

DEPARTMENT OF FIRE AND POLICE PENSIONS

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REPORT TO THE BOARD OF FIRE AND POLICE PENSION COMMISSIONERS

DATE: JUNE 16, 2022

ITEM: C.3

FROM: RAYMOND P. CIRANNA, GENERAL MANAGER

SUBJECT: 2022-23 FINAL BUSINESS PLAN AND POSSIBLE BOARD ACTION

RECOMMENDATION

That the Board approve the attached 2022-23 Final Business Plan (Attachment I).

BACKGROUND

On March 17, 2022, the Board approved the 2022-23 Preliminary Business Plan in conjunction with the 2022-23 Preliminary Budget. The Preliminary Business Plan consisted of a total of 13 projects, of which nine (9) were newly added while four (4) were continuing from the 2021-22 Business Plan.

The annual Business Plan is intended to assist LAFPP in accomplishing its Strategic Goals as outlined within its Three-Year Strategic Plan. On November 18, 2021, the Board approved the adoption of the 2022-24 Three-Year Strategic Plan (Attachment II), which included a new, sixth Strategic Goal aimed at promoting diversity, equity, and inclusion (DEI) throughout LAFPP, including its investment portfolio and business partners. Additionally, the new Three-Year Strategic Plan formally incorporates "Diversity" as a Value and reaffirms the department's beliefs in the power of DEI to enrich our organization.

The Business Plan is further developed in conjunction with the General Manager's Operational Vision (Attachment III) as presented to the Board on January 21, 2021, as a result of the key changes brought about by the pandemic, and the 2022-23 Budget, in order to ensure resources are adequately funded.

DISCUSSION

Subsequent to the Board's approval of the 2022-23 Preliminary Business Plan, one (1) additional 2021-22 Business Plan project has been continued to the 2022-23 Final Business Plan and is discussed further in this report. The 2022-23 Final Business Plan thus consists of a total of 14 projects.

Each project is outlined in the project Summary Matrix (p. 4 – 7 of Attachment I), which also includes workload level indicators that are intended to provide the Board a sense of staff and participant workload requirements for the upcoming fiscal year, organized pursuant to LAFPP's six (6) Strategic Goals shown below (additional details for each project are included further in Attachment I):

1. Ensure a Financially Sound Retirement System

2. Manage Risk Throughout the Organization
3. Enhance Customer Care and Stakeholder Relations
4. Pursue Operational Efficiencies
5. Build and Support a Talented Workforce
6. Promote Diversity, Equity and Inclusion (DEI) Throughout the Organization Including Our Investment Portfolio and Business Partners

Project Added Since the 2022-23 Preliminary Business Plan

As indicated, since Board consideration of the Preliminary Business Plan, the following project was added to the 2022-23 Final Business Plan:

1) CONTINUING – Member Video Guides for Completing Counseling Forms (Project #8)

Due to a continuously increasing workload for the DROP/Service Pensions Section (DROP/SP), which limited staff's available time to dedicate toward the creation of video guides in Fiscal Year (FY) 2021-22, the Board authorized the deferral of this project at its April 21, 2022 meeting. Staff seeks to complete creation of member video guides and disseminate via online posting by June 30, 2023. The project's objective remains to provide members an additional resource in reviewing at their leisure the various forms discussed during counseling sessions.

Monitoring Progress

Staff will track the progress of all projects with quarterly update reports to the Board, and through these reports will recommend any necessary changes in scheduling or budget throughout the year. This process allows the Board to measure progress and adjust periodically to reflect any changes that may occur.

BUDGET

Funding for the proposed projects has been included in the 2022-23 Final Budget.

POLICY

There are no policy changes proposed in this report.

CONTRACTOR DISCLOSURE INFORMATION

There is no contractor disclosure information required with this report.

This report was prepared by:

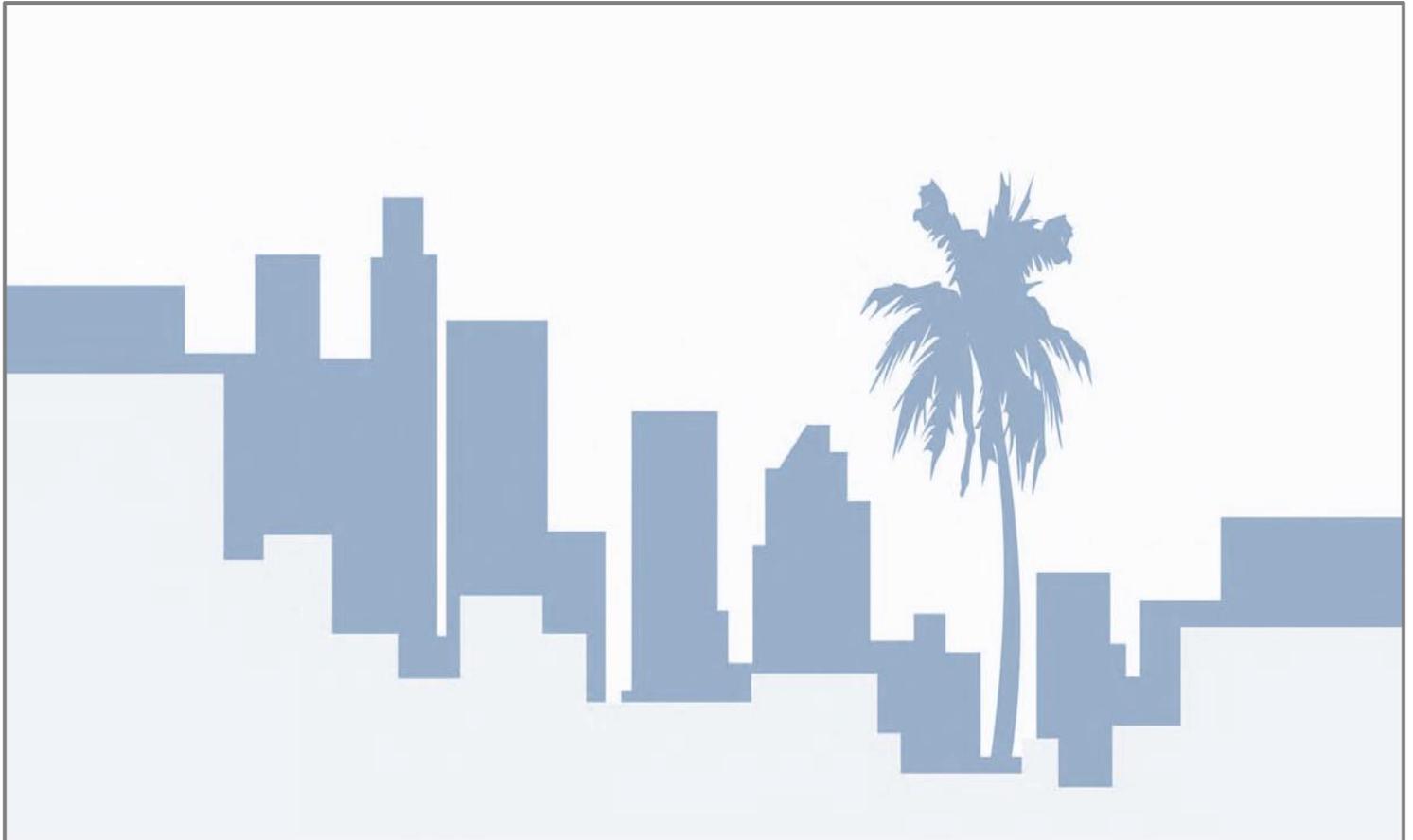
Elijah Hernandez, Management Analyst
Administrative Services Section

