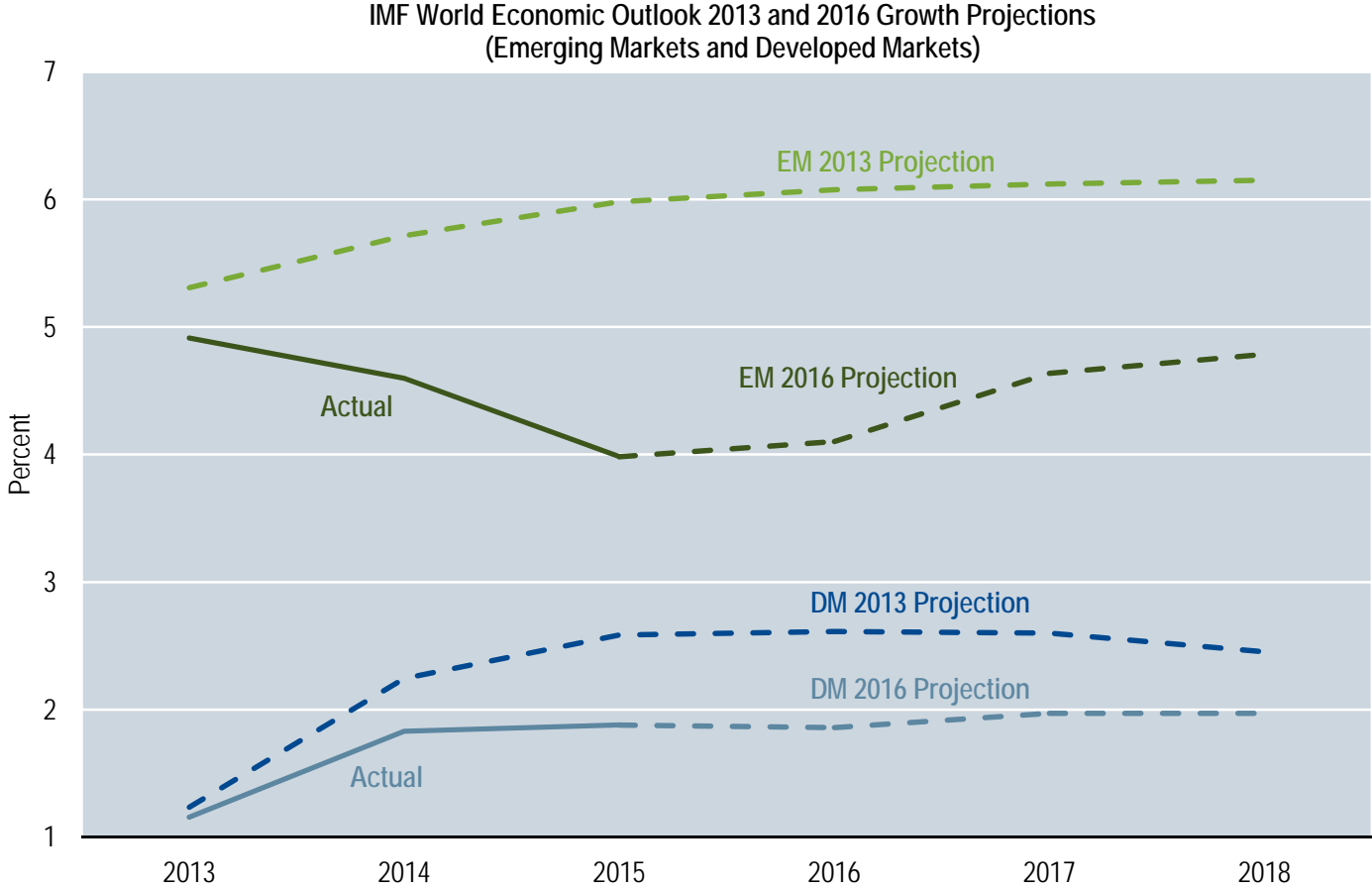


Source: Barclays, J.P. Morgan. As of 31 Aug 16



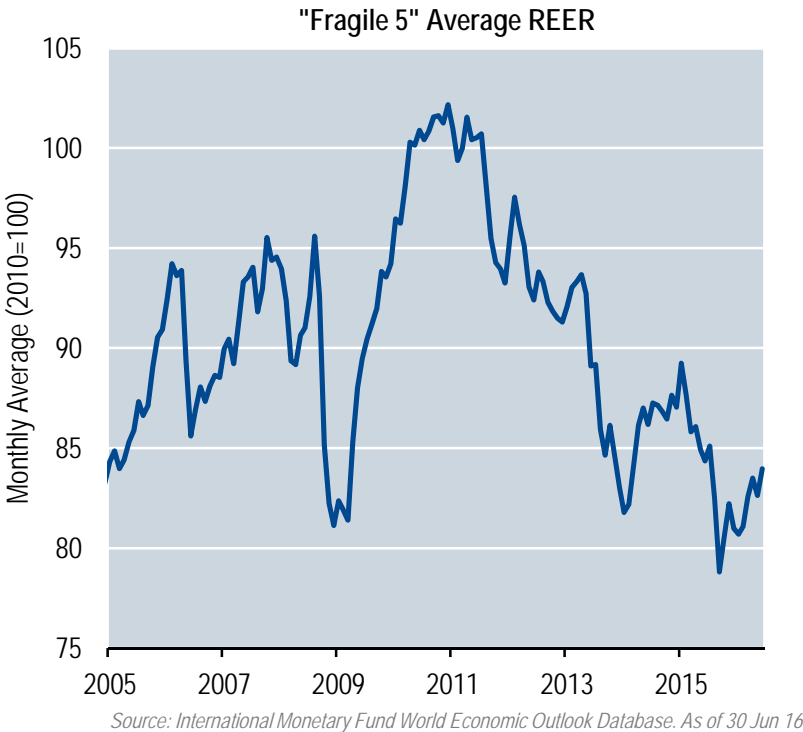
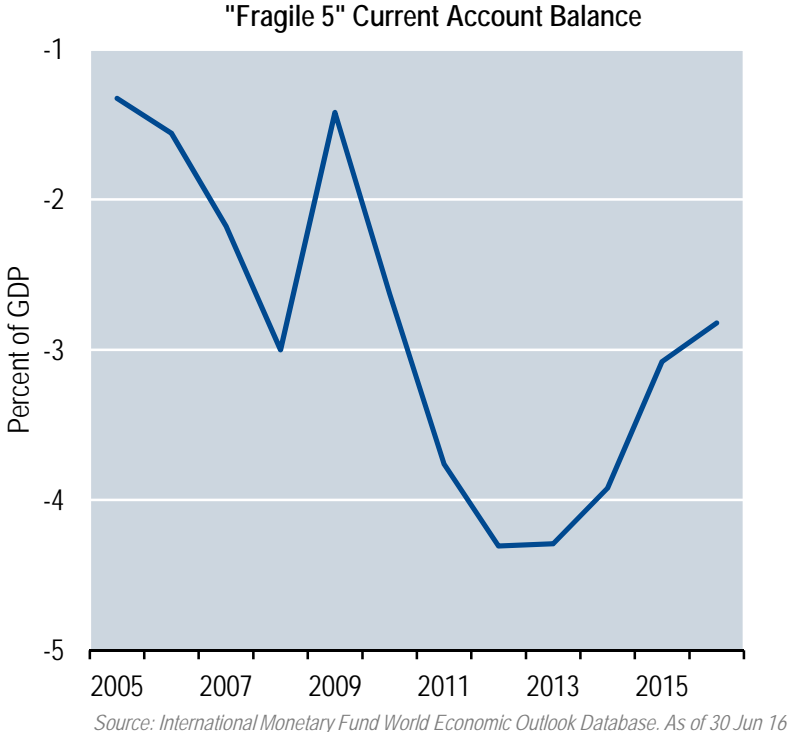
Source: Barclays, J.P. Morgan. As of 31 Aug 16

EM: Post Shock, Growth Expectations Likely Better Aligned

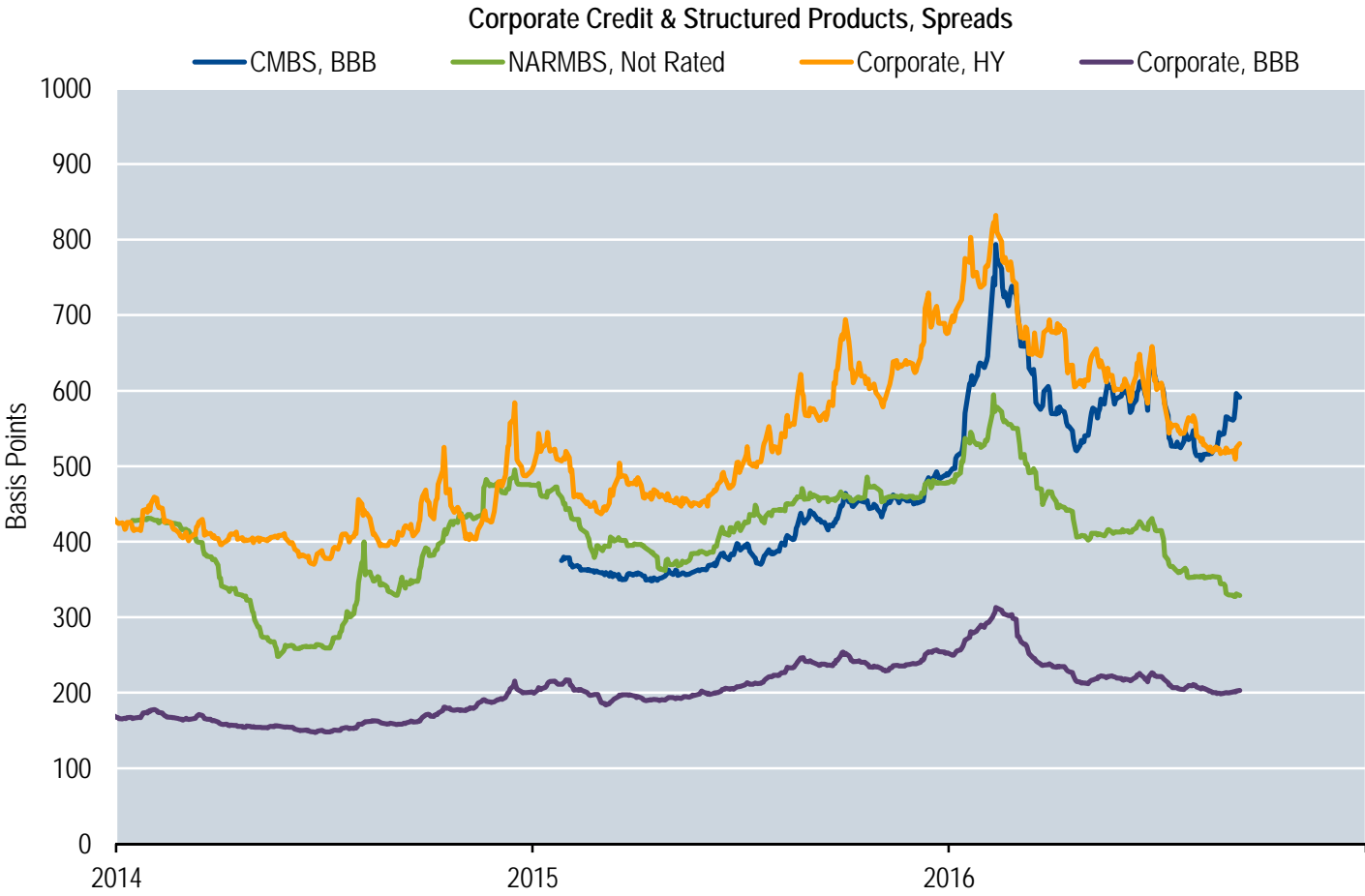


Source: International Monetary Fund World Economic Outlook Database. As of 30 Apr 16. Forecast: 2016, 2017 & 2018.
 Note: Dashes represent projections and solid lines represent actual

EM: Following Macro Adjustment, Better Positioned than May 2013

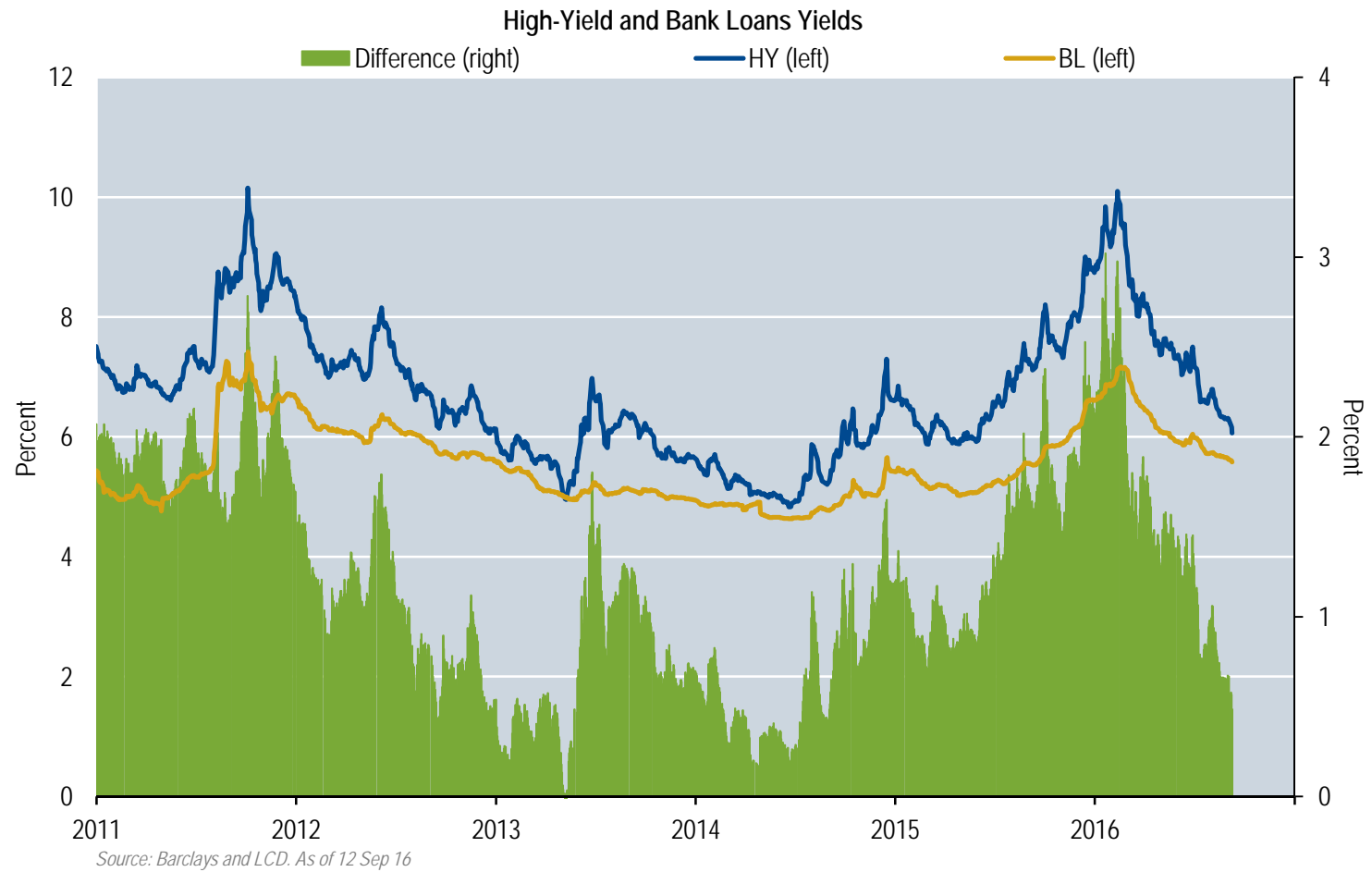


Structured Product: Divergence Between CMBS and NARMBS

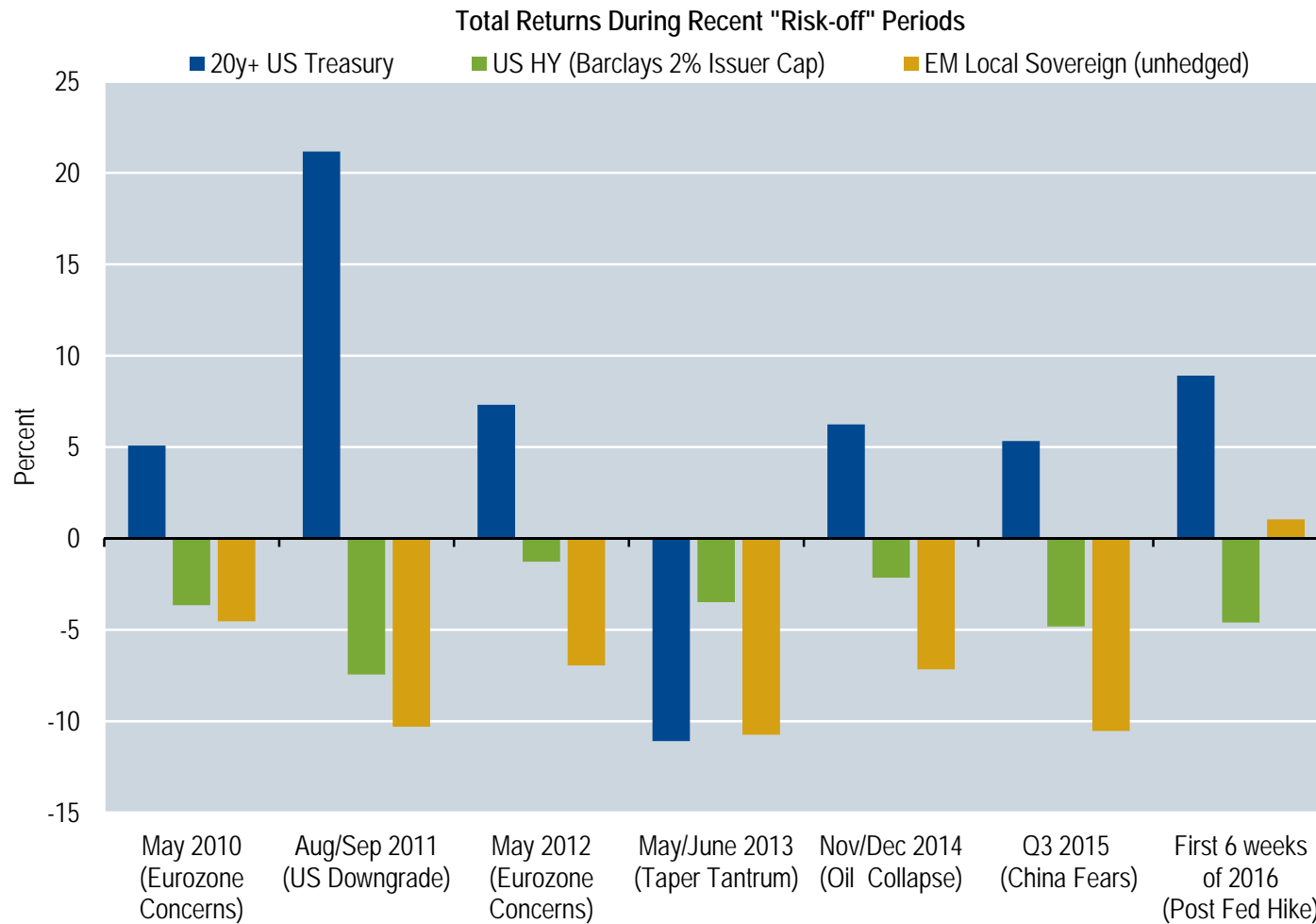


Source: JP Morgan. As of 12 Sep 16
 Notes: CMBS is the spread on the CMBS, BBB Series 8, NARMBS is the DM on CRT, Not Rated, 2014 series

Corporates: High-Yield and Bank Loan Convergence



Rates: Long UST and Risk Sectors



Source: Bloomberg, Barclays. As of 30 Jun 16

Appendix

Biography

FRANCES L. COOMBES

18 Years Experience

- Western Asset Management Company – Client Service Executive, 1998–
- *Columbia University, School of International and Public Affairs, M.P.P.*
- *University of California, Berkeley, B.A.*

JULIEN A. SCHOLNICK

19 Years Experience

- Western Asset Management Company – Portfolio Manager, 2003–
- Salomon Smith Barney – Associate, Private Client Group, 2000-2001
- Digital Coast Partners – Senior Analyst, 1999-2000
- Arthur Andersen, LLP – Senior Analyst, 1997-1999
- *Cornell University, M.B.A.*
- *University of California, Los Angeles, B.A., graduated magna cum laude*
- *Chartered Financial Analyst*

Note: Western Asset experience reflects current position title and hire date.

Representative Client List Disclosure

The clients listed are invested in a wide range of mandates, and are located in a variety of countries or regions of the United States.

The clients listed in the Corporate company type have portfolios with an AUM of \$3(M) or greater.

The clients listed in the Public company type have portfolios with an AUM of \$83(M) or greater.

The clients listed in the Multi-Employer / Union company type have portfolios with an AUM of \$21(M) or greater.

The clients listed in the Healthcare company type have portfolios with an AUM of \$14(M) or greater.

The clients listed in the Eleemosynary company type have portfolios with an AUM of \$4(M) or greater.

The clients listed in the Insurance company type have portfolios with an AUM of \$5(M) or greater.

The clients listed in the Sub-Advisory company type have portfolios with an AUM of \$138(M) or greater.

Clients that have advised Western Asset of account terminations have been excluded from the lists.

Risk Disclosure

© Western Asset Management Company 2016. This presentation is the property of Western Asset Management Company and is intended for the sole use of its clients, consultants, and other intended recipients. It should not be forwarded to any other person. Contents herein should be treated as confidential and proprietary information. This material may not be reproduced or used in any form or medium without express written permission.

Past results are not indicative of future investment results. This presentation is for informational purposes only and reflects the current opinions of Western Asset Management. Information contained herein is believed to be accurate, but cannot be guaranteed. Opinions represented are not intended as an offer or solicitation with respect to the purchase or sale of any security and are subject to change without notice. Statements in this material should not be considered investment advice. Employees and/or clients of Western Asset Management may have a position in the securities mentioned. This presentation has been prepared without taking into account your objectives, financial situation or needs. Before acting on this information, you should consider its appropriateness having regard to your objectives, financial situation or needs. It is your responsibility to be aware of and observe the applicable laws and regulations of your country of residence.



NEPC, LLC

YOU DEMAND MORE. *So do we.*SM



Ventura County Employees' Retirement Association

**Preliminary Performance Report
Month Ending September 30, 2016**

Daniel LeBeau, Consultant
Allan Martin, Partner
Anthony Ferrara, CAIA, Senior Analyst

255 State Street, Boston, MA 02109 | TEL: 617.374.1300 | FAX: 617.374.1313 | www.nepc.com

BOSTON | ATLANTA | CHARLOTTE | CHICAGO | DETROIT | LAS VEGAS | SAN FRANCISCO

Ventura County Employees' Retirement Association

Total Fund Performance Detail Net of Fees

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Return (%)	Since
Total Fund	4,660,807,695	100.0	100.0	0.6	3.2	7.1	10.1	5.9	10.1	5.5	7.9	Apr-94
Policy Index				0.4	3.5	6.9	10.5	6.8	10.2	5.8	7.9	Apr-94
Over/Under				0.2	-0.3	0.2	-0.4	-0.9	-0.1	-0.3	0.0	
Allocation Index				0.4	3.5	6.6	10.2	6.0	9.3	5.3	--	Apr-94
60% MSCI ACWI (Net)/40% CITI WGBI				0.6	3.3	8.5	11.3	4.0	6.8	4.6	--	Apr-94
Total Fund ex Parametric	4,434,335,250	95.1	--	0.7	2.8	7.4	10.3	6.1	10.0	5.5	7.9	Apr-94
Total Fund ex Private Equity	4,495,305,145	96.4	--	0.6	3.2	7.2	10.2	5.7	--	--	8.5	Jan-12
Policy Index				0.4	3.5	6.9	10.5	6.8	10.2	5.8	9.3	Jan-12
Over/Under				0.2	-0.3	0.3	-0.3	-1.1	--	--	-0.8	
Total US Equity	1,435,332,432	30.8	28.0	0.2	4.5	8.4	15.2	10.5	16.6	7.1	8.8	Dec-93
Russell 3000				0.2	4.4	8.2	14.9	10.4	16.3	7.5	9.2	Dec-93
Over/Under				0.0	0.1	0.2	0.3	0.1	0.3	-0.4	-0.4	
BlackRock Equity Market Fund	1,231,500,384	26.4		0.2	4.4	8.2	15.0	10.5	16.4	--	7.1	Dec-07
Dow Jones U.S. Total Stock Market				0.2	4.4	8.1	14.9	10.4	16.3	7.5	7.1	Dec-07
Over/Under				0.0	0.0	0.1	0.1	0.1	0.1	0.0	0.0	
Western U.S. Index Plus	154,227,107	3.3		0.0	4.2	9.2	16.8	11.8	17.6	--	4.0	May-07
S&P 500				0.0	3.9	7.8	15.4	11.2	16.4	7.2	6.1	May-07
Over/Under				0.0	0.3	1.4	1.4	0.6	1.2	--	-2.1	
BlackRock Extended Equity Index	49,604,941	1.1		0.9	7.1	9.9	13.3	7.5	16.3	8.3	11.4	Oct-02
Dow Jones U.S. Completion Total Stock Market				0.9	7.1	9.7	13.0	7.4	16.0	8.3	11.4	Oct-02
Over/Under				0.0	0.0	0.2	0.3	0.1	0.3	0.0	0.0	

Policy Index: Currently, 28% Russell 3000, 20% Barclays Aggregate, 15% MSCI ACWI ex U.S., 10% MSCI ACWI, 10% DJ U.S. Total Stock Market Index + 3%, 10% CPI+4% Index, and 7% NCREIF ODCE Real Estate Index.

Prior to January 2016 the Total U.S. Equity Benchmark was a dynamic hybrid using the respective managers' market value weights within the U.S. Equity component toward their benchmark. Prior to May 2013, the Dow Jones U.S. Total Stock Market Index. Prior to May 2007, the Russell 3000 Index.

CPI+4% and CPI+5% are estimated due to CPI monthly lag.

