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Retirement Administrator

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MENDOCINO COUNTY
EMPLOYEES' RETIREMENT ASSOCIATION
625-B KINGS COURT
UKIAH, CALIFORNIA 95482-5027

Date: April 17, 2013
To: Board of Retirement
From: Richard White, Retirement Administrator raw
Subject: Annual fiduciary training

Summary: The Board with receive a presentation on the fiduciary responsibilities of a member of the Board of Retirement. The training will be presented by Jeff Berk, MCERA Legal Counsel and is being conducted in accordance with the MCERA Trustee Education and Travel Policy and to comply with the Strategic Plan objective for annual fiduciary training.

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MCERA BOARD TRAINING FIDUCIARY DUTIES– WHAT THEY ARE AND HOW TO FULFILL THEM

April 17, 2013

Justice Cardozo – 1928

- Many forms of conduct permissible in a workaday world for those acting at arm's length, are forbidden to those bound by fiduciary ties. A trustee is held to something stricter than the morals of the market place. Not honesty alone, but the punctillio of an honor the most sensitive, is then the standard of behavior. As to this there has developed a tradition that is unbending and inveterate. Uncompromising rigidity has been the attitude of courts of equity when petitioned to undermine the rule of undivided loyalty by the "disintegrating erosion" of particular exceptions. Only thus has the level of conduct for fiduciaries been kept at a level higher than that trodden by the crowd. It will not consciously be lowered by any judgment of this court.

A Limerick

Among partners, in matters compensative,
Cardozo, opining most pensative
Held out as the standard – –
As attention meandered – –
The punctillio of an honor most sensitive.

Two General Categories

- Fiduciary duty of care
- Fiduciary duty of loyalty

Fiduciary Duty of Care

Assure Competency of Retirement System Assets

"The retirement board of a retirement system ... consistent with the exclusive fiduciary responsibilities vested in it, shall have the sole and exclusive power to provide for actuarial services in order to *assure the competency of the assets of the ... retirement system."*

Cal. Const., Art. XVI, § 17(e)

Prop 162 - 1992 - Arose out of the State's attempt to raid the assets of CalPERS

- "Competency" does not mean that a retirement board is required to assure the "sufficiency" of trust assets to deliver benefits.
- Bandt v. SDCERA

Use Skill, Prudence, and Diligence

"The members of the retirement board ... shall discharge their duties with respect to the system with the *care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in a like capacity and familiar with these matters would use in the conduct of an enterprise of a like character and with like aims.*"

Cal. Const., Art. XVI, § 17(c)

Be Prudent

- Use a process when making your decisions.
- Document the process.
- *For example: Investment manager selection– Follow a selection process. Ask for the same information and provide the same requirements. This helps you make a meaningful comparison and a prudent selection.*
- *Ask questions. Understand the rationale for your action. Do not rubber stamp.*
- Follow applicable law and policies.

Diversify MCERA Assets

- Helps to minimize the risk of large investment losses to the plan.
- Consider each plan investment as part of the plan's entire portfolio.
- Document the process used to make an investment decision.

Get Expertise and Consult with Experts

- Get education and expertise. New continuing education law.
- Hire someone with professional knowledge to carry out the objective.
- Follow the advice, or demonstrate that it is reasonable and prudent not to do so.
- However, if the decision is to not follow the expert's advice, know that a strong/compelling basis is probably required.

Monitor Service Providers

- Periodically review service providers' performance.
- Read the reports they provide.
- Check actual fees charged.
- Ask about compliance with their own policies and practices.

Fiduciary Duty of Loyalty

Primary Duty Is To MCERA Members and Beneficiaries

"The members of the retirement board ... shall discharge their duties with respect to the system solely in the interest of, and for the exclusive purposes of providing benefits to, participants and their beneficiaries, minimizing employer contributions thereto, and defraying reasonable expenses of administering the system. *A retirement board's duty to the system's participants and their beneficiaries shall take precedence over any other duty.*"

Cal. Const., Art. XVI, § 17(b)

BANDT v. SDCERA

- A retirement board has a "paramount duty" to act in the interest of its members.
- "That duty must be given precedence over any other duty, including any subordinate objective to minimize employer contributions."
- "A decision that increases the UAAL is not necessarily bad for members."
- A board can consider potential job losses in making a decision to adopt an interim valuation.

Providing Benefits and Defraying Expenses

"The assets of the ... retirement system are trust funds and shall be held for the exclusive purposes of providing benefits to participants in the ... retirement system and their beneficiaries and defraying reasonable expenses of administering the system."

