

**COUNTY OF SAN MATEO**  
**FLOOD AND SEA LEVEL RISE RESILIENCY**  
**ADVISORY COMMITTEE**

City of San Mateo City Hall  
 330 W. 20<sup>th</sup> Avenue  
 Conference Room C

**Supervisors:**

District 3      Don Horsley  
 At-Large:      Dave Pine

**City Representatives:**

North:            Donna Colson  
 Central:         Diane Papan  
 South:            Lisa Gauthier  
 Coast:            Debbie Ruddock  
 At-Large         Maryann Moise Derwin

# MINUTES

---

San Mateo City Hall, Rm. C	July 12, 2019	2:00-4:00 PM
----------------------------	---------------	--------------

## 1. Call to Order/Roll Call

Facilitator, Larry Patterson, called the meeting to order at 2:05 p.m. Roll call was taken.

**Commissioners Present:**

District 3      Supervisor Don Horsley  
 At-Large      Supervisor Dave Pine  
 North         Donna Colson  
 Central        Diane Papan  
 South         Lisa Gauthier  
 Coast         Debbie Ruddock  
 At-Large      Maryann Moise Derwin

**Members of the Public:**

Sue Vaterlaus  
 Brian Perbins  
 Deborah Hurst  
 Reid Bogert  
 John Beiers  
 Sue Digre  
 Len Materman  
 Ann Stillman  
 Erika Powell  
 Justin Mates  
 Paul Okada

Michael Barber

Other members of the public attended.

## 2. Swearing-In of Committee Members

Rochelle Kiner, Deputy Director to the Road Commissioner for the County of San Mateo, swore in the committee members.

## 3. Selection of Committee Chair and Vice Chair

Supervisor Dave Pine was nominated as Chair and the nomination was seconded by Councilwoman Donna Colson. **APPROVED**

Councilwoman Debbie Ruddock was nominated as Vice Chair and the nomination was seconded by Councilwoman Diane Papan. **APPROVED**

## 4. Public Comment

Ann Draper representing both leagues of the League of Women Voters requested the committee to consider citizen participation efforts and public records being available online as well as in the Public Works office in preparation for the meetings.

Brian Perkins from Congresswoman Speier congratulated the committee for its efforts in putting work into the program.

Sue Vaterlaus requested the committee to consider appointing alternates to the committee.

## 5. Action to set the Agenda

Agenda Review. **APPROVED** as distributed.

## 6. Consent Agenda

6.1 County Resolution Establishing Flood and Sea Level Rise Resiliency Advisory Committee  
Moved approval of Item 6.1 by Councilwoman Diane Papan, Seconded by Councilwoman, Lisa Gauthier, **APPROVED**

6.2 Appointment of Interim General Manager and Amendment of Contract Scope of Work and Budget with Larry Patterson d.b.a. Coast Consulting  
**APPROVED**

## 7. Presentations

7.1 General Manager Recruitment

Rochelle Kiner, Deputy Director of Public Works, presented the committee with information on the recruiting and hiring of a General Manager who will begin in January

2020. An executive search firm has been retained. The Committee asked questions regarding the recruitment process.

An ad-hoc committee was recommended to be involved for the recruitment process to review the written materials that will be used in the recruitment and initial screening of candidates.

An ad-hoc committee was established that included Supervisor Pine (Chair), D. Papan (Central) and D. Colson (North) as part of the committee.

## 7.2 AB 825\*

Paul Okada, Deputy County Counsel, updated for committee regarding the status of AB825. The bill passed out of the Senate Natural Resources Committee on July 9, 2019. Next step is for Senate Appropriations Committee to consider the bill, which will happen after summer recess.

## 7.3 Flood and Sea Level Rise Investment Strategy RFQ/RFP

Larry Patterson discussed the attachment included in the packet. The recommendation is to retain a consultant to assist with public awareness and engagement to address sea level rise and introduce the public to the District projects.

