



# **DEPARTMENT OF FIRE AND POLICE PENSIONS**

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## **REPORT TO THE BOARD OF FIRE AND POLICE PENSION COMMISSIONERS**

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**DATE: APRIL 19, 2018**

**ITEM: B.1**

**FROM: RAYMOND P. CIRANNA, GENERAL MANAGER**

**SUBJECT: THIRD QUARTER UPDATE FOR THE 2017-18 BUSINESS PLAN**

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**THIS REPORT IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY**

### **DISCUSSION**

Staff is providing a third quarter update on the status and progress of the projects that were approved in the 2017-18 Business Plan.

The 2017-18 Business Plan (Attachment II) was approved by the Board on June 15, 2017 and includes a total of 10 projects that fit within five goal areas: 1) Ensure a Financially Sound Retirement System; 2) Manage Risk Throughout the Organization; 3) Enhance Customer Service to our Members; 4) Pursue Operational Efficiencies; and 5) Enhance Communication Efforts and Outreach. These primary goals help keep the System resources focused on the most critical areas to ensure we successfully fulfill our Mission:

*“To advance the health and retirement security of those who dedicate their careers and risk their lives to protect the people of Los Angeles”*

The 2017-18 Business Plan third quarterly update is summarized in Attachment I. This Attachment reflects project information in a “Dashboard” format to concisely provide the Board with the status of each project. The Dashboard includes the overall project duration, the current status of meeting the 2017-18 milestones, the current status of meeting the overall project schedule, and the status of the project budget.

As presented in Attachment I, the table can be summarized as follows:

- Three out of the ten projects are completed;
- Six out of the remaining seven projects are on schedule (overall project) and on budget; and
- The Pension and Retirement Information System (PARIS) Implementation Project (Project No. 5) is at risk of falling behind schedule for the reasons explained below.

## Pension and Retirement Information System (PARIS) Implementation Project (Project No. 5)

The first milestone of March 31, 2018 has been mostly met. However, there are a few known outstanding issues related to calculation functionality, letter/correspondence logic, and third-party printing interfaces that are being addressed during the User Acceptance Testing (UAT) period.

The second milestone is not due until June 30, 2018. The UAT period is scheduled to begin April 16, 2018, one month later than planned. We are aware of some functionality issues as we head into UAT and there is a strong possibility that we will not Go Live by June 30, 2018.

The project team identified three areas of concern which may impact the project milestone / Go Live date:

1. Existing Functionality Issues – There are several functionality issues (Qualified Domestic Relations Orders - QDROs, DROP Exit Death, and system generated correspondences) that have already been identified as issues. Our vendor is working on them and they plan to resolve these functionalities during the UAT period.
2. Newly Identified Functionality Issues – There could be new functionality issues discovered during the UAT period and depending on the amount / magnitude of these errors, it could require a significant amount of time and effort to fix them.
3. Training / User-Readiness Issues – In addition to the potential product issues identified above, there could be LAFPP training and user-readiness issues with the new system both during UAT and the first few months of production / Go Live.

The project team is addressing the above items by continually reporting issues, prioritizing them, and re-testing them as soon as possible upon delivery. Throughout the UAT period, the project team will provide training and work directly with each business unit/section in assisting them with their testing.

### **BUDGET**

No additional funding is requested at this time.

### **POLICY**

No policy change as recommended.

This report was prepared by:

Diana Pointer, Manager  
Administrative Services Section

RPC:WSR:MTS:DP

Attachments: I. 2017-18 Business Plan Dashboard - Third Quarter Update  
II. 2017-18 LAFPP Business Plan (Revised January 18, 2018)

**DEPARTMENT OF FIRE AND POLICE PENSIONS  
2017-18 BUSINESS PLAN  
THIRD QUARTER UPDATE (AS OF MARCH 31, 2018)  
2017-18 BUSINESS PLAN DASHBOARD**

