



REPORT TO BOARD OF ADMINISTRATION
From: Todd Bouey, Acting General Manager

MEETING: FEBRUARY 25, 2025
ITEM: III – B

**SUBJECT: SEMI-ANNUAL REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD
ENDING DECEMBER 31, 2024**

ACTION: CLOSED: CONSENT: RECEIVE & FILE:

Recommendation

That the Board receive and file this report.

Executive Summary

This semi-annual report of the business plan initiatives (BPIs) for Fiscal Year 2024-25 (FY25) presents progress on six priority initiatives during the reporting period from July to December 2024, with three continuing initiatives and three new initiatives.

Discussion

The Governance BPI continues with the Triennial Board Policy Review and is focused on completing the review of the remaining Board Administrative policies, including a rewrite of the Board Education and Travel Policy. Afterward, new policies as recommended by the Management Audit will be brought to the Board for consideration.

The Language Access Plan (LAP) BPI is making significant progress in enhancing language accessibility of benefits related information to LACERS Members. This includes translating the most frequently used forms into Spanish, establishing a dedicated LACERS LAP email address, and providing interpretation services in Spanish. Additionally, the development of a LACERS LAP Request monitoring board will help track the frequency and types of interpretation and translation services, along with associated costs for budgeting purposes.

Preparing LACERS staff in event of emergencies will be addressed through the Business Continuity Plan BPI, which consists of a series of various tabletop exercises designed to evaluate the resiliency of our disaster plans. While there have been some delays in the contracting process, LACERS has established a benchmark for Tabletop Exercise Consulting Services vendors and is preparing a Task Order Solicitation of services for the first tabletop exercise, which will focus on the Shelter-in-Place training.

LACERS is always exploring opportunities to enhance customer experience with one such effort the

QLess BPI, which seeks to replace the current bookings application for a more streamlined queue management system. An internal project team has been created for requirements gathering and has begun working on configuring the necessary integrations for the QLess system to meet operational needs. The anticipated launch date for this project is March 2025.

The Central Data Repository (CDR) Modernization had been in development throughout FY24 and is now officially incorporated as part of a BPI. Though delayed by the City Human Resources and Payroll system implementation, the Data Team, Systems Team, and the Chief Information Officer have come together to assess existing environments and evaluate the migration of data to a centralized cloud-based platform. Further data integrity and validation will need to be conducted once the migration has been completed before downstream data processes can be created to enable efficient data management and operations.

In the last fiscal year, the City Human Resources and Payroll (HRP) System Implementation BPI focused on parallel testing and the integration files, which handles inbound Member information and outbound deductions and service contracts. This process encountered numerous payroll errors and various other concerns before the system went live June 16, 2024. Despite the Board's support in adding extra resources totaling up to \$861,000 for external consulting services and establishing a dedicated testing environment, there are persistent issues remaining to be resolved, as well as new issues being created as the City continues to work through Phase 2 and get all current Memorandum of Understanding (MOU) requirements established in Workday. Since June, the HRP integration has seen steady improvement with fewer issues after each major update. Following is a breakdown of invoices to date totaling \$756,360 paid by or pending LACERS under the Information Technology Agency's agreement with Workday:

- WD-348485 \$31,360.00 Implement HRP Deployment/Testing Tenant from 8/1/24 to 11/30/24
- WD-349407 \$116,000.00 Staff Augmentation (2 FTE) - Training/Reports and Integration Support for July 2024
- WD-353936 \$116,000.00 Staff Augmentation (2 FTE) - Training/Reports and Integration Support for August 2024
- WD- 358106 \$116,000.00 Staff Augmentation (2 FTE) - Training/Reports and Integration Support for September 2024
- WD-362211 \$58,000 Staff Augmentation (1 FTE) - Training/Reports Support for October 2024
- WD-362212 \$58,000 Staff Augmentation (1 FTE) - Integration Support for October 2024
- WD-366650 \$29,000 Staff Augmentation (½ FTE) - Integration Support for November 2024
- WD-370707 \$58,000 Staff Augmentation (1 FTE) - Integration Support for December 2024
- Workday \$58,000 Staff Augmentation (1 FTE) - Integration Support for January 2025
- Workday \$58,000 Staff Augmentation (1 FTE) - Integration Support for February 2025
- Workday \$58,000 Staff Augmentation (1 FTE) - Integration Support for March 2025

The last planned major update made to the inbound payroll file from Workday earlier this month reincorporates a detailed retroactive pay period record, as well as addressing how Workday reports the most recently implemented compensation plans. Development of this Pay Period Adjustment record required testing numerous scenarios over multiple pay periods and will significantly improve the efficiency of the inbound transmittal process, reduce manual work for staff, and is the remaining major milestone in the development of this transmittal file (INT046). It is expected that the City will continue to make updates in Workday which will require small adjustments in this inbound file until

Phase 2 is completed, but discussions are underway to look for longer term, automated solutions.

