

## ***DEPARTMENT OF FIRE AND POLICE PENSIONS***

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

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**DATE: JUNE 17, 2021**

**ITEM: B.2**

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

**SUBJECT: 2021-22 FINAL BUSINESS PLAN AND POSSIBLE BOARD ACTION**

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#### **RECOMMENDATION**

That the Board approve the attached 2021-22 Final Business Plan (Attachment I).

#### **BACKGROUND**

On March 18, 2021, the Board approved the 2021-22 Preliminary Business Plan in conjunction with the 2021-22 Preliminary Budget. The Preliminary Business Plan consisted of a total of ten projects, with eight new projects, one continued project from Fiscal Year 2020-21, and one project that was deferred from the 2020-21 Business Plan.

The annual Business Plan assists LAFPP accomplish its strategic goals as outlined within its Three-Year Strategic Plan. However, given that the pandemic meeting restrictions have delayed the in-person 2022-24 Strategic Planning development process, the 2021-22 Final Business Plan (Attachment I) was developed utilizing the 2019-21 Three-Year Strategic Plan (Attachment II) as a blueprint to ensure the recommended projects are appropriate to support LAFPP's vision, mission, values, and goals.

One anticipated update for the 2022-24 Three-Year Strategic Plan is the addition of a new value "Diversity," as proposed by the General Manager during the 2021-22 Preliminary Business Plan. Incorporating the new value affirms the Department's belief in the power of diversity, equity and inclusion to enrich our organization now and into the future.

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 key changes brought about by the pandemic, and the 2021-22 Final Budget, in order to ensure resources are adequately funded.

#### **DISCUSSION**

Subsequent to the Board's approval of the 2021-22 Preliminary Business Plan, one project has been added to the Final Business Plan and is discussed further in this report. The 2021-22 Final Business Plan thus consists of a total of 11 projects.

All projects are listed in the Project Summary Matrix in the attached Final Business Plan, with additional detail and workload level indicators intended to provide the Board a sense of staff and participant workload requirements for the upcoming fiscal year. The Final Business Plan is further organized pursuant to the following LAFPP Strategic Goals to ensure that projects are prioritized relative to operational needs:

- 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

### **Changes Since the 2021-22 Preliminary Business Plan**

As indicated, since Board consideration of the Preliminary Business plan, the following project was added to the 2021-22 Final Business Plan:

- 1) NEW – Environmental, Social and Governance (ESG) Oriented Investing (Project No. 2):  
This project has been developed to measure the level of Environmental, Social and Governance oriented investment integration throughout LAFPP’s investment portfolio. Staff will conduct formal reviews of each investment manager to determine if and how they are considering ESG in their individual portfolio construction process. Finally, Staff and the General Consultant will provide results of the reviews to the Board.

### **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.

### **Strategic Plan Development**

On January 7, 2021, the Board approved a contract with the Segal Company for strategic planning services and to delay the kick-off of the 2022-24 Strategic Plan to later in this calendar year, once pandemic safety protocols allow for in-person collaboration. Following development and approval by the Board of the 2022-24 Strategic Plan, the 2021-22 Final Business Plan will be revised in a quarterly update report to organize and prioritize projects according to the new goals, if any.

### **BUDGET**

Funding for the proposed projects has been included in the 2021-22 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:

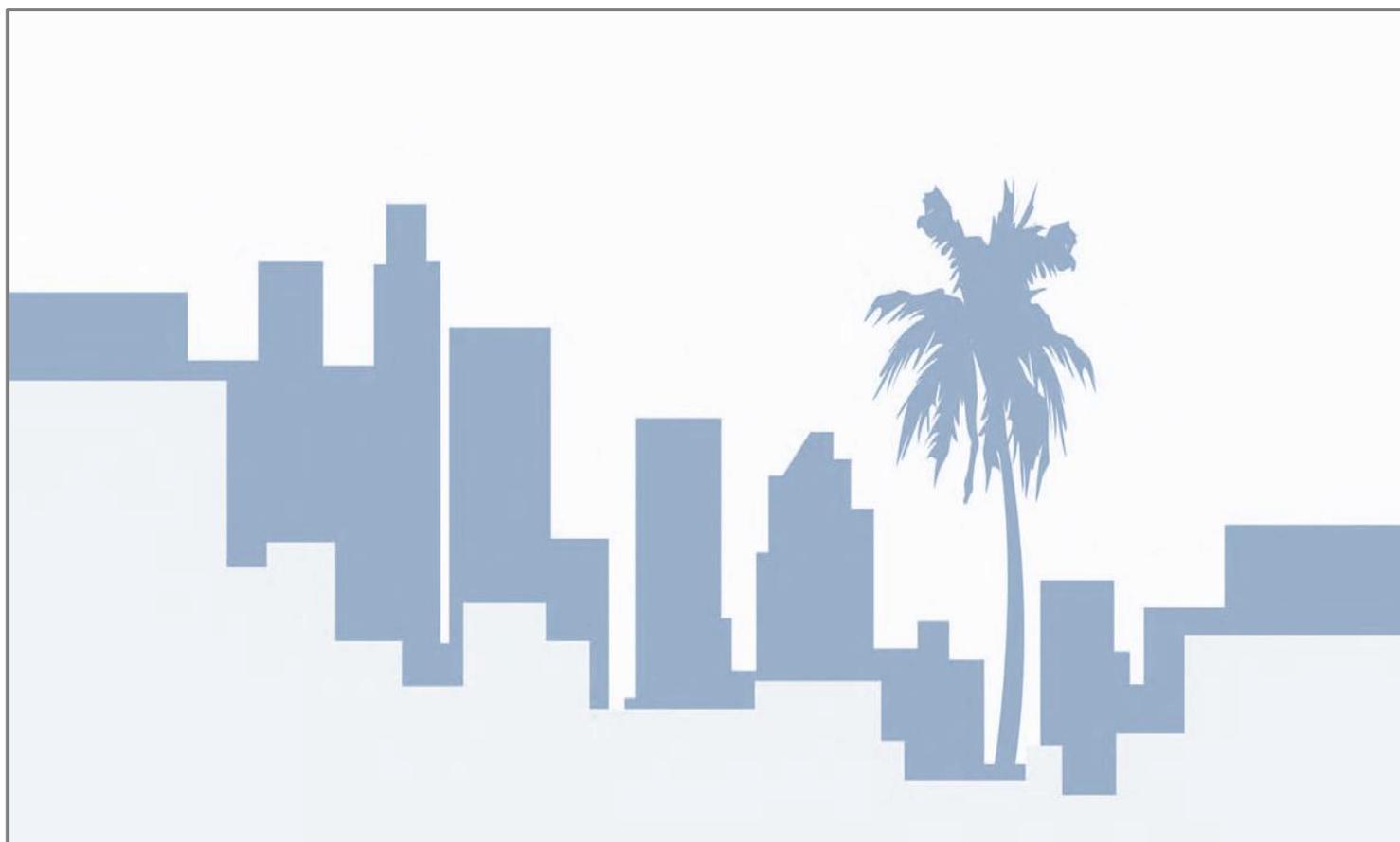
Elijah Hernandez, Management Assistant  
Administrative Services Section

RPC:WSR:MTS:EC:EH

- Attachments:
- I. 2021-22 Final Business Plan
  - II. 2019-21 Three-Year Strategic Plan
  - III. General Manager's Operational Vision

# LAFPP

LOS ANGELES FIRE AND POLICE PENSIONS



## **2021-22 FINAL BUSINESS PLAN**

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





# 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 Three-Year Strategic Plan. The Strategic Plan as approved by the Board on February 1, 2018, 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

### 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 MATRIX

GOAL 1 – Ensure a Financially Sound Retirement System			
<b>1. (NEW) Institutional Limited Partners Association Diversity in Action Initiative</b>			
<u>Objective</u> To improve the long-term sustainability and risk/return profile of the Board’s private equity portfolio.			
<u>Duration</u> 2021-22	<u>Workload Indicator</u> Lead: Moderate	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<b>2. (NEW) Environmental, Social and Governance (ESG) Oriented Investing</b>			
<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> 2021-22	<u>Workload Indicator</u> Lead: Moderate	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
GOAL 2 – Manage Risk Throughout the Organization			
<b>3. (CONTINUING) Association of Local Government Auditors (ALGA) Peer Review<sup>1</sup></b>			
<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> 2021-22	<u>Workload Indicator</u> Lead: High	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
<b>4. (NEW) Association Data Exchange Improvements</b>			
<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> 2021-22	<u>Workload Indicator</u> Lead: Moderate	<input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	Participants: Moderate <input type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

<sup>1</sup> 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. (NEW) 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

2021-22

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 Susan Liem, 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 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.

