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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jack Ehnes</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Cassandra Lichnock</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>Julie Underwood</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Lisa Blatnick</td>
<td>Chief of Administrative Services</td>
</tr>
<tr>
<td>Vacant</td>
<td>Public Affairs Executive Officer</td>
</tr>
<tr>
<td>Ashish Jain</td>
<td>Chief Technology Officer</td>
</tr>
<tr>
<td>Bill Perez</td>
<td>Benefits and Services Executive Officer</td>
</tr>
<tr>
<td>Debra Smith</td>
<td>Chief Operating Investment Officer</td>
</tr>
</tbody>
</table>
The following table summarizes current major enterprise technology projects during the fourth quarter.

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Project Duration</th>
<th>Schedule (Status)</th>
<th>Project Budget 1</th>
<th>Budget Expended 2</th>
<th>Budget (Status)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EIM Software Tool</td>
<td>Jun 2018 – Jun 2020</td>
<td>✔</td>
<td>$1,036,350</td>
<td>$999,950</td>
<td>🦋</td>
</tr>
<tr>
<td>HR Link (previously SAP SuccessFactors)</td>
<td>Dec 2018 – Jan 2021</td>
<td>🦋</td>
<td>$1,491,058</td>
<td>$19,500</td>
<td>🦋</td>
</tr>
<tr>
<td>Pension Solution</td>
<td>Jul 2014 – Jan 2023</td>
<td>🟺</td>
<td>$304,833,040</td>
<td>$186,036,427</td>
<td>🦋</td>
</tr>
<tr>
<td>Transformation Readiness</td>
<td>Jul 2016 – Jun 2021</td>
<td>🦋</td>
<td>$16,795,033</td>
<td>$9,712,983</td>
<td>🦋</td>
</tr>
</tbody>
</table>

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.
**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

**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 MILESTONES**

1. **COMPLETED TERMINATION OUT OF BALANCE ANNUITY DEPOSIT/TAX SHELTERED ANNUITY POPULATION**
2. **COMPLETED TERMINATION OUT OF BALANCE ADDITIONAL ANNUITY CREDITS/ADDITIONAL EARNINGS CREDIT AND FUNCTIONAL ROLLOUT 2 BASIC ISSUES**
3. **COMPLETED PHASE 2 TERMINATION OUT OF BALANCE ADDITIONAL ANNUITY CREDITS/ADDITIONAL EARNINGS CREDIT**

---

3 As approved by Pension Solution Steering Committee.
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

$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

CONTRACT EXECUTION AND PROJECT KICK-OFF

COMPLETED REQUIREMENTS ANALYSIS

COMPLETED SOLUTION TESTING

COMPLETE PROJECT PLANNING PHASE

COMPLETED SOLUTION BUILD IN DEVELOPMENT ENVIRONMENT

COMPLETE PRODUCT IMPLEMENTATION

Fiscal Year 2019–20 Fourth Quarter
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

- REQUEST FOR PROPOSAL RELEASED
- COMPLETED BUSINESS PREPARATION ACTIVITIES
- COMPLETED VENDOR CONTRACT AND IMPLEMENTATION VENDOR ONBOARD
- REQUEST FOR PROPOSAL RESPONSES DUE
- PROCURED SOFTWARE LICENSING (EMPLOYEE CENTRAL)
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 Pre-User Acceptance Testing for Functional Rollout 2.

**PROJECT SCHEDULE STATUS TIMELINE**

FISCAL YEAR 2019–20 MAJOR MILESTONES

- **COMPLETED FUNCTIONAL ROLLOUT 1 USER ACCEPTANCE TESTING AND FUNCTIONAL ROLLOUT 2 DEVELOPMENT ACTIVITIES**
- **COMPLETED SYSTEM TESTING (PART - A) AND COMMENCED SYSTEM TESTING (PART - B) FOR FUNCTIONAL ROLLOUT 2**
- **COMPLETED STAFF TRAINING FOR AND SOFT LAUNCH OF EMPLOYER READINESS ENVIRONMENT. COMMENCED EMPLOYER TRAINING FOR EMPLOYER READINESS ENVIRONMENT**
- **RECEIVED APPROVAL OF NEW FILE FORMAT REGULATIONS FROM OFFICE OF ADMINISTRATIVE LAW**

---

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).
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

- COLLECTED IMPACTS FROM BUSINESS AREAS
- COMPLETED FUNCTIONAL ROLLOUT 2 TRAINING PLAN
- PENSION SOLUTION OPEN HOUSE FOR STAFF AND DEFINED ROLES FOR FUNCTIONAL ROLLOUT 2 CHANGE ACTIVITIES
- BEGIN FUNCTIONAL ROLLOUT 2 TRAINING DEVELOPMENT
The following table summarizes other reportable enterprise projects under $1 million during the fourth quarter.

<table>
<thead>
<tr>
<th>Project and Description</th>
<th>Project Duration</th>
<th>Schedule (Status)</th>
<th>Project Budget</th>
<th>Budget Expended</th>
<th>Budget (Status)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP Concur (Travel and Expense Management)</td>
<td>Estimate 8-10 months</td>
<td>🌵</td>
<td>$865,000</td>
<td>$204,200</td>
<td>🌵</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*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.