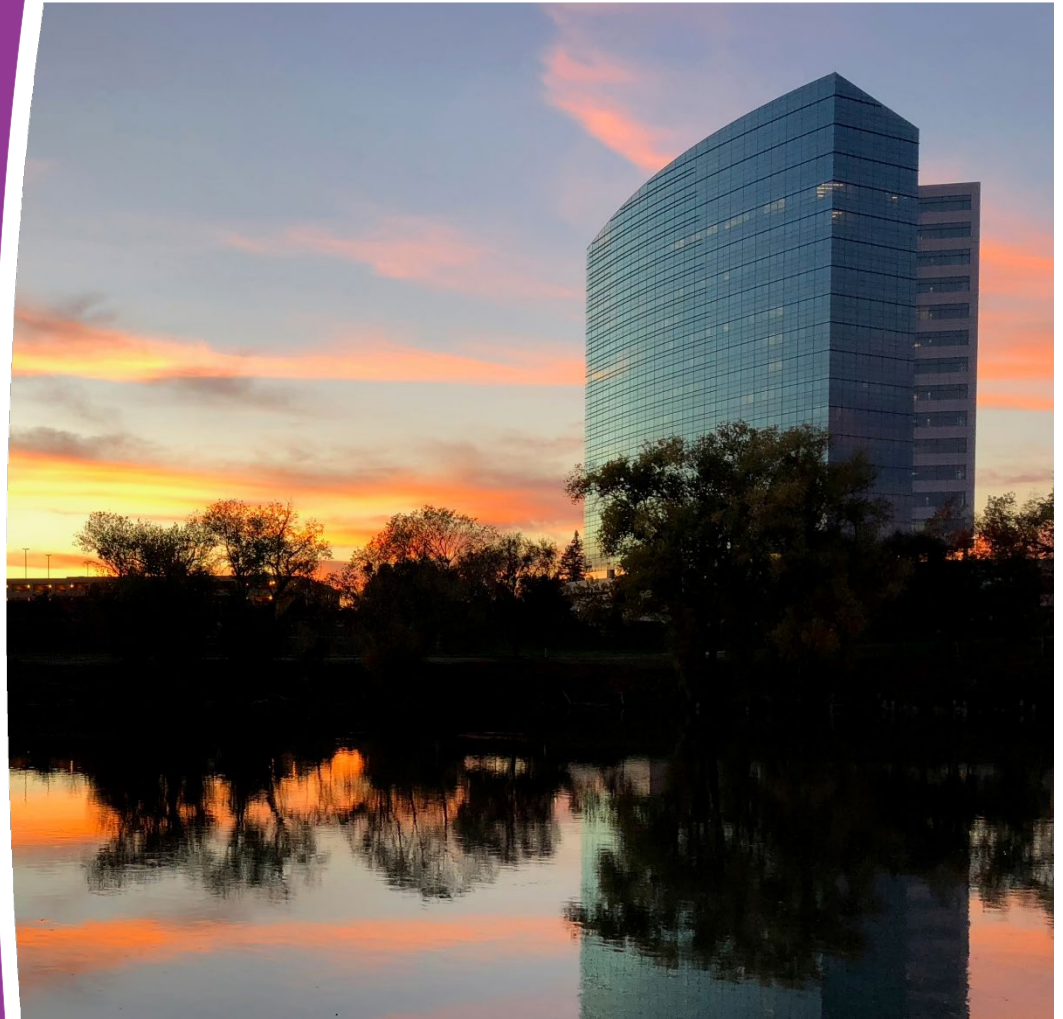




Enterprise Technology Projects

FISCAL YEAR

2019-20



FOURTH QUARTER REPORT

Quarter Ending June 30, 2020

ENTERPRISE TECHNOLOGY PROJECTS

FISCAL YEAR 2019–20
FOURTH QUARTER REPORT

At the end of the fourth quarter for fiscal year 2019–20, CalSTRS had six enterprise projects: five major technology projects over \$1 million and one additional project under \$1 million.

