

# San Francisco Employees' Retirement System

## Department Budget Presentation

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Prepared for: Budget and Appropriations Committee of the San Francisco Board of Supervisors

May 15, 2024

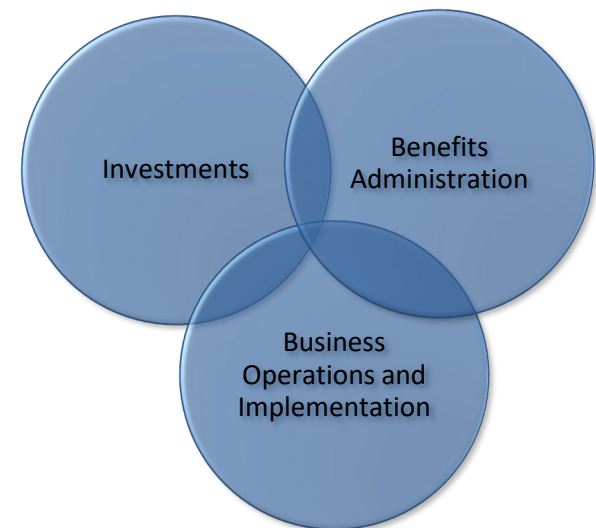


**SFERS**

San Francisco Employees' Retirement System

# Mission and Funding

- **Mission:** SFERS is dedicated to securing, protecting and prudently investing the pension trust assets, administering mandated benefits programs, and providing promised benefits to the active and retired members.
- **Funding:** To deliver on the mission, SFERS needs to invest sufficiently and efficiently in people and systems across all aspects of the business, including benefits administration, investments and operations.
  - **SFERS is self-funded. The SFERS budget is not part of the General Fund.**



# Who We Serve

- Pension Plan

| Current                |          |
|------------------------|----------|
| Net Asset Market Value | \$34.8bn |
| Members                | 78,778   |

- Deferred Compensation Plan (DC)

| Current       |         |
|---------------|---------|
| Asset Balance | \$5.4bn |
| Participants  | 34,936  |

- Invest assets of Retiree Health Care Trust Fund (RHCTF)

Note: Preliminary estimated pension plan value as of April 30, 2024. Membership as of June 30, 2023. Deferred Compensation balance and number of participants with a balance as of March 31, 2024.

# SFERS Continues to Deliver on Mission and Objectives FY2023 at a Glance



## Prudently Invest Trust Assets

Funded Status: 97% as of July 1, 2023

Investment performance has exceeded actuarial rate of return and benchmark over 5, 10 and 20 years



## Administer Mandated Benefits

Responded to 12,607 inquiries on Sfersconnect

Conducted 2,069 retirement and 662 service purchase appointments

273,685 log-ins on SFERS member portal

Hosted 31 educational webinars, with a total of 8,604 attendees and satisfaction rate of 4.5 out of 5.0



## Provide Promised Benefits

Paid \$1.82billion in benefits

Processed 1,161 new retirements



## Deferred Comp Plan

57% participation rate for City eligible employees, representing 33,889 participants

