



# **San Bernardino County Employees' Retirement Association**

## **Linea Solutions**

**Pension Administration Software Consulting and  
Business Process Redesign**

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January 16, 2020



## Company Overview

- **Linea Solutions** was founded in **1999**
- Our primary focus and roots are in the **public retirement system market**
- **Largest** consulting firm supporting public retirement with a **staff of 60+ pension** consultants.
- We are **quality assurance experts, business analysts, project managers, change management specialists, and pension risk management experts** assisting in all phases of new technology and business transformations
- We have worked with **50+ retirement systems**, and our staff has experience with **100+ pension funds**
- We have worked with **16** of the **1937 Act** retirement systems
- In 2018, we extended our practice into the **cybersecurity** risk mitigation business by forming **Linea Secure**



# Linea Clients

Linea has worked with many pension, benefits and insurance organizations.

## Alameda County Employees' Retirement Association

Alaska Department of Retirement and Benefits  
Arkansas Public Employees Retirement System  
British Columbia Pension Corporation  
California Public Employees' Retirement System  
California State Teachers' Retirement System

## Contra Costa County Employees' Retirement Association

Cook County Pension Fund  
District of Columbia Retirement Board  
Educational Employees' Supplementary Retirement System of Fairfax County

## Fresno County Employees' Retirement Association

Hawaii Employer-Union Health Benefits Trust Fund  
International Association of Machinists Benefit Trust Fund  
International Association of Machinists National Pension Fund  
State Universities Retirement System of Illinois  
Teachers' Retirement System of the State of Illinois

## Imperial County Employees' Retirement System

International Union of Painters and Allied Trades Industry Pension Fund  
International Union of Painters and Allied Trades General Secretary-Treasurer's Office

## Kern County Employees' Retirement Association

Los Angeles City Employees' Retirement System  
Manitoba Teachers' Retirement Allowances Fund

## Marin County Employees' Retirement Association

Massachusetts State Retirement Board

## Mendocino County Employees' Retirement Association

## Merced County Employees' Retirement Association

Public Schools & Education Employee Retirement Systems of Missouri  
Missouri State Employees' Retirement System  
Motion Picture Industry Pension & Health Plans

Nebraska Public Employees Retirement System  
Public Employees Retirement Association of New Mexico  
New York City Police Pension Fund  
Ontario Municipal Employees Retirement System  
Ontario Pension Board  
Ontario Retirement Pension Plan  
Ontario Teachers' Pension Plan

## Orange County Employees Retirement System

Oregon Public Employees Retirement System  
Provident 10

## Sacramento County Employees' Retirement System

San Diego City Employees' Retirement System

## San Diego County Employees Retirement Association

## San Joaquin County Employees' Retirement Association

## San Mateo County Employees' Retirement Association

Seattle City Employees' Retirement System

## Sonoma County Employees' Retirement Association

South Carolina Public Employee Benefit Authority

## Stanislaus County Employees' Retirement Association

Steamfitters' Industry Fund Office

City of Tampa - Fire & Police Pension

City of Tampa - General Employees' Retirement Fund

Texas County & District Retirement System

United Church of Canada

University of California Retirement Plan

## Ventura County Employees' Retirement Association

Washington State Department of Labor & Industries

West Virginia Public Employees Insurance Agency

Winnipeg Civic Employees' Benefits Program





# Consulting Staff Prior Experience

Staff are pension experts. Before Linea, they had worked with over 100 pension funds. And we rely on each of them for all of our projects.

Air Canada Employees' Pension Plan  
Alameda County Employees' Retirement Association (ACERA)  
Alcoa  
Allied Domecq (now Pernod Ricard)  
American Airlines  
American Express  
Ameritech (now part of AT&T)  
Aon Hewitt  
Asolva  
Australia Post  
Bank of New York Employees' Pension Plan (BNY)  
Bankers Trust (now Deutsche Bank)  
Baxter  
Bay Banks (now part of Bank of America)  
BHP (now BHP-Billiton)  
BlueCross BlueShield of South Carolina  
BNC Mortgage  
Boise City Ada County Housing Authority (BCACHA)  
Boston University  
Brigham & Women's Hospital  
Cahners Publishing (now part of Reed Elsevier)  
CalPERS  
CALSTRS  
Canada Post  
Colleges of Applied Arts and Technology plan for Ontario (CAAT)  
Commonwealth of New South Wales  
Computer Sciences Corporations  
Dartmouth College  
Ellison Consulting Resources (ECR)