It was also recommended to have an investment strategy separate from the consultant but work in parallel with one another.

The committee had discussions on the RFQ and funding stream for the newly established strategy. Further discussions will be forthcoming on the scope of work of the committee and alternate funding sources.

Ann Draper of the public requested the committee to have periodic conversations about what the RFQ plan going to look like and have outreach to vulnerable communities and equitable areas.

## 7.4 Summary of Administrative Tasks: Formation of New Flood Control District

Rochelle, Deputy Director of Public Works, discussed the attachment provided in the agenda packet which described the road map both administratively and financially from now until the end of the calendar year. The goal is to have a structure in place for the District to function as its own entity.

The committee will need to define the future relationship between the County of San Mateo and the new District upon transition.

## **8. Regular Agenda**

### 8.1 Establish General Manager Compensation and Benefits (ACTION)

There was discussion amongst the committee regarding the compensation and benefit package that will be offered to the candidate during the recruitment process.

D. Ruddock (Coast) recommended having an individual who has the technical ability, but also a big-picture thinker with a vibrant personality.

Supervisor Horsley (District 3) and D. Colson recommended the Committee keep an open-mind and have flexibility in the structure the retirement and benefit package for entire organization to allow for a bigger pool of candidates.

Supervisor Pine (Chair) shared a handout on the recruitment for the Executive Director for Peninsula Clean Energy Authority stating the annual salary was negotiable based on experience. A competitive benefits package was also offered.

The sub-committee will work with Larry regarding the scope of work for the position.

Rochelle Kiner (Dept. of Public Works) commented that bids are currently being received for an Executive Recruiter.

NO ACTION. Deferred to sub-committee to further define the compensation and benefit package and outreach strategy with recruitment.

#### 8.2 Adopt FSLRRD 2019 Pre-Start-up Work Plan (ACTION)

Supervisor Pine (Chair) commented that \$500,000 of his District's discretionary funds approved by the Board of Supervisors are being moved to the Flood and Sea Level Rise Resiliency District (FSLRRD) budget. This gives the FSLRRD a total of a \$5 million budget for three years. At the end of the three years, the goal is to make substantial progress in the MOU projects that are currently established.

Move to approve Item 8.2, 1-4, in the pre-start-up work plan with the amendment to include investment plan, public outreach and administrative tasks.

Moved by L. Gauthier (South); Seconded by D. Papan (Central) 7-0-0

#### 8.3 Establish Regular Meeting Date (ACTION)\*

A meeting location, date and time was established for the second Monday of each month from 4:00-6:00pm at the City of San Mateo, City Hall, Conference Room C.

Alternate dates will be determined on the months a holiday falls on the second Monday of the month.

Moved by D. Papan (Central); Seconded by L. Gauthier (South) 7-0-0

#### 8.4 Discussion of Conflict of Interest Code\*

Justin Mates, Deputy County Counsel acting as Counsel to Board in Waiting, provided information on the Conflict of Interest Code for the new Committee.

On the July 23, 2019 Board of Supervisors Meeting, the Board will be presented with the Conflict of Interest Code for the District.

In the new calendar year, the District will need to adopt its own Conflict of Interest Code.

## **9. Program Reports**

### **9.1 Flood Control District Engineer's Report\***

Ann Stillman, Deputy Director of Engineering and Resource Protection for the County of San Mateo, Department of Public Works gave a presentation on the current Flood Control District. There are four zones and three of the four are active—Colma Creek Flood Control Zone, San Bruno Creek Flood Control Zone and San Francisquito Flood Control Zone. The revenues for the zones are separate and each of the zones have a separate budget. The revenue stream is part of the 1% property tax revenue. The increase in the revenue is tied to the assessed value of the properties. It is recommended to continue to keep the accounting separate as it is currently. The Department of Public Works currently staffs the zones and the District. Staffing to maintain the zones will need to be put into place by the new calendar year to ensure a smooth transition.