Ventura County Employees' Retirement Association

Total Fund Performance Detail Net of Fees

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Return (%)	Since
Total Non-US Equity	709,064,570	15.2	15.0	1.3	7.0	7.6	11.2	1.0	6.9	2.3	6.1	Mar-94
MSCI ACWI ex USA				1.2	6.9	5.8	9.3	0.2	6.0	2.2	4.8	Mar-94
Over/Under				0.1	0.1	1.8	1.9	0.8	0.9	0.1	1.3	
MSCI EAFE				1.2	6.4	1.7	6.5	0.5	7.4	1.8	4.5	Mar-94
MSCI ACWI ex USA Local Currency				0.4	6.4	2.0	6.9	5.2	9.9	2.9	--	Mar-94
MSCI EAFE Local Currency				0.3	6.0	-1.6	4.6	5.3	11.2	2.2	4.4	Mar-94
BlackRock ACWI ex-U.S. Index	346,658,699	7.4		1.4	7.1	6.3	10.1	0.8	6.6	--	1.3	Mar-07
MSCI ACWI ex USA				1.2	6.9	5.8	9.3	0.2	6.0	2.2	0.8	Mar-07
Over/Under				0.2	0.2	0.5	0.8	0.6	0.6		0.5	
MSCI ACWI ex USA Local Currency				0.4	6.4	2.0	6.9	5.2	9.9	2.9	1.9	Mar-07
Sprucegrove	180,032,965	3.9		1.6	8.8	9.1	11.3	0.2	6.6	2.7	6.9	Mar-02
MSCI ACWI ex USA				1.2	6.9	5.8	9.3	0.2	6.0	2.2	6.1	Mar-02
Over/Under				0.4	1.9	3.3	2.0	0.0	0.6	0.5	0.8	
MSCI EAFE				1.2	6.4	1.7	6.5	0.5	7.4	1.8	5.5	Mar-02
MSCI ACWI ex USA Local Currency				0.4	6.4	2.0	6.9	5.2	9.9	2.9	4.6	Mar-02
MSCI EAFE Local Currency				0.3	6.0	-1.6	4.6	5.3	11.2	2.2	3.8	Mar-02
Hexavest	80,475,702	1.7		0.4	4.1	4.7	7.1	1.1	7.0	--	3.5	Dec-10
MSCI EAFE				1.2	6.4	1.7	6.5	0.5	7.4	1.8	3.4	Dec-10
Over/Under				-0.8	-2.3	3.0	0.6	0.6	-0.4		0.1	
MSCI EAFE Local Currency				0.3	6.0	-1.6	4.6	5.3	11.2	2.2	6.5	Dec-10
Walter Scott	101,897,203	2.2		0.9	6.1	10.5	17.8	2.7	7.7	--	4.6	Dec-10
MSCI ACWI ex USA				1.2	6.9	5.8	9.3	0.2	6.0	2.2	1.9	Dec-10
Over/Under				-0.3	-0.8	4.7	8.5	2.5	1.7		2.7	
MSCI ACWI ex USA Local Currency				0.4	6.4	2.0	6.9	5.2	9.9	2.9	5.4	Dec-10
Total Global Equity	412,652,763	8.9	10.0	0.9	5.6	7.5	11.9	4.2	9.4	3.4	5.0	May-05
MSCI ACWI				0.6	5.3	6.6	12.0	5.2	10.6	4.3	6.0	May-05
Over/Under				0.3	0.3	0.9	-0.1	-1.0	-1.2	-0.9	-1.0	
BlackRock MSCI ACWI Equity Index	258,912,948	5.6		0.6	5.4	7.0	12.5	5.6	--	--	9.8	Jul-12
MSCI ACWI				0.6	5.3	6.6	12.0	5.2	10.6	4.3	9.4	Jul-12
Over/Under				0.0	0.1	0.4	0.5	0.4			0.4	
GMO Global Equity	153,739,815	3.3		1.1	5.7	8.2	11.3	2.7	8.3	4.2	5.8	May-05
MSCI ACWI				0.6	5.3	6.6	12.0	5.2	10.6	4.3	6.0	May-05
Over/Under				0.5	0.4	1.6	-0.7	-2.5	-2.3	-0.1	-0.2	

Ventura County Employees' Retirement Association

Total Fund Performance Detail Net of Fees

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Return (%)	Since
Total Private Equity	165,502,550	3.6	10.0	3.2	3.6	4.1	6.4	14.0	--	--	13.8	Jan-12
<i>DJ U.S. Total Stock Market Index + 3%</i>				<u>0.4</u>	<u>5.2</u>	<u>10.5</u>	<u>18.3</u>	<u>13.7</u>	<u>19.7</u>	--	<u>17.8</u>	<i>Jan-12</i>
Over/Under				2.8	-1.6	-6.4	-11.9	0.3			-4.0	
Adams Street Global Fund Series	101,802,531	2.2		3.1	3.1	3.7	6.6	12.3	--	--	12.6	Jan-12
<i>DJ U.S. Total Stock Market Index + 3%</i>				<u>0.4</u>	<u>5.2</u>	<u>10.5</u>	<u>18.3</u>	<u>13.7</u>	<u>19.7</u>	--	<u>17.8</u>	<i>Jan-12</i>
Over/Under				2.7	-2.1	-6.8	-11.7	-1.4			-5.2	
Harbourvest- Dover Street VII	47,936,336	1.0		1.0	2.4	3.4	6.2	19.7	--	--	18.1	Jul-13
<i>DJ U.S. Total Stock Market Index + 3%</i>				<u>0.4</u>	<u>5.2</u>	<u>10.5</u>	<u>18.3</u>	<u>13.7</u>	<u>19.7</u>	--	<u>14.9</u>	<i>Jul-13</i>
Over/Under				0.6	-2.8	-7.1	-12.1	6.0			3.2	
Pantheon Global Secondary Funds	15,397,544	0.3		11.2	11.2	9.2	7.7	11.6	--	--	10.0	Jan-12
<i>DJ U.S. Total Stock Market Index + 3%</i>				<u>0.4</u>	<u>5.2</u>	<u>10.5</u>	<u>18.3</u>	<u>13.7</u>	<u>19.7</u>	--	<u>17.8</u>	<i>Jan-12</i>
Over/Under				10.8	6.0	-1.3	-10.6	-2.1			-7.8	
Drive Capital Fund	366,139	0.0		0.0	--	--	--	--	--	--	0.0	Sep-16
<i>DJ U.S. Total Stock Market Index + 3%</i>				<u>0.4</u>	<u>5.2</u>	<u>10.5</u>	<u>18.3</u>	<u>13.7</u>	<u>19.7</u>	--	<u>0.4</u>	<i>Sep-16</i>
Over/Under				-0.4							-0.4	

Please Note:

Private Equity performance is shown on a time-weighted return basis. Values are cash adjusted with current month cash flows.

Drive Capital Fund, funded 9/1/2016.

Ventura County Employees' Retirement Association

Private Equity Limited Partnership Performance

Fund Name	Vintage Year	Initial Investment Date	Commitment	Capital Called to Date ¹	Outstanding Commitment ¹	Call Ratio	Add'l Fees ²	Distributions to Date	Valuation	Total Value	Net Benefit	IRR	Since Inception	
													Distributions to Paid In Multiple (DPI)	Total Value to Paid In Multiple (TVPI)
Adams Street 2010 U.S. Fund	2010	5/21/2010	\$42,500,000	\$29,665,000	\$12,835,000	70%	\$15,213	\$10,764,481	\$33,373,243	\$44,137,724	\$14,457,511	14.0%	0.36x	1.49x
Adams Street 2010 Non-U.S. Dev. Mkts Fund	2010	5/21/2010	\$25,500,000	\$19,545,749	\$5,954,251	77%	\$1,589	\$7,653,243	\$15,577,320	\$23,230,563	\$3,683,225	7.2%	0.39x	1.19x
Adams Street 2010 Non-U.S. Emg Mkts Fund	2010	1/3/2011	\$8,500,000	\$6,111,500	\$2,388,500	72%	\$0	\$314,436	\$7,510,516	\$7,824,952	\$1,713,452	9.1%	0.05x	1.28x
Adams Street 2010 Direct Fund	2010	5/21/2010	\$8,500,000	\$7,879,500	\$620,500	93%	\$6,697	\$4,831,957	\$7,079,912	\$11,911,869	\$4,025,672	12.0%	0.61x	1.51x
Total Adams Street 2010	2010	5/21/2010	\$85,000,000	\$63,201,749	\$21,798,251	74%	\$23,499	\$23,564,117	\$63,540,991	\$87,105,108	\$23,879,860	11.6%	0.37x	1.38x
Adams Street 2013 Global Fund	2013	6/27/2013	\$75,000,000	\$38,925,000	\$36,075,000	52%	\$10,728	\$2,698,535	\$38,261,534	\$40,960,069	\$2,024,341	3.2%	0.07x	1.05x
Adams Street 2016 Global Fund	TBD	TBD	\$60,000,000	\$0	\$60,000,000	0%	\$0	\$0	\$0	\$0	\$0	--	--	--
Drive Capital Fund II	2016	9/1/2016	\$15,000,000	\$366,139	\$14,633,861	2%	\$3,210	\$0	\$366,139	\$366,139	(\$3,210)	-0.9%	--	0.99x
HarbourVest - Dover Street VIII	2013	5/30/2013	\$67,500,000	\$55,687,500	\$11,812,500	83%	\$84,954	\$26,738,658	\$48,145,524	\$74,884,182	\$19,111,728	24.5%	0.48x	1.34x
HarbourVest - Dover Street IX	TBD	TBD	\$60,000,000	\$0	\$60,000,000	0%	\$0	\$0	\$0	\$0	\$0	--	--	--
Pantheon Global Secondary Fund IV	2010	8/20/2010	\$15,000,000	\$9,960,000	\$5,040,000	66%	\$0	\$8,310,001	\$6,050,666	\$14,360,667	\$4,400,667	13.8%	0.83x	1.44x
Pantheon Global Secondary Fund V	2015	2/26/2015	\$50,000,000	\$7,441,510	\$42,558,490	15%	(\$137,480)	\$0	\$9,346,877	\$9,346,877	\$2,042,847	16.5%	--	1.28x
Total VCERA Private Equity Program	--	5/21/2010	\$427,500,000	\$175,581,898	\$251,918,102	41%	(\$15,089)	\$61,311,311	\$165,711,731	\$227,023,042	\$51,456,233	13.1%	0.35x	1.29x

1. Includes recycled/recallable distributions received to date.

2. Add'l Fees represents notional interest paid/(received).

2. Add'l Fees for Pantheon Global Secondary Fund V includes notional interest paid/(received) and management fee rebates paid to VCERA.

Note: Private equity performance data is reported net of fees.

Performance shown is based on 6/30/2016 NAVs cash-adjusted for cash flows through 9/30/2016.

Ventura County Employees' Retirement Association

Total Fund Performance Detail Net of Fees

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Return (%)	Since
Total US Fixed Income	935,255,229	20.1	20.0	0.2	1.3	6.9	6.5	3.7	4.3	5.9	6.1	Feb-94
<i>Barclays Aggregate</i>				<i>-0.1</i>	<i>0.5</i>	<i>5.8</i>	<i>5.2</i>	<i>4.0</i>	<i>3.1</i>	<i>4.8</i>	<i>5.6</i>	<i>Feb-94</i>
Over/Under				0.3	0.8	1.1	1.3	-0.3	1.2	1.1	0.5	
BlackRock U.S. Debt Fund	221,798,339	4.8		-0.1	0.5	5.8	5.2	4.1	3.2	4.9	5.5	Nov-95
<i>Barclays Aggregate</i>				<i>-0.1</i>	<i>0.5</i>	<i>5.8</i>	<i>5.2</i>	<i>4.0</i>	<i>3.1</i>	<i>4.8</i>	<i>5.5</i>	<i>Nov-95</i>
Over/Under				0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.0	
Western	289,877,431	6.2		0.1	1.4	7.5	7.3	5.3	5.1	5.7	6.5	Dec-96
<i>Barclays Aggregate</i>				<i>-0.1</i>	<i>0.5</i>	<i>5.8</i>	<i>5.2</i>	<i>4.0</i>	<i>3.1</i>	<i>4.8</i>	<i>5.5</i>	<i>Dec-96</i>
Over/Under				0.2	0.9	1.7	2.1	1.3	2.0	0.9	1.0	
Reams	301,979,211	6.5		0.3	1.0	6.3	6.0	1.6	3.6	6.0	5.7	Sep-01
<i>Reams Custom Index</i>				<i>0.1</i>	<i>0.2</i>	<i>0.5</i>	<i>0.6</i>	<i>0.4</i>	<i>1.2</i>	<i>3.8</i>	<i>4.1</i>	<i>Sep-01</i>
Over/Under				0.2	0.8	5.8	5.4	1.2	2.4	2.2	1.6	
<i>Barclays Aggregate</i>				<i>-0.1</i>	<i>0.5</i>	<i>5.8</i>	<i>5.2</i>	<i>4.0</i>	<i>3.1</i>	<i>4.8</i>	<i>4.8</i>	<i>Sep-01</i>
Loomis Sayles Multi Strategy	77,961,468	1.7		0.6	3.6	10.4	9.3	5.6	7.0	6.9	6.8	Jul-05
<i>Loomis Custom Index</i>				<i>0.2</i>	<i>1.9</i>	<i>8.6</i>	<i>7.4</i>	<i>4.3</i>	<i>4.6</i>	<i>5.6</i>	<i>5.5</i>	<i>Jul-05</i>
Over/Under				0.4	1.7	1.8	1.9	1.3	2.4	1.3	1.3	
<i>Barclays Govt/Credit</i>				<i>-0.2</i>	<i>0.4</i>	<i>6.7</i>	<i>5.9</i>	<i>4.2</i>	<i>3.2</i>	<i>4.9</i>	<i>4.7</i>	<i>Jul-05</i>
Loomis Strategic Alpha	43,638,780	0.9		0.0	1.8	4.3	3.5	2.5	--	--	2.2	Jul-13
<i>Barclays Aggregate</i>				<i>-0.1</i>	<i>0.5</i>	<i>5.8</i>	<i>5.2</i>	<i>4.0</i>	<i>3.1</i>	<i>4.8</i>	<i>4.0</i>	<i>Jul-13</i>
Over/Under				0.1	1.3	-1.5	-1.7	-1.5			-1.8	

Reams Custom Index: Merrill Lynch 3 Month Libor Constant Maturity Index, prior to February 2013 the Barclays Aggregate.

Loomis Custom Index: 65% Barclays Aggregate, 30% Citigroup High Yield Market Index and 5% JPM Non-US Hedged Bond Index.

Ventura County Employees' Retirement Association

Total Fund Performance Detail Net of Fees

	Market Value (\$)	% of Portfolio	Policy %	1 Mo (%)	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)	Return (%)	Since
Total Real Estate	371,598,471	8.0	7.0	0.0	0.0	3.5	6.4	10.1	10.0	3.5	7.9	Mar-94
NCREIF ODCE Net				0.0	0.0	3.9	7.1	10.7	10.9	4.9	8.1	Mar-94
Over/Under				0.0	0.0	-0.4	-0.7	-0.6	-0.9	-1.4	-0.2	
Prudential Real Estate	129,647,890	2.8		0.0	0.0	3.8	6.9	11.4	11.3	4.5	5.9	Jun-04
NCREIF ODCE Net				0.0	0.0	3.9	7.1	10.7	10.9	4.9	7.0	Jun-04
Over/Under				0.0	0.0	-0.1	-0.2	0.7	0.4	-0.4	-1.1	
NCREIF ODCE				0.0	0.0	4.4	7.8	11.7	11.9	5.8	7.9	Jun-04
UBS Real Estate	240,801,755	5.2		0.0	0.0	3.4	6.3	9.3	9.2	5.2	7.5	Mar-03
NCREIF ODCE Net				0.0	0.0	3.9	7.1	10.7	10.9	4.9	7.2	Mar-03
Over/Under				0.0	0.0	-0.5	-0.8	-1.4	-1.7	0.3	0.3	
NCREIF ODCE				0.0	0.0	4.4	7.8	11.7	11.9	5.8	8.2	Mar-03
RREEF	1,148,826	0.0		0.0	0.0	-4.2	-5.1	10.0	13.2	--	-5.0	Sep-07
NCREIF ODCE Net				0.0	0.0	3.9	7.1	10.7	10.9	4.9	3.6	Sep-07
Over/Under				0.0	0.0	-8.1	-12.2	-0.7	2.3		-8.6	
NCREIF ODCE				0.0	0.0	4.4	7.8	11.7	11.9	5.8	4.5	Sep-07
Total Liquid Alternatives	404,929,236	8.7	10.0	1.2	3.0	12.1	12.0	3.2	--	--	5.0	Apr-13
CPI + 4% (Unadjusted)				0.4	1.0	5.0	5.4	6.9	12.6	--	6.3	Apr-13
Over/Under				0.8	2.0	7.1	6.6	-3.7			-1.3	
Bridgewater All Weather Fund	286,030,977	6.1		0.8	3.3	11.9	10.8	4.2	--	--	4.9	Aug-13
CPI + 5% (Unadjusted)				0.5	1.2	5.7	6.4	6.0	--	--	6.0	Aug-13
Over/Under				0.3	2.1	6.2	4.4	-1.8			-1.1	
Tortoise Energy Infrastructure	118,898,259	2.6		2.0	2.5	12.6	15.1	1.0	--	--	2.0	Apr-13
Wells Fargo MLP Index				1.7	3.0	18.1	10.5	-3.7	5.7	--	-3.1	Apr-13
Over/Under				0.3	-0.5	-5.5	4.6	4.7			5.1	
Overlay	226,472,444	4.9	0.0									
Parametric	226,472,444	4.9										

Total Real Estate Benchmark: NCREIF ODCE; prior to January 2006, the NCREIF Property Index.

Real Estate managers and NCREIF ODCE are valued on a quarterly basis. Performance is not applicable in mid-quarter months, therefore 0% return is shown.

CPI+4% and CPI+5% is estimated by carrying the last available month forward.

Real Estate Valuation is as of 6/30/2016.

Ventura County Employees' Retirement Association

Total Fund

Cash Flow Summary

Month Ending September 30, 2016

	Beginning Market Value	Withdrawals	Contributions	Net Cash Flow	Fees	Net Investment Change	Ending Market Value
Adams Street Global Fund Series	\$99,285,827	-\$2,451,469	\$1,848,749	-\$602,720	\$0	\$3,119,424	\$101,802,531
BlackRock ACWI ex-U.S. Index	\$249,963,050	\$0	\$91,000,000	\$91,000,000	-\$30,555	\$5,695,649	\$346,658,699
BlackRock Equity Market Fund	\$1,229,417,140	\$0	\$0	\$0	\$0	\$2,083,244	\$1,231,500,384
BlackRock Extended Equity Index	\$49,168,765	\$0	\$0	\$0	-\$3,307	\$436,177	\$49,604,941
BlackRock MSCI ACWI Equity Index	\$231,957,059	\$0	\$25,000,000	\$25,000,000	-\$10,297	\$1,955,889	\$258,912,948
BlackRock U.S. Debt Fund	\$148,468,661	\$0	\$73,000,000	\$73,000,000	-\$10,727	\$329,678	\$221,798,339
Bridgewater All Weather Fund	\$283,683,016	\$0	\$0	\$0	-\$92,923	\$2,347,961	\$286,030,977
Drive Capital Fund	\$0	\$0	\$366,139	\$366,139	\$0	\$0	\$366,139
GMO Global Equity	\$209,454,635	-\$58,000,000	\$0	-\$58,000,000	-\$70,464	\$2,285,180	\$153,739,815
Harbourvest- Dover Street VII	\$45,975,224	-\$1,879,457	\$3,375,000	\$1,495,543	\$0	\$465,569	\$47,936,336
Hexavest	\$80,117,598	\$0	\$0	\$0	-\$30,992	\$358,105	\$80,475,702
Loomis Sayles Multi Strategy	\$77,504,900	\$0	\$0	\$0	-\$25,324	\$456,568	\$77,961,468
Loomis Strategic Alpha	\$43,638,780	\$0	\$0	\$0	-\$14,546	\$0	\$43,638,780
Pantheon Global Secondary Funds	\$13,849,096	\$0	\$0	\$0	\$0	\$1,548,448	\$15,397,544
Parametric	\$372,192,115	-\$221,626,595	\$72,017,832	-\$149,608,763	-\$51,532	\$3,889,092	\$226,472,444
Prudential Real Estate	\$129,647,890	\$0	\$0	\$0	\$0	\$0	\$129,647,890
Reams	\$300,990,595	\$0	\$0	\$0	-\$43,997	\$988,616	\$301,979,211
RREEF	\$1,148,826	\$0	\$0	\$0	\$0	\$0	\$1,148,826
Sprucegrove	\$177,159,004	\$0	\$0	\$0	-\$57,090	\$2,873,960	\$180,032,965
Tortoise Energy Infrastructure	\$116,535,278	\$0	\$0	\$0	-\$61,926	\$2,362,981	\$118,898,259
UBS Real Estate	\$240,801,755	\$0	\$0	\$0	\$0	\$0	\$240,801,755
Walter Scott	\$100,871,289	\$0	\$0	\$0	-\$72,824	\$1,025,915	\$101,897,203
Western	\$289,519,686	\$0	\$0	\$0	-\$48,735	\$357,744	\$289,877,431
Western U.S. Index Plus	\$154,120,903	\$0	\$0	\$0	-\$31,778	\$106,204	\$154,227,107
Total	\$4,645,471,090	-\$283,957,521	\$266,607,720	-\$17,349,801	-\$657,018	\$32,686,406	\$4,660,807,695

Drive Capital Fund, funded 9/1/2016.

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

1190 South Victoria Avenue, Suite 200
Ventura, CA 93003-6572
(805) 339-4250 • Fax: (805) 339-4269
<http://www.ventura.org/vcera>

October 17, 2016

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

SUBJECT: REQUEST TO INCREASE NOSSAMAN ENGAGEMENT AMOUNT FOR SERVICES RELATED TO ASSISTING IN IMPLEMENTING GOVERNMENT CODE SECTION 31468 (AB 1291)

Dear Board Members:

In September 2015, the Board of Retirement approved engagement of outside counsel to facilitate successful implementation of the AB 1291 legislation for the five (5) VCERA positions impacted, and authorized staff to incur fees up to an amount not to exceed (NTE) \$25,000. Since then, the NTE amount has been increased twice up to an amount not to exceed \$75,000 with an additional \$1,000 designated for expenses.

The amounts incurred to complete the implementation of AB 1291 has exceeded the previously approved amount. The Chair has requested that an additional \$28,000 be approved to accommodate the work Nossaman has performed on VCERA's behalf, with an additional \$1,500 for travel expenses related to the on-site visits made by Ms. Dunning for Board meetings and negotiation meetings.

Neither staff nor the Chair anticipate further costs, as the appointments of the 5 executive staff have been completed.

RECOMMENDATION: AUTHORIZE THE RETIREMENT ADMINISTRATOR TO PAY NOSSAMAN INVOICES ABOVE THE PREVIOUSLY-APPROVED \$75,000 IN AN AMOUNT NOT TO EXCEED \$28,000 FOR LEGAL COSTS AND \$1,500 IN TRAVEL COSTS FOR THE PURPOSES OF IMPLEMENTING GOVERNMENT CODE SECTION 31468 (AB 1291).

Sincerely,



Linda Webb
Retirement Administrator

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

1190 South Victoria Avenue, Suite 200
Ventura, CA 93003-6572
(805) 339-4250 • Fax: (805) 339-4269
<http://www.ventura.org/vcera>

October 17, 2016

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

SUBJECT: REVIEW AND APPROVAL OF PROFESSIONAL SERVICES CONTRACT WITH CHARLES HERRICK

Dear Board Members:

Background

VCERA has relied on external help for its Information Technology needs for several years. Throughout the V3 project, we have relied on the staff expertise of Vitech Systems Group, Inc., Linea and other vendors. While VCERA utilizes the County of Ventura's IT Services for general services (data network access, desktop support, software license and support, etc.), the proprietary nature of V3 requires specific experience and skills. Staff believes it is in VCERA's best interest to contract directly with an I.T. professional who can provide this expertise for the remainder of the fiscal year.

On July 11, 2016, the Board approved a professional services contract for these services, but the contractor later rescinded intent to execute that contract. In the weeks following this, Vitech assisted to VCERA in identifying other potential resources for a similar arrangement, and provided several resumes for review. Among those potential candidates was Charles Herrick.

Staff requests approval of the provided professional services contract with Mr. Herrick, who has extensive experience that fits VCERA's needs. He has an MS in Management and Systems as well as a Certificate in Database Management from New York University, and extensive Oracle-based database experience. His full resume is available to trustees upon request.

The amount requested for this proposed contract is included in the FY 2016-2017 budget. Counsel has reviewed the contract and indicated it is acceptable.

RECOMMENDATION: APPROVE ATTACHED PROFESSIONAL SERVICES CONTRACT WITH CHUCK HERRICK FOR AN AMOUNT NOT TO EXCEED \$120,000.

I would be pleased to respond to any questions you may have on this matter.

Sincerely,



Linda Webb
Retirement Administrator

PROFESSIONAL SERVICES CONTRACT

**PROJECT: VENTURA COUNTY EMPLOYEES' RETIREMENT
ASSOCIATION (VCERA) INFORMATION TECHNOLOGY
SERVICES**

This is a contract between the Ventura County Employees' Retirement Association, hereinafter referred to as VCERA, and Charles Herrick, hereinafter referred to as CONTRACTOR. The parties hereto agree as follows:

1. **SCOPE OF WORK**

VCERA hereby retains CONTRACTOR to perform services as provided in Attachment A, "Scope of Work" and in Attachment B, "Schedule of Fees". Services provided hereunder shall, when applicable, be in accordance with the Ventura County Information Technology Services standardized processes and project management methodologies as amended from time to time, which are on file with the Information Technology Services Department. This contract shall take precedence over such processes and methodologies in case of conflicting provision; otherwise they shall be interpreted together.

2. **COMPENSATION**

Payment shall be made monthly upon presentation of an invoice to VCERA for work actually completed and accepted by VCERA's management according to Attachment B, "Schedule of Fees". Unless stated separately in Attachment B, all compensation hereunder shall include any and all out-of-pocket expenses.

3. **PERFORMANCE PERIOD**

This contract will be effective as of October 17, 2016 and will be for the period October 18, 2016 through June 30, 2017.

4. **STATUS OF CONTRACTOR**

It is understood and agreed that CONTRACTOR is at all times an independent contractor and that no relationship of employer-employee exists between the parties hereto. CONTRACTOR will not be entitled to any benefits payable to employees of VCERA, included but not limited to overtime, retirement benefits, worker's compensation benefits, injury leave or other leave benefits. VCERA is not required to make any tax or benefit deductions from the compensation payable to CONTRACTOR under the provisions of this contract.

As an independent contractor, CONTRACTOR hereby holds VCERA harmless from any and all claims that may be made against VCERA based upon contention by any third party that an employer-employee relationship exists by reason of this contract.

It is further understood and agreed by the parties hereto that CONTRACTOR in the performance of his obligations hereby is subject to the control or direction of VCERA merely as to the result to be accomplished by the services hereunder agreed to be rendered and performed and not to the means and methods for accomplishing the results.

5. CONTRACT MONITORING

VCERA shall have the right to review the work being performed by the CONTRACTOR under this contract at any time during VCERA's usual working hours. Review, checking, approval or other action by VCERA shall not relieve CONTRACTOR of his responsibility for the accuracy and completeness of the work performed under this contract. This contract shall be administered by the VCERA's Retirement Administrator or her authorized representative.

6. INSURANCE PROVISIONS

A. CONTRACTOR, at his sole cost and expense, will obtain and maintain in full force during the term of this contract, the following types of insurance:

Commercial General Liability "occurrence" coverage in the minimum amount of \$1,000,000 combined single limit (CSL) bodily injury and property damage each occurrence and \$2,000,000 aggregate, including personal injury, broad form property damage, products, completed operations, broad form blanket contractual and \$100,000 fire legal liability.

B. All insurance required shall be primary coverage as respects VCERA and any insurance and self-insurance maintained by VCERA shall be in excess of CONTRACTOR'S insurance coverage and shall not contribute to it.