Massachusetts SRB  
Encore Credit Corporation  
ERSRI (Rhode Island)  
Exult (now part of Aon)  
Fleet Bank (now part of Bank of America)  
Florida Agency for Health Care Administration (AHCA)  
Florida Retirement System (FRS)  
Friendly Ice Cream  
Georgia TRS  
Government of Saskatchewan Public Employees Benefit Agency  
Halifax Regional Municipalities  
Harvard University  
Hawaii ERS  
Healthcare of Ontario Pension Plan (HOOPP)  
Healthways  
Honeywell Canada  
Imperial Irrigation District  
Indiana PERP  
Indiana TRF  
International Paper  
Iowa PERS  
Johnson & Johnson  
Kruger  
Lechmere Sales (bankrupt 1997)  
Lifespan  
Los Angeles Police Department  
Manitoba Health Care Employees' Plan (HEB)  
Maryland SRS

Members of the Ontario Legislature Retirement Plan  
Michigan ORS  
Milwaukee ERS  
Mississippi PERS  
MIT  
MITRE  
Mutua General de Catalunya  
National Australia Bank  
Nationwide Financial  
Nebraska PERS  
Nevada PERS  
New England Deaconess Hospital  
New Hampshire ERS  
North Carolina Department of State Treasurer Integrated (NCDST) Retirement System  
Nova Scotia Pension Authority  
Ohio PERS  
Ohio State Teachers Retirement System (ECR)  
Ohio STRS  
Ontario Deputy Minister Pension Plan  
Ontario Judges Pension Plan  
Ontario Municipal Employees Retirement System  
Ontario Retirement Pension Plan  
Ontario Teachers' Pension Plan  
OPTrust for unionized employees of the Ontario provincial government  
Pennsylvania School Employees' Retirement System  
PERS of Idaho  
PERS of Mississippi  
Province of Nova Scotia Pension Plan

Prudential  
PSSA/RCMPSA  
Public Works and Government Services Canada (PWGSC)  
Resolute Forest Products  
reSource Partner  
Royal Canadian Mounted Police (RCMPSA)  
Saskatchewan Healthcare Employees' Pension Plan (SHEPP)  
Saskatchewan Teachers' Plans  
SCAN Health Plan  
Scott Paper (now Kimberly Clark)  
Sempra Energy  
Sheraton (now Starwood)  
South Carolina Department of Social Services  
Southern California Edison  
State of Michigan - Office of Retirement Services (ORS)  
State of Michigan - Treasury  
Steamfitters' Industry Fund Office  
STM  
Sun Life  
Texas Municipal Retirement System  
Ultryx Corporation  
United Technologies  
University of Miami  
US Airways (now American Airlines)  
VIA Rail Canada  
Volkswagen of America  
Wells Fargo  
Wisconsin ETF



# Company Expertise

Linea has spent **over a million hours** in implementation assistance, which helps us understand the risks in many areas of this type of project. We have more hours logged in this type of experience than any other firm in the industry.