RPC:WSR:MTS:EC:EH

- Attachments:
- I. 2022-23 Final Business Plan
 - II. 2022-24 Three-Year Strategic Plan
 - III. General Managers Operational Vision

LAFPP

LOS ANGELES FIRE AND POLICE PENSIONS



2022-23 FINAL BUSINESS PLAN

**AS SUBMITTED TO THE BOARD:
JUNE 16, 2022**





2022-23 FINAL BUSINESS PLAN

INTRODUCTION

Los Angeles Fire and Police Pensions (LAFPP) annually prepares a Business Plan to develop projects to help successfully accomplish our goals and identify necessary allocation of resources to the most critical areas of our operations. With preparation of the Business Plan, we strive to fulfill our vision and support our mission as outlined in the 2022-24 Three-Year Strategic Plan. The Strategic Plan as approved by the Board on November 18, 2021, reaffirms LAFPP's commitment to:

VISION

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

MISSION

Advance the health and retirement security of those who dedicate their careers and risk their lives to protect the people of Los Angeles.

Our 2022-23 Final Business Plan includes 14 projects, including nine (9) new projects, and five (5) continuing projects. We believe these projects are critical to ensure we continue to meet LAFPP's primary goals while upholding our values:

GOALS

- 1) Ensure a Financially Sound Retirement System
- 2) Manage Risk Throughout the Organization
- 3) Enhance Customer Care and Stakeholder Relations
- 4) Pursue Operational Efficiencies
- 5) Build and Support a Talented Workforce
- 6) Promote Diversity, Equity and Inclusion (DEI) Throughout the Organization Including Our Investment Portfolio and Business Partners

VALUES

- Collaboration
- Respect
- Efficiency
- Accountability
- Transparency
- Ethics
- Diversity

LAFPP continues to provide exceptional service to our members in new and innovative ways and has offered our services both in-person as well as virtually to meet individual preferences, all while complying with applicable local and state health and safety protocols. As the COVID-19 pandemic remains fluid, we continue to implement a hybrid remote/on-site workforce and work to increase the availability of alternate means for our members to access services and have begun executing a plan to communicate our new virtual service offerings. LAFPP additionally maintains its efforts to leverage MyLAFPP, the Pension and Retirement Information System (PARIS) and our website to increase efficiencies throughout the organization and further enhance the member experience.

Projects in the 2022-23 Final Business Plan include enhancements for member services (such as increasing engagement with early-career members and adding a wire transfer option for contribution refunds); plans to strengthen our cyber security stance; ongoing development of our pension administration system to better support our members and the Plan's long-term sustainability (such as refinement of the Disability Claims Management System and review of other legacy databases); and a reimagining of our workforce by finding new ways to connect in a hybrid work environment and envisioning innovative use of office space and ways of working.



2022-23 FINAL BUSINESS PLAN INTRODUCTION

The 2022-23 Final Business Plan also includes a project that reflects LAFPP's ongoing commitment to promote diversity, equity, and inclusion within all aspects of the organization. LAFPP has long promoted inclusion within its investment portfolio and will look to further promote access in the management of LAFPP's private market investment portfolio. Additionally, the Department continues to adopt principles and pursue initiatives that foster greater participation and inclusion of all individuals in LAFPP's procurement and staffing processes.

I believe these projects will enable LAFPP to achieve its strategic goals and uphold its mission, while incorporating innovations to our service delivery and operations that will serve to increase our resiliency and improve our ability to adapt to a new approach of working in a post-pandemic reality.

As always, I extend my gratitude to the Board and staff for their hard work and dedication to the members of our system.

Sincerely,

Raymond Ciranna, General Manager



2022-23 FINAL BUSINESS PLAN PROJECT SUMMARY MATRIX

GOAL 1 – Ensure a Financially Sound Retirement System

1. **(NEW)** Implementation of 115 Trust in Financial Reporting

Objective

To implement the IRC Section 115 Trust consistent with the financial reporting requirements as stipulated in the City's Ordinance No. 187351.

Duration

2022-23

Workload Indicator

Lead: Moderate

Participants: Moderate

2. **(NEW)** Implementation of New Global Credit Mandate

Objective

To increase portfolio diversification, reduce downside risk, increase flexibility to invest outside of traditional core fixed income, and enhance the fixed income portfolio's risk/return profile.

Duration

2022-23

Workload Indicator

Lead: High

Participants: High

3. **(NEW)** Implementation of Asset Allocation Plan

Objective

To improve the risk/return profile for the System's investments.

Duration

2022-23

Workload Indicator

Lead: Moderate

Participants: Moderate

GOAL 2 – Manage Risk Throughout the Organization

4. **(NEW)** Internal Audit Risk Assessment Framework

Objective

To further refine Internal Audit Section's risk assessment process and develop a robust risk assessment toolkit and process to systematically assess risk exposure and internal control gaps on an organizational level.

Duration

2022-23

Workload Indicator

Lead: Moderate

Participants: Moderate

5. **(CONTINUING)** Enterprise-wide Cyber Security Program

Objective

To develop an enterprise-wide cyber security program that will focus on all levels of the organization to improve the Department's posture and defense against cyber-attacks.

Duration

2020-21, 2021-22,
2022-23

Workload Indicator

Lead: Moderate

Participants: Moderate



2022-23 FINAL BUSINESS PLAN PROJECT SUMMARY MATRIX

GOAL 3 – Enhance Customer Care and Stakeholder Relations			
6. (NEW) Rollovers of Refund of Contributions via Wire Transfer <u>Objective</u> To provide former members and beneficiaries the option to rollover refund of contributions via wire transfer, reducing the risk of checks being lost/stolen and expediting the process. <u>Duration</u> 2022-23			
<u>Workload Indicator</u> Lead: Moderate		Participants: Moderate	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. (NEW) Engaging Early-Career Members to Plan for Retirement <u>Objective</u> To engage members in the early stages of their career and encourage the utilization of various available LAFPP educational tools to begin long-term financial planning for retirement. <u>Duration</u> 2022-23			
<u>Workload Indicator</u> Lead: Moderate		Participants: Moderate	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. (CONTINUING) Member Video Guides for Completing Counseling Forms¹ <u>Objective</u> To provide members an additional resource in reviewing at their leisure the various forms discussed during counseling sessions. <u>Duration</u> 2022-23			
<u>Workload Indicator</u> Lead: Moderate		Participants: Moderate	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GOAL 4 – Pursue Operational Efficiencies			
9. (CONTINUING) Disability Claims Management System Review² <u>Objective</u> To pursue operational efficiencies by identifying and documenting the requirements needed for an improved Disability Claims Management System. <u>Duration</u> 2022-23			
<u>Workload Indicator</u> Lead: Moderate		Participants: Low	
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¹ This project was initially included in the 2021-22 Business Plan. However, due to continuously increasing workloads from a higher than anticipated number of DROP Exits and retirements which required staff's attention as a priority, the Board authorized deferral to the 2022-23 Business Plan on April 21, 2022.