Cal. Const., Art. XVI, § 17(a)

Prompt Delivery of Benefits

"The retirement board of a ... retirement system shall have the sole and exclusive fiduciary responsibility ... *to administer the system in a manner that will assure prompt delivery of benefits and related services to the participants and their beneficiaries ...*"

Cal. Const., Art. XVI, § 17(a)

More from BANDT

- "The duty specified in subdivision (a) requires that the Board develop an administrative structure to assure that benefits are delivered to members in a timely manner (e.g. assuring that claims for benefits are processed and paid properly) and not with assuring that the fund is adequately funded."
- "The Board's decisions regarding the appropriate level of an employer's contributions to the pension fund simply do not impact its ability to carry out this duty."

Legal Standards Used to Review Retirement Boards' Actions

- Arbitrary and capricious standard for "quasi-legislative" acts
- Deference to administrative discretion
  - *In re Retirement Cases* ("When a statute imposes upon an administrative body discretion to act under certain circumstances, mandate will not lie to compel the exercise of such discretion in a particular manner").
  - Attorney General Opinion ("As long as an actuarial method is 'reasonable' and not 'arbitrary' or 'irrational,' it may be applied even though other approaches may be equally correct or even 'more precise' or 'better'").

Processes to Demonstrate Fiduciary Compliance

- Avoid "abuse of discretion"
  - Process is important. Make sure record reflects that process: minutes reflecting deliberation, written materials provided by expert consultants
  - Education, inquiry, disclosure of reasons for action, reflecting due consideration to overall best interest of members and beneficiaries
  - Active independent actuarial oversight
  - Active independent investment oversight
  - Legal consultation and compliance with applicable statutes

Avoid Conflicts of Interest

As a fiduciary you are prohibited from engaging in self dealing and must avoid conflicts of interest that could harm the plan.

Guidelines Regarding Conflicts

- When trustees and staff do accept allowable gifts, they must conduct themselves in accordance with requirements regarding disclosure, gift value limits, etc.
- In situations where the law or policy is not clear, the best interests of beneficiaries must be served. Trustees and staff should use good judgment, and are encouraged to discuss the matter with counsel as early as possible.
- When interacting with existing or potential service providers, trustees and staff need to establish and maintain an independent relationship to ensure that trustees and staff can remain objective when conducting the affairs of MCERA.

Just Remember – When Taking Actions:

- Make a decision that is rationally related to the information presented to the Board.
- Be informed, stay informed.
- Act in the overall best interest of MCERA members and beneficiaries.
- Be consistent with MCERA's plan and applicable laws including those laws relating to conflicts of interest.

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EMPLOYEES' RETIREMENT ASSOCIATION
625-B KINGS COURT
UKIAH, CALIFORNIA 95482-5027

Date: April 17, 2013
To: Board of Retirement
From: Richard White, Retirement Administrator
Subject: Accounting services

DISCUSSION:

The Board of Retirement expressed the desire to discuss the accounting services for MCERA at the April meeting. I have prepared some information for the Board to provide a basis of the Board's discussion. The direction to staff will be incorporated into the proposed budget for Fiscal Year 2013/14.

Strategic Plan. The Board's discussion on accounting services is provided for in Strategic Plan Objective 2-K, "Decide the most cost-effective way of handling accounting functions."

History. Over one year ago, the Board of Retirement identified the need to separate accounting and certain fiscal tasks out of the administrator's job and place those responsibilities onto a dedicated staff member with an accounting background: The Board will recall that the recruitment of your new retirement administrator took place simultaneously to the discussion of adding a full-time accountant and that these skills and tasks were not specifically incorporated into the administrator recruitment because the Board anticipated the hiring of separate person as an accountant. Some of the history of the accounting position is summarized for the benefit of the Board:

- **July, 2011**. Entered into a one-year trial MOU for services with the Assessor/Clerk-Recorder office that provided part-time accounting for MCERA.
- **March, 2012**. Retirement Administrator Andersen noted for the Board that "Randy Goodman has been developing accounting procedures in anticipation that our MOU for services with the Assessor/Clerk/Recorder will be terminated at the end of June, 2012, and MCERA will need to secure more reliable fiscal services. I recommend the Board consider a minor reorganization wherein a full-time fiscal officer position be created to support the new Retirement Administrator. Although I have transferred many accounting functions to Randy during the past 6 months, given the volume of accounting and fiscal activities, the need for longer and more intensive review periods of financial and actuarial documents, and the need to have more regular budgetary reviews, fiscal policy evaluation, procedure evaluation, etc., I believe a full-time fiscal officer may be appropriate for MCERA. An analysis of assigned tasks, job descriptions, pay,

and full-time equivalency would be necessary prior to a policy/budgetary decision."