Following are some of the significant tickets resolved by the contractor affecting INT046:

1. INC0739701 – Bilingual Bonus
2. INC0739372 – Survey License Bonus
3. INC0739386 – Self Insurance Bonus
4. INC0739418 – Watch Commander (WQ) TS Bonus
5. INC0739430 – Daily Acting Pay (U2) TS Bonus
6. INC0739456 – Base Rate Bonus Calculations
7. INC0739467 – Port Pilot Bonuses (EI + Chief)
8. INC0739679 – Overcalculated Units Worked (LD)
9. INC0739803 – Compensation Effective Dt vs Initiated Dt
10. INC0739822 – Overcalculated Units Worked (unpaid hours)
11. INC0750342 – MCDC/VCDC Bonus for \$200 bi-weekly
12. INC0750348 – Contract#5 not showing up in INT046
13. INC0739418 – Watch Commander (WQ) TS Bonus, 80 hours of pay in transmittal
14. INC0748926 – 2.75% Bilingual Bonus Hourly, 80 hours pay passed in transmittal
15. INC0739456 – Base Rate Bonus
16. INC0766626 – Correct WQ TS bonus inaccurately awarded, Include flat rate CASp bonus
17. INC0766627 – Include contracts in 2549 record when retro, roll up amounts by Contract# and pay period
18. INC0758867 - Including all LACERS deduction information via the INT046 file such that certain Retired/Terminated members are not excluded. Additionally, there has been work done to fix bonus amounts which started coming across incorrectly/differently due to previous changes
19. INC0782696 - Newly activated bonus codes NA and C0
20. INC0742801 - Ticket for LACERS Entry Date
21. INC0776952 – INT046 Failure (Delay in receiving file for 1 week)
22. INC0759416 – On demand and Regular >> reporting twice for SPC payments for both 2544 and 2549
23. INC0760426 – "ABS - FURLOUGH/UNPAID HOLIDAY - HOURLY/SALARIED - GN" - another code with overcalculated units worked
24. INC0739440 – INT046 Transmittal Integration File - Duplicated SPC Payments
25. INC0739372 – Details: "ATP - Field Engineering Aide or Surveying Assistance - Prof Land Surveyor License - Biweekly - L9" is a \$200 bonus that is not being included in the Pensionable Base calculations and is pensionable
26. INC0620277 – Details: LACERS requests that a LACERS Certification Date and the related comments fields be added onto the INT046 integration file for consumption in the pension system
27. INC0758630 – 2547 records
28. INC0762863 – Making the INT046 file more efficient, halving the run time from 4 to 2 hours

Going forward, most development work is expected to be focused on outbound integration files into HRP; INT093 for Excess Benefits and INT123 for Pay Inputs such as for Service Purchases and the Family Death Benefits Plan. Testing these files is challenging due to the refresh cycles of testing environments and the need for specific data and process states to be in place for proper testing. Along with the challenges above, the inter-departmental coordination required can pose a challenge for time-sensitive tasks, though LACERS has implemented aggressive internal deadlines to

accommodate for any potential delays. Long-term integrations support is designated to be provided by the City Information Technology Agency (ITA); however, LACERS is still discussing what to expect going forward and whether additional resources should be considered.

The following provides a brief snapshot of each BPI. See Attachment for a detailed dashboard view of each BPI.

Governance BPI - *on-target*

SET THE COURSE FOR RISK MANAGEMENT AND STRATEGIC VISION FOR THE NEXT 3 TO 5 YEARS

Team Lead(s): Horacio Arroyo

- Project sponsor: Todd Bouey
- Total FY25 project budget: None
- Project duration: July 2022 and ongoing

Language Access Plan BPI - *on-target*

PROVIDING TIMELY AND MEANINGFUL LANGUAGE ACCESS, INCLUDING THE DEAF AND HARD OF HEARING, TO PROGRAMS, SERVICES, INFORMATION, AND PARTICIPATORY PROCESSES

Team Leads: Lisseth Grande & Amelia Herrera-Robles

- Project sponsor: Dale Wong-Nguyen
- Total FY25 project budget: \$40,000
- Project duration: July 2022 and ongoing

Business Continuity Plan (BCP) BPI - *ontarget*

CONTINUE TO IMPROVE AND TEST THE LACERS BUSINESS CONTINUITY PLAN

Team Lead: Dan Goto

- Project sponsor: Todd Bouey
- Total FY25 project budget: \$18,125
- Project duration: July 2024 and ongoing

