

Date: November 1, 2017  
To: Board of Retirement  
From: James Wilbanks, Retirement Administrator  
Subject: Strategic Planning Off-Site Follow Up

Attached to this memo is a two page list of the projects and ideas generated during the Strategic Planning Off-Site Meeting. I have categorized the items according to under which of the four major objectives in our Strategic Plan the project falls. Recall our major objectives are:

- 100% success in timely delivery of benefits,
- 100% funded by 2040,
- 95% client approval rating, and
- State of the art technology.

There are two projects under the benefit delivery objective, 11 under the fully funded objective and 18 under the client approval objective. There were no projects proposed at the Off-Site under the technology objective.

For the projects categorized under the funding and client approval objective, I further grouped those into sub-categories collecting similar projects. These sub-categories are merely for convenience and can be easily discarded.

I suggest you review the two page list and determine which projects you believe to be most important in advance of the Board meeting. During the Board meeting, I propose the Board then discuss the list and collectively identify those of the highest priority.

After the Board identifies the most important projects from the attached list, I would suggest the Board then consider where these projects should be added to the current Board Work Plan. I have included the Board Work Plan in this discussion item to facilitate this discussion.

The objective of this exercise is to arrive at a Work Plan for the coming year(s) that is supported by the Board and gives staff clear direction about the Board's priorities and expectations.

# Strategic Planning Off-Site Projects

## Benefit Delivery Objective

Performance Metrics

Succession Plan

## Fully Funded Objective

### **Risk**

Risk Assessment

Systemic Review of Controls

IT Security Audit

DR/BC Plan

Natural Disaster Results

### **Actuarial**

PEPRA Impact Analysis

Real GASB 67 & 68 Review

Plan Sponsor Review

Stress Testing Actuarial Studies

### **Investment**

Investment Program Review (Mortgage Lending Policy, Local Investment Policy, ESG, Direct Lending)

### **Other**

Anything inconsistent with Fiduciary Duty Review

## **Client Approval Objective**

### **Strategy**

Develop Communication Strategy

### **Outreach**

At least One Board Meeting per year on the Coast

Include Trustees in Public Outreach

Develop Plan at a glance document

Website FAQ

### **Research**

DB Plan Comparison to other types of situations

Non-local Tax Contributions

Sources of Retirement Benefits

Plan Closure Research

POB One-pager

UAAL One-pager

Retiree Benefit to Economy Study

Retiree Education Pieces

### **Trustees**

Board updates on relevant meetings and events in Administrator Report

Trustee News Clippings

### **AMCRE**

Link to Retiree Profiles in AMCRE newsletter

Increased Partnership with AMCRE

### **Other**

Present Member Extra Benefits (discounts, etc.) to County HR