

“To provide the members and their beneficiaries with those retirement and related benefits and services which they have earned and which are commensurate with their years of service and compensation.”



Position Specification, Chief Executive Officer

SBCERA, with approximately \$9.3 billion in net assets, located in San Bernardino, California, is searching for a CEO to lead this highly regarded public retirement system.

SBCERA Overview

SBCERA is a cost sharing, multiple employer public employee retirement system serving over 38,800 members and retirees. Retirement, disability, death and survivor benefits are provided for qualified employees of 17 active plan sponsors and three withdrawn employers.

SBCERA, with a \$14+ million administrative budget and 65 staff members, is governed by California law and is a legally separate and independent entity from the County of San Bernardino. Fiduciary oversight is vested with the Board of Retirement, nine voting members and three alternate members. The County Board of Supervisors appoints four members; SBCERA members elect four members and two alternates, and the County Treasurer serves as an Ex-Officio member with one alternate. Board members serve three-year terms, with the exception of the County Treasurer, who serves during their term in office.

SBCERA, celebrating its 72nd year of operation, is widely recognized as one of the top retirement systems in California and nationally.

- 78.9% funded ratio.
- Operationally efficient, 0.10% annual administrative expenses; well below the maximum allowed by California law of 0.21%.
- Experienced and tenured executive team; 10 years of average service to SBCERA.

SBCERA's investment portfolio is diversified by asset class, investment approach, and investments within each asset class to reduce overall portfolio risk and volatility. In the year ended December 31, 2017, the Fund returned 12.6% (gross) as compared to the policy benchmark of 13.0%. In the three, five and ten year periods, returns (gross) were 7.6%, 8.5%, and 4.7%, respectively, compared to the policy benchmark of 6.3%, 7.0% and 5.0%, respectively.

Returns have outperformed the actuarial assumed rate of return in the one, three and five year reporting periods. On a risk adjusted basis, SBCERA has ranked in or near the 5th percentile compared to a universe of public fund peers. For additional information and to view the recent Comprehensive Annual Financial Report (CAFR), visit www.sbcera.org.

Governance

A strong governance model with alignment between the Retirement Board and staff on vision, mission and values has a significant influence on SBCERA's success. The CEO is appointed by the Board, and implements the policies and direction of the Board.

CEO Responsibilities

The CEO, reporting administratively to the Board Chair, is the central point of responsibility and accountability for the overall success of the organization. The CEO has four direct reports – Chief Investment Officer, Chief Operating Officer, Chief Financial Officer, and Chief Information Officer. The Chief Counsel reports to the Board, administratively to the Board Chair. Service Employees International Union (SEIU) represents ~45 of the 65 employees.

The key responsibilities and duties are to:

- Ensure operation of SBCERA in accordance with its mission, values and culture, and state and federal law.
- Advise and confer with the Board on financial, economic and political trends and developments.
- Oversee planning, organization, and administration of all program areas for which SBCERA is statutorily responsible.
- Monitor the performance of the investment portfolio, ensure contributions and income are invested in accordance with established policies, and that proper controls are in place to safeguard assets.
- Maintain open and effective relationships with member groups, labor organizations, plan sponsors, and other key stakeholders.
- Engage in external communication on important pension issues with the media, editorial boards, chambers of commerce, and other groups.
- Represent SBCERA's interests as a subject matter expert on retirement system programs and activities and, as necessary, interact with legislators and testify before legislative bodies on proposed legislation affecting SBCERA.

Key Objectives

The CEO is expected to focus on maintaining and improving the financial stability of the plan and build upon the positive financial and operational results and trends. The Board has identified the following key objectives to measure, in part, the CEO's performance.

- Implement supervisory and leadership training programs to update and strengthen management's skills and leadership effectiveness, particularly in a union environment.
- Assess, develop and implement, if necessary, strategies to strengthen culture and morale, and to sustain and improve positive operational trends and performance.
- Build upon and strengthen outreach programs and relations with plan sponsors, the County Executive, member groups, unions, and advocacy groups, and other key stakeholders and constituents to advance SBCERA's mission.



- Update, working with the Board, governance policies to a best practices model to strengthen plan governance and administration.
- Develop and implement succession plans for key executive positions and a pathways forward program for skills development and advancement of staff and future leaders.
- Review and update the Strategic Plan.
- Review the three-year Communications Plan and, if necessary, implement changes to strengthen member service delivery processes to ensure committed customer satisfaction levels are achieved.
- Negotiate and implement, if not completed prior to the new CEO's start date, the labor agreement with SEIU (in 2017 employees voted to have union representation).

