



## **TRIENNIAL STRATEGIC PLAN**

### **Fiscal Years 2020, 2021 and 2022**

#### **Board of Retirement**

Janice Rutherford, Chair – Appointed Member  
Neal Waner, Vice-Chair – Appointed Member  
Marc Bracco – Elected Member (Safety)  
Louis Fiorino – Elected Member (General)  
Sean Flynn – Appointed Member  
Michael Kennedy – Appointed Member  
Ensen Mason – Ex Officio Member (County Auditor-  
Controller/Treasurer/Tax Collector)  
Dawn Stafford – Elected Member (Retiree)  
Vere Williams – Elected Member (General)

#### **Alternate Members:**

John Johnson – Alternate Ex Officio Member  
John Michaelson – Elected Alternate (Retiree)  
Jared Newcomer – Elected Alternate (Safety)

## **Mission Statement**

It is the mission of the San Bernardino County Employees' Retirement Association (SBCERA) 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.

It is the responsibility of those charged with administration of SBCERA to:

- Effectively collect contributions to fund liabilities incurred;
- Diversify the investments of the system so as to minimize the risk of loss and to maximize the rate of return;
- Administer the benefits impartially, fairly and in accordance with the applicable law;
- Deliver service to the membership in an accurate, courteous, prompt, professional and cost-efficient manner;
- Appropriately set employer and member contributions in accordance with responsible funding practices; and
- Strategically plan for the future.

## **SBCERA Values**

**Integrity** – *We will be honest, ethical, respectful and trustworthy in all aspects in serving our members, employees, and our community.*

**Accountability & Transparency** – *We will ensure that the decisions we make and how we conduct business is clearly communicated and understood. We will be accountable for our conduct in all aspects of our service.*

**Commitment** – *We will approach our work enthusiastically.*

**Effectiveness** – *We will be results-oriented in a cost-effective manner, capitalizing on our strengths and capabilities.*

**Professional Excellence** – *We will be skilled, confident and capable.*

**Collaboration** – *We will work together as a team and with key stakeholders.*

## Strategic Pillars

With a clearly defined mission and set of shared values, SBCERA is driven to provide service and a focus on the following co-equal pillars:

- Operational Excellence and Efficiency
- Superior Service Experience
- Quality Employer and Workplace
- Prudent Fiscal Management
- Effective Communications

Each of those pillars has a set of Strategic Priorities, which are elaborated below.

### Operational Excellence and Efficiency

Priority	Comments
Organizational chart alignment and revisions	<ul style="list-style-type: none"> <li>• Balance skills, capabilities and oversight</li> </ul>
Process re-engineering and work assignment realignments	<ul style="list-style-type: none"> <li>• Modernize workflow</li> <li>• Measurably improve service times</li> <li>• Provide foundation for succession planning and fair compensation</li> </ul>
Documented procedures across all areas	<ul style="list-style-type: none"> <li>• Improve consistency</li> <li>• Mitigate risk</li> <li>• Reduce training costs</li> <li>• Improve internal controls</li> <li>• Pursue future SOC-1 report</li> </ul>
Programmatic evaluation of cost-effectiveness of and controls for outside services contracted with the County of San Bernardino	<ul style="list-style-type: none"> <li>• Improve service levels</li> <li>• Eliminate redundancy</li> <li>• Recognize independence of SBCERA</li> <li>• Specific review of IT, Treasury Management, Payroll and Benefits, Risk Management, Collections</li> </ul>
Programmatic evaluation of all other existing operational contracts, vendor relationships and key terms	<ul style="list-style-type: none"> <li>• Improve service levels</li> <li>• Identify cost savings</li> </ul>

