

LAFPP

LOS ANGELES FIRE AND POLICE PENSIONS



**PROPOSED THREE-YEAR BUSINESS PLAN
FISCAL YEARS: 2014-15/2015-16/2016-17**

**AS ADOPTED BY THE BOARD:
MARCH 20, 2014**



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INTRODUCTION

Fiscal Year 2014-15 is a year of transition for the LAFPP Strategic Planning process. This year marks a renewed effort to more directly incorporate Board input into the Strategic Plan through a triennial meeting to refine the vision, core values, and long-term goals for the organization. Once the Board establishes the long-term direction for the organization, this will be codified into a Strategic Plan document. The Strategic Plan will then be used by staff to develop, monitor and implement various projects through a Business Plan to achieve the Board's long-term goals. As such, this document is renamed a Business Plan to more accurately describe its role in methodically allocating resources to the most critical areas of our operations in order to successfully accomplish our mission: *TO ADVANCE THE HEALTH AND RETIREMENT SECURITY OF THOSE WHO DEDICATE THEIR CAREERS TO PROTECTING AND SERVING THE PEOPLE OF LOS ANGELES.*

Our Business Plan includes ten projects, all of which carry over from last year. We believe these ten projects are the most critical to ensure we continue to meet the Department's three primary goals of:

- 1) Customer Service – To develop systems and processes that provide members with accurate, prompt and efficient services;
- 2) Risk Management – To establish more formal and systematic approaches to operational risk management throughout LAFPP; and
- 3) Communications and Stakeholder Relations – To present key stakeholders a clear picture of the value provided to the System and to maintain positive, professional relations with key stakeholders.

Among the ten projects are two of the most significant projects ever undertaken by the Department. These are the Member System Conversion Assessment and Lifecycle Review Project (No. 1) and the New Headquarters Facility Project (No. 5). For the Member System Conversion Assessment and Lifecycle Review Project an IT consultant was hired in March 2013 and is coordinating a comprehensive review of current systems, which is a

critical element in developing an RFP for a new pension administration system. The Replacement Pension Administration System Project (No. 4) reflects the evolution of this project from the assessment stage to a distinct implementation stage, which will conclude with the complete transition of all member data and the payment processing to a new system. For the New Headquarters Facility (No. 5), a building was purchased in July 2013 and space planning, design and tenant improvements are being developed for a projected move by April 2015. As discussed last year, both projects will require a significant amount of staff resources to ensure seamless transitions without disrupting service to members. As such, demands on staff resources for these two projects may impact or delay the completion of other projects in our Plan. Staff will report to the Board during the year if we determine other projects will be impacted or delayed.

In addition to the Member System Conversion and Replacement Pension Administration System projects, we have two other technology projects. The Document Imaging System Project (No. 2) has made tremendous progress and is allowing staff to securely and more efficiently retrieve records. The project is expected to conclude next year once off-site historical files are imaged and indexed. The Business Continuity Planning/Disaster Recover (BCP/DR) Project (No. 7) has already improved the Department's ability to provide member services during uncontrolled events and future phases of the BCP/DR will be implemented in Fiscal Year 2014-15.

The Internal Audit Section work will continue with the Health Subsidy Program Audit Project (No. 3) to ensure the Health Subsidy Program is administered in an efficient manner and that subsidies are used as intended. For Tax Compliance (No. 6) staff will coordinate a tax compliance audit as well receive another IRS Determination Letter as part of the next filing cycle.

Other projects include an Operational Best Practices Project (No. 8) to continue our efforts to research and implement various best practices and identify areas of improvement. Also continuing this year is the Enhance Emerging Manager Outreach Project (No. 9) with the objective of increasing outreach and participation with diversity organizations. Lastly, we have expanded the Enhance Stakeholder Communications/Public Information Project (No. 10) to further improve communication, stakeholder relations and provide timely information to the public.

I want to thank the Board for its support of the Strategic Plan projects this past year; to staff for their consistent efforts to make our System more efficient, valuable and responsive to our members; and to our stakeholders who benefit from our efforts and hold us accountable.

