

DEPARTMENT OF FIRE AND POLICE PENSIONS

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REPORT TO THE BOARD OF FIRE AND POLICE PENSION COMMISSIONERS

DATE: JANUARY 20, 2022 **ITEM:** C.4

FROM: RAYMOND P. CIRANNA, GENERAL MANAGER

SUBJECT: SECOND QUARTER UPDATE OF THE 2021-22 BUSINESS PLAN AND POSSIBLE BOARD ACTION

RECOMMENDATION

That the Board:

1. Authorize a revision to the Business Plan for Project No. 1 – Institutional Limited Partners Association Diversity in Action Initiative by delaying the December 31, 2021 and March 31, 2022 Milestones to June 30, 2022;
2. Authorize a revision to the Business Plan for Project No. 6 – Enterprise-wide Cyber Security Program by delaying a portion (Milestone “b”) of the December 31, 2021 Milestones to June 30, 2022;
3. Authorize a revision to the Business Plan for Project No. 7 – Member Videos Guides for Completing Counseling Forms by delaying the December 31, 2021 Milestone to June 30, 2022; and,
4. Authorize a revision to the Business Plan for Project No. 8 – Emergency Preparedness Refresh by removing a portion (Milestone “c”) of the December 31, 2021 Milestones.

DISCUSSION

Staff is providing the second quarter update on the status and progress of the 2021-22 Business Plan projects (Attachments I and II). The 2021-22 Business Plan was approved by the Board on June 17, 2021 and includes a total of 11 projects that fall within the department’s six (6) Strategic Goals:

1. Ensure a Financially Sound Retirement System
2. Manage Risk Throughout the Organization
3. Enhance Customer Care & 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 Partners¹

¹ Strategic Goal #6 was added to the 2022-24 Strategic Plan (adopted by the Board on November 18, 2021) subsequent to the approval of the 2021-22 Business Plan. It should be noted that Project #1 of the 2021-22 Business Plan, the Institutional Limited Partners Association (ILPA) Diversity in Action Initiative, would also be in support of realizing this new goal of promoting DEI throughout the organization including our investment portfolio and business partners.

These primary goals help keep the System resources focused on the most critical areas to ensure we successfully fulfill our Mission Statement: *“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 2021-22 Business Plan second quarter update is summarized in Attachment I, the 2021-22 Business Plan Dashboard. This attachment provides a brief overview of the projects, including the progress toward meeting the Milestones, the overall project duration, the overall project status and whether the project is over/under budget. As presented in Attachment I, the status of the 2021-22 Business Plan through the second quarter is summarized as follows:

- Four (4) out of the 11 projects are on schedule and within budget;
- Five (5) out of the 11 projects are at risk of falling behind schedule;
- One (1) out of the 11 projects is completed; and,
- One (1) out of the 11 projects remains deferred for inclusion in the 2022-23 Business Plan.

ONGOING PROJECTS

Project No. 2 – Environmental, Social and Governance (ESG) Oriented Investing

Investments Staff developed an Environmental, Social and Governance (ESG) survey to better understand the investment managers’ ESG decision making processes, organizational commitments, and ESG policies. The survey was distributed to all of the System’s investment managers in mid-December 2021. At this time staff anticipates that the results of the ESG survey will be compiled, analyzed, and presented to the Board by late-March or early-April 2022.

Project No. 5 – Alive and Well Verification

The Alive and Well Verification focuses on members 90 years of age and older. With the concerns of potentially spreading COVID-19 to this vulnerable population, options were considered that will minimize exposure to the members. Inquiries were made with several government retirement agencies in Southern California with the goal of developing best practices that allow for maximum effectiveness with minimum costs. Modeled after a program used by CalPERS, the verification will employ letters with attached response forms. These forms, scheduled to be mailed out in January 2022, must be notarized and returned. For those members who are unable to comply without assistance, provisions have been made to allow the form to be completed by an independent third party. The program will also allow for members to verify their status utilizing video conferencing, if necessary.

Project No. 10 – Pension Administration Benchmarking

On July 15, 2021, the Board authorized staff to engage with CEM Benchmarking Inc. (CEM) to perform an objective pension administration benchmarking analysis. The contract with CEM was executed effective October 15, 2021. A portion of the benchmarking survey requires responses based on audited financial statements as of June 30, 2021. The Board adopted such statements on December 2, 2021, and staff has begun inputting required financial information into the survey and categorizing service-related survey questions for distribution to staff with appropriate expertise. Staff anticipates providing the completed survey to CEM by April 2022 and Board presentation of the benchmarking results by June 2022.

Project No. 11 – Permanent Mobile/On-site Hybrid Workforce Plan Implementation

As of the period ending December 31, 2021, all fiscal-year-to-date project milestones have been met. A comprehensive Mobile/Onsite Hybrid Workforce Policy has been prepared by management and is intended to complement the City’s Telecommuting Policy, once finalized. This policy covers topics

related to the general requirements and work plan for LAFPP's new hybrid workforce. The Communications & Education Section has prepared and begun executing a plan to communicate our new virtual service offerings to all members and beneficiaries. Related to this communication plan, staff also conducted a special member survey to evaluate the effectiveness of current remote services provided and find avenues for customer service improvements and staff optimization. Lastly, management continues to closely monitor all individual ad hoc member surveys and performance metrics to ensure customer service standards continue to meet and/or exceed our service goals.

It is anticipated that one (1) section in the Pensions Division will begin a pilot program to evaluate shared workstations beginning in January 2022. One or more additional groups will be added to this pilot program during the first quarter of calendar year 2022.

PROJECT(S) AT RISK OF FALLING BEHIND SCHEDULE

Project No. 1 – Institutional Limited Partners Association Diversity in Action Initiative

The Investments Division has filled one of two Investment Officer III positions. One is newly added in Fiscal Year (FY) 2021-22 and the other was vacated when the incumbent retired in July 2021. The new Investment Officer III was hired effective January 18, 2022 and will be tasked to lead this Project. Staff requests that the December 31, 2021 and March 31, 2022 Milestones be delayed to June 30, 2022 to reflect the on-boarding of the new employee and to adjust the project plan accordingly. Requested revisions to this Project are included in Attachment II.

Project No. 4 – Association Data Exchange Improvements

The Department and the Associations are nearing agreement on the specifications for new file formats that will reduce the use of Social Security Numbers. PASCo Section Staff anticipates finalizing the specifications for these files, the second quarter deliverable, by the end of January 2022. The goal remains to implement these new file formats in PARIS by June 30, 2022.