C. VCERA is to be notified immediately if any aggregate insurance limit is exceeded. Additional coverage must be purchased to meet requirements.

D. VCERA is to be named as Additional insured as respects work done by CONTRACTOR under the terms of this contract on all policies required.

E. CONTRACTOR agrees to waive all rights of subrogation against VCERA for loss arising directly or indirectly from the activities or work performed by CONTRACTOR under the terms of this agreement.

F. Policies shall not be cancelled, non-renewed or reduced in scope of coverage until after sixty (60) days written notice has been given to VCERA.

G. CONTRACTOR agrees to provide VCERA with the following insurance documents on or before the effective date of this contract:

- 1) Certificate of Insurance for all required coverages.
- 2) Additional insured endorsements.

Failure to provide these documents may be grounds for immediate termination or suspension of this contract.

It is the responsibility of CONTRACTOR to confirm that all terms and conditions of the insurance provisions are complied with by any and all subcontractors that CONTRACTOR may use for the completion of this contract.

7. INDEMNIFICATION AND HOLD HARMLESS

All activities and work covered by this contract will be at the risk of the CONTRACTOR alone. CONTRACTOR agrees to defend VCERA from and against all claims, lawsuits – whether against CONTRACTOR, VCERA or others – judgments, debts, demands and liability, including, without limitation, those arising from injuries or death of persons or for damages to property, arising directly or indirectly out of the obligations herein described and undertaken or out of operations conducted or subsidized in whole or in part by CONTRACTOR, save and except claims or litigation arising through the sole negligence or wrongdoing or sole willful misconduct of VCERA.

8. TERMINATION

Both parties retain the right to terminate this contract for any reason prior to completion by giving the other party in writing a 30-day notice. On completion or termination of contract, VCERA shall be entitled to immediate possession of, and CONTRACTOR shall furnish all deliverables for this particular project prior to any termination and VCERA shall pay any charges accumulated prior to such termination.

9. ADDENDA

VCERA may from time to time require changes in scope of the services required hereunder. Such changes, including any increase and decrease in the amount of CONTRACTOR'S compensation which are mutually agreed upon by and between VCERA and CONTRACTOR, shall be effective when incorporated in written amendments to this contract.

10. CONFLICT OF INTEREST

CONTRACTOR covenants that CONTRACTOR presently has no interest, including but not limited to, other projects and independent contracts, and shall not acquire such interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed under this contract. CONTRACTOR further covenants that in the performance of this contract, no person having such interest shall be employed or retained by CONTRACTOR under this contract.

11. CONFIDENTIALITY

Any reports, information, data, statistics, forms, procedures, studies and any other communication or form of knowledge given to or prepared or assembled by CONTRACTOR under this contract, shall be considered confidential, and shall not be made available to any individual or organization by CONTRACTOR without the written approval of VCERA, except as required by law.

12. NOTICES

All notices required under this contract shall be made in writing and addressed or delivered as follows:

TO VCERA: **Ventura County Employees' Retirement Association**
1190 S. Victoria Avenue, Suite 200
Ventura, CA 93003-6572
Phone: 805.339.4250

TO CONTRACTOR: **Charles Herrick**
2577 Northshore Lane
Westlake Village, CA 91361
Phone: 818.300.9501

Either party may, by written notice to the other, change its own mailing address.

13. MISCELLANEOUS

This contract supersedes all previous contracts, agreements, understandings and representations of any nature whatsoever, whether oral or written, and constitutes the entire understanding between the parties hereto.

CONTRACTOR is only authorized to access VCERA systems as identified in Attachment A, "Scope of Work", of this contract. Any unauthorized access to VCERA systems may constitute a breach of contract and may result in immediate termination of contract.

IN WITNESS WHEREOF, the parties hereto have executed this contract.

VCERA

Signature

Printed Name

Title

Date

Charles Herrick

Signature

Printed Name

Title

Date

DRAFT

SCOPE OF WORK

PROJECT: **VENTURA COUNTY EMPLOYEES' RETIREMENT
ASSOCIATION (VCERA) INFORMATION TECHNOLOGY
SERVICES**

CONTRACTOR: **Charles Herrick**

CONTRACTOR will provide VCERA with oversight of technology functions and activities as requested by VCERA, on a time and materials basis, for the period Aug 1, 2016 through June 30, 2017. This SCOPE OF WORK shall only cover the services provided by Charles Herrick.

Specifically, the CONTRACTOR will work under the direction of the VCERA Retirement Administrator and be responsible for all IT services, complex technology and automated systems/functions, and will have full responsibility for multiple technologies utilized exclusively in VCERA and VCERA specific software which is not supported by Ventura County Information Technology Services Department. CONTRACTOR will not be liable for any design errors that were already in place at the time of the beginning of the contract term; however, CONTRACTOR will assist VCERA in identification of such errors, and serve as the primary liaison with system design vendor(s) in remediation efforts.

No fewer than 1300 hours will be completed during the contract term; this 1300 hour minimum shall be prorated if contract is terminated prior to end of term. CONTRACTOR and Retirement Administrator shall agree on schedule in which CONTRACTOR performs at least 90% of work on site, but with general availability during VCERA business hours, 8 AM to 5 PM.

Tasks include, but are not limited to, the following:

SQL Development Responsibilities

- Work closely with the VCERA management team and stakeholders to determine reporting needs from the retirement system.
- Write and optimize SQL queries against Oracle databases.
- Produce data extracts, data feeds and ETL processes in support of applications that enable users to access and analyze retirement and benefits data.
- Manage the creation of new queries and schedule existing queries to run in pension software.
- Ad-hoc reporting and analytics requests by external clients.

- Take responsibility for the assigned technical deliverables associated with reporting projects and meeting delivery deadlines.
- Develop, test and maintain reporting processes.
- Work independently and cooperatively with internal stakeholders.
- Develop and implement short and long range automated strategies.
- Create new queries and schedule existing queries to run in the background.

I.T. Management

- Work closely with the VCERA management team and VCERA Board to determine enhancements to retirement systems; coordinate work to implement appropriate systems and upgrades and provide overall management of VCERA technology-related projects.
- Recommend Information Technology best practices and business process improvements and manage implementation of them to lead to organizational and operational efficiencies.
- Analyze and prepare various reports, budgets, operational/strategic plans, as well as recommend improvements in operations and/or changes/enhancements to service delivery methods.
- Serve as primary liaison with technology vendors on matters such as: scope of work, monitoring and mitigation of costs, contract compliance and delivery of services.
- Consult with VCERA staff on training needs and materials, develop and participate in service training programs to ensure proper data handling and transmission.
- Maintain system validations and validation message texts and labels; review and update navigation and menu security. Conduct system audit tracking.
- Manage the internal systems not supported by County IT; serve as primary liaison with County IT on all VCERA technology issues.

SCHEDULE OF FEES

**PROJECT: VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
SOFTWARE DEVELOPMENT AND MAINTENANCE**

CONTRACTOR: CHARLES HERRICK

CONTRACTOR shall be reimbursed on a time and materials basis according to the following:

1. The hourly contracting rate shall be fixed at \$80.00 per hour for those tasks listed in Attachment A.
2. The total contract is not to exceed \$120,000.
3. No reimbursements for out of pocket expenses, with the exception of registration and travel-related expenses related to attending any conference or training at VCERA's request or direction; reimbursement limits will be in accordance with the VCERA travel policy.
4. CONTRACTOR shall submit detailed monthly invoices for hours worked in the following billing format:
Contract Services for (provide specific date)
(Total Hours Billed) x \$(hourly rate) = \$(Total Amount Billed)
5. Payment terms are net 30 days from date of invoice.
VCERA shall send payments to: Charles Herrick
2577 Northshore Lane
Westlake Village, CA 91361
Phone: 818.300.9501
6. CONTRACTOR shall send monthly invoices to:

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION
Retirement Administrator
1190 S. VICTORIA AVENUE, SUITE 200
VENTURA, CA 93003-6572
TEL: 805.339.4250

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

1190 South Victoria Avenue, Suite 200
Ventura, CA 93003-6572
(805) 339-4250 • Fax: (805) 339-4269
<http://www.ventura.org/vcera>

October 17, 2016

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

SUBJECT: REQUEST FOR BOARD AUTHORIZATION TO EXECUTE AGREEMENT FOR WEB DEVELOPMENT SERVICES WITH DIGITAL DEPLOYMENT, INC.

Dear Board Members:

As part of VCERA's strategic efforts to improve the quality and delivery of information to both members and the public, staff has previously shared with the Board a recommendation to redesign and expand the VCERA website. In anticipation of this, the 2016-2017 budget included a \$50,000 allocation for web development services.

After conducting research on potential resources for this effort, staff recommends Digital Deployment, Inc. Digital Deployment's clients include the California State Teachers' Retirement System (CalSTRS), San Mateo County Employees' Retirement Association (SamCERA), and Alameda County Employees' Retirement Association (ACERA). Staff has been in contact with these systems and all give positive reports of the services provided, and the smooth implementation of their improved websites. The basic terms of the proposed agreement with VCERA do not include some of the expanded services that were included in our colleagues' sites, resulting in a more condensed project timeline and a lower price for delivery.

The price for the proposed agreement negotiated by staff is \$57,000, which would include all services provided in a 5-phase plan with the final phase being a site launch. This price also includes "hosting for life". In addition, staff recommends engaging in the optional Service Level Agreement (SLA) at a flat rate of \$650 per month that covers warranty services, on-going training and support, security updates, and troubleshooting support. While the SLA can be terminated by VCERA at any time, staff recommends engaging in this service for the foreseeable future. The monthly fee will be incorporated into the 2017-18 budget as an ongoing cost.

The 5-Phase Process is summarized on the following page, with the estimated time allotment associated with each phase. The proposed payments terms for the \$57,000

are for 40% to be due after Phase 1, 40% after Phase 3, and the final 20% due at site launch (Phase 5).

Orientation – Familiarize project participants with the 5 Phase process and discuss preparation for Phase 1. (Weeks 1-2)

Phase 1: Discovery - Complete exploration exercises, send stakeholder surveys, review design examples, discovery discussion meeting, and collaborate on information architecture. (Weeks 3-6)

Phase 2: Design - Design discussion meeting, designs presented, design revisions, final design approval. (Weeks 7-9)

Phase 3: Implementation - Execute design and information architecture, content migration complete. (Weeks 10-13)

Phase 4: Training and Content Curation - Training retreat day, empowerment to confidently move forward with content curation. With full support, client refines content for Phase 5 launch (Service Level Agreement (SLA) begins). (Week 14)

Phase 5 Launch: Final quality checks and preparation for launch, soft launch preferred mid-week. (Goal: no later than April 1, 2017)

A total cost of \$60,900 includes site delivery and the SLA for 6 months. The Retirement Administrator has the authority to execute contracts with service providers where the amount does not exceed \$100,000 *consistent with the operating budget*. The proposed amount exceeds the operating budget expectation by \$10,900 so staff is requesting Board approval before proceeding. NOTE: staff estimates the additional cost can be absorbed through savings in other areas; the mid-year budget report will include this information.

RECOMMENDATION: AUTHORIZE THE RETIREMENT ADMINISTRATOR TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH DIGITAL DEPLOYMENT, INC. FOR WEB DEVELOPMENT SERVICES IN AN AMOUNT NOT TO EXCEED \$60,900 AFTER REVIEW OF FINAL AGREEMENT BY COUNSEL

VCERA staff will be pleased to respond to any questions at October 17, 2016 business meeting.

Sincerely,



Linda Webb
Retirement Administrator

Website Development Proposal

Ventura County Employees' Retirement Association

Questions may be addressed to:

Rocky Martin

Business Development Manager

916-238-1812

rocky@digitaldeployment.com

Digital Deployment, Inc.

<http://www.digitaldeployment.com/>

2321 P Street, First Floor, Sacramento, CA 95816

Federal EIN: 26-3341975



Executive Summary

Digital Deployment is a website design and development company located in Sacramento. Founded in 2004, it has focused solely on website development and its various facets including content management, UX/UI, accessibility, information architecture, strategy, migration and stakeholder discovery.

Digital Deployment operates over 200 websites for clients across the United States including the California State Teachers Retirement System in Sacramento, the Southern Regional Education Board in Atlanta, the Education Writers Association in D.C., AutoZone in Memphis and its subsidiary ALLDATA's sites in the US, Canada and Europe. On average, Digital Deployment launches a new website every week.

The company has a unique and holistic approach to website development that goes beyond the website itself. It offers a powerful stakeholder discovery process that creates organizational alignment and clarity of purpose. It utilizes multiple design partners to create and refine powerful designs that "listen" to user needs. It deeply analyzes data and user behavior to bring the 10% of content that 90% of users are looking for to the forefront and uses analytics to ensure that they can find it quickly and accurately. It utilizes a proven process to ensure that the website development process is not only survivable but delightful. And it empowers organizations to manage their own content and train their teams in content best practices and governance.

This unique approach has been successful. Of the clients we had five years ago, more than 95% are still active clients today.

Digital Deployment is also unique because of its extraordinary commitment to its people. It has been named the #1 Best Place to Work by the Sacramento Business Journal in 2015 and has been named the Healthiest Employer three years in a row. By supporting the passions of our team and investing heavily in their leadership and professional development, Digital Deployment has enjoyed a profound retention rate. In fact, over its 12 year history, no employee has ever left Digital Deployment to work somewhere else. For our clients, this means extraordinary operational continuity, deeper institutional memory, and an emphasis on productive long-term relationships.

Table of Contents

Part 1: How Work will be Completed

- The 5-Phase Process
- Discovery and Information Architecture
- Design
- Teamwork: Project Management System
- Website Deliverables
- Timeline

Part 2: Support and Maintenance

Part 3: About Digital Deployment

- Our Philosophy
- Our Team

Part 4: Projects and References

Part 5: Investment and Timeline

Part 6: Service Agreement

Appendix 1: Description of Deliverables

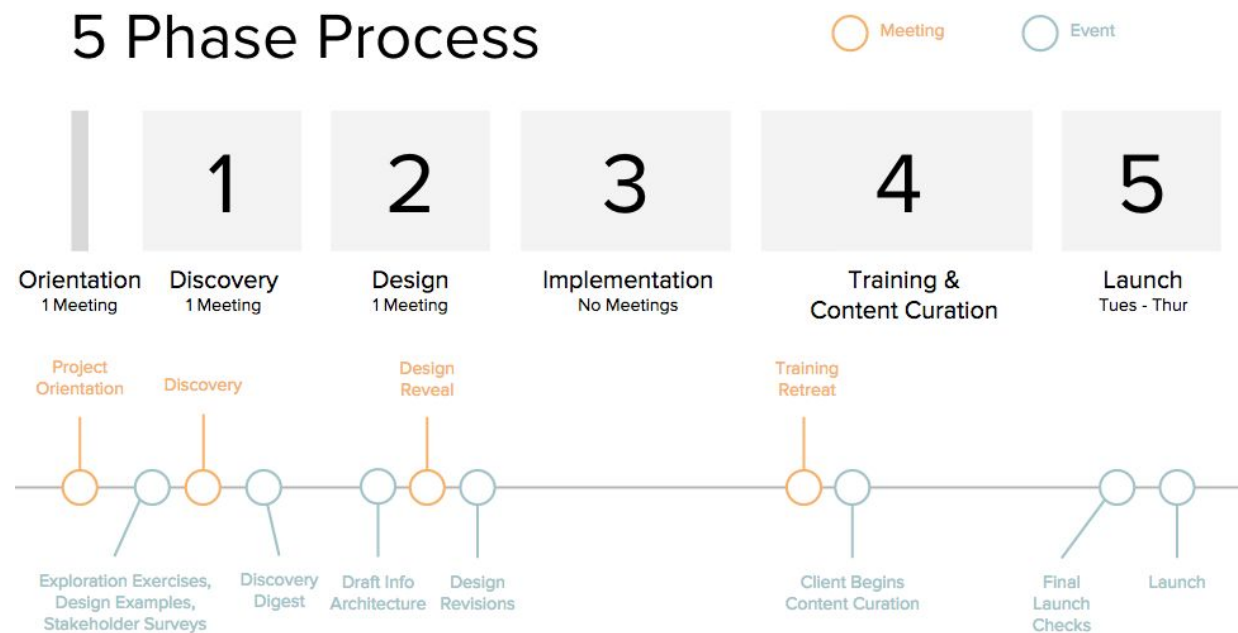
Website Development Scope of Work

The services rendered by the Developer include a structured series of phases and all professional services necessary for the completion of all deliverables outlined in Part 2: Description of Deliverables.

Part 1: How Work will be Completed

5 Phase Process

In 2007, Digital Deployment pioneered a predictable and transparent “phased” approach to web development that honors and encourages creativity. By eliminating the chaos and uncertainty of web development projects, the company found that communications directors, staff, stakeholders and the Digital Deployment project and support teams were completely empowered to focus on mission and engagement. Since then, the process has been continuously refined and improved.



- Orientation - Get all project participants familiar with the 5 Phase process and discuss preparation for Phase 1
- Phase 1: Discovery - Complete exploration exercises, send stakeholder surveys, review design examples, discovery discussion meeting, and collaborate on information architecture.
- Phase 2: Design - Design discussion meeting, designs presented, design revisions, final design approval.
- Phase 3: Implementation - Execute design and information architecture, content migration complete.
- Phase 4: Training and Content Curation - Training retreat day, empowerment to confidently move forward with content curation. With full support, client refines content for Phase 5 launch (Service Level Agreement (SLA) begins).
- Phase 5 Launch: Final quality checks and preparation for launch, soft launch preferred mid-week.

Discovery & Information Architecture (IA)

Digital Deployment’s discovery and information architecture services have grown organically over the years

in response to client need, which has caused us develop a unique approach. Instead of deciding to “do information architecture” and then setting out to learn how (based upon other people’s prior experience), we have let curiosity be our guide and our projects be our teacher. This has led to a very holistic approach to both information architecture and content strategy, guided by the discovery process we have refined over many projects.

We have worked with over 200 clients, some of which have a vast amount of content (over 42,000 posts), and our IA staff has also helped design a stand-alone software solution for local government that is designed to meet the needs of multiple clients with one unified navigation; a navigation structure that works for what seems to be, on the surface, very different entities.

Our discovery process includes [Exploring your Purpose](#) exercises, where web team members help us to define the “why” of what you do, and user stories which help us define the audiences and what they need from your site. To help round out our perspective we use stakeholder surveys customized for various audiences (for example one for citizens, one for businesses, one for staff) and we spend a lot of time analyzing site analytics. It’s a very broad view: exploring your purpose exercises show us the hope of who you are; stakeholder surveys tell us what people think you should be; and analytics tells us what you currently are for your visitors. A project focused on the needs of your main audiences will meet and exceed the goals defined in the RFP, and will involve your stakeholders in an engaging, productive process that they will actually enjoy.

While much project work can be done remotely, the discovery process is the foundation of a successful website project and we feel much of it is best done in person. And while we can work within any timeline determined by the client, we prefer to keep things moving at a good clip to keep the excitement and momentum going.

Explanation of Approach

Our approach to information architecture and content strategy looks something like this:

- **Define the why.**
- **Explore the what.**
- **Get grounded in reality.**
- **Plan for shifts we want to make.**
- **Use tools to implement ... and be open to change.**

Define the why. Instead of making assumptions about what your visitors need, our Discovery process begins with [Exploring your Purpose](#) exercises, which help to define the “why” – why you exist as an entity, why your employees work for you, why your citizens need you, and more.

This approach serves multiple purposes:

1. It helps us to get the information we need to set the tone of the project, as well as the voice of the site. Often the most impactful information we learn is from the question, “Why did you come to work for your organization?” In many projects the answers people give to this question helped us to determine the voice for communication (e.g. action oriented navigation terms) and the design approach to take (e.g. warm, inviting). *Read a real world example of this in the [Examples of Implementation](#) section.*
2. It helps to orient individual team members to the overarching goal, which often minimizes turf battles between departments and stakeholders. Basically, it gets everyone on the same

page, with the “why” present from the beginning. “What do our clients need from our site?” is a powerful question. It changes the tone of the project in ways that are simply mind blowing; we’ve seen amazing results from this sort of orientation, as it helps everyone to focus on common goals.

Next we undertake the creation and exploration of **user stories** from multiple perspectives, with a general curiosity about why visitors come to your site and what they hope to accomplish there. It’s a “from the outside in” approach based upon why you exist, and what you mean to your audiences. Every stakeholder (including any you choose to include who aren’t on the web team) completes user stories in this format:

As a ... (new school teacher living in New York)

I want ... (to simply teach, and need someone to tell my why planning is important)

So that ... (I don’t wind up ready to retire, but without enough money)

As a ... (teacher who is considering retirement)

I want ... (to understand the impact my choice of timing will make)

So that ... (I can decide if I should hang in there a few more years to increase my retirement amount)

It’s a really helpful exercise, and the various perspectives coming from different stakeholders helps to fill in the picture of who you are for your audiences.

Explore the what. We use stakeholder surveys to get input from additional stakeholders who aren’t part of the core team. We often customize for specific audiences: e.g., one for citizens, one for businesses, one for staff. (We worked with a magazine that sent a survey to its entire subscription base, and a union that emailed the survey to over 400k people!)

Through the use of this kind of tool we can gather data about what various audiences say they need from the CSAC site, which tells us things that analytics cannot (especially if they are asking for things that don’t currently exist). We often find some pretty interesting surprises when we offer an “other” field and let people add things at random, things that the people closest to the project (our team included!) often miss. Once the surveys are completed we crunch the data and interpret it as another view into what’s needed for the project, and share it with the core web team.

Get grounded in reality. Apart from everything that stakeholders say, it’s also important to look at what’s actually happening – which is where analytics comes in handy. We spend a lot of time analyzing analytics, understanding that it’s a very broad view of your site and how visitors are interacting with it currently.

And then we inventory your current site, to start to compare it to the expectations we’re hearing. We don’t like to do it earlier, as that tends to influence everything else. (It’s so much easier to settle toward what exists vs. what we learn we need to do!)

Plan for shifts we want to make: exploring-your-purpose exercises show us the hope of who you

are; stakeholder surveys tell us what people think you should be; and analytics tells us what you currently are for your visitors. Together these things provide a complete picture of the present day, and capture the hopes of the future. The hopes of the future lead to the shifts we want to make (which may include shifts in behavior or engagement, shifts in workflow, shifts in content provided, and more).

A successful project focused on the needs of your main audiences will meet and surpass the goals you have defined; we've seen it happen many times. And it will involve your stakeholders in an engaging, productive process that they will actually enjoy (please see referrals later in this document).

Use tools to implement... and be open to change. Once we've explored and gathered all the data, the next step is to provide a few deliverables:

- The Discovery Digest is a guiding document for the project that addresses the following: an overview of your organization and what it means to the world; the overarching goals of the project; defined audiences and their needs; identified project challenges; and design preferences.
- Real content for comping, delivered to the design team. We've noticed that it's really hard to judge designs on their own merit when the content is inaccurate placeholder content. The voice you speak in online is all one conversation,* so providing good content to the design team really helps improve the accuracy of the design approach.
- A preliminary sitemap that will be used to guide IA and content strategy as migration into the sandbox begins.** The next step is to build out our information architecture (possibly more than one option), and do some testing using tools like Treejack, which help us track what is and isn't working and make
- adjustments, before investing time into the site buildout.

* **This is all one big conversation.** Information architecture is related to content strategy which is related to menu structure. Menu structure is related to language and the words chosen (or the "voice" of the site), which is related to content. Content informs the visual design, and vice versa.

** **We've learned that IA is a process, not a plan.** It's all theory until the actual content gets into the actual sandbox with an actual design in place. Then the content plan is undertaken. Once that's happened, we may need to fall back and punt (be open to making adjustments)!

Every bit of this stems from a great discovery process.

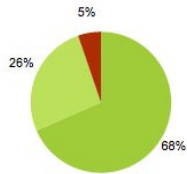
Example tree testing results

Showing a great example of an IA task that works, and one that clearly failed:

Task by Task Statistics [↗](#)

1. You're a parent and summer is quickly approaching. Find some fun kid-friendly events for the summer.

- [Enjoying: Arts, Culture & Recreation > Event Calendar](#)
- [Enjoying: Arts, Culture & Recreation > Events & Festivities > Special Events](#)
- [Enjoying: Arts, Culture & Recreation > Programs & Classes](#)
- [Enjoying: Arts, Culture & Recreation > Sports > Youth](#)



		Direct		Indirect		Total	%	%
		Count	Count	Count	Count			
Success	Direct	13	18	68%	26%	95%		
Fail	Direct	1	1	5%	0%	5%		
Fail	Indirect	0	0	0%	0%	0%		
Skip	Direct	0	0	0%	0%	0%		
Skip	Indirect	0	0	0%	0%	0%		

**percentages do not total 100 due to rounding*

[View the Pietree](#)

Success



9

OVERALL

Directness

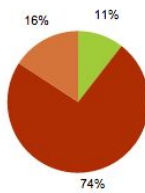


Time Taken



5. You want to complain to the Mayor. Find your options for reaching him.

- [Governing: Your Town Council > Town Council > Council Members](#)
- [Connecting: How and Where to Find Us > Contact a Department](#)



		Direct		Indirect		Total	%	%
		Count	Count	Count	Count			
Success	Direct	2	2	11%	0%	11%		
Success	Indirect	0	0	0%	0%	0%		
Fail	Direct	14	17	74%	16%	89%		
Fail	Indirect	3	0	16%	0%	16%		
Skip	Direct	0	0	0%	0%	0%		
Skip	Indirect	0	0	0%	0%	0%		

**percentages do not total 100 due to rounding*

[View the Pietree](#)

Success



2

OVERALL

Directness



Time Taken



Design: Site Mockup and Design Concepts

- Consultant will design two production-quality digital mockups of the Client's new site based on the preferences identified in Phase I. Mockups provide a simulation of a finished home page and/or primary landing page early in the development process.
- Consultant will utilize the Client's current branding, color scheme, and logo to design the new website.
- Consultant will revise and integrate the design into the test environment in an iterative fashion based on client feedback.
- Consultant will construct the site's theme using HTML5 and cascading style sheets (CSS) to ensure compliance with web accessibility standards and consistent display on current and future browsers. Older browsers will be accommodated as much as possible, however, Client understands that not all older browsers will display pages exactly the same way as modern browsers. Consultant will make reasonable attempts to accommodate older browsers, ensuring that all content is readable on older non-standards-compliant browsers.



Active
Currently working state employee

Retired
Accessing benefits for 2 or more months

Deferred
Income is paid out at a later date after which the income was actually earned

What's New

3/5/2015
Board of Retirement Election

SamCERA will hold elections on June 8, 2015, for three seats on the Board of Retirement.

[Read More](#)

Frequent Questions

1099R
Retirement Planning
Retirement Benefits
Cost of Benefits
Purchases & Redeposits

[Read More](#)

Our Financial Education Program

We partnered with Financial Knowledge Network to provide financial education to members.

