

Strategic Plan Review and Action Plan

County of San Mateo

Current Period: July 1 – September 30, 2016
Prior Period: April 1 – June 30, 2016

November 17, 2016

Executive Summary

Executive Summary

Plan Statistics

	6/30/2016	9/30/2016	Plan Trend
Total Plan Assets	\$367,123,471	\$378,797,413	▲ 3%
Total Outstanding Loan Balances	\$6,905,647	\$6,679,601	▼ 3%
Participant Contributions			
Participant	\$7,093,757	\$6,691,508	▼ 6%
Rollover	\$926,435	\$324,088	▼ 65%
Transferred Assets	\$1,626	\$0	▼ 100%
Distributions			
Withdrawals	(\$626,782)	(\$884,779)	▲ 41%
Terminations	(\$2,953,944)	(\$4,484,673)	▲ 52%
Loans	(\$560,993)	(\$381,628)	▼ 32%
Expenses*	(\$52,047)	(\$42,857)	▼ 18%
Investment Income	\$6,834,871	\$10,380,084	▲ 52%

Notes

Withdrawals = hardship, purchase of service credit, death benefits, minimum distribution, installment payment, loan default

Terminations = lump sum withdrawal due to termination and retirement

*The expenses shown reflect expenses deducted from plan assets. Expenses billed directly to the plan sponsor or expenses related to the expense ratio of investments under the plan are not reflected. The Contribution data displays the combined dollar value of Contributions & Loan Repayments, if applicable.

Executive Summary

Participant Activity

	6/30/2016	9/30/2016	Plan Trend
Total Participants	5,542	5,812	▲ 5%
Participation Rates: Average Percentage	66%	67%	
Average Account Balance	\$66,244	\$65,175	▼ 2%
Average Number of Investments	3.1	3.3	▲ 100%
Number of Outstanding Loans	803	787	▼ 2%
Percent of Participants With a Loan	11%	11%	◀ ▶ 0%
Average Loan Balance	\$8,600	\$8,487	▼ 1%
Total Calls to 800#	1,258	826	▼ 34%
Total Visits to Website	9,391	10,450	▲ 11%

Notes

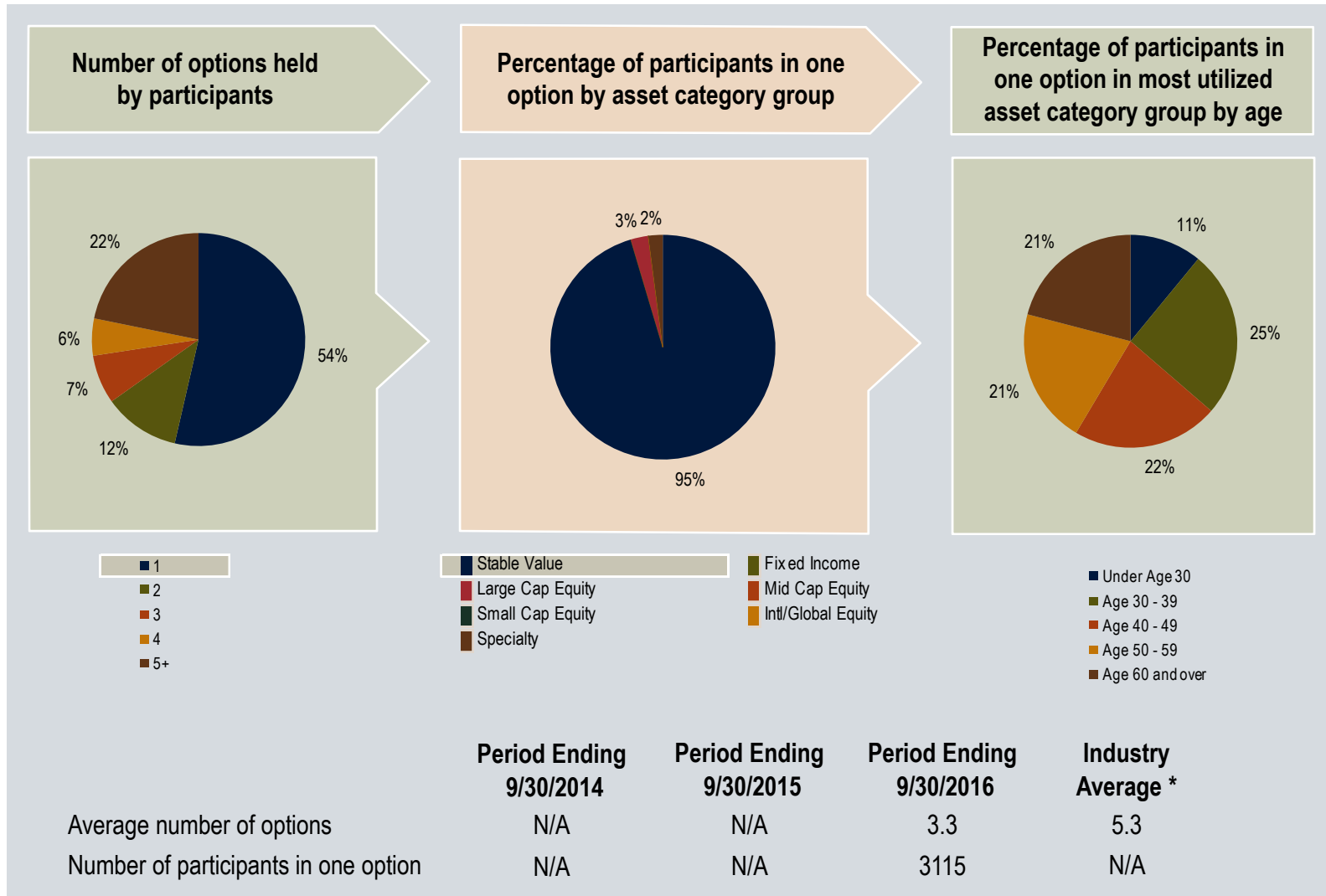
Participation Rates:

- 2Q eligible = 5,347 (does not include extra help), total # contributing = 3,537 = 66%
- 3Q eligible = 5,439 (does not include extra help) total # contributing = 3,625 = 67%

Participant Information

Helping to prepare your employees for retirement

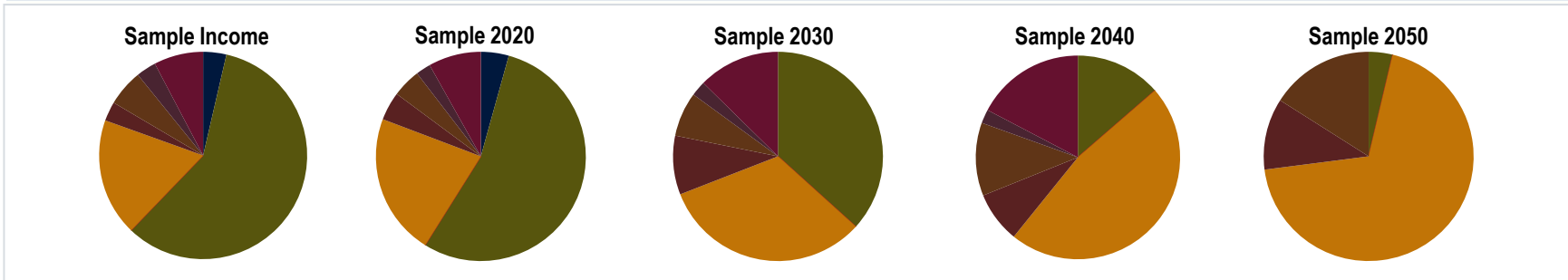
Participant Diversification July 01, 2016 through September 30, 2016