PROJECT TITLE	Overall Project Duration	2017-18 Milestone Dates	Overall Project Schedule	2017-18 Project Budget
<b>Goal I – Ensure a Financially Sound Retirement System</b>				
1. <i>NEW</i> – Portfolio Risk Analysis	2017-18	●	●	●
<b>Goal II – Manage Risk Throughout the Organization</b>				
2. <i>NEW</i> – Private Equity Investment Fee Disclosure	2017-18	✓	✓	✓
3. <i>NEW</i> - Alive and Well Audit	2017-18	●	●	●
<b>Goal III – Enhance Customer Service to our Members</b>				
4. Implement Health Care Options for Members	2016-17 2017-18	✓	✓	✓
5. PARIS (Pension and Retirement Information System) Implementation	2015-16 2016-17 2017-18 2018-19	●	●	●
6. <i>NEW</i> – Airport Police Transfer	2017-18	✓	✓	✓
<b>Goal IV – Pursue Operational Efficiencies</b>				
7. Employee Development and Training	2015-16 2016-17 2017-18	●	●	●
8. Administrative Manual Updates	2016-17 2017-18	●	●	●
9. <i>NEW</i> – LAFPP Intranet Website Redesign	2017-18	●	●	●
<b>Goal V – Enhance Communication Efforts and Outreach</b>				
10. Increase the Number of Members Reached	2016-17 2017-18	●	●	●

<b>Legend:</b>	●	Behind schedule/over budget
	●	At risk of falling behind schedule or going over budget
	●	On schedule or on budget
	✓	Project completed

# LAFPP

LOS ANGELES FIRE AND POLICE PENSIONS



## **2017-18 BUSINESS PLAN**

**AS ADOPTED BY THE BOARD:  
JUNE 15, 2017  
REVISED: JANUARY 18, 2018**



# 2017-18 BUSINESS PLAN

## INTRODUCTION

The 2015-18 Strategic Plan serves as a blueprint to guide LAFPP in the development of the annual 2017-18 Business Plan and includes the Vision, Mission, Values and Strategic Goals for LAFPP. The Strategic Plan was approved by the Board on February 5, 2015, including the new LAFPP Vision Statement:

*To be a leader and innovator in the public pension industry through an uncompromising dedication to excellence, customer service, transparency, and education*

The 2017-18 Business Plan methodically allocates resources to the most critical areas of our operations to successfully accomplish our Mission: *To advance the health and retirement security of those who dedicate their careers and risk their lives to protect the people of Los Angeles.* Our Business Plan includes ten projects, including five new projects and five carried over from last year. We believe these ten projects are the most critical to ensure we continue to meet the Department's five primary Goals:

- 1) Ensure a Financially Sound Retirement System
- 2) Manage Risk Throughout the Organization
- 3) Enhance Customer Service to our Members
- 4) Pursue Operational Efficiencies
- 5) Enhance Communication Efforts and Outreach

Over the last several years, the Department has been engaged in the *Pension Administration System Project*, otherwise known as PARIS (Pension and Retirement Information System). This significant Project, which commenced in 2015-16, involves a complete transition of all member data and payment processing to a new system and has required a sustained, Department-wide effort to design and build the new system. For 2017-18, the Project will continue to require a considerable amount of LAFPP resources to continue building and testing the system, with full implementation anticipated in September 2018.

Another significant project in the 2017-18 Business Plan is the *Implement Health Care Options for Members Project* to establish alternative health care plans for those who currently receive their coverage through the Los Angeles City Employees' Retirement System (LACERS) or their health subsidy through the LAFPP Health Insurance Premium Reimbursement Program (HIPR), as well as for future Harbor Police and Airport Police as they retire. Enrollment in these health care plans would also be available to all LAFPP pensioners. The Business Plan also includes the *Airport Police Transfer Project* to ensure that Charter amendment SSS, approved by the voters in November 2016, is successfully implemented.

Once again, I want to extend my deep appreciation to the Board and staff for its continued support for the Strategic and Business Plans over the years.

