



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	• Balance skills, capabilities and oversight
Process re-engineering and work assignment realignments	• Modernize workflow • Measurably improve service times • Provide foundation for succession planning and fair compensation
Documented procedures across all areas	• Improve consistency • Mitigate risk • Reduce training costs • Improve internal controls • Pursue future SOC-1 report
Programmatic evaluation of cost-effectiveness of and controls for outside services contracted with the County of San Bernardino	• Improve service levels • Eliminate redundancy • Recognize independence of SBCERA • Specific review of IT, Treasury Management, Payroll and Benefits, Risk Management, Collections
Programmatic evaluation of all other existing operational contracts, vendor relationships and key terms	• Improve service levels • Identify cost savings

Operational Excellence and Efficiency (Continued)

Priority	Comments
Modernize and streamline technologies	• Agenda management, e-voting • Pension Administration refresh • Configure, not customize • Improve workflows • Support total process evaluation and improvement • Case management system for Disability unit • Enterprise content management/document management • Records integrity • Document integration • Ease of use • Great Plains accounting – migrate to cloud • Policy & contract management – tracking, terms and reminders • Phone system replacement • Remote access/collaboration tools

Superior Service Experience

Priority	Comments
Performance metrics and reporting	• Improve accountability to membership
Member engagement survey	• Understand what we're doing well and what we need to improve
Process re-engineering and work assignment realignments	• <i>See Operational Excellence and Efficiency</i>
Implement industry-leading technologies	• Self-service capabilities • Secure communications • Digital signatures • Personally-identifiable information ("PII") compliance

Quality Employer and Workplace

Priority	Comments
Continued efforts on culture alignment and morale	• Create a happier, more engaged team • Improve accountability to membership
Realign work assignments	• Facilitate succession planning • Align compensation with breadth and complexity of work • Create senior/lead opportunities
Develop and deliver training	• Management/supervisory training • Staff enrichment training – hard skills, soft skills • Board training, as needed/desired
Space utilization/expansion	• Complete renovations of third floor, breakroom(s), Board dais and kitchen improvements • Evaluate relocation of member reception and meeting space • Evaluate video/audio meeting feeds
Implement a cross-training initiative	• Increase staff understanding of SBCERA • Promote promotional opportunities • Improve service levels

Prudent Fiscal Management

Priority	Comments
Improve budgeting process and reporting transparency	• Improve accountability to Board and membership
Improve travel and expense reporting transparency	• Modernize forms of reporting • “Gifts to System”; streamlined Form 801/700 accountability and FPPC reporting
Unwind Gold Coast offshore platform	• Reduce costs and administrative overhead • Eliminate unnecessary complexity

Effective Communications

Priority	Comments
Programmatic and engaged employer and other stakeholder communications	• Training programs • Outreach • Audit/compliance
Systematic review of all SBCERA communications	• Clarity and consistency • Correctness • Compliance • Messaging
Website redesign	• Improve look, feel and functionality • Enable self-service
Engage in responsible advocacy	• Focused on issues affecting SBCERA administration and/or investments • Directly or through associations such as SACRS, CALAPRS, CSDA
Standardized data transfer platform	• Employers certify data • Ensure compliance • Reduces SBCERA processing times and costs