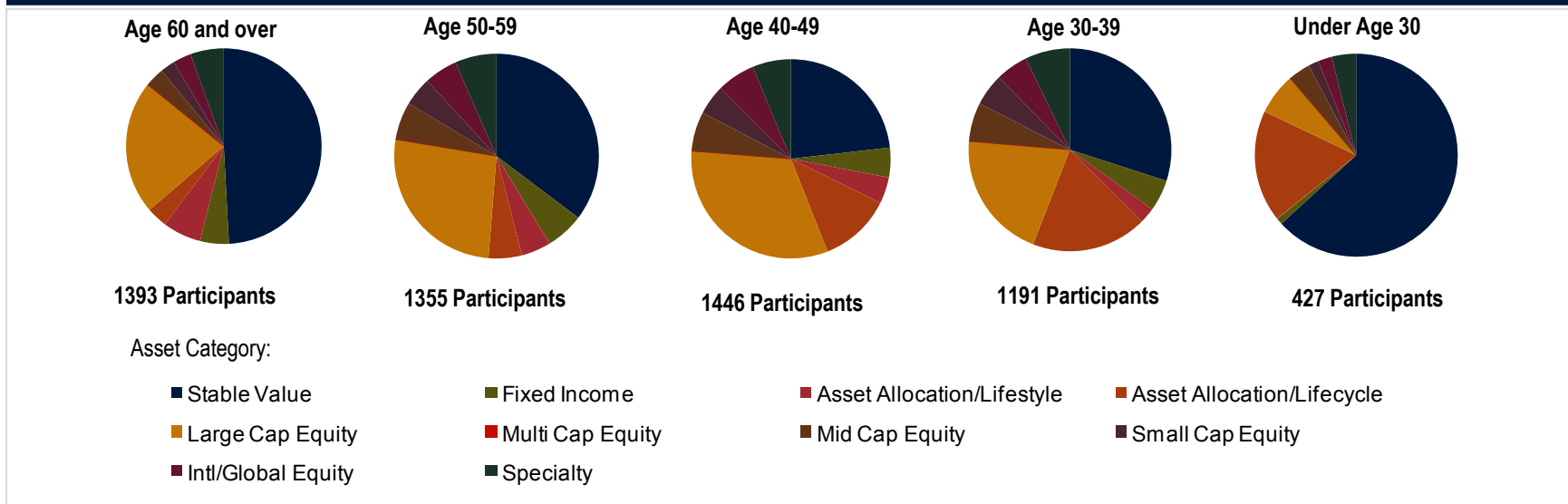
*Source: Hewitt Associates 2015 Universe Benchmarks Report

Diversification by Age as of September 30, 2016

Sample Professionally Managed Age-Based Portfolios*



Your Plan's Asset Allocation by Age



*Sample allocations provided by Morningstar Associates, LLC, a registered investment advisor and a subsidiary of Morningstar Inc. Morningstar Associates is not itself a FINRA member firm.

457 Plan Balances by Investment

Asset Allocation

Investment Options	Balances as of 6/30/2016	Percentage*	Plan Activity July 01, 2016 through September 30, 2016						Balances as of 9/30/2016	Percentage*
			Contributions	Other Activity	Transfers	Distributions	Expenses**	Investment Income		
SAGIC Core Bond (61869)	\$147,235,340	40.11%	\$2,674,192	\$287,699	\$775,164	(\$2,702,532)	(\$16,485)	\$1,050,970	\$149,304,349	39.42%
PIMCO Real Return Asset Fund	\$1,521,867	0.41%	\$50,375	\$6,389	\$365,189	(\$22,038)	(\$209)	\$56,861	\$1,978,433	0.52%
PIMCO Total Return Fund	\$12,247,391	3.34%	\$139,953	\$21,766	\$16,260	(\$110,987)	(\$1,350)	\$164,225	\$12,477,259	3.29%
Vanguard Total Bond Mrkt Index Fund	\$503,249	0.14%	\$21,998	\$1,347	\$365,345	(\$1,275)	(\$118)	\$1,973	\$892,519	0.24%
Loomis Sayles Bond Fund	\$3,252,641	0.89%	\$70,683	\$4,038	(\$85,676)	(\$23,638)	(\$381)	\$113,774	\$3,331,443	0.88%
Premier High Yield Fund (Barings)	\$2,410	0.00%	\$6,430	\$1,135	\$38,603	\$0	(\$1)	\$858	\$49,434	0.01%
Oppenheimer International Bond Fund	\$579,842	0.16%	\$19,907	\$1,253	\$19,226	(\$7,603)	(\$70)	\$21,253	\$633,808	0.17%
Oakmark Equity & Income Fund	\$20,038,280	5.46%	\$197,798	\$45,361	(\$767,117)	(\$771,413)	(\$2,273)	\$1,075,569	\$19,816,206	5.23%
Vanguard Target Retirement 2015 Fd	\$3,387,791	0.92%	\$85,996	\$5,407	(\$21,711)	(\$78,849)	(\$352)	\$94,634	\$3,472,916	0.92%
Vanguard Target Retirement 2025 Fd	\$9,848,407	2.68%	\$308,694	\$27,153	\$292,780	(\$72,343)	(\$1,322)	\$370,600	\$10,773,969	2.84%
Vanguard Target Retirement 2035 Fd	\$4,966,775	1.35%	\$256,388	\$24,927	(\$178,361)	(\$40,725)	(\$599)	\$219,961	\$5,248,365	1.39%
Vanguard Target Retirement 2045 Fd	\$3,046,050	0.83%	\$261,842	\$12,242	\$365,517	\$4,509	(\$399)	\$151,980	\$3,841,742	1.01%
Vanguard Target Retirement 2055 Fd	\$90,620	0.02%	\$99,271	\$619	\$6,679	(\$1,168)	(\$15)	\$5,608	\$201,613	0.05%
Vanguard Target Retirement Incm Fd	\$653,918	0.18%	\$12,349	\$57	\$322,042	(\$13,086)	(\$85)	\$13,808	\$989,003	0.26%
American Funds American Mutual Fund	\$14,269,748	3.89%	\$183,769	\$22,176	(\$154,799)	(\$218,912)	(\$1,710)	\$297,091	\$14,397,364	3.80%
American Funds Fndmntl Invstrs Fnd	\$32,634,556	8.89%	\$330,056	\$59,443	(\$493,152)	(\$462,028)	(\$3,817)	\$1,364,635	\$33,429,693	8.83%
Parnassus Core Equity Fund	\$1,743,045	0.47%	\$54,311	\$1,198	\$186,866	(\$3,173)	(\$245)	\$79,108	\$2,061,110	0.54%
Vanguard Institutional Index Fund	\$13,849,215	3.77%	\$158,257	\$19,327	(\$55,422)	(\$135,531)	(\$1,720)	\$537,115	\$14,371,242	3.79%

*Due to rounding, percentages may not total 100 percent.

