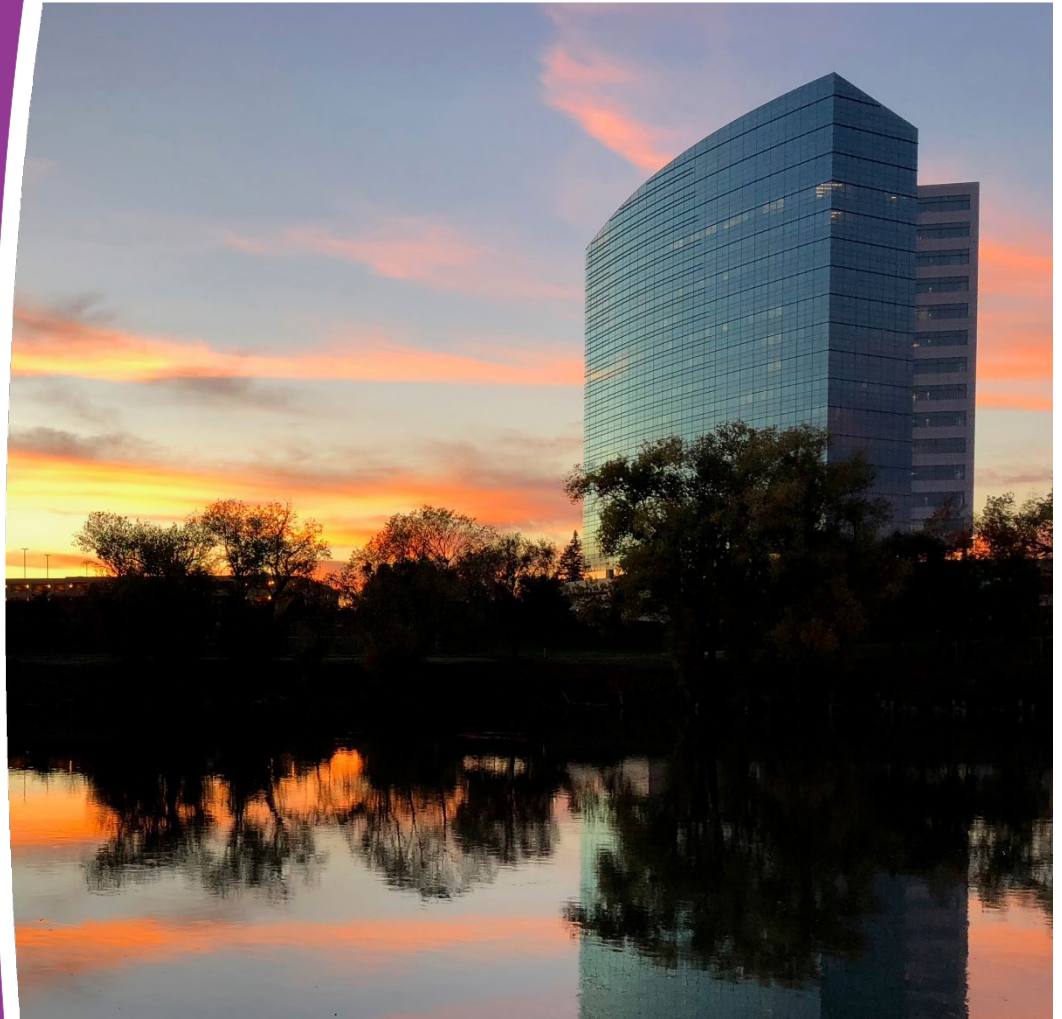




# Enterprise Technology Projects

FISCAL YEAR

2020-21



**FIRST QUARTER REPORT**

Quarter Ending September 30, 2020

## ENTERPRISE TECHNOLOGY PROJECTS

FISCAL YEAR 2020-21  
FIRST QUARTER REPORT

At the end of the first quarter for fiscal year 2020-21, 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

**Diane Stanton**

Acting Public Affairs Executive Officer

**Ashish Jain**

Chief Technology Officer

**Bill Perez**









Chief Benefits Officer

**Scott Chan**

Deputy Chief Investment Officer

## MAJOR ENTERPRISE TECHNOLOGY PROJECTS

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

Project Name	Project Duration	Schedule (Status)	Project Budget <sup>1</sup>	Budget Expended <sup>2</sup>	Budget (Status)
Data Quality	Nov 2011 – Jun 2022		\$30,910,879	\$22,824,189	
Datacenter Hosting and Migration Services	Nov 2020 – Oct 2023		\$19,900,000	\$0	
HR Link	Dec 2018 – Aug 2021		\$1,491,058	\$236,597	
Pension Solution	Jul 2014 – Feb 2023		\$304,833,040	\$191,966,724	
Transformation Readiness	Jul 2016 – Jun 2021		\$16,795,033	\$10,562,571	

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

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

<sup>2</sup> Budget Expended – Amount represents the total expended.