PROJECT SUMMARY MATRIX

GOAL I – Customer Service

Project Title	Workload Level	Duration	Project Objective
1) Member System Conversion Assessment & Lifecycle Review (Will evolve from an assessment stage to a replacement stage in FY 2015-16; See Project No. 4.)	Lead: Very High Participants: Very High	2014-15	To improve the OnPoint and Benefit Payment Passport (BPP) systems and develop a lifecycle replacement plan.
2) Document Imaging System	Lead: Moderate Participants: Moderate	2014-15 2015-16	To reduce hardcopy documents and increase efficiency retrieving documents while protecting members' personal information.
3) LAFPP's Subsidy Program Audit	Lead: Moderate Participants: High	2014-15 2015-16	To ensure LAFPP's Subsidy Program is effective, efficient, and that subsidies paid are spent as intended.
4) NEW – Replacement Pension Administration System Project (Future Project) (Formerly the Member System Conversion Assessment & Lifecycle Review Project; See Project No. 1)	Lead: Very High Participants: Very High	Implementation 2015-16 2016-17 2017-18 Post-Implementation 2018-19	To develop and implement a new Pension Administration System that will result in improved overall efficiency in the department's business operations and continued superior service to our membership.

PROJECT SUMMARY MATRIX

GOAL II – Risk Management

Project Title	Workload Level	Duration	Project Objective
5) New Headquarters Facility	Lead: Very High Participants: Very High	2014-15	To take advantage of the current opportunistic real estate market to purchase or construct a building. Complete capital improvements and relocate as early as April 2015.
6) Tax Compliance	Lead: Moderate Participants: Low	2014-15	To continue to maintain compliance with Federal, State and Local regulations governing LAFPP and its administration of pension benefits.
7) Business Continuity Planning / Disaster Recovery	Lead: High Participants: Moderate	2014-15	To preserve member services and meet operational needs during uncontrolled events that disrupts business processes.
8) Operational Best Practices	Lead: Moderate Participants: Moderate	2014-15 2015-16	A multi-year effort to ensure the Department follows best practices in all areas. Projects in 2014-15 include Performance Based Budgeting, researching a new budget system and continuing to develop/implement metrics. Staff will actively seek out best practices opportunities in future years.

Goal III – Communications & Stakeholder Relations

Project Title	Workload Level	Duration	Project Objective
9) Enhance Emerging Manager Outreach	Lead: Moderate Participants: Moderate	2014-15 2015-16	Continue to increase outreach and participation with diversity organizations (NAA, NASP, AAAIM and NAIC) to enhance the presence of the Department within the community and trade organizations.
10) Enhance Stakeholder Communications/Public Information Project	Lead: High Participants: Low	2014-15 2015-16	Positively influence LAFPP public perception through media and other outlets.

GOAL I – Customer Service

Project 1: Member System Conversion Assessment & Lifecycle Review Project

Duration: 2014-15 / 2015-16

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

Project Participants: Systems, Active Member Services, Retirement Services, Medical and Dental Benefits, Communications & Special Projects and Accounting Sections, Buck Consultants, Northern Trust, the Information Technology Agency, and Office of the Controller

Stakeholders: Retirees and beneficiaries, Pensions Division & Accounting Section Staff

PROJECT OBJECTIVE	To improve the overall operational efficiency and effectiveness of the OnPoint and benefit payment passport (BPP) systems and develop a lifecycle replacement plan to provide a benchmark to evaluate the need for a replacement system. This will be done by evaluating the systems' current capabilities against our evolving business demands and processes, and implement industry standard best practices to improve efficiency. This will result in continued superior service to our membership.
PROJECT HISTORY	<p>The Retiree Payroll Conversion project began in March 2004, with the objective to build upon the existing web-based member information system known as "Basis Web," eliminate the legacy mainframe-based Retirement and Pension (RAP) System and create a comprehensive pension administration system. To date, a significant number of process improvements have been implemented, eliminating manual calculations and redundant data entry. As a result, our data is more accurate and our calculations are performed more easily.</p> <p>To complete the process of replacing RAP, a new benefit payment system (BPP) owned by Northern Trust was implemented in October 2010 and has been working in conjunction with OnPoint. Through the conversion, staff have assumed a significant amount of work previously handled by the Information Technology Agency (ITA) and the Controller's Office. Staff within the Systems and Accounting Sections and the Pensions Division have handled the workload internally and staff continues to assess and implement only the most critical BPP and OnPoint enhancements to address benefit changes and audit findings. In September 2012, staff released an RFP for an IT consultant to assist in the development of the business and technical requirements for the possible replacement of the Pension Administration System. A consultant was selected in March 2013.</p>