**The expenses shown reflect expenses deducted from plan assets. Does not include expenses billed directly to the plan sponsor or expenses related to the expense ratio of investments under the plan.

457 Plan Balances by Investment

Asset Allocation

Investment Options	Balances as of 6/30/2016	Percentage*	Plan Activity July 01, 2016 through September 30, 2016						Balances as of 9/30/2016	Percentage*
			Contributions	Other Activity	Transfers	Distributions	Expenses**	Investment Income		
Vanguard Total Stock Mkt Index Fd	\$6,127,015	1.67%	\$161,026	\$3,531	\$109,985	(\$13,411)	(\$796)	\$270,037	\$6,657,388	1.76%
American Funds Grth Fund of America	\$22,378,424	6.10%	\$228,227	\$27,969	(\$169,504)	(\$230,931)	(\$2,772)	\$1,470,728	\$23,702,141	6.26%
American Century Mid Cap Value Fund	\$4,320,047	1.18%	\$87,988	\$5,265	\$131,723	(\$7,816)	(\$518)	\$153,044	\$4,689,732	1.24%
Vanguard Mid Cap Index Fund	\$2,969,353	0.81%	\$58,091	\$6,727	\$31,487	(\$15,888)	(\$362)	\$153,002	\$3,202,410	0.85%
Sel Mid Cap Gr II Fd (TRP/Frontier)	\$9,833,347	2.68%	\$126,647	\$18,689	(\$32,510)	(\$175,520)	(\$1,211)	\$421,694	\$10,191,135	2.69%
JP Morgan Small Cap Value Fund	\$51,376	0.01%	\$4,696	\$311	\$27,529	(\$75)	(\$18)	\$4,719	\$88,539	0.02%
Vanguard Small Cap Index Fund	\$5,549,063	1.51%	\$106,390	\$10,582	\$29,492	(\$78,418)	(\$662)	\$341,492	\$5,957,940	1.57%
Wells Fargo Small Company Growth Fd	\$7,242,096	1.97%	\$102,949	\$17,241	(\$248,314)	(\$110,889)	(\$893)	\$649,249	\$7,651,439	2.02%
American Fnds Cap Wld Gr and Inc Fd	\$8,108,368	2.21%	\$123,636	\$13,162	(\$75,436)	(\$49,117)	(\$976)	\$413,002	\$8,532,639	2.25%
Vanguard Developed Markets Index Fd	\$117,064	0.03%	\$13,394	\$809	\$93,385	(\$225)	(\$36)	\$10,509	\$234,900	0.06%
Amer Funds EuroPacific Growth Fund	\$7,271,482	1.98%	\$125,156	\$13,963	(\$120,140)	(\$156,250)	(\$869)	\$586,933	\$7,720,275	2.04%
Oppenheimer Developing Markets Fund	\$1,528,966	0.42%	\$42,693	\$1,992	(\$5,902)	(\$3,255)	(\$197)	\$135,403	\$1,699,701	0.45%
Invesco Real Estate Fund	\$2,295,087	0.63%	\$58,656	\$4,140	\$298,037	(\$25,105)	(\$316)	(\$15,896)	\$2,614,604	0.69%
Bank of The West Savings	\$5,839,064	1.59%	\$43,940	\$3,417	(\$106,326)	(\$146,775)	(\$766)	\$7,189	\$5,639,745	1.49%
Hartford Healthcare HLS Fund	\$6,418,671	1.75%	\$112,967	\$6,183	(\$1,294,453)	(\$52,299)	(\$729)	\$198,040	\$5,388,380	1.42%
MFS Utilities Fund	\$4,761,785	1.30%	\$75,424	\$8,119	\$250,928	(\$24,315)	(\$587)	(\$47,188)	\$5,024,166	1.33%
Schwab PCRA	\$2,441,118	0.66%	\$0	\$0	\$79,918	\$0	\$0	\$8,105	\$2,529,142	0.67%
Schwab PCRA Pending	\$0	0.00%	\$0	\$0	\$2,669	\$0	\$0	\$0	\$2,669	0.00%

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457 Plan Balances by Investment

Asset Allocation

Investment Options	Balances as of 6/30/2016	Percentage*	Plan Activity July 01, 2016 through September 30, 2016						Balances as of 9/30/2016	Percentage*
			Contributions	Other Activity	Transfers	Distributions	Expenses**	Investment Income		
Total	\$367,123,474	100%	\$6,404,151	\$683,640	---	(\$5,751,080)	(\$42,857)	\$10,380,084	\$378,797,412	100%

*Due to rounding, percentages may not total 100 percent.

**The expenses shown reflect expenses deducted from plan assets. Does not include expenses billed directly to the plan sponsor or expenses related to the expense ratio of investments under the plan.

401(a) Plan Balances by Investment

Asset Allocation

Investment Options	Balances as of 6/30/2016	Percentage*	Plan Activity July 01, 2016 through September 30, 2016						Balances as of 9/30/2016	Percentage*
			Contributions	Other Activity	Transfers	Distributions	Expenses**	Investment Income		
SAGIC Core Bond (61869)	\$660,429	84.42%	\$110,636	(\$15,122)	(\$5,238)	(\$4,784)	(\$79)	\$4,960	\$750,803	79.22%
PIMCO Real Return Asset Fund	\$624	0.08%	\$274	\$0	\$213	\$0	(\$0)	\$30	\$1,141	0.12%
PIMCO Total Return Fund	\$1,566	0.20%	\$301	(\$384)	\$213	(\$745)	(\$0)	\$14	\$966	0.10%
Vanguard Total Bond Mrkt Index Fund	\$0	0.00%	\$405	\$0	\$544	\$0	(\$0)	\$0	\$949	0.10%
Loomis Sayles Bond Fund	\$0	0.00%	\$0	\$0	\$532	\$0	(\$0)	\$9	\$541	0.06%
Premier High Yield Fund (Barings)	\$0	0.00%	\$0	\$0	\$532	\$0	(\$0)	\$12	\$544	0.06%
Oppenheimer International Bond Fund	\$659	0.08%	\$55	\$0	\$106	\$0	(\$0)	\$26	\$846	0.09%
Oakmark Equity & Income Fund	\$37	0.00%	\$0	\$0	\$106	\$0	(\$0)	\$4	\$148	0.02%
Vanguard Target Retirement 2015 Fd	\$2,296	0.29%	\$3,157	(\$325)	\$0	(\$631)	(\$0)	\$68	\$4,565	0.48%
Vanguard Target Retirement 2025 Fd	\$5,179	0.66%	\$4,974	\$0	(\$498)	\$0	(\$1)	\$223	\$9,877	1.04%
Vanguard Target Retirement 2035 Fd	\$16,906	2.16%	\$8,514	(\$897)	\$294	\$0	(\$2)	\$821	\$25,635	2.71%
Vanguard Target Retirement 2045 Fd	\$55,353	7.08%	\$26,651	\$0	\$10	\$0	(\$8)	\$2,921	\$84,928	8.96%
Vanguard Target Retirement 2055 Fd	\$3,299	0.42%	\$15,928	(\$24)	\$2,487	\$0	(\$1)	\$328	\$22,017	2.32%
Vanguard Target Retirement Incm Fd	\$37	0.00%	\$0	\$0	\$0	\$0	\$0	\$1	\$38	0.00%
American Funds American Mutual Fund	\$638	0.08%	\$335	\$0	(\$207)	\$0	(\$0)	\$14	\$780	0.08%
American Funds Fndmntl Invstrs Fnd	\$660	0.08%	\$1,063	\$0	(\$201)	\$0	(\$0)	\$37	\$1,559	0.16%
Parnassus Core Equity Fund	\$405	0.05%	\$142	\$0	(\$222)	\$0	(\$0)	\$19	\$344	0.04%
Vanguard Institutional Index Fund	\$614	0.08%	\$841	\$0	\$73	\$0	(\$0)	\$27	\$1,555	0.16%