Project No. 6 – Enterprise-wide Cyber Security Program

The scope of this project is to continually review our Enterprise-wide Cyber Security Program that focuses on all levels of the organization to improve the Department's posture and defense against cyber-attacks. For FY 2021-22 the focus is on: 1) Addressing the recommendations in the network vulnerability assessment, 2) Researching and implementing Data Loss Prevention solutions, 3) Installing upgraded network security devices, 4) Completing the review of personnel policies and training, as appropriate, and 5) Continuing to research cyber security best practices.

Currently, only one December 31, 2021 Milestone ("b - Install upgraded network security devices") will not be completed on schedule. While the equipment procurement was initiated some time ago, it is projected to be delivered at the end of January 2022. As such, staff requests the Board authorize a delay to this portion of the Milestone to June 30, 2022. The requested revision to this Project is included in Attachment II.

Project No. 7 – Member Video Guides for Completing Counseling Forms

DROP/Service Pensions Staff have been inundated with inquiries regarding the City's COVID-19 vaccine mandate and any impacts that their termination of employment may have on LAFPP benefits. The section has also experienced an increase in call volume regarding the Retirement Incentive Pay (RIP) program in relation to the deferral of MOU salary increases until January 1, 2023. At the same time, the number of members exiting DROP prior to their mandatory exit date has increased significantly compared to previous years, which may be due to the City's vaccine mandate as well. In

addition to these recent unforeseen increases in workload, the section also lost a member of staff to another City department in the past month.

Therefore, staff requests the Board authorize a revision to the Business Plan to delay the December 31, 2021 Milestone to June 30, 2022. Staff intends to complete the video guides for the Service Retirement Forms on schedule since the Service Retirement Forms are similar to the DROP Entry Forms. All video guides are still expected to be posted to our website by June 30, 2022. The requested revisions to the Project are included in Attachment II.

Project No. 8 – Emergency Preparedness Refresh

Administrative Services Section Staff completed three of four December 31, 2021 Milestones: 1) A complete inventory of emergency supplies and safety kits was conducted; 2) Emergency supply and safety kit information was consolidated into a central file with timelines identified for conducting future inventory and regular supply replenishment; and, 3) LAFPP’s emergency employee notification process was reviewed and adjusted to include notifications to department-issued mobile phone numbers. Previously, notifications were sent only to an employee’s personal mobile or home phone number. With the implementation of the updated notification process, employees will now receive notification at their department-issued phone number, as well as their personal phone number. This ensures emergency notifications can be received by an employee regardless of whether they are on-site, teleworking, or on a day off.

One December 31, 2021 Milestone (“c - Prepare and coordinate first aid/CPR/AED training ... and preparedness opportunities in FY 2021-22;”) will not be completed on schedule. This milestone is impeded due to variability in on-site staff deployment and scheduling (in response to various COVID-19 variants) and associated challenge in identifying appropriate floor wardens and coverage. Additionally, in order to receive first aid/safety related certifications, effective training must occur at least partly in-person. Due to the emergence of COVID-19 variants (previously Delta and now Omicron), it is recommended in-person trainings be postponed until staff on-site are able to return to the office without social distancing and masking requirements. Staff will however continue to research training options and will include consideration of first aid training in its overall emergency preparedness approach. In consideration of the aforementioned challenges, staff is recommending removal of December 31, 2021 Milestone “c).”

COMPLETED PROJECT

Project No. 3 – Association of Local Government Auditors (ALGA) Peer Review

Internal Audit Section (IAS) scheduled the ALGA External Peer Review on October 4, 2021. The Peer Review team conducted their work remotely and completed the review on November 4, 2021.

The Peer Review team examined IAS’ internal quality control system and determined it was adequately designed and operating effective to provide reasonable assurance of compliance with both Government Auditing Standards and International Standards for the Professional Practice of Internal Auditing, as well as, applicable legal and regulatory requirements for audits during the period April 16, 2018 through April 15, 2021.

The Peer Review procedures included:

- Reviewing IAS’ written policies and procedures;
- Reviewing internal monitoring procedures;

- Reviewing a sample of audit and non-audit service engagements and workpapers; and,
- Interviewing auditing staff and management to assess their understanding of, and compliance with, relevant quality control policies and procedures.

Organizations can receive a rating of 1) pass, 2) pass with deficiencies, or 3) fail. IAS received a rating of pass, with no deficiencies noted. The Peer Review team recommended improvements in a few areas to strengthen policies and procedures and to clarify the work performed in workpapers. IAS intends to implement the Peer Review suggestions.

DEFERRED PROJECT

Project No. 9 – Implementation of Workflow in PARIS for Disability Case Management

On October 21, 2021, the Board authorized a revision to the Business Plan to defer this Project and instructed staff to include this Project in the 2022-23 Business Plan.

BUDGET

No additional funding is requested at this time.

POLICY

No policy changes recommended.

CONTRACTOR DISCLOSURE INFORMATION

There is no contractor disclosure information required with this report.

This report was prepared by:

Elijah Hernandez, Management Assistant
Administrative Services Section

RPC:WSR:MTS:EC:EH

Attachments: I. 2021-22 Business Plan Dashboard - Second Quarter Update
II. 2021-22 LAFPP Business Plan

**DEPARTMENT OF FIRE AND POLICE PENSIONS
2021-22 BUSINESS PLAN
SECOND QUARTER REPORT (AS OF DECEMBER 31, 2021)**

2021-22 BUSINESS PLAN DASHBOARD¹

PROJECT TITLE	Overall Project Duration	2021-22 Milestone Dates	Overall Project Schedule	Overall Project Budget
Goal 1 – Ensure a Financially Sound Retirement System				
1. NEW – Institutional Limited Partners Association Diversity in Action Initiative	2021-22	●	●	●
2. NEW – Environmental, Social and Governance (ESG) Oriented Investing	2021-22	●	●	●
Goal 2 – Manage Risk Throughout the Organization				
3. CONTINUING – Association of Local Government Auditors (ALGA) Peer Review ²	2021-22	✓	✓	✓
4. NEW – Association Data Exchange Improvements	2021-22	●	●	●
5. NEW – Alive and Well Verification	2021-22	●	●	●
6. CONTINUING – Enterprise-wide Cyber Security Program	2020-21 2021-22	●	●	●
Goal 3 – Enhance Customer Care and Stakeholder Relations				
7. NEW – Member Video Guides for Completing Counseling Forms	2021-22	●	●	●
Goal 4 – Pursue Operational Efficiencies				
8. NEW – Emergency Preparedness Refresh	2021-22	●	●	●
9. DEFERRED – Implementation of Workflow in PARIS for Disability Case Management	Defer to 2022-23	Defer to 2022-23	Defer to 2022-23	●
10. NEW – Pension Administration Benchmarking	2021-22	●	●	●
Goal 5 – Build and Support a Talented Workforce				
11. NEW – Permanent Mobile/On-site Hybrid Workforce Plan Implementation	2021-22	●	●	●