The Project Support Office (PSO) monitors and reports monthly on the technology appropriations budget and enterprise projects' status to the Enterprise Program Investment Council (EPIC) and quarterly to the Teachers' Retirement Board.

ENTERPRISE PROGRAM INVESTMENT COUNCIL MEMBERS

Jack Ehnes

Chief Executive Officer

Cassandra Lichnock

Chief Operating Officer

Julie Underwood

Chief Financial Officer

Lisa Blatnick

Chief of Administrative Services

Vacant

Public Affairs Executive Officer

Ashish Jain

Chief Technology Officer

Bill Perez











Benefits and Services Executive Officer

Debra Smith

Chief Operating Investment Officer

MAJOR ENTERPRISE TECHNOLOGY PROJECTS

The following table summarizes current major enterprise technology projects during the fourth quarter.

Project Name	Project Duration	Schedule (Status)	Project Budget ¹	Budget Expended ²	Budget (Status)
Data Quality	Nov 2011 – Jun 2022		\$30,910,879	\$21,979,722	
EIM Software Tool	Jun 2018 – Jun 2020		\$1,036,350	\$999,950	
HR Link (previously SAP SuccessFactors)	Dec 2018 – Jan 2021		\$1,491,058	\$19,500	
Pension Solution	Jul 2014 – Jan 2023		\$304,833,040	\$186,036,427	
Transformation Readiness	Jul 2016 – Jun 2021		\$16,795,033	\$9,712,983	

Schedule & Budget Indicators  *On Track*  *Warning*  *Critical*  *Complete*  *Cancelled*  *Not Started*

¹ Project Budget – Amount represents the sum of the projects' prior years' actual expended, remaining encumbrances, and current and future years budgeted amounts.

² Budget Expended – Amount represents the total expended.

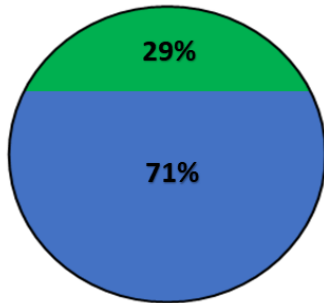
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

DATA QUALITY

The Data Quality project is in the second phase of data cleansing to include data clean-up and preparation for conversion to the new pension administration system.

PROJECT BUDGET

\$30.9 Million



● % Expended ● % Remaining

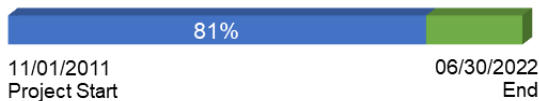
ACCOMPLISHMENTS – PERIOD ENDING JUNE 30, 2020

- Completed or closed four Functional Rollout 2 basic issues, completing known inventory of basic issues.
- Completed or closed seven conversion fallout issues.
- Completed Termination out of Balance – Phase 1 of the Additional Annuity Credit/Additional Earnings Credit population.
- Completed Termination out of Balance – Phase 2 of the Additional Annuity Credit/Additional Earnings Credit population.
- Completed Termination out of Balance – Pre-START False Balance population.
- Began conversion fallout triage activity, in addition to resolving conversion fallout data issues. Remaining Termination out of Balance milestones were shifted to second quarter of Fiscal Year 2021-22 to accommodate this new critical activity.
- Change Request to increase the budget, scope, and schedule was approved.