HRP Integrations BPI – off-target

GO-LIVE OF THE HUMAN RESOURCES AND PAYROLL SYSTEM WITH DEPLOYMENT OF PAYROLL FUNCTIONALITIES, INTEGRATED WITH THE PENSION SOFTWARE

Team Lead: Andy Chiu

- Project sponsor: Todd Bouey
- Total FY25 project budget: \$861,000
- Project duration: July 2021 and ongoing

Central Data Repository (CDR) Modernization BPI - on-target

IMPROVING DECISION-MAKING, STREAMLINING OPERATIONS, AND ENSURING DATA SECURITY THROUGH EFFICIENT DATA MANAGEMENT, ACCESSING USER-FRIENDLY INTERFACES AND AUTOMATION TOOLS

Team Lead: Andy Chiu

- Project sponsor: Todd Bouey
- Total FY25 project budget: \$125,720
- Project duration: July 2023 and ongoing

QLess BPI - on-target

REPLACE CURRENT BOOKINGS APP WITH QLESS TO STREAMLINE QUEUE MANAGEMENT

Team Leads: Vikram Jadhav & Heather Ramirez

- Project sponsor: Dale Wong-Nguyen & Taneda Larios
- Total FY25 project budget: \$10,142
- Project duration: December 2024 to July 2025

Prepared By: Chhintana Kurimoto, Management Analyst

TB/EA/SS/LL/CK

Attachment: Semi-Annual Report of Business Plan Initiatives Fiscal Year 2024-25 for the reporting period ending December 31, 2024

BOARD Meeting: 02/25/25

Item: III-B

Attachment



Fiscal Year 2024-25

BUSINESS PLAN INITIATIVES

Semi-Annual Report of Business Plan Initiatives
for the Period Ending December 31, 2024

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APPENDIX A - BUSINESS PLAN INITIATIVE TEMPLATE

LACERS GOALS

Customer Service

Provide outstanding customer service that meets Members' needs

Benefits Delivery

Delivery accurate and timely Member benefits

Health & Wellness

Improve value and minimize costs of Members' health and wellness benefits

Investments

Optimize long-term risk adjusted returns through superior investments

Governance

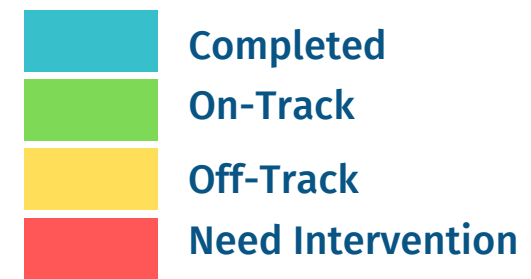
Uphold good governance practices which affirm transparency, accountability, and fiduciary duty

Organization

Increase organizational effectiveness, efficiency, and resiliency

Workforce

Recruit, retain, mentor, empower, and promote a high-performing workforce



EXECUTIVE SUMMARY DASHBOARD

| INITIATIVES | GOALS | STATUS | EXECUTIVE SPONSORS | INITIATIVE LEADS |
|--|---|--------|--------------------|--|
| 1. Governance | Governance | | Todd Bouey | Horacio Arroyo |
| 2. Language Access Plan | Customer Service, Benefits Delivery, Governance, & Organization | | Dale Wong–Nguyen | Amelia Herrera–Robles & Lisseth Grande |
| 3. Business Continuity Plan | Workforce, Benefits Delivery, Governance, & Organization | | Todd Bouey | Dan Goto |
| 4. QLess Implementation | Customer Service | | Dale Wong–Nguyen | Vikram Jadhav & Heather Ramirez |
| 5. City HRP System Implementation | Organization | | Todd Bouey | Sevan Simonian |
| 6. Central Data Repository | Organization | | Todd Bouey | Andy Chiu |

INITIATIVE: GOVERNANCE

PURPOSE: TO ENSURE THAT ALL POLICIES REMAIN RELEVANT, EFFECTIVE, AND ALIGNED WITH REGULATORY REQUIREMENTS, WHICH ENABLES THE BOARD TO EFFECTIVELY GOVERN LACERS

DIVISION(S)/SECTION: ADMINISTRATION

STRATEGIC GOAL(S): GOVERNANCE

CURRENT STATUS: **ON-TRACK**

REPORT MONTHS: JULY 2024 – DECEMBER 2024

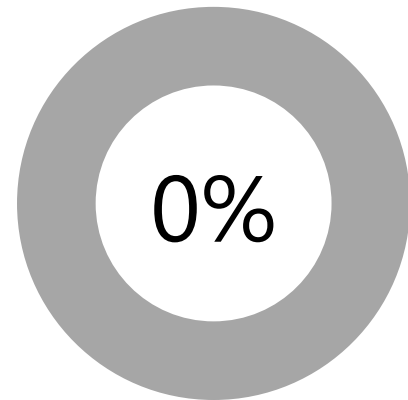
LEAD(S): HORACIO ARROYO

TEAM: EDWIN AVANESSIAN, CHHINTANA KURIMOTO, LISA LI

BUDGET

N/A

Expense % of Budget



No budget was needed for this initiative

KEY METRICS



PROGRESS

- The Board has approved the revisions to the Ethical Contract Compliance Policy and the Strategic Planning Policy. Minor changes to the Presiding Officer were being vetted for adoption by the Board in February.