[Read More](#)

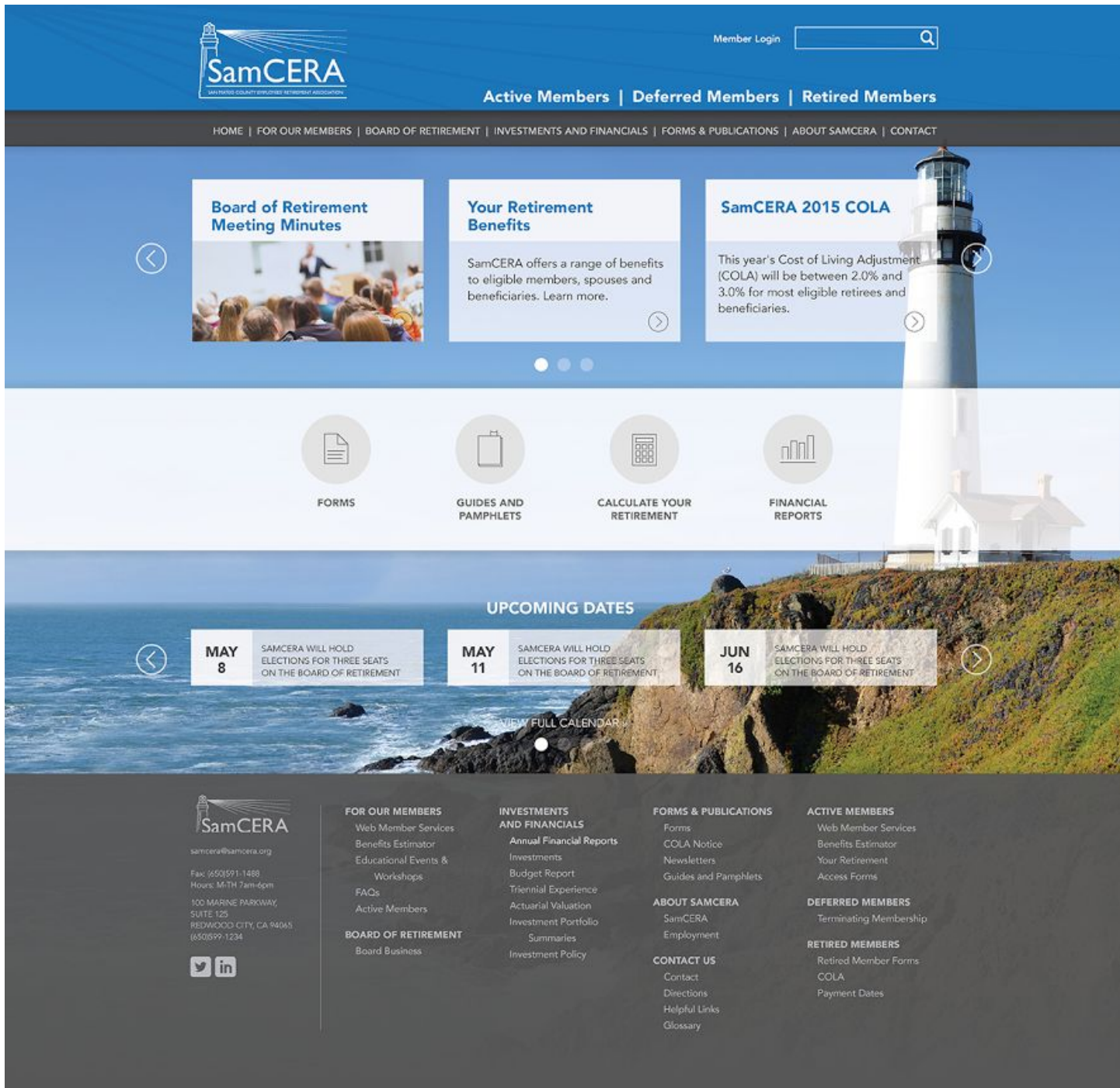
samcera@samcera.org
 Tel: (650)599-1v234
 Fax: (650)591-1488
 Hours: M-TH 7am-6pm
 Address: 100 Marine Parkway, Suite 125, Redwood City, CA 94065-5208—InterOffice Pony: RET141
 © 2015 samCERA

Take Action, Join Our Mailing List

Contact us | Calculator | Forms

Example Design A

Graphic Design mockups simulate the look and feel of a finished site early in the development process. They help the client determine what image and brand they want to portray to the public at a "gut level".

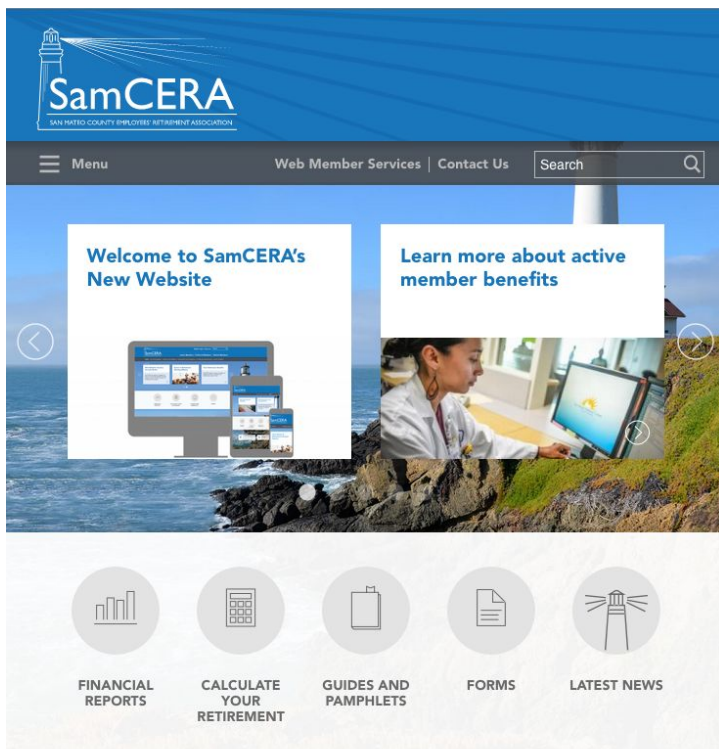
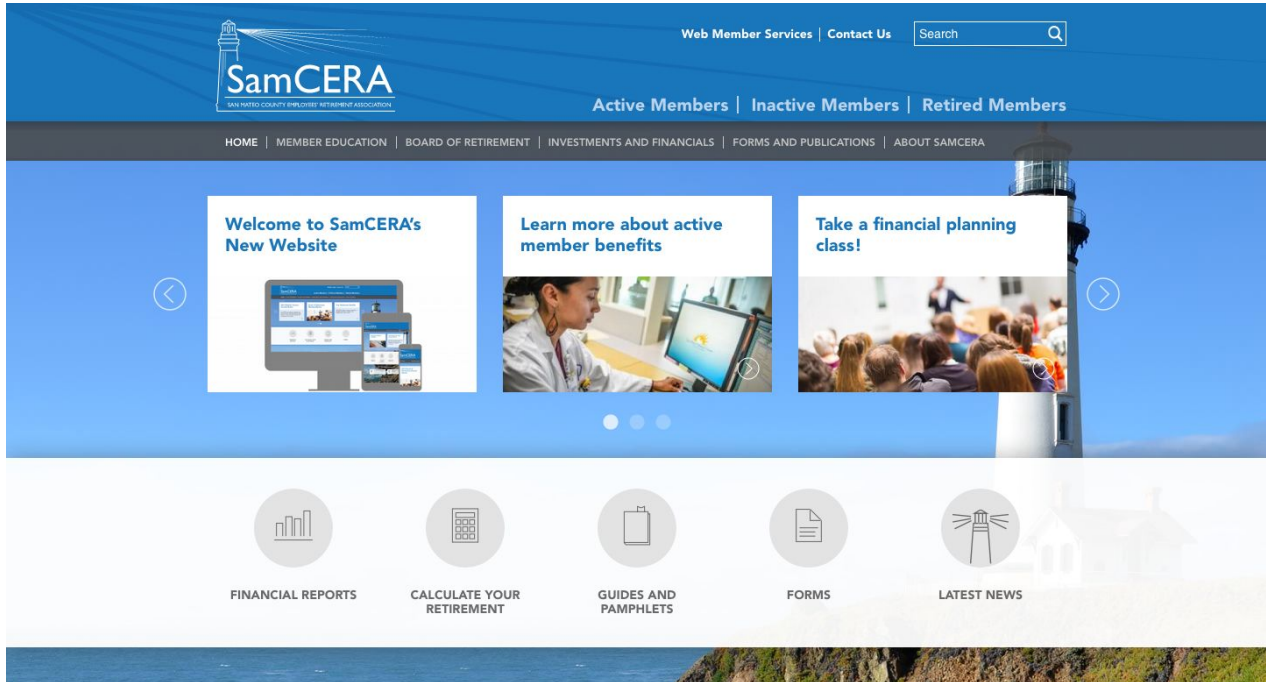


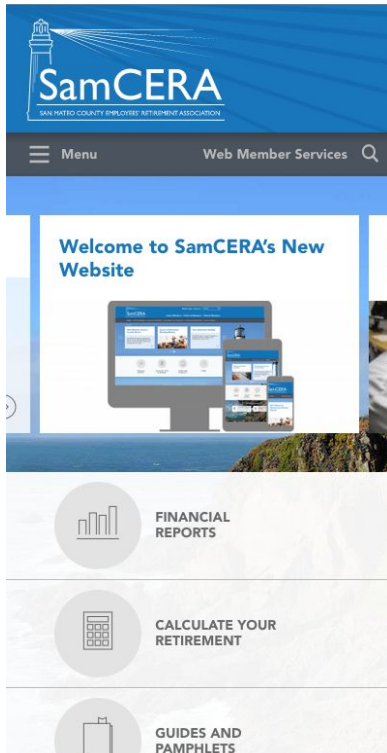
Example Design B (Selected)

Incorporating the client's feedback and preferences, the design team deconstructed the comp and evaluated the elements favored most by the client. Then implementing the design into the content management system, they incorporated elements from the previous designs in a logical and cohesive way. The client provided ongoing feedback as the design (called the "theme") was being tested and implemented.

Mobile-First Responsive Design

We employ mobile-first responsive design for an optimum viewing and reading experience on smartphones, tablets and desktop computers. Content does not have to be adapted for mobile—it just works, re-formatting to the device screen being used.





Teamwork: Project Management System

Digital Deployment uses Teamwork, one of the most popular and useful online project management tools, to manage the website development process, facilitate communication between team members, track to-do items, track the status of deadlines, distribute meeting agendas and notes, provide technical support to the client, answer frequently asked questions, and support "institutional memory." This collaborative approach provide the client with a single place to find any and all communication about the website, and offers several advantages over traditional email communication:

1. If the client has a new staff person, he or she can go back and see all communication they missed prior to being a part of the project.
2. If the client asks a question, the response time from Digital Deployment is available for everyone to see.
3. When Digital Deployment answers a question, that answer becomes available to everyone on the team.
4. Members of the client's team can subscribe to daily digest updates of the project, summarizing all messages, milestones, documents, and to-dos that were worked on during the day without needing to be CC'd on every communication.
5. Teamwork works with email and is very intuitive and easy to use.

The screenshot shows a project management interface. The top navigation bar includes 'DASHBOARD', 'EVERYTHING', 'PROJECTS', 'CALENDAR', 'STATUSES', and 'PEOPLE'. The current project is '5 Phase Template - (Cole's WIP) Digital Deployment'. The main view is 'TASKS', showing two milestones: 'Project Start' (in 4 months) and 'Project Kickoff' (in 6 months). Under 'Project Start', tasks include 'Project launch form received by production and design teams', 'Project launch payment received', 'Scoping Digest added to Notebooks if applicable', 'Sandbox deployed and PM notified of sandbox URL', 'Basic configuration of Sandbox settings', 'Screen capture current website', 'Fill all project roles', 'If new dev is scoped, make new scoping task list and assign tasks', 'Create sitemap 1.0 of current website IA', and 'Start content migration'. Under 'Project Kickoff', tasks include 'Schedule Project Kickoff meeting', 'Project Kickoff meeting', 'Get DNS information or plan for launch. Supply to Web Developer.', 'Get login for current website', 'Get access to analytics, webmaster tools, etc', 'Inform design team of proposed Phase 2 meeting times', 'Send exploration exercises to Phase 1 attendees', 'Send example stakeholder surveys', and 'Create stakeholder survey'. A sidebar on the left provides filters and task lists for various project phases.

Website Deliverables

The website features will be delivered over the course of the 5-phase development process. Please see Appendix 1 for a detailed list of all deliverables.

Post once, display many ways

- Single pieces of content can be “tagged” to multiple areas, yet there is only one master (making updating and syncing changes a breeze)
- Profiles can be leveraged in two way relationships, allowing contact information to be updated in one place, but visible in many areas

Content interface

- WYSIWYG editor makes formatting content easy
- Bulk image and file uploading
- Photo galleries by post type
- Add YouTube videos by simply pasting the URL of the video
- Ability to embed widgets directly into site content
- Simply add event dates to the post and it appears in the sitewide calendar

Access control and distributed administration of content

- Ability to control access to navigation terms and individual posts based upon role when logged in

- Ability for contributors to add content, administrators to approve before it goes live
- One-to-one approvals can be set, as well as site-wide approvers
- Revisions saved for all versions of content, and content can be reverted if necessary

Social media features

- Commenting and/or Facebook integration
- Visitors can share or like content directly from the site
- Administrators can share to Twitter or Facebook directly from within the edit interface

Bundle & Blast®

- Any piece of content on the site can be email blasted out to your list with one click.
- Bundle multiple pieces of content together for newsletters

Mobile

- Mobile capability built-in for visitors with smart devices
- Mobile links are manageable from the website
- No need to create content twice, or manage two separate sets of content

Webforms and Polls

- Easily create Survey-Monkey™-type forms to capture information from visitors
- Ability to have results emailed, and view survey results, download to Excel
- CAPTCHA discourages spamming
- Can be used for site-wide contact forms and feedback forms
- Use polls to gather votes on issues and display results immediately to visitor
- Ability to send visitor to any URL or create custom confirmation messages for both webforms and polls

Other features

- “Pretty” URLs created from post titles, which is great for SEO
- Microsite Capability
- Ability to override with custom URL of your choice

Timeline

Digital Deployment will work with the client to determine the time, date and location of meetings. The 5-phase process generally takes 12-24 weeks, with the each phase occurring approximately two weeks apart, and a four week break between phases 3 and 4. After the phase 5 is complete, the client may choose when to launch, as the site is launch-ready. The client may take as much time as needed to finalize their content prior to launch.

Part 2: Support and Maintenance

Although our clients publish their own content largely without assistance, Digital Deployment provides high-assurance support, offers ongoing training, and site design and feature refreshes within our Comprehensive Service Level Agreement (SLA) program.

The Service Level Agreement Program (SLA), which offers several advantages over a traditional hourly agreement:

- An all-inclusive program at a flat rate
- Offers a complete warranty for any sudden problems you encounter with your website, creating a financial incentive for Digital Deployment to build an error-free product (compared to other models which charge to repair problems and resolve issues with the product provided)
- Includes ongoing feature development, providing the latest technology and new functionality; website is continually upgraded with the latest security updates
- Includes ongoing training and professional development to better leverage the site's technology and website best-practices

No Cost Enrollment for 30 Days

At the completion of the Phase 5, the Client is automatically enrolled in the Service Level Agreement (SLA) Program for 30 days at no charge. The client may discontinue the program at any time.

Helpdesk: Ongoing Support System

When we present your sandbox in phase 4, and as part of your ongoing Service Level Agreement (SLA), you will be given an account for Digital Deployment's Helpdesk system. This SLA clients-only website contains a Knowledge Base, provides you a convenient way to Submit a Ticket, and joins you with other Digital Deployment clients in our Community Forums.

Knowledge Base - A whole bunch of documented solutions, all in one place. Getting started, best practices, tips for access control and just about everything else you can imagine you'll need to maximize the benefits of your new website.

Submit a Ticket - when you have a problem or a question that's not covered in the knowledge base.

Community Forums - Discuss new ideas with the entire DD community, vote and help new features get implemented!

We invite you to check out the helpdesk and get a sense of the depth of articles at <http://support.digitaldeployment.com>.



DIGITAL DEPLOYMENT



Knowledge Base

A whole bunch of documented "Solutions," all located in one convenient place.



Submit a Ticket

When you have a problem or question that's not covered in the Knowledge Base.



Community Forums

Discuss new ideas with the entire DD community, vote and help features get implemented!

Search for something and get instant results

[Check ticket status](#)

How can we help you today?

SEARCH

[Login to submit a new ticket](#)[Check ticket status](#)[916-238-1800](#)**Knowledge base****Getting Support**

SLA (Service Level Agreement) (1)

[Service-Level Agreement Program \(SLA\)](#)

Basecamp (production) (2)

[Logging in to Basecamp](#)[Tips for using Basecamp](#)

Helpdesk best practices (3)

[Tickets and Solutions and Forums ... oh my!](#)[Submitting tickets accurately](#)[Time frames for response / resolution](#)**The Standard Model**

Getting started (7)

[Workstation checklist - to ensure smooth administration of your site](#)[How to log in - existing user](#)[Common login problems](#)[Creating an account](#)[Understanding the basic "zones" of the site](#)[See all 7 articles](#)

All about Posts (12)

[Creating content - Introduction to Posts](#)[Posts: Title, Subtitle and Body fields](#)[How to add anchor links to a post](#)[Posts: Images, Related Links, File Attachments, and more!](#)[How to create posts from content found on other sites using bookmark...](#)[See all 12 articles](#)

All about Navigation (3)

[The basics of navigation](#)[Managing navigation](#)[Reordering posts on a landing page](#)

Sending email blasts (5)

[Creating email blasts](#)[How to use Constant Contact with website created email bundles](#)[Setting up your Mailchimp group\(s\)](#)[Creating a sign up form](#)[Mailchimp campaigns and reports](#)

Best practices - beyond the basics (2)

[Tips for choosing great carousel images](#)[How to clear your browser's cache](#)

Landing pages & templates (2)

[Reordering posts on a landing page](#)[Standard and Subterm Templates](#)

The mobile experience (3)

[Mobile configuration](#)[FAQs about DD Mobile](#)[How to 'refresh' your mobile site when your in appmode](#)

User management (4)

[User roles](#)[Managing users \(hint: don't delete them ever!\)](#)[How to export users to CSV](#)[Adding domains and email addresses to Register preapproved area](#)

Access control - restricting to roles (3)

[How to set default access control settings on post types](#)[How to configure access control on individual posts](#)[How to manage access control via Manage Content and Bulk Ops](#)

Social media and your site (1)

[Using the Twitter field](#)

Analytics (2)

[How to track site search keywords in Google Analytics](#)[How to distinguish internal and sandbox traffic from real live traffic](#)

Part 3: About Digital Deployment

Digital Deployment, Inc is a highly collaborative website development company serving institutions, corporations, associations and nonprofits worldwide. Digital Deployment is headquartered in Midtown Sacramento, California. It has been locally owned since its inception in 2004. Today, Digital Deployment manages over 275 websites across the United States. Digital Deployment, Inc. is a registered California Corporation.

Digital Deployment has been recognized as one of the “Best Places to Work” by the Sacramento Business Journal and has won numerous other awards for its extraordinary culture, strong ongoing relationships with clients and leadership in the community.

Our Philosophy

Digital Deployment has a unique approach to its work than others in the market. Here’s a bit more about what makes us different:

1. We’re unique.

- 90% of projects launched within 24 weeks.
- 100% of projects launched on budget. We’ve *never* issued a change order.
- 95% of our clients are still with us after five years.
- All work is done by core team members, not subcontracted to people you’ve never met.
- We were named the #1 best place to work in Sacramento by the Business Journal

2. We’re here to serve.

- We exist to empower communication and connect communities, standing for the relationship between your organization and its community.
- Our creative, proven discovery process helps illuminate the heart of your organization
- We live our values in our projects: from exploring your purpose to tracking analytics data and delivering on goals

3. We use a proven approach.

- Our proven 5 phase process creates beautiful sites, launched on schedule.
- Our “standard model” technical platform is customized to your needs; being part of a standardized system means no testing phase, no one-off broken features or undelivered promises.
- Easy to use and update – no more waiting on help from IT folks.
- Used by hundreds of large and small clients, including Google, Fortune 500s and six of the largest 100 trade associations in the state of California.
- Support ticketing built into your site to make asking for help easy.
- Extensive knowledgebase articles at your fingertips, along with a community forum where new functionality is considered in a collaborative way, leading to better solutions for all.

Our Team

All of us at Digital Deployment are dedicated to one thing: helping you succeed on the web. Everyone who works at Digital Deployment has had success in business before coming here, and knows what it means to get the job done. We're passionate about our customers, our employees, and the product that brings them together. We love what we do and our clients love working with us.



Mac Clemmens CEO

“Mac” (short for Michael Alan Clemmens) is the CEO of Digital Deployment. He is responsible for the growth of the company, recruiting and retaining top talent, and standing for Digital Deployment’s culture and values. Mac’s passion is empowering institutions, associations, and nonprofits to communicate online and better connect with their users while teaching them how to building measurable and sustainable business value.



Sloane Dell'Orto VP, Operations

Sloane oversees the operation of the project team and Digital Deployment as a whole, training and supporting the team handling all of the tasks related to development. Sloane is also pioneering and improving the company’s strategic content services and improving the 5-phase development process. Her background includes web development, graphic design, event coordination, marketing management, journalism, politics, firefighting, and emergency medicine, giving her a wide range of experience to draw from. Her interests include emergency services, martial arts and meditation.



Dennis Stevense Lead Software Engineer

Dennis Stevense is responsible for managing the development team, and planning ongoing development of the platform. He has a Bachelor of Science in Computer Science and Engineering from Delft University of Technology in the Netherlands as well as an International Baccalaureate English A2 Higher Level Diploma for near-native proficiency in English.



Jason McWhorter Implementation Manager

Jason McWhorter is a web developer and themer for Digital Deployment, applying designs for the websites into a workable digital reality. He has successfully owned and operated his own computer contracting service for the past 4 years in order to have more independence and freedom in his work life. He has extensive self-taught knowledge of many computer languages such as PHP, Actionsript, Javascript, jQuery, MySQL, CSS, XML, HTML and many others.



Haley Anthonisen Account and Project Manager

Haley is an Account and Project manager and works to make sure projects run smoothly and accurately. Haley also manages the Service Level Agreement (SLA) program providing problem-solving resources to clients, managing support staff, and channeling client feedback to the development team.



Benjamin Shell Senior Software Engineer

Ben has 15 years of experience in various web technologies, including Drupal, jQuery, JavaScript, PHP and databases. His development skills have been honed over the years on large projects with challenging implementations; one of his core strengths is his ability to determine the best solution for the need at hand.



Rocky Martin Business Development Manager

Rocky is our first Business Development Manager. Rocky is an accomplished relationship builder with a strong commitment to helping clients succeed, most recently serving as a sales representative for Paychex, Inc. During his five years with the company Rocky successfully developed hundreds of new relationships with clients in a variety of industries, regularly exceeding sales revenue goals.



Cole LaFrance Strategist

Cole is Digital Deployment's production strategist. He leads the discovery process to ensure the websites we produce show the world how great our clients are while empowering them to clearly communicate with their audiences

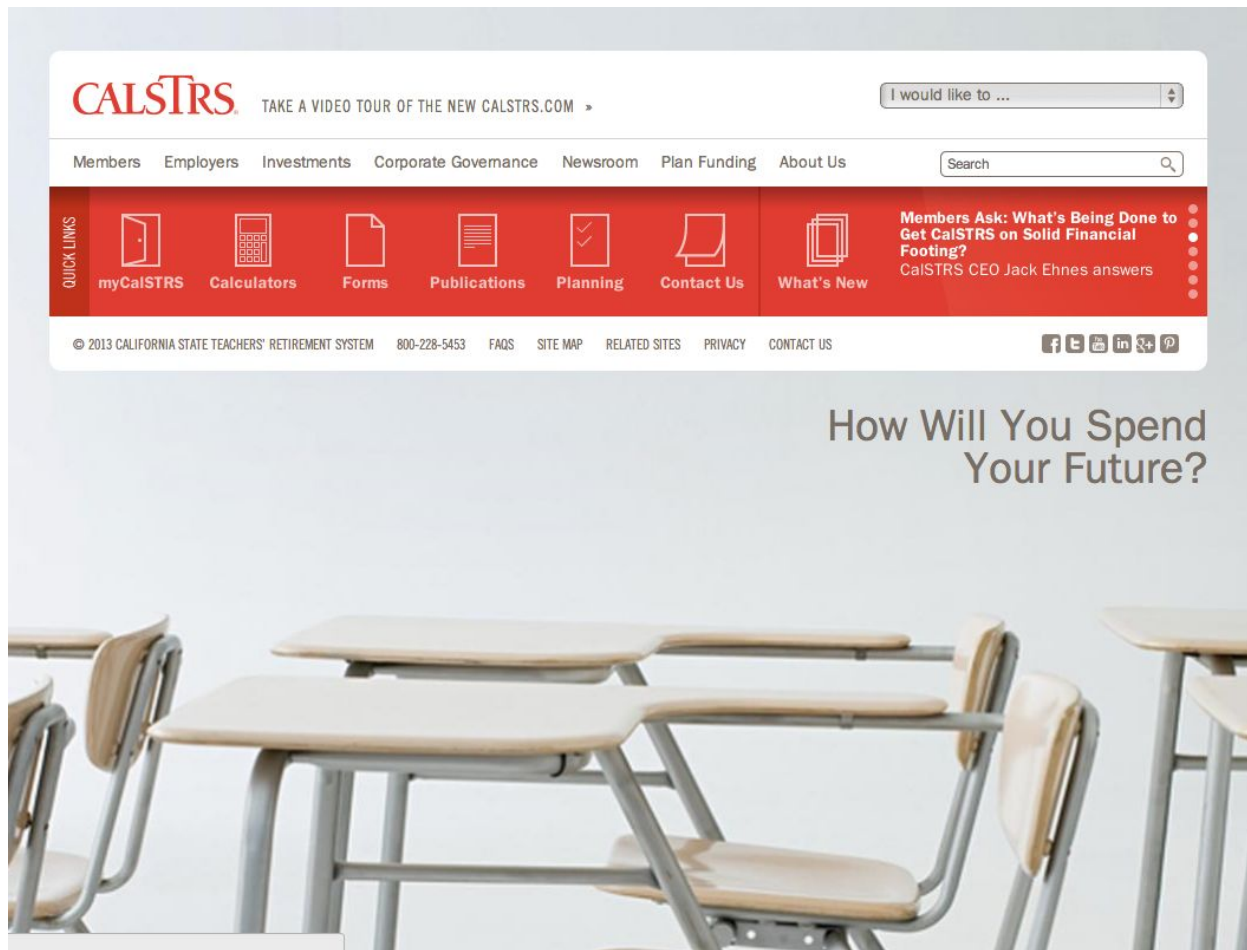


Ginger O'Brien Controller

Ginger works hard to ensure all financial and legal matters of Digital Deployment are in order. From coordinating the health benefits for employees to tracking down lost receipts, Ginger supports Digital Deployment's day-to-day operations.