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401(a) Plan Balances by Investment

Asset Allocation

Investment Options	Balances as of 6/30/2016	Percentage*	Plan Activity July 01, 2016 through September 30, 2016						Balances as of 9/30/2016	Percentage*
			Contributions	Other Activity	Transfers	Distributions	Expenses**	Investment Income		
Vanguard Total Stock Mkt Index Fd	\$1,538	0.20%	\$1,269	\$0	\$641	\$0	(\$0)	\$72	\$3,519	0.37%
American Funds Grth Fund of America	\$1,792	0.23%	\$245	(\$328)	(\$253)	(\$636)	(\$0)	\$99	\$920	0.10%
American Century Mid Cap Value Fund	\$88	0.01%	\$218	\$0	\$56	\$0	(\$0)	\$5	\$368	0.04%
Vanguard Mid Cap Index Fund	\$3,146	0.40%	\$642	\$0	\$584	\$0	(\$0)	\$172	\$4,544	0.48%
Sel Mid Cap Gr II Fd (TRP/Frontier)	\$745	0.10%	\$112	(\$221)	(\$5)	(\$429)	(\$0)	\$23	\$224	0.02%
JP Morgan Small Cap Value Fund	\$62	0.01%	\$96	\$0	(\$34)	\$0	(\$0)	\$6	\$129	0.01%
Vanguard Small Cap Index Fund	\$14,985	1.92%	\$3,442	\$0	\$551	\$0	(\$2)	\$969	\$19,945	2.10%
Wells Fargo Small Company Growth Fd	\$3,418	0.44%	\$96	\$0	(\$35)	\$0	(\$1)	\$311	\$3,790	0.40%
American Fnds Cap Wld Gr and Inc Fd	\$1,092	0.14%	\$120	\$0	(\$54)	\$0	(\$0)	\$58	\$1,216	0.13%
Vanguard Developed Markets Index Fd	\$271	0.03%	\$436	\$0	(\$290)	\$0	(\$0)	\$27	\$443	0.05%
Amer Funds EuroPacific Growth Fund	\$1,466	0.19%	\$120	\$0	(\$54)	\$0	(\$0)	\$123	\$1,655	0.17%
Oppenheimer Developing Markets Fund	\$1,581	0.20%	\$284	\$0	\$17	\$0	(\$0)	\$150	\$2,032	0.21%
Invesco Real Estate Fund	\$998	0.13%	\$205	(\$219)	(\$52)	(\$425)	(\$0)	(\$15)	\$493	0.05%
Hartford Healthcare HLS Fund	\$2,147	0.27%	\$293	(\$622)	\$183	(\$1,207)	(\$0)	\$52	\$847	0.09%
MFS Utilities Fund	\$329	0.04%	\$0	\$0	\$0	\$0	(\$0)	(\$3)	\$326	0.03%
Total	\$782,359	100%	\$180,855	(\$18,142)	---	(\$8,856)	(\$96)	\$11,567	\$947,687	100%

*Due to rounding, percentages may not total 100 percent.

**The expenses shown reflect expenses deducted from plan assets. Does not include expenses billed directly to the plan sponsor or expenses related to the expense ratio of investments under the plan.

OBRA Plan Balances by Investment

Asset Allocation

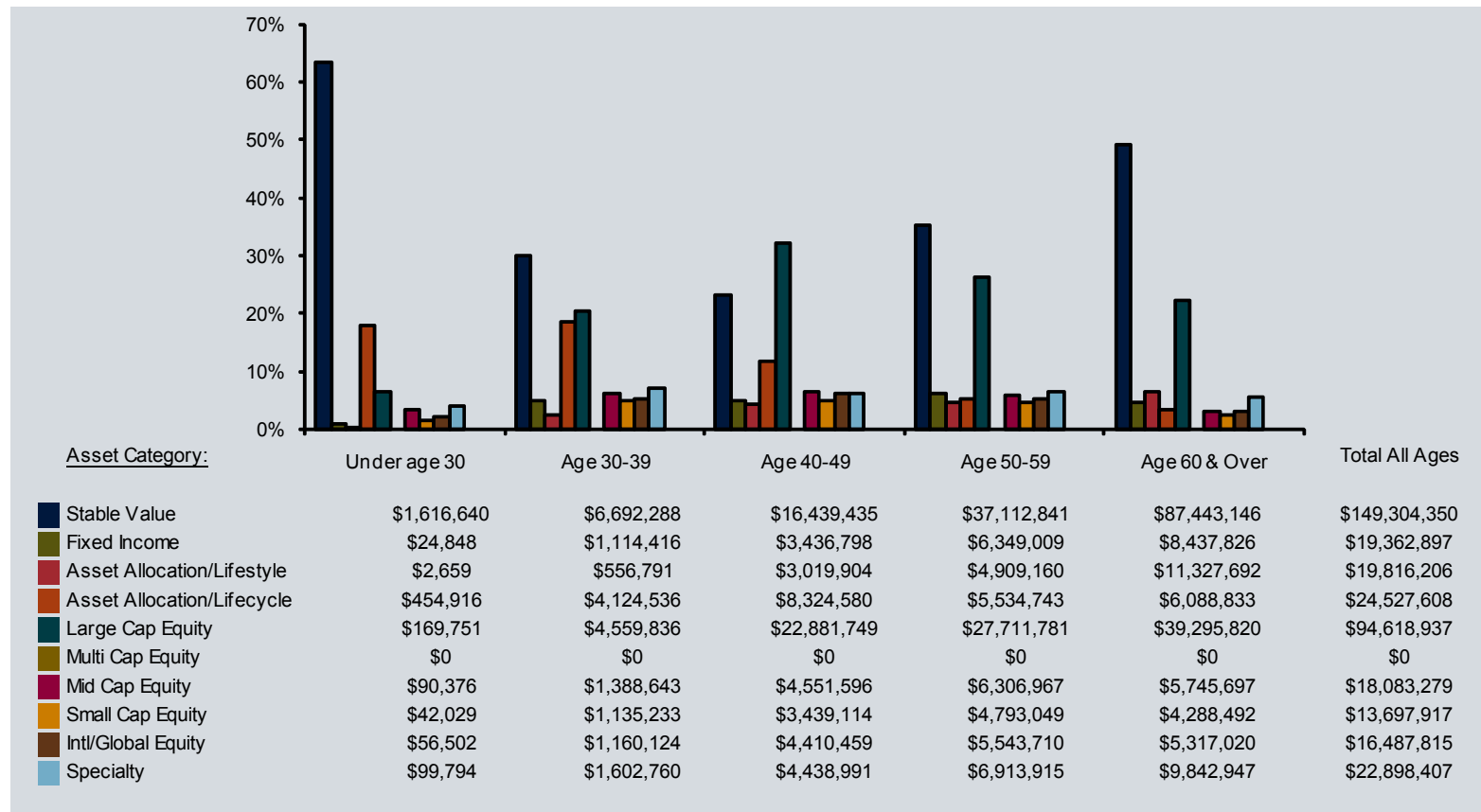
Investment Options	Balances as of 6/30/2016	Percentage*	Plan Activity July 01, 2016 through September 30, 2016					Balances as of 9/30/2016
			Contributions	Transfers	Distributions	Expenses**	Investment Income	
457 OBRA								
SAGIC Core Bond (61869 OB)	\$1,001,759	100.00%	\$651,945	\$0	(\$15,643)	(\$164)	\$5,026	\$1,642,924
Total	\$1,001,759	100%	\$651,945	----	(\$15,643)	(\$164)	\$5,026	\$1,642,924
401(a) OBRA								
SAGIC Core Bond (61869 OB)	\$13,879,872	100.00%	\$0	\$0	(\$203,886)	(\$1,484)	\$53,368	\$13,727,870
Total	\$13,879,872	100.00%	\$0	----	(\$203,886)	(\$1,484)	\$53,368	\$13,727,870