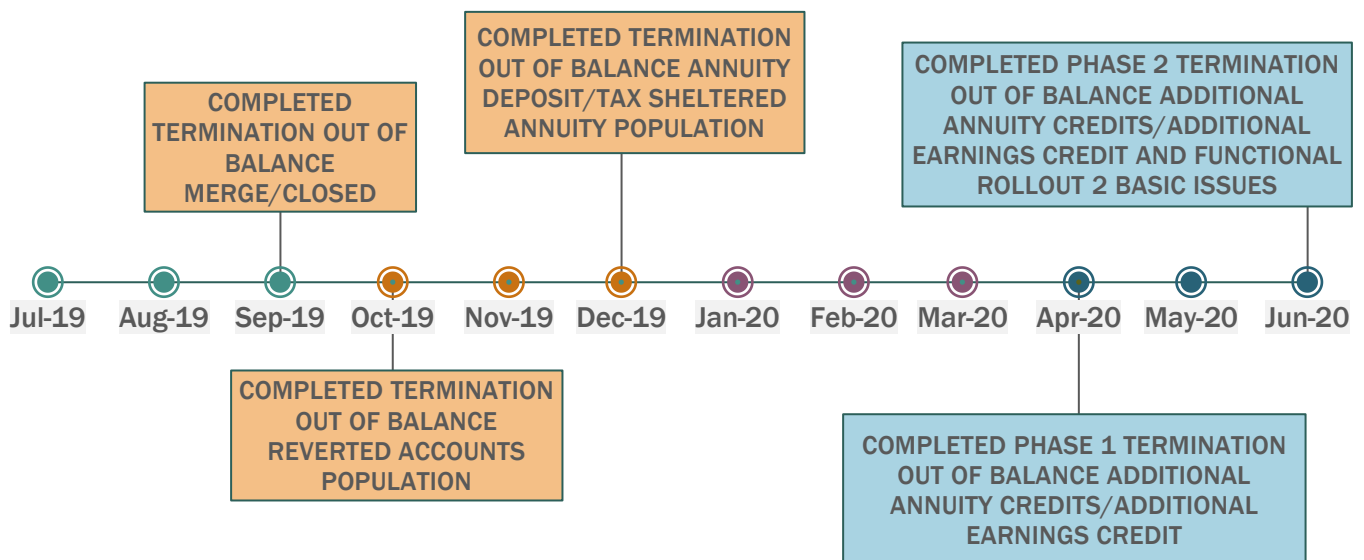
PLANNED MAJOR ACTIVITIES & MILESTONES BY SEPTEMBER 30, 2020

- Complete Pre-User Acceptance Testing activity.

PROJECT SCHEDULE STATUS TIMELINE



FISCAL YEAR 2019–20 MAJOR MILESTONES³



³ As approved by Pension Solution Steering Committee.

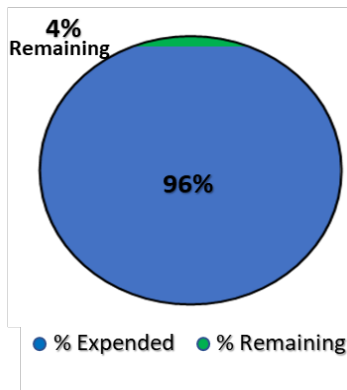
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

EIM SOFTWARE TOOL

Procurement and implementation of a tool that will support effective information management and governance throughout the enterprise's repositories. It will manage and enforce internal controls for unstructured data such as electronic documents and emails related to members and internal enterprise operations.

PROJECT BUDGET

\$1.03M



ACCOMPLISHMENTS – PERIOD ENDING JUNE 30, 2020

- Completed User Acceptance Testing.
- Completed Knowledge Transfer Sessions.
- Completed system implementation and go live with new EIM system.