Sincerely,

Raymond P. Ciranna, General Manager

To Serve Those Who Protect

## 2017-18 BUSINESS PLAN PROJECT MATRIX SUMMARY

<b>GOAL I – Ensure a Financially Sound Retirement System</b>			
<b>Project Title</b>	<b>Workload Level</b>	<b>Duration</b>	<b>Project Objective</b>
<b>(1) (NEW)</b> Portfolio Risk Analysis	Lead: Moderate  Participants: High	2017-18	To conduct a thorough risk analysis of the Fund’s investment portfolio.
<b>GOAL II – Manage Risk Throughout the Organization</b>			
<b>Project Title</b>	<b>Workload Level</b>	<b>Duration</b>	<b>Project Objective</b>
<b>(2) (NEW)</b> Private Equity Investment Fee Disclosure	Lead: Moderate  Participants: Moderate	2017-18	To annually provide the Board with specified information relating to the fees and returns of specified alternative investments in compliance with AB 2833.
<b>(3) (NEW)</b> Alive and Well Audit	Lead: Moderate  Participants: Low	2017-18	To verify the status of all age 95+ pensioners and confirm that benefits are received by the intended recipients.
<b>GOAL III – Enhance Customer Service to our Members</b>			
<b>Project Title</b>	<b>Workload Level</b>	<b>Duration</b>	<b>Project Objective</b>
<b>(4)</b> Implement Health Care Options for Members	Lead: High  Participants: High	2016-17 2017-18	To establish health care plans for pensioners who currently receive their coverage through LAFPP’s agreement with the Los Angeles City Employees’ Retirement System (LACERS) or their health subsidy through LAFPP’s Health Insurance Premium Reimbursement Program (HIPR). These health plans would also be available to future Harbor Police and Airport Police as they retire, and all LAFPP pensioners.

## 2017-18 PROJECT MATRIX SUMMARY

<b>GOAL III – Enhance Customer Service to our Members (Continued)</b>			
<b>(5)</b> PARIS (Pension and Retirement Information System) Implementation	Lead: High  Participants: High	2015-16 2016-17 2017-18 2018-19	To design and implement a new Pension Administration System that will result in improved overall efficiency in the department’s business operations and continued superior service to our membership.
<b>(6)</b> <b>(NEW)</b> Airport Police Transfer	Lead: High  Participants: Moderate	2017-18	To implement the provisions of the Charter amendment (Measure SSS), enrolling all new Airport Police in Tier 6 and allowing existing Airport Police the option to transfer from LACERS to Tier 6.
<b>Goal IV – Pursue Operational Efficiencies</b>			
Project Title	Workload Level	Duration	Project Objective
<b>(7)</b> Employee Development and Training	Lead: Moderate  Participants: Moderate	2015-16 2016-17 2017-18	To enhance employee development, recruitment and training to help retain and further develop our talented LAFPP workforce.
<b>(8)</b> Administrative Manual Updates	Lead: Moderate  Participants: Moderate	2016-17 2017-18	To provide staff with LAFPP’s manual updates on Department-wide procedures reflecting administrative operations and policies.
<b>(9)</b> <b>(NEW)</b> LAFPP Intranet Website Redesign	Lead: High  Participants: Moderate	2017-18	To fully leverage the Department’s intranet as a resource to disseminate information within LAFPP.
<b>Goal V – Enhance Communication Efforts and Outreach</b>			
Project Title	Workload Level	Duration	Project Objective
<b>(10)</b> Increase the Number of Members Reached	Lead: High  Participants: Moderate	2016-17 2017-18	To provide members with thorough and timely information regarding our Plan, utilizing a range of communication methods.

# **GOAL I – Ensure a Financially Sound Retirement**

## **Project 1: *NEW* – Portfolio Risk Analysis**

Duration: 2017-18

Project Lead: Tom Lopez, Chief Investment Officer, Investments Division

Project Participants: General Consultant, Investments Staff

Stakeholders: Board Members, Investments Staff, LAFPP Members, and the City

PROJECT OBJECTIVE	To conduct a thorough risk analysis of the Fund’s investment portfolio.
PROJECT HISTORY	<p>Some commentators believe that the prolonged period of low interest rates has caused many investors, in their efforts to achieve their desired rates of investment returns, to assume too much risk in their portfolios.</p> <p>The purpose of this project is to explore and analyze risk in the pension fund portfolio, over time and in relation to its peers. The objective is to better understand the nature and causes of investment risk and how that risk may have changed over the years.</p>
2017-18 DELIVERABLES	RVK and Staff will produce a report for the Board detailing the nature and extent of investment portfolio risk.
2017-18 MILESTONES	<p><del>BY JUNE 30, 2018 MARCH 31, 2018 DECEMBER 31, 2017:</del>  <del>Staff to produce a risk analysis report and present the information to the Board.</del></p> <p><u>1/18/18 REVISION:</u> RVK plans to present an education session on risk analysis at the off-site meeting in April and subsequently present a review of risk measures as part of the quarterly performance report and a discussion on volatility and downside risk during the last quarter of the fiscal year.</p>
2017-18 RESOURCES	Staff will utilize existing resources and will not require additional funding or authorized positions.