Part 4: Projects and References

California State Teachers' Retirement System (CalSTRS) www.calstrs.com

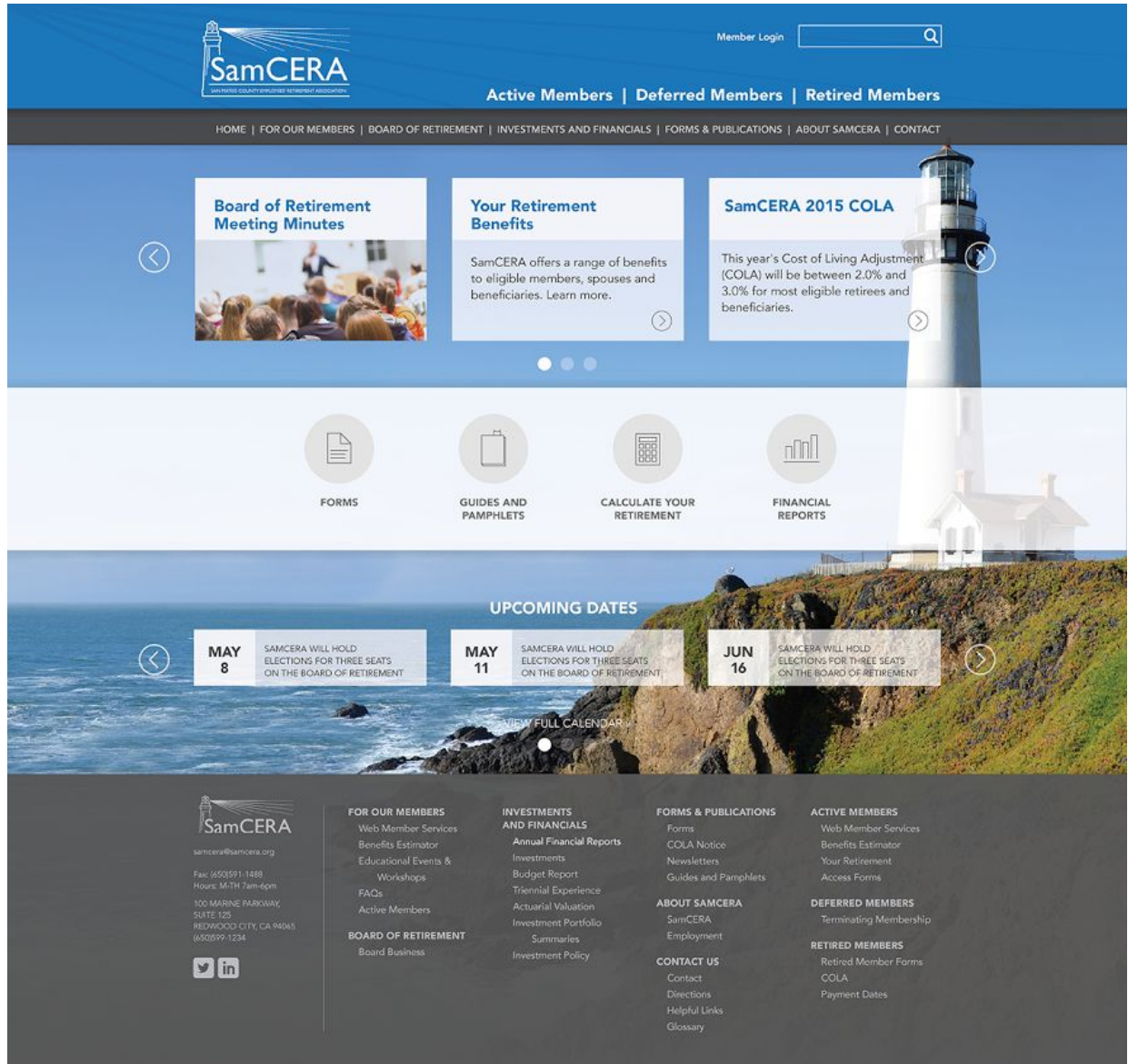


Services Provided: Website design, Webwrap™ data integration, strategic consulting, information architecture, content management system deployment, training, mobile website integration with CMS.

Client References:

Krista Noonan, Director of Communications, knoonan@calstrs.com, (916) 414-1400

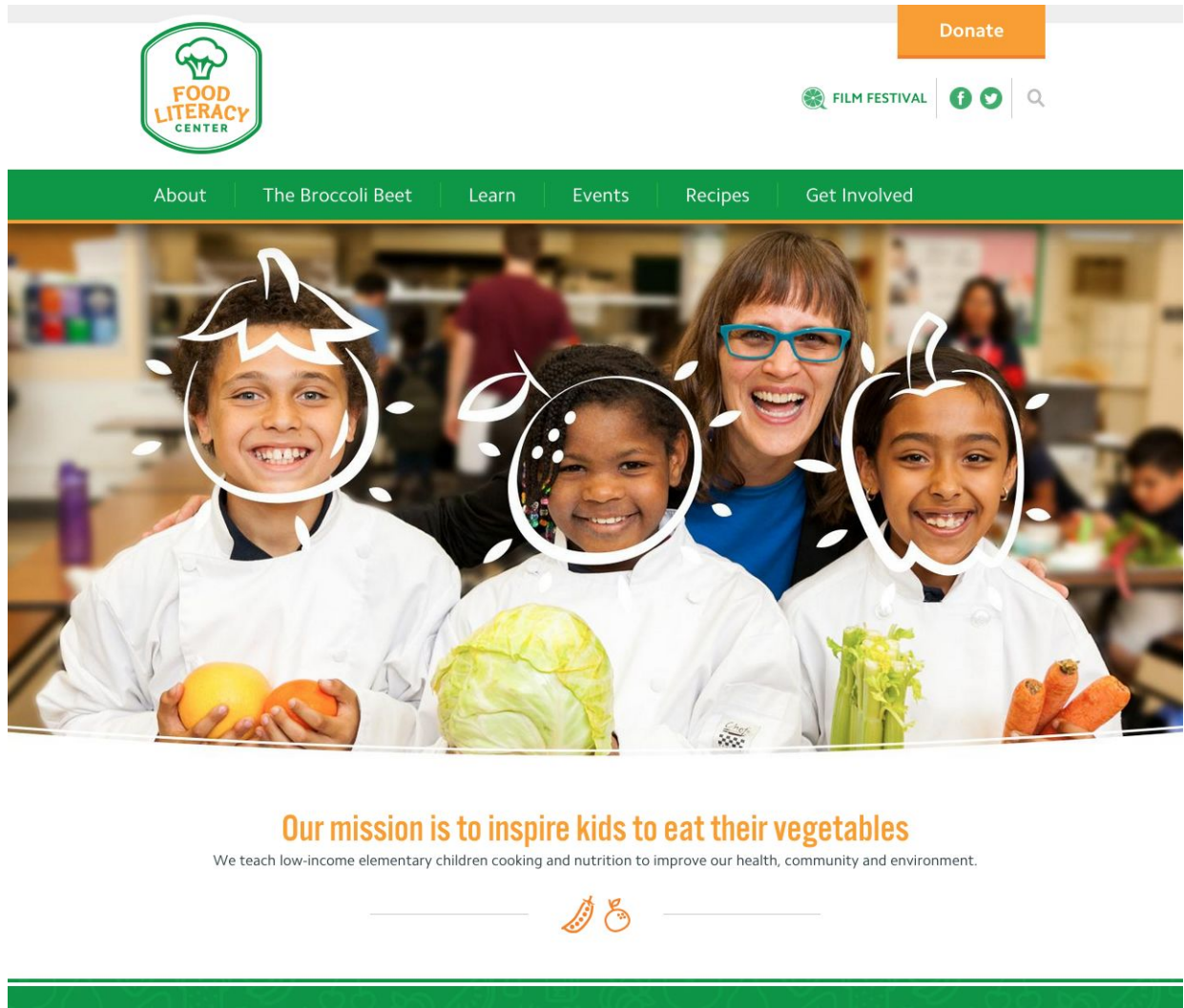
Praise for the new website from a teacher/member: "To all the people who worked on the NEW website, my sincere congratulations, it is the most complete, the easiest to use and by far the BEST web site I have ever had to use. Thank you all so much!" - Arline



Services Provided: Website design, strategic consulting, information architecture, content management system deployment, training, fully responsive website design.

Client References:

Tariq Ali, tali@samcera.org, Chief Technology Officer, (650) 363-4854



Services Provided: Website design, strategic consulting, information architecture, content management system deployment, training, fully responsive website design.

Client References:

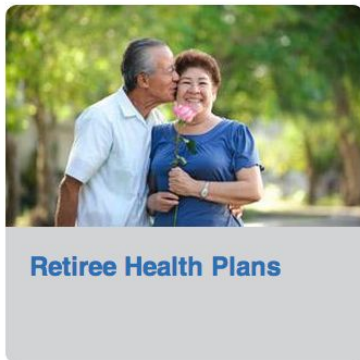
Amber Stott, Executive Director, amber@foodliteracycenter.org, 916-538-9828

The screenshot shows the homepage of the Sacramento Regional County Sanitation District website. At the top right, there are links for "CONTACT US" and "ABOUT US". The main header features the "REGIONALSAN" logo with the tagline "TAKING THE WASTE OUT OF WATER" and the district's name "SACRAMENTO REGIONAL COUNTY SANITATION DISTRICT" followed by the mission statement "Protecting our Community Safeguarding the Environment". A search bar is located on the right side of the header. Below the header is a navigation menu with five categories: "ENVIRONMENTAL PROTECTION", "SUSTAINABILITY & INNOVATION", "CUSTOMER & FINANCIAL ACCOUNTABILITY", "FOR RESIDENTS", and "FOR BUSINESSES". The main content area features a large banner image of a lake with the text "Our Mission: Implementing Cost-Effective Solutions to Protect Public Health and the Environment". Below the banner are two featured articles: "Regional San Rate Adjustments Effective July 1st" and "EchoWater Project: Bringing Water Back". To the right of these articles is a "QUICKLINKS" section with links for "Contact Us", "Customer Rates", "Service Levels", "Business Opportunities", "Tour the Plant", "Consolidated Ordinance", and "Press Room". At the bottom of the page is a footer with a grid of links: "FINANCIAL REPORTS", "STATE OF THE DISTRICT", "ORDINANCE", "ECHOWATER PROJECT", "SERVICE LEVELS", "TOUR THE PLANT", "CUSTOMER RATES", "IMPACT FEES", "BUSINESS OPPORTUNITIES", "FACEBOOK", "MEDIA", and "CONTACT US".

Services Provided: Website design, consulting, information architecture, content management system deployment, on- and off-site training.

Client References:

Claudia Goss, Public Affairs Manager, gosscc@sacsewer.com, (916) 876-6058



- Your ACERA**
- [Your Personal Account](#)
 - [Planning for Retirement](#)
 - [Retirees & Family](#)
 - [Employers & Agencies](#)
 - [Vendors & RFPs](#)
 - [Sign Up For a Seminar](#)
 - [Sign up for E-news](#)



Services Provided: Website design, strategic consulting, information architecture, content management system deployment, training (onsite, offsite, and remote), mobile website integration with CMS.

Client References:

Vijay Jagar, Website Redesign Project Manager vjagar@acera.org, (510) 628-3060

Mike Fara, Communications Manager, mfara@acera.org, (510) 628-3057



Services Provided: Website design, strategic consulting, information architecture, content management system deployment, training.

Client References:

Jeff Okey, Communications Manager, California Endowment, jokey@calendow.org, (213) 928-8622



WHEN THERE'S A NEED, THERE'S UNITED WAY



EDUCATION

We need more children reading at grade level

[Learn more](#)



FINANCIAL STABILITY

We need more families financially stable

[Learn more](#)



HEALTH

We need healthier communities

[Read more](#)

Services Provided: Website design, brand design and integration, consulting, content management system deployment, on-site training.

Client References:

Amber Lovett, VP Marketing & Communications, alovett@uwccr.org, (916) 856-3913

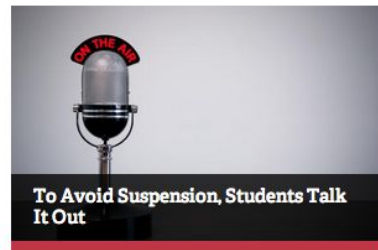
Services Provided: Website design, information architecture, content management system deployment, discovery with stakeholder groups, on-site training, 3rd party integration (e-commerce), ongoing support and maintenance.

Client References:

Todd Fulton, CEO, todd@grogtag.com, (916) 996-3264



Membership Events Resources Topics Contest About **Donate**



Services Provided: Website design, Salsa CRM integration (migration from Convio), consulting, strategy, information architecture, content management system deployment, on-site training.

Client References:

George Dieter, COO, gdieter@ewa.org, (202) 452-9830


HOME | CALENDAR | JOIN CFA | CONTACT US | LOG IN Search

CFA

California Faculty Association

JOIN THE MOVEMENT

HOME ISSUES POLITICS THE CONTRACT GROUPS LIBRARY ABOUT CFA



Toni Atkins new Assembly Speaker on public higher ed

Assemblymember Toni Atkins was sworn in as California State Assembly Speaker this week, giving her, among other things, a seat on the CSU Board of Trustees.

She was a San Diego city councilwoman elected to the Legislature in 2010 and is the 69th Speaker of the Assembly, only the third woman, and the first openly gay woman to be Speaker.


100-Day Contract Countdown

26	14	21	22
DAY	HR	MIN	SEC

#FairContractCFA
GET INVOLVED »

NEWS

100 STORIES FOR 100 DAYS




Ask Gov. Brown to agree: Reinvest in the CSU now!

MAY 27, 2014

We have launched a new eMarch on Gov. Jerry Brown, asking him to support the Legislature's increased funding for the California State University in the 2014/15 state budget.

[Click here](#) to send Gov. Brown an email asking him to listen to his fellow leaders – and Californians – and approve allocating additional funding to the CSU budget.

Contract Countdown: 100 Voices for a Fair Contract



CFA Lobby Days 2014

Push toward a fair contract: Bargaining reconvenes in June

Bargaining between CFA and CSU administration is set to reconvene in June at the Chancellor's office in Long Beach.

Our contract expires on June 30, and the CFA bargaining team has been working hard to address key issues, among which are faculty salary, growing and excessive workload demands, and improvements in working conditions.

[Read more](#)

RESOURCES

- CFA HEADLINES
- READ THE FACULTY CONTRACT
- CFA HELPDESK
- CFA CHAPTERS ON FACEBOOK
- WHY JOIN CFA?
- CFA RESEARCH

CFA GROUPS

- CFA CAMPUS CHAPTERS
- BOARD OF DIRECTORS
- COUNCILS
- CAUCUSES

Services Provided: Website design, member database integration, chapter "microsite" integration, consulting, strategy, information architecture, content management system deployment, on-site training.

Client References:

Alice Sunshine, Communications Director, asunshine@calfac.org, (916) 441-4848

Carla R. Pinkney, Special Projects Manager, cpinkney@calfac.org, (916) 441-4848

LOG IN LOG OUT ADVANCED SEARCH VIEW CART CONTACT US

Search

CALIFORNIA HOSPITAL ASSOCIATION
Leadership in Health Policy and Advocacy

Home Legislation & Advocacy Hospital Topics Centers & Committees Newsroom Education Publications About CHA

News

News from CHA

Update on Use of Cardiac Catheterization Laboratory Space »

Web Seminar to Introduce OSHPD Electronic Services Portal »
New system features, plan approval process and reviews covered Nov. 17

ACO Final Rule 'First-Glance' Summary »
CHA Web Seminar Recording Also Available

ED Crowding Prevention and Response Plan »

Supreme Court Hearing Analysis of Medicaid Rate Cases »

California Hospitals: Caring for Patients, Vital to Communities »
CHA Special Report

Hospital-Based SNF Medi-Cal Cuts: A Crisis in Beneficiary Access »
CHA Special Report

CHA Releases New Publication on Consent Principles and Advance Directives »
CD recording of principles of consent web seminar also available

Members

Welcome

[Edit my account](#)

[View cart](#)

[Subscribe to updates](#)

Please **log in** to access members-only content.

First visit to our site? [Get Started](#) »

Health Reform

Health care reform updates, analyses and resources for CHA members.

CHPAC

Working to ensure state and federal elected officials understand the critical roles hospitals play in California. Find out how to help.

Patient Safety Video Showcases Efforts of California Hospitals to Improve Quality, Safety of Care

SACRAMENTO (October 18, 2011) – Every year, more than 50,000 sick or premature babies are delivered in California's community hospitals. Typically, these vulnerable infants have immature immune systems and are at risk for acquiring infections. To address this problem, Riverside County Regional Medical Center in 2009 implemented a new program to eliminate infections in its neonatal unit.

Learn

Services Provided: Website design, consulting, information architecture, CMS deployment, on-site training, link-based integration with CVent.

Client References:

Lisa Evans, Vice President, Member Communications, levans@calhospital.org, (916) 552-7515

Terry Sherb, Director of Information Technology, tsherb@calhospital.org, (916) 552-7556

Lois Suder, Chief Operating Officer, lsuder@calhospital.org, (916) 552-7515

HOME | CONTACT US | CALENDAR | EMPLOYMENT | WEBSITE FEEDBACK | PORTALS

Search the site Go

Stanford Youth Solutions
Formerly Stanford Home for Children

Commitment. Determination. Results.

We How We Help | **You** How You Can Help | **Learn** Learn About Us | **Engage** Our Community | **Events** Vintage and more | **Donate** Change a Life

Michelle, 18 years old

“Stanford Youth Solutions listens to you when you think no one else will and they are there when you reach out,” says 18 year-old Michelle.

About
Who We Are
Stanford Youth Solutions is a highly professional, disciplined, and evidence-based organization that achieves a higher success rate with its clients than other, similar organizations.
We are intensely determined and do whatever it takes to create success for youth – **we never give up.**
Stanford Youth Solutions provides private donors, funders, foster parents, and volunteers the best guarantee that they will see positive returns on their investment of money and time.

News
LaDawn's Story
"I have a future, thanks to Stanford Youth Solutions"
LaDawn, 18 years old
"I have a future, thanks to Stanford Youth Solutions," says LaDawn. LaDawn is a recent graduate from our Wraparound program. "Growing up in Oak Park, having a mother using drugs, no contact with my father, my life was not easy. I've been abused, neglected and believed I had no future, and I didn't care. I've been told I'm nothing and I believed it. I began using drugs, fighting and ended up bouncing from juvenile hall to group homes with no real connection to my family, friends, or school."
[READ MORE](#)

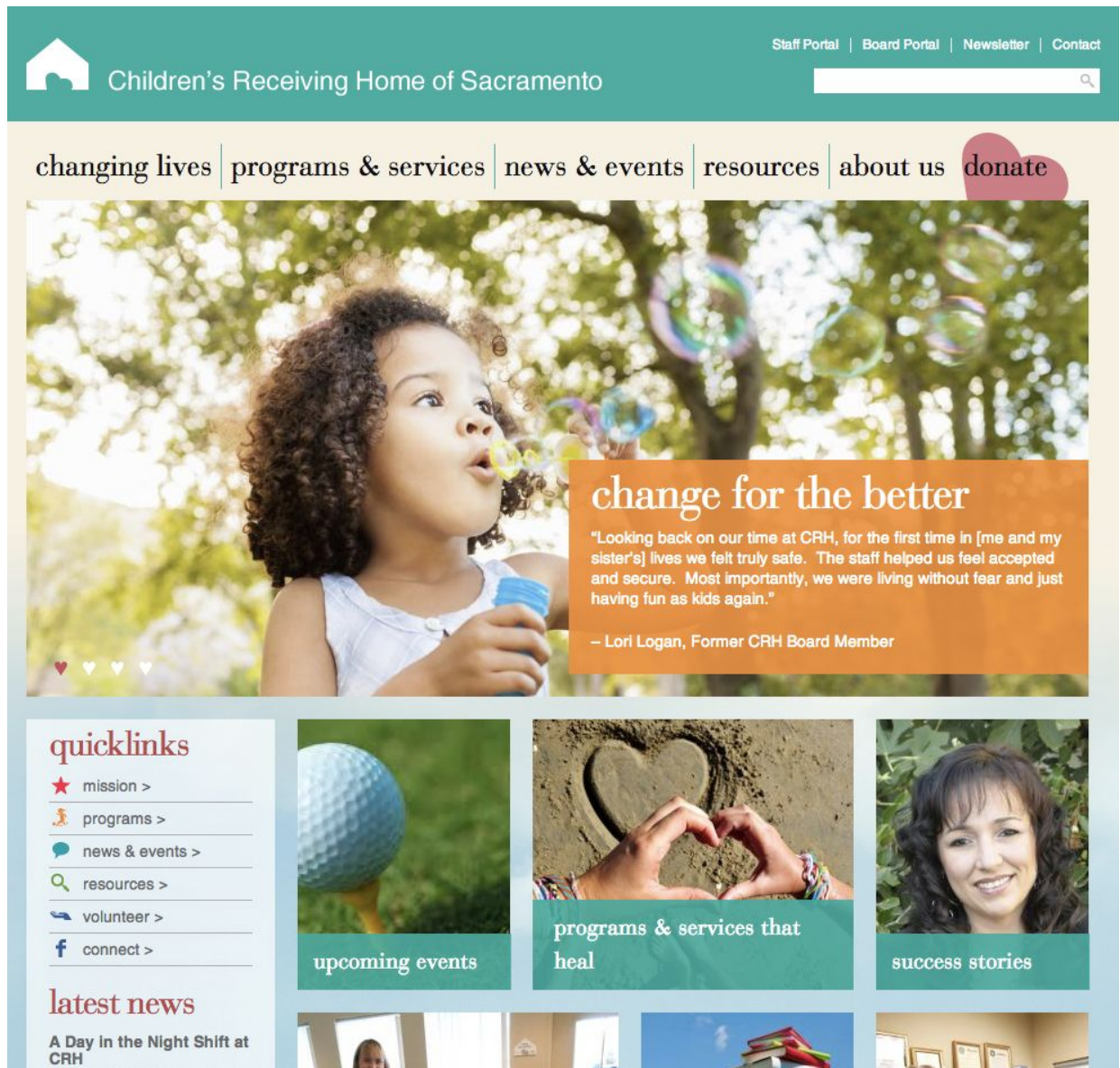
Spotlight
2014 Back to School Drive
Prepared for School, Prepared for Life...
Prepared for School, Prepared for Life...
The new school year is right around the corner and youth in our community are in need of school supplies.
[HELP A YOUTH SUCCEED](#)

QuickLinks
Mission, Vision & Values
Become a Foster Parent
Programs
Donate
Jobs
Stories of Change
Vintage 2014
Vehicle Donation
Newsletter

What People Are Saying About Us
"I am off the streets and feel like someone really cares about my future," says a 16 year-old client.

Services Provided: Website design, consulting, information architecture, content management system deployment, microsite integration (Vintage 2011), on-site and off-site training.

Client References: Dr. Laura Heintz, Chief Executive Officer, heintz@youthsolutions.org, (916) 344-0199



Services Provided: Website design, strategic consulting, information architecture, content management system deployment, microsite integration, on-site and off-site training.

Client References:

David Ballard, Executive Director, dballard@crhkids.org, (916) 482-2370 ext. 378

Tanya Kravchuk, Resource Development Manager, tkravchuk@crhkids.org, 916-482-2370 ext. 303

EMERGENCY PREPAREDNESS
PREPARING HOSPITALS FOR DISASTERS

Home About Us Getting Started Planning Topics Training & Exercises Tools & Resources Events FAQs HICS

EMERGENCY PREPAREDNESS
PREPARING HOSPITALS FOR DISASTERS

Managing Scarce Medical Resources [Read More »](#)

Is Your Hospital Prepared?

California hospitals are a critical element within the disaster medical response system and work collaboratively with local government, other health care providers and other agencies to plan, prepare for and respond to the needs of victims of natural or man-made disasters, bioterrorism, and other public health emergencies. Hospital emergency preparedness is a priority for government at all levels, as well as a key focus of regulatory and accrediting agencies. Hospitals must respond to increasing preparedness standards and activities, while simultaneously providing effective service to their communities.

Change in National Terrorism Advisory System

Instead of the color-coded advisory system that's been in place since 2002, the Department of Homeland Security (DHS) will now issue detailed

HICS Training
Hospital Incident Command System training

Important Planning Tools
Checklists and resources for disaster planners

What's New

2011 Japan Earthquake
2011 Japan Earthquake - Message from CHA
Radiation Emergencies - Information for Clinicians

Active Forum Topics

Comments on Updated Guidance: Prevention Strategies for Seasonal Influenza in Healthcare Settings
Employee Preparedness
The Joint Commission Emergency Management

Top rated content

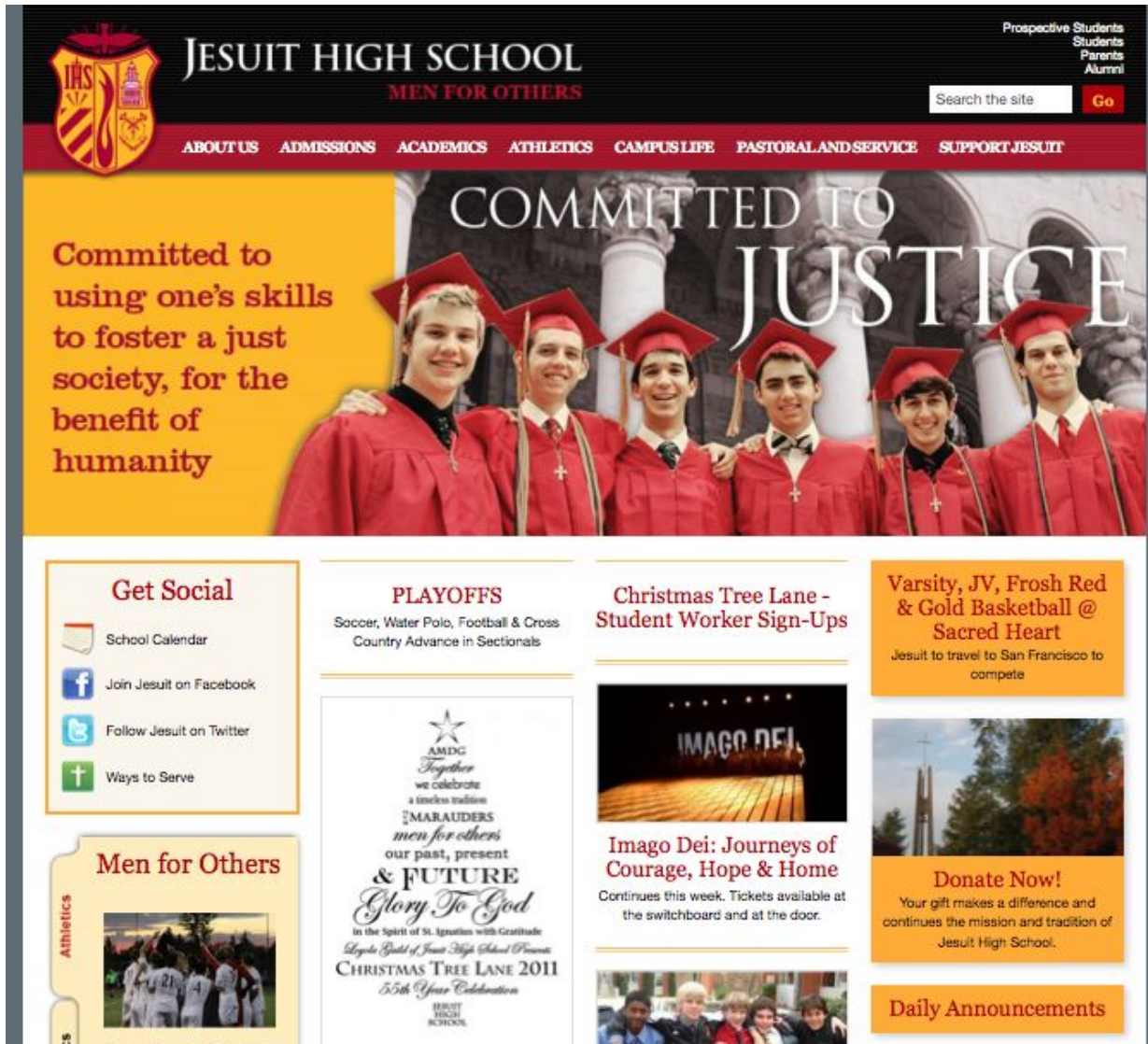
Response to a Suicide/Homicide Bombing Scene

Services Provided: Website design, brand design and integration, consulting, strategy, information architecture, content management system deployment, on-site training.

