



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

MEETING: AUGUST 26, 2025
ITEM: III – B

**SUBJECT: FISCAL YEAR-END REPORT OF BUSINESS PLAN INITIATIVES FOR THE PERIOD
ENDING JUNE 30, 2025**

ACTION: ☐ CLOSED: ☐ CONSENT: ☐ RECEIVE & FILE: ☒

Recommendation

That the Board receive and file this report.

Executive Summary

The LACERS Strategic Plan is achieved through various Board sponsored initiatives that move the organization toward established strategic goals. Highlights of the annual achievements under each goal are provided within this report, and the attached Business Plan Initiative (BPI) report details the year-end status of six initiatives adopted into the Business Plan for Fiscal Year 2024-25 (FY25). One BPI from FY25 has been completed, and three BPIs will continue into Fiscal Year 2025-26 (FY26). Two initiatives are ongoing but will not continue as BPIs, while one new BPI will be added: Workflow Process Improvements.

Business Plan Initiatives	
FY25	FY26
<ul style="list-style-type: none">• Governance – <i>continuing in FY26</i>• Language Access Plan – <i>*ongoing</i>• Business Continuity Plan (BCP) – <i>continuing in FY26</i>• Human Resources and Payroll (HRP) Integrations – <i>*ongoing</i>• Central Data Repository (CDR) Modernization – <i>continuing in FY26</i>• QLess Implementation - <i>*completed</i>	<ul style="list-style-type: none">• Governance• Central Data Repository (CDR) Modernization• Business Continuity Plan (BCP)• Workflow Process Improvements

**Ongoing but not continuing as a BPI in FY26*

Discussion

LACERS FY25 BPIs and accomplishments, along with the introduction of the FY26 BPIs, are all discussed herein.

Business Plan Initiatives and Achievements for FY25

LACERS has demonstrated continuing progress and successes as outlined in the FY25 BPI dashboards and summarized below.

Governance

The Triennial Board Policy review has ended. However, remaining updates to the Board Education and Travel policy are anticipated to be completed early this fiscal year (FY26). New Board policies, as recommended in the most recent Management Audit report, are currently in development and are slated to be completed by the end of the current fiscal year.

Language Access Plan

Prompted by Executive Directive 32 – Strengthening Language Access in the City of Los Angeles, LACERS created the multi-phase Language Access Plan initiative to expand Members' access to information. In the third year, FY25 saw significant progress in translating 87% of materials requested by the Benefits Administration group, which also included the top 32 forms most frequently requested by Members. In addition, the BPI Team developed procedures for interpretation requests to assist staff in handling them. The LAP will not continue as a BPI in FY26 but will remain focused on continuing translation efforts and training on interpretation requests.

Business Continuity Plan (BCP)

While the BCP has met contracting delays, a bench of five tabletop consultants has been established, one of whom has been chosen to facilitate the Shelter-In-Place Tabletop Exercise expected to occur in the current fiscal year (FY26). Additionally, a select group of staff has received annual First Aid/CPR/AED training, and the Workplace Violence Prevention Plan and LACERS Injury Illness Prevention Plan have been revised to ensure they remain relevant to current operations.

Human Resources and Payroll Integrations

In FY25, the City Human Resources and Payroll (HRP) System Implementation BPI primarily focused on resolving and reducing payroll errors and other concerns encountered by the integration files, which handle inbound Member information, outbound deductions, and service contracts. Since February, the HRP integration has maintained the level of exception errors with improvements made to the inbound transmittal file (INT046) by automating certain features in the pension administration system, Pension Gold (PG), while reducing the manual workload for staff. Despite being off-track, the initiative has achieved full integration and approximately 89% of the Service Now (SNOW) tickets related to INT046 have been resolved through the assistance of the Accenture consultant. Other progress includes testing and updating the outbound transmittal files for Pay Inputs (INT123), such as for Service Purchases and the Family Death Benefits Plan, and the development of the Excess Benefits (INT093) file to enroll excess benefit Retirees properly.

Since July 2024, LACERS has paid \$980,360 in invoices related to the HRP project. As of July 1, 2025, the Accenture contract with ITA ended; however, LACERS secured a one-month extension with Accenture to continue providing technical support until July 31, 2025. Moving forward, ITA will be responsible for managing the integration files. This BPI will not continue into FY26; however, LACERS will proactively communicate any issues to ITA and the PG vendor to make necessary adjustments. While current issues persist, staff will continue to monitor changes in the Workday programming that may impact the integration files.

Central Data Repository (CDR) Modernization Plan

After identifying the key business units, LACERS has conducted a data inventory to document the various data types, owners, and locations in preparation for data cleansing and migration. Certain legacy financial accounting systems were transferred into the CDR to maintain business continuity. Additionally, a data cataloging strategy is also in the works to ensure that data is discoverable and usable by all stakeholders.

