



REPORT TO BOARD OF ADMINISTRATION
From: Neil M. Guglielmo, General Manager

MEETING: FEBRUARY 23, 2021
ITEM: VII – A

Neil M. Guglielmo

**SUBJECT: SEMI-ANNUAL REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD
ENDING DECEMBER 31, 2020**

ACTION: CLOSED: CONSENT: RECEIVE & FILE:

Recommendation

That the Board receive and file this report.

Discussion

This semi-annual report of the business plan initiatives (“BPIs”) for Fiscal Year 2020-21 presents notable progress on four priority projects during the reporting period of July to December 2020. The current work environment has been met with accelerated advancement of two BPIs, the Member Experience BPI and the Mobile Workforce BPI; while the Separation Incentive Program BPI meets its commitments for processing mass retirements. The Headquarters Move BPI, though slightly behind schedule, continues in its planning and design phase, with consultants and staff working in earnest to meet project goals.

Funding for these initiatives remains sufficient however two budget reallocations related to these BPIs have been approved internally in favor of the higher priority. These reallocations include:

- Member Experience BPI: \$70,000 was reallocated to fund the Retirement Application Portal, Phase III by deferring the development of on-line service purchase calculators, due to competing priorities of section staff (\$54,000); and utilizing surplus funds from Video Subscription Services (\$8,000) and Graphic Design Services (\$8,000).
- City Separation Incentive Program BPI: \$72,000 was reallocated to fund server replacement for the Pension Administration System by utilizing \$72,000 in unused Furniture Equipment and Labor funds allocated for furnishing work stations for temporary staff at the LA Times Building working on the Separation Incentive Project.

Each BPI Team has prepared a presentation to spotlight an impact of their initiative that will be shared with the Board in conjunction with this report.

Member Experience BPI - *on-target*

Presentation: LACERS YOUTUBE CHANNEL - <https://www.youtube.com/lacersyoutube>

Team: Heather Ramirez (lead), Vanessa Lopez, Brittany Cotton, Sandra Ford-James

- Project sponsor: Lita Payne
- Total project budget: \$586,400; FY21: \$365,400; FY20: \$221,000
- Project duration: July 2019 and ongoing

Mobile Workforce BPI - *on-target*

Presentation: EXPANDING MOBILE COMPUTING FOR HOME AND REMOTE CAPABILITIES

Team: Thomas Ma (lead), Jason Leung

- Project sponsor: Todd Bouey
- Total project budget: \$623,729
- Project duration: April 2020 to March 2022

Headquarters Move BPI - *off-target*

Presentation: BUILDING A BUDGET-SENSITIVE VISION IN THE TIME OF COVID

Team: Isaias Cantú (lead), Horacio Arroyo

- Project sponsor: Todd Bouey
- Total project budget: \$22,519,976
- Project duration: November 2019 to December 2021 (Estimated delayed to Q3/FY22)

Separation Incentive Program (SIP) BPI - *on-target*

Presentation: TRANSITION FROM GROUP AND IN-PERSON COUNSELING TO WEBINARS

Team: Karen Freire (lead), Ferralyn Sneed, Bruce Bernal

- Project sponsor: Lita Payne
- Total project budget: \$3,596,812
- Project duration: August 2020 to June 2021

Strategic Plan Impact Statement

The BPI Program seeks to enhance the Strategic Plan Goal of greater organizational effectiveness, efficiency, and resiliency.

Prepared By: Chhintana Kurimoto, Management Analyst

NMG/TB/DWN/CK

Attachment: Business Plan Initiatives Fiscal Year 2020-21 for the reporting period ending December 31, 2020



BOARD Meeting: 02/23/21
Item VII – A
Attachment 1

REPORTING PERIOD ENDING DECEMBER 31, 2020

BUSINESS PLAN INITIATIVES

FISCAL YEAR 2020-2021

Prepared for

LACERS BOARD OF ADMINISTRATION

FEBRUARY 23, 2021

TABLE OF CONTENTS

01 LACERS GOALS

02 EXECUTIVE SUMMARY DASHBOARD

03 BUSINESS PLAN INITIATIVE DASHBOARDS

03 Member Experience

05 Mobile Workforce

08 Headquarters Move

10 Separation Incentive Program

13 APPENDIX A – BUSINESS PLAN INITIATIVE TEMPLATE



LACERS GOALS

CUSTOMER SERVICE *To provide outstanding customer service.*

BENEFITS DELIVERY *To deliver accurate and timely Member benefits.*

HEALTH AND WELLNESS *To improve the value and minimize costs of Members' health and wellness benefits.*

INVESTMENT *To optimize long-term risk adjusted returns through superior investments.*

GOVERNANCE *To uphold good governance practices which affirm transparency, accountability, and fiduciary duty.*

ORGANIZATION *To increase organizational effectiveness, efficiency, and resiliency.*

WORKFORCE *To recruit, retain, mentor, empower, and promote a high-performing workforce.*