Client References:

Cheri Hummel, VP Disaster Planning, chummel@calhealth.org, (916) 443- 7401

Michele Coughlin, Administrative Coordinator, mcoughlin@calhealth.org, (916) 552-7672



Services Provided: Website design, consulting, information architecture, content management system deployment, on-site training, content migration, 3rd party integration.

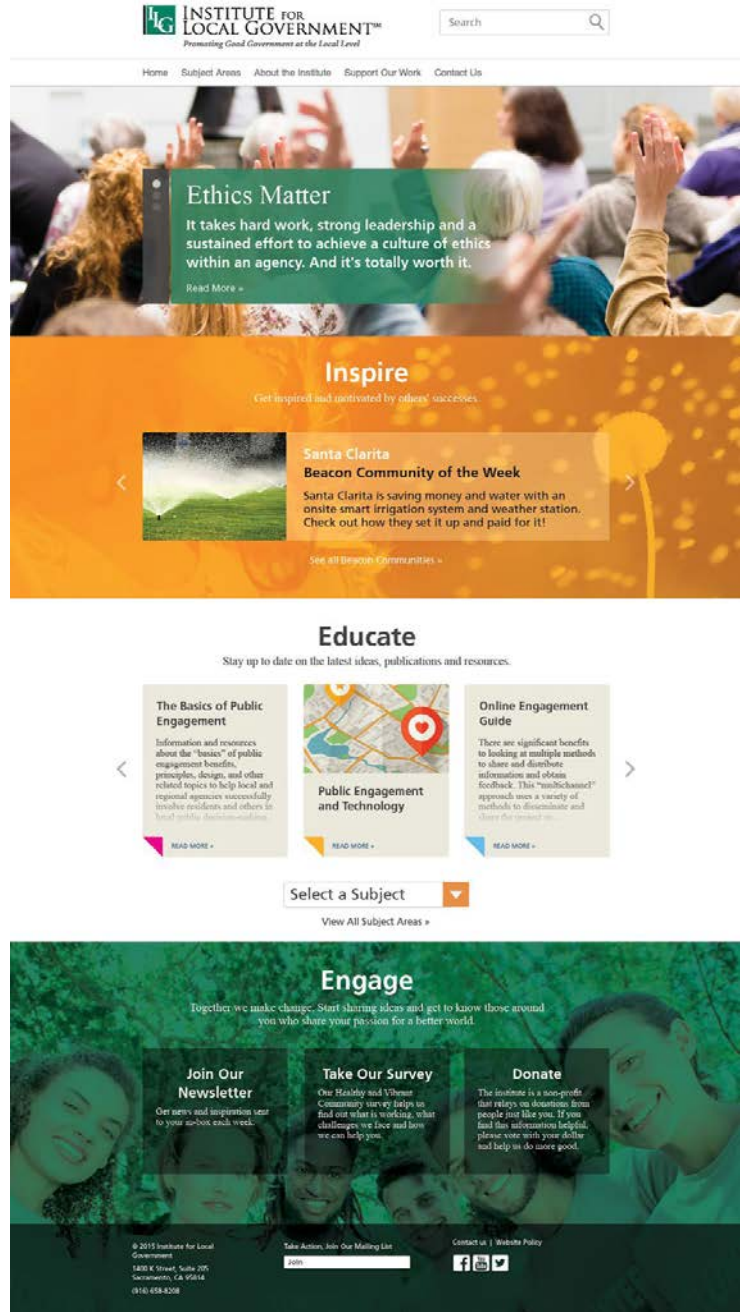
Client References:

Jordan Blair, Director of Communications, blairj@jhssac.org, (916) 482-6060

Services Provided: Website design, consulting, information architecture, content management system deployment, on-site training.

Client References:

Melissa Kuehne, Communications Director, mkuehne@ca-ilg.org, (916) 658-8208



Calendar

Multi-Cultural Faire at Earl Warren May 31, 2012 - 4:00pm - 7:00pm	Celebration of Cultures June 1, 2012 - 4:00pm - 8:00pm	E-Waste Collection Fundraiser June 2, 2012 - 9:00am - 1:00pm	SAVE OUR PRESCHOOLS June 2, 2012 - 9:00am - 1:00pm	Recognizing Parent Volunteers at Parent Appreciation Brunch June 2, 2012 - 9:30am - 11:30am
--	--	--	--	---

Services Provided: Website design, consulting, information architecture, content management system deployment, content migration, 3rd party integration, microsite deployment, on-site training.

Client References:

Gabe Ross, Chief Communications Officer, gabe-ross@sac-city.k12.ca.us, (916) 658-8208

Andrea Landis, Webmaster / Communications Specialist, andrea-landis@sac-city.k12.ca.us (916) 643-7421

"I just wanted to thank you all for the great work on the district site. We don't always take the time to take a step back and look at what we have created, but it's clearly a massive improvement over what was there before. The process has been arduous at times, and I know there's still plenty of work to be done, but I'm very happy with the results (and as a quick aside, so is the Superintendent)." - Gabe Ross, CCO

WEAVE, Inc. www.weaveinc.org



living proof

I am a 30 year old mother of 4 handsome boys. I was in a physically and emotionally abusive relationship for 1.5 years. Once I made up my mind to leave that situation I felt empowered and confused. I didn't know where to go or how to get things on the right track. I made some calls and was then referred to contact the WEAVE support and information line.

[See all Stories of Survival »](#)

welcome !

We're here to help you
WEAVE provides crisis intervention services to women, men and children in Sacramento County who have experienced domestic violence or have been sexually assaulted. It is WEAVE's mission to bring an end to domestic violence and sexual assault in partnership with our community.
[learn more about WEAVE »](#)

Network with WEAVE
WEAVE inc is on [Facebook](#) and [Twitter](#) - check it out and help us raise awareness!

take action

Donate to Support a Walker or Team!



Walk a Mile in Her Shoes®

Challenging men to walk in heels and raise awareness about sexual assault



Register Now >>

Online registration closes April 29th. Free shoes no longer available.

Day of registration will be available at the event.

Register a Team>>

Purchase a \$5 Guest Pass

(Includes after party)>>

Please enter "Guest Pass" in the "On Behalf Of" line.

WHAT: WEAVE challenges Sacramento men to walk in high heels in an effort to increase awareness about sexual assault

news & events

V-Day Sacramento

The Vagina Monologues

Cinderella's Closet

Helping Prom Dreams Come True

Jeans for Justice / Denim Day 2011

What we wear is NEVER an excuse for rape.

upcoming events

2011 Kaiser Women's Fitness Festival

WHAT: Lace up your running shoes and join thousands of Sacramento community members at the Kaiser Women's Fitness Festival benefiting WEAVE.

Now in its seventh year, the event is the largest women's-only run in the region!

WHEN: Sunday, June 5th, 2011 at 8 AM

[Read more »](#)

Highlights:

- Over 15,000 unique visitors (76% new), held top rank in Google for over 500 strategic keywords, which drive over 75% of the site's traffic. #1 for "abuse help sacramento" and "domestic violence sacramento."
- Over 100 survivors have asked questions on the "anonymous question board," allowing people a place to seek help in a safe way.
- Blind user commented "I can finally use the site" thanks to the rigorous standards-compliance that makes the site accessible even to blind visitors using the JAWS reader.

Client References:

Beth Hassett, Executive Director, bhassett@weaveinc.org, (916) 319-4923

Julie Bornhoeft, Dir. of Development and Community Relations, jbornoheft@weaveinc.org (916) 448-2321

UC Davis School of Education education.ucdavis.edu



The UC Davis School of Education is transforming education through preparation of the best education leaders, researchers, and teachers in the country. We are committed to eliminating inequities in schooling and learning opportunities for diverse learners using the power of knowledge and the promise of education.



CENTERS

- REED** Resourcing Excellence in Education
- EDFORWARD** Innovation in Education
- CAP-ED** Center for Applied Policy in Education

NEWS & EVENTS

- MARCH 24, 2015 - 2:00PM - 5:00PM
- APRIL 13, 2015 - 10:00AM - 1:00PM
- MAY 4, 2015 - 10:00AM - 1:00PM
- Undocu-Ally Program for Educators**
Offered by UC Davis ABS40 and Undocumented Student Center

Services Provided: Website design, information architecture, content management system deployment, discovery with stakeholder groups, on-site training, content migration, 3rd party integration.

Client References:

Donna Justice, Senior Director of Marketing & Communications, djustice@ucdavis.edu, (530) 601-3945



...whose entrepreneurship and innovation are impacting the world



Get the knowledge, training and connections you need to get plugged in and start making an impact.

Join Us

...who are changing their lives in meaningful ways



"My managers recognized my dedication to growing my career —and this opened opportunities for advancement. I was promoted into an assistant vice president-relationship manager role halfway through my MBA program."

— Yulia Yevdokova MBA, 15, Assistant Vice President-Relationship Manager, River City Bank

Services Provided: Website design, information architecture, content management system deployment, discovery with stakeholder groups, on-site training, content migration, 3rd party integration.

Client References:

Lindsay Hardy, Web Strategist/Online Marketing Manager, lhardy@ucdavis.edu, (530) 752-5431

Tim Akin, Sr. Director of Marketing and Communications, tmakin@ucdavis.edu, (530) 752-7362

Linda Webb, Ventura County Employees' Retirement Association

Digital Deployment, Inc., Website Development Agreement

MAZDA RACEWAY LAGUNA SECA

800.327.7322
Ticket Information

EVENTS CALENDAR TRACK STORE FAN INFO MEDIA **BUY TICKETS**

ROLEX MONTEREY MOTORSPORTS REUNION

FEATURED MARQUE: CHEVROLET CORVETTE

RACE DETAILS RACE STARTS IN 83 DAYS 18:22:59

CONTINENTAL TIRE SPORTS CAR FESTIVAL POWERED BY MAZDA, FEATURING GRAND-AM ROLEX SPORTS CAR SERIES SEPTEMBER 7 - 8	ROLEX MONTEREY MOTORSPORTS REUNION FEATURED MARQUE: CHEVROLET CORVETTE AUGUST 16 - 18	FIM SUPERBIKE WORLD CHAMPIONSHIP MONTEREY ROUND SEPTEMBER 27 - 29	RED BULL U.S. GRAND PRIX FEATURING THE MOTOGP™ WORLD CHAMPIONSHIP JULY 19 - 21	AMERICAN LE MANS MONTEREY FEATURING THE AMERICAN LE MANS SERIES MAY 9 - 11	TRACK INFORMATION
--	--	--	---	---	------------------------------

MOTOGP HEADS TO LE MANS THIS WEEKEND

AMERICAN LE MANS MONTEREY A SUCCESS

PRE-ORDER THE FOURTH LIMITED-EDITION CORVETTE SHIRT

LUHR SETS ALMS VICTORY RECORD WITH MUSCLE MILK TRIUMPH

PLANNING YOUR TRIP

There is so much to see and do when visiting Mazda Raceway Laguna Seca, whether it's making a quick overnight stop to see a race, or if you're making a weekend of it and checking out all the cool attractions in the Monterey County area.

CAMPING AT MAZDA RACEWAY

One of the best ways to immerse yourself in the experience of any racing event at Mazda Raceway Laguna Seca is to stay overnight in the Laguna Seca Recreation Area campgrounds.

WEAR THE TRACK

Mazda Raceway Laguna Seca offers some of the coolest apparel in all of motor racing, from windbreakers and sweatshirts, to ball caps and jackets. Be sure to visit the track souvenir store and make your choice.

ADVERTISING OPPORTUNITIES

There are numerous ways to get your brand noticed through a marketing and advertising program with Mazda Raceway Laguna Seca, either through a custom-built official partnership all the way up to an event title sponsorship.

TRACK CALENDAR

See what's happening at the track all year 'round. Whether you're looking to rent our facility for an event or just attend something cool, this is the place to look.

Services Provided: Website design, information architecture, content management system deployment, discovery with stakeholder groups, on-site training, 3rd party integration.

Client References:

Melvyn Record, Vice President Marketing and Sales, melvyn@mazdaraceway.com, (831) 242-8221



Services Provided: Website design, information architecture, content management system deployment, discovery with stakeholder groups, on-site training.

Client References:

Emily Butler, Executive Director, emily@sacsplash.org, (916) 364-2437

Part 5: Investment and Timeline

5 Phase Website Development Process (required)

- Orientation - Project planning
- Phase 1: Discovery Process - Complete exploration exercises, send stakeholder surveys, review design examples, analytics review, and collaborate on information architecture. Working IA drafted and delivered. Discovery Digest complete. Discovery discussion meeting held at client location.
- Phase 2: Design - 2 home page designs presented in remote meeting, direction chosen, design revisions completed, mobile responsive revisions presented, final design approval.
- Phase 3: Implementation - Provision sandbox website and technical implementation, execute design and information architecture, create content strategy and migrate chosen content.
- Phase 4: Training - Training retreat day at Digital Deployment's office (or done remotely), empowerment of client to confidently move forward with content curation. With full support, client refines content. Service Level Agreement (SLA) begins.
- Phase 5: Launch - Final quality checks and preparation for launch, soft launch preferred mid-week.

Cost \$57,000

Timeline will be created in partnership with Client, but a sample timeline follows:

Weeks 1 - 2	Orientation	
Weeks 3 - 6	Phase 1: Discovery	First deliverable payment
Weeks 7 - 9	Phase 2: Design	
Weeks 10 - 13	Phase 3: Implementation	Second deliverable payment
Weeks 14 - 14	Phase 4: Training	
Weeks 15 -	Phase 5: Launch	Final payment

Part 6: Service Agreement

I wish to execute this website development agreement between Digital Deployment, Inc., and Ventura County Employees' Retirement Association to provide the deliverables outlined in this proposal for a price not to exceed \$57,000 with payment terms: 40% due at completion of phase 1, Discovery Meeting, 40% due at the completion of phase 3, Implementation, and 20% due just prior to launch.

I understand that I will have the option to engage in Digital Deployment's Service Level Agreement (SLA) program for ongoing maintenance at \$650/month. The (SLA) will begin with the completion of Phase 5. I may cancel our participation in the program at any time.

Linda Webb
Ventura County Employees' Retirement Association

Date



Michael A. Clemmens, CEO
Digital Deployment, Inc.

6/13/2016

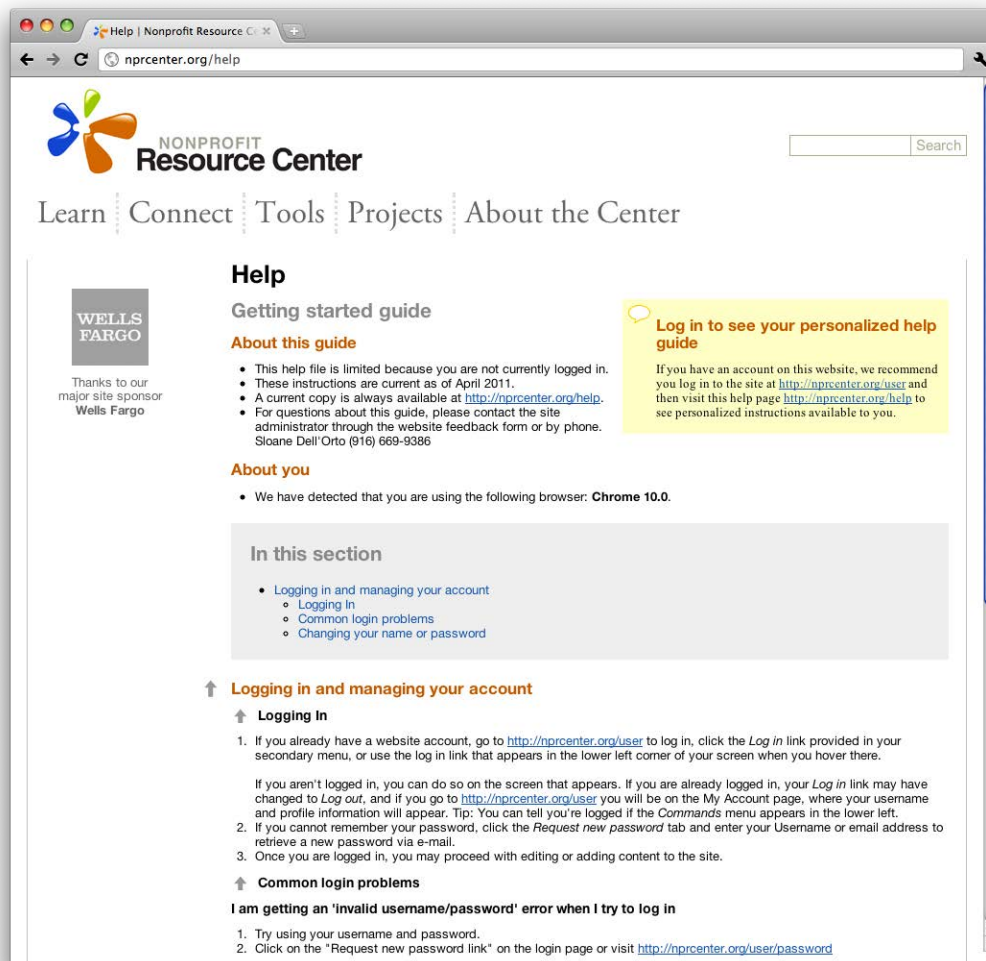
Date

Appendix 1: Description of Deliverables

This development agreement provides the delivery of all objectives listed below.

Training and Documentation

- Developer will provide online documentation describing the operation of the content management system for each feature. The documentation is dynamic and changes automatically as new types of content become available and new features are added, and will automatically customize itself to the role of the user viewing it.
- Developer will make both a print-friendly and HTML version of the help system available at <http://www.ventura.org/vcera/help>
- Developer will provide Client staff training on the website content management system, including but not limited to: how to add a page; how to edit a page; how to edit the sitemap and add or edit navigation terms; how to add, edit or delete "users" and assign various "permissions" (levels of ability to add, edit, or manage content); how to post files and attachments; how to add pictures and/or video, and how to reset user passwords.



Full Section 508 and W3C Standards Compliance


- Digital Deployment, Inc. will perform a standards validation test and a site web accessibility check demonstrating that the Client's website complies with section 508 of the Federal Rehabilitation Act (29 U.S.C. §794d) and the W3C's Web Access Initiative (specifically, WCAG 2.0 AA) to help protect the Client from liability arising from having an inaccessible website.
- Developer will also provide content management system plug-ins (e.g. the htmlpurifier module) to ensure Client-added content adheres to these standards.
- To ensure that the website is compatible with future browsers and devices, the website will be developed using the HTML5 and/or XHTML Strict format, and will use a W3C approved document type definition.

Content: Management System Framework

- Developer will provide a content management system that will allow authorized users to create and edit pages on the Client's website directly through their web browser, with no special software required.
- Developer will provide a web-based editor that will allow Client staff and authorized users to edit content for the Client's website in a collaborative environment, including the ability to upload, import, create and manipulate text, images, tables and other HTML elements.
- The content management system will provide for the ability to create various types of content on the site, customizable to meet the Client's needs.
- The content management system will include an automatic "paste from Word" feature that will support copying-and-pasting from Microsoft Word documents into the Client's website pages, while stripping any problematic code.
- The content management system will include a revision-tracking system that will display a list of all changes made to a particular page or post, with the capacity for Site Administrators to revert to a previous version of the page or approve a revision suggested by other

The revisions let you track differences between multiple versions of a post.

To edit, publish or delete one of the revisions below, click on its saved date.

 Published post *User Guide* has 3 revisions.

[Unpublish current revision](#) | [Delete all 3 revisions](#)

Revision	Compare	Term	Status
Saved 06/21/2010 - 11:25am by admin	<input checked="" type="checkbox"/>	Article	<i>current revision (published)</i>
Saved 06/21/2010 - 10:58am by admin	<input checked="" type="checkbox"/>	Article	archived
Saved 06/21/2010 - 10:19am by admin	<input type="checkbox"/>	Article	archived

- The content management system will include an access control system for designating private content such as board minutes or member news. Access to any content can be limited to a certain group of users on a page-by-page basis, or by navigation term (section of the site).

EXAMPLE ROLE-PERMISSION GRID

	anonymous user	registered user	member	editor	admins
Allowed to subscribe to e-mail updates of posts	x	x	x	x	x
Allowed to rate content	x	x	x	x	x
Allowed to view comments	x	x	x	x	x
Allowed to suggest a comment (which could be posted after approval)	x	x	x	x	x
Allowed to post a comment without approval			x	x	x
Allowed to moderate comments			x	x	x
Allowed to submit a post for consideration				x	
Allowed to suggest an edit to a page (draft edits)*					x
Allowed to edit/create pages and immediately publish them					x
Allowed to post the following types of information					x
Allowed to send a blast e-mail					x

Content: Migration of Existing Content

- The Developer will migrate all content from the Client's current site to the new site. The Developer's goal is 100% empowerment of the Client to manage all its website content going forward, including text, images, attachments, multimedia, links, navigation, site users and user roles.

- Developer will fully empower the Client to manage their content on the new website through training sessions, constant support, extensive documentation, and advanced content migration and automation tools such as server-to-server file and image transfer.
- The Developer encourages the practice of migrating content first, then editing and revising the content second. This is recommended for three reasons: (1) the migration goes much faster, (2) the task can be more easily delegated to those who wish to learn how to use the website, and (3) the content management system stores all the revisions made to the content, so each change is documented for future reference. This gives the Client a historical look at all content moved to the new site.

Content: Video, Community Features and Social Media Integration

- The content management system will provide the site administrator with the ability to easily embed video into the site from various platforms, including Vimeo and YouTube. The content management system will automatically generate thumbnails (with the ability to customize) and will render the video in a way that complies with web standards and also works with mobile devices that do not support Adobe Flash, such as the iPad and iPhone



- The content management system will provide logged in users with the ability to comment on

content, post topics for discussion / commenting, and share content via various social media platforms. This can be allowed/disallowed by the Client as needed on a per-page or per-post basis.

- The content management system will provide logged in users with the ability to submit various posts such as events, news releases, announcements, committee documents, etc., for consideration at the discretion of the site administrator. Any submitted content could be approved by the site administrator, although certain users could be authorized to post without the need for approval.
- The content management system will provide any user with the ability to share public content on the user's Facebook, Twitter, Google+, LinkedIn or other social network platform.
- The content management system will provide the site administrator with the ability to quickly cross-post important content (such as upcoming events or press releases) onto the Client's Twitter, Facebook, Blogger, Tumblr, or other supported social publishing system without having to retype or format the content. Cross-posted content will point back to the website for additional information, when appropriate.
- The content management system provides designated user roles (administrators, members, etc.) the ability to claim, maintain, and edit a member profile, allowing real-time updating of member content. This includes email address, phone number, mailing address, biography, parent organization, and picture.

Content: Advanced Webforms

- The content management system will provide the Client with the ability to build forms (standard or conditional), surveys, and questionnaires that can be filled out by site visitors, similar to Survey Monkey™. Client will be able to view, analyze and download these results as an Excel Spreadsheet.
- The content management system will allow the Client to append form fields to any post on the website, turning any content into a webform.
- The content management system will allow the Client to protect forms from spam submissions using CAPTCHA technology. This requires users to type a code into a confirmation box to prove they are human, making it difficult for spambots to fill out the form.
- The content management system will allow the Client to build micro-forms that can be placed in sidebars or practically anywhere on one or more pages. The micro-forms use AJAX technology (they submit smoothly and do not require the page to be refreshed) allowing them to display a confirmation message immediately.
- The content management system allows contact forms to be created that can send email messages to members of the Client's staff without exposing email addresses, if desired. In addition, any email addresses that are included on the website are protected from spambots (email harvesting).

Search

Westminster In the heart of Sacramento

Home Sunday Services Get Involved Youth Programs Music News & Events About Us Contact Us

ABOUT US

- Membership
- Mission and Vision
- The Board of Deacons
- Our History of Faith

Become a Member of Westminster

Interested in becoming a member?

Westminster offers membership information classes on selected Sunday mornings. If you are interested in exploring membership, please email us with the form on the right or call the office at (916) 442-8939.

The meaning of membership

Members of Westminster make several commitments, including:

- Taking part in the life of Westminster
- Supporting the church through the giving of money, time, and talent
- Responding to God's activity in the world by offering service to others
- Working in the world for peace justice, freedom, and human fulfillment

Deliberately diverse and fully inclusive

At Westminster, membership and leadership opportunities are open to all people solely on the basis of an affirmation of faith in Jesus Christ, without regard to race, nationality, age, gender, sexual orientation, level of education or income, or any enabling or disabling conditions.

Learn about membership »
Contact Westminster's membership team

Your name: *

Email address: *

Phone number: *

Any message for membership?:

Submit

Share Your Story | Protect My ER

www.protectmyer.com/story/share-your-story

ProtectMyER.com

Know the Issues » ERs Near You » Join Our Community » Link to Us »

Back

This item appears in:

Share Your Story

Share Your Story

"I owe my life to the great staff at the urgent care center and my community hospital ER. Without them, I would not be here today." [Read more stories](#) »

Hospitals care for millions of patients each year, but it's the individual stories that matter the most. Please share your hospital emergency room story with us.