- **April, 2012**. The Interim Retirement Administrator noted for the Board that "Unless otherwise directed by the Board, I will be preparing a staff report on the possible reorganization of MCERA to include a full time fiscal officer with a title and salary commensurate with the duties of an independent agency, including the unique responsibilities such as independent financial statements, external audit, CAFR, State Controller's Office reporting, etc. I will endeavor to complete the report for your May meeting as it may impact the budget for 2012/13. In addition, during my recent absence, I believe the Board will see the value in creating a fiscal officer position that includes the clear duty to act in the place of the Retirement Administrator as needed and directed." The Board directed staff to prepare this report on the reorganization to include a full-time fiscal officer.
- **May, 2012**. In the budget presentation for Fiscal Year 2012-2013, the Interim Retirement Administrator noted that "Board Salaries and benefits include adding a 1.0 FTE Administrative Services Manager II or a new position with an equivalent salary that reflects the unique fiscal responsibilities required by MCERA as a retirement system. Please see the attached request to consider a minor reorganization for details. The new position would be in lieu of the current MOU with the Assessor/Clerk/Recorder for fiscal services. I have spoken with the Assessor, and with Randy Goodman, and both are willing to extend the MOU through September to provide continuity of monthly financial statements, the closing of MCERA's books, and providing data requested from MCERA's fiscal auditor and actuary. The increased cost of salaries and benefits of adding the 1.0 FTE position (compared to the current MOU with the Assessor) is roughly $52,000." The Board approved the addition of this position and directed that the position and re-organization plan be presented to the County CEO.
- **June, 2012**. The Board approved the Fiscal Year 2012/2013 budget which included the full-time accounting position.
- **June, 2012 - August, 2012**. The full-time accounting position description and salary was prepared with the assistance of County Human Resources. The position was presented to and approved by the Civil Service Commission as required. The County Board of Supervisors voted against adding the position to the County Master Position Allocation Table which is a required step under the CERL.

STAFF RECOMMENDATION: Provide direction to staff.

DESIRED DUTIES: An accounting position can fulfill a number of financial and investment related duties for the Association:

- Tracking of changes in market value of assets, monitoring liquidity, and rebalancing asset classes to targets contained in the investment policy statement.
- Updating financial reports including the balance sheet, income statement, and changes in market value of assets, and reconciling all balance sheet accounts.
- Annual financial activities including assisting in the external audit, actuarial valuation, State Controllers Report, CAFR, federal survey of retirement systems and SACRS comparative survey of 1937 Act systems.
- Semi-annual computation of interest/earnings to post to reserves.
- Closing of books, ensuring all financial reports are properly maintained.
- Developing proposed and final budgets and monitoring expenditures throughout year.
- Prepare monthly financial statements and annual reports, monitors investments, recommends cash and investment strategies, perform annual year-end closing functions and financial statements.
- Coordinates with independent financial auditor and actuary; performs other responsible fiscal, budgetary and administrative work as required.

SECONDARY DUTIES: An accounting position could also be used to fulfill administrative duties and function more in a managerial role for the Association. The concept approved by the Board of Retirement last year was to add these secondary duties to the position. Some of these duties could include:

- Assist the Retirement Administrator with asset allocation rebalancing, updates to investment policies and objectives and the periodic review and monitoring of asset classes, sub-asset classes and investment manager risk; monitors and reports on changes in capital markets, earnings, fees and legal requirements related to MCERA's investment matters.
- Interpret and apply complex statutory and regulatory provisions relating to the Retirement Association including the 1937 Act Retirement System Laws.
- Acting on behalf of or perform some duties of Retirement Administrator in the Retirement Administrator's absence.

POTENTIAL ACCOUNTING OPTIONS: The Board of Retirement may want to consider a number of methods to fill the accounting needs at MCERA that range from a full-time employee to a service contract provider.

1. FULL-TIME POSITIONS: The Board of Retirement could consider adding a full-time equivalent (FTE) position to the Association staff. There are a couple of options available to the Board which all come with certain advantages and disadvantages.
    a. **ACCOUNTANT** [Step One Cost: $70,966]
        i. Advantages
            1. MCERA piggy-backs upon a job classification that currently exists in County government, but would still need to be processed through the Civil Service Commission and the Board of Supervisors.
            2. Expertise in accounting.
            3. Dedicated full-time employee to the accounting function.
        ii. Disadvantages
            1. Competition with other County departments for an accountant position may result in a difficulty to hire the position.
            2. May not get an experienced accountant and training costs may add to the cost of the position.
            3. May not be a long-term employee of MCERA once the position adds experience.
    b. **FINANCIAL/INVESTMENT OFFICER** [Step One Cost: $92,911]
        i. Advantages
            1. Tailored position to meet MCERA needs which has already been developed and approved by the Civil Service Commission. Would still need to be adopted by the Board of Supervisors.
            2. Potential to provide succession planning and managerial support to MCERA.
            3. Allows opportunity to hire a position with accounting experience.
        ii. Disadvantages
            1. Must be added to County Master Position Allocation Table which means another visit in front of the Board of Supervisors.
            2. Cost of position is higher than accountant position.
            3. Uncharted territory for MCERA and unknowns include ability to hire the right person for the job.

