



**City  
of  
Milwaukee**

**Employees' Retirement System of the  
City of Milwaukee**

**(ERS)**  
Suite 603  
200 East Wells St.  
Milwaukee, WI 53202



**Dates of Engagement**  
1999 – 2005

**Purpose / Objectives**

- Oversight project management of the implementation of a new retirement system
- Reviewing all pertinent written deliverables
- High-level operational review and evaluation of business processes
- Evaluation of the current organizational structure
- Development of an operational plan to support class action lawsuits under the auspices of the Court

**Nature of LRWL Services**

LRWL provided oversight project management to a high visibility implementation of a new browser-based pension administration system over a 24+ month period, including overseeing internal staff and managers, the implementation vendor, and a number of quality assurance and IV&V vendors and consultants. In addition, LRWL reported monthly to the Administrative and Operations Committee of the Board of Trustees in this highly visible environment.

Previous LRWL activities included:

- Interviewing ERS staff, "customers", interfacing agencies (auditor, Board, actuary, city attorney, and investment consultant, and member employers)
- Observing and analyzing ERS business practices and procedures
- Conducting a best practices assessment of ERS based on our extensive experience
- Making "quick hit" suggestions and recommendations for improvement in both practices / procedures and organizational structure – during the course of the study
- Preparing longer term suggestions / recommendations for improvement and conducting a cost/benefits analysis for each recommendation
- Preparing a report capturing findings, best practices analysis, recommendations, and cost/benefits analysis
- Reviewing proposals submitted by system implementation vendors to provide a new Pension Management Information System.

LRWL also developed a Strategic Business Plan required to support a group of class action lawsuits being administered by the Court pertaining to ERS. This involved:

- Task Definitions
- Task Approaches
- Durations, costs, manpower
- Schedule and budget.