CHALLENGES

- Due to competing priorities, the triennial board policy review had to be rearranged to be presented in later meetings.

MILESTONES

| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|---|---|--|---|-------------|
| Triennial Board Policy Review | Complete review of existing Board Administrative Policies | | | |
| Board Education and Travel Policy Rewrite | | Rewrite the Board Education and Travel Policy to be more organized and clear of the responsibilities of all parties. | | |
| Add New Policies | | | Begin drafting new policies recommended by the Management Audit. Anticipated to be completed in FY26. | |

NEXT STEPS

- Vet out the remaining Board policies within the Governance Committee and bring them to the Board for adoption.
- Begin exploring alternative ways to rewrite the Board Education and Travel policy for clarity.
- Consider new policies as recommended by the Management Audit.

INITIATIVE: LANGUAGE ACCESS PLAN (LAP)

PURPOSE: PROVIDE MEANINGFUL ACCESS TO ELL CONSTITUENTS

DIVISION(S)/SECTION: COMMUNICATIONS & STAKEHOLDER RELATIONS

STRATEGIC GOAL(S): CUSTOMER SERVICE, BENEFITS DELIVERY, GOVERNANCE & ORGANIZATION

CURRENT STATUS: **ON-TRACK**

REPORT MONTHS: JULY 2024- DECEMBER 2024

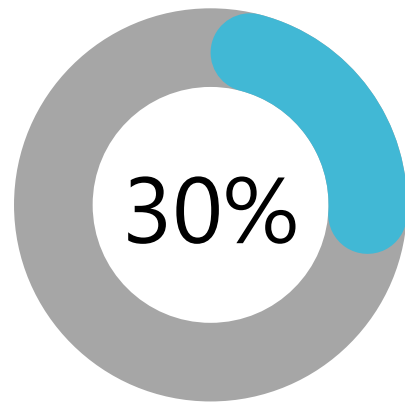
LEAD(S): LISSETH GRANDE, AMELIA HERRERA-ROBLES

TEAM: LISSETH GRANDE, AMELIA HERRERA-ROBLES, CARLOS JOVEL JR., TANEDA LARIOS

BUDGET

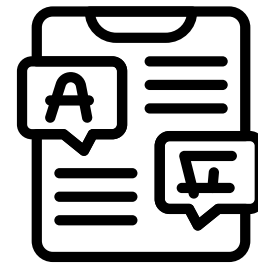
\$40,000

Expense % of Budget

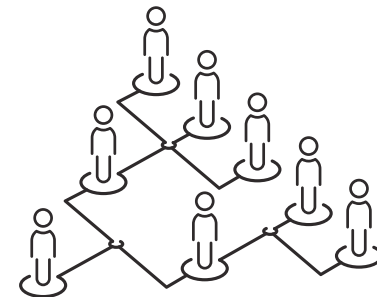


Expended: \$12,000
Unspent: \$28,000

KEY METRICS



- Translation of 40% of the most frequently used forms into Spanish.
- Translation of *Member-required documents* from French, Russian, and other languages into English to establish the retirement and/or continuation benefits.
- Translation of the LACERS Code of Conduct to Spanish for public display in the MSC counseling rooms.



- Membership to the Municipal Language Access Network (MLAN), a collaboration of government employees to share resources and develop best practices for the improvement of language access.
- Submission of the LAP Annual Report.

PROGRESS

- Utilization of the LACERS LAP Request Board by member-facing units to track the frequency and type of interpretation and translation services and the fees associated to support budget reconciliation.

CHALLENGES

- Competing department priorities diverted staff resources from this project.
- Legal accountability of internal translation of LACERS most frequently used forms.

MILESTONES

| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|--|-------------|-------------|-------------|-------------|
| Modified language on agendas, print materials, and website to include interpretation services in Spanish | ✓ | | | |
| LACERS LAP Email Address | | ✓ | | |
| Second staff training for requesting interpretation and/or translation services using the Monday.com board | | | | |
| Develop procedures for how to request on demand over the phone interpretation | | | | |

NEXT STEPS

- Asses and identify a timeline for the translation of the Summary Plan Description Tier 1, 3, & the Health Benefits Guide after the the English versions are revised.
- Complete a second staff training for requesting interpretation or translation services.
- Create a survey for members to rate the experience and the quality of their interpretation.

