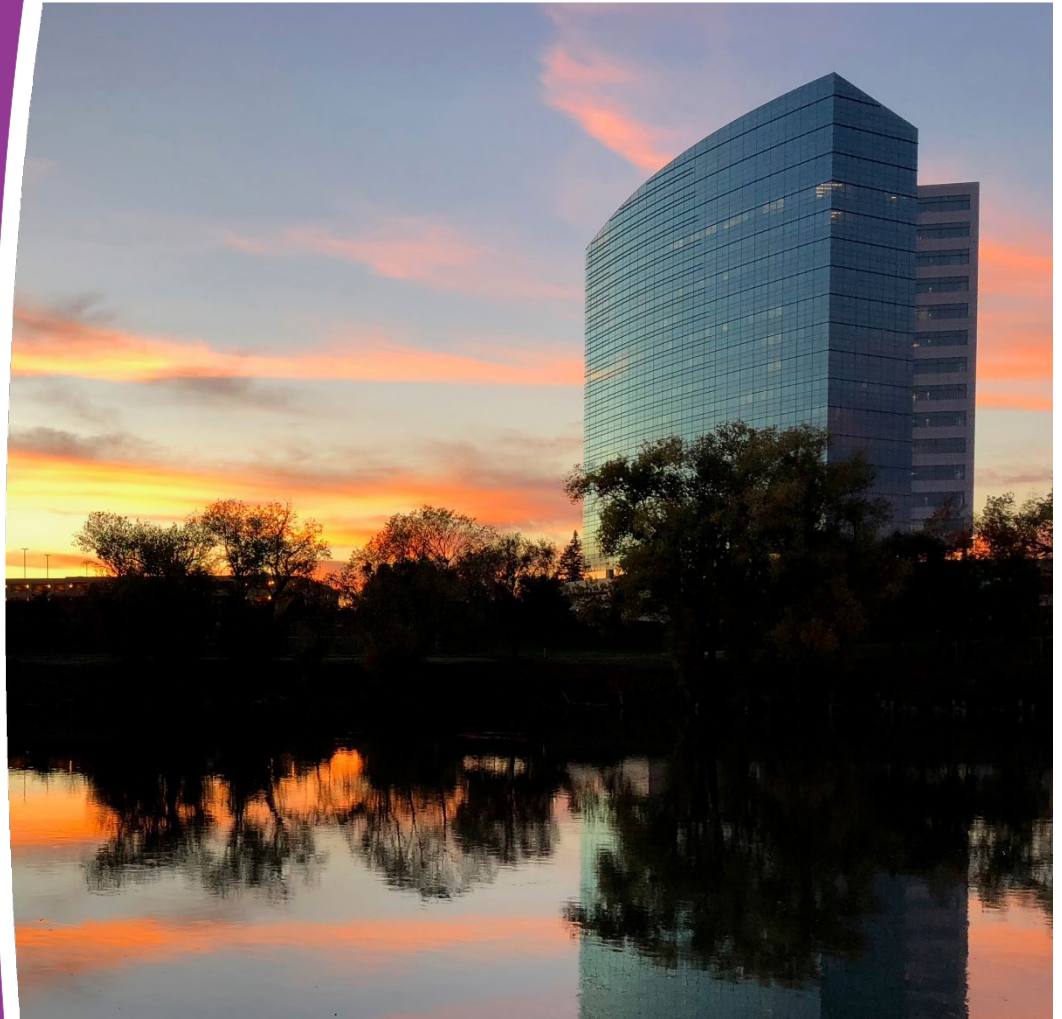




Enterprise Technology Projects

FISCAL YEAR

2019-20



THIRD QUARTER REPORT

Quarter Ending March 31, 2020

ENTERPRISE TECHNOLOGY PROJECTS

FISCAL YEAR 2019–20
THIRD QUARTER REPORT

At the end of the third 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

Grant Boyken

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 third quarter.

