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Date: November 12, 2015
To: Board of Retirement
From: James Wilbanks, Retirement Administrator
Subject: Draft MCERA Strategic Plan

Trustees,

What follows is the draft Strategic Plan and the beginning of a work plan document for the MCERA Board based on the two days of Strategic Planning Off-Site meetings. This is very much a working document presented to you for consideration. I have attempted to synthesize the many hours of discussion during our off-site meetings into a concise plan that is clear and still workable for the Board and staff.

I want to thank all of you for participating in the off-site meetings and being willing to do the difficult work of improving MCERA. It was a significant expenditure of time and effort and I believe the dividends from this investment will be immense.

I look forward to hearing your feedback in order to improve the plan.

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 the work plan on the following pages as amended 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 delivery of monthly retirement benefits.
- MCERA will be 90% funded by 2035.
- 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.

Mendocino County Employees Retirement Association 2016 Strategic Plan

MCERA Board Work Plan					
Accountability	Owner	Resources Required	Potential Barriers	Due Date	Status
OBJECTIVE: MCERA will maintain a 100% success rate in the delivery of monthly retirement benefits					
100% Success Rate on Benefit Payments	Board, Staff		PG Go-Live?	Continuous	
STRATEGY: Board employs a policy-focused governance model and operates as a high performance team .					
Approve Strategic Plan	Board			Q4:2015	
Monitor Strategic Plan	Board			Quarterly	
Develop Board Training Plan	James			Q1:2016	 Not started
Provide Board Investment Training	Callan, James, others	Plan development		Quarterly	 Not started
Policy Overhaul	Board, Legal, James		Time		
Develop Policy Review Schedule and Calendar	James		Time		 Not Started

Mendocino County Employees Retirement Association 2016 Strategic Plan

MCERA Board Work Plan					
Accountability	Owner	Resources Required	Potential Barriers	Due Date	Status
OBJECTIVE: MCERA will maintain a 95% client approval rate.					
Develop instrument to assess client approval rating	James	Budget	James' Time		 Not started
Implement client feedback monitoring	Staff	Budget, Instrument		Quarterly	 Not started
STRATEGY: We communicate frequently to educate clients and stakeholders about MCERA as well as our achievements and issues.					
Create Fact Sheet	James	Budget		Q1:2016	 Not started
Research causes of funding status	James, Segal	Budget	Complexity	Q2:2016	 Not started
Client Presentations	James			Q1:2016	
Community Presentations	Board, James				 Not started
Conference Presentations	Board			Q4:2015, At least biennially	
BOR-BOS Meeting	Chair, James			January, 2016	

**Mendocino County Employees Retirement Association
2016 Strategic Plan**

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