### **9.2 Flood Resiliency Program Manager's Report\***

Erika Powell, Program Manager of the Flood Control District with the County of San Mateo, Department of Public Works gave a presentation of the locations of all the projects that the program has been working on.

## **10. Committee Member Reports\***

Supervisor Pine (Chair) is out of town on the second Monday of August. The next meeting is scheduled for Monday, August 5, 2019, 4:00-6:00pm.

## **11. Items for Future Agenda**

1. Adding alternates for positions

## **12. Adjournment**

The meeting was adjourned at 3:43pm.

**EXECUTIVE DIRECTOR**  
**Flood and Sea Level Rise Resiliency District**

The County of San Mateo, in conjunction with the City/County Association of Governments, is seeking highly-qualified candidates for the position of **Executive Director** of the Flood and Sea Level Rise Resiliency District.

Following the work of Congresswoman Jackie Speier, who identified the need for a countywide agency to address the challenges of flooding, sea level rise, and coastal erosion, the County of San Mateo and the City/County Association of Governments (C/CAG) are currently forming the Flood and Sea Level Rise Resiliency District (FSLRRD). The new District will allow San Mateo County and its cities to coordinate across jurisdictional lines, build expertise and avoid duplication of efforts, and create a unified voice that will far better position the County and its cities to obtain state and federal funds for addressing the negative impacts of climate change.

Sea level rise, one of the most serious consequences of climate change, will have a significant effect on San Mateo County, which has more people and property value at risk from the rising sea than any other county in the state. The FSLRRD will address sea level rise, flooding, coastal erosion, and large-scale storm water infrastructure improvements through integrated regional planning, design, permitting, project implementation, and long-term operations and maintenance to create a resilient “one shoreline” San Mateo by 2100.

Pending upcoming legislation, the Flood Control District, in existence since 1959, will be modified to create the FSLRRD. This will move the FSLRRD into a Startup Period beginning July 1, 2019, during which the FSLRRD will:

- Develop an integrated Flood and Sea Level Rise Resiliency Investment Plan
- Secure long-term funding
- Continue implementation of flood resiliency program projects
- Continue operating existing flood control zone services
- Leverage state and federal funding

The Executive Officer will be responsible for all aspects of these start-up efforts. Other responsibilities will include creating a strategy for long-term funding, managing the on-going efforts of the County Flood Control Districts and Flood Resiliency Program, developing a plan to transition or contract appropriate County Flood Control District and Flood Resiliency Program activities currently performed by the County, developing the staffing plan and annual budgets, and recommending for Board approval the financial, human resources, and other policies, systems, and procedures needed by the FSLRRD.

After the FSLRRD is established (post start-up) the Executive Director will direct and manage the countywide flood control, flood resiliency, and sea level rise mitigation programs, develop policy and program recommendations for consideration by the Board of Directors, coordinate with the cities and County to identify and address flood, regional storm water, and sea level mitigation needs, lead the development of Memorandums of Understanding between participating agencies to facilitate collaboration and to fund and advance identified projects,

manage the development of the annual FSLRRD budget, and represent the FSLRRD with the Corps of Engineers, FEMA, Regional Water Quality Control Board, Bay Conservation and Development Commission, State and United States Fish and Wildlife Agencies, and other possible funding partners and permitting agencies.

This position will receive general direction from the Flood and Sea Level Rise Resiliency Board of Directors. Once the Executive Director is selected, up to two County staff members working on cross-jurisdictional flood zones under three existing MOUs will join the District. Additional staff members will be hired, and consulting services will be utilized as needed. The Executive Director will exercise direct supervision of management, supervisory, professional, technical, and administrative support staff.

The salary for this position is \$151,611 - \$189,571 depending on experience. A 5% differential will be added to the salary for possession of a valid Certificate of Registration as a Professional Civil Engineer in the State of California.