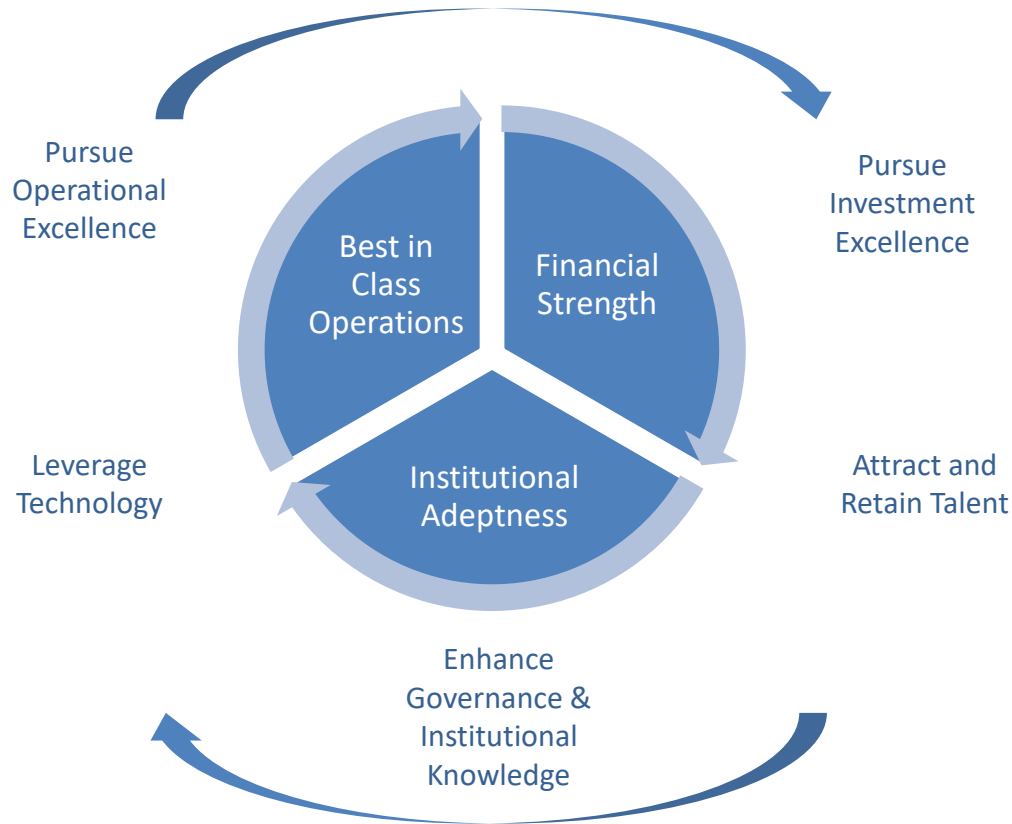
Call center handled 22,783 calls, with 98% average monthly customer satisfaction level

Counselors conducted 6,504 one-on-one meetings



# SFERS Strategic Plan - Objectives

**SFERS' Strategic Plan is designed around three key objectives that align with the mission: Best in Class Operations, Financial Strength and Institutional Adeptness**



# Aligning Budget with Strategic Objectives

## Information Technology Initiatives

**A robust technology platform is critical when managing over \$35bn in assets for over 78,000 members**

### Leverage Technology & Operational Excellence

- Broaden Web capabilities for Stakeholders
  - SFERS website
  - Member self-service capabilities
  - Web capabilities to foster communications and efficiencies
- Be resilient and mitigate risk
  - Application upgrade and cloud implementation
  - Cybersecurity vigilance
- Establish pathway to modernize systems

### Proposed Budget Impact

- Critical Software Maintenance & Upgrades and IT Resiliency: \$2mm (Incremental)
- Incremental IT Headcount
  - FTEs: 4
  - Approx Salary Increase: \$467K

# Aligning Budget with Strategic Objectives

## Retirement Services Initiatives

**Sufficient staff necessary to effectively and efficiently administer plan that has grown significantly in membership and complexity**

### Operational Excellence, Retain Talent, and Leverage Technology

- Enact second of 2-year plan to align resources to:
  - Complete core Retirement Services functions
  - Promptly respond to member inquiries
  - Promptly process benefit payments and reciprocity requests
  - Provide exemplary customer service
- Mitigate implementation risk
- Process improvement
  - Document institutional knowledge
  - Leverage technology

### Proposed Budget Impact

- Incremental Retirement Services Headcount
  - FTEs: 7 (as approved in last year's budget process)
  - Approx Salary Increase: \$519K