Project Name	Project Duration	Schedule (Status)	Project Budget ¹	Budget Expended ²	Budget (Status)
Data Quality	Nov 2011 – Jul 2020		\$25,981,894	\$21,096,302	
EIM Software Tool	Jun 2018 – Jun 2020		\$1,036,350	\$887,950	
Pension Solution	Jul 2014 – Jan 2023		\$304,833,040	\$182,238,485	
SAP SuccessFactors	Dec 2018 – Jun 2020		\$1,386,134	\$19,500	
Transformation Readiness	Jul 2016 – Jun 2021		\$16,795,033	\$9,066,811	

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.

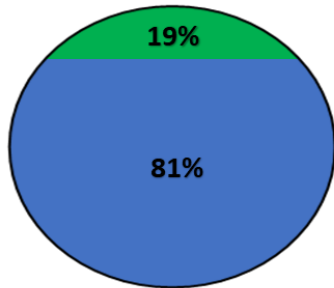
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

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

\$25.9 Million



● % Expended ● % Remaining

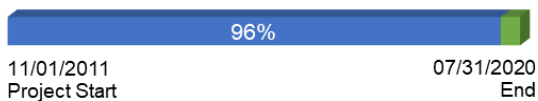
ACCOMPLISHMENTS – PERIOD ENDING MARCH 31, 2020

- Completed or closed 7 Functional Rollout 2 basic issues.
- Completed or closed 7 conversion fallout issues.

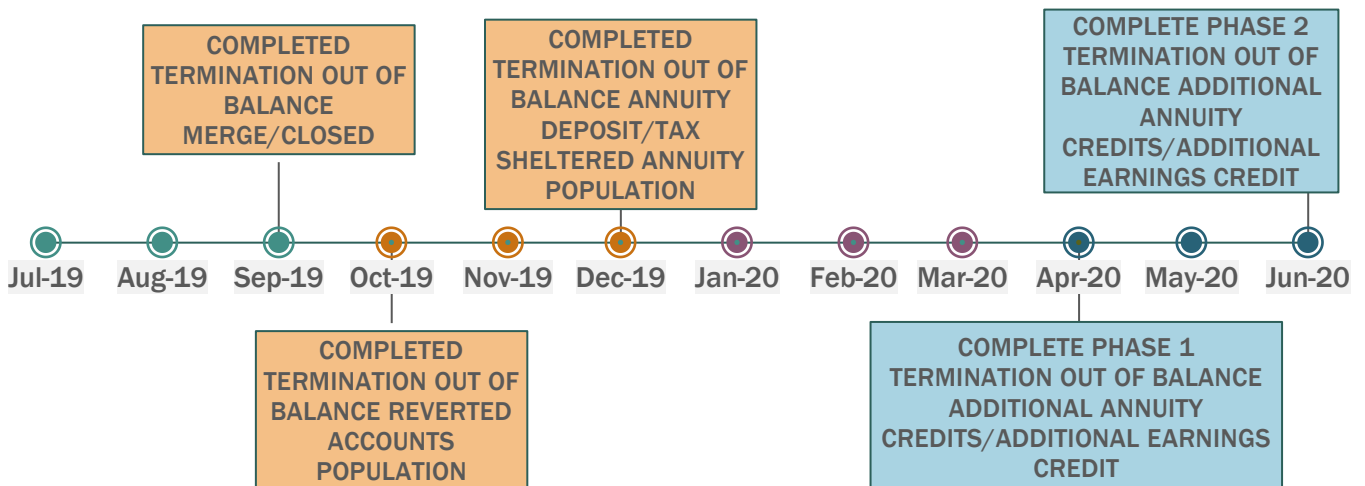
PLANNED MAJOR ACTIVITIES & MILESTONES BY JUNE 30, 2020

- Complete Termination Out of Balance³ – Phase I and 2 of Additional Annuity Credit/ Additional Earnings Credit Population.