Implementation Services				Operational Services	
Procurement	Implementation Oversight	Client Side Services	Change Management	I.T. Advisory Services	Business Support
<ul style="list-style-type: none"> <li>• Current &amp; Future State Analysis</li> <li>• System Requirements</li> <li>• RFP Writing</li> <li>• Vendor Selection</li> <li>• Contract Negotiation</li> </ul>	<ul style="list-style-type: none"> <li>• Oversight Project Management</li> <li>• Project Management</li> <li>• Risk Management</li> <li>• Resource Management</li> <li>• Vendor Management</li> <li>• Data Analysis &amp; Conversion Management</li> <li>• IV&amp;V</li> </ul>	<ul style="list-style-type: none"> <li>• Design Confirmation</li> <li>• Testing</li> <li>• External System Integration</li> <li>• Administrative Support</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational Readiness</li> <li>• Process training</li> <li>• Employer Readiness</li> <li>• Staff Engagement</li> <li>• Technical Readiness</li> <li>• Business Process Improvement</li> <li>• Best Practices Consulting</li> </ul>	<ul style="list-style-type: none"> <li>• Self Service</li> <li>• Straight Through Processing</li> <li>• Data Security</li> <li>• Cybersecurity</li> <li>• Customer Relationship Management</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• IT &amp; Business Assessment               <ul style="list-style-type: none"> <li>○ Resource Analysis</li> <li>○ Budget Analysis</li> <li>○ Solution Options Analysis</li> </ul> </li> <li>• Benchmarking</li> <li>• Analytics</li> <li>• Industry Research</li> <li>• Board Reporting</li> </ul>



## Consultant Expertise

We recruit **project managers** with additional, specific expertise that can be called upon at any time:

- Technical architects
- Business process experts
- Organizational change management experts
- Software testing / quality assurance experts
- Data analysis experts
- Cybersecurity experts
- Legislation review experts
- Actuaries



# Team





## Other Staff Resources

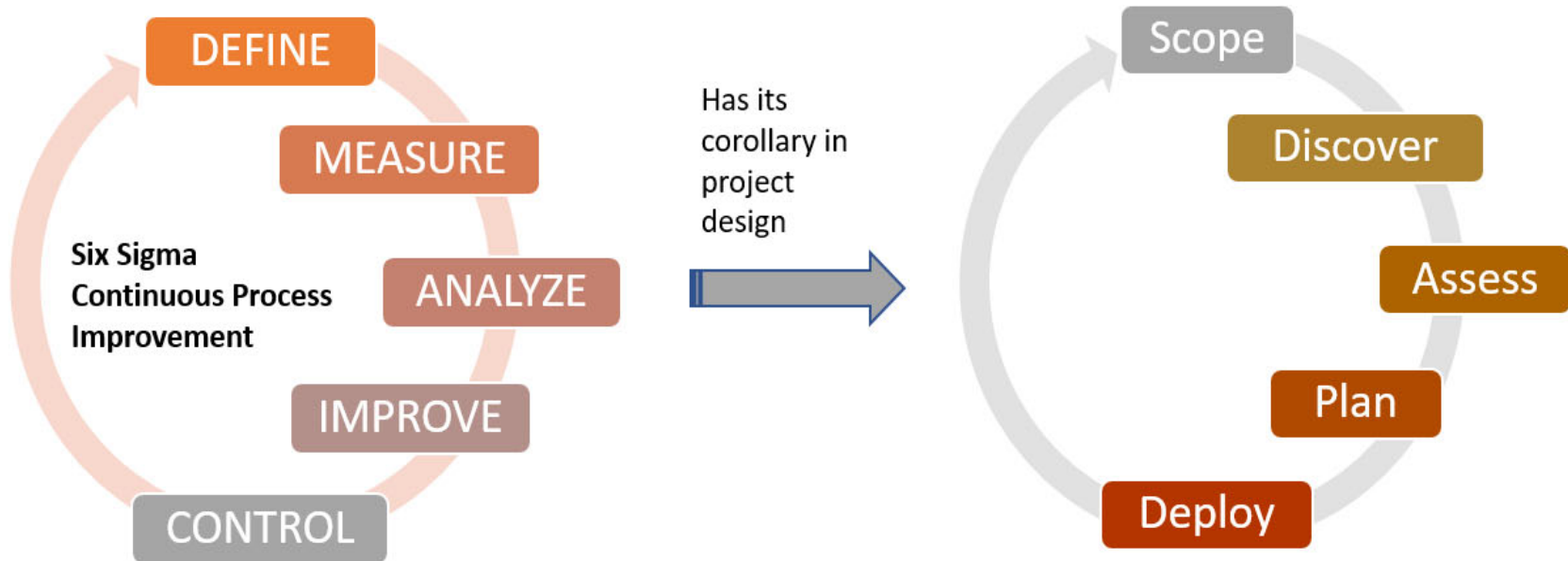
Our team has the ability to pull from our other staff members' experiences.