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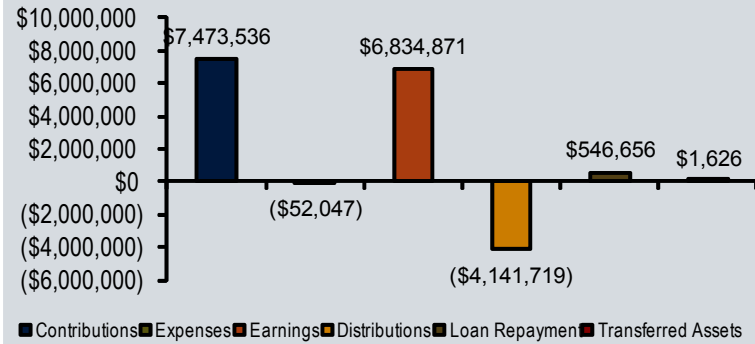
Balances by Age as of September 30, 2016

Age	Under age 30	Age 30-39	Age 40-49	Age 50-59	Age 60 and Over	Total
Number of Participants	427	1,191	1,446	1,355	1,393	5,812
Group Balance	\$2,557,514	\$22,334,626	\$70,942,625	\$105,175,175	\$177,787,472	\$378,797,412
Average Account Balance	\$5,989	\$18,753	\$49,061	\$77,620	\$127,629	\$65,175

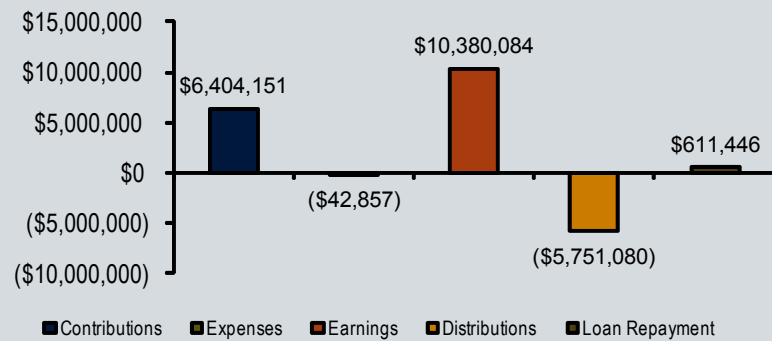


Cash Flow Analysis

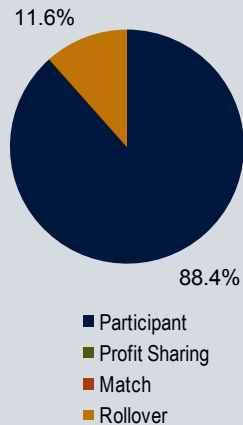
Prior Period 4/1/2016 – 6/30/2016



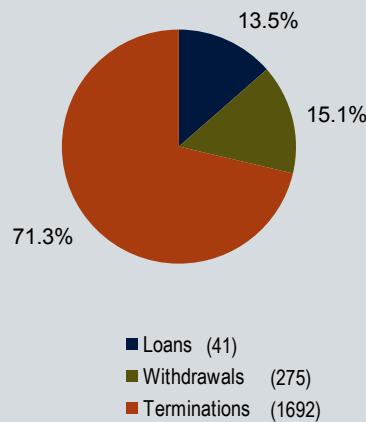
Current Period 7/1/2016 – 9/30/2016



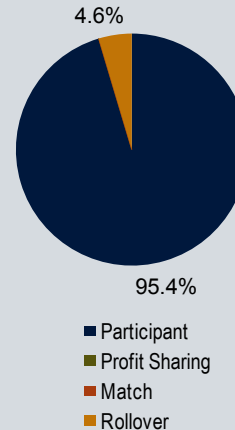
Contribution Analysis*



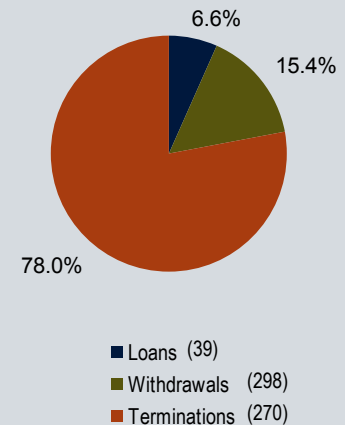
Distribution Analysis



Contribution Analysis*



Distribution Analysis



*The Contribution Analysis Pie Charts display the percentage of the combined dollar value of the Contributions & Loan Repayments

Total Investment Balance as of September 30, 2016

Participant Demographics

Investment Options	PARTICIPANTS					Participants in Option as of 6/30/2016	Participants in Option as of 9/30/2016	Investment Selection Percentage*
	Active	Beneficiary	Retired	Terminated	QDRO			
SAGIC Core Bond (61869)	\$70,531,971	\$1,421,744	\$12,832,978	\$64,210,357	\$307,298	3,835	4,022	50.5%
PIMCO Real Return Asset Fund	\$1,762,528	\$0	\$1,185	\$214,720	\$0	153	186	0.4%
PIMCO Total Return Fund	\$7,551,109	\$42,382	\$898,827	\$3,984,941	\$0	685	715	1.7%
Vanguard Total Bond Mrkt Index Fund	\$639,126	\$0	\$151,116	\$102,278	\$0	46	93	0.2%
Loomis Sayles Bond Fund	\$2,614,854	\$0	\$94,528	\$622,060	\$0	295	314	0.6%
Premier High Yield Fund (Barings)	\$49,434	\$0	\$0	\$0	\$0	5	12	
Oppenheimer International Bond Fund	\$494,370	\$4,016	\$0	\$135,422	\$0	122	152	0.2%
Oakmark Equity & Income Fund	\$9,306,818	\$691,727	\$2,709,883	\$7,075,977	\$31,800	721	725	3.5%
Vanguard Target Retirement 2015 Fd	\$2,638,291	\$0	\$163,349	\$671,265	\$11	114	119	1.0%
Vanguard Target Retirement 2025 Fd	\$8,568,739	\$61,247	\$78,788	\$2,065,195	\$0	282	309	4.1%
Vanguard Target Retirement 2035 Fd	\$4,333,067	\$0	\$84,010	\$831,288	\$0	227	279	4.2%
Vanguard Target Retirement 2045 Fd	\$3,532,529	\$0	\$5,449	\$289,194	\$14,570	195	277	5.0%
Vanguard Target Retirement 2055 Fd	\$199,502	\$0	\$0	\$2,112	\$0	60	157	3.5%
Vanguard Target Retirement Incm Fd	\$377,932	\$0	\$276,121	\$334,950	\$0	21	24	0.1%
American Funds American Mutual Func	\$9,811,062	\$220,362	\$760,810	\$3,584,752	\$20,378	758	807	2.0%