QLess Implementation

The QLess system, LACERS' new bookings application, launched in February 2025 to enhance customer experience at LACERS. The new system introduced an additional appointment option by phone and integrated a seamless Zoom interface, making virtual meetings more convenient for both members and staff. Since the implementation, average wait times have seen an 11.7% decrease with a positive member feedback score of 92%. Staff will continue monitoring and improving to enhance the customer experience further.

The year-end report on the six Business Plan Initiatives for FY25 is attached.

Other LACERS Accomplishments for FY25

Highlights of other recent department accomplishments toward LACERS Strategic Goals include:

Outstanding Customer Service

- Achieved 92% customer satisfaction score from Members phone survey
- Increased access to translated materials in Spanish by 25% through the Language Access Plan initiative
- Implemented Tier 1 Enhanced Survivor Contributions in the Pension Administration System (PAS)
- Increased member outreach and held a Part-Time in-person event in June 2025
- MyLACERS Portal Enhancements:
 - Allowing retired members to make address and phone updates within the portal
 - Security and auditing improvements were implemented to strengthen member account security, including enhanced verification of multi-factor authentication methods and expanded logging of changes made via MyLACERS.

Accurate and Timely Delivery of Benefits

- Conducted Domestic Alive and Well Audit with 78% response rate from retired Members
- HRP File Updates (INT123/INT193) and processing improvements to facilitate the delivery of enhancements to the excess benefit and deduction file processes

- Received and processed 987 retirement applications

Value Health and Wellness Benefits

- Achieved savings on a three-year average of Retiree Health Premiums against the Actuarial Assumed Medical Trend Rate. Three-year average (2023 to 2025), LACERS 3.91% versus the AAMTR 7.33%
- Retained \$3.1 million of surplus premium funds in the 115 Trust (LACERS' Self-Insured Health care fund)
- Wellness Program Enhancement - successfully held 89 wellness events in 2024
- LACERS Health Plan is 106.3% funded as of June 30, 2024
- Consistently maintaining an average of less than 6 months of processing time for service purchases and buybacks

Superior Investments

- Triennial Asset Allocation Study completed in December 2024
 - Risk Budgeting completed in February 2025
 - Asset Allocation Implementation Workplan presented in April 2025
 - Interim Policy Targets completed in June 2025
 - Asset Class Ranges completed in July 2025
- Principles for Responsible Investment (PRI) Annual Reporting submitted for 2025
- Achieved an unaudited total performance return of 10.91% net of investment fees for Fiscal Year Ending June 30, 2025
- Held the LACERS' Emerging Manager Symposium and 1st Joint Emerging Manager Networking Forum with LAFPP

Good Governance

- Reassessed and procured updated LACERS Insurance Policies
- Completed the Triennial Board Policy review and updates to the Board Manual
- Successfully submitted the FY 2024 Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR) for the Government Finance Officers Association (GFOA) Award Programs in Financial Reporting

Organizational Effectiveness, Efficiency, and Resiliency

- Launched AI Enabled Knowledge Management Pilot program designed to enhance staff training and improve access to critical information
- Conducted Benefits Delivery Workflow and Process Improvement Study
- Successfully implemented a new budgeting software system
- Implemented cybersecurity solutions for managing local admin credentials and endpoint protection
- Completed the Network Penetration Testing, in coordination with Internal Audit Division, to validate past security fixes and identify new vulnerabilities
- Rebuilt a legacy mainframe application to provide internal access to essential pre-1999 employment data

- Successfully completed the scanning backlog of the Personnel records change forms (Form 41)
- Completed five department-wide emergency preparedness trainings

High-Performing Workforce

- Implemented LACERS Learning Management System (LMS)
- LACERS LEAPS Fellowship Program - Successfully graduated 30 high-performing staff from the program focused on conflict resolution and enhancing leadership abilities.
- Hired 5 employees from the Targeted Local Hire (TLH) Program, 5 employees from Bridge to Job Program, and successfully transitioned 10 TLH employees to Office Trainee Admin Clerk and 2 to Accounting Clerk Assistant positions in FY25

Business Plan Initiatives for FY26

Four major initiatives were established in the current fiscal year (FY26), and work has started on each, as further described below.

Governance

This is a continuing initiative from FY25 dedicated to developing new Board Policies, as recommended in the most recent Management Audit report. The first new policy expected to go to the Governance Committee is the Contract Renewal policy.

Business Continuity Plan (BCP)

Following the progress made on this initiative last year, a Department Emergency Plan and Workplace Violence Prevention Plan training will be conducted for all staff to ensure an understanding of their roles and responsibilities in the event of a business interruption. Afterwards, a Shelter-In-Place tabletop exercise will be scheduled to measure LACERS' preparedness in response to emergencies.