## GOAL II – Manage Risk Throughout the Organization

### **Project 2: *NEW* – Private Equity Investment Fee Disclosure**

Duration: 2017-18

Project Lead: Tom Lopez, Chief Investment Officer, Investments Division

Project Participants: Investments Staff, Private Equity Advisors and Private Equity Funds

Stakeholders: Board Members, LAFPP Members, and the City

PROJECT OBJECTIVE	To annually provide the Board with specified information relating to the fees and returns of specified alternative investments.
PROJECT HISTORY	<p>Assembly Bill No. 2833 was signed into law in 2016 and added Section 7514.7 to the Government Code, requiring that effective January 1, 2017 public pension plans annually disclose at a public meeting information relating to the fees, expenses and returns of alternative investments entered into on or after the effective date, as well as existing alternative investments to which additional commitments are made after the effective date, and to make reasonable efforts to obtain such information from such investments existing prior to January 1, 2017. The purpose of this project is to comply with the new law.</p> <p><u>10/19/17 REVISION:</u> Originally, it was anticipated an annual Private Equity Fee Report covering calendar year 2016 would be presented to the Board before the end of calendar year 2017. However, because the reporting requirements did not go into effect until calendar year 2017, the Plan will have nothing to disclose by December 2017. Instead, Staff and Portfolio Advisors will prepare a voluntary report that includes some of the private equity fund information that is required per AB2833.</p>
2017-18 DELIVERABLES	<p><del>An annual Private Equity Fee Report covering the preceding calendar year will be presented to the Board before the end of each calendar year.</del></p> <p><u>10/19/17 REVISION:</u> A revised Private Equity Report covering the preceding fiscal year will be presented to the Board by June 30, 2018.</p>
2017-18 MILESTONES	<p><u>BY JUNE 30, 2018</u> <del>DECEMBER 31, 2017:</del> Staff will prepare and present to the Board a Private Equity Fee Disclosure Report for the 2016-17 fiscal calendar year.</p> <p>Subsequent reports will be presented before the end of each calendar year, and will cover the preceding calendar year.</p>
2017-18 RESOURCES	Staff does not anticipate requiring additional funding or authorized positions.

## **GOAL II – Manage Risk Throughout the Organization**

### **Project 3: *NEW* – Alive and Well Audit**

Duration: 2017-18

Project Lead: Kyle Susswain, Manager, Retirement Services Section

Project Participants: Retirement Services Section

Stakeholders: LAFPP Members

<b>PROJECT OBJECTIVE</b>	To verify the status of all age 95+ pensioners and confirm that benefits are received by the intended recipients.
<b>PROJECT HISTORY</b>	<p>The City Controller’s Office conducted an audit in 1986 which contained a recommendation that the Department verify the status of age 90+ pensioners. To achieve this objective, the Department utilized a contractor to conduct “alive and well” interviews with these pensioners in-person. The last in-person alive and well audit was completed in 2012 and consisted of 540 pensioners, 77% of whom resided in California. The audit took 10 months to complete and the total cost was \$95,000.</p> <p>In February 2014, after reviewing the intent of these audits, required resources and associated costs, and having surveyed several other systems, staff recommended that audits be performed in-house using online electronic audit services without the assistance of an investigative services consultant. These electronic audits are conducted monthly by staff and have proven successful in identifying pensioners who have passed away.</p> <p>However, in light of recent news articles on pension fraud in New York, Japan, and Florida, some in-person interactions with our Age 95+ population are warranted to ensure that intended recipients are receiving pension payments. The in-person audit is intended to complement the use of existing online audit services.</p>
<b>2017-18 DELIVERABLES</b>	Updated contact information for members; in-person visit with Age 95+ members; investigative reports to confirm intended recipient of pension benefits; investigator contact with Social Services if warranted; staff contact with Department of Aging and LARFPA if warranted; and improved welfare for members.
<b>2017-18 MILESTONES</b>	<p><u>BY SEPTEMBER 30, 2017:</u> Board report to authorize RFP for investigative services and approve selection of consultant(s).</p> <p><u>BY DECEMBER 31, 2017:</u> Pensioner notification of audit; pensioner response to such notification; pensioner notification of auditor information; in-person visits commence.</p> <p><u>BY JUNE 30, 2018:</u> In-person visits completed and audit reports received and reviewed by staff.</p>