<b>PROJECT OBJECTIVE</b>	To improve the long-term sustainability and risk/return profile of the Board’s private equity portfolio.
<b>2021-22 DELIVERABLES</b>	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.
<b>2021-22 MILESTONES</b>	<p><b>BY SEPTEMBER 30, 2021:</b></p> <p>a) 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&amp;I Council; and,</p> <p>b) Designate a senior Investments Staff member to the D&amp;I Council.</p> <p><b>BY DECEMBER 31, 2021:</b></p> <p>Investment Staff and the private equity consultant will work to fulfill the reporting obligations required to be a signatory.</p>

**Project #1: (NEW)**

**Institutional Limited Partners Association Diversity in Action Initiative**

<b>2021-22 MILESTONES (CONT.)</b>	<b>BY JUNE 30, 2022:</b> Review efforts of Investment staff, private equity managers and department, and report back to the Board on the results.
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<b>2021-22 RESOURCES</b>	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.
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**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.

<b>PROJECT OBJECTIVE</b>	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.
<b>2021-22 DELIVERABLES</b>	<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>
<b>2021-22 MILESTONES</b>	<p><b>BY SEPTEMBER 30, 2021:</b> Staff will initiate the process of assessing each LAFPP investment manager’s ESG portfolio construction process.</p> <p><b>BY MARCH 31, 2022:</b></p> <ul style="list-style-type: none"> <li>a) Investments Staff and the General Consultant will complete a thorough review of the Investment Policy, including the ESG portion of the policy; and,</li> <li>b) Investments Staff and the Board’s proxy service provider will complete a comprehensive review of the Proxy Policy.</li> </ul>

## Project #2: (NEW)

# Environmental, Social and Governance (ESG) Oriented Investing

<b>2021-22 MILESTONES (CONT.)</b>	<b>BY JUNE 30, 2022:</b> Report to the Board with the results of the total Plan assets under management with investment managers that have a formal ESG integration plan.
<b>2021-22 RESOURCES</b>	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.

<b>PROJECT OBJECTIVE</b>	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.
<b>2021-22 DELIVERABLES</b>	An opinion of the peer review team providing assurance that IAS’s quality control system is effective and in compliance with professional standards.
<b>2021-22 MILESTONES</b>	<p><b>BY MARCH 31, 2022:</b> Undergo and successfully pass an ALGA peer review.</p> <p><b>BY JUNE 30, 2022:</b> Report peer review results to the Board.</p>
<b>2021-22 RESOURCES</b>	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.

<b>PROJECT OBJECTIVE</b>	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.
<b>2021-22 DELIVERABLES</b>	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.
<b>2021-22 MILESTONES</b>	<p><b>BY DECEMBER 31, 2021:</b>                  File specifications finalized for the new export and import files that exchange data between LAFPP and the Associations.</p> <p><b>BY JUNE 30, 2022:</b>                  PARIS configured to use the new export and import files.</p>
<b>2021-22 RESOURCES</b>	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.

<b>PROJECT OBJECTIVE</b>	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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<b>2021-22 DELIVERABLES</b>	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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<b>2021-22 MILESTONES</b>	<p><b>BY SEPTEMBER 30, 2021:</b></p> <ul style="list-style-type: none"> <li>a) Begin research phase of project on July 1, 2021; and,</li> <li>b) Survey other systems regarding similar verification efforts that require minimal face to face interaction.</li> </ul> <p><b>BY DECEMBER 31, 2021:</b></p> <ul style="list-style-type: none"> <li>a) Complete research phase and begin preparation of mailing list and correspondence; and,</li> <li>b) Prior to rollout of verification process, place check messages and web posting.</li> </ul> <p><b>BY MARCH 31, 2022:</b></p> <p>Begin verification process on January 1, 2022. Receive results, follow up with non-responsive members.</p> <p><b>BY JUNE 30, 2022:</b></p> <p>Receive results, follow up with non-responsive members, and close out project.</p>
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<b>2021-22 RESOURCES</b>	\$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.

<b>PROJECT OBJECTIVE</b>	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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<b>2021-22 DELIVERABLES</b>	<ul style="list-style-type: none"> <li>a) Research and implement one or more Data Loss Prevention (DLP) solutions, in order to prevent sensitive information from leaving the organization;</li> <li>b) Upgrade network security devices;</li> <li>c) Complete the network vulnerability assessment remediation plan;</li> <li>d) Complete revisions to personnel policies and procedures, as appropriate; and,</li> <li>e) Continue research to identify and implement Cyber Security best practices.</li> </ul>
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## Project #6: (CONTINUING)

### Enterprise-wide Cyber Security Program

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



**Project #7: (NEW)**

**Member Video Guides for Completing Counseling Forms**

*Duration:* 2021-22  
*Project Lead(s):* Krystle Gill, Benefits Analyst, 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.