Project 1: Member System Conversion Assessment & Lifecycle Review Project (Continued)

2014-15 DELIVERABLES	a) Assess whether RFP responses meet the requirements for a system replacement; and b) If replacement requirements are met, identify prospective Pension Administration system vendors to replace OnPoint and BPP.
2014-15 MILESTONES	<u>BY MARCH 31, 2015:</u> a) Identify and evaluate top Pension Administration System implementation vendors.
2014-15 RESOURCES	Estimated cost for the Vendor Selection & Procurement Services phase and for critical OnPoint enhancements is estimated to cost \$100,000.
2015-16 DELIVERABLES	a) Statement of Work for System Implementation defining the order in which business processes will be developed. b) Identify vendor to design and implement the new Pension Administration System. Note: This marks the culmination of Project 1 and the start of a new Project (see Project 4: NEW – Replacement Pension Administration System Project)
2015-16 MILESTONES:	<u>BY SEPTEMBER 30, 2015:</u> a) Sign contract with identified Pension Administration vendor and begin implementation of a new Pension Administration system;
2015-16 RESOURCES:	Cost is dependent on the proposals received by the selected Pension Administration System vendor and whether IT Consultant services will be utilized for Oversight Project Management and Quality Assurance which will not be determined until after the completion of the Procurement Services phase of the project in March 2015.

GOAL I – Customer Service

Project 2: Document Imaging System Project

Duration: 2014-15 / 2015-16

Project Leads: Anthony Torres, Sr. Management Analyst II, Medical and Dental Benefits Section
 Jennifer Huang-Leifeste, Programmer Analyst V, Systems

Project Participants: All Department Staff

Stakeholders: Board Members, Executive Management, and Department Staff

PROJECT OBJECTIVE	To reduce hardcopy documents and increase efficiency in searching and retrieving documents while protecting members’ personal information.
PROJECT HISTORY	<p>This project was first added to the General Manager’s Department Goals in 2006-07. By December 2006, the Board approved the use of EMC Documentum, which had a Citywide contract for digital imaging, and a multi-stage implementation plan was developed in 2007. In 2007-08, hardware and software was purchased and user requirements were identified. In 2008-09, the pilot implementation was completed. In 2009-10, a generic framework approach increased efficiency and cost effectiveness in future implementations. In 2010-11, the project team focused on implementing most document types in the system.</p> <p>In 2011-12, the project team continued to expand the available document types and implemented document types for all day-forward documents placed into the system by June 2012. Staff began to destroy imaged paper documents reducing the number of records currently stored onsite. Staff identified a vendor, ViaTRON, that will complete the imaging and indexing of historical records. A contract was executed with ViaTRON on March 7, 2013. Scanning of onsite historical documents began in June 2013 and is expected to be completed by June 30, 2014.</p> <p>In 2014-15, staff anticipates developing a process for scanning historical documents stored offsite and beginning this process.</p>
2014-15 DELIVERABLES	LAFPP currently has 1,973 boxes of archival records stored at Piper Tech and Iron Mountain. Medical and Dental Benefits and Administrative Services Section will coordinate to have these documents scanned offsite by our selected vendor.

Project 2: Document Imaging System Project (Continued)

2014-15 MILESTONES	<p>By <u>JUNE 30, 2015</u>:</p> <p>a) Develop administrative and quality control processes to scan historical documents stored offsite and ensure they are scanned properly.</p> <p>b) Begin the scanning of offsite historical documents.</p>
2014-15 RESOURCES	The cost of vendor imaging and indexing offsite historical records is expected to be \$125,000 and was requested in the Fiscal Year 2014-15 Budget.
2015-16 DELIVERABLES	Continue the scanning effort of 1,973 boxes of archival records stored offsite.
2015-16 MILESTONES	<p>By <u>JUNE 30, 2016</u>:</p> <p>Complete the scanning of offsite historical documents.</p>
2015-16 RESOURCES	Staff anticipates completing the scanning within the financial terms of the current contract. Additional funding will be requested only if necessary.