Total Participants 5812: 4105 Active, 34 Beneficiary, 184 Retired, 1481 Terminated, 8 QDRO

*The investment selection percentages reflect participants with an active status. Due to rounding the percentages may not total 100%.
Contracts with multiple plans may result in participants maintaining balances in more than one plan.

Total Investment Balance as of September 30, 2016

Participant Demographics

Investment Options	PARTICIPANTS					Participants in Option as of 6/30/2016	Participants in Option as of 9/30/2016	Investment Selection Percentage*
	Active	Beneficiary	Retired	Terminated	QDRO			
American Funds Fndmntl Invstrs Fnd	\$18,863,657	\$284,641	\$2,447,726	\$11,818,019	\$15,650	1,229	1,261	4.3%
Parnassus Core Equity Fund	\$1,557,269	\$0	\$237,706	\$266,135	\$0	134	169	0.4%
Vanguard Institutional Index Fund	\$7,934,250	\$417,408	\$1,525,984	\$4,465,355	\$28,244	483	528	1.8%
Vanguard Total Stock Mkt Index Fd	\$5,285,010	\$0	\$280,246	\$1,092,132	\$0	254	311	1.2%
American Funds Grth Fund of America	\$14,484,931	\$114,488	\$1,733,911	\$7,324,396	\$44,415	958	1,020	3.3%
American Century Mid Cap Value Fund	\$3,311,199	\$15,485	\$79,923	\$1,283,125	\$0	383	429	0.7%
Vanguard Mid Cap Index Fund	\$2,422,944	\$0	\$190,339	\$589,127	\$0	268	322	0.6%
Sel Mid Cap Gr II Fd (TRP/Frontier)	\$7,667,386	\$14,664	\$540,991	\$1,941,920	\$26,175	729	768	1.7%
JP Morgan Small Cap Value Fund	\$55,539	\$0	\$0	\$32,999	\$0	46	93	0.1%
Vanguard Small Cap Index Fund	\$4,532,481	\$11,032	\$220,167	\$1,185,445	\$8,814	501	558	1.1%
Wells Fargo Small Company Grow th Fc	\$5,223,249	\$31,737	\$150,440	\$2,236,186	\$9,826	669	722	1.2%
American Fnds Cap Wld Gr and Inc Fd	\$5,844,061	\$129,731	\$425,008	\$2,128,892	\$4,947	642	683	1.4%
Vanguard Developed Markets Index Fc	\$176,348	\$0	\$0	\$58,553	\$0	44	92	0.2%
Amer Funds EuroPacific Grow th Fund	\$5,175,790	\$7,864	\$240,824	\$2,287,175	\$8,622	638	677	1.3%
Oppenheimer Developing Markets Func	\$1,349,610	\$0	\$26,577	\$323,513	\$0	273	311	0.5%

Total Participants 5812: 4105 Active, 34 Beneficiary, 184 Retired, 1481 Terminated, 8 QDRO

*The investment selection percentages reflect participants with an active status. Due to rounding the percentages may not total 100%. Contracts with multiple plans may result in participants maintaining balances in more than one plan.

Total Investment Balance as of September 30, 2016

Participant Demographics

Investment Options	PARTICIPANTS					Participants in Option as of 6/30/2016	Participants in Option as of 9/30/2016	Investment Selection Percentage*
	Active	Beneficiary	Retired	Terminated	QDRO			
Invesco Real Estate Fund	\$1,880,985	\$0	\$236,211	\$497,408	\$0	274	331	0.5%
Bank of The West Savings	\$2,938,645	\$0	\$531,568	\$2,169,532	\$0	297	300	0.9%
Hartford Healthcare HLS Fund	\$3,918,366	\$0	\$198,766	\$1,271,248	\$0	321	331	0.8%
MFS Utilities Fund	\$3,552,631	\$0	\$325,729	\$1,145,806	\$0	404	414	0.9%
Schw ab PCRA	\$1,258,127	\$0	\$219,721	\$1,051,294	\$0	48	48	
Schw ab PCRA Pending	\$2,669	\$0	\$0	\$0	\$0	0	1	
Total	\$219,846,479	\$3,468,528	\$27,668,881	\$127,292,773	\$520,750	-----	-----	100%

Total Participants 5812: 4105 Active, 34 Beneficiary, 184 Retired, 1481 Terminated, 8 QDRO

*The investment selection percentages reflect participants with an active status. Due to rounding the percentages may not total 100%. Contracts with multiple plans may result in participants maintaining balances in more than one plan.

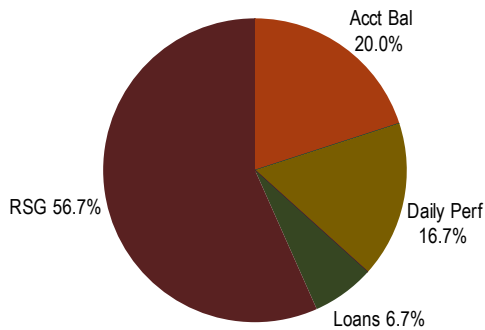
Service Overview

Making it easier to administer your plan

Participant Interactions July 01, 2016 through September 30, 2016

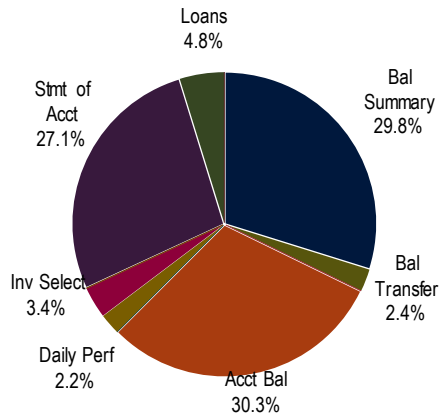
Total Visits	
Toll Free 800#	826
Call Center	2,359
Website	10,450

Toll Free 800#



- Balance Summary
- Contributions
- Enrollments
- Investment Selection
- Periodic Rebalance
- Loans

Website (My Account)



- Balance Transfers
- Account Balance
- Daily Performance
- On-Demand Rebalance
- Statement of Account
- RSG

Highlights - Website

My Account	5648
Research	72

Highlights - Retirement Services Call Center

Loans	269
Transaction Performed	208
PIN	198
RSG-Retirement Options	126
Withdrawals	65