EXECUTIVE SUMMARY DASHBOARD

COMPLETED
ON-TRACK
OFF-TARGET
NEEDS INTERVENTION

INITIATIVES, GOALS & EXECUTIVE SPONSORS

DECEMBER STATUS

INITIATIVE LEADS

<p>1 MEMBER EXPERIENCE</p> <p>CUSTOMER SERVICE, BENEFITS DELIVERY, ORGANIZATION Executive Sponsor: Lita Payne</p>	<div style="background-color: #76B82A; width: 40px; height: 40px; margin: 0 auto;"></div>	<p>Lead: Heather Ramirez, Vanessa Lopez, Brittany Cotton & Sandra Ford-James</p>
<p>2 MOBILE WORKFORCE</p> <p>ORGANIZATION Executive Sponsor: Todd Bouey</p>	<div style="background-color: #76B82A; width: 40px; height: 40px; margin: 0 auto;"></div>	<p>Lead: Jason Leung & Thomas Ma</p>
<p>3 HEADQUARTERS MOVE</p> <p>ORGANIZATION Executive Sponsor: Todd Bouey</p>	<div style="background-color: #FFD700; width: 40px; height: 40px; margin: 0 auto;"></div>	<p>Lead: Isaias Cantú & Horacio Arroyo</p>
<p>4 SEPARATION INCENTIVE PROGRAM</p> <p>BENEFITS DELIVERY Executive Sponsor: Lita Payne</p>	<div style="background-color: #76B82A; width: 40px; height: 40px; margin: 0 auto;"></div>	<p>Lead: Karen Freire, Ferralyn Sneed & Bruce Bernal</p>

INITIATIVE SUMMARY

Increase Member communication channels and web-based service options via:

- Produce and Post Videos (PPV)
- Article Repository and Communications Timeline (ARCT)
- Benefits Calculators (BC) – *deferred to FY 21-22*
- One-On-One Video Conferencing (VC)
- Online Retirement Application Portal (RAP)

BUDGET

Appropriation:	\$365,400
Expense:	TBD
Unspent:	TBD

KEY DEPENDENCIES/ASSUMPTIONS

- Staff & time resources to lead this effort
- Divisions meet timelines
- Software Procurement

MILESTONES / DELIVERABLES

QE 09/30/20

- ✓ ARCT: Initiative Launch – August
- ✓ PPV: Initiative Launch – July
- ✓ RAP: Initiative Launch – July
- ✓ VC: Initiative Launch – July
- ✓ PPV: Video Assets Produced and Published – July - September
- ✓ PPV: Video Assets Campaign – July - September
- ✓ ARCT: Communications Timeline Completed – July

- ✓ ARCT: Evergreen Articles Compiled – September
- ✓ VC: Zoom Identified for Counseling – July

QE 12/31/20

- ✓ BPI Team Assembled – October
- ✓ BC Initiative Launched – November
- ✓ PPV: Additional Video Assets Produced and Published (ongoing)
- ✓ PPV: Video Assets Campaign (ongoing)
- ✓ RAP : Reviewed Screens for Portal Use – December

QE 03/31/21

- ARCT: Completion of Evergreen Article Compilation – February
- BC: Postpone till FY 21-22
- RAP: Engage Phase 3 of project with funds transferred from Calculator Project
- RAP: Testing – February
- PPV: Additional Video Assets Produced and Published (ongoing)
- PPV: Video Assets Campaign (ongoing)

QE 06/30/21

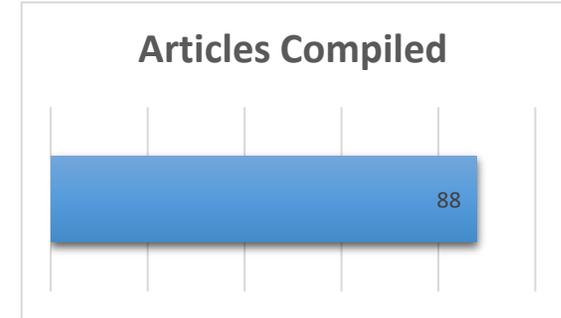
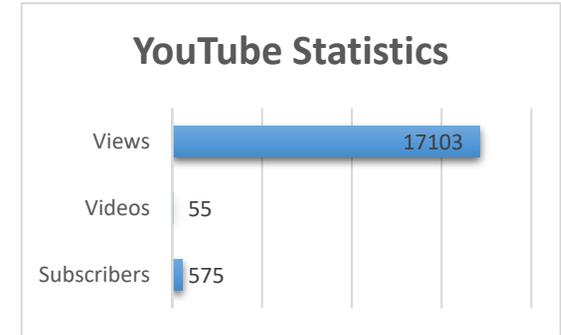
- RAP: Go Live – April
- VC: Soft Launch – June
- PPV: Additional Video Assets Produced and Published (ongoing)

QE 09/30/21

- Year-End Business Plan Report to Board – July
- VC: Campaign to Increase Video Meetings – July

KEY INDICATORS

As of December 31, 2020



- PPV: YouTube Subscriber Count, Total Views, and Video Totals
- ARCT: Amount of Articles Compiled
- BC: Website Hits (TBD)
- VC: Number of Meetings Held (TBD)
- RAP: Percentage of Members Retiring Using the RAP (TBD)

ISSUES / CHALLENGES

- COVID-19 has taken staff away to work on the Separation Incentive Program and telecommuting setups respectively, therefore the One-On-One Counseling and the Calculator Build cannot be implemented until the next fiscal year.