c. **ADMINISTRATIVE SERVICES MANAGER II** [Step One Cost: $95,134]

i. Advantages

1. MCERA piggy-backs upon a job classification that currently exists in County government, but would still need to be processed through the Civil Service Commission and the Board of Supervisors.
2. Expertise in accounting.
3. Managerial experience is a part of the position
4. Potential to provide succession planning and managerial support to MCERA

ii. Disadvantages

1. Competition with other County departments for an accountant position may result in a difficulty to hire the position
2. Retention - may not be a long-term employee of MCERA
3. Cost of the position is highest.

2. <u>PART-TIME POSITIONS</u>

a. JOB SHARE WITHIN COUNTY OF MENDOCINO [Cost: Variable]

i. Advantages

1. Efficient use of staffing for Association
2. Expertise of position generally higher

ii. Disadvantages

1. Short-term solution.
2. Volatility of the position which includes loss of control over position and the personnel filing the position, as well as the needs of the host department may conflict with the needs of the Association.
3. County departments may not be interested or may not have the available personnel to share services.

b. JOB SHARE OUTSIDE COUNTY OF MENDOCINO [Cost: Variable]

i. Advantages

1. Efficient use of staffing for Association.
2. Expertise of position generally higher.
3. Experience with sharing services with Sonoma County has been favorable for Association.

ii. Disadvantages

1. Lack of interest by the host County or agency.
2. Short-term solution.
3. Volatility of the position which includes loss of control over position and the personnel filing the position, as well as the needs of the host department may conflict with the needs of the Association

c. **MCERA PART-TIME POSITION** [Cost: Variable]

i. Advantages

1. Reduces salary cost.

ii. Disadvantages

1. Untested territory.
2. Temporary solution.
3. Potential higher turnover.
4. Lessens continuity.

3. <u>RETIREMENT ADMINISTRATOR</u> [Cost: $183,302]

a. Advantages

i. Included in class specifications for Administrator position.

ii. Salary savings and reduction in number of positions needed when using the Administrator to perform accounting functions.

iii. Familiar feel to the Board of Retirement.

b. Disadvantages

i. May not be best use of administrator's time by diverting time from other operational, legal and managerial functions.

ii. Accounting duties consume the lion's share of time leaving other Administrator responsibilities at a lower priority.

iii. Expertise in accounting is necessary.

CONCLUSION: The current state of operations in MCERA has a historical feel to it which may not be an appropriate model in the future. In general, pension fund operations are more complex than ever, the political environment is more challenging and the expectations of the public, our plan sponsors and our members are higher than ever before.

The Board of Retirement responded to the changing needs of MCERA last year when it approved the addition and complete funding of a full-time position to handle the financial and investment accounting needs of the Association. Unfortunately, the County Board of Supervisors failed to acquiesce to the MCERA governing body's request to add the new position to the Master Position Allocation Table.

In anticipation of a new fiscal year, the Board of Retirement has requested that the accounting needs be discussed at this meeting in the hope of seeking a long-term solution to address these needs.

MENDOCINO COUNTY GOVERNMENT
CLASS SPECIFICATION

CLASS TITLE: ACCOUNTANT
DEPARTMENT: AUDITOR/CONTROLLER
REPORTS TO: AUDITOR/CONTROLLER
CIVIL SERVICE: YES

CLASS CODE: 0019/0046 CONF
FLSA STATUS: E
DATE: 10/99 Rev. 2/07 Rev. 8/07
BARGAINING UNIT: SEIU or CONFIDENTIAL

JOB SUMMARY:
Under direction, performs professional level accounting work in the preparation and analysis of accounting records, reports, fiscal and statistical statements regarding financial status, expenses and operating procedures. Performs technical and administrative tasks in the processing and maintenance of budgets, expenditures, grants, payroll contracts and other financial and related data.

DISTINGUISHING CHARACTERISTICS:
Accountant is the professional journey level in accounting series. Accountant is distinguished from the Account Specialist series in that it is responsible for performing professional level accounting duties requiring a greater depth of technical knowledge and responsibility. Accountant is distinguished from Auditor by the latter's professional level auditing work including: analyzing a variety of financial operations, performing complex accounting and/or auditing functions and issuing reports of findings; and preparing financial statements.

SUPERVISION EXERCISED:
Accountants may exercise technical direction over technical/paraprofessional staff but do not provide direct supervision.