Central Data Repository Modernization

Another initiative continuing from FY25, the Central Data Repository initiative aims to provide a modern and centralized platform to store data that can be managed and accessed by authorized users. Staff will be continuing efforts to clean and categorize organizational data, ensuring accuracy and consistency across systems. Internal staff will also continue to be trained on modern data management practices, while a hybrid data architecture will continue to be managed to seamlessly integrate on-premises and cloud environments. These initiatives support the creation of dynamic dashboarding applications, enabling timely, data-driven decision-making.

Workforce Process Improvements

This is a new initiative introduced for FY26 and serves as a foundational step toward future pension administration system upgrades. Currently, LACERS has multiple operational touchpoints functioning in isolation, leading to inefficiencies and fragmented workflows. This initiative aims to reevaluate existing workflows and develop a realignment plan to drive LACERS towards a more efficient future state.

Prepared By: Chhintana Kurimoto, Management Analyst

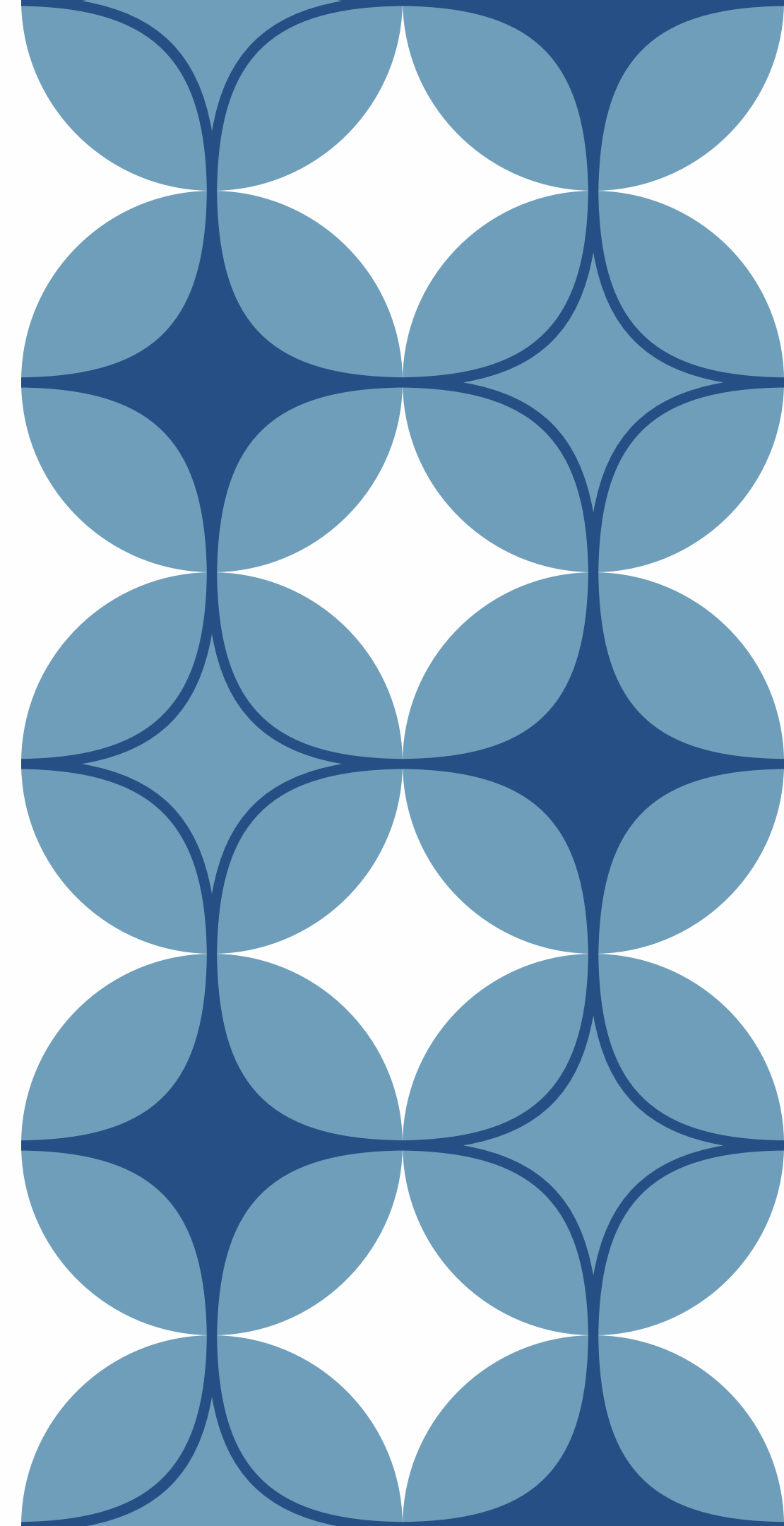
NMG/TB/EA/LL/CK

Attachment: Fiscal Year-End Report of Business Plan Initiatives for the period ending June 30, 2025