JULY - DECEMBER 2020 SUMMARY

MEMBER EXPERIENCE

ACCOMPLISHMENTS

Produce and Post Videos

Produced and posted 55 videos, gained 575 YouTube subscribers, and had a total of 17,103 views on the LACERS YouTube channel.

Article Repository and Communications

Compiled 88 articles for the Evergreen Article Repository which is a collection of articles used for communication to our Members and housed in a Box.com folder. Completed the communications timeline.

Retirement Application Portal (RAP)

The RAP Team provided a live demonstration to Executive management and staff who have been subject matter experts on the project.

We are initiating Phase 3 of the build allowing for enhanced workflow capability, process tracking, electronic signature, and application withdrawal. Phase 3 will cost \$70,000 with funds provided from the Calculator Project, Member Services, and Health Benefits Division.

Total cost of project, including Phase 3 is \$264,500.

Benefits Calculators

Systems Staff has requested Digital Deployment, LACERS Website Design and Support Consultant to provide a quote for the cost of the online calculator build.

One-One-One Video Conferencing

Zoom has been identified to use for the One-On-One Online Member Counseling.

CHALLENGES & OPPORTUNITIES

Separation Incentive Program (SIP)

SIP has taken away subject matter experts from the One-On-One Counseling Project and therefore it cannot move forward until the SIP is complete in May/June.

Staff Resource

Systems Staff is over extended due to the Stay At Home Order and telecommuting needs, therefore the online calculators are not expected to be built until next fiscal year and a budget request will be made for FY 21-22 accordingly.

NEXT STEPS

Continuation of work on the projects will continue through the remainder of fiscal year.

INITIATIVE SUMMARY

Implement remote work solutions deploying mobile equipment and cloud services to maximize operational productivity without requiring physical in-office presence, with focus on key priorities:

- Secured Remote Access to Enterprise Systems
- Cost-Efficiency & Reduction of Physical Footprint
- Productive Counseling & Meeting Conferences
- Real-Time Statistics & Operational Health
- Modernized Building & Mobility
- High Availability of Collaboration & Communication Tools

BUDGET

Appropriation:	\$624,766.00
Expense:	(\$316,939.77)
Unspent:	\$307,826.23

KEY DEPENDENCIES/ASSUMPTIONS

- Fund availability
- Staffing resources
- Cyber policies
- Cloud services & support
- Network bandwidth
- Software & equipment availability

MILESTONES / DELIVERABLES

QE 06/30/20

- ✓ Telecommute Infra – Build Out
- ✓ Azure & Multi Factor - Build Out
- ✓ Enterprise Secured Remote Access
- ✓ Cyber Policies - Adopt

QE 09/30/20

- ✓ Mobile Equipment - Deploy All Staff
- ✓ Box.com - Deploy All Staff
- ✓ MS Teams - Deploy All Staff
- ✓ Monday.com - Deploy
- ✓ Zoom - Deploy

QE 12/31/20

- ✓ Azure Web Services - Plan
- ✓ Virtual Desktop – Deploy All Staff
- ✓ MS Office 365 – Deploy All Staff
- ✓ Exchange Hybrid – Plan
- ✓ Enterprise Data Analytics - Plan

QE 03/31/21

- Azure Web Services – User Train & Deploy
- Exchange Hybrid – Setup & Test
- Enterprise Data Analytics – Procurement & Setup
- Beyond Trust Remote Support – Procure & Deploy
- Digital Fax Migration – Plan & Requirements

QE 06/30/21

- Exchange Hybrid - Implementation
- Power BI – Procure & Setup
- Endpoint Security – Procure & Plan
- AI Security – Procure & Plan
- Digital Fax Migration – Test & Deploy

QE 09/30/21

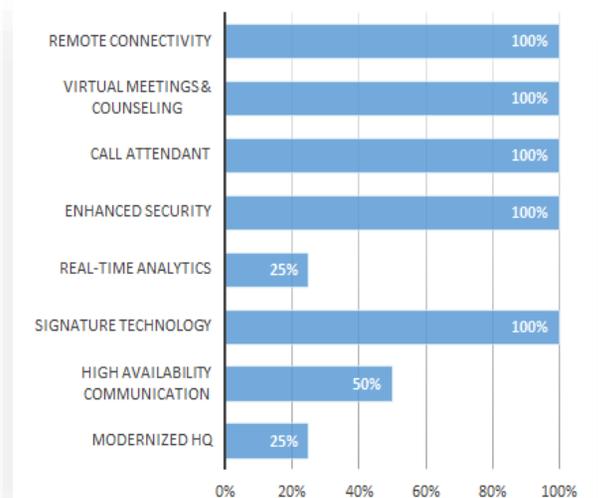
- Endpoint Security – Setup & Deploy
- AI Security – Setup & Deploy
- Power BI – Deploy
- HQ Modernization - Design