## Project 3: *NEW* – Alive and Well Audit (Continued)

2017-18 RESOURCES	The 2017-18 Budget includes a total of \$40,000 for an investigative services consultant.
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# **GOAL III – Enhance Customer Service to our Members**

## **Project 4: Implement Health Care Options for Members**

### ***(formerly Health Care Education and Research/Implement Options for Members)***

Duration: 2016-17, 2017-18

Project Lead: Eunice Zordilla, Manager, Medical & Dental Benefits Section

Project Participants: Medical & Dental Benefits Section Staff, LACERS, LAFPP Health Consultant, and the City Attorney’s Office

Stakeholders: LAFPP Management, LAFPP Retired Members, and Board-approved Medical and Dental Insurance Plan Providers (aka, “Associations”)

<b>PROJECT OBJECTIVE</b>	To implement alternative medical, dental and vision insurance coverage options for those who currently receive their coverage through LAFPP’s agreement with the Los Angeles City Employees’ Retirement System (LACERS) or their health subsidy through the LAFPP Health Insurance Premium Reimbursement Program (HIPR). Enrollment in these Plans would also be available to all LAFPP pensioners.
<b>PROJECT HISTORY</b>	<p>A small group of LAFPP pensioners has received medical/dental insurance coverage through LACERS health plans since LACERS took over civilian retiree health plan administration from the Personnel Department in 1999. Through an agreement with LACERS, LAFPP has offered coverage through LACERS health plans to Port Police who retired under the Fire and Police Pension Plan, as well as retired firefighters who were not eligible to participate in plans offered by the United Firefighters of Los Angeles City or the Los Angeles Firemen’s Relief Association. LACERS has agreed to cover these LAFPP members through the end of December 2017, after which time only those pensioners who were enrolled prior to January 1, 2000, will be allowed to remain in their plans.</p> <p>On November 17, 2016, the Board authorized the release of Requests for Proposals (RFPs) for group medical, dental and vision insurance plans. The purpose of the RFPs is to find suitable medical, dental and vision insurance plans for the group of LAFPP pensioners losing access to their current LACERS plans, as well as for future Port Police and Airport Police Officers as they retire. Additionally, these plans would be open to all retired members and surviving spouses. The RFPs were released and on June 1, 2017, the LAFPP health consultant presented a preliminary report to the Board regarding proposals received.</p>

## Project 4: Implement Health Care Options for Members (Continued)

<p><b>2017-18 DELIVERABLES</b></p>	<p>a) Continue to work with LAFPP’s health consultant to review carrier responses to the RFPs for group medical, dental and vision plans. Implementation will include negotiation and contracting with health carriers. Present recommended plans to the Board for approval.</p> <p>b) Conduct Open Enrollment in Fall 2017.</p> <p>c) Successfully enroll pensioners and qualifying spouses into new plans with coverage effective January 1, 2018.</p>
<p><b>2017-18 MILESTONES</b></p>	<p><u>BY SEPTEMBER 30, 2017:</u> Present recommended plans and rates to the Board for approval by July 2017.</p> <p>Work with LAFPP’s health consultant to complete Open Enrollment packets and prepare for distribution.</p> <p><u>BY DECEMBER 31, 2017:</u> Complete enrollment of all members who need coverage in one of LAFPP’s new health plans, as well as other pensioners or qualifying spouses who choose to enroll.</p>
<p><b>2017-18 RESOURCES</b></p>	<p>The 2017-18 Budget includes a total of \$75,000 for health consulting services, to account for the estimated costs for negotiating and contracting with health carriers and completing the Open Enrollment for Calendar Year 2018. The 2017-18 Budget also includes funding for additional staff to administer the new medical, dental and vision insurance coverage options.</p>