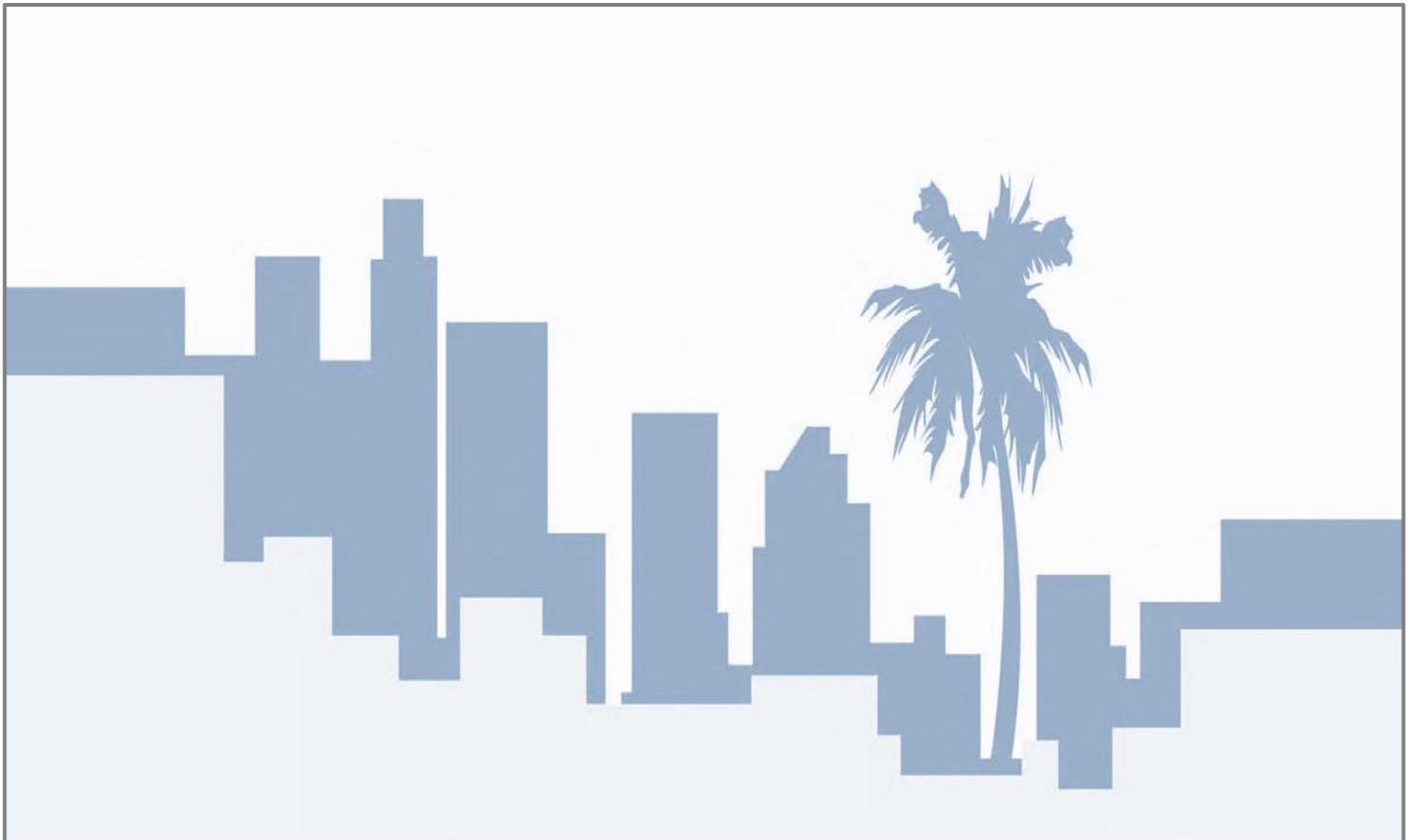
Legend:	●	On schedule or on budget
	●	At risk of falling behind schedule or going over budget
	●	Behind schedule/over budget
	✓	Project completed

¹ Strategic Goal #6, *Promote Diversity, Equity and Inclusion (DEI) Throughout the Organization Including Our Investment Portfolio and Business Partners*, was added to the 2022-24 Strategic Plan (adopted by the Board on November 18, 2021) subsequent to the approval of the 2021-22 Business Plan. It should be noted that Project #1, the Institutional Limited Partners Association (ILPA) Diversity in Action Initiative, would also be in support of realizing this new Strategic Goal.

² This project was initially included in the 2020-21 Business Plan. However, in March 2020, due to the COVID-19 pandemic, in-person audits were suspended indefinitely by ALGA. On January 21, 2021, the Board authorized the deferral of the project and instructed staff to include this project in the 2021-22 Business Plan.

LAFPP

LOS ANGELES FIRE AND POLICE PENSIONS



2021-22 FINAL BUSINESS PLAN

**AS SUBMITTED TO THE BOARD:
JUNE 17, 2021**

**REVISED:
OCTOBER 21, 2021
JANUARY 20, 2022**





2021-22 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 ~~2019-21~~2022-24 Three-Year Strategic Plan. The Strategic Plan as approved by the Board on ~~February 1, 2018~~ 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 2021-22 Business Plan includes 11 projects, including nine new projects, one continuing project, and one project which was deferred from last year. We believe these projects are very important 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 (New)

VALUES

- Collaboration
- Respect
- Efficiency
- Accountability
- Transparency
- Ethics
- Diversity (New)

In Fiscal Year 2020-21, LAFPP continued to prioritize exceptional service to our members while mitigating potential service impacts due to the historic COVID-19 pandemic. We met the challenges of deploying our staff to work remotely, implementing our business continuity protocols, and increasing the availability of alternate means for our members to submit documents and access services, all while also loaning staff to the City to serve as much-needed Disaster Service Workers (DSWs) and to LACERS to assist with the expedited processing of early retirements through the City’s Separation Incentive Program.