QE 03/31/22

- HQ Modernization - Deploy

KEY INDICATORS

Mobile Workforce Implementation Progress



ISSUES / CHALLENGES

- Complex setup and infrastructure
- Competing projects and personnel resources
- Home network & availability
- Adequate testing and readiness
- Remote user support & training

JULY - DECEMBER 2020 SUMMARY

MOBILE WORKFORCE

ACCOMPLISHMENTS

In the first half of this fiscal year, LACERS achieved major milestones related to the “Mobile Workforce” Initiative. These successes were critical in providing the capability to work remotely using collaborative technology, and eliminating the need to be physically onsite.

Q1/FY21 – Mobile Equipment & Amazon Connect

During the first quarter, LACERS deployed mobile equipment, empowering the workforce with over 170 laptops, and over 180 mobile phones. These devices are equipped with software to optimize remote access, communication with our Members, and safeguards to protect from cyber-related attacks. LACERS also finalized launch of the call center solution, Amazon Connect. The timely launch, from prototype to deployment, was completed in one month, providing lower costs and enriched customer features.

Q2/FY21 – Virtual, Collaboration, Planning

As planned in the second quarter, LACERS completed build-out of the virtual infrastructure which included setup of multiple servers, and migration of over 150 users toward virtual desktops. Primarily, virtual infrastructure provides operational efficiencies in administering and managing remotely connected machines. The reduction in equipment has provided substantial savings in power consumption and upkeep costs. Also in this period, LACERS rolled-out a suite of

cloud services including MS Teams, Box, Office 365, Zoom for virtual meetings, and office productivity software with automation features.

LACERS has initiated discussions and plans toward development of the retirement portal, design activities in relation to data analytics, and migration towards the hybrid email system.

Overall, the mid-year expectations have been met with completion of the deliverables inclusive of mobile equipment, virtual desktops, and preliminary plans for upcoming activities.

CHALLENGES & OPPORTUNITIES

Mobile Equipment, Logistics – Q1/FY21

COVID-19 had initially affected logistics, which resulted in shipping delays for equipment needed by staff to work remotely. The shipment of equipment was greatly improved in the first quarter of the fiscal year, and LACERS established procedures to streamline the process of deploying equipment to authorized staff.

Infra, Procedures, and Support – Q1/FY21

Forced by the pandemic to work remotely presented the challenge of an expedited timeline to setup remote infrastructure and connectivity. LACERS’ IT collaborated with LA City and software vendors to build-out the infrastructure, establish user procedures, and provide support on remote setup.

Cyber Risks, Roadmap – Q1/FY21 & Q2/FY22

Cyber institutions have reported the increase in risks for remote workers. Primarily, home networks have fewer security layers, and are cyber-related targets. LACERS had established policies and guidelines early in the first quarter, inclusive of end user agreements to protect the information assets. Also, LACERS deployed safeguards such as multi-factor authentication and endpoint software. In near term, LACERS intends to implement adaptive and purpose-built security technology.

Streamline, Cost Savings Opportunities

The deployment of mobile technology increases productivity, and lowers costs. Primarily, the savings are related to consolidation and power reduction efforts, which is expected to be 16 times more efficient. LACERS has migrated 150 workstations to virtual desktops housed within 4 physically hosted servers. In near term, LACERS plans to consolidate legacy services such as internet, voice, and fax lines to reduce costs using newer technologies.

High Availability, BCP Opportunities

LACERS is considering extending services that would benefit the organization during large-scale disasters impacting the data center. Recently, LACERS has implemented cloud services such as Amazon Connect, Office 365, Zoom, and others. Additional opportunities include migrating to a hybrid email system, cloud-based fax services, and a secured private content management solution.

JULY - DECEMBER 2020 SUMMARY

NEXT STEPS

In the upcoming quarter, LACERS shall expand online services with deployment of the retirement portal and cloud-based fax solution, inclusive of preliminary setup of real-time data analytics.

INITIATIVE SUMMARY

The Headquarters (HQ) Move Initiative (HMI) tracks the transition of LACERS from its current headquarters to its new location and will focus on the following key priorities:

- Approve architectural space plans and designs for internal tenant improvements projects and furniture that meet LEED/WELL standards.
- External building improvements and renovation projects that include the curtain wall, façade, seismic upgrades, and roof replacement.
- Provide security and owner technology that supports Systems’ Mobile Workforce BPI.
- Coordinate weekly status meetings with Executive staff, consultants, and contractors.
- Prepare Board reports related to the HQ Move.
- LACERS’ occupancy goal is for 2nd Quarter but is estimated to be end of 3rd Quarter of FY21-22.