#### **IDEAL CANDIDATE**

The ideal candidate for this position will:

- Have excellent and persuasive communication skills and documented success with community outreach, engagement, and rapport-building with organizations, individuals, and community members
- Be knowledgeable of governmental relations and political acuity and possess the ability to interact effectively with key leadership personnel from the cities and County
- Be aware of new developments, trends, technologies, and tools in the field
- Be an influential and strategic leader and project manager with an understanding of efficient processes and the knowledge of effective stakeholder involvement
- Have a history of success in obtaining and managing grant funding, creating and managing budgets, and managing resource allocation
- Possess keenly-developed skills to manage and strengthen a diverse and multidisciplinary workforce
- Possess exceptional conceptual abilities to analyze engineering project designs, construction, impact, and outcomes
- Possess strong attention to details
- Understand legal compliance and be knowledgeable of appropriate legal resources
- Have documented success with leading long-term, strategic planning efforts and collaborating and coordinating across cities and the County and with various organizations and stakeholders
- Effectively interpret reports and models and implement that information in actionable steps
- Have documented success with flood and sea level rise management
- Have an ability to establish and maintain excellent community engagement and relationships

- Have documented success working in collaboration with and garnering active support from local, State, and Federal agencies and tribal entities in recommending flood management policies and investments
- Use compelling evidence to identify and establish strategies and initiate feasible next steps to better incorporate flood management into integrated water management

### **EXAMPLES OF DUTIES**

Duties may include but are not limited to:

- Direct the operations of the Flood and Sea Level Rise Resiliency District
- Plan, organize, direct, and evaluate the activities of subordinate staff; interview, select, and train professional and management staff; establish performance standards; evaluate staff performance; train and counsel employees; manage disciplinary actions; and negotiate and administer agreements with consultants and contractors
- Plan and recommend program and policy direction for the FSLRRD; develop or direct the development of program policies; explain, advise, and recommend action on policy matters to the Board of Directors; and advise the Board of Directors of problems and potential problems and recommend appropriate courses of action
- Consult with and solicit the cooperation of community groups, businesses, and government agencies in assessing, identifying, and analyzing flood control, flood resiliency, and sea level rise mitigation programs and develop responsive programs to meet those needs and objectives
- Represent the FSLRRD with the Corps of Engineers, FEMA, Regional Water Quality Control Board, Bay Conservation and Development Commission, State and United States Fish and Wildlife Agencies, and other possible funding partners and permitting agencies
- Develop agreements, methods, and procedures to implement, administer, and evaluate the FSLRRD programs and activities
- Plan, direct, coordinate, and review the workplans for the flood control, flood resiliency, and sea level rise mitigation programs; assign work activities and projects; monitor work flow; and review and evaluate work products, methods, and procedures; develop process improvement plans and strategies to enhance effectiveness
- In coordination with the Board of Directors, engage in strategic and resource planning, and implement the adopted strategic and resource plans
- Monitor current and proposed federal, state, and local legislation to assess any impact and to develop the FSLRRD's legislative response either in support of or opposition to such legislation
- Prepare a budget, and associated reports, correspondence, and special duties; monitor expenditures and revenues against budgeted amounts; adjust expenditures as necessary to meet actual or projected revenues; establish, revise, and maintain accounting systems and procedures to effectively monitor income sources and expenses, and to provide internal accounting controls; certify the purchase of supplies, equipment, and services; provide monthly updates to the FSLRRD Board, and identify and recommend budget or financial policy revisions