² This project was initially included in the 2021-22 Business Plan. However, due to identified issues awaiting resolution from previous PARIS projects and competition with existing priorities, the Board authorized deferral to the 2022-23 Business Plan on October 21, 2021.



2022-23 FINAL BUSINESS PLAN PROJECT SUMMARY MATRIX

GOAL 4 – Pursue Operational Efficiencies

10. (NEW) Elimination of the Deceased Members Database

Objective

To analyze the functionality contained in the Deceased Members Database and determine the upgrades to PARIS needed to eliminate the Deceased Members Database.

Duration

2022-23, 2023-24

Workload Indicator

Lead: High



Participants: High



11. (NEW) Unclaimed Final Checks

Objective

To locate next of kin for 166 cases where a pensioner passed away and their final check is left unclaimed.

Duration

2022-23

Workload Indicator

Lead: Low



Participants: Low



GOAL 5 – Build and Support a Talented Workforce

12. (NEW) Reinforcing Employee Connections and Organizational Culture in a Hybrid Workforce

Objective

To explore best practices that will help build a deeper sense of community and reinforce our organizational culture while continuing as a hybrid workforce.

Duration

2022-23

Workload Indicator

Lead: Moderate



Participants: Low



13. (CONTINUING) Permanent Hybrid Workforce

Objective

To be at the forefront of modern workforce practices by implementing a permanent hybrid workforce to increase efficiencies, reduce ongoing operating expenses and carbon footprint, and evolve to meet member service needs in the future.

Duration

2021-22, 2022-23

Workload Indicator

Lead: High



Participants: Moderate





2022-23 FINAL BUSINESS PLAN

PROJECT SUMMARY MATRIX

GOAL 6 – Promote Diversity Equity and Inclusion (DEI) Throughout the Organization Including Our Investment Portfolio and Business Partners

14. (CONTINUING) Institutional Limited Partners Association Diversity in Action Initiative

Objective

To improve the long-term sustainability and risk/return profile of the Board's private markets portfolio.

Duration

2021-22, 2022-23

Workload Indicator

Lead: Moderate

Participants: Moderate



**Project #1: (NEW)
Implementation of 115 Trust in Financial Reporting**

Duration: 2022-23
Project Lead(s): Michelle Chan, Department Chief Accountant, Accounting Section
Project Participants: Accounting Staff
Stakeholders: LAFPP, Board Members, LAFPP Members and Beneficiaries, and the City

Project History:

The Plan actuary, The Segal Company, projected that employer contributions to fund LAFPP retiree health benefits may exceed the Internal Revenue Code (IRC) limit on a cumulative basis by as early as Fiscal Year (FY) 2025-26. As such, on May 20, 2021, the Board authorized the General Manager to seek City Council’s approval of the creation of a 115 Trust structure as an alternative retiree health benefit funding mechanism to prevent the City from exceeding the 401(h) contribution limitation. The 115 Trust Ordinance (No. 187351) was approved by the City Council on January 11, 2022 and became effective on February 21, 2022. The FY 2022-23 contribution for retiree health benefits will be deposited into the new 115 Trust.

PROJECT OBJECTIVE	To implement the IRC Section 115 Trust consistent with the financial reporting requirements as stipulated in the City’s Ordinance No. 187351.
2022-23 DELIVERABLES	Provide financial reports that will incorporate the 115 Trust components.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022:</p> <ul style="list-style-type: none"> a) Set up new funds and accounts for the 115 Trust in both the City’s Financial Management System (FMS) and LAFPP’s Microsoft Dynamics system; and, b) Incorporate the new funds and accounts in the financial reports. <p>BY JUNE 30, 2023:</p> <ul style="list-style-type: none"> a) Incorporate the 115 Trust funds and accounts in the current recording process; b) Conduct staff training and run preliminary financial reports for validation; and, c) Incorporate the 115 Trust components into the templates for the annual financial statement schedules and footnotes.
2022-23 RESOURCES	No additional costs are anticipated with this project.



**Project #2: (NEW)
Implementation of New Global Credit Mandate**

Duration: 2022-23
Project Lead(s): Kristy Nguyen, Investment Officer III, Investments Division
Project Participants: Investments Division, General Investment Consultant, and Global Credit Investment Manager
Stakeholders: Board Members, Investments Staff, LAFPP Members, and the City

Project History:

On November 18, 2021, RVK, the System’s General Investment Consultant, recommended the Board add a 12.5% allocation of the System’s total fixed income portfolio to a new Global Credit mandate. At the succeeding December 2, 2021 meeting, staff presented the recommendation and the Board approved the new mandate.

PROJECT OBJECTIVE	To increase portfolio diversification, reduce downside risk, increase flexibility to invest outside of traditional core fixed income, and enhance the fixed income portfolio's risk/return profile.
2022-23 DELIVERABLES	Implement the global credit mandate including the hiring of a global credit investment manager.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022:</p> <ul style="list-style-type: none"> a) Complete the global credit investment manager search including the execution of the investment management contract between the LAFPP Board and the manager; and, b) Initiate the planned reduction of existing fixed income accounts to fund the new mandate. <p>BY DECEMBER 31, 2022: Complete funding of the new global credit portfolio.</p> <p>BY MARCH 31, 2023:</p> <ul style="list-style-type: none"> a) Monitor the performance of the new global credit portfolio/manager; and, b) Schedule quarterly portfolio update calls with the new manager. <p>BY JUNE 30, 2023: Continue to monitor the performance of the mandate and report to the Board as needed.</p>
2022-23 RESOURCES	Investment management fees are anticipated to increase for this asset allocation by \$1.5 million in FY 2022-23.



**Project #3: (NEW)
Implementation of Asset Allocation Plan**

Duration: 2022-23
Project Lead(s): Kristy Nguyen, Investment Officer III, Investments Division
Project Participants: Investments Division, General Investment Consultant, General Investment Manager
Stakeholders: Board Members, Investment Staff, LAFPP Members, and the City

Project History:

The Board Investment Policies Section 1.6 states, in part: “The Board shall conduct an Asset Allocation study every three to five years.” Once the Board selects an asset allocation plan, staff will develop a plan for implementation.