EXAMPLES OF DUTIES: *Duties may include but are not limited to the following:*

- Performs accounting and fiscal operations unique to Auditor/Controller. Performs audits, reconciliations and appraisals of the accounting and financial systems, accounts, funds and related activities to ensure accuracy and that adequate internal control, sufficient security, and auditability are present.
- Reviews accounting, auditing and/or regulatory reports to ensure financial compliance and integrity, to analyze findings, provide budget forecasting information and to interpret conclusions.
- Maintains and analyzes a variety of grants, funds and contracts; trains department representatives in entering related data.
- Performs tasks associated with revenue projection, appropriation/revenue accounting and data reporting for transportation funds.
- Performs calculations to determine tax liability, outstanding checks, depreciation, etc.
- Compiles information/data for County Budget Book.
- Tracks asset forfeitures.
- Performs audits related to special assignments including checking accuracy of entries and examining routine documents.
- Researches and compiles data to comply with financial reporting compliance and integrity of the organization's systems and records; files appropriate reports with local, state and federal agencies.
- Reconciles and balances office cash to internal and bank records.
- Prepares memorandums, letters and reports in final form from rough drafts and notes.
- Maintains computerized and manual general ledgers for County funds; reviews and makes necessary modifications as appropriate.
- Provides back-up support for other accounting staff.
- May train other staff.
- Performs other related duties as assigned.

MATERIAL AND EQUIPMENT USED:

Calculator	General Office Equipment	Computer	FAX Machine
Copy Machine	Telecommunications System		

MINIMUM QUALIFICATIONS REQUIRED:

Education and Experience:

Bachelor's degree from an accredited four-year college or university in Accounting or a related field; and six years of progressively responsible experience performing professional level accounting work that included reconciling and balancing accounts, preparing a variety of financial and accounting statements and reports, and tracking a variety of financial information, preferably in a public agency; or, an equivalent combination of training and education.

Substitution: Related experience may be substituted for up to two years of the education at a rate of two years of experience to one year of education.

Licenses and Certifications:

None

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Generally accepted accounting principles as applied to governmental accounting.
- General and cost accounting.
- Financial, fund and project accounting.
- Financial report and statement preparation.
- Auditing principles.
- Budgeting principles and terminology.
- Computer applications and hardware related to the performance of the essential functions of the job.
- Record keeping, report preparation, filing methods and records management techniques.
- Laws and regulations relating to the financial administration of public agencies.
- Methods and techniques of research, statistical analysis and report presentation.

Skill in:

- Using tact, discretion, initiative and independent judgment within established guidelines.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with minimum direction.
- Researching, compiling, and summarizing a variety of informational and statistical data and materials.
- Communicating clearly and effectively, orally and in writing.
- Using spreadsheet and word processing software.
- Preparing clear and concise reports, correspondence and other written materials.

Mental and Physical Ability to:

- Analyze and evaluate accounting problems and use independent judgment regarding technical accounting problems.
- Read, analyze and interpret professional periodicals and journals, technical procedures and government regulations.
- Establish and maintain effective working relationships with others.
- Apply concepts such as fractions, percentages, ratios and proportions to practical situations.
- While performing the essential functions of this job the employee is regularly required to sit, use hands to finger, handle, or feel, and speak and hear.
- Lift and carry, push and/or pull, or move items weighing up to 20 pounds.

Working Conditions:

- Work is performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust.
- The incumbent's working conditions are typically moderately quiet.

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

Prepared by Slavin Management Consultants for Mendocino County Government, 1999.

Revised by CPS Human Resources Services, 2006

MENDOCINO COUNTY GOVERNMENT
CLASS SPECIFICATION

Adopted by Civil Service/Pending with BOS adoption

CLASS TITLE: RETIREMENT ASSOCIATION FINANCIAL/INVESTMENT OFFICER
DEPARTMENT: EMPLOYEE'S RETIREMENT ASSOCIATION
REPORTS TO: RETIREMENT ADMINISTRATOR
CIVIL SERVICE: YES

CLASS CODE: C39D
FLSA STATUS: N
DATE: 7/12
BARGAINING UNIT: CONFIDENTIAL

JOB SUMMARY:
Under direction of the Retirement Administrator, performs highly complex financial / accounting work in support of Mendocino County Employees' Retirement Association (MCERA) in accordance with the County Employees' Retirement Act of 1937; prepares monthly financial statements and annual reports, monitors investments, recommends cash and investment strategies, performs annual year-end closing functions and financial statements, coordinates with independent financial auditor and actuary; performs other responsible fiscal, budgetary and administrative work as required.