BUDGET

Appropriation:	\$22,519,976
Expense:	(\$909,677)
Unspent:	\$21,610,299

KEY DEPENDENCIES/ASSUMPTIONS

- Staff & time resources to lead this effort
- Timely onboarding of key consultants and Project Manager
- Ability to mitigate potential increases in construction costs and setbacks due to supply chain effects of COVID-19

MILESTONES / DELIVERABLES

QE 09/30/20

- ✓ Contract with Architectural Consultant
- ✓ Contract with Mechanical, Electrical, and Plumbing (MEP) Consultant
- ✓ Contract with Structural Engineering Consultant
- ✓ Contract with Exterior Cladding and Roof Consultant
- ✓ Finalize architectural space programming counts of employee workspaces, common areas, meeting areas, and support spaces

QE 12/31/20

- ✓ Contract with Low-Voltage Technology Consultant
- ✓ Finalize Architectural Space Plans
- Complete Schematic Design
- ✓ Finalize workspace technology needs in each floor

QE 03/31/21

- Contract Project Management Consultant
- Finalize Server configuration and cabling requirements for each floor
- Finalize security and access control technology needs
- Finalize furniture requirements and configuration
- Finalize Architectural Design Development
- Finalize external wayfinding branding and designs

QE 06/30/21

- Contract with a General Contractor
- Easement resolution for patio area
- Curtain Wall repairs and improvements
- Garage Improvements
- Begin Seismic upgrades
- Cabling and Data Center Build-out begins
- Submit Construction Plan Checks
- Commence MEP upgrades
- Emergency Generator replacement
- Access Control technology and procedures
- Construction Documentation

KEY INDICATORS

- Project progress is on-target with established milestones
- Project expenses are within budget
- Project adherence to timeline

ISSUES / CHALLENGES

- Evolving space needs and higher costs estimates resulted in a projected shortfall which required pausing the schematic design process for two months
- Scope of tenant improvements require scaling back and phasing to meet budget
- Transition Property Management to new streamlined go-forward model
- Possible supply-chain delays and issues due to COVID-19

BUILDING PICTURES



JULY - DECEMBER 2020 SUMMARY

HEADQUARTERS MOVE – PHASE 2

ACCOMPLISHMENTS

The HQ Move Project made significant progress in Q1 and Q2 of FY20/21 which primarily focused on onboarding key project consultants and finalizing LACERS' space requirements and designs. LACERS and the Architectural Consultant, Hellmuth, Obata & Kassabaum, Inc. (HOK), completed all pre-design activities which included contributions from both Division Heads and LACERS employees. These activities helped HOK finalize the architectural space programming counts of employee workspaces, common areas, meeting areas, and support spaces. Additionally, LACERS finalized the Stacking Floor Plan and continues to work on Schematic Designs which are delayed by about two months due to evolving space needs and higher costs estimates.

Additional consultants were also contracted for other integral and external improvement projects during Q1 of FY20/21. MHP was contracted as the project's Structural Engineering Consultant; ARC Engineering will serve as the project's Mechanical, Plumbing, and Engineering Consultant; and Wiss, Janey, Elstner Associates (WJE) will oversee the building roof replacement and façade improvements. In Q2 of FY20/21, Presidio was added as the project's Low-Voltage Technology Consultant and met with key LACERS stakeholders to determine the technology solutions needed for both the 977 building and the LACERS' Mobile Workforce initiative.

LACERS also made significant progress in our ongoing effort to partner with other City Departments for City services. LACERS successfully partnered with LA Sanitation for waste-management

services, worked with LADOT to modify the building's Loading Zone area, utilizes the General Services Department (GSD) for fleet vehicle maintenance, and engaged LAPD Security Services to ensure that the building's build-out leads to a secure facility for both employees and Members.

CHALLENGES & OPPORTUNITIES

While there has been significant progress in the planning and scoping activities of Q1 and Q2 there is a concern about the potential COVID-19 effects to the construction supply-chain and how it might affect material pricing or delays. The project will continue to monitor these effects and rely on guidance from the consultants on how to mitigate any future delays and pricing.

In terms of design phase, a number of obstacles have presented themselves relative to budgetary cost containment. First, meeting City space standards and other needs created some design challenges within the existing floor plates on the 2nd, 5th and part of the 4th floor, causing a need for rework of pre-built out spaces, increasing estimated build out costs versus budget. Second, working with construction cost estimators, build out costs per square foot are projected higher than originally expected, due in large part to the recognition of a need to replace the HVAC System's fan coils in association with the new floor plate configurations on all floors. Recognition and resolution of increased costs required significant additional work at this stage in order to avoid future budgetary overages and sunk costs. This budgetary challenge on the build outs appears to be resolved as a result of maintaining the 5th floor, where Executive, Investments and City Attorney are primarily located, in a largely as-is configuration.