# SFERS Staffing over Time

**SFERS has grown considerably in assets under management, membership, and complexity**

- Reduction in employer contributions
  - 16.91% for FY 2025 vs 25.19% in FY 2020
- Growth in assets, members and staffing: FY 2020 – FY 2024
  - 31% increase in Pension Assets (Increase of \$14.9 billion)
  - 25% increase in members
  - 41% increase in DC Assets
  - 24% increase in ASOs

|                             | Staffing   |            |            |            |                    |
|-----------------------------|------------|------------|------------|------------|--------------------|
|                             | FY2021     | FY2022     | FY2023     | FY2024     | Proposed<br>FY2025 |
| Admin & Retirement Services | 87         | 88         | 95         | 103        | 113                |
| Investments                 | 23         | 27         | 30         | 31         | 31                 |
| DC                          | 5          | 5          | 7          | 7          | 7                  |
| <b>Total</b>                | <b>115</b> | <b>120</b> | <b>132</b> | <b>141</b> | <b>151</b>         |

Note: ASO includes filled and vacant budgeted positions, rounded to nearest whole number. Growth in Pension assets through April 30, 2024 and DC assets through March 30, 2024. Employer contributions before cost sharing.



# Performance Measures

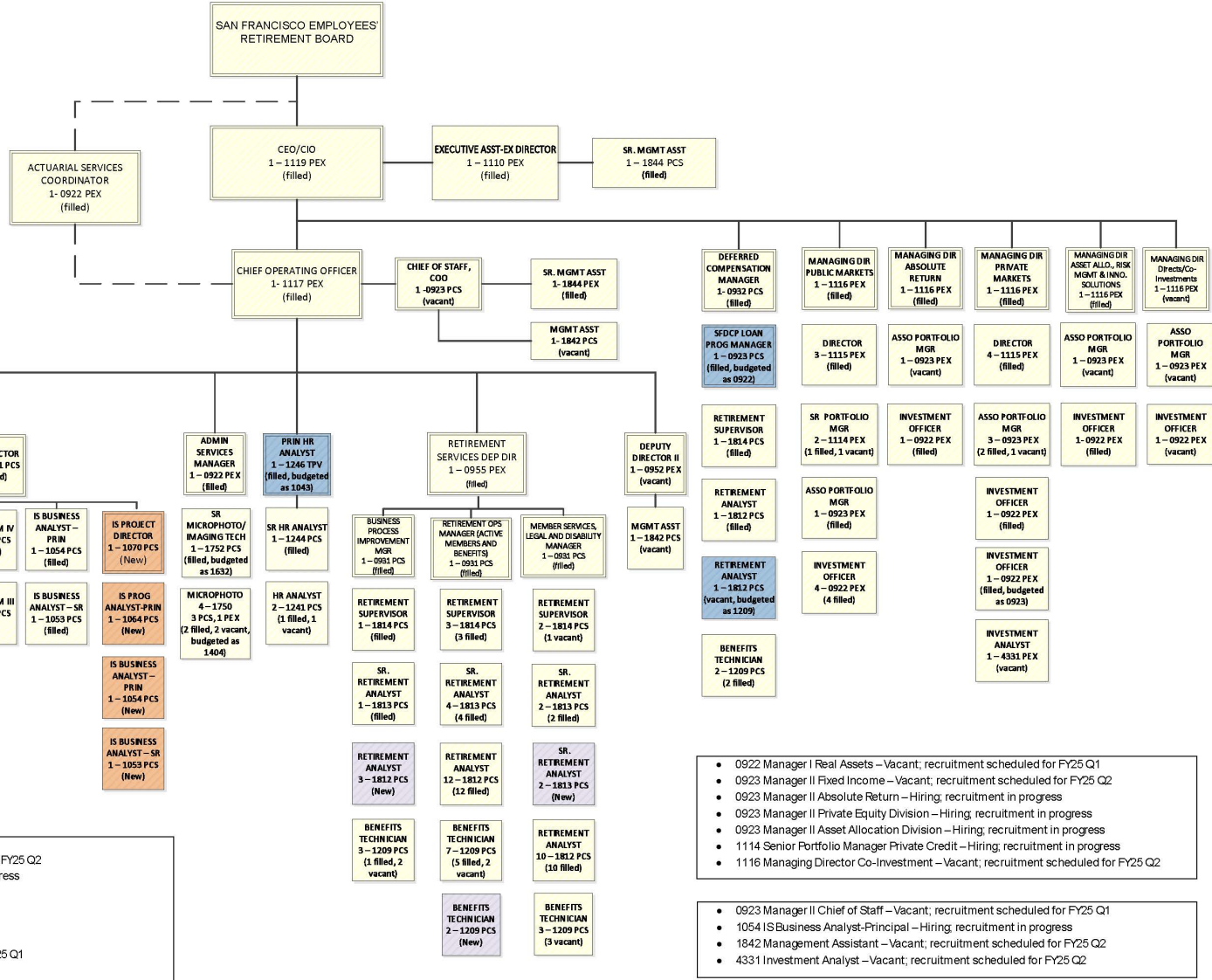
|  | FY22-23       |               | FY23-24                 | FY24-25       | FY25-26       |
|--|---------------|---------------|-------------------------|---------------|---------------|
|  | <u>Target</u> | <u>Actual</u> | <u>Current/<br/>YTD</u> | <u>Target</u> | <u>Target</u> |
| <b>Educate Employees About Retirement Readiness</b>  |               |               |                         |               |               |
| Percentage of Eligible City Employees who participate in the DC Plan   | 50%           | ✓ 57%         | 57%                     | 50%           | 50%           |
| Total Number of Visits to Main Website (mysfers.org)   | 1,800,000     | 1,567,351     | 1,097,551               | 2,000,000     | 2,200,000     |
| <b>Prudently Invest Trust Assets</b>   |               |               |                         |               |               |
| Return on investment ranking of 50 <sup>th</sup> Percentile or better among pension plans with assets in excess of \$1bn, using 5-year average return (1= yes) | 1             | ✓ 1           | 1                       | 1             | 1             |