Share your story with us: *

Your Name: *

Email: *

Name of Hospital: *

Your Phone Number (Optional):

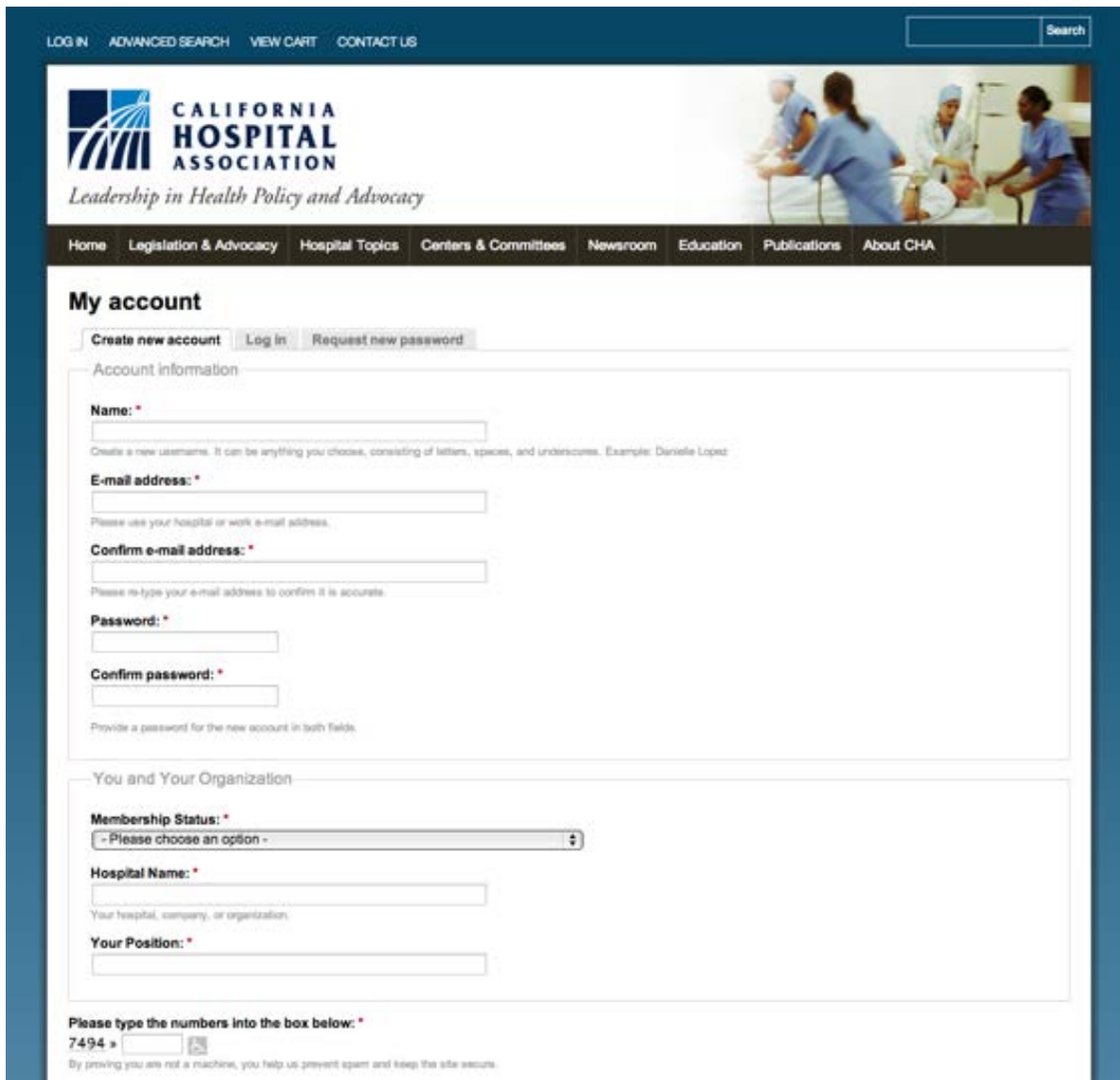
Please type the numbers into the box below: *

4811

By proving you are not a machine, you help us prevent spam and keep the site secure.

Submit

Copyright © 2011, California Hospital Association | [Contact Us](#) | [Privacy Policy](#)



Content: URL Aliases and Redirects

- The URLs for the content management system navigation terms and "pages" are created automatically when creating content, and are search-engine friendly.
- The content management system will provide the Client with the ability to make URL aliases so pages can be assigned short, natural links that are easy to share and remember (e.g. <http://www.ventura.org/vcera/contact>).
- The content management system will provide the Client with the ability to redirect any post to another URL (e.g. <http://www.ventura.org/vcera/annual-event> could be redirected to <http://our-annual-event.eventbrite.com/register>).

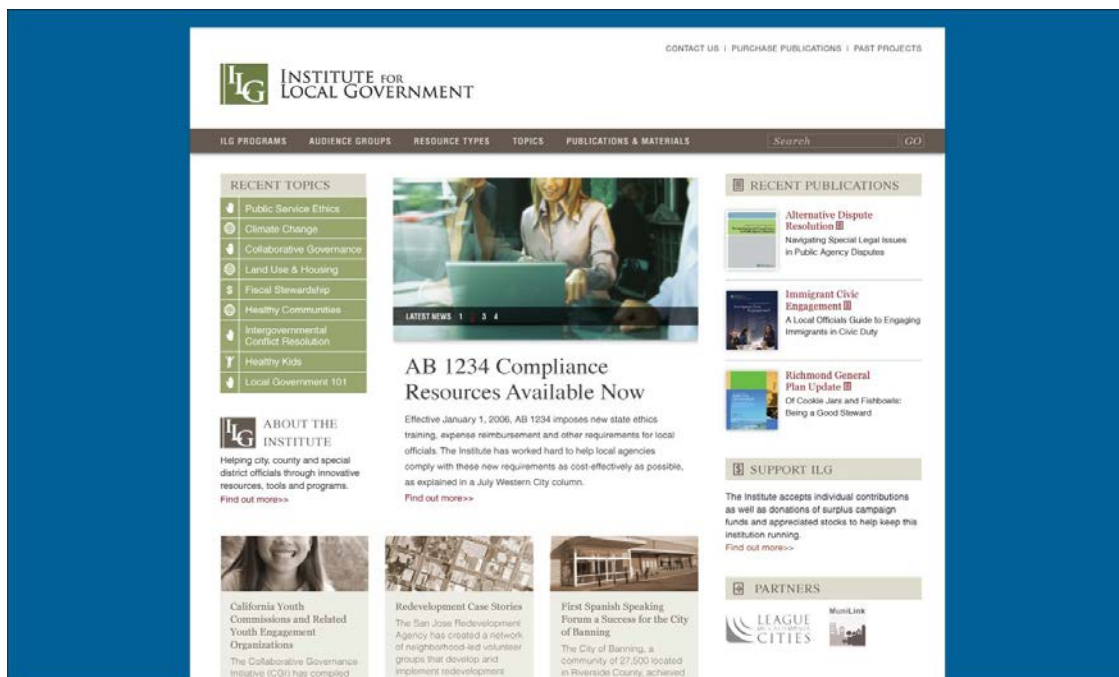
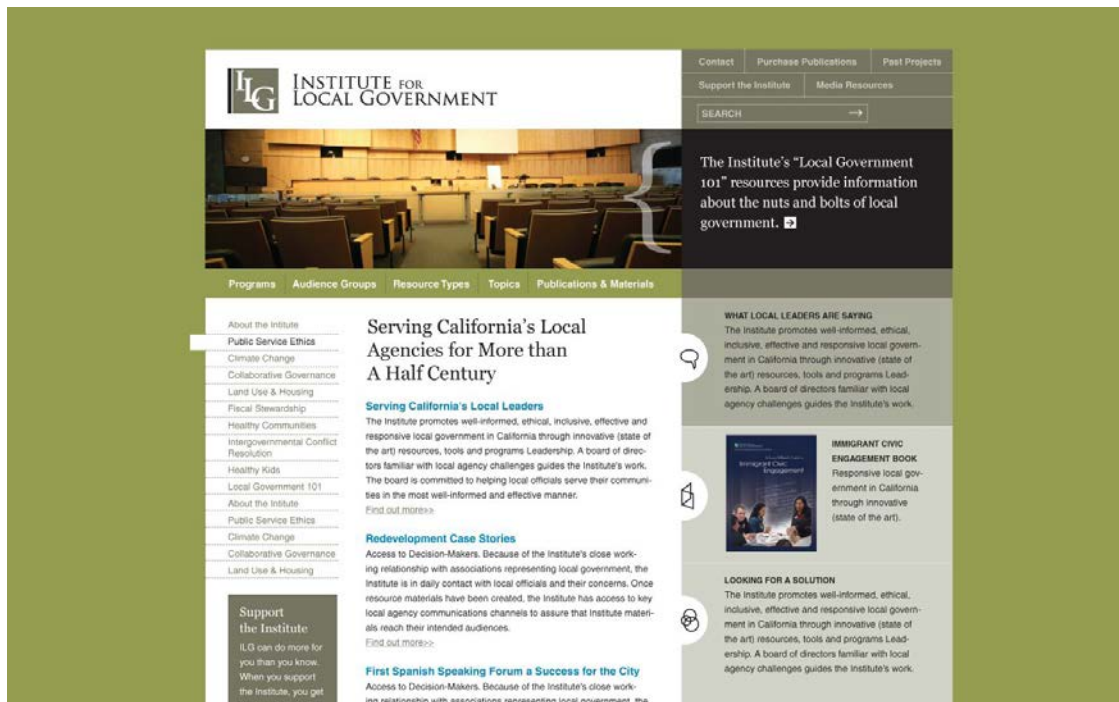
Design: Site Mockup and Design Concepts

- Developer will design two production-quality digital mockups of the Client's new site based on the preferences identified in Phase I. Mockups provide a simulation of a finished home page and/or

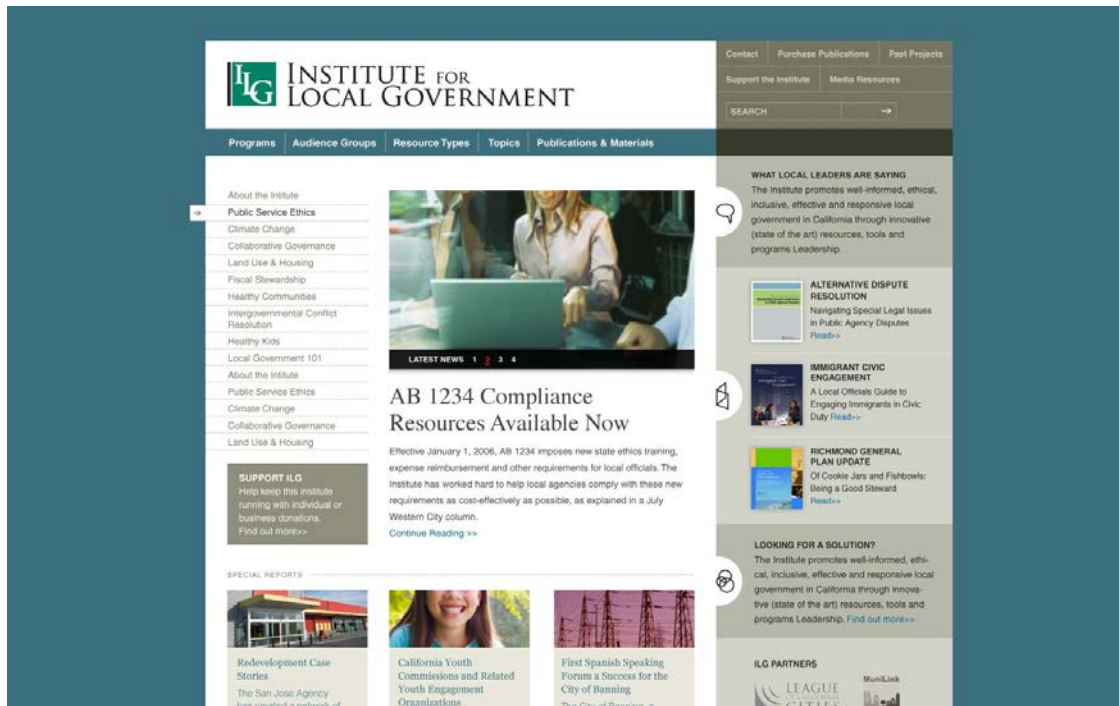
primary landing page early in the development process.

- Developer will utilize the Client's current branding, color scheme, and logo to design the new website.
- Developer will revise and integrate the design into the content management system in an iterative fashion based on client feedback.
- Developer will construct the site's theme using HTML5 and cascading style sheets (CSS) to ensure compliance with web accessibility standards and consistent display on current and future browsers. Older browsers will be accommodated as much as possible, however, Client understands that not all older browsers will display pages exactly the same way as modern browsers. Developer will make reasonable attempts to accommodate older browsers, ensuring that all content is readable on older non-standards-compliant browsers. In rare and special cases, Client may wish to have their website designed specifically for an older browser. These requests can be accommodated, however, Client understands that designing a website to display for an older non-standard browser may lead to inconsistencies when displayed in future browsers, and the inability to take advantage of newer functionality.
- Developer will design navigation bars to be text-based so both primary and secondary links can be changed through the content management system. (Text-based links are also very search engine friendly.)

Graphic Design mockups simulate the look and feel of a finished site early in the development process. They help the client determine what image and brand they want to portray to the public at a "gut level". After the design comp is approved, the sandbox and content structure are "themed" to match.



In the above case, the client liked elements of both A (the green comp) and B (the blue comp).



Incorporating the client's feedback and preferences, the design team deconstructed the comp and evaluated the elements favored most by the client. Then implementing the design into the content management system, they incorporated elements from the previous two designs in a logical and cohesive way. The client provided ongoing feedback as the design (called the "theme") was being deployed into the content management system.

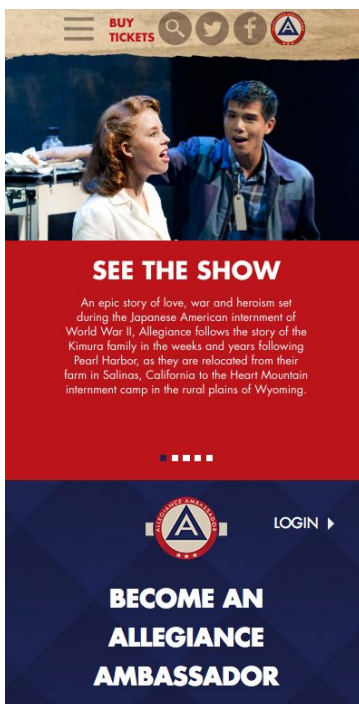
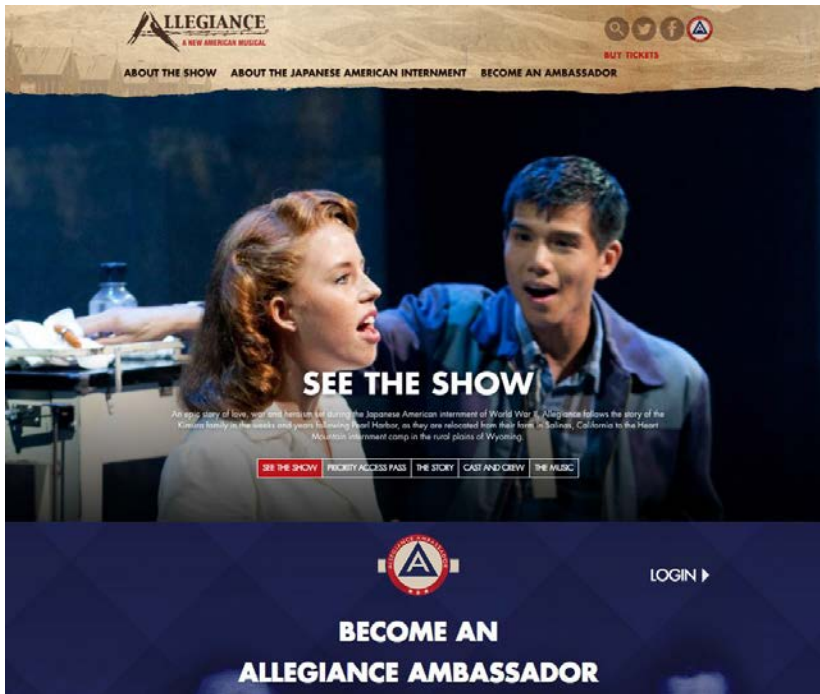
Mobile-First Responsive Design

We employ mobile-first responsive design for an optimum viewing and reading experience on smartphones, tablets and desktop computers (see www.comstocksmag.com as an example). Content does not have to be adapted for mobile—it just works, re-formatting to the device screen being used.



On the left is the way the site appears in a full browser. The image on the right is the way the website appears on a

mobile device or smaller tablet. This site is getting rave reviews for the smoothness of its responsive interface and the readability of its articles.



Content: Navigation Terms and Post Types


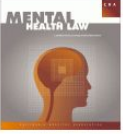

- The content management system will provide the Client with the ability to create posts and pages that can be organized by "navigation term."
- Posts tagged to a navigation term can be listed on the site chronologically, or ordered manually using a "reorder" function. They can be listed in summary, with a read more link, or in full, expanded

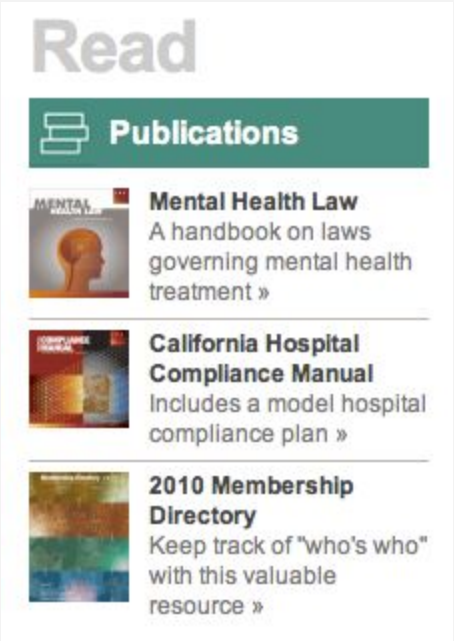
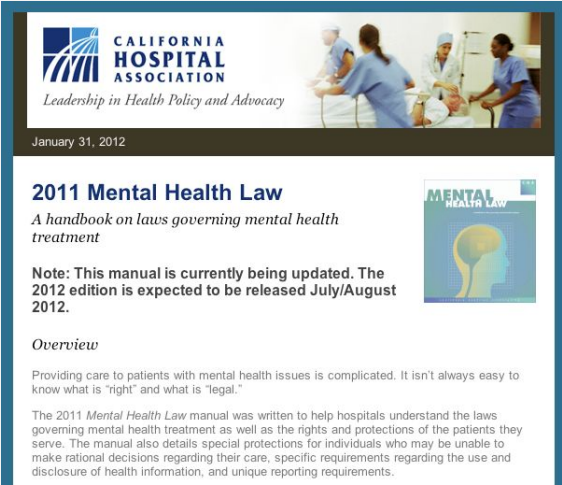

form.

- The content management system will provide the Client with the ability to create different kinds of posts and designate certain fields to be used on that type of post. Examples of post types include: press releases, announcements, documents, blog posts, upcoming event information. Examples of fields include, but are not limited to: file attachments, slideshow images, event date(s), expiration date, subtitle, related content, author profile.
- The content management system will provide the Client with the ability to rename, reorder, link, and assign a hierarchy to the navigation terms in an intuitive drag-and-drop format. This functionality allows the client to build a traditional site map within the content management system and organize information within the website in a way that is easy to revise throughout the process.
- The content management system will automatically synchronize the navigation terms with the site's primary and secondary navigation menus. This allows the site administrator to quickly make significant changes to the site's structure without destabilizing the design or functionality.
- The content management system will provide the Client with the ability to create unpublished or access-controlled navigation terms. This will allow the Client to draft entire landing pages of the site and test before taking the section live. It also provides the Client with the ability to create dedicated areas of the site that are only available to certain types of users.

Content: Post Once, Display Many Ways

- The content management system will provide the Client with the ability to display the same content different ways. For example, as a "Pod" or sidebar link, as a "Teaser" with a read more link, in brief format in a grid, in email blasts, on social media sites, and other formats that enhance the site's design.
- Any post can also be "posted" (or tagged) to appear in multiple places on the site without actually duplicating the content, allowing outdated information to be corrected only once without the need to change each instance of the outdated information on the site. This also helps the client to avoid search engine's "duplicate content" penalty, potentially increasing search engine ranking.
- As an example, the following displays can be easily be created when the user creates a publication post called "Mental Health Law":

<p>Full display</p>	<div data-bbox="808 132 1360 604"> <p>Mental Health Law <i>A handbook on laws governing mental health treatment</i></p> <p>Providing care to patients with mental health issues is complicated. It isn't always easy to know what is "right" and what is "legal." This manual was written to help hospitals understand the laws governing mental health treatment as well as the rights and protections of the patients they serve. Written in a user-friendly manner, all state and federal laws governing mental health treatment and privacy are addressed.</p> <p>The manual also details special protections for individuals who may be unable to make rational decisions regarding their care, specific requirements regarding the use and disclosure of health information and unique reporting requirements.</p> <p>New to this edition is a chapter covering restraint and seclusion. Each manual now also includes a CD containing pdf forms and appendixes in English and Spanish.</p> <p><i>518 pages (4th edition, 2009)</i></p> <p>CONTENTS</p> <ul style="list-style-type: none"> • Overview of Mental Health Laws • Principles of Consent for Mental Health Patients • Voluntary Admission and Involuntary Detainment for Mental Health Treatment  <p>CHA MEMBER PRICE \$145.00</p> <p>NON-MEMBER PRICE \$295.00</p> <p>Download Order Form</p> <p>Preview Publication</p> <p>Attachments</p> <p>Preview Chapter 5, "Restraint & Seclusion"</p> </div>
<p>Teaser display</p>	<div data-bbox="808 680 1360 995"> <p>PUBLICATION</p> <p>Mental Health Law <i>A handbook on laws governing mental health treatment</i></p>  <p>Providing care to patients with mental health issues is complicated. It isn't always easy to know what is "right" and what is "legal." This manual was written to help hospitals understand the laws governing mental health treatment as well as the rights and protections of the patients they serve.</p> <p>Read more</p> </div>
<p>Pod display</p>	 <p>Mental Health Law A handbook on laws governing mental health treatment</p>

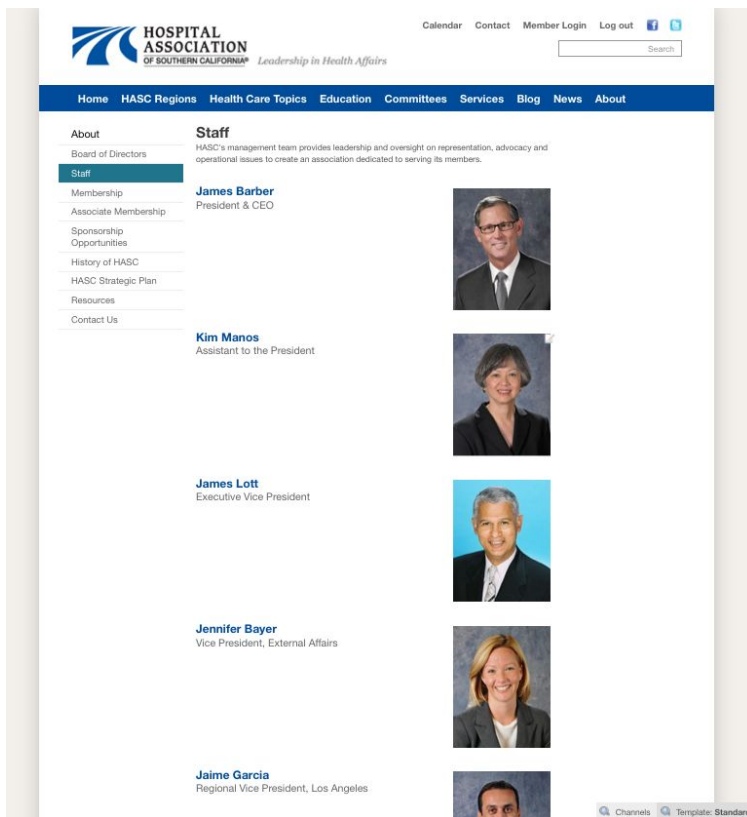
<p>Brief / grid display</p>	
<p>Display when "bundled and blasted" via email (simple mode)</p>	
<p>Display when shared on social media (e.g. on Facebook)</p>	

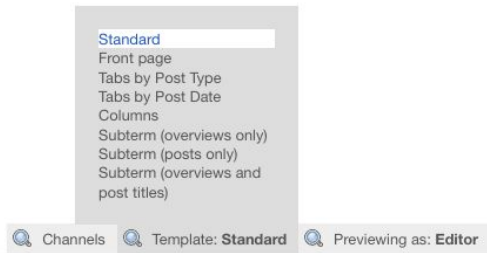
Content: Flexible Templates, Channels and Classes

- The content management system will provide the Client with the ability to easily change the

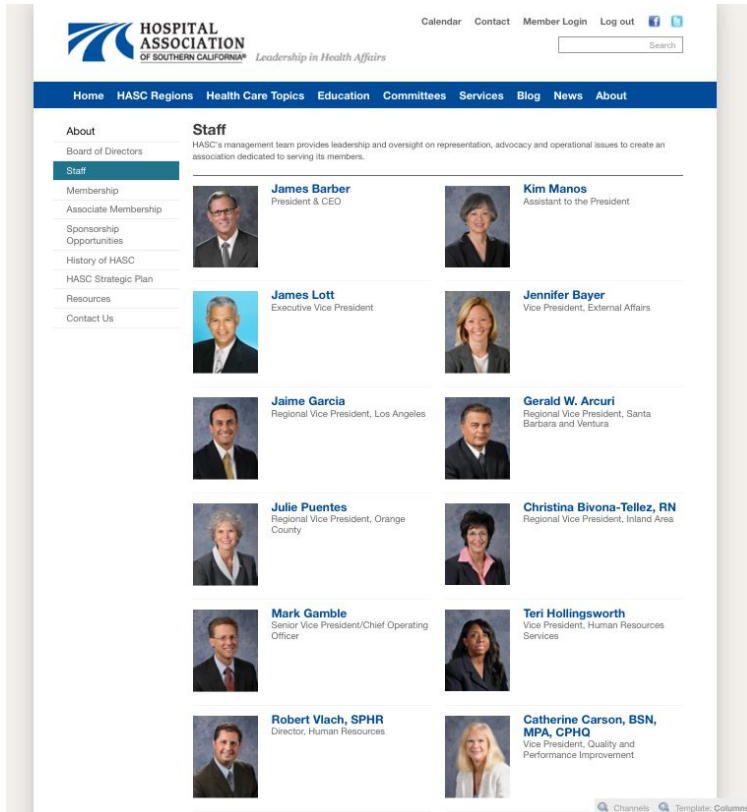
template on any landing page (navigation term) within the site.

- Templates are created by the Developer throughout the website development process, and define the way posts should be displayed in a section (navigation term) of the site.
- The content management system will define regions for posts to display called "channels" allowing the Client to create and designate types of content to display in appropriate areas. (e.g. Upper links will always display at the top of the page in the upper links channel. Overviews will always stay at the top of a landing page and make have a different display than other content in that section. Pods may typically display on the right side of the page, but move to a different position or disappear altogether depending on the template the Client selects for the navigation term. All of these types are examples.) All post types, channels and templates are tailored to needs of the client.





This example shows how the site administrator can change a page from the "Standard" template to the "Columns" (grid) template using the template control bar at the bottom of the page.



Deployment: Integrated Microsite Framework

- Depending upon Client needs and project scope, the content management system may be extended to have one (1) "microsite" – a section of site that has the same fundamental functionality and capabilities as the main site and will have the same users and content, but a different design and, if appropriate, a different navigation such that it looks like a completely different site and/or brand.
- Because the technology is the same, no special training or implementation support is provided for the microsite beyond what is already being provided to the client through the development process, e.g. through Basecamp or active service level agreements. (No special or separate 5-phase process, stakeholder interviews, etc. are provided to the microsite users apart from the development process. Users of the microsite could instead be included in the main site's development process.)