PROJECT OBJECTIVE	To improve the risk/return profile for the System’s investments.
2022-23 DELIVERABLES	Implementation of the Board directed Asset Allocation Plan as modified from its current state.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022: Evaluate and formulate plan to achieve new Asset Allocation targets.</p> <p>BY DECEMBER 31, 2022: Begin implementation of new Asset Allocation strategy, including any necessary searches.</p> <p>BY MARCH 31, 2023: Schedule and hold interviews, if needed, for new managers.</p> <p>BY JUNE 30, 2023: Complete new Asset Allocation Plan.</p>
2022-23 RESOURCES	Three (3) free manager searches by RVK are provided for within the 2022-23 Budget. Should additional searches be required based on the Board’s decisions, a budget of \$18,000 will be necessary for each additional manager searches beyond the three free searches per contract year.



**Project #4: (NEW)
Internal Audit Risk Assessment Framework**

Duration: 2022-23
Project Lead(s): Cynthia Varela, Departmental Audit Manager, Internal Audit Section
Project Participants: Internal Audit Staff
Stakeholders: LAFPP

Project History:

In accordance with the Internal Audit Charter and professional auditing standards, the Internal Audit Section (IAS) performs an annual risk assessment to ensure the annual audit plan prioritizes audit activities appropriately. IAS’ current process considers risks and internal controls within business activities and surveys the Board and management for their perspective on areas of concern.

Professional auditing organizations, such as the Association of Local Government Auditors and the Institute of Internal Auditors, have shared techniques to incorporate a more quantitative approach to rate risk exposures. IAS would utilize techniques to build on its current process to incorporate a measurement basis for ranking risk areas and assist in developing audit priorities for the Board’s consideration which could be used for the annual audit plans over several fiscal years.

The risk assessment model that will be developed for IAS will require: 1) establishing the risk criteria and rating scale, and 2) identifying key business activities. Risk criteria are the factors that will help measure the risk of an activity or event. Financial impact, volume of transactions, process complexity, centralized processes, etc. are examples of risk criteria that may be used. The risk rating scale defines what would constitute a high-, moderate-, or low-risk activity for each risk criteria. For example, regarding complexity, low-risk may be defined as routine, complex systems-based processing compared to a high-risk rating where the activity is non-routine and relies on estimation involving significant judgment or subjectivity.

PROJECT OBJECTIVE	To further refine Internal Audit Section's risk assessment process and develop a robust risk assessment toolkit and process to systematically assess risk exposure and internal control gaps on an organizational level.
2022-23 DELIVERABLES	Establish a systematic risk assessment measurement process that follows industry-accepted guidance.

Project #4: (NEW)

Internal Audit Risk Assessment Framework

2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022: Identify and define risk criteria (e.g., financial impact, mission impact, complexity) and risk rating scale (e.g., high-risk for non-routine, estimated or complex processing that relies on judgment or experience).</p> <p>BY DECEMBER 31, 2022: Identify key business activities.</p> <p>BY MARCH 31, 2023: Present list of key business activities, risk criteria and rating scale to Executive Management and obtain agreement or modify as needed.</p> <p>BY JUNE 30, 2023: Evaluate risk exposure and internal control gaps with new tool and review results of risk assessment with Executive Management.</p>
2022-23 RESOURCES	No additional costs are anticipated with this project.



**Project #5: (CONTINUING)
Enterprise-wide Cyber Security Program**

Duration: 2020-21, 2021-22 and 2022-23
Project Lead(s): William Raggio, Executive Officer
 Administrative Operations Division
Project Participants: Executive Management and Systems Staff
Stakeholders: Board Members and LAFPP Members

Project History:

The Enterprise-wide Cyber Security Program, which began in FY 2020-21, leverages in-house expertise, along with outside counsel and security vendors as necessary, to strengthen the Department’s cyber security posture. It is comprised of several elements that are actively overseen by Executive Management and reported to the Board regularly. Some of the elements are 1) a top-down review of the existing cyber security program and procedures, 2) engagement with outside counsel/security vendors to implement best practices, 3) implementation of technical solutions to minimize risk, and 4) employee security awareness training.

Since FY 2020-21, major initiatives completed include: 1) development of a cyber-security incident response plan, 2) vulnerability assessment of Department’s network, 3) remediation of critical vulnerabilities, 4) review and update of personnel policies and procedures, and 5) Board education on, and procurement of, cyber liability insurance.

PROJECT OBJECTIVE	To develop an enterprise-wide cyber security program that will focus on all levels of the organization to improve the Department’s posture and defense against cyber-attacks.
2022-23 DELIVERABLES	<ul style="list-style-type: none"> a) Implement Data Loss Prevention (DLP) solution for email; b) Remediate all medium-risk level and some low-risk level vulnerabilities; c) Deploy Security Information and Event Management (SIEM) tool to provide real-time analysis of security alerts; and, d) Continue research to identify and implement Cyber Security best practices.

Project #5: (CONTINUING) Enterprise-wide Cyber Security Program

<p>2022-23 MILESTONES</p>	<p>BY DECEMBER 31, 2022:</p> <ul style="list-style-type: none"> a) Classify department Personally Identifiable Information (PII), gather requirements, and design email DLP solution; b) Remediate all medium-risk level vulnerabilities; c) Research and evaluate SIEM tool; and, d) Continue research on Cyber Security best practices and report to the Board, as necessary. <p>BY JUNE 30, 2023:</p> <ul style="list-style-type: none"> a) Procure software if necessary; configure, test, and deploy email DLP solution; b) Remediate some of the low-risk level vulnerabilities; c) Procure, test, and deploy SIEM tool; and, d) Based on research, implement best practice solutions for Cyber Security.
<p>2022-23 RESOURCES</p>	<p>Existing staff will coordinate, as necessary, with vendors. Funding will be included in the FY 2022-23 Budget for this effort.</p>



Project #6: (NEW)

Rollovers of Refund of Contributions via Wire Transfer

Duration: 2022-23
Project Lead(s): Riza Mulawin, Manager, Active Member Services Section
Project Participants: Active Member Services Staff, PASCo Staff, Systems Staff, Accounting Staff, and Northern Trust
Stakeholders: Former LAFPP Members and Beneficiaries, and Rollover Institutions

Project History:

Upon termination, former members have the option to request a refund of their pension contributions and accrued interest as cash payment via check or direct deposit. Alternatively, they can elect to rollover the funds to a financial institution of their choice via check only. On average it can take between one-to-two weeks for a financial institution to receive and process the rollover check; during which time the former member's funds may not accrue interest depending on the recipient institution's policies.

Wire transfers are currently being used for monthly pension payments and DROP disbursements.

