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## **STRATEGIC PLAN**

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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 identified a number of concerns for the long run health of the organization. The specific areas of concern are: (1) the economic health of the county and the plan sponsors and how MCERA impacts those 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 a separate work plan in support of this strategic plan that is reviewed and updated quarterly.

### **Vision**

MCERA is a trusted, financially stable contributor to a strong Mendocino County economy.

### **Mission**

We collect, protect and grow assets to provide a secure retirement income for our members.

### **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 timely delivery of monthly retirement benefits.
- MCERA will be 100% funded by 2040.
- 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.