- Coordinate program planning and day-to-day activities with jurisdictions participating in the FSLRRD, other relevant jurisdictions, federal funding agencies, and community and business groups; stay informed on community, social, and political problems, and their relevance to and impact on the FSLRRD programs; direct the development of a public relations program to inform the public about District operations, services, programs, goals, and objectives; and provide consultation to individuals, citizen groups, business organizations, consultants, and governmental agencies on all matters related to District operations
- Represent the FSLRRD at governmental hearings, in front of administrative bodies, and at public meetings
- Provide direction to staff regarding county, city or public concerns; establish and monitor expectations for the timely response to inquiries
- Manage and participate in the preparation and implementation of the capital improvement plans and budgets for the flood control, flood resiliency, and sea level rise mitigation programs
- Serve as or assign responsibility as a subject matter expert representing the FSLRRD in all claims, lawsuits, and disputes related to the work of the FSLRRD
- Conduct a variety of organizational studies, investigations, and operational studies; recommend modifications to the FSLRRD programs, policies, and procedures
- Attend and participate in meetings and conferences with County and city staff, councils, public officials, professional organizations, contractors, and regulatory agencies regarding matters related to the programs of the FSLRRD
- Perform related duties as assigned

## **QUALIFICATIONS**

### ***Education***

- Any combination of educational course work and training, which would provide the knowledge, skills, and abilities listed above, such as a bachelor's degree from an accredited college or university with major course work in engineering, environmental service, public administration, or a related field is qualifying.
- **A master's degree is desirable.**

### ***Experience:***

- Any combination of experience and training which would provide the opportunity to acquire the knowledge, skills, and abilities listed above, such as eight years of responsible public works, special district, relevant consulting, or city management experience including four years of management and supervisory experience is qualifying.

### ***License or Certification***

- Possession of, or ability to obtain a valid California driver's license.
- License to practice as a Professional Civil Engineer within the State of California is desirable

***Knowledge of:***

- Principles of flood and sea level rise resiliency
- Operational characteristics, services, and activities of flood control and major storm water treatment programs
- Municipal, County, State, and Federal governance and operational procedures
- Modern and complex principles and practices of program development and administration
- Advanced principles and practices of budget preparation and administration
- Principles and practices of project management
- Principals, procedures, and practices of construction management and administration
- Pertinent Federal, State, and local laws, codes, and regulations and associated permitting requirements
- The Brown Act and municipal governance procedures

***Skill/Ability to:***

- Provide administrative and professional leadership and direction to FSLRRD staff and programs
- Recommend and implement goals, objectives, and practices for the FSLRRD programs
- Manage, direct, and coordinate the work of management, supervisory, professional, technical, and administrative support personnel
- Select, supervise, train, and evaluate staff
- Prepare program budgets to meet contractual and statutory requirements; administer program budgets; and control and monitor program-related expenditures
- Provide program management, and provide guidance for staff and the public
- Monitor, evaluate, and assure compliance with program goals, policies, and procedures
- Lead a continuous improvement process and develop contingency plans to address changing program needs
- Coordinate the preparation of staff and ad-hoc reports as required by the FSLRRD board, funding agencies, and other interested parties, and ensure all reports are accurate, comprehensive, timely, well-documented, and maintain program credibility
- Handle multiple projects simultaneously within stringent time constraints
- Effectively manage sub-contractors to ensure deliverables are received within contracted time, quality, quantity, and cost requirements
- Exercise discretion and independent judgment
- Maintain a good working relationship with staff, stakeholders, and the public
- Analyze problems, identify alternative solutions, anticipate consequences of proposed actions, and implement recommendations in support of direction provided by the FSLRRD Board of Directors
- Communicate clearly and concisely orally and in writing
- Establish, maintain, and foster positive and harmonious working relationships with those contacted during the course of work

**Special Requirements**

- Ability to work in a standard office environment
- Ability to travel to different sites and locations
- Ability to attend events, which may include evenings and weekends
- Willingness to work overtime, weekends, and evenings as needed

**APPLICATION/EXAMINATION**

To apply for this exciting opportunity the materials listed below must be electronically submitted in Word or PDF format using the County's online application system:

- **Up-to-date Resume**
- **Cover letter with responses to the following three topics:**
  1. A summary of your qualifications, specifically your executive leadership, budget/finance, personnel management and administrative experience.
  2. A description of your experience establishing, growing and maintaining a business, organization, or program with regional impact.
  3. An example of a time when you successfully managed competing political interests between parties, including the skills and techniques you utilized, and the outcome.