PROJECT OBJECTIVE	To provide former members and beneficiaries the option to rollover refund of contributions via wire transfer, reducing the risk of checks being lost/stolen and expediting the process.
2022-23 DELIVERABLES	Implement the option to rollover refund of contributions via wire transfer to members' financial institutions.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022: Coordinate with Northern Trust, PASCo staff, Systems staff, and Accounting staff to test the functionality of wire transfers for rollover of refund of contributions.</p> <p>BY DECEMBER 31, 2022: Provide training to Active Member Services staff in processing contribution refunds via wire transfer.</p> <p>BY MARCH 31, 2023: Update applicable forms and communications to reflect the availability of wire transfer option for contribution refunds.</p> <p>BY JUNE 30, 2023: Implement rollover of refunds via wire transfers and process payments as requested by former members and beneficiaries.</p>

Project #6: (NEW)

Rollovers of Refund of Contributions via Wire Transfer

2022-23 RESOURCES	If necessary, budgeted overtime will be used for testing the functionality of wire transfers. An additional cost is associated with wire transfers and will be the responsibility of the former members and/or beneficiaries.
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Project #7: (NEW) **Engaging Early-Career Members to Plan for Retirement**

Duration: 2022-23
Project Lead(s): Elizabeth Trevizo, Benefits Analyst and Stephen Bayutas, Benefits Analyst, Communications & Education Section
Project Participants: Communications & Education Staff, Website and Financial Planning Education Consultants, Sworn Employee Unions, and Association Publications
Stakeholders: LAFPP Members and LAFPP Staff

Project History:

LAFPP currently offers various retirement planning tools (e.g., newsletters, seminars/webinars, and MyLAFPP for online self-services) to assist members in all stages of their careers with long-term financial planning. Typically, however, members are not interested in utilizing these tools for the topic of retirement until they are within their final 3-5 years of service.

PROJECT OBJECTIVE	To engage members in the early stages of their career and encourage the utilization of various available LAFPP educational tools to begin long-term financial planning for retirement.
2022-23 DELIVERABLES	Offer tools that engage younger members to increase participation in financial planning education and benefit information webinars, the readership for newsletters and other written communications, and utilization of the services provided in MyLAFPP.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022: Research trends to appeal to younger audiences (e.g., obstacles that deter participation, topics of appeal, preferences/formats to receive information).</p> <p>BY DECEMBER 31, 2022: a) Develop a communications/outreach plan with scheduled dates and activities/tasks; and, b) Create metrics with detailed methods to measure progress.</p> <p>BY MARCH 31, 2023: a) Implement the communications/outreach plan; and, b) Review plan progress.</p> <p>BY JUNE 30, 2023: Assess progress by utilizing the developed metrics.</p>

Project #7: (NEW)
Engaging Early-Career Members to Plan for Retirement

2022-23 RESOURCES	No additional costs are anticipated with this project.
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**Project #8: (CONTINUING)
Member Video Guides for Completing Counseling Forms**

Duration: 2022-23
Project Lead(s): Krystle Gill, Senior Benefits Analyst I, DROP/ Service Pensions Section
Project Participants: DROP/Service Pensions Staff, Communications & Education Staff
Stakeholders: LAFPP Members and DROP/Service Pensions Staff

Project History:

This is a new business plan prompted by DROP Section’s group counseling sessions. Several members have requested follow up from staff after the session on certain forms requiring further clarification and instructions. Additionally, staff has received requests from members to record the sessions in order to review the information that was covered.

PROJECT OBJECTIVE	To provide members an additional resource in reviewing at their leisure the various forms discussed during counseling sessions.
2022-23 DELIVERABLES	A series of online-accessible videos which will provide guidance to members and staff on how to properly complete DROP Entry, DROP Exit, and Service Retirement forms.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022 Create a video for how to complete DROP Entry Forms by using a video software application to record staff going over each form that is covered during DROP Entry counseling sessions. The focus will be on the forms with voiceover by DROP staff.</p> <p>BY DECEMBER 31, 2022: Start creating videos on how to complete Service Retirement Forms by a using video software application to record staff going over each form that is covered during Service Retirement counseling sessions. The focus will be on the forms with voiceover by DROP staff.</p> <p>BY MARCH 31, 2023 Complete all videos on how to complete Service Retirement Forms.</p>

Project #8: (CONTINUING) Member Video Guides for Completing Counseling Forms

2022-23 MILESTONES (CONT.)	BY JUNE 30, 2023: a) Create a video for how to complete DROP Exit Forms by using a video software application to record staff going over each form that is covered during DROP Exit counseling sessions. The focus will be on the forms with voiceover by DROP staff; and b) Collaborate with Communications & Education staff to ensure all videos are posted on LAFPP’s website.
2022-23 RESOURCES	No additional costs are anticipated with this project at this time. However, future costs may be incurred from procurement of a new software solution.



**Project #9: (CONTINUING)
Disability Claims Management System Review**

Duration: 2022-23
Project Lead(s): Kristen Rosauer, Manager, Disability Pensions Section
Project Participants: Disability Pensions Staff, PASCo Staff, and Systems Staff
Stakeholders: LAFPP Members, Executive Management, and Disability Pensions Staff

Project History:

Application processing for the Disability Pensions Section has historically been tracked by the Disability Claims Database (an Access database). This database has been in use for many years and contains all data on Disability Applicants from 1997 to present. This project was originally included in the FY 2021-22 Business Plan and was deferred due to a reprioritization of PARIS functionalities affecting a large number of members.

PROJECT OBJECTIVE	To pursue operational efficiencies by identifying and documenting the requirements needed for an improved Disability Claims Management System.
2022-23 DELIVERABLES	Identify and document the requirements needed for an updated Disability Claims Management System, to better equip staff to research and manage disability claims and metrics.
2022-23 MILESTONES	<p>BY DECEMBER 31, 2022:</p> <ul style="list-style-type: none"> a) Conduct a thorough analysis of the existing database and recurring/ad hoc reports; and, b) Determine the information needed to be modified/included in a future case management solution. <p>BY JUNE 30, 2023:</p> <ul style="list-style-type: none"> a) Identify the requirements for the future Disability Case Management System solution; and, b) Begin to research software options for Disability Claims case management and reporting solutions, both internal and external.
2022-23 RESOURCES	No additional costs are anticipated with this project at this time. However, future costs may be incurred from procurement of a new software solution.



Project #10: (NEW)
Elimination of the Deceased Members Database

Duration: 2022-23 and 2023-24
Project Lead(s): Anthony Torres, Manager, PASCo Section
Project Participants: PASCo Staff and Retirement Services Staff
Stakeholders: Retirement Services Section, PASCo Section, and Systems Section

Project History:

The Deceased Members Database is used to generate correspondence, track recovery of excess pension payments, and manage other processes related to pensioner deaths. Use of this database, in addition to the Pension and Retirement Information System (PARIS), requires duplicate data entry. It also requires resources from Systems Section to maintain.