FY2025

BUSINESS PLAN INITIATIVES

**FISCAL YEAR-END REPORT
OF BUSINESS PLAN INITIATIVES
FOR THE PERIOD ENDING JUNE 30, 2025**





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LACERS GOALS

Customer Service

Provide outstanding customer service

Benefits Delivery

Deliver accurate and timely Member benefits

Health and Wellness

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

Investment

Optimize long-term risk adjusted returns through superior investments

Governance

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

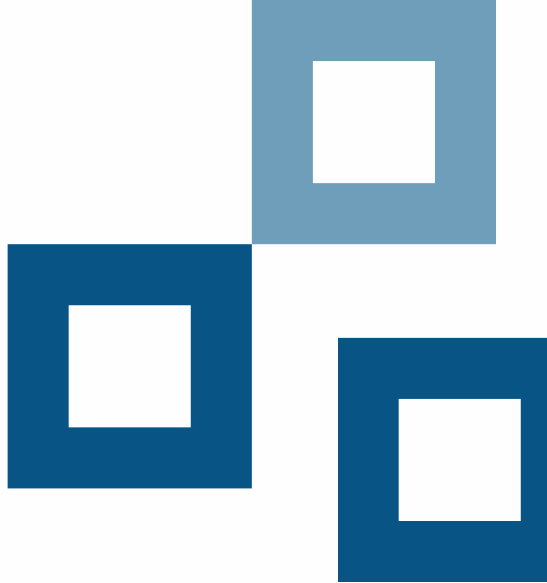
Organization

Increase organization effectiveness, efficiency, and resiliency







Workforce

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

EXECUTIVE SUMMARY DASHBOARD



 Completed  On Track  Off Track  Need Intervention

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: OFF -TRACK

REPORT MONTHS: JULY 2024 – JUNE 2025

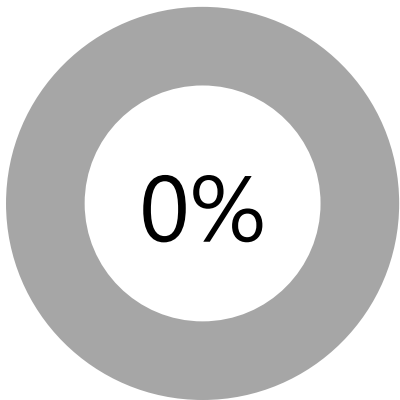
LEAD(S): HORACIO ARROYO

TEAM: EDWIN AVANESSIAN, CHHINTANA KURIMOTO, LISA LI

BUDGET

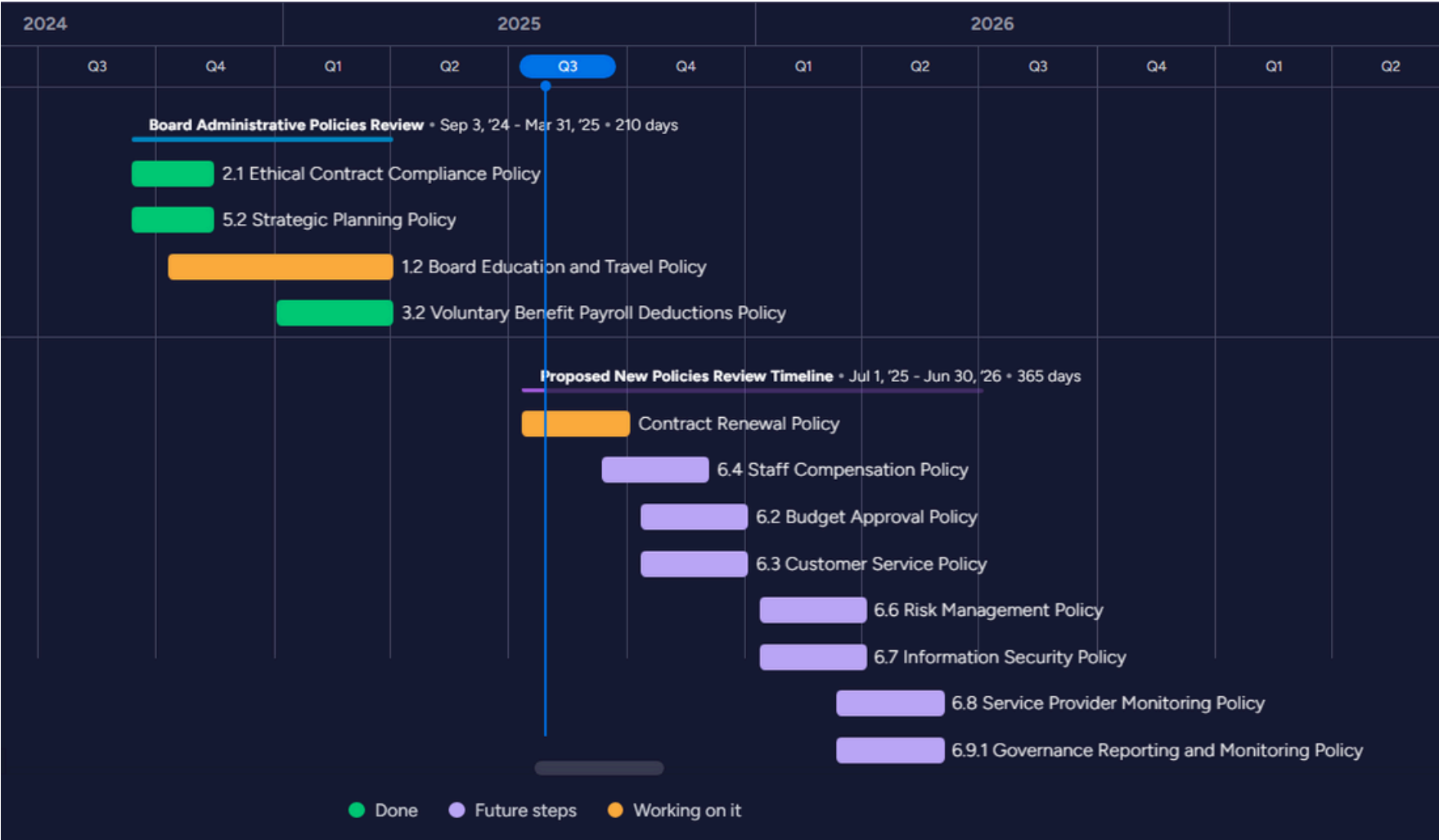
N/A

Expense % of Budget



No budget was needed for this initiative

KEY METRICS



PROGRESS

- The Board has completed the review of the existing Board Administrative policies, with the latest adoption being the Voluntary Benefit Payroll Deductions Policy.
- Additionally, staff has determined to split the Board Education and Travel policy into two separate policies to provide greater clarity and focus on its respective topics.

CHALLENGES

- Due to competing priorities and staffing constraints, the policy review timeline had to be further adjusted outward.

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 as to 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

- Bring forward re-writes of the Education and Travel policies in an effort to improve clarity.
- Bring forward a Contract Renewal policy to codify prior Board action and align with current Board expectations.
- Begin drafting new policies as recommended by the Management Audit, using other peer pension systems as references.