Note: FY23-24 based returns through Dec 2023, DC participation as of Mar 30, 2024 and website visits between July 1, 2023 – Mar 30, 2024.



## FY 2024-2026 Vacancies and Proposed Positions

- Previously Approved New Positions – FY 2024-2025
- Proposed New Positions – FY 2024-2025
- Proposed Substitutions – FY 2024-2025



- 1043 IS Engineer-Senior – Hiring; recruitment in progress
- 1064 IS Prg Analyst-Principal – Vacant; recruitment scheduled for FY25 Q2
- 1094 IT Operations Support Admin IV – Hiring; recruitment in progress
- 1209 Benefits Technician – Hiring; recruitment in progress
- 1404 Clerk – Hiring; recruitment in progress for 1750
- 1652 Accountant II – Vacant; recruitment scheduled for FY25 Q1
- 1686 Auditor III – Vacant; recruitment scheduled for FY25 Q1
- 1814 Benefits Supervisor – Vacant; recruitment scheduled for FY25 Q1
- 1825 PmpI Admin Analyst II – Hiring; recruitment in progress
- 1867 Auditor I – Vacant; recruitment scheduled for FY25 Q1
- 0952 Dep Dir II Strategic & Enterprise Planning – Vacant; recruitment scheduled for FY25 Q2

- 0922 Manager I Real Assets – Vacant; recruitment scheduled for FY25 Q1
- 0923 Manager II Fixed Income – Vacant; recruitment scheduled for FY25 Q2
- 0923 Manager II Absolute Return – Hiring; recruitment in progress
- 0923 Manager II Private Equity Division – Hiring; recruitment in progress
- 0923 Manager II Asset Allocation Division – Hiring; recruitment in progress
- 1114 Senior Portfolio Manager Private Credit – Hiring; recruitment in progress
- 1116 Managing Director Co-Investment – Vacant; recruitment scheduled for FY25 Q2

- 0923 Manager II Chief of Staff – Vacant; recruitment scheduled for FY25 Q1
- 1054 IS Business Analyst-Principal – Hiring; recruitment in progress
- 1842 Management Assistant – Vacant; recruitment scheduled for FY25 Q2
- 4331 Investment Analyst – Vacant; recruitment scheduled for FY25 Q2