PROJECT OBJECTIVE	To analyze the functionality contained in the Deceased Members Database and determine the upgrades to PARIS needed to eliminate the Deceased Members Database.
2022-23 DELIVERABLES	Provide specifications for new correspondence and functionality to integrate the Deceased Members Database's functionality into PARIS.
2022-23 MILESTONES	<p>BY DECEMBER 31, 2022: Identify correspondence and functionality from the Deceased Members Database that should be incorporated into PARIS.</p> <p>BY MARCH 31, 2023: Finalize specifications for new correspondence in PARIS to replace correspondence generated by the Deceased Members Database.</p> <p>BY JUNE 30, 2023: Finalize specifications for new (non-correspondence) functionality in PARIS to replace functionality from the Deceased Members Database.</p>
2022-23 RESOURCES	No additional costs are anticipated in the first year of the project.



**Project #11: (NEW)
Unclaimed Final Checks**

Duration: 2022-23
Project Lead(s): Lis Burog, Benefits Analyst, Retirement Services Section
Project Participants: Retirement Services Staff
Stakeholders: LAFPP Members and Retirement Services Staff

Project History:

As part of the 2021-22 Business Plan, the Alive & Well Verification identified the difficulties in locating the next of kin of deceased pensioners. When relatives cannot be located, the member’s file is left incomplete as no final checks can be issued to the next of kin/estate. In 2022-23, Retirement Services (RS) staff will focus on gathering next of kin’s contact information using all known search methods. RS will also create a Next of Kin Form to make the processing of a member’s final check a more efficient process going forward.

PROJECT OBJECTIVE	To locate next of kin for 166 cases where a pensioner passed away and their final check is left unclaimed.
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2022-23 DELIVERABLES	Resolve at least 50% of these cases by providing final checks to the member's next of kin/estate.
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2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022:</p> <ul style="list-style-type: none"> a) Draft the Next of Kin Form; b) Research next of kin/estate using various search methods, including LexisNexis; and, c) Survey CALAPRS to find if they utilize other methods of locating relatives/next of kin. <p>BY DECEMBER 31, 2022:</p> <p>Complete next of kin/estate research, prepare mailing list and draft/finalize correspondence to next of kin/estate.</p> <p>BY MARCH 31, 2023:</p> <p>Begin mailings to next of kin/estate starting January 2023, with correspondence to include affidavit and a request for the death certificate in order to process final checks. Follow-up correspondence sent out for unresponsive next of kin/estate.</p> <p>BY JUNE 30, 2023:</p> <p>Resolve at least 50% of the files and provide final checks to pensioners’ next of kin/estate.</p>
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2022-23 RESOURCES	Minimal postage (approximately \$300) will be expended, dependent on how many next of kin are located. LexisNexis Accurant utilization costs are accounted for in the subscription budget.
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Project #12: (NEW) **Reinforcing Employee Connections and Organizational Culture in a Hybrid Workforce**

Duration: 2022-23
Project Lead(s): James Schiffhauer, Senior Personnel Analyst II
 Monique Lewis, Senior Personnel Analyst I
 Human Resources Unit
Project Participants: LAFPP Staff and Systems Staff
Stakeholders: LAFPP Staff

Project History:

The COVID-19 pandemic propelled LAFPP to a hybrid remote/onsite work environment. With two years’ experience under our belt, employees have developed communication methods most effective for their workgroups. While this may be optimal from an operations standpoint, we recognize that the standard digital workspace has not provided a casual common place, like the water cooler of pre-pandemic days, to converse and connect with colleagues on a personal level and to keep well-informed about department-specific opportunities; as well as Citywide efforts to meet the needs of its community. As we reopen our office and increase staff presence onsite, we will certainly regain much of what was lost. However, to ensure there is a positive impact to employees while we continue our path toward a permanent hybrid workforce, the Human Resources team seeks to explore best practices to promote the importance of social component to teamwork and continue to strengthen and sustain our organizational culture.

PROJECT OBJECTIVE	To explore best practices that will help build a deeper sense of community and reinforce our organizational culture while continuing as a hybrid workforce.
2022-23 DELIVERABLES	Research best practices and determine approaches that will provide the best “value add” to our organization.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022:</p> <ul style="list-style-type: none"> a) Research organizational approaches to fostering collaboration and community in a hybrid work environment by surveying similar organizations about any initiatives they may be implementing; b) Research emerging technologies that may assist with such initiatives; and, c) Share learned initiatives with LAFPP employees and survey to determine employee interests. <p>BY DECEMBER 31, 2022:</p> <p>Develop a plan and pilot one initiative and catalogue others for future implementation.</p>

Project #12: (NEW)

Reinforcing Employee Connections and Organizational Culture in a Hybrid Workforce

2022-23 MILESTONES (CONT.)	BY JUNE 30, 2023: Assess if initiative pursued has met goal and whether to pursue full implementation.
2022-23 RESOURCES	A Senior Personnel Analyst II resolution authority has been requested as part of the FY 2022-23 Budget, in part for oversight of this project to achieve employee engagement and reinforce a cross-organizational collaborative culture in a hybrid work environment.



Project #13: (CONTINUING) Permanent Hybrid Workforce

Duration: 2021-22 and 2022-23
Project Lead(s): Joe Salazar, Assistant General Manager, Pensions Division
Project Participants: LAFPP Staff
Stakeholders: Board Members, LAFPP Members and Beneficiaries, and LAFPP Staff

Project History:

Due to the COVID-19 pandemic, the Department followed guidance from the Los Angeles County Health Department and the Mayor’s “Safer at Home” directive by implementing a temporary telecommuting plan for all staff. Given that the Department successfully transitioned to a remote workforce during the pandemic, including offering a range of virtual services to members, Department management would like to build upon this success by implementing a permanent mobile/on-site hybrid workforce. Management recognizes the positive impact the hybrid workforce model has on our employees’ satisfaction/well-being and the environment.

This plan consists of staff continuing to work both remotely and in the office various days of the week based on operational/member service needs, and the continued offering of virtual services that will supplement the in-person counseling sessions and educational seminars offered to members.

Department management presented a draft operational plan to Senior Staff in November 2020 and presented a new operational vision for the Department to the Board in January 2021. In FY 2021-22, Department management drafted a permanent hybrid workforce policy, prepared a communication plan to inform members of our new virtual service offerings, and staff continued to effectively serve members in the new hybrid environment while developing more efficient ways to conduct our daily operations. Additionally, a pilot program was initiated to model/evaluate shared workstations.

Based on the success of the shared/mobile office workstation pilot program, Department management would like to expand the program to all staff/sections over the next fiscal year. We also wish to begin exploring options for potentially reducing office space usage from three floors to two floors of the building, thus possibly allowing LAFPP to lease the vacant space in the future. Staff, through its space evaluation, may consider an alternative layout that may not reduce the overall office footprint, but better support the office in the future. It is expected that the continued implementation of this project will require some flexibility as the COVID-19 pandemic may impact these plans.