INITIATIVE: QLESS IMPLEMENTATION

PURPOSE: REPLACE CURRENT BOOKINGS APP WITH QLESS TO STREAMLINE QUEUE MANAGEMENT

DIVISION(S)/SECTION: COMMUNICATIONS & STAKEHOLDER RELATIONS DIVISION

STRATEGIC GOAL(S): CUSTOMER SERVICE

CURRENT STATUS: **ON-TRACK**

REPORT MONTHS: JULY 2024-DECEMBER 2024

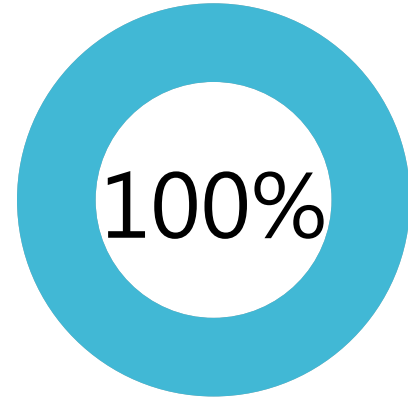
LEAD(S): VIKRAM JADHAV & HEATHER RAMIREZ

TEAM: MARILYN HERNANDEZ

BUDGET

\$10,142

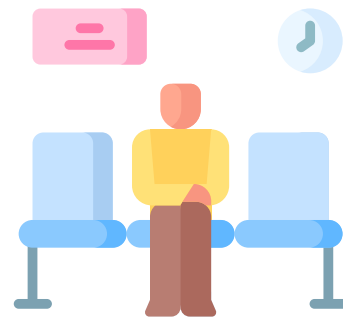
Expense % of Budget



Expended: \$10,141.86

Unspent: \$0

KEY METRICS



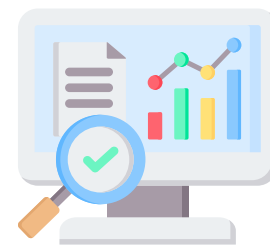
Reduce average wait times by 25% in first 3 months of deployment



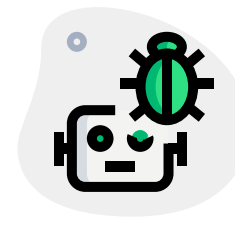
Increase in Member satisfaction scores by at least 20% based on post-implementation surveys.



100% adoption rate of system by staff within the first 2 months and 100% completed appointments



Regular utilization of QLess analytics and reporting tools to drive decisions within the first quarter.



Identification and resolution of 95% of initial technical issues within the first three months.

PROGRESS

- Conducted a kickoff meeting to align stakeholders and gather requirements. Primary intentions are to enhance customer experience and increase operational efficiency.
- A project team was created to drive the configuration of the system to ensure all stakeholders are accounted for.

CHALLENGES

- Configuring system to include black-out days from LACERS' office hours. This will prevent Members from making appointments on days LACERS' office is closed.
- IT resources for integration and testing. Due to competing priorities, staffing resources may result in delays.

MILESTONES

| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|---|---|---|--|-------------|
| Project Planning and Requirements Gathering | Kickoff meeting to identify scope and timeline. | | | |
| System Procurement and Development | | Procured the Qless System and began configuring the system to meet operational needs. | | |
| Soft Launch | | | Soft Launch of the QLess system is anticipated to be March 2025 | |
| Training and Testing | | | Conduct testing and address any bugs found. Provide comprehensive training for staff and execute a pilot program to validate the system in real-world scenarios. | |

NEXT STEPS

- Perform quality checks to ensure all parts of the system are ready for deployment.
- Train end-users and supply training manuals to deliver a seamless transition of customer service to Members.
- Notifying Members of the new system and begin deployment.