- The microsite will reside on the same domain as the main site, however, domains may be used to redirect users. e.g. www.ourbigfundraiser.org could point to www.ventura.org/vcera/fundraiser.

Example: Chapter Microsite

<p>Main Site calfac.org</p>	
<p>CSU Bakersfield Microsite calfac.org/cs-u-bakersfield</p>	
<p>Cal Poly San Luis Obispo Microsite calfac.org/calpoly</p>	

Example: Special Event Microsite

Main Site
stanfordhome.org



Special Event Microsite
stanfordhome.org/vintage

This microsite departs completely from the main site's design but has a "« Back to Stanford Home for Children" link at the top. The navigation menu has been trimmed to contain the items in the vintage site as primary menu items. All other components function identically. For example, the search box searches all content (both main and microsite), just as it would in any other section.



Deployment: Independent Microsite Framework

- The content management system will provide the Client with the ability to order new "Microsites" -- sites that have the same fundamental functionality and capabilities as the proposed site but may have different users, content, a different design, and must reside on a different domain or subdomain.
- The microsite framework will allow the Developer to deploy new microsities to the Client at a reduced cost, assuming the same functionality is used. Besides cloning the functionality of the primary site, each microsite would include the following deliverables:
 - One or more website design mock-ups with necessary revisions of the selected design.
 - A newsletter template, including a header graphic and colors to match the selected mock-up.
 - A landing page graphic for twitter and an favicon for Facebook, if requested.
- To create an independent microsite, the client will be encouraged to contact Digital Deployment to

get a separate proposal for the microsite after this proposed site is completed.

Content: Basic and Advanced Faceted Search

- The content management system will provide the end-user with the ability to search all site content by keyword, by date, by category, by author, and/or by type of post.
- After a keyword search is performed, the end-user may filter their results by any or all of these facets, in addition to searching live or archived content.
- The end-user will see dynamic counts for each term when drilling down.

If a user searched for the keyword “service” which yielded 12 responses, the date facet could be constructed like:

- 2010 (2)
- 2009 (10)

Clicking on 2009 would filter the results to the 10 results that were posted in 2009, and would display another date filter:

- Jan 2009 (2)
- Mar 2009 (4)
- Jul 2009 (3)
- Dec 2009 (1)

And from there, the user could further drill down the results.

KEYWORD SEARCH

services

Search within results

Search [More options](#)

GUIDED SEARCH

Post type

- [Press release](#) (80)
- [Post](#) (17)
- [Landing Page](#) (9)
- [Article](#) (8)
- [White Papers](#) (8)
- [Blog entry](#) (6)
- [Case Studies](#) (6)
- [Testimonials](#) (6)
- [Features](#) (5)
- [Benefits](#) (2)
- [more...](#)

Navigation term

- [Products](#) (18)
- [Support & Training](#) (25)
- [About Us](#) (107)

Date authored

- [2013](#) (29)
- [2012](#) (51)
- [2011](#) (28)
- [2010](#) (5)
- [2009](#) (20)
- [2008](#) (13)
- [2007](#) (10)

Results

Results 1 - 10 of 156

DON'T LEAVE YOUR FRONT COUNTER BEHIND – [TRAINING FOR THE SERVICE WRITERS

[image:2] By Wallis Miller, Lead Developer/Training Analyst Keeping your technicians up-to-date with the latest technology is obviously a good investment. Well-trained techs mean fewer come-backs, faster repairs and happier customers and t ...



Post - 06/05/2013 - 12:52pm GMT - 0 comments

MARKETING: THE LOYALTY FACTOR

[image:2] By Vicki Mongan, Staff Editor Most shops spend their marketing and advertising dollars on acquiring new customers. And while that's important, it overlooks your best and surest revenue source—existing customers. Assuming you del ...



Post - 09/06/2013 - 12:27pm GMT - 0 comments

CLEARLY, THIS DOOR GLASS HAS A PROBLEM

[image:2] Jeff Webster, ALLDATA Technical Writer Has this scenario ever occurred in your shop? You make relatively minor repairs to a vehicle and it appears as good as new. A few days later, the owner brings it back and says you missed so ...



Post - 09/09/2013 - 1:46pm GMT - 0 comments

ALLDATA AND MAM SOFTWARE LAUNCH ALLDATA MANAGE ONLINE TO LIFT AUTO SHOP PROFITABILITY

Strategic agreement between ALLDATA ® and MAM Software provides an advanced shop management system to help auto repair shops enhance profitability and strengthen customer relationships. Elk Grove, California – October 28, 20 ...

Press release - 10/28/2013 - 9:12am GMT - 0 comments

Calendar-Style Displays

- The content management system will provide the ability for content contributors to add events to a site-wide calendar. Events can be color-coded and filtered by type, and downloaded in Excel for offline use.



Year Month Week Day All Events Academics Athletics Pastoral/Service For Parents For Alumni Bell Schedule

Calendar for May 2012 showing events from Sunday to Saturday. Includes dates, days of the week, and descriptions of activities such as 'Senior Exit Interviews', 'Varsity & JV Baseball', and 'SEMESTER EXAMS'.





Select Month/Year to Display:

June | 2013 |

Select Event Type(s) to Display:

- Admissions/Info Sessions
- Alumni
- Faculty Conf., Seminars
- Corporate Connections
- Student Clubs
- All Events

[« Prev](#)

June 2013

[Next »](#)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

SACRAMENTO MBA INFO SESSION

UC Davis MBA Information Session in Sacramento

Discover how the UC Davis MBA prepares innovative leaders for global impact.

[Register For This Event](#)

Integration of External Web Services for Online Registration, Donations, and E-commerce

- The content management system will support the two methods of integrating external / third-party online registration, donations, and e-commerce web services, such as EventBrite, RegOnline, CVENT, DonateNow, etc: embedded and link-based integration.
- The content management system makes it easy for site administrators to build a page that provides information about an event (for example) on their website, then to integrate the event registration form on that page, even if the actual event registration is handled by another web service. Through integration, the user can complete registration without the appearance of leaving a VCERA-branded site.
- The two examples below illustrate two levels of integration. The first example shows how an EventBrite registration form is embedded directly into the event page. The second example shows how the event description page can link to the registration page. Many platforms support the first method (embedded integration) and nearly all event platforms support the second method (link-based integration).

Example 1: Embedded Integration

The 3rd party event registration widget (EventBrite) is embedded directly into the page by the content management system. (The widget in this example is the "Ticket information" rectangle below, which matches the look and feel of the site.)

The screenshot shows a website for 'reason to party' with a navigation menu and a search bar. The main content area features an event titled 'Reason to Party Presents "Good Friday"' with a description, a photo of a drum set, and a 'Ticket Information' table. The table lists ticket types, sales end dates, prices, fees, and quantities. Below the table are payment logos and an 'Order Now' button.

reason to party charity 2.0 | how SF gives back

parties » news + blog team + partners contact us

Back

This item appears in:

Featured upcoming events

Parties

EVENT

Reason to Party Presents "Good Friday"

Celebrating the arrival of Spring with a masquerade dance party at Supper Club

Join Reason to Party on Friday, April 22nd as we celebrate the arrival of Spring with a masquerade dance party at Supper Club, one of San Francisco's chicest venues. We promise you a spectacular night filled with color, light, warmth, mystery, and good friends—all in support of a great cause—Global Glimpse, a non-profit that provides leadership training to Bay Area high school students through summer programs in Latin America that emphasize community service, mutual understanding and respect, and college preparation.

All proceeds go to local non-profit Global Glimpse. For more information, go to www.globalglimpse.org

When: Friday, April 22, 9pm to 2am
Where: [Supper Club, 657 Harrison Street, San Francisco, CA 94107](#)

Purchase tickets early as the first 100 guests receive a special \$30 ticket, Presale tickets then move to \$40 until 4/21 and tickets will be available for \$50 at the door!

Ticket Information

TICKET TYPE	SALES END	PRICE	FEE	QUANTITY
Pre-Sale (Early-Bird) General Admission Tickets more info	Apr 15, 2011	\$30.00	\$2.49	0
Pre-Sale General Admission Ticket more info	Not Started	\$40.00	\$2.99	N/A
VIP Carnival Ticket more info	Apr 22, 2011	\$100.00	\$5.99	0
I cannot attend but would like to donate to Global Glimpse	Apr 22, 2011		Enter amount (\$)	<input type="text"/>

DISCOVER AMERICAN EXPRESS MASTERCARD VISA **Order Now**

Example 2: Link-based Integration with custom theming

The content management system hosts all the information about the event.

The large red "register now" button upper right links the user to the 3rd party system for login and registration in a new window or tab, leaving the main site open in the background.



The 3rd party web service has been themed using Webwrap™, our trademarked technology, to match the site.



Consulting: 3rd party integration of web service

- In addition to providing the time necessary to provide linked integration to the 3rd party web service(s), this scope of work provides up to 10 hours of additional time for "fit and finish" consulting and development with the goal of improving the look and feel of the identified 3rd party web services.
- Digital Deployment recommends selecting 3rd party vendor(s) which allow custom CSS to be added to applicable pages to maximize its ability to match the look and feel of the site via use of our Webwrap™ technology.
- Digital Deployment is available to assist the Client in evaluating potential vendors at the request of the Client.

Content: Electronic Newsletter Management System

- The content management system will provide the Client with the ability to create one or more electronic newsletters.
- This agreement provides for the design of two (2) newsletter headers for the organization for use with the "Bundle and Blast" newsletter delivery system.
- Each newsletter can have one or more issues. Client may create as many issues for a newsletter as they wish.

- Each newsletter issue is comprised of articles or posts created in/chosen from the content management system. Each newsletter will feature headlines and summaries of the selected posts with “read more” links leading to the website. This allows the Client to track which posts are most popular with readers.
- The newsletter can be broadcast to subscribers. Subscribers may sign-up for the newsletter via the website, or they can be imported by the Client from an existing list (e.g. Excel Spreadsheet through the website.) Addresses may also be bulk assigned to newsletters. A list of emails could be subscribed to both VCERA updates and The Ventura County Employees' Retirement Association Quarterly Newsletter, for example. (Note that the actual names of newsletters are decided as part of the 5-Phase Process.)
- Every email will contain an unsubscribe link, in case the recipient no longer wishes to receive the newsletter.
- Client understands that graphics in emails are blocked by some email programs and that certain recipients may only be able to read text-only versions of the email, and others may not receive the newsletters at all. Delivery and readability of email newsletters are dependent on a number of factors, including a recipient’s email security settings, internet service provider policies and third-party firewall and spam-filtering software.



May 27, 2011

This Week in Health Care Reform

Executive briefing for California hospital leaders

RECENT DEVELOPMENTS

- > [Governor Welcomes Hospital Leaders to Sacramento](#)
- > [CHA Drafts 3 ACO Comment Letters for Review](#)
- > [CHA to Participate in CMS Forum on Pioneer ACO Model](#)
- > [Final Rule Issued on Insurance Premium Increases](#)
- > [Comprehensive Federal Updates Available on CHA Website](#)
- > [Questions?](#)

Governor Welcomes Hospital Leaders to Sacramento

Gov. Brown joined California hospital leaders for CHA's 2011 Health Policy Legislative Day, April 6 in Sacramento, calling on the health care executives to take their messages directly to state legislators who are faced with "making tough and serious cuts."



Bundle & Blast™: The content management system will allow you to choose existing content on your site, *bundle* it into a newsletter, and *blast* it to recipients without needing to re-type or reformat the document in any way. The stories listed under "recent developments" the email above are pages on the client's site bundled into an email.

A robust customized email template is one of many features included with the newsletter management system. They are mobile-device tested with special rules that automate text resizing on smaller devices.

Advanced Traffic Analysis and Search Engine Optimization

The Client's website will give the Client the ability to create and organize content in such a way to improve search engine rankings of the Client's website, and make content on the site more relevant to search terms likely to be used by potential site visitors in search engine queries. Specifically, the Client's website will give the Client the ability to:

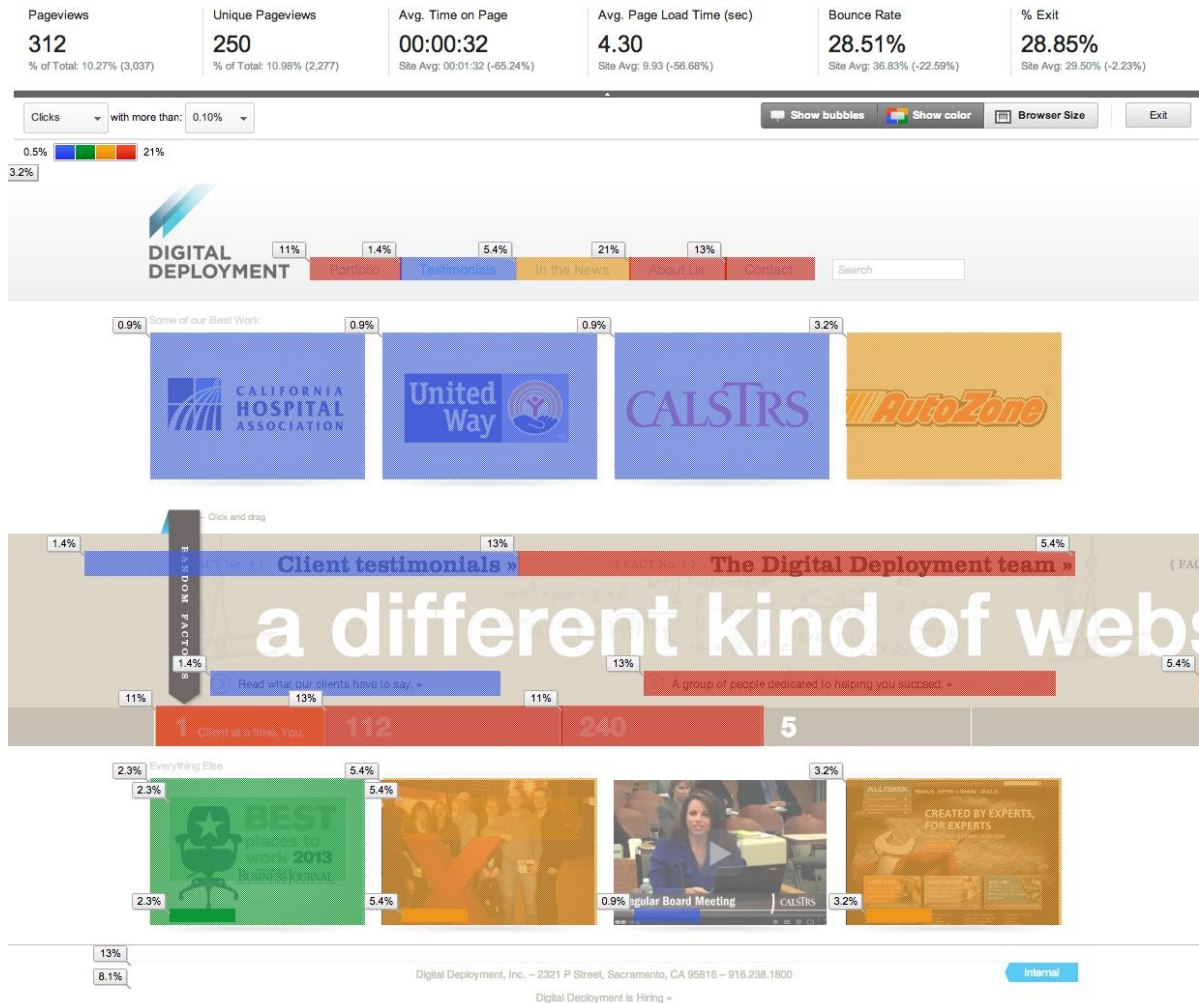
- Create and manage specific language used by search engines to index and rank website content, including visible and nonvisible "tags" such as keywords and meta-tags (non-visible index terms), for all primary links and landing pages. This will enable major Internet search engines to better connect potential site visitors to material on the Client's website.
- Embed Google Analytics tracking script on all pages.
- Use Google Analytics for monitoring site traffic to improve understanding of site visitors and their behavior on the Client's website (such as which content is most popular, identifying new versus returning site visitors, identifying where visitors are located geographically, how visitors reach the site, and what search terms visitors used with search engines to find the VCERA site).
- Developer will provide training on use of the tools and capabilities described above.



This screenshot demonstrates the ability to visualize visitors geographically.



Google Analytics allows the client to monitor site traffic to improve understanding of site visitors and their behavior on the Client's website (such as which content is most popular, identifying new versus returning site visitors, identifying where visitors are located geographically, how visitors reach the site, and what search terms visitors used with search engines).



Digital Deployment has developed enhancements to provide better integration with Google Analytics. One such enhancement, included in this proposal, empowers site administrators to see heat maps of popular content and clicks, real-time site traffic flow, and user segment data overlaid on their site.

Assumptions and Important Disclosures

Resources

- Digital Deployment will work directly with VCERA lead project owners to correctly understand and capture the business and member requirements, technical design and development, project planning, communication goals and objectives.
- Ventura County Employees' Retirement Association will choose and empower a primary point of contact to represent and manage VCERA stakeholders, resources and division of labor throughout the website development process.
- All VCERA resources (including, but not limited to key stakeholders, decision-makers, and content contributors) may be needed to offer guidance and input during the process.
- If VCERA resources are unable to complete dependent tasks due to outlying project demands or the project schedule changes impacting the completion date of Digital Deployment's assignment, the project will be re-evaluated and re-defined under a new approved schedule and terms.
- Digital Deployment will serve as a producer for specific deliverables outlined within this proposal.
- Digital Deployment may require on-site access to provide direction to the VCERA director, project manager, business lead and/or internal project team members.

Delivery

- The approval process for specific deliverables may include various departments or units, but final decisions will be made by a single point of contact in coordination with internal stakeholders.
- All project issues will be resolved in a timely manner.

Project Risk Management

- Any project team member or stakeholder that becomes aware of a potential risk factor is responsible for documenting risks identified that may affect this project and submitting such documentation to Client's project manager and shared with Digital Deployment account manager. Digital Deployment's account manager will review the documentation and respond accordingly in a timely manner.

Work Scope & Budget

- The scope of the project is described in the proposal.
- Formal scope change procedures will be followed in the event there is significant change to the scope of work requested.

Hosting and Support Options

When the website development process is complete, you will have the option to host with Digital Deployment, and the option to retain Digital Deployment to work on your site.

Technology Platform and Website Hosting

Digital Deployment's servers exceed industry standards for reliability and performance, designed to meet the needs of institutions and organizations that can't tolerate downtime. Its servers are distinctly reliable, robust, and resilient to attack. Digital Deployment's hosting solutions ensure fast delivery of content to users under a variety of conditions, even when using data-intensive website applications.

Our servers are located in the Level 3 Communications data center in Los Angeles, California, which is a Tier-4 (highest reliability) center. We also have a secondary hosting environment in the CenturyLink data center outside of Boston, Massachusetts, with additional services (such as DNS, CDN, apex record hosting) running on Rackspace and Amazon Web Services. We select data centers on backbone reliability and strong coast-to-coast and intercontinental performance profiles.

Pursuant to Digital Deployment's philosophy, all deployments run on an open-source software stack including Linux, Apache, Nginx, MySQL, PHP, Drupal, CKEditor, and jQuery. In plain English, we use software that is free, portable, well-tested and widely used. This stack is also used by whitehouse.gov, amnesty.org, and popsci.com.

Free Hosting for Life

Digital Deployment will provide full hosting services for the life of your website at no cost. Digital Deployment has invested countless hours of development time to configure and optimize a hosting environment specifically tailored to its software solution.

While you are required to host the site with Digital Deployment to take part in the ongoing maintenance and support agreement (SLA), it is technically possible to host your site elsewhere. It is also worthwhile to note that as yet, no clients have chosen to do so for their production sites. Digital Deployment can provide you with a full backup file of your site at any time, which you can use to upload to a new hosting provider, retain as your own backup, or test on your own servers. This proposal does not include consulting in setting up a separate hosting environment (e.g. setting up a mySQL database and webserver, configuring Drupal settings files, choosing appropriate caching settings, conducting and testing regular Drupal security and module updates, optimizing and tuning performance with applications like varnish and memcached) should you choose to host elsewhere.

Security Practices and Risk Management

Continuity of Operations

Sometimes clients ask, "What happens if Digital Deployment wins the lottery or gets hit by a bus? What happens to our website?" This is a great question -- and it's an important question to ask. We have established a comprehensive continuity of operations plan to ensure the survival of our clients' websites:

- An independent, prepaid hosting service: by hosting in one of the world's top data centers, clients benefit from 24/7 monitoring of all the hardware required to deliver their website. Websites get backed up on a scheduled interval and data center staff can roll back a clients site to the last snapshot/backup with no action required from Digital Deployment. Digital Deployment can also perform selective rollbacks in the event of a major content mistake performed by an administrator. Selective rollbacks are favorable because certain tables can be rolled back (e.g. content tables) while webform submissions and other types of user-submitted content can be retained. Incremental hourly backups are made and kept for 7 days. Full daily backups made every 24 hours are secured in multiple data centers forever using the Amazon Glacier service. Digital Deployment has hosted its sites since 2004 and has strong, personal relationships with its hosting providers.
- Digital Deployment can, upon request, establish an independent secondary provider for hosting and basic maintenance that the client can switch over to at any time for any reason. We have established this protocol with larger clients including universities who host their entire website on DD infrastructure. It will provide uninterrupted service and the ability to immediately establish a reasonable contract in the event that Digital Deployment becomes insolvent or unresponsive.
- We take a holistic approach to managing the integrity of our hosting platform, from ensuring the security and stability of the servers and network to extending our company's liability insurance to the data center. In addition to high-limit property/casualty and professional liability insurance, we also carry \$1,000,000 in a special coverage: the Cybertech+ Liability Protection by Travelers Insurance. We carry all three extensions for Cybertech+ including (1) Technology Errors and Omissions Liability Protection, (2) Network and Information Security Liability Protection, (3) Communications and Media Liability Protection. Though we have been incident-free in our 10 years of business, we are still proactive and protective.
- Familiar, industry-standard software: Digital Deployment builds on Drupal, a very popular and portable open-source content management system. The "plumbing" is standard and recognizable so, in a pinch, another firm or service provider could take it over and would have a way to understand the site's fundamental structure.
- The ability to make your own backups: Users with the "system administrator" role on your site may make backups (and restorations) of the site's entire database. Because Drupal, by design, is extremely portable and platform-independent, you could take your site and host it somewhere else. Although none of our clients have ever chosen to host their own sites, many have downloaded copies to be sure they could if they needed to.
 - Technical notes for the IT-minded: We use the "Backup and Migrate" module to produce a

big ZIP or TAR.GZ file. We can also provide a full backup of the site's file structure. There are tools like JumpBox that allow you to quickly install Drupal as a virtual machine. (By swapping in the backup database and downloading the "/sites" folder on your Digital Deployment site into your local "/sites" folder, it is possible to get your site running on a local machine.)

Security Practices

- Real-time activity logging and log parsing are used to watch for intrusions and errors. Database data is stored redundantly and nightly backups are kept in a separate, off-site, secure location.
- Security alerts, electronic mailings and site traffic are monitored by live data center personnel 24/7. As updates and fixes become available, they are installed during normal, scheduled maintenance windows.
- A comprehensive suite of protection software conducts various intrusion detection tests to protect against port scanning, syn flood, IP spoofing, and Denial of Service attacks.
- Access to private networks and servers containing customer document and database data is limited to key operations staff through multiple biometric scanning measures and access to information requires valid login credentials.
- Revision control and deployment branches are maintained using "git" -- the leading open-source revision control system, used for projects like the linux kernel and the Android operating system.
- All source code is managed in a secure version-controlled code repository. Changes to the codebase are reviewed before deployment. All code is stored in at least two branches: a development branch with new features and a stable branch with extensively tested features. Changes are digitally signed by the developer and any errors or unwanted revisions can be quickly identified and rolled back. Digital Deployment has a monthly release cycle which includes extensive QA and beta testing before release to production sites.
- Standard security updates released by the Drupal Community are applied in the next regularly scheduled maintenance interval. Critical security alerts are patched immediately. Digital Deployment staff are notified of relevant security announcement, and installed modules are routinely audited and checked for updates.
- With the exception of data center staff, no third parties have access to client data.
- Clients are notified immediately of any security incident or network outage by email.

VENTURA COUNTY EMPLOYEES' RETIREMENT ASSOCIATION

1190 South Victoria Avenue, Suite 200
Ventura, CA 93003-6572
(805) 339-4250 • Fax: (805) 339-4269
<http://www.ventura.org/vcera>

October 17, 2016

Board of Retirement
Ventura County Employees' Retirement Association
1190 South Victoria Avenue, Suite 200
Ventura, CA 93003-6572

Dear Board Members:

I attended the CALAPRS Trustees' Roundtable in Burbank on September 30, 2016, at which the turnout was very disappointing. Only six 1937 Act county systems were represented, along with one city system. Nonetheless, the program was worthwhile and would have been even better with more participation.

In a continuation of recent format, the day began with a "breakout" session, in which participants discussed current outstanding issues in their systems, as well as the Governor's veto of AB 1853, and relations with the County Board of Supervisors. Although scheduled for one and a half hours, it stretched to two. In a sequel to the last Trustees' Roundtable, there was more discussion of processing of disability retirement applications. The several county systems expressed surprise that VCERA did not process the applications made to it but, rather, relied on the County to do so. They expressed concern about the lack of an "in-house" medical examiner, as well as the prevalent use of worker's compensation doctors by the County.

The next three sessions were presentations by the Chief Executive Officers (CEO) of two 1937 systems and one city system, each pertaining to system governance. The first presenter was the relatively new CEO of SamCera. He stressed fiduciary duty, policies, procedures, and delegation of authority. At one point it seemed to appear he advocated extraordinary delegation of authority and always following recommendations of staff. When queried, he clarified his intent was to articulate a mode of operation by trustees characterized as NIFO, or "noses in, fingers out". That is, trustees should probe, question, and pay attention, but leave day to day operations to staff.

The second presenter was the CEO of the Los Angeles City Fire and Police Pension System (LAFPP), who is also relatively new. He had a good Power Point presentation, which I would be happy to provide to any Board member upon request. He stressed the importance of trustees having a good understanding of the responsibilities of the key staff members and of strategic planning and adoption of carefully drafted policies and procedures for governance, operations and investments. It was interesting to me that LAFPP has an internal auditor on staff, especially since I am an advocate of having an Audit Committee for VCERA, notwithstanding the Board's reluctance to create standing committees. As things stand now, the first the Board members see of the annual audit is when the final audit is presented to the Board, with the process to that point being guided by staff. This is not to suggest that staff isn't doing a good job but, to some extent, it's like having "the fox guarding the hen-house". A standing committee would enable input on subject matter and concerns and monitoring of progress.

The final presenter was the CEO of CCCERA. She was pretty brief and concentrated on Brown Act issues relevant to retirement systems, especially since Board meetings don't draw much in the way of public audiences. It appeared to me her primary concern was "serial decision-making".

I'd be happy to answer any question the Board might have.

Respectfully,



Arthur E. Goulet
Retiree Trustee