PROJECT OBJECTIVE	To be at the forefront of modern workforce practices by implementing a permanent hybrid workforce to increase efficiencies, reduce ongoing operating expenses and carbon footprint, and evolve to meet member service needs in the future.
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Project #13: (CONTINUING) Permanent Hybrid Workforce

2022-23 DELIVERABLES	Continued implementation and deployment of a permanent hybrid workforce, shared workstations, and initial exploration of alternative office layouts and/or a reduction in office space needs.
2022-23 MILESTONES	<p>ONGOING Continue to evaluate departmental performance metrics to ensure member service and operational standards are being met.</p> <p>BY DECEMBER 31, 2022:</p> <ul style="list-style-type: none"> a) Evaluate daily office workstation needs (assuming walk-in members are permitted beginning July 1, 2022); and, b) Expand shared/mobile office workstation pilot program to 50% of all staff. <p>BY JUNE 30, 2023:</p> <ul style="list-style-type: none"> a) Expand shared/mobile office workstation pilot program to 100% of staff. b) Begin studying the logistics of reducing office usage to the 3rd and 4th floors of the building or consider an alternative layout that may not reduce the overall office footprint, but better support the office in the future. c) Contract with an office space planner, on retainer, to begin discussions of future space needs/possible layouts.
2022-23 RESOURCES	Funding is included in the FY 2022-23 Budget for necessary software, laptop docking stations, and space planner fees.

GOAL 6 – Promote Diversity, Equity and Inclusion (DEI) Throughout the Organization Including Our Investment Portfolio and Business Partners



**Project #14: (CONTINUING)
Institutional Limited Partners Association Diversity in Action Initiative**

Duration: 2021-22 and 2022-23
Project Lead(s): Executive Management and Kristy Nguyen, Investment Officer III, Investments Division
Project Participants: Executive Management, Investments Division, General Consultant, and Private Markets and Real Estate Consultants
Stakeholders: Board Members, Investments Staff, LAFPP Members, and the City

Project History:

The Board has a long history of promoting and encouraging diversity and inclusion among its investment managers. The private equity specialized manager program was created to open opportunities to small and new private equity firms in our portfolio, including those firms with minority-, women-, LGBTQX-, and disabled veteran-ownership.

To continue the work of supporting diversity, equity, and inclusion (DEI) in the private markets industry. Investments staff will review the requirements of the Institutional Limited Partners Association (ILPA) Diversity in Action Initiative (DAI) to become a DAI signatory and a member of ILPA’s Diversity & Inclusion (D&I) Council. Participation in the DAI initiative will not only involve work by Investments staff, but also Executive Management as becoming a signatory entails a holistic approach as an organization. Executive Management will be spearheading this effort along with Investments and Human Resources staff within LAFPP.

PROJECT OBJECTIVE	To improve the long-term sustainability and risk/return profile of the Board’s private markets portfolio.
2022-23 DELIVERABLES	Become a signatory to the ILPA DAI and designate a senior Investments staff member to the ILPA D&I Council to continue LAFPP’s involvement with the ILPA industry initiative.
2022-23 MILESTONES	<p>BY SEPTEMBER 30, 2022: Complete review of the information needed for LAFPP to be an ILPA DAI signatory.</p> <p>BY DECEMBER 31, 2022: Compile and submit the information needed for LAFPP to be an ILPA DAI signatory.</p>

Project #14: (CONTINUING)
Institutional Limited Partners Association Diversity in Action Initiative

<p>2022-23 MILESTONES (CONT.)</p>	<p>BY MARCH 31, 2023: Complete the process for LAFPP to become an ILPA DAI signatory and designate a senior Investments staff member to the ILPA D&I Council.</p> <p>BY JUNE 30, 2023: Review efforts of Investments staff, private markets managers and department, and report back to the Board on the results.</p>
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<p>2022-23 RESOURCES</p>	<p>There are no additional costs anticipated with this project.</p>
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2022-2024

Los Angeles Fire and Police Pensions

STRATEGIC PLAN





VISION

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

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



GOALS

1. Ensure a financially sound retirement system
2. Manage risk throughout the organization
3. Enhance customer care and stakeholder relations
4. Pursue operational efficiencies
5. Build and support a talented workforce
6. Promote Diversity, Equity and Inclusion (DEI) throughout the organization including our investment portfolio and business partners

VALUES**I****COLLABORATION**

We value teamwork to achieve success and encourage staff at all levels to share ideas and offer suggestions for improving operations. We are enriched by our engagement with the Board, our members and our stakeholders.

II**RESPECT**

We treat each other and our members with kindness and dignity. We promote a fair environment and support each other by sharing information and knowledge to ensure we deliver quality services.

III**EFFICIENCY**

We continually search for ways to deliver quality services and reduce administrative expenses. We promote innovation throughout the organization and use performance measurement to drive decisions.

IV**ACCOUNTABILITY**

We recognize our responsibility to our members to deliver promised pension benefits. We ensure appropriate oversight to achieve excellence in service, operational and investment decision making.

V**TRANSPARENCY**

We strive to always provide clear, accurate and complete information and transact business decisions in an open manner so that our members, the City and the public can trust that our decisions are fair, honest and ethical.

VI**ETHICS**

We preserve the public trust by adhering to the ethical standards established by the State, the City and our Board.

VII**DIVERSITY**

We embrace diversity, equity and inclusion (DEI) and we believe in the power of DEI to enrich our organization.

GOAL
1

Ensure a Financially Sound Retirement System

OBJECTIVE

Achieve our long-term investment performance targets.

Strategic Initiatives

- Employ prudent risk-adjusted asset allocation strategies that will achieve our goals in both up and down market conditions; and
- Measure portfolio performance against the relevant benchmark(s) and take appropriate action when investment objectives are not met.

OBJECTIVE

Pursue funding policies and strategies that sustain member benefits.

Strategic Initiatives

- Adopt sound actuarial policies and assumptions that balance the goals of: 1) keeping contributions relatively stable; 2) equitably allocating the cost of benefits over the member’s period of actual service; and 3) achieving long-term full funding of the cost of benefits over time;
- Pursue strategies to better manage retiree health care costs; and
- Explore local and sustainable investment opportunities that complement our portfolio objectives and comply with our investment goals concerning risk, return and diversification.

OBJECTIVE

Identify needed capabilities to provide the best possible investment opportunities for the Plan’s assets.

Strategic Initiative

- Maintain the appropriate balance between internal investment staff and external consultants in the analysis of our portfolio, the identification of opportunities for increased returns and the costs in accomplishing our mission.



GOAL
2

Manage Risk Throughout the Organization

OBJECTIVE

Maintain and promote a culture of risk awareness with an enterprise-wide perspective.