Additionally, as construction preparation is underway, analysis and feedback has revealed other potential unforeseen expenses related to mitigation of asbestos and certain security enhancements that may be considered for the building, but the review of these items is still underway and it is premature to definitively determine overall cost impacts. Pending final analysis and updated construction cost estimates, the Board will be advised of any potential budgetary overruns.

The transition from the construction to occupancy phase allows LACERS the opportunity to transition the responsibility of building management from an Asset Manager to a Property Management model realizing some efficiencies. This transition allows LACERS to play a more active role in the building management by directly coordinating with our onsite Property Management: Cushman & Wakefield.

NEXT STEPS

In Q3/FY21, staff will finalize architectural schematic designs. Additionally, working with Presidio, staff will continue to develop security and workspace technology for each floor. Moreover, staff will continue to monitor budget our Project Management consultant. Staff will continue to ensure that the foundation for this project is stable and that the construction phase of the project begins. Finally, staff will finalize transition to the go-forward Property Management model.

INITIATIVE SUMMARY

Implementation of Separation Incentive Program for the Los Angeles World Airport (LAWA) and the City

BUDGET

	Retirement	Health
Appropriation:	\$286,557 (overtime)	\$52,500 (overtime)
Expense:	\$79,772	\$11,789
Unspent:	\$206,785	\$40,711

KEY DEPENDENCIES/ASSUMPTIONS

- Staff & time resources to lead this effort
- Divisions meet timelines

MILESTONES / DELIVERABLES

Activities to support the LSIP and CSIP initiatives:

Retirement

- ✓ Service Credit and Eligibility Review for LSIP Members – completed July 2020
- ✓ Service Credit and Eligibility Review for CSIP – November 2020
- ✓ LAWA mail Separation Incentive letter notification – May 2020
- ✓ Retirement electronic packet – completed October 2020
- ✓ “How to” video on completing retirement packet for LSIP and CSIP – completed October 2020
- ✓ Enter V3 Contact Log mass mailing information (1715 x 2 total) – October 2020
- ✓ Conduct Abeyance Q & A virtual session – October 2020

- ✓ Identify carve-out groups (Open Service Purchase contracts, Reciprocity, possible Service Purchases) – October 2020
- ✓ Create CSIP FAQs for website and update as-needed – September 2020
- ✓ Track CSIP and LSIP Staff hours – November 2020
- ✓ Track CSIP and LSIP overtime – November 2020
- ✓ Each month requires Retirement to:
 - Email/mail retirement packet
 - Conduct Webinar(s)
 - Pick-up packets

Health

- ✓ Revision of existing health enrollment forms to adapt to loss of in-person counseling and emphasize electronic distribution and collection of forms
- ✓ Revision of existing health enrollment and supporting forms to allow for electronic completion and signature of forms
- ✓ Coordinate with health plan carriers the acceptance of electronic signatures on enrollment forms
- ✓ Coordinate with health plan carriers increased workload expectations and revised timeframes for submission of documents

Webinar

- ✓ “How to” video on health plan options and completing health plan enrollment material completed and posted online October 2020. Revised video to reflect 2021 form changes/premium changes posted December 2020
- ✓ Early notification of retirees 65 and over (approx. 35% of CSIP population) regarding Medicare enrollment/maintenance requirements implemented December 2020, includes

- preparation and distribution of Special Enrollment Period forms and instructions
- ✓ Conduct Abeyance Q & A virtual session – October 2020
- ✓ Create CSIP FAQs for website and update as-needed – September 2020
- ✓ Extended Open Enrollment period to avoid workload overload simultaneous with SIP processing
- ✓ Each month requires Health to:
 - Counsel
 - Conduct Webinar(s)
 - Distribute/collect Health enrollment forms

DELIVERABLES:

LSIP Retirements – Target 334

- ✓ **Grandfather*** – 13
- ✓ **August 2020** – 110
- ✓ **September 2020** – 125
- ✓ **October 2020** – 80
- **March 2021** – 5

CSIP Retirements – Target 1,381

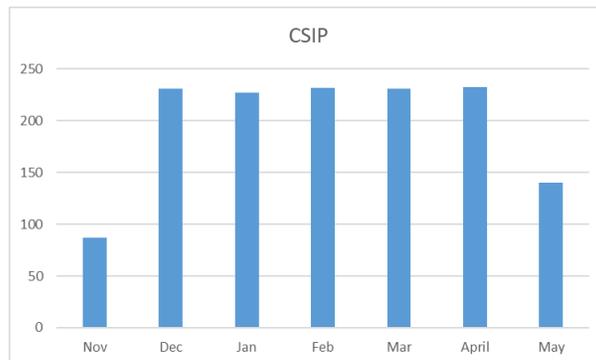
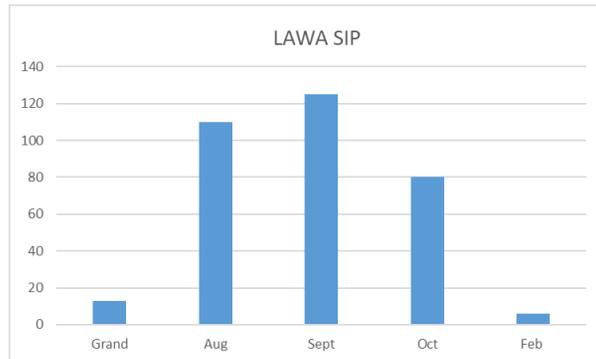
- ✓ **November 2020** – 87
- ✓ **December 2020** – 232
- **January 2021** – 227
 - Abeyance period ends on the 31st
- **February 2021** – 231
- **March 2021** – 232
- **April 2021** – 232
- **May 2021** – 140