INITIATIVE: LANGUAGE ACCESS PLAN (LAP)

PURPOSE: PROVIDE MEANINGFUL ACCESS TO ENGLISH LANGUAGE LEARNER CONSTITUENTS

DIVISION(S)/SECTION: COMMUNICATIONS & STAKEHOLDER RELATIONS

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

CURRENT STATUS: ON - TRACK

REPORT MONTHS: JULY 2024- JUNE 2025

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

TEAM: CARLOS JOVEL JR., TANEDA LARIOS & WENDY JOHNSON

BUDGET


\$40,000

Expense % of Budget


43%

Expended: \$17,233
Unspent: \$22,767

KEY METRICS



- Ongoing review and tracking of translated Member-required documents which are required by the plan to verify eligibility for retirement/continuation of benefits.
- 87% completed request for translated materials or in-person interpretation of events.
- A Language Identification Tool was provided by Community Investment for Families Department to assist members identify their preferred language in the event of an emergency or unplanned visit



- 40% increase in the materials available in Spanish on LACERS website.
- 73% of the language type requested is Spanish for counseling sessions, orientations, and forms.
- The identification tool will assist LACERS staff in connecting to over-the-phone Interpretation services provided by CIFDs' contract with Focus Interpreting.
- Over the phone Interpretation instructions have been finalized and will be placed on the Front Desk folder.

PROGRESS

- Member-facing units continue to utilize the LACERS LAP Request Board to track the frequency, type, and associated costs of interpretation and translation services, supporting accurate budget reconciliation.
- A total of 32 forms have been translated.

CHALLENGES

- Limited staff resources redirected from the LAP BPI due to competing departmental priorities.

NEXT STEPS

- Complete a second staff training during late Summer early Fall.
- Launch LAP Office Hours schedule.
- Create a survey for members to rate the experience and the quality of their interpretation.
- Asses and identify a timeline for the translation of the Summary Plan Description Tier 1, 3, & the Health Benefits Guide after the English versions are revised.