If you are currently on the County website, you may click the "**Apply**" button. Emailed submissions will not be accepted.

The examination process will consist of the steps detailed below:

- **Initial review of application materials.** At this step applicants submitting incomplete applications, lacking relevant qualifications and/or not following instructions will be disqualified. The quality of your responses to the supplemental questions will also be evaluated for correct grammar and spelling, content and relevance.
- **Application Screening.** The application and supplemental responses for applicants who pass the initial review will be evaluated by a panel of subject matter experts. All applicants passing this step will be invited to the Panel Interview.
- **Panel Interview.** At this step, applicants will be invited to a Civil Service interview, which may include the evaluation of a written and/or performance exercise given immediately preceding the interview. Applicants passing this stage will be placed on an eligible-for-hiring list.

Depending on the number of applicants an application appraisal of education and experience may be used in place of other examinations or further evaluation of work experience may be conducted to group applicants by level of qualifications. All applicants who meet the minimum qualifications are not guaranteed advancement through any subsequent phase of the examination. All examinations will be given in San Mateo County, California and applicants must participate at their own expense.

Apply online at <http://jobs.smcgov.org>.

Again, a resume and cover letter detailing your qualifications for the position must be submitted as attachments to the required sections of the County employment application form.

**RECRUITMENT SCHEDULE**

Open the Recruitment: April 29, 2019

Final Date for Submitting Application: May 31, 2019

Application Screening: June 11, 2019

Panel Interviews (tentative): June 18 and/or 19, 2019

Finalist Interviews (tentative): June 26 and/or 27, 2019

For questions, please contact Chet Overstreet, Talent Acquisition Manager at [coverstreet@smcgov.org](mailto:coverstreet@smcgov.org) or at (650) 363-4385.

The County of San Mateo is a diverse, inclusive workplace, where employees are valued and respected for their different perspectives, experiences, backgrounds, and contributions.

**We are proud to be an Equal Employment Opportunity Employer.**



## COUNTY OF SAN MATEO HUMAN RESOURCES DEPARTMENT

### Inter-Departmental Correspondence

Information Only

**DATE:** April 28, 2016  
**TO:** Peninsula Clean Energy Authority  
**FROM:** Jay Castellano, Interim Benefits Manager  
**SUBJECT:** PCEA Executive Director/Staff—Retirement Plan Options

### INFORMATION ITEM

#### Purpose

To provide information to the Peninsula Clean Energy Authority (PCEA) regarding retirement benefit options for PCEA's discussion.

#### Background

Retirement plans offered by employers represent a significant benefit that can enhance both recruitment and retention efforts. Generally, retirement plans are categorized as defined benefit (DB), defined contribution (DC) or hybrid (combination of DB and DC).

With a DB plan, employers provide employees a specific retirement benefit based on salary and years of service. The contributions needed to fund the benefit are actuarially determined and can vary from year to year. DB plans are typically characterized as follows:

- Statutorily defined benefits.
- Statute sets forth eligibility and amount of lifetime benefits to employee and beneficiary and creates constitutional vested rights.
- Both the employer and employee must contribute to the system, no employer pick-ups on employee contributions.
- Retirement system invests the funds to pay for the benefits. The employee receives the benefit regardless of fund performance. The employer is responsible for any unfunded liability that accrues.
- Statute contains disability benefits to member and beneficiary.

DC plans provide a means for both employees and employers to contribute a steady stream of revenue into the participant's retirement account. The resulting retirement benefit is determined by how the contributions are invested. DC plans are typically characterized as follows:

- DC plans generally allow participant-directed investments and vest (or allow employees to receive benefits) sooner than DB plans.
- DC benefits are portable, which is becoming more important for workers in today's evolving marketplace where the average worker may switch jobs and even careers multiple times over the course of a lifetime.
- In DC plans, the rate of employer and/or employee contributions are usually defined as a percentage of salary. How much income a participant receives in retirement will depend on several factors, including salary level, duration of contributions, investment earnings and age at retirement.
- Typically, contributions are made on a tax-deferred basis, which means you don't pay taxes until you take the money out. Post-tax contributions are also possible, in which case distributions are not taxed.