PROJECT SCHEDULE STATUS TIMELINE



FISCAL YEAR 2019–20 MAJOR MILESTONES⁴



³ Termination Out of Balance – Correction of erroneous contribution and interest amounts on accounts that were not closed out correctly after benefit inception or for which there should not be contributions and interest remaining. The entire population is divided into ten subpopulations, which are defined by specific account conditions that cause the data issue and drive the data fix solution.

⁴ As approved by Pension Solution Steering Committee.

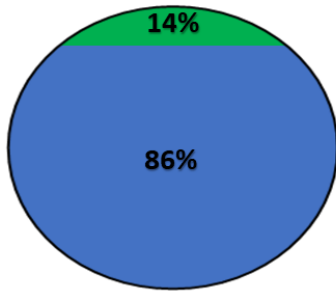
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

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



● % Expended ● % Remaining

ACCOMPLISHMENTS – PERIOD ENDING MARCH 31, 2020

- Complete solution build in development environment.
- Complete System Integration Testing.
- Complete System Administrator Training.
- Complete provisioning of the production environment.

PLANNED MAJOR ACTIVITIES & MILESTONES BY JUNE 30, 2020

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

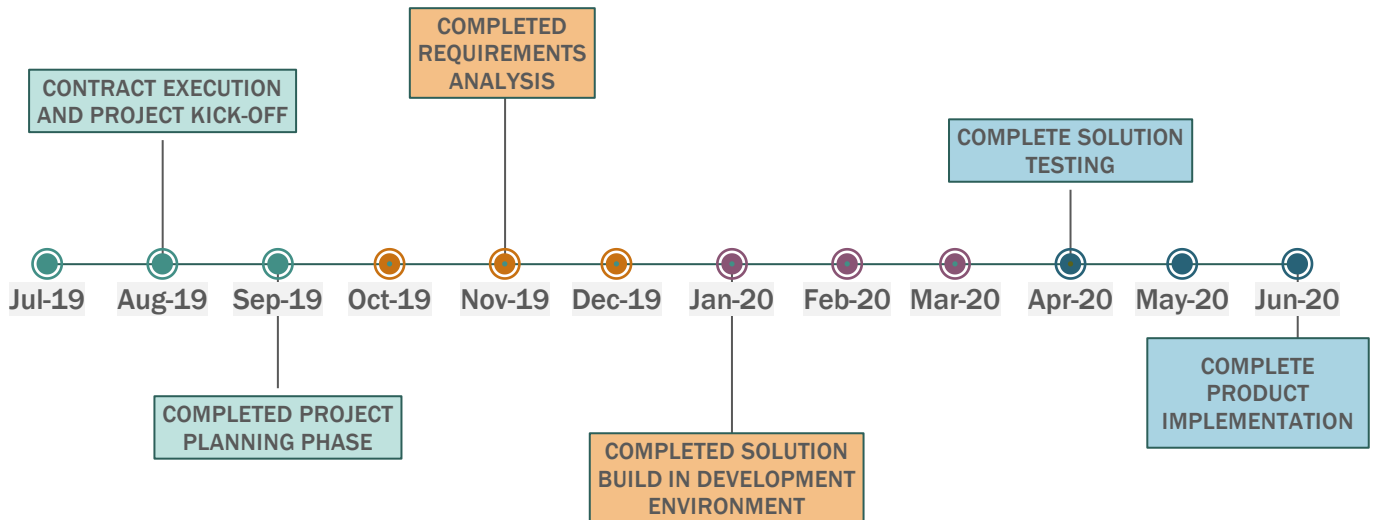
PROJECT SCHEDULE STATUS TIMELINE⁵



06/01/2018
Project Start

07/31/2020
End

FISCAL YEAR 2019–20 MAJOR MILESTONES⁶



⁵ A change request seeking to extend the project schedule was approved in November 2019.

⁶ All integration issues identified have been resolved, but they did result in a schedule delay. The EIM system is now projected to go live mid-June with a 6-week warranty period that puts the project ending in July 2020.