Given the ongoing status and impacts of the COVID-19 pandemic, LAFPP will maintain its focus on leveraging the Pension and Retirement Information System (PARIS) to increase efficiencies throughout the organization and enhance the member experience while complying with applicable local and state health and safety protocols. To this effect, projects in the 2021-22 Business Plan include enhancements for member services (such as the creation of video guides to assist DROP members in completing forms); continuation of strengthening our cyber-security stance; and initiatives to better support LAFPP’s future workforce (such as exploring opportunities for a hybrid mobile/on-site workforce and providing a refresh of LAFPP’s emergency preparedness procedures).



2021-22 FINAL BUSINESS PLAN INTRODUCTION

The 2021-22 Business Plan also includes projects that reflect LAFPP's ongoing commitment to promote diversity, equity, and inclusion within LAFPP's investment portfolio and broadly within the private equity industry and evaluate the integration of environmental, social, and governance (ESG) investment factors.

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 to better adapt to a new approach of working in a post-pandemic reality.

I also would like to draw attention to our six values contained in the Strategic Plan: ~~While we have not yet conducted our workshop for development of the new 2022-24 Strategic Plan,~~ I believe we should add one additional value to our list. We have witnessed the value of diversity and inclusion efforts and I strongly believe we should build on the efforts and goals that this organization has achieved and will continue to pursue. Thus, I have added "Diversity" to our value list for a total of seven values.

Diversity – *We embrace diversity, equity and inclusion (DEI) in all aspects of our operations and we believe in the power of DEI to enrich our organization.*

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

Sincerely,

Raymond Ciranna, General Manager



2021-22 FINAL BUSINESS PLAN PROJECT SUMMARY MATRIX¹

GOAL 1 – Ensure a Financially Sound Retirement System			
1. (NEW) Institutional Limited Partners Association Diversity in Action Initiative <u>Objective</u> To improve the long-term sustainability and risk/return profile of the Board’s private equity portfolio. <u>Duration</u> <u>Workload Indicator</u> 2021-22 Lead: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>			
2. (NEW) Environmental, Social and Governance (ESG) Oriented Investing <u>Objective</u> To assess the level of ESG integration throughout the LAFPP Investment Portfolio, while becoming more aware of how ESG may be integrated into the Investment Portfolio through education and implementation of policies that reflect these standards. <u>Duration</u> <u>Workload Indicator</u> 2021-22 Lead: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>			
GOAL 2 – Manage Risk Throughout the Organization			
3. (CONTINUING) Association of Local Government Auditors (ALGA) Peer Review² <u>Objective</u> To determine whether Internal Audit Section’s quality control system is suitably designed, operates effectively, and produces quality work in compliance with professional standards. Professional auditing standards require internal audit organizations to develop and maintain a quality assurance and improvement program to evaluate conformance with the standards. <u>Duration</u> <u>Workload Indicator</u> 2021-22 Lead: High <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>			
4. (NEW) Association Data Exchange Improvements <u>Objective</u> To reduce the use of Social Security Numbers in the files LAFPP and the Associations (LAPPL, LAFRA, LAPRA, and UFLAC) exchange each month and eliminate an outside database to produce these files. <u>Duration</u> <u>Workload Indicator</u> 2021-22 Lead: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>			

¹ Strategic Goal #6, *Promote Diversity, Equity and Inclusion (DEI) Throughout the Organization Including Our Investment Portfolio and Business Partners*, was added to the 2022-24 Strategic Plan (adopted by the Board on November 18, 2021) subsequent to the approval of the 2021-22 Business Plan. It should be noted that Project #1, the Institutional Limited Partners Association (ILPA) Diversity in Action Initiative, would also be in support of realizing this new Strategic Goal.

² This project was initially included in the 2020-21 Business Plan. However, in March 2020, due to the COVID-19 pandemic, in-person audits were suspended indefinitely by ALGA. On January 21, 2021, the Board authorized the deferral of the project and instructed staff to include this project in the 2021-22 Business Plan.



2021-22 FINAL BUSINESS PLAN PROJECT SUMMARY MATRIX

GOAL 2 – Manage Risk Throughout the Organization (continued)

5. **(NEW)** Alive and Well Verification

Objective

To verify LAFPP members/survivors are alive and well during the COVID-19 pandemic and to minimize the risk of overpayment to the deceased.

Duration

2021-22

Workload Indicator

Lead: Moderate

Participants: Low

6. **(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

Workload Indicator

Lead: Moderate

Participants: Moderate

GOAL 3 – Enhance Customer Care and Stakeholder Relations

7. **(NEW)** Member Video Guides for Completing Counseling Forms

Objective

To provide members an additional resource in reviewing at their leisure the various forms discussed during counseling sessions.

Duration

2021-22

Workload Indicator

Lead: Moderate

Participants: Moderate

GOAL 4 – Pursue Operational Efficiencies

8. **(NEW)** Emergency Preparedness Refresh

Objective

To ensure emergency management processes and preparedness training as included in LAFPP's Department Emergency Plan (DEP) continue to be applicable and supportive of staff working both on-site or remotely.

Duration

2021-22

Workload Indicator

Lead: Moderate

Participants: Moderate



2021-22 FINAL BUSINESS PLAN PROJECT SUMMARY MATRIX

GOAL 4 – Pursue Operational Efficiencies (continued)

9. (DEFERRED) Implementation of Workflow in PARIS for Disability Case Management

Objective

To pursue operational efficiencies by implementing a case management workflow into PARIS that will track the status of disability pension and survivor benefit applications, as well as generate reports for accurate reporting metrics.

Duration

Deferred to 2022-23

Workload Indicator

Lead: High



Participants: High



10. (NEW) Pension Administration Benchmarking

Objective

To measure our services and practices against our peers, as a follow-up analysis of services and administrative cost per member with consideration of the business process improvements that have been completed since the 2018-19 benchmarking, and to identify process improvement opportunities to become even more efficient in the organization.

Duration

2021-22

Workload Indicator

Lead: Moderate



Participants: Moderate



GOAL 5 – Build and Support a Talented Workforce

11. (NEW) Permanent Mobile/On-site Hybrid Workforce Plan Implementation

Objective

To implement a permanent mobile/on-site 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





Project #1: (NEW)
Institutional Limited Partners Association Diversity in Action Initiative

Duration: 2021-22
Project Lead(s): Executive Management and TBD, Investment Officer III, Investments Division³
Project Participants: Executive Management, Investments Division, General Consultant, Private Equity 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 equity industry, Investments Staff will be reviewing the requirements of the Institutional Limited Partners Association (ILPA) Diversity in Action Initiative (DAI) to consider becoming 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 Investment 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 Investment staff and HR staff within the department.