BUSINESS PLAN INITIATIVES FY25 | 4

MILESTONES	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Modified agendas, print materials, and website to reflect Spanish interpretation services & translated Code of Conduct into Spanish.	✓			
LAP email address & Monday board to track, assess and request services was developed and launched to all Member facing units.		✓		
Develop procedures for how to request on demand over the phone interpretation			✓	
LACERS Annual Report for FY23-24 was submitted to the Language Access Working Group (LAWG).				✓

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: OFF -TRACK

REPORT MONTHS: JULY 2024 – JUNE 2025

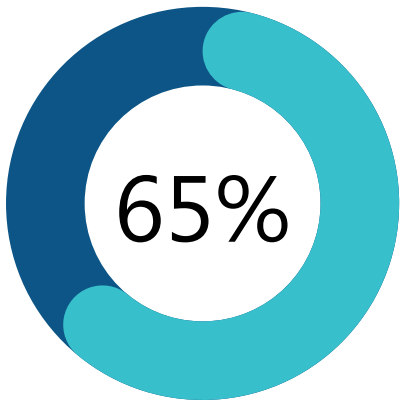
LEAD(S): DAN GOTO

TEAM: KRISTEN SZANTO, EDWIN AVANESSIAN

BUDGET

\$73,287

Expense % of Budget



\$47,729 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	11 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

- Sent out the Shelter-In-Place Tabletop Exercise TOS to the five vendors on contract with LACERS and selected consultant.
- Conducted First Aid/CPR/AED training for staff.
- Revised the Workplace Violence Prevention Plan and developed a training PowerPoint.
- Revised LACERS Injury Illness Prevention Plan (IIPP)

CHALLENGES

- Competing projects/tasks in emergency preparedness
- Time needed to develop the scenario/scope
- Onboarding new training platform
- Staffing vacancies
- Contracting delays

NEXT STEPS

- Develop Tabletop Exercise scenario with consultant
- Distribute survey on staff understanding of the BCP
- Conduct training on Department Emergency Plan/BCP training
- Conduct training for Workplace Violence Prevention Plan and Injury and Illness Prevention Plan

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

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: COMPLETE

REPORT MONTHS: JULY 2024-JUNE 2025

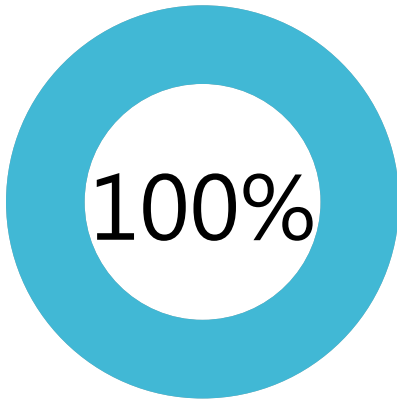
LEAD(S): VIKRAM JADHAV & HEATHER RAMIREZ

TEAM: MARILYN HERNANDEZ

BUDGET

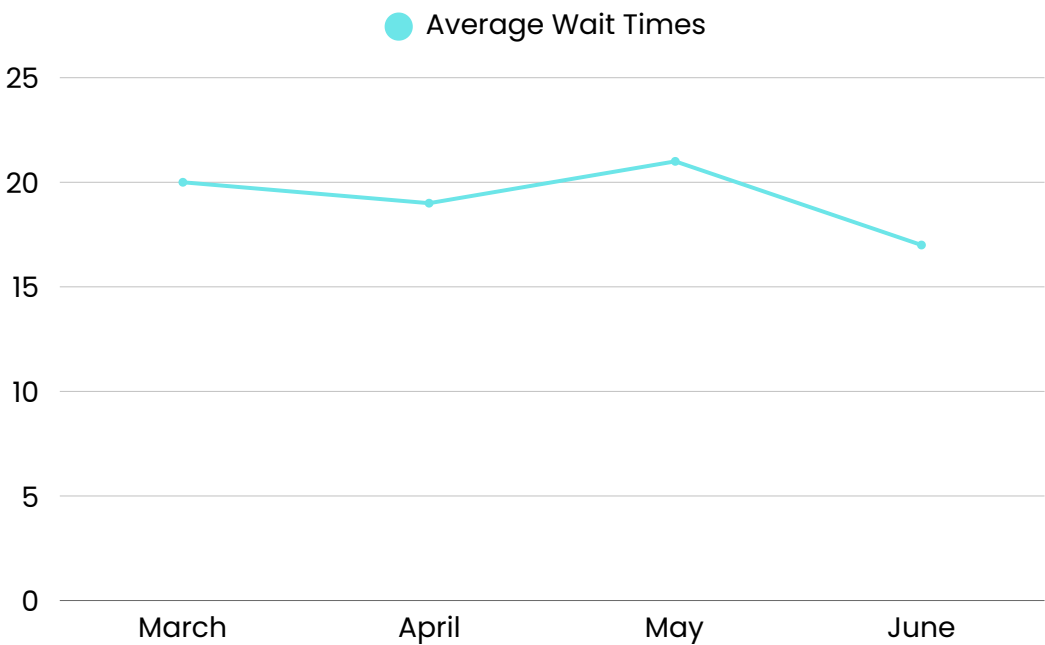
\$10,142

Expense % of Budget



Expended: \$10,142
Unspent: \$0

KEY METRICS



Average wait times since Qless implementation have gone down from 19.54 minutes to 17.25 minutes.