GOAL I – Customer Service

Project 3: LAFPP’s Subsidy Program Audit Project

Duration: 2014-15 / 2015-16

Project Lead: Erin Kenney, Departmental Audit Manager, Internal Audit Section

Project Participants: Internal Audit, Medical and Dental Benefits, Retirement Services and Accounting Sections

Stakeholders: System Retirees and Beneficiaries, Medical and Dental Benefits Section Staff, Associations/Unions Administering Retiree Health Plans

PROJECT OBJECTIVE	To ensure LAFPP’s Subsidy Program is effective, efficient, and that subsidies paid are spent as intended. This includes an evaluation of operational processes, beneficiary eligibility, and financial records to determine whether health plans provided by the Associations/Unions are administered in a transparent, accountable, and fiscally responsible manner. Internal Audit Section (IAS) staff will conduct periodic audits of the Subsidy Program as it relates to each of the four
PROJECT HISTORY	LAFPP’s Subsidy Program Audit Project is designed to audit LAFPP’s Subsidy Program as it relates to each of the four associations that administer health benefits. IAS completed the first Subsidy Program Audit as related to LAFRA and reported to the Board on April 19, 2012. IAS completed the second Subsidy Program Audit as related to LAPRA and reported to the Board on September 5, 2013.
2014-15 DELIVERABLES	The remaining two Subsidy Program Audits as related to LAPPL and UFLAC are scheduled to be completed in calendar year 2014.
2014-15 MILESTONES	<u>BY DECEMBER 2014:</u> Complete the Subsidy Program Audits as related to LAPPL and UFLAC.
2014-15 RESOURCES	IAS intends to conduct all work related to the Subsidy Program Audits in-house.
2015-16 DELIVERABLES	IAS considers the second round of Subsidy Program Audits for inclusion on the Annual Audit Plan and Forecast.
2015-16 MILESTONES	IAS schedules the second round of Subsidy Program Audits and targets completion dates as noted on the Annual Audit Plan and Forecast.
2015-16 RESOURCES	IAS intends to conduct all work related to the Subsidy Program Audits in-house.

GOAL I – Customer Service

Project 4: NEW – Replacement Pension Administration System Project (Future Project)

Duration: 2015-16 / 2016-17 / 2017-18 / 2018-19

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

Project Participants: Systems, Active Member Services, Retirement Services, DROP/Service Pensions, Medical and Dental Benefits, Disability, Communications & Special Projects and Accounting Sections, Buck Consultants, Northern Trust, the Information Technology Agency, and Office of the Controller

Stakeholders: Retirees and beneficiaries, Pensions Division & Accounting Section Staff

PROJECT OBJECTIVE	To design and implement a new Pension Administration System that will result in improved overall efficiency in the department’s business operations and continued superior service to our membership.
PROJECT HISTORY	After a competitive bidding process, a consultant was selected in June 2013 to assist in evaluating our business operational needs against the capabilities of our current Pension Administration System. This will result in the development of the business and technical requirements for the replacement of the current Pension Administration System.
2015-16 DELIVERABLES	<ul style="list-style-type: none"> a) Complete Master Plan to implement the new Pension Administration System (PAS) and establish the project control standards to track and manage the project; b) If in-house implementation, install necessary hardware and software to support the new Pension Administration System. c) Ongoing data cleansing and conversion
2015-16 RESOURCES	<p>To be determined during the 2015-16 Strategic Plan process.</p> <p>Cost is dependent on the cost proposal received by the selected new PAS vendor and whether or not IT Consultant services will be utilized for Oversight Project Management and Quality Assurance, which won’t be determined until after the completion of the Assessment/Procurement Services phase of the Project No. 1 in September 2015.</p>

Project 4: NEW – Replacement Pension Administration System Project (Future Project) (Continued)

2016-17 DELIVERABLES	<ul style="list-style-type: none"> a) Develop design documentation describing the changes necessary to meet requirements gathered from the various business units. b) Ongoing data cleansing and conversion
2016-17 RESOURCES	To be determined.
2017-18 DELIVERABLES	<ul style="list-style-type: none"> a) Develop test cases, training manuals and documentation in performing the various business processes/functionalities progressively developed in the new PAS for all impacted business units. <ul style="list-style-type: none"> i. Active Member Services ii. Retirement Services iii. DROP/Service Pensions iv. Medical and Dental Benefits v. Accounting vi. Disability vii. Systems
2017-18 RESOURCES	To be determined.
2018-19 DELIVERABLES	<ul style="list-style-type: none"> a) Provide User Acceptance Testing and Parallel Processing results confirming the newly implemented PAS solution meets the required functionality for smooth transition to the new PAS. b) PAS Production Implementation c) Post-Implementation Maintenance and Warranty
2018-19 RESOURCES	To be determined.