<b>PROJECT OBJECTIVE</b>	To provide members an additional resource in reviewing at their leisure the various forms discussed during counseling sessions.
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<b>2021-22 DELIVERABLES</b>	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.
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<b>2021-22 MILESTONES</b>	<p><b>BY SEPTEMBER 30, 2021:</b>                  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><b>BY DECEMBER 31, 2021:</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.</p> <p><b>BY MARCH 31, 2022:</b>                  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> <p><b>BY JUNE 30, 2022:</b>                  Will collaborate with Communications &amp; Education Staff to ensure all videos are posted on LAFPP’s website.</p>
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<b>2021-22 RESOURCES</b>	Budgeted overtime may be used by Staff in creating the videos.
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**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.

<b>PROJECT OBJECTIVE</b>	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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<b>2021-22 DELIVERABLES</b>	<ul style="list-style-type: none"> <li>a) Updated emergency management and preparedness manuals and protocols to address employees working on-site or remotely;</li> <li>b) Establishment of a plan for routine inventory and replenishment of emergency supplies and kits; and,</li> <li>c) Coordination of first aid/CPR/AED and other emergency preparedness training for LAFPP Staff in FY 2021-22.</li> </ul>
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<b>2021-22 MILESTONES</b>	<p><b>BY DECEMBER 31, 2021:</b></p> <ul style="list-style-type: none"> <li>a) Conduct inventory of emergency supplies and safety kits;</li> <li>b) Consolidate inventory information in central file or database and establish a formal schedule for conducting inventory and replenishment of emergency supplies;</li> <li>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,</li> </ul>
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## Project #8: (NEW) Emergency Preparedness Refresh

<p><b>2021-22 MILESTONES (CONT.)</b></p>	<p>d) 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><b>BY MARCH 31, 2022:</b></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><b>BY JUNE 30, 2022:</b></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><b>2021-22 RESOURCES</b></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>



**Project #9: (NEW)**  
**Implementation of Workflow in PARIS for Disability Case Management**

*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.

<b>PROJECT OBJECTIVE</b>	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.
<b>2021-22 DELIVERABLES</b>	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.
<b>2021-22 MILESTONES</b>	<p><b>BY SEPTEMBER 30, 2021:</b></p> <ul style="list-style-type: none"> <li>a) Determine which data and reports in existing database should be migrated to PARIS; and,</li> <li>b) Submit Disability Workflow specifications to PARIS.</li> </ul> <p><b>BY DECEMBER 31, 2021:</b></p> <ul style="list-style-type: none"> <li>a) Develop data migration plan; and,</li> <li>b) Submit Disability Reporting Specifications.</li> </ul> <p><b>BY MARCH 31, 2022:</b></p> <p>Begin testing of case management system in PARIS UAT.</p> <p><b>BY JUNE 30, 2022:</b></p> <ul style="list-style-type: none"> <li>a) Train staff on how to use PARIS for case management; and,</li> <li>b) Full implementation of workflow pertaining to disability case management in PARIS.</li> </ul>

**Project #9: (NEW)**

**Implementation of Workflow in PARIS for Disability Case Management**

<b>2021-22 RESOURCES</b>	This project may require \$25,000 to \$30,000 worth of services from the PARIS service agreement.
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**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><b>PROJECT OBJECTIVE</b></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><b>2021-22 DELIVERABLES</b></p>	<p>Completed pension administration benchmarking analysis.</p>

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

<b>2021-22 MILESTONES</b>	<b>BY SEPTEMBER 30, 2021:</b> Obtain Board authority to utilize professional services to perform an objective pension administration benchmarking analysis.  <b>BY JUNE 30, 2022:</b> Provide to the Board a detailed report of LAFPP’s pension administration performance and costs compared to our peer group.
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<b>2021-22 RESOURCES</b>	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.

<b>PROJECT OBJECTIVE</b>	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.
<b>2021-22 DELIVERABLES</b>	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.
<b>2021-22 MILESTONES</b>	<b>ONGOING</b> Continue to survey members regarding service delivery needs and format preferences.

## Project #11: (NEW)

### Permanent Mobile/On-site Hybrid Workforce Plan Implementation

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