PROJECT OBJECTIVE	To improve the long-term sustainability and risk/return profile of the Board’s private equity portfolio.
2021-22 DELIVERABLES	After review of the requirements and approval by Staff and the Board, become a signatory to the ILPA DAI and designate a senior Investments Staff member to the ILPA D&I Council in order to contribute to the ILPA industry initiative.
2021-22 MILESTONES	BY SEPTEMBER 30, 2021 Executive management and Investments Staff will be designated to review and oversee the process to become a signatory to the ILPA DAI Initiative and a member of the D&I Council.

³ Staff anticipates hiring an Investment Officer III to lead this Project by the ~~fourth~~first quarter of calendar year 2022~~1~~ (revised per ~~1st~~2nd Quarter Update).

Project #1: (NEW)

Institutional Limited Partners Association Diversity in Action Initiative

2021-22 MILESTONES⁴ (CONT.)	<p>BY DECEMBER 31, 2021: Designate a senior Investments Staff member to the D&I Council.</p> <p>BY MARCH 31, 2022: Investments Staff and the private equity consultant will work to fulfill the reporting obligations required to be a signatory.</p> <p>BY JUNE 30, 2022:</p> <ul style="list-style-type: none">a) <u>Designate a senior Investments Staff member to the D&I Council.</u>b) <u>Investments Staff and the private equity consultant will work to fulfill the reporting obligations required to be a signatory.</u>c) Review efforts of Investment staff, private equity managers and department, and report back to the Board on the results.
2021-22 RESOURCES	There are no additional costs anticipated with this project other than Executive management, Investment Staff and HR staff time to implement and monitor DEI efforts.

⁴ A portion of the September 30, 2021 and the complete December 31, 2021 milestones were extended one-quarter to December 31, 2021 and March 31, 2022, respectively. ~~This is to account for the expectation that the new Investment Officer III position, which will be designated to lead this project, will be filled during the fourth quarter of calendar year 2021_ (revised per 1st Quarter Update). For the 2nd Quarter Update, the revised milestones were moved to June 30, 2022 as the project lead, the new Investment Officer III, was brought on board effective mid-January 2022.~~



**Project #2: (NEW)
Environmental, Social and Governance (ESG) Oriented Investing**

Duration: 2021-22
Project Lead(s): Nathaniel Chang, Investment Officer II, Investments Division and Annie Chao, Investment Officer II, Investments Division
Project Participants: Executive Management, Investments Division, General Consultant, Private Equity and Real Estate Consultants
Stakeholders: Board Members, Investments Staff, LAFPP Members, and the City

Project History:

The Board strives to incorporate Environmental, Social and Governance (ESG) considerations into the analysis of its investment decisions. It also understands ESG factors can have a meaningful impact on investment performance.

Two ways that the Board can create impact in this area is through its Proxy Policy and by hiring managers with clearly defined ESG commitments.

PROJECT OBJECTIVE	To assess the level of ESG integration throughout the LAFPP Investment Portfolio, while becoming more aware of how ESG may be integrated into the Investment Portfolio through education and implementation of policies that reflect these standards.
2021-22 DELIVERABLES	<p>Staff will assess the Investment Portfolio by conducting a formal review of each investment manager to determine how and if they are considering ESG factors in their individual portfolio construction process.</p> <p>Staff and the General Consultant will provide education to the Board on ESG considerations and will perform a comprehensive review of the LAFPP Investment Policy and Proxy Policy.</p>
2021-22 MILESTONES	<p>BY SEPTEMBER 30, 2021: Staff will initiate the process of assessing each LAFPP investment manager’s ESG portfolio construction process.</p> <p>BY MARCH 31, 2022:</p> <ul style="list-style-type: none"> a) Investments Staff and the General Consultant will complete a thorough review of the Investment Policy, including the ESG portion of the policy; and, b) Investments Staff and the Board’s proxy service provider will complete a comprehensive review of the Proxy Policy.

Project #2: (NEW)

Environmental, Social and Governance (ESG) Oriented Investing

2021-22 MILESTONES (CONT.)	BY JUNE 30, 2022: Report to the Board with the results of the total Plan assets under management with investment managers that have a formal ESG integration plan.
2021-22 RESOURCES	Funding in the amount of \$30,000 has been budgeted for costs related to acquiring and/or monitoring ESG data for the Plan.



Project #3: (CONTINUING)

Association of Local Government Auditors (ALGA) Peer Review

Duration: 2021-22
Project Lead(s): Cynthia Varela, Manager, Internal Audit Section
Project Participants: Internal Audit Section and Peer Review Team
Stakeholders: LAFPP

Project History:

The Board’s Governance Policy (Section 3.15B.i) established the Internal Audit Charter, which requires internal audit activities be conducted pursuant to the Professional Practices Framework of Internal Auditing and its mandatory elements as promulgated by the Institute of Internal Auditors and with Government Auditing Standards issued by the United States Government Accountability Office (GAO). These professional standards require audit organizations undergo independent peer reviews every three to five years. The Association of Local Government Auditors (ALGA) helps coordinate external peer reviews. The Internal Audit Section (IAS) has had two successful peer reviews conducted, with the last peer review completed in June 2017. IAS intended to request the peer review during FY 2020-21. However, due to the COVID-19 pandemic, ALGA suspended all peer reviews effective March 2020 for an indefinite time. ALGA is exploring the possibility of conducting remote reviews. The GAO has extended the deadline for completing peer reviews.

PROJECT OBJECTIVE	To determine whether Internal Audit Section’s quality control system is suitably designed, operates effectively, and produces quality work in compliance with professional standards. Professional auditing standards require internal audit organizations to develop and maintain a quality assurance and improvement program to evaluate conformance with the standards.
2021-22 DELIVERABLES	An opinion of the peer review team providing assurance that IAS’s quality control system is effective and in compliance with professional standards.
2021-22 MILESTONES	<p>BY MARCH 31, 2022: Undergo and successfully pass an ALGA peer review.</p> <p>BY JUNE 30, 2022: Report peer review results to the Board.</p>
2021-22 RESOURCES	The peer review is budgeted to cost \$8,000 for the travel and lodging costs of three non-local Peer Review Team members, if remote reviews are not available. Funding has been included within the FY 2021-22 budget.