Strategic Initiative

- Develop a top-down risk-intelligent culture that proactively identifies and acts to manage risk exposure, through enhanced governance, Board and staff training and education and collaboration with stakeholders.



OBJECTIVE

Actively monitor systems and processes to identify risks and take appropriate action to mitigate those risks.

Strategic Initiative

- Regularly assess and test our systems and processes through periodic audits, risk assessments and the application of tools and technology to help mitigate and minimize risk in our organization.

OBJECTIVE

Protect and preserve the confidentiality, integrity and availability of LAFPP's critical data and associated computing systems.

Strategic Initiative

- Continually enhance a comprehensive security assurance program which proactively protects against threats, prepares our organization to respond to an incident and enables our organization to gracefully recover from a cyber security incident.



GOAL
3

Enhance Customer Care and Stakeholder Relations

OBJECTIVE

Deliver superior customer service that is adaptive to our members’ needs.

Strategic Initiatives

- Refine and enhance the integration of our various technology solutions to promote efficient business processes, thus better serving our members; and
- Maximize educational opportunities for our members regarding their benefits, access to healthcare options and costs, financial principles and our services so that they can make informed decisions about their retirement.

OBJECTIVE

Enhance our communication to members, the City, and the public regarding our Plan.

Strategic Initiatives

- Provide stakeholders with thorough and timely information utilizing a range of communication methods to help promote our system;
- Continue to build and strengthen stakeholder relations with the Fire, Police, Airport and Harbor Departments, along with other City agencies, employee unions and retiree associations; and
- Remove participation hurdles and increase interaction with newer Plan stakeholders.

GOAL
4

Pursue Operational Efficiencies

OBJECTIVE

Implement industry best practices for continuous improvement.

Strategic Initiatives

- Identify and pursue best practice opportunities throughout the organization; and
- Benchmark operations against similar organizations.

OBJECTIVE

Foster a “team approach” or culture of collaboration within and outside the Department to facilitate innovation.

Strategic Initiative

- Increase team engagement and encourage ideas and suggestions from the Board, employees and stakeholders to improve knowledge and communications.

GOAL
5

Build and Support a Talented Workforce

OBJECTIVE

Implement best practices for succession planning.

Strategic Initiatives

- Strengthen and sustain our organizational culture and foster a greater sense of community among our employees as we transition to a hybrid workforce;
- Identify LAFPP’s long-term staffing needs, the aspirations of individuals and the workforce’s developmental needs;
- Define targeted leadership development programs for continued professional growth of future key leaders; and

- Develop a clearly defined and communicated career ladder program to attract and retain talent at all levels.



GOAL
6

Promote Diversity, Equity and Inclusion (DEI) throughout the Organization including our Investment Portfolio and Business Partners

OBJECTIVE

Promote diversity and advocate for new and emerging managers to help build tomorrow’s portfolio managers for the Plan.

Strategic Initiative

- Develop a strategic approach to supporting LAFPP’s specialty and emerging manager programs.

OBJECTIVE

Promote hiring and retention of a diverse workforce.

Strategic Initiative

- Identify training to help recognize and address hidden biases that can influence workplace decisions.



Los Angeles Fire & Police Pensions ATTACHMENT II

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www.lafpp.com

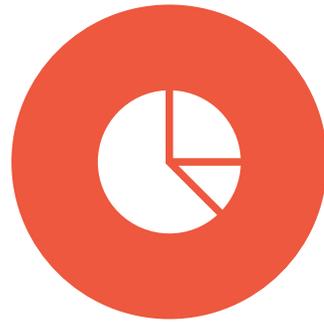
pensions@lafpp.com



Operational Vision for LAFPP

BOARD MEETING JANUARY 2021

Operational Vision – Three Goals



FURTHER PURSUE A
PAPERLESS
STRATEGY IN ALL
ASPECTS OF OUR
OPERATIONS.



IMPLEMENT A
MOBILE AND
FLEXIBLE
WORKFORCE.



REDUCE OFFICE
SPACE BY UP TO
ONE-THIRD
UTILIZING THE
CONCEPT OF
COMMON SPACE.

Expected Timeline



Expected timeline to be 3-4 years

- ❖ This would include budgeting, design and implementation
- ❖ Throughout this process, we will continuously monitor staff and our performance metrics

Fiscal Year 2020-21 Initiatives

- ❑ Discuss and draft long-term plan with LAFPP Team
- ❑ Draft long-term telecommuting plan establishing a mobile workforce
 - Section Managers to assess their staffing and workload needs
 - Monitor performance and staff well-being
- ❑ Re-evaluate our technology needs to support a mobile workforce
 - Issue cell phones to all staff
 - Replace personal laptops and PCs with LAFPP-issued laptops
 - Assess system security and begin installation of new technology tools
- ❑ Identify all forms and correspondence that can be transitioned to a paperless format
 - Complete inventory
 - Explore front-end repository options
 - Plan and budget for project resources
- ❑ Develop communication plan for all stakeholders

Fiscal Year 2021-22 Initiatives

- ❑ Monitor long-term plan with LAFPP Team and staff
- ❑ Complete deployment of technology resources
 - Monitor technology tools and system security
 - Replace desktop PCs with laptops
- ❑ Begin design and programming for new front-end record repository and functionality
 - Prioritize functionality and budget for project resources
 - Work with Systems and Avenu on design, programming and roll-out
- ❑ Evaluate telecommuting plan for potential changes
 - Based on office staffing, begin sketching out potential changes to the physical office space
 - Revisit layout for cubicles, offices, counseling rooms, etc

Fiscal Year 2022-23 Initiatives

- Continue to monitor long-term plan with LAFPP Team and staff
- Complete deployment of technology resources
 - Continue to monitor technology tools and make adjustments as necessary to secure all systems
- Continue design and programming for new CPAS functionality
 - Prioritize functionality and budget for project resources
 - Work with Avenu on design, programming and roll-out
- Explore transition to common or shared workspace
 - Begin planning and design for physical office space changes based on prior year's work to transition to the common workspace environment

Determine a long-term telecommuting plan for staff.

- How do we bring staff back to the office safely?
- And what is the “right mix”?
- How do we measure productivity?
- Rethink employee feedback – provide more and often.
- Member perspective and service

Considerations for Long-Term Telecommuting Plan

- General directive that all staff must report to the office at least one day per week.
- Office coverage needs to include limited in-person counseling for members again in the future
- Equity in scheduling employees on-site to the extent possible

Four Parameters for Long-Term Telecommuting

1. We are completing the monthly roll and transaction process on time
2. We are completing our projects in a timely manner
3. We are servicing our members and their retirement needs
4. We are accommodating the needs of our staff (both physical and mental wellbeing)

Metrics

- Continue measuring our monthly and quarterly metrics
- Expand metrics
- Review and re-assess metrics to determine reasonableness and validity



Continue
Metrics

Expand
Metrics

Review