Member feedback of the Qless system yielded a 92% satisfaction rate.

PROGRESS

- Successfully launched system in February 2025
- Completed training program with all LACERS staff involved.
- Continue support to LACERS staff via dedicated Microsoft Teams channel.
- Established bug tracking and reporting framework

CHALLENGES

- As QLess is a newly implemented system, staff wrestled with unfamiliar interfaces and miscommunication caused by changes in system-based notifications, which initially hindered the system’s full potential

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			Full launch of the Qless system	
Training and Testing			Provide comprehensive training for staff with ongoing support. Continue testing and bug tracking.	

NEXT STEPS

- Moving forward, staff will continue to monitor and report bugs as they come up and further enhance this feature based on user feedback and evolving needs

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

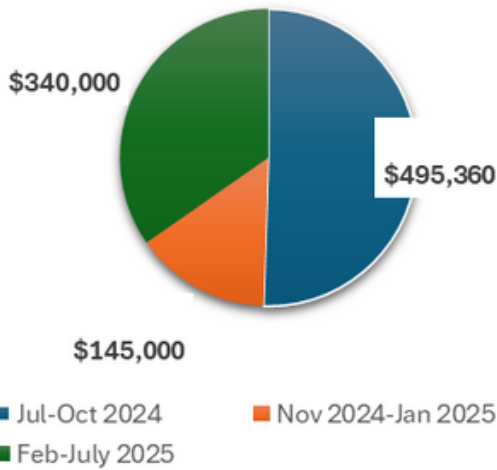
REPORT MONTHS: JULY 2024 – JUNE 2025

LEAD(S): SEVAN SIMONIAN

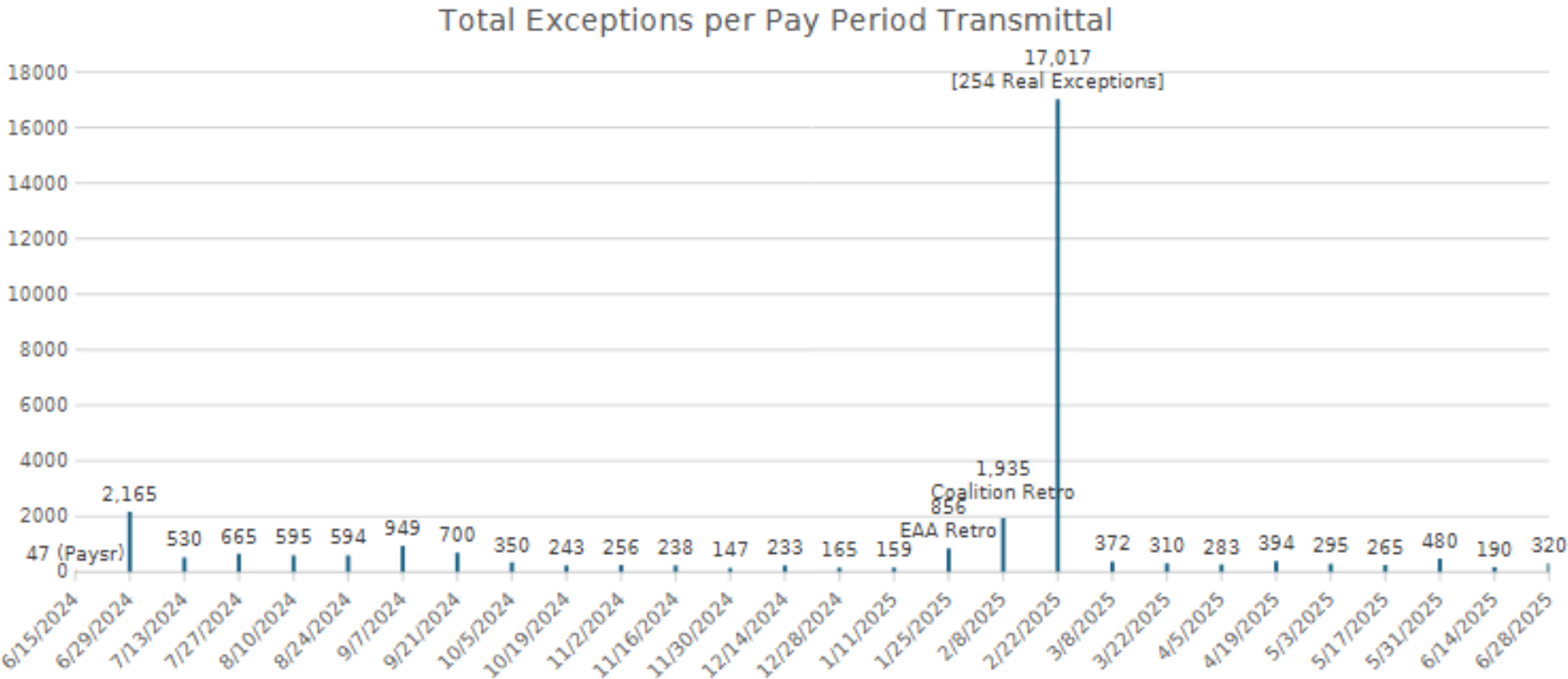
TEAM: THOMAS MA, LAUREN MCCALL, ANDY CHIU