Project #4: (NEW)
Association Data Exchange Improvements

Duration: 2021-22
Project Lead(s): Anthony Torres, Manager, PASCo Section
Project Participants: PASCo Section, Medical & Dental Benefits Section, LAPPL, LAFRA, LAPRA, and UFLAC
Stakeholders: Pensions Division, Systems Section, and Associations (LAPPL, LAFRA, LAPRA, and UFLAC)

Project History:
 LAFPP exchanges data files each month with the Associations pertaining to voluntary deductions, medical/dental deductions, and basic pensioner data (e.g. SSN, DOB, address). Staff spends a significant amount of time using an outside database to generate some of these files.

PROJECT OBJECTIVE	To reduce the use of Social Security Numbers in the files LAFPP and the Associations (LAPPL, LAFRA, LAPRA, and UFLAC) exchange each month and eliminate an outside database to produce these files.
2021-22 DELIVERABLES	New and standardized export files to the Associations generated completely by PARIS. New import files from the Associations that better meet our data needs. Reduced use of Social Security Numbers in the files exchanged between LAFPP and the Associations.
2021-22 MILESTONES	<p>BY DECEMBER 31, 2021: File specifications finalized for the new export and import files that exchange data between LAFPP and the Associations.</p> <p>BY JUNE 30, 2022: PARIS configured to use the new export and import files.</p>
2021-22 RESOURCES	This project may require up to \$20,000 in Change Requests. Systems has verified there are sufficient funds in the contingent amount approved by the Board for the PARIS contract to cover this project.



**Project #5: (NEW)
Alive and Well Verification**

Duration: 2021-22
Project Lead(s): Kevin Davis, Benefits Analyst, Retirement Services Section
Project Participants: Retirement Services Staff, City Clerk
Stakeholders: LAFPP Members

Project History:

The COVID-19 pandemic has prompted the need to perform another Alive and Well verification for FY 2021-22. Advanced age is one of the high-risk groups for the virus. The previous verification took place a couple years ago and only involved members aged 95 and above. This verification will encompass members 90 and above to ensure their continued well-being.

PROJECT OBJECTIVE	To verify LAFPP members/survivors are alive and well during the COVID-19 pandemic and to minimize the risk of overpayment to the deceased.
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2021-22 DELIVERABLES	If members are found to be alive and well, their pension payments will continue. But if we find members who have passed and there is no reporting of it, we will stop the payment and begin recovery efforts.
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2021-22 MILESTONES	<p>BY SEPTEMBER 30, 2021:</p> <ul style="list-style-type: none"> a) Begin research phase of project on July 1, 2021; and, b) Survey other systems regarding similar verification efforts that require minimal face to face interaction. <p>BY DECEMBER 31, 2021:</p> <ul style="list-style-type: none"> a) Complete research phase and begin preparation of mailing list and correspondence; and, b) Prior to rollout of verification process, place check messages and web posting. <p>BY MARCH 31, 2022:</p> <p>Begin verification process on January 1, 2022. Receive results, follow up with non-responsive members.</p> <p>BY JUNE 30, 2022:</p> <p>Receive results, follow up with non-responsive members, and close out project.</p>
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2021-22 RESOURCES	\$7,500 has been budgeted for costs related to postage during the course of this project. Aside from staff hours, there are no further anticipated costs.
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**Project #6: (CONTINUING)
Enterprise-wide Cyber Security Program**

Duration: 2020-21 and 2021-22
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:

In March 2020 staff presented to the Board the “Cyber Security Posture for LAFPP and Our Business Partners – Update” that built upon the report provided to the Board in January 2019. Subsequently, in April 2020, Foley & Lardner LLP, one of two outside counsel firms hired by the Board to provide specialized, expert advice in the areas of health law, data privacy, and data security matters, provided the Board with a “Cybersecurity Program Education” session. The Enterprise-wide Cyber Security Program will build upon this information to leverage in-house expertise, along with outside counsel as necessary, to develop a more holistic cyber security program.

An Enterprise-wide Cyber Security Program is comprised of several elements that are actively overseen by Executive Management and reported to the Board regularly. This Program will assess several cyber security elements, including but not limited to: 1) A top down review of the existing cyber security program and procedures, 2) Follow-up work with outside counsel to implement best practices on handling member Personally Identifiable Information (PII), 3) Create an incident response team, and develop action plans, and conduct exercises, 4) Data encryption best practices, 5) Cyber liability insurance assessment, 6) Personnel policies and procedures review/revision, and 7) Employee Training review/revision.

In FY 2020-21, staff-initiated work on the following: 1) working with outside counsel to create an incident response plan and team, 2) conducting a vulnerability assessment of the department’s network environment, and 3) reviewing personnel policies and procedures. Additionally, staff has completed the following tasks: 1) encrypted all the files in the network environment, 2) completed work with outside counsel on handling PII, and 3) provided Board education on 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.
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2021-22 DELIVERABLES	<ul style="list-style-type: none"> a) Research and implement one or more Data Loss Prevention (DLP) solutions, in order to prevent sensitive information from leaving the organization; b) Upgrade network security devices; c) Complete the network vulnerability assessment remediation plan; d) Complete revisions to personnel policies and procedures, as appropriate; and, e) Continue research to identify and implement Cyber Security best practices.
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Project #6: (CONTINUING)

Enterprise-wide Cyber Security Program

2021-22 MILESTONES⁵	<p>BY DECEMBER 31, 2021:</p> <ul style="list-style-type: none">a) Research Data Loss Prevention (DLP) solutions and recommend implementation strategy;b) Install upgraded network security devices;b) Review the results of the network vulnerability assessment and prioritize identified vulnerabilities (by data type, severity, and potential risk) in the remediation plan;c) Complete review of personnel policies and procedures, and staff training, and determine what policies and procedures need revisions, and identify additional training needs, as appropriate; and,d) Continue research on Cyber Security best practices and report to the Board, as necessary. <p>BY JUNE 30, 2022:</p> <ul style="list-style-type: none">a) Complete implementation of DLP solutions;b) <u>Install upgraded network security devices;</u>c) Complete the network vulnerability assessment remediation plan;d) Complete revisions to personnel policies and procedures, and complete additional staff training, as appropriate; and,e) Based on research, implement best practice solutions for Cyber Security.
2021-22 RESOURCES	Existing staff will coordinate, as necessary, with outside counsel and vendors. Funding will be included in the FY 2021-22 Budget for this effort.