DISTINGUISHING CHARACTERISTICS:
The Retirement Association Financial/Investment Officer is a single incumbent class responsible for the accounting and financial systems and for assisting the Retirement Administrator in monitoring, reviewing, analyzing and problem-solving matters related to the management and allocation of MCERA's assets and investments. This class differs from the Retirement Administrator in that the latter is responsible for the overall function of MCERA. This class differs from other County Accounting and Auditor classes by virtue of its responsibility for the specialized pension accounting and investment functions which comprise the independent County Retirement system operating under the 1937 County Retirement Act.

SUPERVISION EXERCISED:
No supervision is exercised. Incumbent may have responsibility for training and technical oversight of the work staff, may serve as lead worker.

EXAMPLES OF DUTIES: *Duties may include but are not limited to the following:*

- Assist the Retirement Administrator with asset allocation rebalancing, updates to investment policies and objectives and the periodic review and monitoring of asset classes, sub-asset classes and investment manager risk; monitors and reports on changes in capital markets, earnings, fees and legal requirements related to MCERA's investment matters.
- Monitor and analyze the performance of MCERA's investments in public and private markets; make recommendations regarding investments and assets.
- Prepare monthly financial statements, monitor investments, review and reconcile investment statements, reconcile employee reserve accounts, recommend cash and investment management strategies.
- Prepare annual financial statements and coordinate with independent financial auditor and actuary in the development of Audited Financial Statements and Actuarial Valuation and Review. Make recommendations to the Retirement Administrator regarding recommendations in the Auditor's Management Letter.
- Prepare annual State Controller's report, Comprehensive Annual Financial Report (CAFR), Popular Annual Financial Report (PAFR) and other required reports.
- Assist the Retirement Administrator with reporting requirements related to the Comprehensive Annual Financial Report, the annual Actuarial Valuation Report and the Quarterly Performance Report.
- Perform financial analysis and/or provide data at the request of the Retirement Administrator or the MCERA Board.
- Assist in the design, development, recommendation and implementation of investment related operational and internal control policies and procedures in accordance with the goals and guidelines established by the MCERA Board.
- Interpret and apply complex statutory and regulatory provisions relating to the Retirement Association including the 1937 Act Retirement System Laws.
- Maintain confidential information in accordance with legal standards and /or County policy and regulations.
- May act on behalf of or perform some duties of Retirement Administrator in the Retirement Administrator's absence.
- Performs other related duties as assigned.

MATERIAL AND EQUIPMENT USED:
Personal Computer and/or Terminal General Office Equipment

MINIMUM QUALIFICATIONS REQUIRED:

Education and Experience:
Possession of a Baccalaureate degree from an accredited college or university with a major in Business, Public Administration, Accounting or Finance, or closely related field; and four(4) years of progressively responsible professional level accounting or auditing experience, preferably in a California government agency retirement system. (Additional qualifying experience may be substituted for up to two years of the required education on the basis of two years experience for one year of education.)

Licenses and Certifications: None required; CPA preferred

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:
- County Employees Law of 1937, principles and operations of retirement systems and related laws.
- Governmental Accounting Standards Board (GASB) Statements, Interpretations, Technical Bulletins and Concept Statements.
- Governmental accounting practices, actuarial principles and accounting standards related to pension systems.
- Investment categories and transactions, asset allocation and financial management procedures and practices.
- Modern portfolio theory and application.
- Risk monitoring and management methods and techniques.
- Analytical techniques commonly used in the management of equity and fixed income portfolios.
- Economic and market conditions and trends and their effect on short and long term investment strategies.
- Administrative principles and practices including goal setting and implementation.
- Modern principles, practices and legislative trends relative to County government and government officials.
- Laws, policies, and procedures applicable to assigned work.
- Record keeping, report preparation, filing methods and records management techniques.
- Computer applications, hardware, and other general office equipment related to the performance of the job.

Skill in:
- Time management and project prioritization.
- Researching, compiling, analyzing, and summarizing a variety of complex financial and statistical data.
- Preparing clear and concise financial and statistical reports, correspondence and other written materials.
- Communicating clearly and effectively, both orally and in writing.

Mental and Physical Ability to:
- Understand, interpret, and apply provisions of Federal and State Laws and regulations.
- Understand and assess the quality, accuracy and reliability of manager and consultant reports and the application of such data.
- Formulate and make recommendations on investment policies and strategies.
- Analyze data, interpret policies, procedures and regulations, and develop appropriate conclusions.
- Set up, maintain and verify complex, financial accounting systems.
- Prepare and present reports on portfolio performance and investment activity.
- Establish and maintain effective working relationships with all work-required contacts including the general public.
- While performing the essential functions of this job, the incumbent is regularly required to sit, use hands to finger, handle, or feel objects, to reach with hands and arms, and speak and hear.
- Lift, carry, push/pull or move objects weighing up to 20 pounds.