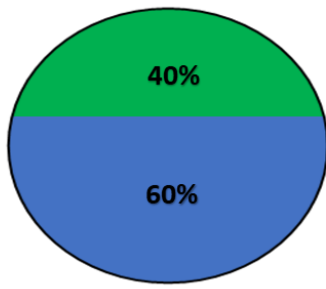
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

PENSION SOLUTION

The Pension Solution project will replace 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



● % Expended ● % Remaining

ACCOMPLISHMENTS – PERIOD ENDING MARCH 31, 2020

- Transitioned to 100% remote work for Pension Solution project staff due to COVID-19 response.
- Completed pilot initiative with three Employer Reporting Partners: Placer, Orange, and Los Angeles County Offices of Education.
- Added 18 new computer-based training modules to the Employer's Learning Management System.
- Completed on-site readiness visits with 61% of our Employer Reporting Partners with custom payroll systems and onboarded them into the Employer Readiness Environment.
- Received approval of the New File Format regulations from the Office of Administrative Law and Secretary of State.

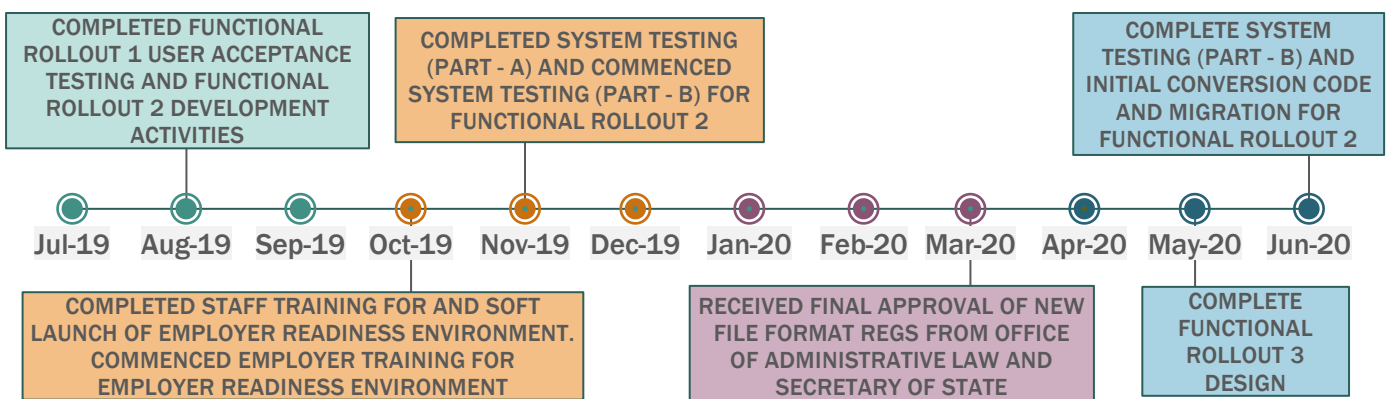
PLANNED MAJOR ACTIVITIES & MILESTONES BY JUNE 30, 2020

- Conduct outreach to schedule and execute virtual readiness visits with vendor supported Employer Reporting Partners.
- Complete readiness visits with 75% of our Employer Reporting Partners with custom payroll systems and onboard them into the Employer Readiness Environment.
- Complete readiness visits with 25% of all Employer Reporting Partners and onboard them into the Employer Readiness Environment.
- Complete Functional Rollout 3 design activities.
- Complete System Testing (Part-B) and initial conversion code and migration for Functional Rollout 2.

PROJECT SCHEDULE STATUS TIMELINE⁷



FISCAL YEAR 2019–20 MAJOR MILESTONES



⁷ 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).

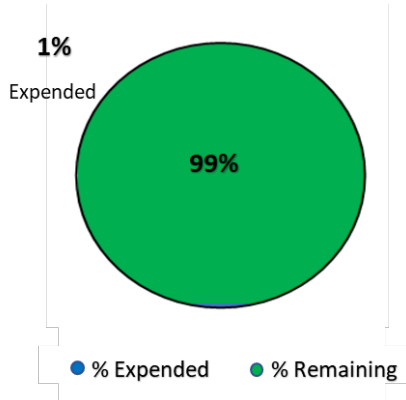
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

SAP SUCCESSFACTORS

The SAP SuccessFactors project 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 is the first module and includes a core HR platform and time management.

