

James Wilbanks, Ph.D.
Retirement Administrator



Telephone: (707) 463-4328
(707) 467-6473
Fax: (707) 467-6472

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

Date: December 2, 2015
To: Board of Retirement
From: James Wilbanks, Retirement Administrator
Subject: Strategic Plan

Attached you will find an updated DRAFT 2016 Mendocino County Employees Retirement Association (MCERA) Strategic Plan for your consideration. The draft plan has been changed to reflect the comments received from Trustees at, and since, the November Board meeting.

The 2016 MCERA Board Work Plan will be presented for discussion and adoption in the first quarter of 2016.

I recommend the Board formally adopt the 2016 MCERA Strategic Plan as presented.

Mendocino County Employees Retirement Association

2016 Strategic Plan

The Mendocino County Employees Retirement Association (MCERA) is a defined-benefit retirement trust operated on the behalf of the employees and retirees of the Mendocino County government, Mendocino County Courts and the Russian River Cemetery District. MCERA collects contributions from active employees and plan sponsors, manages and invests those funds and subsequently pays benefits to plan participants during their retirement.

In building this Strategic Plan, the Board participated in two separate full day off-site meetings. During these meetings the Board identified a number of concerns for the long run health of the organization. Specifically the Board has concerns regarding two distinct areas: (1) the economic health of the county and the plan sponsors and how MCERA impacts the plan sponsors and (2) the level of trust between various stakeholders involved with MCERA. With these issues in mind, the MCERA Board adopts the following vision and mission statements, guiding principles, objectives and strategies. In addition, the MCERA Board has adopted a separate work plan that is reviewed and updated quarterly.

Vision

A healthy part of a strong Mendocino County economy.

Mission

We provide members and their beneficiaries with sustainable benefits and exceptional service through professional plan administration and prudent investment practices.

Guiding Principles

- We exist to serve our clients, sponsors and the taxpayers of Mendocino County.
- We act with integrity and respect for all.
- We think strategically and are continuously improving.
- We recognize people are our most valuable resource and our culture empowers staff.

Objectives

- MCERA will maintain a 100% success rate in the timely delivery of monthly retirement benefits.
- MCERA will be 100% funded by 2040.
- MCERA will maintain a 95% client approval rate.
- MCERA will maintain state of the art technology for pension administration.

Strategies

- The Board employs a policy-focused governance model and operates as a high performance team.
 - Focus on what is truly important for the Board, delegate all else to Management.
 - Seek analysis and recommendations from experts before making decisions.
- We communicate frequently to educate clients and stakeholders about MCERA as well as our achievements and issues.
 - Own our accomplishments and short-comings equally.
- We invest strategically by focusing on asset allocation.
 - We focus on a 50+ year investment horizon.