GOAL II – Risk Management

Project 5: New Headquarters Facility Project

Duration: 2014-15

Project Leads: Erika Tiedge, Investment Officer II, Investments Division
 Bill Raggio, Executive Officer, Administrative Operations Division

Project Participants: All Staff

Stakeholders: Board Members, Department Staff, Active and Retired Members

PROJECT OBJECTIVE	To gain long-term control over the Department’s space needs, take advantage of the current lower priced real estate market to purchase or construct a building, or lease at a more attractive rate.
PROJECT HISTORY	This project has been a goal of the Board for many years and the project was initially included in the FY 2011-12 Strategic Plan. LAFPP made various offers on buildings and has pursued many leads. In July 2013 a building in the Arts District was purchased.
2014-15 DELIVERABLES	Complete tenant improvements, various capital projects and relocate to building. Ensure Board Room is capable of audio and video recording for future streaming/recording of Board Meetings.
2014-15 MILESTONES	<u>By April 30, 2015</u> Complete space build-out of workspaces and technology improvements, move Department and obtain additional parking.
2014-15 RESOURCES	Funding requests will be separately submitted to the Board for seismic and building system upgrades as well as space planning, design, tenant improvements, and any additional work necessary to complete the move to a new headquarters facility.

Project 6: Tax Compliance

Duration: 2014-15

Project Lead: Robyn Wilder, Chief Benefits Analyst, Pensions Division

Project Participants: City Attorney's Office and Outside Tax Counsel

Stakeholders: Active members, Retirees and Beneficiaries, Pensions Division Staff

PROJECT OBJECTIVE	To continue to maintain compliance with Federal, State and Local regulations governing the Los Angeles Fire & Police Pension System.
PROJECT HISTORY	The System received a favorable Determination Letter (DL) from the Internal Revenue Service (IRS) dated December 28, 2012 and has applied for an updated letter in the current filing cycle.
2014-15 DELIVERABLES	To complete an operational tax compliance audit by March 30, 2015. To receive another favorable IRS Determination Letter by June 30, 2015.
2014-15 MILESTONES	<u>BY SEPTEMBER 30, 2014:</u> Complete RFP process and select consultant to perform an independent review of the administrative operations and practices of the System to determine whether it meets the standards set forth in the plan documents and is compliant with applicable federal tax laws. <u>BY MARCH 30, 2015:</u> Complete the operational compliance audit <u>BY JUNE 30, 2015:</u> Receive another favorable IRS Determination Letter.
2014-15 RESOURCES	Staff has included funds in the Department's budget for FY 2014-15 for the compliance audit.

GOAL II – Risk Management

Project 7: Business Continuity Planning/Disaster Recovery

Duration: 2014-15

Project Lead: David Liu, Sr. Systems Analyst II, Systems Section

Project Participants: All Department Staff

Stakeholders: Board Members, Active and Retired Members, and Department Staff

PROJECT OBJECTIVE	To preserve member services and continue to meet operational needs during uncontrolled events that disrupts business processes.
PROJECT HISTORY	<p>Los Angeles Fire and Police Pension (LAFPP) needs to develop a plan to preserve member services during uncontrolled events such as hardware failures, fires, and earthquakes. In order to accomplish this goal, the first step - the development of the Business Impact Analysis (BIA) report for LAFPP critical business processes – was completed in October 2011. The BIA report provided LAFPP with a high-level plan and recommendations to reduce the risks and continue to provide services to our members during business disruptions.</p> <p>On September 1, 2011, the Board approved staff to proceed with the next step - the development of a Business Continuity Plan (BCP).The goal of the BCP is to create a detailed plan that allows LAFPP to quickly recover from an event that disrupts operations and to mitigate the impact to the members. The BCP was completed in June 2012. LAFPP now has a detailed plan to quickly recover from various events and achieve the goal of preserving member services during business disruptions. Staff is in the process of finalizing the specifications of the approved Disaster Recovery (DR) solutions and identifying the upgrades that are necessary in the current Production environment. The Production upgrades have been determined necessary in order to proceed with the implementation of the DR solutions in an offsite facility.</p> <p>Staff is proceeding with the Production upgrades and the hardware for the DR solution. Staff will test the new systems to ensure that services to the members will not be impacted during business disruptions. Lastly, reviewing and maintaining the BCP will occur annually to continuously meet the project objective as business processes change and evolve.</p>