### Discussion

- **Defined Benefit Plan**

Future employees of the PCEA are eligible to participate in the defined benefit plans administered by SamCERA (County of San Mateo) or CalPERS if approved by the retirement system. The CalPERS application process typically takes 12 months and requires a \$900 valuation fee and \$2,100 processing fee (Exhibit B). The SamCERA process may be shorter.

An actuarial evaluation will be performed to determine the employer contribution which consists of the normal cost and unfunded liability. Sample employer and member contribution rates for SamCERA are included in Exhibit A.

Employees would participate in Plan 7 which provides a benefit of 2% @ 62; e.g. an employee retiring at age 62 would receive 2% of their average highest 36 consecutive months of pensionable compensation times their years of service. The pensionable compensation is capped at \$117,020 in 2016. Contributions will only be taken to the cap limit. Employees would need to work for 5 years before they are vested in the plan, unless they have reciprocal service.

- **Defined Contribution Plan**

Alternatively, PCEA could establish a defined contribution plan where the Authority would establish a percentage of salary to be directed to a 401(a) account. There is flexibility in the amount of contribution, whether or not matching contributions are required; vesting requirements and establishing a separate program for employee contributions such as a 457(b). A DC plan would require a provider (similar to SamCERA or CalPERS) to serve as custodian for the tax-deferred assets, provide investment options, maintain recordkeeping and administer participant-level transactions.

## Considerations

There are many considerations in establishing the retirement benefit plan, including the attractiveness and competitiveness of the benefit to potential candidates during recruitment, the short- and long-term funding demands of the different plan options and prevailing practice in San Mateo County.

- Competitiveness—One approach to ensuring competitiveness would be to compare similar agencies such as Marin Energy Authority (MEA) and Sonoma Clean Power Authority (SCPA) (Exhibit C). In the 2010-11 Marin County Civil Grand Jury Report “Public Sector Pensions: A Perspective”, it is stated that “MEA designed its retirement program to provide a “three-legged-stool” assurance for retirement income. That metaphor is intended to convey the idea that private pensions, individual savings and investments, and Social Security are needed to provide stable income security in retirement. MEA will contribute 10% of salary to their employees’ pension plan and will pay the employers share into Social Security.” SCPA also provides a defined contribution plan (6% match 457(b) plan) to their employees.
- Cost—Predictability of funding is another major consideration. A DC plan provides flexibility and stability in the amount the employer contributes. A DB plan does not provide funding certainty as future earnings could increase or decrease, and employer contributions must compensate when revenues are projected to fall short of the promised benefits.

Similarly, if an employer chooses to terminate a DB plan, the long-term liability will still require continued annual funding. Those DB contributions will not end when the plan is terminated, and terminating a DB plan is complicated.

- Practice in San Mateo County—Public agencies in San Mateo County are typically provided defined benefit retirement plans.

## Next Steps

If a DC plan is selected, decisions must still be made on numerous specifications (e.g., eligibility/vesting requirements, employer/employee funding formula, distribution options, etc.). Staff can develop competitive design options for the PCEA’s consideration, identify provider partners, and secure legally-required contracts and plan documents.

If a DB plan is selected, the appropriate applications can be submitted so that the actuarial evaluation process can begin.

Complete implementation timelines can be developed depending on the PCEA’s DC-DB decisions.

If you have any questions or would like additional information, please contact me at 650-363-4676 or [jcastellano@smcgov.org](mailto:jcastellano@smcgov.org).

cc: Donna Vaillancourt, Director of Human Resources