PROJECT BUDGET

\$1.4 Million



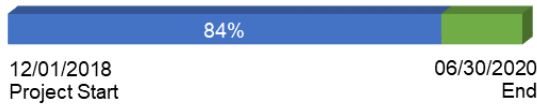
ACCOMPLISHMENTS – PERIOD ENDING MARCH 31, 2020

- Conducted final vendor interviews for implementation services.
- Entered Best & Final Offer (BAFO) process.
- Identified data requirements for State Controller's Office (SCO) interface.

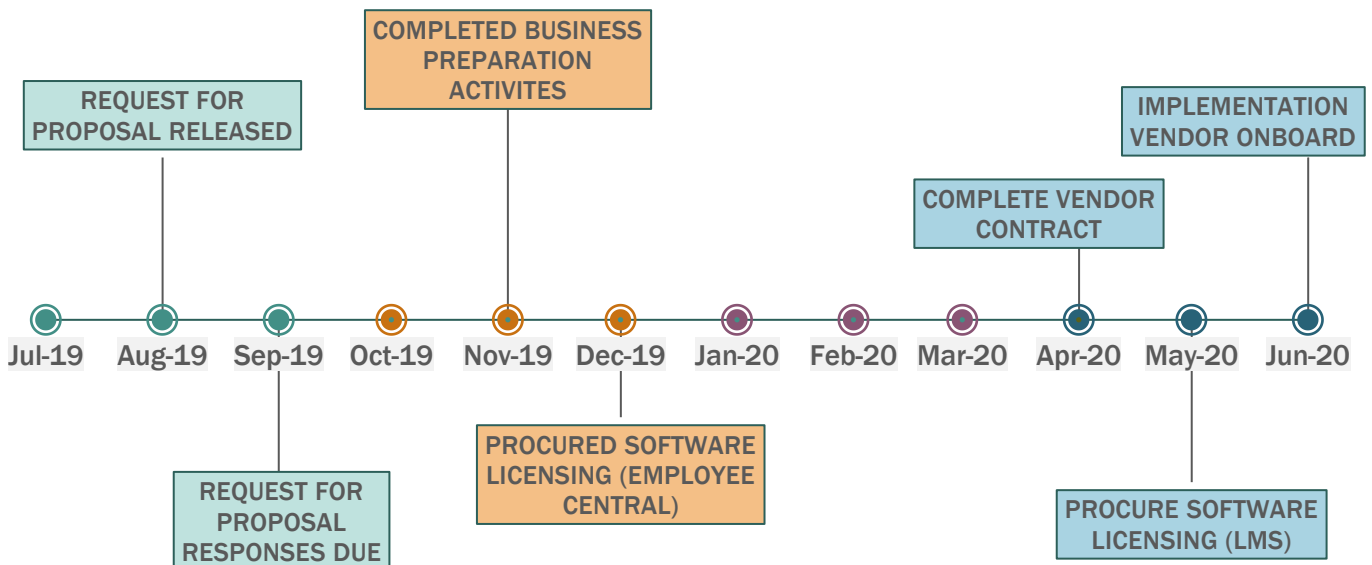
PLANNED MAJOR ACTIVITIES & MILESTONES BY JUNE 30, 2020

- Present Change Request to extend project schedule, add resources, and adjust the scope of Phase 1 and 2 implementations.
- Complete BAFO process and enter into contract for implementation services.
- Onboard vendor and begin Phase 1 implementation activities.
- 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