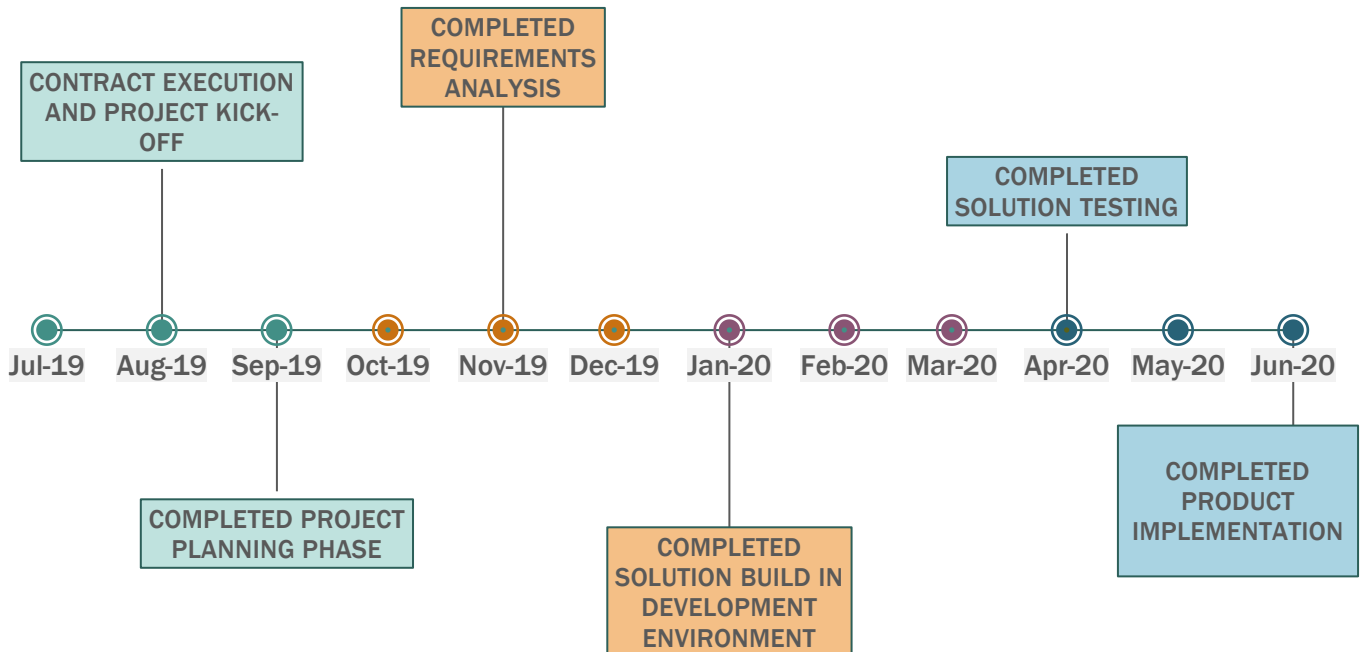
PLANNED MAJOR ACTIVITIES & MILESTONES BY SEPTEMBER 30, 2020

- Complete Warranty Period (ends on July 24, 2020).
- Complete Lessons Learned.
- Complete project close-out activities.

PROJECT SCHEDULE STATUS TIMELINE



FISCAL YEAR 2019–20 MAJOR MILESTONES



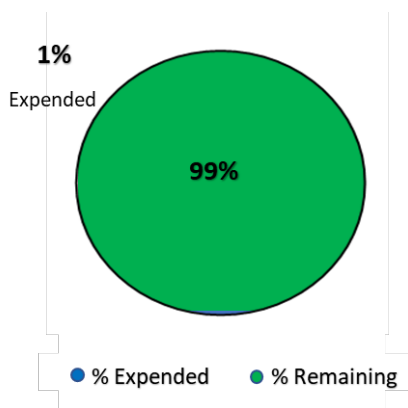
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

HR LINK

The HR Link project (previously known as SAP SuccessFactors) will improve efficiencies by automating Human Resource (HR) processes, delivering real-time data and a self-service platform for all CalSTRS staff. The solution includes a core HR platform and tools for time management, learning and development, performance and goals, succession planning, onboarding, workforce planning and analytics. This is a multi-year project that will be implemented in phases. Employee Central and Learning and Development are the first modules and includes a core HR platform, time management, and a learning management system.

PROJECT BUDGET

\$1.5 Million



ACCOMPLISHMENTS – PERIOD ENDING JUNE 30, 2020

- Change Request to extend project schedule, add resources, increase budget, and adjust Phase 1 and 2 scope was approved.
- Selected and executed contract with SAP SuccessFactors implementation vendor, AspireHR.
- Began onboarding implementation vendor.
- Held initial pre-kick off meeting with implementation vendor.