⁵ A portion of the December 31, 2021 Milestone was extended to June 30, 2022. Delivery of network security devices is not anticipated until January 2022. As such, the installation of the devices will not be able to be implemented until thereafter.



Project #7: (NEW) Member Video Guides for Completing Counseling Forms

Duration: 2021-22
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.
2021-22 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.
2021-22 MILESTONES	<p>BY SEPTEMBER 30, 2021: Create a video for how to complete DROP Entry Forms. Will use video software to record staff going over each form that is covered during DROP Entry counseling session. The focus will be on the forms with voiceover by DROP staff.</p> <p>BY DECEMBER 31, 2021: Create a video for how to complete DROP Exit Forms. Will use video software application to record staff going over each form that is covered during DROP Exit counseling session. The focus will be on the forms with voiceover by DROP staff.</p> <p>BY MARCH 31, 2022: Create a video for how to complete Service Retirement Forms. Will use video software application to record staff going over each form that is covered during Service Retirement counseling session. The focus will be on the forms with voiceover by DROP staff.</p>

Project #7: (NEW)

Member Video Guides for Completing Counseling Forms

2021-22 MILESTONES⁶ (CONT.)	BY JUNE 30, 2022: <u>a) Will collaborate with Communications & Education Staff to ensure all videos are posted on LAFPP’s website; and,</u> <u>b) Create a video for how to complete DROP Exit Forms. Will use video software application to record staff going over each form that is covered during DROP Exit counseling session. The focus will be on the forms with voiceover by DROP staff.</u>
2021-22 RESOURCES	Budgeted overtime may be used by Staff in creating the videos.

⁶ The December 31, 2021 Milestone was extended to June 30, 2022 due to an unforeseen increase in workload for DROP/Service Pensions Staff. The unexpected increase in workload is largely attributed to the City of Los Angeles’ COVID-19 vaccine mandate and potential impacts on members’ employment, retirement, and benefits statuses; as well as inquiries regarding the Retirement Incentive Pay (RIP) program.



**Project #8: (NEW)
Emergency Preparedness Refresh**

Duration: 2021-22
Project Lead(s): Esther Chang, Manager, Administrative Services Section
Project Participants: Administrative Operations Division, TCRE
Stakeholders: Executive Management, LAFPP Staff, and TCRE

Project History:

Beginning March 2020, LAFPP Staff presence on-site was drastically minimized to comply with initial Stay at Home/Safer at Home orders to mitigate transmission of COVID-19. By January 2021, entities began to prepare for restoration of regular services in phases, and the LAFPP General Manager introduced to the Board a vision for a new way of working at LAFPP that would evolve over several years. This vision included establishment of a mobile and flexible workforce beyond reconstitution after the COVID-19 pandemic and potential redesign of the physical office space.

Given this, and the expectation employees will not return to 100% on-site deployment but will remain in a hybrid remote and on-site working model, an assessment of emergency management processes and preparedness is needed to ensure on-site and remote staff are properly supported and trained. While LAFPP maintains a Department Emergency Plan (DEP), which is updated annually, all emergency preparedness procedures and protocols as outlined in LAFPP’s DEP and supplemental department manuals will need to be revised to consider the hybrid working model and LAFPP’s new vision for its mobile workforce.

PROJECT OBJECTIVE	To ensure emergency management processes and preparedness training as included in LAFPP’s Department Emergency Plan (DEP) continue to be applicable and supportive of staff working both on-site or remotely.
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2021-22 DELIVERABLES	<ul style="list-style-type: none"> a) Updated emergency management and preparedness manuals and protocols to address employees working on-site or remotely; b) Establishment of a plan for routine inventory and replenishment of emergency supplies and kits; and, c) Coordination of first aid/CPR/AED and other emergency preparedness training for LAFPP Staff in FY 2021-22.
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2021-22 MILESTONES	<p>BY DECEMBER 31, 2021:</p> <ul style="list-style-type: none"> a) Conduct inventory of emergency supplies and safety kits; b) Consolidate inventory information in central file or database and establish a formal schedule for conducting inventory and replenishment of emergency supplies; <u>and,</u> c) Prepare and coordinate first aid/CPR/AED training for floor wardens and identify additional emergency management and preparedness opportunities in FY 2021-22; and,
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Project #8: (NEW) Emergency Preparedness Refresh

<p>2021-22 MILESTONES⁷ (CONT.)</p>	<p>c) Review emergency notification process and accessibility of emergency preparedness information for on-site and remote employees; coordinate with Systems and/or Human Resources Sections to make any necessary updates.</p> <p>BY MARCH 31, 2022:</p> <p>a) Complete annual DEP update and review of LAFPP internal manuals (Neptune Building Operating Policies and Procedures and Emergency Procedures/Floor Warden manuals); and,</p> <p>b) Distribute updated DEP and manuals to Department staff and stakeholders, as appropriate.</p> <p>BY JUNE 30, 2022:</p> <p>a) Procure replenishment of any emergency supplies prior to expiration; and,</p> <p>b) Review processes should staff deployment plans change (depending on status of pandemic or changes to staff on-site deployment).</p>
<p>2021-22 RESOURCES</p>	<p>Other than staff time, no additional funds are requested for FY 2021-22. The main supplies of food bars and water were received summer 2018 and should last a period of five years (expiring summer 2023). Should a need arise to replenish other ancillary emergency preparedness supplies, sufficient funds are available within the FY 2021-22 Budget (included in the office and administrative accounts).</p>

⁷ A portion of the December 31, 2021 Milestone was removed due to impediments arising from the variability in on-site staff deployment in response to the continuing developments surrounding the COVID-19 pandemic.



Project #9: (DEFERRED)
Implementation of Workflow in PARIS for Disability Case Management
Deferred to 2022-23⁸

Duration: 2021-22
Project Lead(s): Kristen Rosauer, Manager, Disability Pensions Section
Project Participants: Disability Pensions Staff, PASCo Staff, Systems Staff
Stakeholders: LAFPP Members, Executive Management, and Disability Pensions Section Staff

Project History:

Application processing for Disability Pensions Section has historically been tracked by an Access Database, the Disability Claims Database. This database has been in use for many years and contains all data on Disability applicants from 1997 to present.

Project 8 of the FY 2020-21 Business Plan focused on identifying improvements and exploring possible options to the Disability Claims Database. This project will focus on the implementation of a workflow into PARIS based upon the findings of the FY 2020-21 Business Plan.