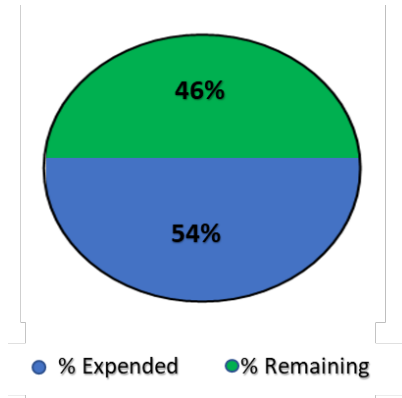
MAJOR ENTERPRISE TECHNOLOGY PROJECTS

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 MARCH 31, 2020

- Identified decisions where cross-functional standards need to be developed and created a resolution process.
- Delivered “Resistance Management, Manager and Sponsor Change Management” training to the Retirement Readiness division leadership team.
- Finalized and published 18 computer-based training modules for employers.
- Approved Deliverable 8.1 Functional Rollout 2 Training Plan in collaboration with Team CGI.
- Socialized the Functional Rollout 2 training curricula with training leadership and staff.

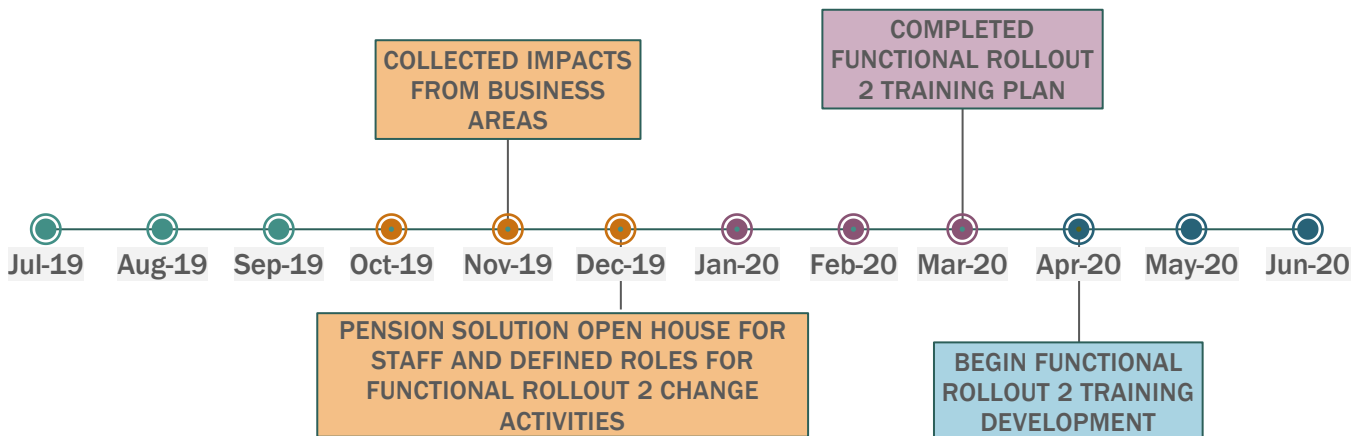
PLANNED MAJOR ACTIVITIES & MILESTONES BY JUNE 30, 2020

- Develop a schedule to address decisions where cross-functional standards need to be developed.
- Complete finalization of Functional Rollout 2 to-be (future state) process documentation to support change and testing preparation.
- Complete “A Leader’s Role in Change” computer-based training module.
- Deliver Change Management training to key business areas and Project Leadership.
- Approve Deliverable 8.2 Functional Rollout 2 Train-the-Trainer Model in collaboration with Team CGI.
- Develop and finalize nine course design outlines for the Functional Rollout 2 training effort.
- Deliver User Acceptance Testing training for the Functional Rollout 2 and Maintenance Release #1 participants.

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 second quarter.

Project and Description	Project Duration	Schedule (Status)	Project Budget ⁸	Budget Expended ⁹	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	\$0	

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

⁸ Project Budget – Amount represents the sum of the projects’ prior years’ actual expended, remaining encumbrances, and current and future years budgeted amounts.

⁹ Budget Expended – Amount represents the total expended.