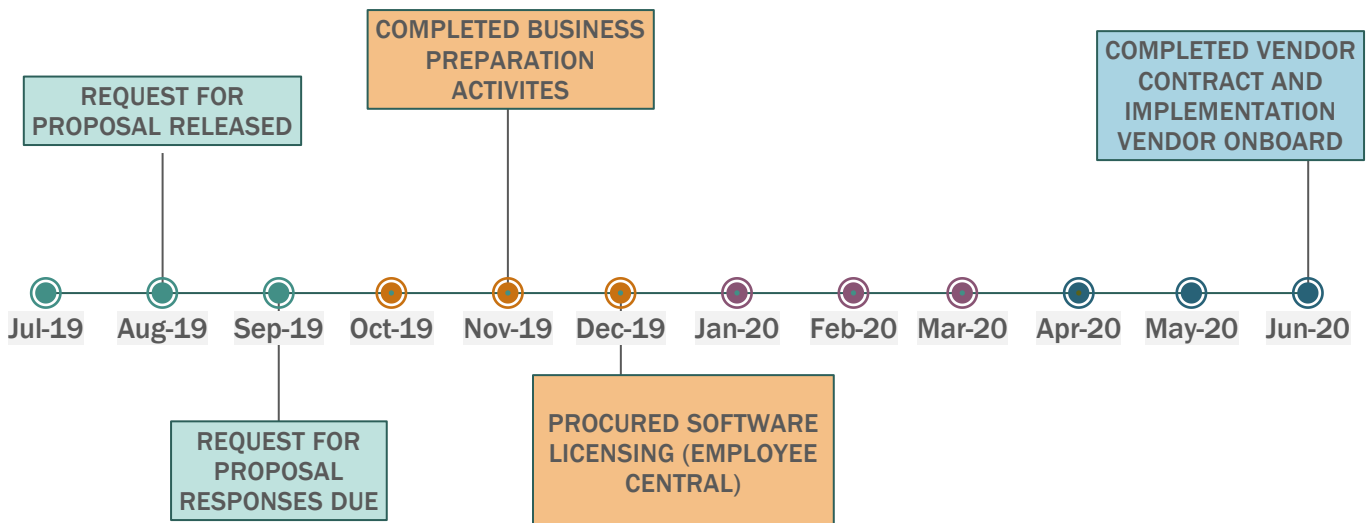
PLANNED MAJOR ACTIVITIES & MILESTONES BY SEPTEMBER 30, 2020

- Complete vendor onboarding.
- Hold project kick-off meeting.
- Develop and approve implementation schedule with vendor.
- Onboard additional contract resources for Technology Services.
- Conduct internal change management activities to promote project awareness.
- Procure additional software licenses for Learning Management System.

PROJECT SCHEDULE STATUS TIMELINE



FISCAL YEAR 2019–20 MAJOR MILESTONES



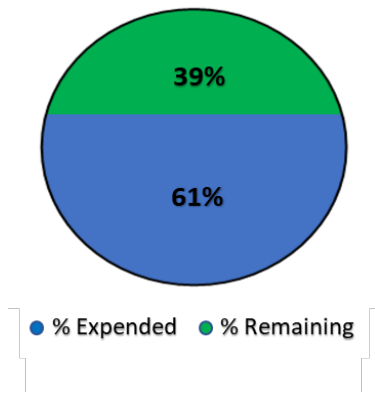
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

PENSION SOLUTION

The Pension Solution project will replace the CalSTRS legacy pension administration system to increase the organization's ability to respond to business and customer needs; enhance services to members, beneficiaries, staff and employers; gain long-term operational efficiencies; and improve internal controls.

PROJECT BUDGET

\$304.8 Million



ACCOMPLISHMENTS – PERIOD ENDING JUNE 30, 2020

- Conducted outreach to schedule and execute virtual readiness visits with vendor supported Employer Reporting Partners.
- Completed readiness visits and onboarded 25% of all Employer Reporting Partners into the Employer Readiness Environment.
- Completed Functional Rollout 3 design activities.
- Completed Maintenance Release 1 System Testing activities for Functional Rollout 1.