**Pre-August retirees that LAWA approved to be part of the LAWA SIP.*

KEY INDICATORS

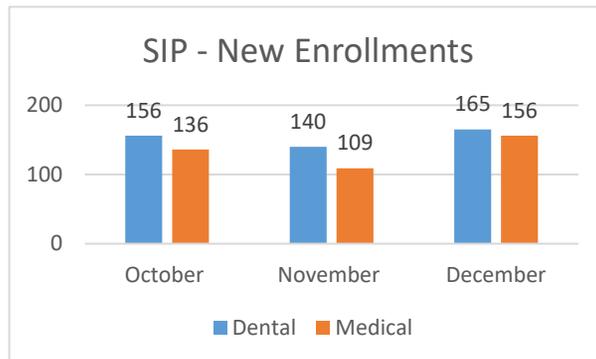
- 100% completion of activities to support the LSIP and CSIP initiatives
- 100% retirements processed for LSIP and CSIP

RETIREMENT

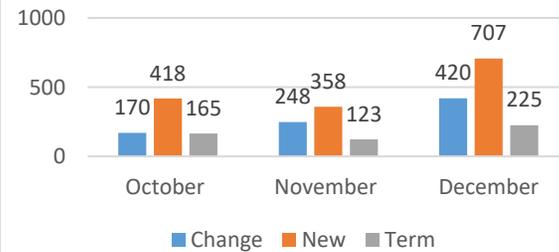


*January through May are projected retirements

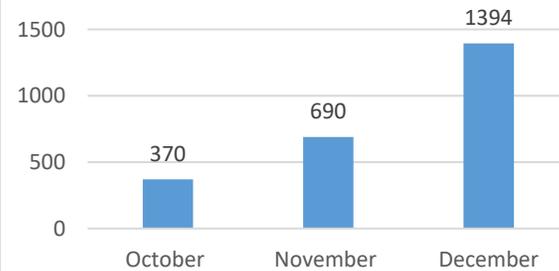
HEALTH



All Enrollment Activity



SIP-Specific Contact Logs



All Contact Logs



ISSUES / CHALLENGES

- The COVID Pandemic continues to impact staff processing
- Although a retirement abeyance has been implemented from November 2020 to January 2021, LACERS still has to process Deferred Vested Members and other ancillary benefits that adds approximately another 30-50 cases to monthly payroll
- The contemporaneous conduct of Open Enrollment period has added approximately 100 enrollment changes/additions to the workload. While Open Enrollment requests are expected to slow in the coming months, requests will continue to be received through the end of March
- Other ongoing divisional duties in Health continue in addition to SIP processing, including:
 - Enrollment Unit: Processing of deaths, survivors, relocations, coverage level changes, Medicare transitions, voluntary cancellations, overage dependents, Medicare non-compliance, incomplete enrollments, etc.
 - Advocacy Unit: Overage dependents, surviving spouses, Special Enrollment Period processing, retirement counseling, claims issues, Medicare compliance
 - Account Reconciliation Unit: Low income subsidy and late enrollment penalty processing, carrier account review and reconciliation, net zero processing, Medicare age-in, 115 account reconciliation, MPRP
- The onboarding of new staff requires that veteran staff devote time in their busy schedules to training
- Slow PAS processing time/down time impacts staff ability to get work done

JULY - DECEMBER 2020 SUMMARY

SEPARATION INCENTIVE PROGRAM (SIP)

ACCOMPLISHMENTS

Retirement Services Division (RSD)

RSD met all targeted milestones on time or ahead of schedule during the second quarter for both the Los Angeles World Airports Separation Incentive Program (LAWA SIP/LSIP) and the City Separation Incentive Program (CSIP). These milestones include:

- Development of the electronic retirement application packet (in partnership with Systems)
- “How to” video on completing retirement packet for LSIP and CSIP (member engagement team partner)
- Entered Member contact information for mass mailings (1715 x 2 total)
- CSIP participants flagged in the pension administration system (Member Engagement team assist)
- Conducted abeyance Q&A virtual session
- Identified carve-out groups (open service purchase contracts, reciprocity, possible service purchases)
- Retired the remaining (80) LSIP participants, with the exception of the handful of “last to go”
- Sent 1381 CSIP participation acknowledgements
- Notified all 1381 CSIP participants of their retirement effective date
- Notified all departments of the retirement effective dates of CSIP employees
- Retired the first 319 CSIP participants