Qualifications and Experience

The Board is seeking a strategic and visionary leader, who is mission driven with a dedication to public service and defined benefit plans – a leader committed to lead and manage in alignment with SBCERA's mission, vision and values. Generalist knowledge and experience of pension operations and administration are desired; preference given to candidates with knowledge of finance and investments. Other requirements and preferences include:

- Bachelor's degree in business or public administration, public finance or a related field is required. An advanced degree or Juris Doctor degree is preferred.
- Public pension plan experience is highly preferred.
- Working knowledge of federal and state pension laws is preferred.

Leadership Competencies and Characteristics

The CEO must be a confident and inspiring leader demonstrating strong moral principles – honesty, integrity and ethics. A leader who embraces a participative and collaborative management style, is adaptable and flexible, and has effective organizational change management skills.

The CEO must be a leader with high expectations who establishes clear organizational goals supported by accountabilities. As chief executive, he/she must align to the Board's conservative fiscal spending philosophy and value a strong governance model. Other important skills and attributes to achieve success include having the:

- Confidence to put forward ideas and recommendations while being open to adjusting strategies and plans based on input from trustees and others.
- Social and interpersonal skills to effectively manage trustee and stakeholder relationships.
- Management skills to appropriately balance time and resources between internal and external responsibilities.

This is a highly visible position and the CEO must understand and respect the requirements of working in a public sector environment.

Compensation

The CEO is an exempt position and an “at will” employee. Compensation is designed to be market competitive in all geographic regions of the country to attract the best qualified executives. The Total Rewards package includes a base salary; retirement benefits (member of SBCERA), which includes employer pickup of employee’s contribution rate; car and technology allowances; health care insurance; and other benefits, as long as these benefits are provided by SBCERA. Relocation assistance is also provided.

Quality of Life in San Bernardino County and Southern California

San Bernardino County, the largest county in the contiguous U.S., is located in southeastern California and covers 20,000 square miles, with 24 cities and over 2 million in population, with an average of 284 sunny days per year. The City of San Bernardino serves as the county seat, and is the 17th largest city in the state.

With close proximity to Los Angeles, the second largest city in the U.S., residents have access to a world center of business, international trade, entertainment, culture, media, technology and education. It is known as the “Entertainment Capital of the World,” leading the world in the creation of motion pictures, television production, video games and recorded music. Amusement parks (Disneyland, Universal Studios, the San Diego Zoo and Raging Waters) provide for many family entertainment opportunities. For the sports enthusiast, Los Angeles has nationally recognized professional and college teams competing at the highest level in their sports.

Government, retail and the service industries dominate the economy. The strategic geographic location has attracted transportation carriers and large warehouses and distribution centers for major retailers and corporations. Major employers include Amazon Fulfillment Center, Arrowhead Medical Center, BNSF Railway, California State University (San Bernardino), Environmental Systems Research, Kaiser Permanente, Loma Linda University, FedEx Ground, City of San Bernardino, Community Hospital of San Bernardino, San Bernardino County Schools, California Department of Transportation, and other governmental entities.

The County has some of the highest performing K-12 school districts and schools in the State and the region is home to many highly regarded higher education institutions. California State University (San Bernardino), set at the picturesque foothills of the San Bernardino Mountains, UC (Riverside), UC (Los Angeles) and University of Southern California are some of the more notable institutions in southern California.

San Bernardino Valley College is a regional leader in career and technical education with programs in nursing, human services, computer information technology and more. California University of Science and Medicine, School of Medicine just received preliminary accreditation and will start medical school classes in August 2018.



Residents have access to a comprehensive health care network which includes Community Hospital of San Bernardino and St. Bernardine's Medical Center, both located within the city of San Bernardino, and nearby Arrowhead Regional Medical Center and the world renowned Loma Linda University Medical Center.

The County has numerous performing art and concert venues. Of notoriety are the historic California Theater, opened in 1928, home to the San Bernardino Symphony Orchestra and the Glen Helen Amphitheater, the largest outdoor amphitheater in the U.S. Located just over an hour away, in Los Angeles, are over 825 museums and art galleries, and over 1,000 musical, theater, dance, and performing groups and venues.

San Bernardino County, recognized for its scenic beauty, is the leading recreational area for Southern California. The area boasts of numerous golf courses, miles of bike paths, walking trails and being within an hour's drive to many mountain, desert and beach resorts, including the well-known San Bernardino National Forest and the Joshua Tree National Park.

Visit <http://www.californiaoutdoorplayground.com/home.aspx> or <https://www.sbcounty.gov/Main/Pages/visiting.aspx> or <https://www.ci.san-bernardino.ca.us/> for more information.

Contact Information

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