INITIATIVE: BUSINESS CONTINUITY PLAN

PURPOSE: TRAIN STAFF AND CONDUCT ANNUAL TABLETOP EXERCISES

DIVISION(S)/SECTION: ADMINISTRATION/ASO

STRATEGIC GOAL(S): ORGANIZATION, GOVERNANCE, WORKFORCE, BENEFITS DELIVERY

CURRENT STATUS: ON - TRACK

REPORT MONTHS: JULY 2024 – DECEMBER 2024

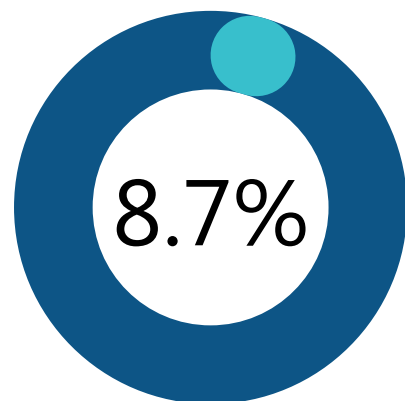
LEAD(S): DAN GOTO

TEAM: KRISTEN SZANTO, EDWIN AVANESSIAN

BUDGET

\$73,487

Expense % of Budget



\$6,400 has been spent to-date

KEY METRICS

17 senior staff trained on their annual role in updating the Department Emergency Plan and the BCP

23 staff trained on Situational Awareness by the LAPD (Run, Hide, Fight)

24 employees completed intensive training with the Stairway Evacuation Chair

19 employees with current training on First Aid, CPR, and AED

Conducted and broadcasted Emergency Response and Floor Warden Trainings, training **102** people to step in as emergency response team

116 employees participated in evacuation drills



PROGRESS

- Conducted DEP/BCP revision training PowerPoint for 17 senior staff
- Selected 5 vendors from the Tabletop Exercise Consulting Services RFQ
- Conducted situational awareness trainings with LAPD
- Completed annual evacuation drill

CHALLENGES

- Delay in selection of qualified vendors for tabletop exercise bench
- Competing projects/tasks in emergency preparedness
- Contracting delays due to various contractors
- Time needed to develop the scenario/scope
- Onboarding new training platform

MILESTONES

| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|--|--|---|--|--|
| Conduct Benchmark Survey | Training on BCP for staff, development of exercise | | Develop survey for tabletop exercise participants | Re-survey BCP participants on understanding of BCP operations |
| BCP and Emergency Preparedness Trainings | LAPD Training on situational awareness | <ul style="list-style-type: none"> • Develop BCP training PowerPoint • Conduct evacuation drill | <ul style="list-style-type: none"> • Conduct BCP training • Launch new training platform | First Aid and AED trainings |
| Conduct Shelter-in-Place Tabletop Exercise | Evaluate RFP submissions | Select vendor bench | <ul style="list-style-type: none"> • Develop exercise scope • Select vendor for scenario | <ul style="list-style-type: none"> • Conduct tabletop • Review After-Action reports • Conduct post-exercise scenario with staff |

NEXT STEPS

- Develop Task Order Solicitation (TOS) for Shelter-in-Place exercise by the end of March
- Finalize survey to establish BCP understanding baseline
- Select tabletop vendor