## **GOAL III – Enhance Customer Service to our Members**

### **Project 5: PARIS (Pension and Retirement Information System) Implementation (formerly Pension Administration System Replacement)**

Duration: 2015-16, 2016-17, 2017-18, and 2018-19

Project Lead: Alfred Domagat, Sr. Systems Analyst II, Systems Section

Project Participants: LAFPP Staff, Consultants, Northern Trust, the Information Technology Agency (ITA), and Office of the Controller

Stakeholders: LAFPP Staff and Management, and LAFPP Members and Beneficiaries

<b>PROJECT OBJECTIVE</b>	To design and implement a new Pension Administration System that will result in improved overall efficiency in the department's business operations and continued superior service to our membership.
<b>PROJECT HISTORY</b>	<p>The Request for Proposal (RFP) to replace the current Pension Administration System was released in July 2014 with several bids received in October 2014. The Evaluation Team reviewed the bids and selected Xerox State and Local Systems, Inc (Xerox) as the top-ranking vendor with the lowest cost. The Board awarded the contract to Xerox on May 21, 2015 and implementation of the project began in July 2015. The new system that is being developed was later named PARIS (Pension and Retirement Information System).</p> <p>For the last couple of years, staff has worked with the Xerox team to setup the hosting environment, confirm and document the various specifications for PARIS, and deliver in phases, newly developed system functionality for testing and validation by LAFPP staff. The major system functionalities delivered include Core Calculations for Service Retirement, DROP, Disability, and Terminations as well as Secondary Calculations involving Service Purchases, Enrollment, Deaths, and QDROs. All discrepancies and defects were logged and addressed for resolution and re-testing. 2017-18 will serve as the third year of project implementation.</p>
<b>2017-18 DELIVERABLES</b>	<ul style="list-style-type: none"><li>a) Identify for correction all system functionality that have issues/defects in prior rollout/testing.</li><li>b) Configure and deliver for testing all system functionality for User Acceptance Testing which includes defect repair of major issues identified to move forward with the "Go Live" production rollout.</li><li>c) Ongoing data cleansing and data conversion.</li></ul>

## Project 5: PARIS (Pension and Retirement Information System) Implementation (Continued)

<p>2017-18 MILESTONES</p>	<p><u>BY MARCH 31, 2018</u> <del>DECEMBER 31, 2017</del>:</p> <p>Delivery for testing of corrected system functionality that had issues/defects in prior rollout testing.</p> <p><u>BY JUNE 30, 2018</u>:</p> <p>Delivery and testing of all system functionality for User Acceptance Testing which includes defect repair of major issues identified to move forward with the "Go Live" production rollout (by June 30, 2018 <del>April 30, 2018</del>).</p>
<p>2017-18 RESOURCES</p>	<p>On May 21, 2015, the Board approved an amount not to exceed \$9.02 million to implement a new Pension Administration System (PAS) (3 years) and provide post-implementation services (5 years) by Xerox State and Local Systems, Inc. The Board also approved LRWL, Inc. to provide oversight project management and quality assurance services for an amount not to exceed \$1.16 million.</p> <p>Approximately \$2.293 million for the PARIS Project is included in the 2017-18 Budget, consisting of \$1.903 million for Xerox State and Local Systems, Inc. and \$0.390 million for LRWL, Inc.</p>

# **GOAL III – Enhance Customer Service to our Members**

## **Project 6: *NEW* – Airport Police Transfer**

Duration: 2017-18

Project Lead: Joseph Salazar, Assistant General Manager, Pensions Division

Project Participants: LAFPP, ITA, Department of Airports (LAWA), LACERS,  
and the City Attorney’s Office