Loan Summary

Loan Data

	Your Plan 06/30/2016	Your Plan 09/30/2016	MassMutual Average 12/31/2015	Industry Averages
Number of loans allowed	1	1	2.1	1.2*
Average number of loans per participant with loans	1.3	1.3	1.2	Not available
Percentage of participants with loans	11.1%	10.6%	11.8%	14.6%*
Average loan balance	\$8,600	\$8,487	\$7,604	\$6,216*
Percentage of plan assets loaned	1.9%	1.8%	1.8%	0.7%*

	Your Plan 06/30/2016	Your Plan 09/30/2016
Total number of participants with loans	617	615
Total number of outstanding loans	803	787
Average account balance of participants with loans	\$55,792	\$57,859
Total value of outstanding loans	\$6,905,647	\$6,679,601

Current Loan Interest Rate = 4.5%

*Source: PSCA's 58th Annual Survey of PS and 401(k) Plans

Miscellaneous Statistics

Activity	Total #	Total \$
Total 3Q TRAK calculation	127	
Managed Accounts as of 9/30/16	7	\$58,816.96
3Q Hardships Processed	4	\$69,917.73
Rollovers In	23	\$271,111.33
Rollovers Out	48	\$3,805,299.95
QDRO	8 received 7 add'l info required	1 – approved \$17,500 awarded
401(a) Forfeiture	23	\$23,201.41

A look back: 2016 3Q 2016 Onsite meeting results



Give me a live coach



Prescribe: targeted messages, meetings



One-to-one messaging



Diagnose:
The MassMutual
RetireSmartSM
Ready Tool

Date	Location	Group Meeting Attendees	Individual Meeting Attendees	Participant Action				
				Enroll	Save More	Asset Allocation	Consolidate	TRAK
5-Jul	455		2		2	2		2
6-Jul	SMMC		3		2	3		2
7-Jul	SMMC		3		1	2	1	3
7-Jul	BHRS-SM		1			1		1
11-Jul	455	28						
12-Jul	455		7	1	2	5	1	3
19-Jul	YSC		3		1	1	1	3
19-Jul	Pub Wks		4		1	3		4
26-Jul	455	10						
29-Jul	SMMC		4		1	3		4
Sub-total	10	38	27	1	10	20	3	22

A look back: 2016 3Q 2016 Onsite meeting results



Give me a live coach



Prescribe: targeted messages, meetings



One-to-one messaging



Diagnose:
The MassMutual
RetireSmartSM
Ready Tool

Date	Location	Group Meeting Attendees	Individual Meeting Attendees	Participant Action				
				Enroll	Save More	Asset Allocation	Consolidate	TRAK
1-Aug	455	3						
3-Aug	YSC	2	8		2	6	1	5
4-Aug	Quarry		9		1	3	1	5
8-Aug	455	9						
9-Aug	455		6	1	1	5	1	4
11-Aug	Gateway		5		1	3	1	5
12-Aug	SMMC		3		2	2		3
22-Aug	455	13						
23-Aug	455		7	1	1	4	1	5
24-Aug	SMMC		3		1	2	1	3
24-Aug	Quarry		4	1	2	3	2	3
31-Aug	SMMC		3		2	2		3
Sub-total	12	27	48	3	13	30	8	36

A look back: 2016 3Q 2016 Onsite meeting results



Give me a live coach



Prescribe: targeted messages, meetings



One-to-one messaging



Diagnose:
The MassMutual
RetireSmartSM
Ready Tool

Date	Location	Group Meeting Attendees	Individual Meeting Attendees	Participant Action				
				Enroll	Save More	Asset Allocation	Consolidate	TRAK
1-Sep	Davis		9		4	7		5
6-Sep	455	11						
6-Sep	455		6		3	5	1	6
7-Sep	455		11		4	7	3	11
8-Sep	Gateway		4		2	4	1	3
13-Sep	455		5		1	3	1	2
13-Sep	SMSO	7						
16-Sep	SMMC		8	1	4	5	1	7
19-Sep	455	9						
20-Sep	CCS		9	1	4	6	1	9
26-Sep	YCS		4		1	3	1	4
27-Sep	Davis	18	6					14
28-Sep	Daly City		1			1		1
30-Sep	SMMC		9	2	1	5	2	7
Sub-total	14	45	72	4	24	46	11	69
Q3 Total	36	110	147	8	47	96	22	127

The company behind your plan

Focused, strong and diverse

Mutual structure: focused on participating policyholders, not Wall Street



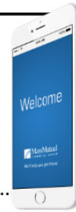
Among the highest financial strength ratings of any company¹

A.M. Best	A++
Fitch Ratings	AA+
Moody's Investors Service	Aa2
Standard & Poor's	AA+

Diversified business model



History of innovative firsts



2005: First to engage employees using e4SM device

2008: First to offer unitized custom models

Plan lineup makes...



...plan-specific investments



2009: First to offer persona-based, big data employee engagement



2015: First to offer fully integrated worksite benefits



Validation, recognition and experience

67 years servicing retirement plans²
 34,000 plans³
 2.8 million participants³
 94% plan sponsor retention²
 80% very satisfied clients⁴



22 PSCA Signature Awards (2013-2015) for Educational Excellence

PLANSOR CUPS

25 best-in-class honors in 2015



ContactCenterWorld top-performing call center 8 years in a row (2008-2015)

¹ Ratings are for Massachusetts Mutual Life Insurance Company and do not apply to any separate investment accounts or mutual funds offered by MassMutual or its affiliates. Ratings are as of January 1, 2016, and are subject to change.

² As of December 31, 2015.

³ As of September 30, 2015.

⁴ Per an independent study conducted by Chatham Partners. September 2015.

⁵ Fortune Magazine, June, 2016.

⁶ Ethisphere Institute, an independent center of research promoting best practices in corporate ethics and governance, March 2016.



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COUNTY OF SAN MATEO

2017 PARTICIPANT EDUCATION STRATEGY

Prepared by:

Patrick Washington

Retirement Education Specialist
MassMutual Financial Group



We'll help you get there.®

C: 35255-00

Plan Overview



Save

- \$258.87/ pay average pre-tax contribution
- \$116.17/ pay average Roth post-tax contribution
- \$264.25/ pay average for both



Consolidate

- Less than 5 years with the plan
- Agile/Extra Help Consolidation



Sign Up

- 67% eligible employees participating (3,625)
- 33% non-participating



Allocate

- 39.4% in SAGIC Stable Value
- 11.7% in asset allocation/balanced funds (all data as of 09/30/16)

Slide 2

MFG2

edit \$#

MassMutual Financial Group, 2/10/2016

2016 Education Targets

# Participant Interactions	# of PPT in Group Seminars	# of Participate Actions	Action Ratio*	# of Rollovers
1,300	650	650	50%	35

Considerations:

- At least 30% increase in participant outreach
- Addition of Online Meeting Scheduling with RES (Schedule Smart)
- Web-Ex Group Presentations
- Feb 2016 Transition (Transition Meetings)
- Addition of Auto Enroll
- Ease of investment selection due to Target Dated Solutions
- Greater Departmental Penetration
- Train the Trainer
- Continue participant outreach through custom campaigns/in-person interaction
- All departments/All shifts

2017 Education Targets

# Participant Interactions	# of PPT in Group Seminars	# of Participate Actions	Action Ratio*	# of Rollovers
1,600	650	650	50%	35