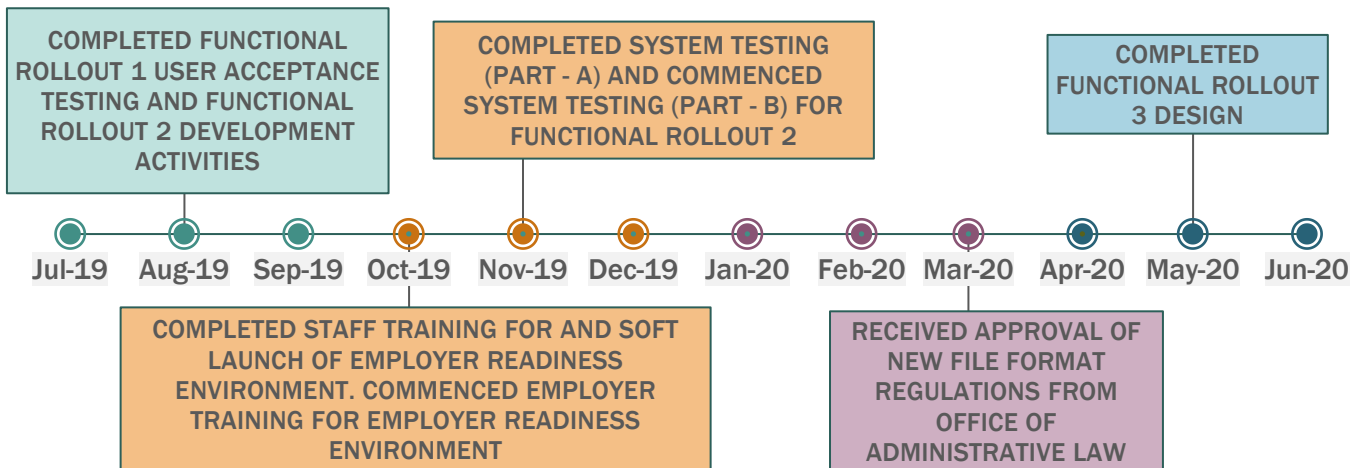
PLANNED MAJOR ACTIVITIES & MILESTONES BY SEPTEMBER 30, 2020

- Complete System Testing (Part-B) for Functional Rollout 2.
- Complete Readiness Visits with 50% of all Report Sources.
- Deploy Maintenance Release 1 in the Employer Readiness Environment.
- Complete Maintenance Release 1 User Acceptance Testing activities for Functional Rollout 1.
- Complete Pre-User Acceptance Testing for Functional Rollout 2.
- Commence User Acceptance Testing for Functional Rollout 2.

PROJECT SCHEDULE STATUS TIMELINE⁴



FISCAL YEAR 2019–20 MAJOR MILESTONES



⁴ Pension Solution Status Timeline represents the project period beginning with the Procurement phase in Fiscal Year 2014-15 and the Implementation phase starting in July 2015 through January 2023 (the July 2018 board-approved change request).

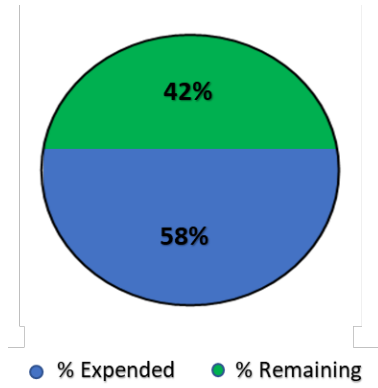
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

TRANSFORMATION READINESS

The Transformation Readiness project supports business areas and prepares staff for impacts, changes and benefits from large enterprise modernization efforts.

PROJECT BUDGET

\$16.8 Million



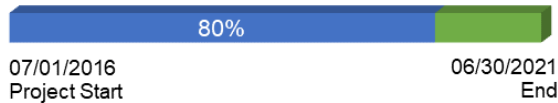
ACCOMPLISHMENTS – PERIOD ENDING JUNE 30, 2020

- Approved Deliverable 8.2 Train-the-Trainer Model.
- Delivered five weekly sessions of the User Acceptance Testing training.
- Finalized and distributed the first version of the Training Implementation Plan.
- Completed stakeholder review and finalized the initial nine course design outline for Functional Rollout 2 Phase 1 training efforts in collaboration with business area stakeholders.
- Delivered Change Leadership training sessions to teams with the Disability and Survivor Benefits, Member Account Services, and Pension Solution Leadership divisions.
- Continued Business Process Readiness finalization sessions, 20 of 32 Functional Rollout 2 processes have been finalized.
- Continued to populate business area change roadmaps with changes, impacts and outstanding decisions.