Stakeholders: Airport Police and the City

<b>PROJECT OBJECTIVE</b>	To implement the provisions of the Charter amendment (Measure SSS), enrolling all new Airport Police in Tier 6 and allowing existing Airport Police the option to transfer from LACERS to Tier 6.
<b>PROJECT HISTORY</b>	<p>During labor negotiations with the Airport Police bargaining units, the City agreed to place on the State General Election ballot a Charter amendment that proposes certain retirement benefit enhancements for this group.</p> <p>On November 8, 2016, a majority of voters approved the Charter amendment (Measure SSS) which includes the following provisions:</p> <ol style="list-style-type: none"> <li>1) Enrolls all new Airport Police hired on or after January 7, 2018 into Tier 6;</li> <li>2) Allows current Airport Police (hired prior to January 7, 2018) to transfer into Tier 6 from LACERS at their own expense; and</li> <li>3) Permits new Airport Police Chiefs to join LACERS rather than participate in Tier 6.</li> </ol>
<b>2017-18 DELIVERABLES</b>	Adapt all internal/external systems, forms and publications to include Airport Police; work with LACERS to provide benefit counseling and service purchase estimates to all current Airport Police so they may make an informed transfer election.
<b>2017-18 MILESTONES</b>	<p><u>BY SEPTEMBER 30, 2017:</u></p> <ol style="list-style-type: none"> <li>a) Continue counseling sessions for Airport Police eligible to transfer from LACERS.</li> </ol> <p><u>BY DECEMBER 31, 2017:</u></p> <ol style="list-style-type: none"> <li>a) Complete counseling of all Airport Police eligible to transfer from LACERS.</li> <li>b) Finalize testing and implementation of City payroll system and pension administration system changes necessary to integrate Airport Police into Tier 6.</li> <li>c) Develop outreach plan for new Airport Police hires.</li> </ol> <p><u>BY MARCH 31, 2018:</u></p> <p>Complete integration of Airport Police into all LAFPP materials and publications.</p>
<b>2017-18 RESOURCES</b>	Funding for related IT enhancements is included in the 2017-18 Budget. The Department of Airports will reimburse LAFPP for costs associated with this project, including staff salaries, legal, and actuarial consulting fees.



## Goal IV – Pursue Operational Efficiencies

### **Project 7: Employee Development and Training**

Duration: 2015-16, 2016-17, 2017-18

Project Lead: James Schiffhauer, Sr. Personnel Analyst, Human Resources

Project Participants: All Sections

Stakeholders: LAFPP Staff and Management

PROJECT OBJECTIVE	To enhance the LAFPP employee development, recruitment and training program to help retain and further develop our talented workforce, to encourage employee professional growth creating a culture of excellence required for the long-term success of LAFPP.
PROJECT HISTORY	<p>With approximately 37% of the current LAFPP workforce eligible to retire in the next few years, it is vital that LAFPP continue to support efforts to train, develop and recruit staff. LAFPP’s training program is supported strongly by Executive Management and the Department has significantly increased the amount of training completed by staff over the last few years.</p> <p>Starting in 2015-16 as part of the Business Plan, all staff were required to take at least two training courses every fiscal year. Our compliance rate that year was 80%. For 2016-17, we are on track to meet our goal of all staff taking at least two training courses, and as of April 2017, 77% have already met this requirement; a significant improvement from 2015-16. In 2016-17, brown bag seminars on Workplace Violence, Creating Work-Life Balance, Customer Service, the LAFPP budget process, and CPR/AED training will have been conducted.</p>
2017-18 DELIVERABLES	Ensure all LAFPP staff take at least two (2) non-mandated training sessions of their choice and schedule two (2) Brown Bag Lunch sessions in 2017-18.
2017-18 MILESTONES	<u>BY JUNE 30, 2018:</u> Ensure all staff attend two training sessions of their choice and schedule two (2) Brown Bag Lunch sessions.
2017-18 RESOURCES	Funding totaling \$20,300 is estimated for Annual Training programs and this amount is included in the 2017-18 Budget. There is also additional training, travel, and tuition reimbursement funding for professional development opportunities.

## **Goal IV – Pursue Operational Efficiencies**

### **Project 8: Administrative Manual Updates**

Duration: 2016-17, 2017-18

Project Lead: Diana Pointer, Sr. Management Analyst II, Administrative Services Section