## Operational Excellence and Efficiency (Continued)

Priority	Comments
Modernize and streamline technologies	<ul style="list-style-type: none"> <li>• Agenda management, e-voting</li> <li>• Pension Administration refresh</li> <li>• Configure, not customize</li> <li>• Improve workflows</li> <li>• Support total process evaluation and improvement</li> <li>• Case management system for Disability unit</li> <li>• Enterprise content management/document management</li> <li>• Records integrity</li> <li>• Document integration</li> <li>• Ease of use</li> <li>• Great Plains accounting – migrate to cloud</li> <li>• Policy &amp; contract management – tracking, terms and reminders</li> <li>• Phone system replacement</li> <li>• Remote access/collaboration tools</li> </ul>

## Superior Service Experience

Priority	Comments
Performance metrics and reporting	<ul style="list-style-type: none"> <li>• Improve accountability to membership</li> </ul>
Member engagement survey	<ul style="list-style-type: none"> <li>• Understand what we're doing well and what we need to improve</li> </ul>
Process re-engineering and work assignment realignments	<ul style="list-style-type: none"> <li>• <i>See Operational Excellence and Efficiency</i></li> </ul>
Implement industry-leading technologies	<ul style="list-style-type: none"> <li>• Self-service capabilities</li> <li>• Secure communications</li> <li>• Digital signatures</li> <li>• Personally-identifiable information ("PII") compliance</li> </ul>

## Quality Employer and Workplace

Priority	Comments
Continued efforts on culture alignment and morale	<ul style="list-style-type: none"><li>• Create a happier, more engaged team</li><li>• Improve accountability to membership</li></ul>
Realign work assignments	<ul style="list-style-type: none"><li>• Facilitate succession planning</li><li>• Align compensation with breadth and complexity of work</li><li>• Create senior/lead opportunities</li></ul>
Develop and deliver training	<ul style="list-style-type: none"><li>• Management/supervisory training</li><li>• Staff enrichment training – hard skills, soft skills</li><li>• Board training, as needed/desired</li></ul>
Space utilization/expansion	<ul style="list-style-type: none"><li>• Complete renovations of third floor, breakroom(s), Board dais and kitchen improvements</li><li>• Evaluate relocation of member reception and meeting space</li><li>• Evaluate video/audio meeting feeds</li></ul>
Implement a cross-training initiative	<ul style="list-style-type: none"><li>• Increase staff understanding of SBCERA</li><li>• Promote promotional opportunities</li><li>• Improve service levels</li></ul>

## Prudent Fiscal Management

Priority	Comments
Improve budgeting process and reporting transparency	<ul style="list-style-type: none"> <li>• Improve accountability to Board and membership</li> </ul>
Improve travel and expense reporting transparency	<ul style="list-style-type: none"> <li>• Modernize forms of reporting</li> <li>• “Gifts to System”; streamlined Form 801/700 accountability and FPPC reporting</li> </ul>
Unwind Gold Coast offshore platform	<ul style="list-style-type: none"> <li>• Reduce costs and administrative overhead</li> <li>• Eliminate unnecessary complexity</li> </ul>

## Effective Communications

Priority	Comments
Programmatic and engaged employer and other stakeholder communications	<ul style="list-style-type: none"> <li>• Training programs</li> <li>• Outreach</li> <li>• Audit/compliance</li> </ul>
Systematic review of all SBCERA communications	<ul style="list-style-type: none"> <li>• Clarity and consistency</li> <li>• Correctness</li> <li>• Compliance</li> <li>• Messaging</li> </ul>
Website redesign	<ul style="list-style-type: none"> <li>• Improve look, feel and functionality</li> <li>• Enable self-service</li> </ul>
Engage in responsible advocacy	<ul style="list-style-type: none"> <li>• Focused on issues affecting SBCERA administration and/or investments</li> <li>• Directly or through associations such as SACRS, CALAPRS, CSDA</li> </ul>
Standardized data transfer platform	<ul style="list-style-type: none"> <li>• Employers certify data</li> <li>• Ensure compliance</li> <li>• Reduces SBCERA processing times and costs</li> </ul>