



San Bernardino County Employees' Retirement Association

Linea Solutions

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

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 PERF
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
• Current & Future State Analysis • System Requirements • RFP Writing • Vendor Selection • Contract Negotiation	• Oversight Project Management • Project Management • Risk Management • Resource Management • Vendor Management • Data Analysis & Conversion Management • IV&V	• Design Confirmation • Testing • External System Integration • Administrative Support	• Organizational Readiness • Process training • Employer Readiness • Staff Engagement • Technical Readiness • Business Process Improvement • Best Practices Consulting	• Self Service • Straight Through Processing • Data Security • Cybersecurity • Customer Relationship Management	• Strategic Planning • IT & Business Assessment ○ Resource Analysis ○ Budget Analysis ○ Solution Options Analysis • Benchmarking • Analytics • Industry Research • Board Reporting



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





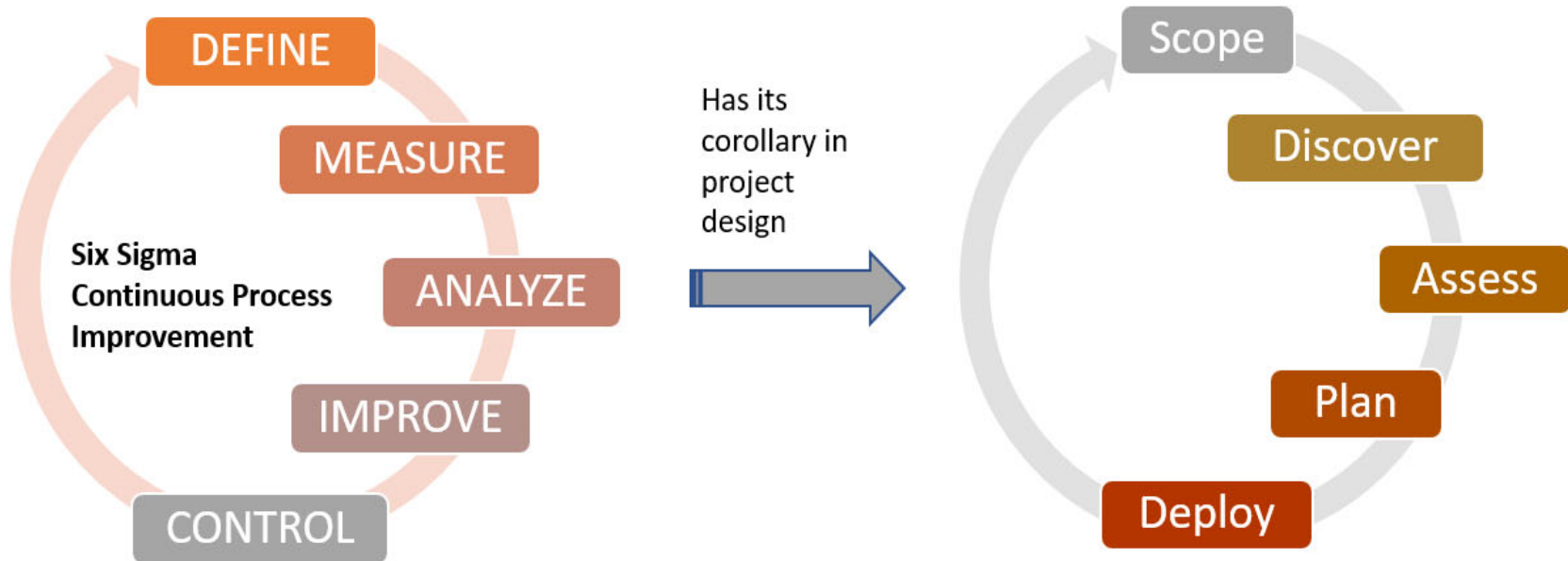
Other Staff Resources

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

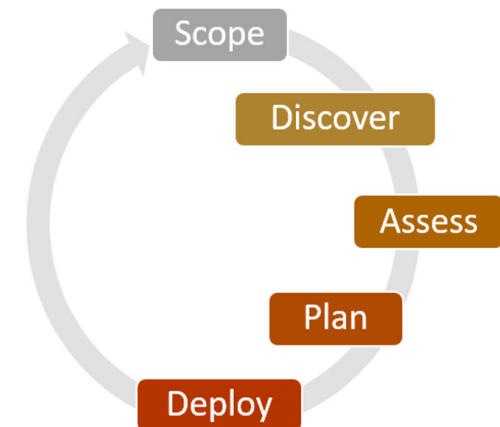




Method Matches SBCERA's Milestones

This method aligns to SBCERA's specific needs.

SBCERA Milestone/Phase	Linea Step
Milestone One: Project Initiation	This step is the same
Milestone Two: Operational Assessment	Scope
Milestone Three: Gap Analysis	Discover
Milestone Four: Comprehensive Business Requirements	Assess
Milestone Five: Plan Development	Plan
Phase 2: Implementation	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
Phase 1 – Analysis, Reporting and Design	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