Considerations:

- At least 30% increase in participant outreach
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- Web-Ex Group Presentations
- Addition of Auto Enroll
- Ease of investment selection due to Target Dated Solutions
- Greater Departmental Penetration
- Train the Trainer
- Continue participant outreach through custom campaigns/in-person interaction
- All departments/All shifts

NAGDCA Best Practices

- Group Meetings
 - *Attendance is Key. Approach group education strategically, by participating in events where employees are likely or mandated to attend*
 - *Web-Ex*
 - *New Hire*
 - *Retirement Seminars*
 - *Department Meetings*
- Personalized Counseling
 - *Departments: Focus on high concentration of participants*
 - *All Hours All Shifts*
- Web-Base Information
 - *Email*
 - *County Website*
 - *MassMutual Participant Website*



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Proposed Goals and Tactics

- Increase plan participation
 - Sign-up campaign: custom mailer to those not participating
 - Auto Enroll New Employees
 - Group & On-site 1 on 1 meetings at County Departments
 - Benefits of Saving
 - Department outreach for onsite education and enrollment
 - Eligibility data from County to target non-participants
- Increase deferrals
 - Save campaign: custom campaign with multiple touch points to those currently deferring
 - Promotion of National Save for Retirement Week (All of October)
 - Group & On-site 1 on 1 meetings at County Departments
 - “Benefits of Increasing Deferred Amounts” , “Catch Up Options” & TRAK Retirement Income Demo



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Proposed Goals and Tactics

- Consolidation
 - Consolidate campaign: target participants in plan 5 years or less with no rollover assets on record
 - Discuss consolidation options in enrollment education meetings, new hire orientations and individual sessions
 - Provide education during onsite 1 on 1 meetings and introduce rollover service concierge team
- Diversification
 - Allocate campaign: target anyone not eligible for Consolidate campaign with 4 or fewer investments (excludes asset allocation and target date options)
 - “A Balanced Approach to Investing” education seminars County-wide

Proposed Goals and Tactics

- Other:
 - Monthly seminars on Key Topics
 - Train the Trainer: Partnership with Department
 - Addition of 457 in Department Meetings
 - “Quick Action” Table at high traffic area
 - Coordinate with HR for Extra-Help transition to Full-Time Employees
 - Retirement Planning Seminar (in coordination with Social Security local rep, SamCERA, and others agencies to present)



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2014 Education Results

# Participant Interactions	# of PPT in Group Seminars	# of Participate Actions	Action Ratio*	# of Rollovers
617	44	231	54%	23

Locations Visited:

- County Center (Public Works, Human Resources, County Courts, Sheriff Department, County Counsel)
- Adult Probation Office; East Palo Alto and South San Francisco
- Health Services, Alameda De Las Pulgas and Gateway Drive
- San Mateo Medical Center and Health Systems
- Juvenile Probation; Paul Scannell Drive
- HSA Quarry Road
- By request

*Action Ratio include, roll-in, diversification, deferral increases and only include accounts that are actionable



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2015 Education Results

# Participant Interactions	# of PPT in Group Seminars	# of Participate Actions	Action Ratio*	# of Rollovers
1,084	713	563	78%	27

Locations Visited:

- County Center (Public Works, Human Resources, County Courts, Sheriff Department, County Counsel)
- Adult Probation Office; East Palo Alto and South San Francisco
- Health Services, Alameda De Las Pulgas and Gateway Drive
- San Mateo Medical Center and Hospital
- Juvenile Probation; Paul Scannell Drive
- Quarry Road
- By request

Data as of 12/31, Action Data as of 11/30

*Action Ratio include, roll-in, diversification, deferral increases and only include accounts that are actionable

2016 YTD Education Results

# Participant Interactions	# of PPT in Group Seminars	# of Participate Actions	Action Ratio*	# of Rollovers	TRAK Demo
845	400	113	63%	8	121

Locations Visited:

- County Center (Public Works, Human Resources, County Courts, Sheriff Department, County Counsel)
- Adult Probation Office; East Palo Alto and South San Francisco
- Health Services, Alameda De Las Pulgas, Gateway Drive, Quarry Road
- San Mateo Medical Center, North County Medical Center, Coast Side Medical Center, Health Systems
- Juvenile Probation; YCS, CCS,
- Public Works: Grant Yard, Princeton Yard, Tower Road
- By request

Data as of 9/30, Action Data as of 7/31

*Action Ratio include, roll-in, diversification, deferral increases and only include accounts that are actionable;

2016 Participant Communication Calendar

July '16

- On-site 1:1
- Group Education: Save More
- Agile/Extra Help Transition
- Q2 '16 statements

On-site meetings

August '16

- On-site 1:1
- Group Education: Understanding Social Security
- Quick Action Table

On-site meetings

September '16

- On-site 1:1
- Group Education: TRAK Retirement Income Planning
- Quick Action Table

On-site meetings

October '16

- On-site 1:1
- County Benefits Fair 2 Day Event- open enrollment
- Group Education: Benefits of Increasing
- Education: National Save for Retirement Week (NS4RW)
- Q3 '16 statements

On-site meetings

November '16

- On-site 1:1
- 2017 IRS Limits Email
- Save More/ TRAK Workshop

On-site meetings

December '16

- On-site 1:1
- Group Education: Catch Up Provisions
- Quick Action Table

On-site meetings



We'll help you get there.®

Campaign dates are subject to change.

2017 Participant Communication Calendar

January '17



- On-site 1:1 Meetings
- Group Education: 457 Enrollment & Roth Option
- Sign-Up/Save Campaign
- Q4 '16 statements

On-site meetings

February '17

- On-site 1:1 Meetings
- Group Education: Save More/ TRAK Workshop
- Quick Action Table

On-site meetings

March '17

- On-site 1:1 Meetings
- Agile/Extra Help Transition
- Quick Action Table

On-site meetings

April '17

- On-site 1:1 Meetings
- Group Education: Understanding Social Security
- Q1 '17 statements

On-site meetings

May '17

- On-site 1:1 Meetings
- Group Education: Consolidation How-to and Consolidation for Agile/Extra Help
- Consolidate Campaign
- Quick Action Table

On-site meetings

June '17

- On-site 1:1 Meetings
- Group Education: Retirement Planning Seminar (proposed)
- Quick Action Table

On-site meetings



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Campaign dates are subject to change.

2017 Participant Communication Calendar

July '17

- On-site 1:1
- Group Education: Catch Up Provisions
- Q2 '17 statements

On-site meetings

August '17

- On-site 1:1
- Group Education: TRAK Demos
- Quick Action Table

On-site meetings

September '17

- On-site 1:1
- Group Education: Benefits of Asset Allocation
- Allocate Campaign
- Quick Action Table

On-site meetings

October '17

- On-site 1:1
- County Benefits Fair 2 Day Event- open enrollment
- Group Education: Benefits of Increasing
- Education: National Save for Retirement Week (NS4RW)
- Q3 '17 statements

On-site meetings

November '17

- On-site 1:1
- 2017 IRS Limits Email
- Group Education: Retirement Income Options

On-site meetings

December '17

- On-site 1:1
- Group Education: Catch Up Provisions
- Quick Action Table

On-site meetings



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Campaign dates are subject to change.



We'll help you get there.®

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