PROJECT OBJECTIVE	To pursue operational efficiencies by implementing a case management workflow into PARIS that will track the status of disability pension and survivor benefit applications, as well as generate reports for accurate reporting metrics.
2021-22 DELIVERABLES	It is expected that the incorporation of a workflow focusing on disability case management into PARIS will fully replace the outdated Disability Pensions Claim Database.
2021-22 MILESTONES	<p>BY SEPTEMBER 30, 2021:</p> <ul style="list-style-type: none"> a) Determine which data and reports in existing database should be migrated to PARIS; and, b) Submit Disability Workflow specifications to PARIS. <p>BY DECEMBER 31, 2021:</p> <ul style="list-style-type: none"> a) Develop data migration plan; and, b) Submit Disability Reporting Specifications. <p>BY MARCH 31, 2022:</p> <p>Begin testing of case management system in PARIS UAT.</p>

⁸ Due to identified issues awaiting resolution from previous PARIS projects and competition with existing priorities (such as DROP 2.0, 415 limits, and member web messaging), this project has been deferred until FY 2022-23 (revised per 1st Quarter Update).

Project #9: (DEFERRED)

Implementation of Workflow in PARIS for Disability Case Management

Deferred to 2022-23

2021-22 MILESTONES (CONT.)	BY JUNE 30, 2022: a) Train staff on how to use PARIS for case management; and, b) Full implementation of workflow pertaining to disability case management in PARIS.
2021-22 RESOURCES	This project may require \$25,000 to \$30,000 worth of services from the PARIS service agreement.



**Project #10: (NEW)
Pension Administration Benchmarking**

Duration: 2021-22
Project Lead(s): Myo Thedar, Chief Benefits Analyst
 Administrative Operations Division
Project Participants: All Sections
Stakeholders: LAFPP Staff and Management

Project History:

In 2018-19, LAFPP engaged CEM (**C**ost **E**ffectiveness **M**easurement) Benchmarking to perform an objective pension administration benchmarking analysis of 2017-18 data. LAFPP was measured amongst 11 plans (with six located in California) based on the total active and annuitant membership size. LAFPP results included a Total Service Score of 70 out of 100 (with a peer average of 65) and Pension Administration Cost of \$724 per member (with a peer average of \$352). Service was measured through 12 metrics and LAFPP scored above or at the peer average in 10 metrics. In terms of administrative costs, CEM explains that while LAFPP is higher compared to the peer average, the cost as a percentage of total plan asset was 8.2 bps, which is below the peer average and the third lowest in the group.

These results and insights into trends to manage costs, improve service levels and develop objective performance metrics, prompted the Board approval of a multi-year business plan project to implement operational best practices. In 2019-20, staff studied 33 such opportunities and prioritized 21 as business process improvement projects to complete through 2020-21. As of December 2020, nine projects have been completed, and six projects are on schedule for completion by June 2021 (the remaining six opportunities require further research).

Benchmarking every three years for small size participants like LAFPP is preferred since it generally takes longer to address service gaps due to less staff and resources. Accordingly, the Board has instructed staff to perform a follow-up CEM Benchmarking analysis in 2021-22 to measure changes in departmental operations since the 2018-19 engagement.

<p>PROJECT OBJECTIVE</p>	<p>To measure our services and practices against our peers, as a follow-up analysis of services and administrative cost per member with consideration of the business process improvements that have been completed since the 2018-19 benchmarking, and to identify process improvement opportunities to become even more efficient in the organization.</p>
<p>2021-22 DELIVERABLES</p>	<p>Completed pension administration benchmarking analysis.</p>

Project #10: (NEW)
Pension Administration Benchmarking

2021-22 MILESTONES	BY SEPTEMBER 30, 2021: Obtain Board authority to utilize professional services to perform an objective pension administration benchmarking analysis. BY JUNE 30, 2022: Provide to the Board a detailed report of LAFPP’s pension administration performance and costs compared to our peer group.
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2021-22 RESOURCES	The 2021-22 Budget includes a total of \$23,000 for the pension administration benchmarking consultant.
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**Project #11: (NEW)
Permanent Mobile/On-site Hybrid Workforce Plan
Implementation**

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

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 implement a permanent mobile/on-site hybrid workforce. This plan consists of staff working both remotely and on-site in the office various days of the week, and the continuous offering of virtual services that will supplement the in-person counseling sessions 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.

It is expected that implementation of this project will occur over two fiscal years and will require some flexibility. It is very important for all Department staff to be provided with the tools and support needed for a permanent transition to hybrid remote/on-site work.

PROJECT OBJECTIVE	To implement a permanent mobile/on-site hybrid workforce to increase efficiencies, reduce ongoing operating expenses and carbon footprint, and evolve to meet member service needs in the future.
2021-22 DELIVERABLES	Implementation and deployment of a permanent mobile/on-site hybrid workforce will occur over a period of at least up to two years, contingent on the status of the COVID-19 pandemic and staff continuing to meet the department’s performance metrics.
2021-22 MILESTONES	ONGOING Continue to survey members regarding service delivery needs and format preferences.

Project #11: (NEW)

Permanent Mobile/On-site Hybrid Workforce Plan Implementation

2021-22 MILESTONES (CONT.)	<p>BY SEPTEMBER 30, 2021:</p> <ul style="list-style-type: none">a) Draft permanent mobile/on-site hybrid work plan for staff;b) Prepare communication plan for members and stakeholders; andc) Complete roll-out of technology tools, including laptops, software, and other equipment for staff. Continue to monitor and deploy software security and monitoring tools. <p>BY DECEMBER 31, 2021:</p> <p>Evaluate deployment plan by reviewing departmental performance metrics to ensure customer service standards are met.</p> <p>BY MARCH 31, 2022:</p> <ul style="list-style-type: none">a) Re-evaluate deployment plan by reviewing departmental performance metrics to ensure customer service standards are being met; and,b) Begin pilot program to model/evaluate shared workstations in one or more department sections. <p>BY JUNE 30, 2022:</p> <ul style="list-style-type: none">a) Continue to evaluate departmental performance metrics to ensure customer service standards are being met;b) Finalize and implement long-term office deployment plan. Replace and/or eliminate any extraneous technology equipment, including office printers, PCs, and copiers; and,c) Begin review and discussions of current office layout needs for cubicles, offices, counseling rooms, etc.
2021-22 RESOURCES	Funding is included in the FY 2021-22 budget for necessary software, laptop docking stations, and other remote work technology tools.