Working Conditions:
- Work is performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust.
- The incumbent's working conditions are typically moderately quiet.

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

MENDOCINO COUNTY GOVERNMENT
CLASS SPECIFICATION

CLASS TITLE: ADMINISTRATIVE SERVICES MANAGER I
ADMINISTRATIVE SERVICES MANAGER II
DEPARTMENT: VARIOUS
REPORTS TO: VARIOUS
CIVIL SERVICE: YES

CLASS CODE: 0134
CLASS CODE: 0135
FLSA STATUS: EXEMPT: E
DATE: 05/03 Rev. 2/07
BARGAINING UNIT: MGT

JOB SUMMARY:

Under direction, plans, organizes and manages fiscal, administrative and support operations and staff of a department or a division within a large department; oversees and performs duties in support of budget development and management, grant administration, collections, accounting work, strategic planning, organizational oversight and policy development/implementation. Typically, there is only one Administrative Services Manager per department; however, a very large department with multiple divisions may allocate an Administrative Services Manager I level to more than one division. Not all County departments require an Administrative Services Manager.

DISTINGUISHING CHARACTERISTICS

The Administrative Services Manager series manages and performs work of considerable difficulty in the planning, coordinating, and directing of fiscal, administrative, and support operations of a County department or a division of a large department. The Administrative Services Manager series is distinguished from other management classes by its primary responsibility for managing, overseeing and performing advanced fiscal and support operations. Administrative Services Manager is further distinguished from Office Services Supervisor by its responsibility for managing the overall fiscal and administrative functions of a department or division of a large department which includes supervising subordinate supervisors, strategic planning, heavy involvement in, and greater responsibility for, budget development, implementation and tracking for the assigned division or department.

Administrative Services Manager I

Administrative Services Manager I manages and performs complex fiscal, administrative, and support operations duties in a department or division within a large department. Administrative Services Manager I is distinguished from the II level by its assignment to a division of a large department, or by the performance of less autonomous budget and administrative duties that have minimal impact on the assigned department's operations and overall strategy.

Administrative Services Manager II

Administrative Services Manager II manages and performs complex fiscal, administrative and support operations duties in a department. Administrative Services Manager II is distinguished from the I level by its assignment to serve a department and a higher level of budget and fiscal responsibility with a greater impact on the assigned department's operations and overall strategy.

SUPERVISION EXERCISED

Exercises direct supervision over professional, technical, supervisory and support staff.

EXAMPLES OF DUTIES: *Duties may include but are not limited to the following:*

- Manages fiscal, administrative, and support services in accordance with policies, procedures, and applicable law in a department by planning, assigning and supervising professional, administrative and technical support staff and programs responsible for preparing and monitoring department budget, information technology systems, accounting functions, inventory, cash receipts, accounts receivable and payable, cost accounting, and payroll; reviews and approves financial reports; monitors progress in the achievement of established targets in order to meet departmental goals and objectives.
- Monitors and evaluates the efficiency/effectiveness of operational performance, methods of service delivery and procedures by reviewing workload and support systems to identify opportunities for improve-

ment; develops, recommends and implements modifications to programs, policies and procedures and/or new concepts and innovations in work processes to enhance operational efficiency.

- Selects, supervises, trains, and evaluates assigned personnel; provides for staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
- Prepares complex, routine and non-routine reports as requested utilizing a variety of software; receives, sorts, and summarizes materials for the preparation of reports; prepares work reports; completes surveys; relays and interprets administrative decisions, policies, and instructions.
- Establishes, reviews, revises and communicates policies to staff and other interested parties; ascertains the impact of new or revised policies and disseminates pertinent information to affected parties; assists in planning and implementing short-term or annual goals, objectives, and strategies for the department, projects, or programs, to ensure efficient organization and completion of work.
- Oversees department personnel and payroll functions, including approving personnel transactions.
- Directs the departmental budget process from initial development through review and implementation by coordinating budget activities of divisions/sections within the assigned department in order to forecast the need for additional funds for staffing, equipment, materials and supplies; maintains budgetary control by overseeing and approving expenditures, evaluating the need for augmentation and preparing/implementing budgetary adjustments to ensure adherence to the approved budget.
- Performs financial analysis and/or provides data at the request of the manager, other officials, and the public.
- Obtains financing for projects through grants; writes grant applications and monitors grant documents from initial application to the final reimbursement request to ensure that grant requirements (both reporting and operational) are met and monies are not forfeited.
- Serves as staff liaison to the County Board of Supervisors and Office of the County Administrator by effectively providing comprehensive information covering a variety of issues in various formats, public meetings, closed sessions and in writing; serves as information source to the public governmental agencies and county departments regarding the departmental operations.
- Determines departmental requirements for equipment, information systems, office space, supplies and related resources through needs assessment and coordinates their acquisition/installation and subsequent training for staff to ensure smooth and efficient operations.
- Prepares and/or assists in the preparation and/or negotiation of contracts, resolutions, and agenda summary forms.
- Ensures that assigned staff performs duties and responsibilities in a safe and prudent manner, which does not expose them or others to unnecessary harm or risk of on-the-job injury.
- Maintains and upgrades knowledge, skills and abilities by attending and participating in seminars, training programs and professional groups; stays abreast of new trends and innovations in the field by reading trade and professional journals and publications.
- Performs other related duties as assigned,