Project 7: Business Continuity Planning/Disaster Recovery (Continued)

2014-15 DELIVERABLES	Implement and test the DR solutions in an off-site facility.
2014-15 MILESTONES	<p><u>BY SEPTEMBER 30, 2014:</u> Complete the upgrades in the production environment; Design a foot-print of the DR solutions and connectivity; and, Begin the implementation of the DR solutions in an off-site facility.</p> <p><u>BY DECEMBER 31, 2014:</u> Complete the implementation of the DR solutions in an off-site facility; and Prepare, plan, and complete various tests of the virtualized DR solutions and resources.</p> <p><u>BY JUNE 30, 2015:</u> Fine-tune the BCP based on the results from the testing exercises; and Develop new policies, if determined necessary.</p>
2014-15 RESOURCES	The estimated cost for implementing virtualized DR is \$429,000 and was requested in the FY 14-15 budget. Maintenance fees are estimated at \$90,000 annually.

Goal II – Risk Management

Project 8: Operational Best Practices

Duration: 2014-15 / 2015-16

Project Lead: Stephanie Clements, Chief Management Analyst, Administrative Operations Division

Project Participants: All Sections

Stakeholders: Retirees and beneficiaries, Board, LAFPP Management and Staff

PROJECT OBJECTIVE	To continuously research and implement operational best practices in a variety of areas, determine feasibility, cost and value of implementing best practices and make recommendations to Executive Staff and/or the Board as appropriate.
PROJECT HISTORY	<p>Throughout the years, LAFPP has successfully implemented operational improvements based on staff innovation and also the best practices of other pension systems and public agencies. This project will be a multi-year effort for improvements throughout the Department. For FY 2014-15, staff will focus on:</p> <p>1) <u>Performance Based Budgeting (PBB)</u> - PBB is a widely used budgeting approach to develop strategic plans and performance metrics with the rationale being that tracking quantifiable data can lead to better policy and resource decisions and improved accountability. In Fiscal Year 2012, the City Council instructed the CAO, CLA & Controller’s Office to begin phasing in performance-based budgeting (PBB) and directed all City Departments to engage in this process in upcoming budget cycles (CF 11-1702-S1). Mayor Garcetti’s Office is a strong proponent of PBB and has expedited the implementation of PBB approaches. During the 2014-15 Budget process, all LAFPP budget requests identified at least one of the Mayor’s priority outcomes and metrics have been established to measure performance throughout the Department.</p> <p>2) <u>New Budget System</u> – Staff will research off-the-shelf solutions to help in the development of the annual departmental budget. It is anticipated that new software will assist efforts to more closely link budget requests with strategic plan resources, performance metrics, and open data initiatives.</p> <p>3) <u>Future projects</u> – Staff will continue to actively seek out best practices opportunities in future years.</p>

Project 8: Operational Best Practices (Continued)

2014-15 DELIVERABLES	Continue to implement PBB into LAFPP's budget process, further refine existing performance metrics and utilize systems to the extent possible to measure and track performance.
2014-15 MILESTONES	<p>1) Performance Based Budgeting <u>BY DECEMBER 31, 2014</u></p> <ul style="list-style-type: none"> a) Work with various City agencies as required to further refine existing metrics and mechanisms to measure performance. Better utilize systems and cost accounting features to measure performance. b) Research in-house development and available budget development software solutions and provide a development or procurement recommendation to management, as appropriate. <p><u>BY JUNE 30, 2015</u></p> <ul style="list-style-type: none"> c) Implement additional Performance Based Budgeting measures into the LAFPP Fiscal Year 2015-16 Budget. Make recommendations to the General Manager and Executive Staff for future budget cycles and establish key resources and milestones.
2014-15 RESOURCES	No resources are required at this time.
2015-16 DELIVERABLES	To be determined.