Employee	PensionGold	'37 Act
Akio Tagawa	●	●
Brenda Cumming		●
Brian Colker	●	●
Bryce Haws	●	●
Erik Brischler		●
JD Gleason		●
John Keeler		●
Kim Zierath		●
Kimm Nasser-Fenn	●	●
Korey McConachie		●
Louise Webster		●
Lucille Young	●	●
Mary Anne Walker	●	●
Rob Ellison	●	●
Stephen James		●





# Project Cycle

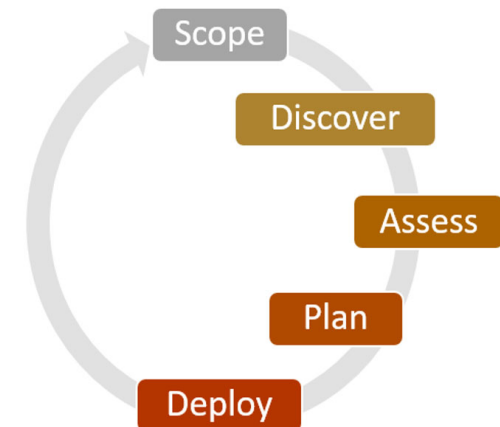




## Method Matches SBCERA's Milestones

This method aligns to SBCERA's specific needs.

SBCERA Milestone/Phase	Linea Step
<b>Milestone One: Project Initiation</b>	This step is the same
<b>Milestone Two: Operational Assessment</b>	Scope
<b>Milestone Three: Gap Analysis</b>	Discover
<b>Milestone Four: Comprehensive Business Requirements</b>	Assess
<b>Milestone Five: Plan Development</b>	Plan
<b>Phase 2: Implementation</b>	Deploy



- Based on industry standards – Agile and Lean Six Sigma
- From inception through practical implementation
- Integrated with change management principles



## Project Completion Parameters

- Phase 1 Completion Criteria:
  - There will be a defined set of recommendations
  - An implementation plan is created
- From the defined list, we will work with SBCERA to decide which processes and software will be modified. This will be done based on matching the scope to the budget and timeline and having agreement of all parties.
- Linea will work with SBCERA and LRS to manage the determined modifications and then to test them until they are production ready.
- Phase 2 Completion Criteria:
  - Processes have been improved
  - Knowledge transfer has been completed



# Project Summary PHASE 1

**2/1/2020**  
through  
**5/27/2020**

Gerard  
Sanjay  
Nicole  
Peter

Business Process Improvement Project	Duration	Start	End
<b>Phase 1 – Analysis, Reporting and Design</b>	83 days	2/1/20	5/27/20
Milestone 1 – Project Initiation	5 days	2/1/20	2/7/20
Milestone 2 – Operational Assessment	18 days	2/10/20	3/4/20
Milestone 3 – Process Analysis	25 days	3/5/20	4/8/20
Milestone 4 – Comprehensive Business Requirements	21 days	4/9/20	5/7/20
Milestone 5 – Plan Development	14 days	5/8/20	5/27/20



# Project Summary PHASE 2

PHASE 2 - OPTIONS	Duration	Start	End
Option 1	12 months	6/1/20	5/28/21
Option 2	18 months	6/1/20	11/26/21

We will assess and recommend two different work plans at the end of Phase 1.

Both work plans will identify priority workstreams.

Same team would be assigned to either option:

Gerard  
Stephanie  
Nicole  
Peter





## Scoping Phase 2

- We are able to provide a fixed price for Phase 2 because we believe we can provide substantial value in a time-boxed manner
- We have provided cost proposals based on a 12-month Phase 2, and an 18-month Phase 2
- Because this is not a transformation/system replacement project, but rather a process improvement/enhancement project, we believe there will be high value improvements that are the best candidates for Linea's involvement
- Other elements are areas in which we can help train SBCERA staff to continue thinking in a Lean Six Sigma way, enabling staff to make improvements beyond Linea's role
- The scope of Linea's involvement is something we will be mapping out with SBCERA as part of the final milestone of Phase 1