MATERIAL AND EQUIPMENT USED:

Calculator	General Office Equipment	Computer

MINIMUM QUALIFICATIONS REQUIRED:

Education and Experience

Administrative Services Manager I

A Bachelor's degree from an accredited college or university in finance, accounting, public administration or a closely related field, AND three years of responsible supervisory experience providing administrative support services including budget administration; or an equivalent combination of training and education.

Administrative Services Manager II

A Bachelor's degree from an accredited college or university in finance, accounting, public administration or a closely related field and, AND five years of responsible wide-ranging experience providing financial management and administrative support services including staff supervision and budget development; OR, two years of experience equivalent to that of an Administrative Services Manager I with Mendocino County; or and equivalent combination of training and education.

Substitution: Related experience may be substituted for up to two years of the education at a rate of two years of experience to one year of education.

License or Certificate:
Valid CA driver's license.

KNOWLEDGE, SKILLS AND ABILITIES:

Administrative Services Manager I
Knowledge of:

- Administrative and management principles and practices, including personnel administration, budget control, goal setting and implementation.
- Principles and practices of effective supervision and training.
- Governmental financial operations.
- Generally accepted accounting and budgeting principles as applied to governmental accounting.
- Computer applications and hardware related to the performance of the essential functions of the job.
- Department policies and procedures.
- Collective bargaining agreement provisions applicable to assigned staff.
- Personnel policies.
- Principles and practices of budget administration.
- Pertinent financial Federal, state and local laws, codes and regulations.
- Financial software packages, including spreadsheets and databases.
- Methods and techniques of research, statistical analysis and report presentation.
- Correct English usage, including spelling, grammar, punctuation, and vocabulary

Skill In:

- Using tact, discretion, initiative and independent judgment within established guidelines.
- Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Preparing clear and concise reports, correspondence and other written materials.
- Managing and evaluating the operations and functions of the assigned department.
- Planning, organizing, assigning, directing reviewing, evaluating, selecting, motivating, and training staff.
- Developing and implementing, objectives and procedures for effective and efficient administrative, budget and support services.
- Analyzing problems, project consequences of proposed actions, identify alternative solutions, and implement recommendations in support of goals and objectives, including the provision of efficient and cost-effective services.
- Administering annual budgets, including monitoring and approving expenditures; preparing and implementing budgetary adjustments, as necessary.
- Writing clear and concise narrative and financial reports.
- Interpreting and applying pertinent policies, procedures, laws, codes and regulations.
- Using a computer to accurately and rapidly enter and retrieve data and information.

Mental and Physical Ability to:

- Understand and carry out written and oral instructions, giving close attention to detail and accuracy.
- Operate modern office equipment including computer equipment and financial software.
- Communicate in a clear concise manner, both orally and in writing.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Read, analyze, and interpret professional periodicals and journals, technical procedures and government regulations.
- Apply concepts such as fractions, percentages, ratios and proportions to practical situations.
- While performing the essential functions of this job the employee is regularly required to sit, use hands to finger, handle, or feel, and speak and hear.
- Lift and carry, push and/or pull, or move objects weighing up to 20 pounds.

<u>Administrative Services Manager II</u>—*(in addition to the qualifications for Administrative Services Manager I)*

Knowledge of:

- Principles of organizational development.
- Principles and practices of grant administration.
- Financial management practices and standards used in the public sector.

Skill In:

- Evaluating and organizing the operations and functions of the assigned department.
- Developing and preparing complex annual budgets, including forecast revenues and expenses; allocate limited resources in a cost effective manner.
- Completing grant applications and monitoring the flow of grant documents from initial application to the final reimbursement request.
- Researching, analyzing and evaluating new service delivery methods, procedures and techniques.
- Designing and delivering effective presentations of budgets, plans, policies and objectives to boards, commissions, public groups and civic organizations, tailoring the message for the targeted audience.

Working Conditions:

- Work is performed in a normal office environment with little exposure to outdoor temperatures or dirt and dust.
- Incumbents must have the ability to travel to different sites and locations.
- The incumbent's working conditions are typically moderately quiet, but may be loud at times and at some locations.

This class specification should not be interpreted as all-inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.