INITIATIVE: HUMAN RESOURCES & PAYROLL (HRP) INTEGRATIONS

PURPOSE: IMPROVE HRP INTEGRATIONS TO PROMOTE AUTOMATION

DIVISION(S)/SECTION: MEMBER STEWARDSHIP SECTION

STRATEGIC GOAL(S): BENEFITS DELIVERY, CUSTOMER SERVICE, AND ORGANIZATION

CURRENT STATUS: **OFF - TRACK**

REPORT MONTHS: JULY 2024 - DECEMBER 2024

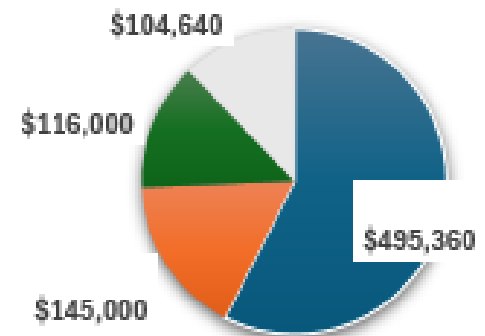
LEAD(S): SEVAN SIMONIAN

TEAM: THOMAS MA, LAUREN MCCALL, ANDY CHIU

BUDGET

\$861,000
CURRENTLY USED -
\$757,000

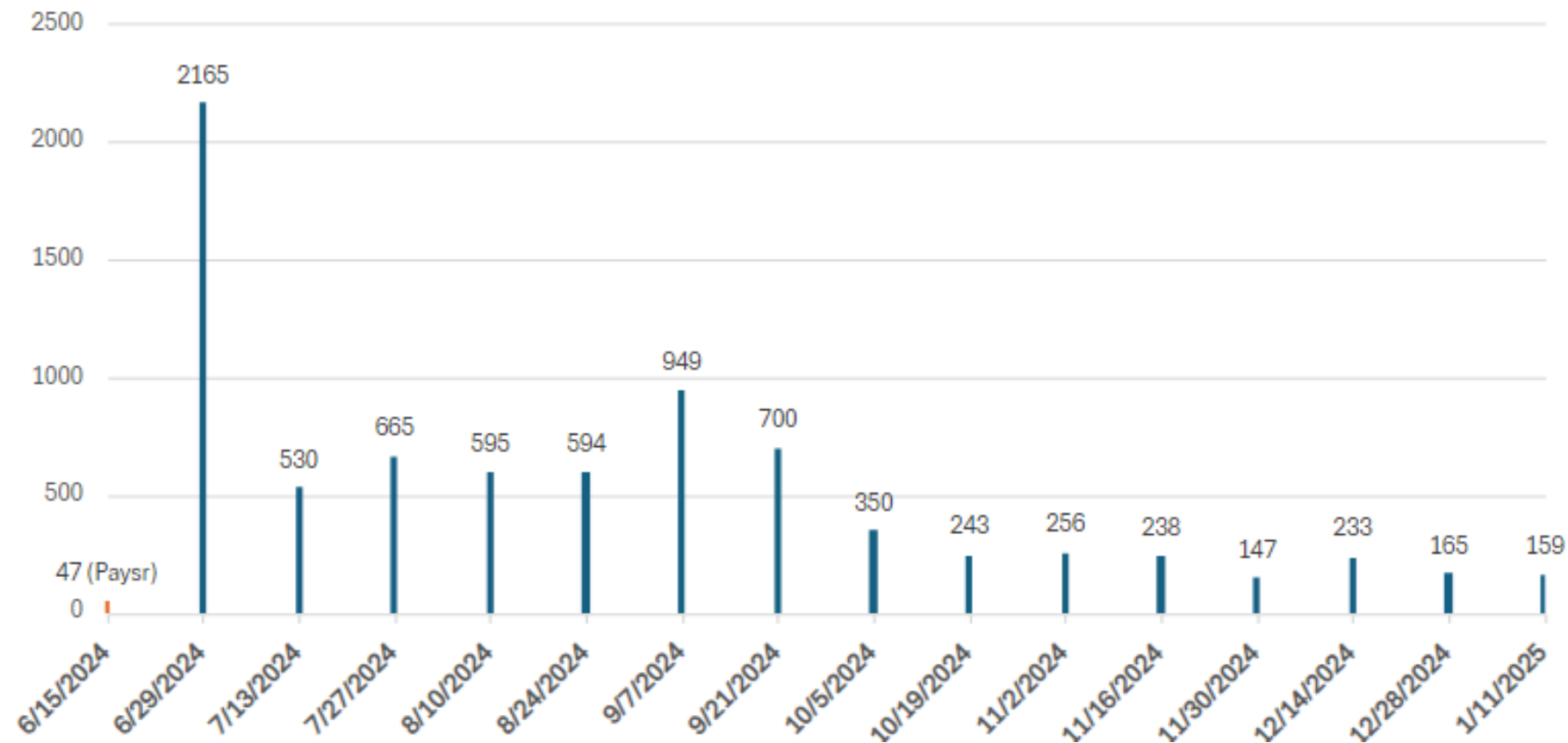
WORKDAY CONTRACT/TESTING



■ Jul-Oct 2024 ■ Nov 2024-Jan 2025
■ Feb-Mar 2025 ■ Unused Budget

KEY METRICS

Total Exceptions per Pay Period Transmittal



PROGRESS

- Improvements have been made to the INT046 file and to the Pension Administration System to adjust to the change from PaySr to Workday.
- This has significantly brought down the number of exceptions since go-live. An update/refresh is needed for the INT123 File to incorporate cancellations and or updates to elected amount(s). INT093 file is being generated to correct issues with the ROTL population.

CHALLENGES

- Challenges include vigorous testing that is required to ensure changes do not have a negative impact on other areas.
- Additionally, inter-departmental coordination is needed and timing can be longer than expected.

MILESTONES

| HRP Milestones | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|---|--|---|-------------|-------------|
| Changes/Improvements to our Pension Administration System | | Automating certain aspects of our Pension Administration System to reduce manual fixes and workarounds. SOS tickets created for tracking and visibility. | | |
| Updates/Corrections to Integration files | Working with Accenture and Workday contractors to update the integration files. Adding 2547 record type, updating compensation plans, and ensuring member information is being reported via the INT046 file, INT123 testing/updates. INT093 development. | | | |
| Procedure and Enrollment Updates | | Procedures must be created and updated to reflect the needs/requirements of the new payroll system, Workday. Enrollment issues within Workday resulting in new employees eligible for membership not being enrolled or enrolled timely. | | |

NEXT STEPS

- Continue to communicate any issues to ITA, Accenture, LRS, and the LACERS HRP Support Team.
- SNOW and SOS tickets will be created to request and highlight changes that are needed.
- Continue to monitor changes made and the impacts to our System.