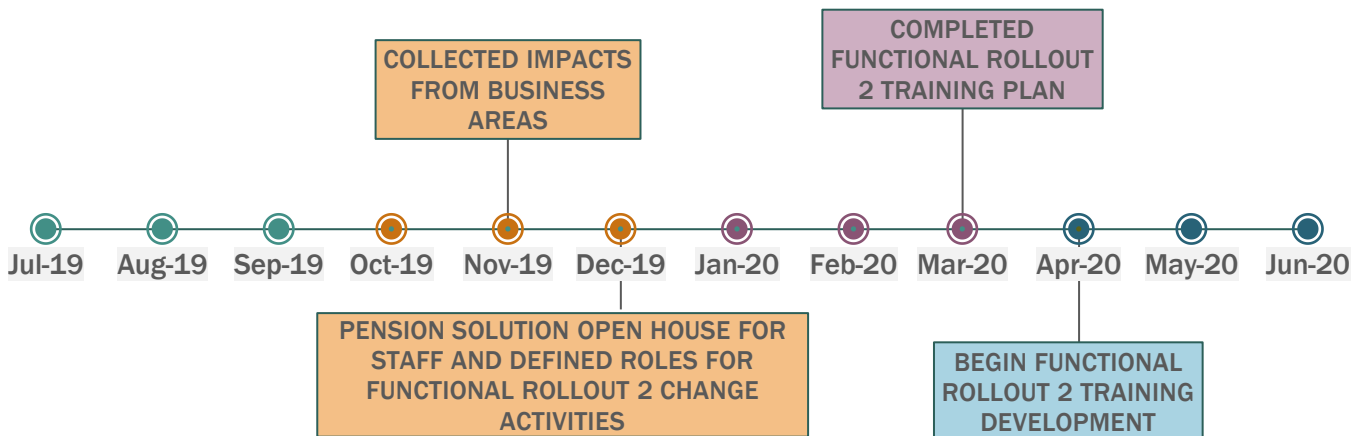
PLANNED MAJOR ACTIVITIES & MILESTONES BY SEPTEMBER 30, 2020

- Finalize the course design outlines for Functional Rollout 2 Phases 2, 3 and 4 training efforts.
- Re-evaluate scope and finalize virtual training approach.
- Begin training development for Functional Rollout 2.
- Finalize development of the Functional Rollout 2 Role Matrix.
- Continue Business Process Readiness finalization sessions.

PROJECT SCHEDULE STATUS TIMELINE





FISCAL YEAR 2019–20 MAJOR MILESTONES



OTHER ENTERPRISE PROJECTS UNDER \$1 MILLION

The following table summarizes other reportable enterprise projects under \$1 million during the fourth quarter.

Project and Description	Project Duration	Schedule (Status)	Project Budget ⁵	Budget Expended ⁶	Budget (Status)
<p>SAP Concur (Travel and Expense Management)</p> <p>Adds a new digital service to the CalSTRS portfolio while significantly improving the end user experience. Provides travelers a “one stop shop” for all travel and expense needs which does not exist in the current application and significantly decreases the time it takes users to create and submit expense reports while reducing the high number of errors during the expense submission process.</p>	Estimate 8-10 months		\$865,000	\$204,200	

Schedule & Budget Indicators  *On Track*  *Warning*  *Critical*  *Complete*  *Cancelled*  *Not Started*

⁵ Project Budget – Amount represents the sum of the projects’ prior years’ actual expended, remaining encumbrances, and current and future years budgeted amounts.

⁶ Budget Expended – Amount represents the total expended.