BUDGET

FUNDS USED FOR
ACCENTURE
CONTRACT FROM
7/1/24-7/31/25
\$980,360



KEY METRICS



PROGRESS

- Improvements 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.
- Maintaining and updating new compensation and bonus codes as they are added by the Controller’s Office.
- Contract extension with Accenture was approved by the Board on 7/8/2025.

CHALLENGES

- Future challenges include working with ITA to configure/update our integration files now that the Accenture contract has ended effective 7/31/25. A longer lead time to make changes may occur.

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. Added 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 and LRS to make minor adjustments, as needed.
- Support tickets will be created to request and highlight changes that are needed.
- Continue to monitor changes made in Workday programming that may impact our integration files.

INITIATIVE: CENTRAL DATA REPOSITORY (CDR) MODERNIZATION

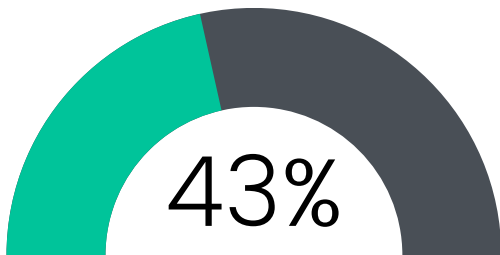
PURPOSE: TO ENHANCE ORGANIZATIONAL EFFECTIVENESS, EFFICIENCY, AND RESILIENCY BY IIMPROVING DECISION-MAKING, STREAMLINING OPERATIONS, AND ENSURING DATA SECURITY
DIVISION(S)/SECTION: ADMINISTRATION/PROJECT MANAGEMENT OFFICE/DATA UNIT
STRATEGIC GOAL(S): ORGANIZATIONAL EFFICIENCY AND RESILIENCY

CURRENT STATUS: **ON - TRACK**
REPORT MONTHS: JULY 2024 – JUNE 2025
LEAD(S): ANDY CHIU
TEAM: VIKRAM JADHAV, THOMAS MA

BUDGET

\$125,720

Expense % of Budget



Expense: \$54,098
Unspent: \$71,622

KEY METRICS



Performance

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

Modernize Data Structure

Align data structures with industry standards to improve integration with AI applications and analytics tools

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

MILESTONES

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Modernize data structure	Assess and review datasets	Assess and review datasets	Normalize data structure for scalability and performance	Normalize data structure for scalability and performance
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	Evaluate Reports for Migration	Migrate SharePoint Lists to Central Repository
Staff Training Timelines	Evaluate Training Material	Prepare Demos to supervisors and managers	Prepare written procedures	Formal Staff Training

PROGRESS

- The Data Team collaborated with the Chief Information Officer to engage department users in compiling a comprehensive list of existing SharePoint sites scheduled for migration. SharePoint lists requiring manual data entry have been successfully migrated to the on-premises SQL database platform. Automated SharePoint lists are currently under review to determine next steps for ensuring continued support on a new platform.

CHALLENGES

- The migration of datasets to the Central Repository in support of legacy application deprecation faces considerable challenges. A key concern is the potential for new data sources to lack automated extraction capabilities, which could impede efficient data transfer.
- Persistent defects and delays from the Workday application are hindering progress in meeting the growing data needs of the Central Repository.

NEXT STEPS

- Our immediate next steps are to:
- Conduct a comprehensive review of software vendor agreements to establish an efficient data transfer pathway to the Central Repository.
 - Continue weekly meetings with the HRP team to oversee HRP SNOW tickets and expedite the resolution of any defects impacting data usability.
 - Develop and implement more efficient downstream data processes to enhance overall data transfer efficiency.