Health Benefits and Wellness Division (HBWD)

- Successfully enrolled 100% of LAWA SIP participants (approximately 250) enrolling in medical/dental plans

- Revised existing health enrollment forms to adapt to loss of in-person counseling and emphasis on electronic distribution and collection of forms
- Revised existing reports to aid in tracking of LAWA SIP, CSIP, and Open Enrollment processing
- Revised existing health enrollment and supporting forms to allow for electronic completion and signature of forms
- Created “how to” video on health plan options and completion of health plan enrollment material for posting online. Revised video to reflect 2021 changes to premiums and deductions
- Implemented early notification for those retiring at or over age 65 to inform them of LACERS’ Medicare requirements and support their successful Medicare enrollment
- Conducted four Health Q&A webinars for LAWA and City SIP participants, approximately 650 attendees altogether
- Assisted in development of SIP FAQ
- Extended Open Enrollment period to avoid workload overload simultaneous with SIP processing
- Onboarded 16 additional staff to address increased workload demands

CHALLENGES & OPPORTUNITIES

Retirement Division

Challenges from the pandemic have had a limited impact on divisional processing. Turnover in temporary support staff and the ability to secure new temporary staff has been challenging. However, the challenges have not hampered the division’s ability to meet processing goals. Technological innovation and across the board team input resulted in well-planned organization and project execution.

Health Division

The simultaneous conduct of an Open Enrollment period and SIP.

Other ongoing divisional duties cannot be postponed and must be addressed despite SIP workload and a retirement abeyance period, including, processing member deaths, relocations, surviving spouse enrollments, voluntary cancellations, overage dependents, members aging into Medicare, Medicare compliance, addressing member claims, etc.

The onboarding of new staff requires the devotion of staff time to training rather than the processing of the regular workload.

Staff reticence to telecommute and unfamiliarity with technology necessary to telecommute. Although challenging, staff have risen to meet the demand.

NEXT STEPS

RSD will continue to process CSIP applications.

MCS (Member Counseling Section) is preparing for the end of the abeyance period.

HBWD will continue current processes; increase delegation of work to new staff; implement an online retirement portal; refine the division structure to streamline enrollment form distribution, collection, and verification to re-allocate duties among more staff; continue training staff to bring them “up to speed” regarding enrollment processing and counseling.

APPENDIX A – BUSINESS PLAN INITIATIVE TEMPLATE

INITIATIVE: [NAME OF BUSINESS PLAN INITIATIVE]
 DIVISION(S)/SECTIONS: [DIVISION/SECTION NAME]
 STRATEGIC GOAL(S): [ASSOCIATED STRATEGIC GOAL AREA]

Shade the cells according to status:

- Completed
- On-Track
- Off-Track
- Intervention Needed

STATUS: [ON-TRACK][OFF-TRACK]
 REPORT MONTH: [REPORTING MONTH][YEAR]
 LEAD(S): [FIRST AND LAST NAMES]

INITIATIVE SUMMARY

[Provide 1-2 line description of initiative. Bullet the major components.]

- [Component 1]
- [Component 2]
- [Component 3]

BUDGET

Appropriation:	\$(Whole Dollars)
Expense:	\$(Whole Dollars)
Unspent:	\$(Whole Dollars)

[Add budget notes here]
 [Budget should reflect expenses, excluding salaries, unless requesting new positions mid-year.]

KEY DEPENDENCIES/ASSUMPTIONS

- [Bullet assumptions of certain resources or prioritizations that are required for timely implementation of this initiative.]
- [For example: Funding availability, staffing availability, other resource availability, key cooperation.]

MILESTONES / DELIVERABLES

QE 09/30/2020

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- ☐ [List key upcoming items/deliverables this quarter. Use the box bullet.]

QE 12/31/2021

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- ☐ [List key upcoming items/deliverables this quarter. Use the box bullet.]

QE 03/31/21

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- ☐ [List key upcoming items/deliverables this quarter. Use the box bullet.]

QE 06/30/21

- ✓ [List key completed items/milestones this quarter. Use check mark bullet.]
- ☐ [List key upcoming items/deliverables this quarter. Use the box bullet.]

KEY INDICATORS

- [Provide quantitative measurements of successful implementation. Graphical representations are encouraged.]

Survey Feedback

"How helpful was this medical section for you?"

"Do you feel like you have a better understanding of how your medical benefits work now?"



Choice	Count	%	Choice	Count	%
Extremely helpful	6	42.9%	Yes, definitely	7	29.2%
Very helpful	3	21.4%	Yes, a little	9	37.5%
Somewhat helpful	3	21.4%	Maybe	2	8.3%
Not very helpful	1	7.1%	No, not really	4	16.7%
Not at all helpful	1	7.1%	No, definitely not	2	8.3%

ISSUES / CHALLENGES

- [Identify any current or future barriers to the achievement of deliverables. Keep it brief.]