INITIATIVE: CENTRAL DATA REPOSITORY (CDR) MODERNIZATION

PURPOSE: TO ENHANCE ORGANIZATIONAL EFFECTIVENESS, EFFICIENCY, AND RESILIENCY BY IMPROVING DECISION-MAKING, STREAMLINING OPERATIONS, AND ENSURING DATA SECURITY
DIVISION(S)/SECTION: ADMINISTRATION/PROJECT MANAGEMENT OFFICE/DATA UNIT
STRATEGIC GOAL(S): ORGANIZATIONAL EFFICIENCY AND RESILIENCY

CURRENT STATUS: **ON-TRACK**

REPORT MONTHS: JULY 2024 – DECEMBER 2024

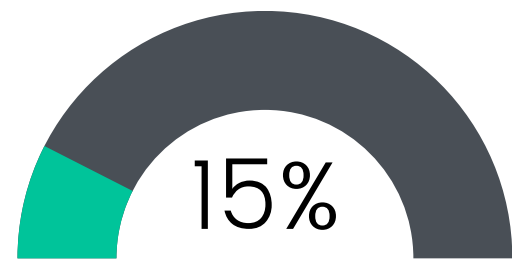
LEAD(S): ANDY CHIU

TEAM: VIKRAM JADHAV, THOMAS MA

BUDGET

\$125,720

Expense % of Budget



Expense: \$19,624

Unspent: \$106,096

KEY METRICS



Performance

Measure the scalability and storage performance through disk space efficiency and concurrent use

Security and Compliance

Completeness of technical documentation for developed applications

Data Integrity and Accuracy

Data is consistent across sources and data corruption incidents are measured

Integration

Integration into the five business critical databases in use at LACERS

****Percent completion of the above categories will be completed upon an operational audit in FY 25/26**

PROGRESS

- The Data Team partnered with the Chief Information Officer to showcase how the Central Repository can improve efficiency and productivity in retiree benefits. We will prioritize discussions regarding the decommissioning of existing SharePoint sites and the transition to a more robust cloud platform.

CHALLENGES

- The increasing adoption of cloud environments introduces significant data security risks. A critical gap in comprehensive knowledge of managing these risks can hinder security initiatives and even deter application deployments.
- Ongoing defects in the Workday application continue to prevent accurate data loading into our Central Repository.

MILESTONES

| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|---|--------------------------------|--|---|---|
| Risk Management policies/procedures | Assess data risk | Assess data risk/Analyze existing environments | Internal Review addressing risk management strategies | Document systematic risk policy and procedure |
| Data Integrity Review | Evaluate Data Migrated | Evaluate Data Migrated | Data Validity Reconciliation | Data Validity Reconciliation |
| Migrate Sharepoint BIR and Tracking reports | Evaluate Reports for Migration | Evaluate Reports for Migration | Deploy apps and Tracking Reports | Deploy apps and Tracking Reports |
| Staff Training Timelines | Evaluate Training Material | Prepare Demos to supervisors and managers | Prepare written procedures | Formal Staff Training |

NEXT STEPS

Our immediate next steps are to:

- Prioritize data risk assessments for cloud environments, including comprehensive review of cloud security settings to ensure compliance with leading industry standards.
- Continue monitoring HRP data and promptly resolve any defects affecting data usability.
- Develop efficient downstream data processes to improve data transfer efficiency.

INITIATIVE: [NAME OF BUSINESS PLAN INITIATIVE]

PURPOSE: [BRIEF DESCRIPTION]

DIVISION(S)/SECTION: [DIVISION NAME/SECTION UNIT]

STRATEGIC GOAL(S): [ASSOCIATED STRATEGIC GOAL AREAS]

| |
|---------------------|
| COMPLETED |
| ON-TRACK |
| OFF-TRACK |
| INTERVENTION NEEDED |

CURRENT STATUS: **ON-TRACK**

REPORT MONTHS: [REPORTING MONTHS AND YEAR]

LEAD(S): [FIRST AND LAST NAMES]

TEAM: [FIRST AND LAST NAMES]

BUDGET

KEY METRICS

[PROVIDE MEASUREMENTS OF SUCCESSFUL IMPLEMENTATION]

PROGRESS

- [Part of narrative. What are the next steps in advancing the BPI?]

CHALLENGES

- [Part of narrative. What are the next steps in advancing the BPI?]

MILESTONES

| | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter |
|----------------|-------------|-------------|-------------|-------------|
| [Milestone #1] | | | | |
| [Milestone #2] | | | | |
| [Milestone #3] | | | | |
| [Milestone #4] | | | | |

NEXT STEPS

- [Part of narrative. What are the next steps in advancing the BPI?]