Goal III – Communication & Stakeholder Relations

Project 9: Enhance Emerging Manager Outreach

Duration: 2014 – 15 / 2015 - 16

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

Project Participants: Executive & Investment Division

Stakeholders: Board Members, Consultants & Trade Organizations

PROJECT OBJECTIVE	To increase outreach and participation with diversity organizations (NAA, NASP, AAAIM and NAIC) and enhance the presence of the Department within the minority and women-owned business community and trade organizations.
PROJECT HISTORY	The Board first adopted its Emerging Manager Policy in 1991 making it a pioneer in the emerging manager space. The policy has been revised multiple times. Since its inception, the Board has hired 16 emerging managers. Currently LAFPP utilizes four separate account managers and two Emerging Fund of Fund managers. The Board is in the process of reviewing its fund of fund emerging manager program.
2014-15 DELIVERABLES	a) Work with the industry’s diversity organizations to develop a dialogue and inform them of any investment opportunities that may be available to its members via postings to their web-sites or through member publications. b) Post investment opportunities on LAFPP’s web-site (as appropriate). c) Advertise investment opportunities in Pension & Investments and other publications such as Emerging Manager Monthly (as appropriate).
2014-15 MILESTONES	<u>BY JUNE 30, 2015:</u> Attend additional diversity organization functions. Some conferences are usually recurring and others are not. Conferences that are repeating for now are: NASP national and local, NAA national, NAIC national, AAIM west coast, Texas Teachers Retirement System, Opal emerging managers. Sporadic conferences: Calpers, Calstrs, BAML Private Equity.
2014-15 RESOURCES	Additional travel expenses.
2015-16 DELIVERABLES	To be determined.

Goal III – Communication & Stakeholder Relations

Project 10: Enhance Stakeholder Communications/Public Information Project

Duration: 2014-15 / 2015-16

Project Lead: Communications & Special Projects

Project Participants: Systems Section, Executive Staff, All Sections

Stakeholders: LAFPP, Board, the City, Active and Retired Members

PROJECT OBJECTIVE	To research best practices of other public pension systems regarding stakeholder, media and public relations. To implement social media tools, initiate press releases and produce informational videos to build good relations with our stakeholders, media and City and to present benefit information, the Department’s accomplishments and other newsworthy announcements.
PROJECT HISTORY	<p>The Department currently uses newsletters, bulletins and the website to communicate newsworthy information to our stakeholders. As we steer away from the mass printing of materials, it is necessary to create a resource of information that is engaging and will provide information that is on demand, real time and readily accessible to all our stakeholders. Staff will:</p> <ol style="list-style-type: none"> 1. Evaluate a variety of social media channels such as blogs, microblogs, social networks and user forums to determine the effective tools that can be integrated into the current website and is efficient to monitor and maintain. 2. Research the initiation of press releases to create direct-to-stakeholder communication and build a solid online presence beyond our website where content can be shared via blogs and social media. The press releases should effectively: <ul style="list-style-type: none"> • Promote the Department’s achievements, activities and events of significance; • Expand the general visibility of LAFPP; • Ensure that accurate information is conveyed to the public regarding incidents and issues of a controversial and/or sensitive nature; and • Inform the members of the services we provide. 3. Research opportunities and strategies in order to produce videos to be posted on our website that will disseminate financial planning education information quickly and in a format that can be viewed multiple times.

Project 10: Enhance Stakeholder Communications/Public Information Project (Continued)

2014-15 DELIVERABLES	Implement social media and develop policies and procedures for the distribution of press releases.
2014-15 MILESTONES	<p>Social Media <u>BY DECEMBER 31, 2014:</u> a) Establish social media policy. b) Implement selected social media.</p> <p>Press Releases <u>BY DECEMBER 31, 2014:</u> a) Identify policies and procedures best-suited for LAFPP. b) Identify best distribution method(s) for LAFPP press releases.</p>
2014-15 RESOURCES	A funding request will be provided to the Board if necessary.
2015-16 DELIVERABLES	To produce seminars on topics of interest to members and post them on LAFPP's website.
2015-16 MILESTONES	By June 30, 2016: Post informational videos to the website and develop a mobile app that will provide benefit information to members.
2015-16 RESOURCES	To be determined.