Project Participants: Administrative Services Section

Stakeholders: LAFPP Staff and Management

<b>PROJECT OBJECTIVE</b>	To provide staff with LAFPP’s manual updates on Department-wide procedures reflecting administrative operations and policies.
<b>PROJECT HISTORY</b>	<p>Administrative Operations manuals are designed for standard tasks that encompass general office policies and procedures, EEO, employment policies &amp; procedures, building operations, document imaging, safety, emergency planning, budget programs, and related projects. LAFPP manuals exist but some need to be reviewed and updated.</p> <p>For 2016-17, staff completed new headquarters-related procedures and manuals including building operations and emergency procedures. Staff are also in the process of updating other manuals relating to Department-wide Administrative Policies and Procedures, Contracts, and Board Elections.</p>
<b>2017-18 DELIVERABLES</b>	In 2017-18, staff will continue to update manuals and will complete them by June 30, 2018. Staff will also complete a Document Imaging Governance manual to provide policy and guidelines to staff. The document imaging manual will ensure the Department’s operations align with the Los Angeles Administrative Code and document imaging industry standards. Staff will ensure the timely completion of this manual and will distribute it to LAFPP through the DocuShare system.
<b>2017-18 MILESTONES</b>	<u>BY JUNE 30, 2018:</u> Complete the following manuals: Administrative Policies and Procedures, Contracts, Board Elections, and Document Imaging Governance.
<b>2017-18 RESOURCES</b>	Existing staff will be utilized to update manuals and procedures.

## Goal IV – Pursue Operational Efficiencies

### **Project 9: NEW – LAFPP Intranet Website Redesign**

Duration: 2017-18

Project Lead: Bob Yan, Director of Systems, Systems Section

Project Participants: All Sections

Stakeholders: LAFPP Staff and Management

PROJECT OBJECTIVE	To fully leverage the Department's intranet as a resource to disseminate information within LAFPP.
PROJECT HISTORY	The current LAFPP intranet website was developed more than ten years ago with tools available at that time. Since then, technology has advanced and many more tools have been developed that have enhanced features in navigation and user functionality. The redesign of the intranet website will provide easier access to information within a single portal and more flexibility in managing content.
2017-18 DELIVERABLES	Redesign and develop a new intranet website with additional information for sharing and establish processes in updating the content.
2017-18 MILESTONES	<p><u>BY DECEMBER 31, 2017:</u></p> <ul style="list-style-type: none"><li>a) Review existing content and gather new requirements from all sections and management;</li><li>b) Research and evaluate available open source software tools to design and develop websites; and</li><li>c) Complete training and implement the website tools.</li></ul> <p><u>BY JUNE 30, 2018:</u></p> <ul style="list-style-type: none"><li>a) Design, develop, test, and deploy new intranet website; and</li><li>b) Implement processes and procedures in website maintenance and content update.</li></ul>
2017-18 RESOURCES	Existing staff will be utilized to redesign the website. No additional funding is required.

## **GOAL V – Enhance Communication Efforts and Outreach**

### **Project 10: Increase the Number of Members Reached**

Duration: 2016-17, 2017-18

Project Lead: Carol Tavares, Manager, Communications & Education Section

Project Participants: Pensions Division Staff

Stakeholders: Board Members, LAFPP Staff, LAFPP Members, and the City

<b>PROJECT OBJECTIVE</b>	To provide members with thorough and timely information regarding our Plan, utilizing a range of communication methods.
<b>PROJECT HISTORY</b>	<p>This project expands from the last fiscal year where the number of seminars was increased and additional formats and locations were added to accommodate the growing interest in attending Financial Planning Education Seminars.</p> <p>Staff participates in various other outreach events hosted by the Unions and Associations, and benefit presentations are also offered to members at their work locations. The number of members reached increased approximately 10% from 2015-16 to 2016-17.</p> <p>A large percentage of the members reached were from LAPD because of the high number of events hosted by the Police Protective League. Outreach should be extended to the Port Police and Fire members.</p> <p>Beginning in January 2018, all new Airport Police hires will become members of LAFPP Tier 6 upon completion of basic training. These new members will need to be incorporated into our outreach efforts going forward.</p>
<b>2017-18 DELIVERABLES</b>	Increase outreach efforts to include Port Police, Firefighters, and Airport Police. Increase the total number of members reached by 5%.
<b>2017-18 MILESTONES</b>	<p><u>BY SEPTEMBER 30, 2017:</u> Develop a campaign strategy to reach more Port Police and Fire members.</p> <p><u>BY DECEMBER 31, 2017:</u> Develop a plan for outreach to new Airport Police members.</p> <p><u>BY JUNE 30, 2018:</u> Implement the outreach strategies and meet the 5% target goal.</p>
<b>2017-18 RESOURCES</b>	No additional funds are anticipated.