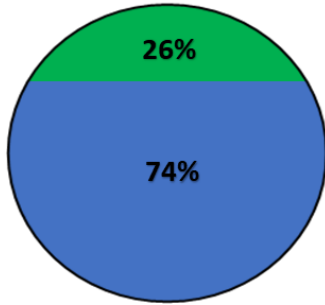
# MAJOR ENTERPRISE TECHNOLOGY PROJECTS

## 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

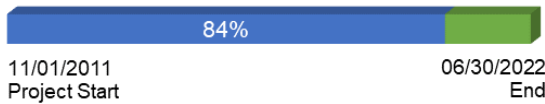
### ACCOMPLISHMENTS – PERIOD ENDING SEPTEMBER 30, 2020

- Completed or closed fifteen conversion fallout issues.
- Triaged twenty-three conversion fallout issues.

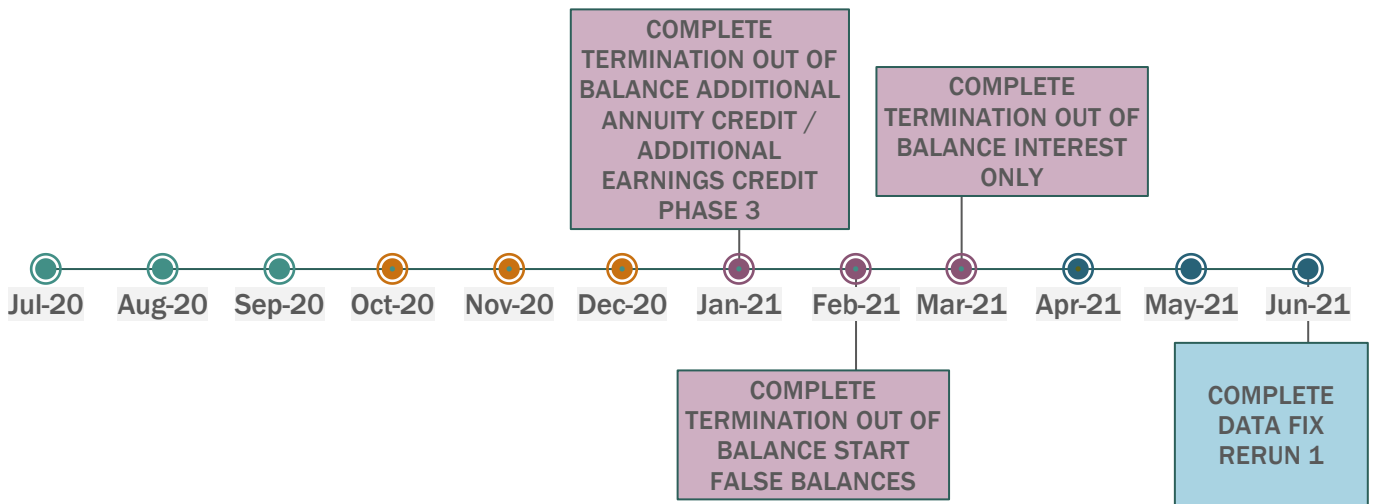
### PLANNED MAJOR ACTIVITIES & MILESTONES BY DECEMBER 31, 2020

- Complete Pre-User Acceptance Testing activity.
- Complete User Acceptance Testing data collection support
- Complete Parallel Testing support

## PROJECT SCHEDULE STATUS TIMELINE



## FISCAL YEAR 2020–21 MAJOR MILESTONES<sup>3</sup>



<sup>3</sup> As approved by Pension Solution Steering Committee.

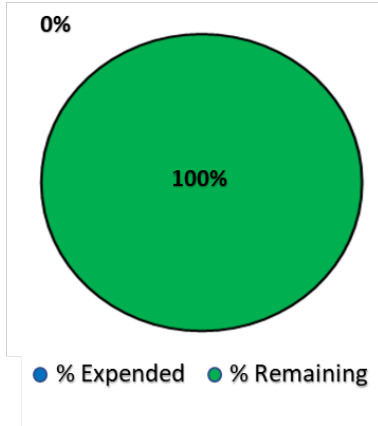
## MAJOR ENTERPRISE TECHNOLOGY PROJECTS

### DATACENTER HOSTING AND MIGRATION SERVICES

The Datacenter Hosting and Migration Services project will enable CalSTRS to mitigate the business continuity risks, supports CalSTRS enterprise strategic goals, and establishes a flexible framework for operational efficiency and cost optimization through the migration of on-premise critical systems/equipment onto a multi-modal data center solution.

#### PROJECT BUDGET

\$19.9 Million



#### ACCOMPLISHMENTS – PERIOD ENDING SEPTEMBER 30, 2020

- Selected and executed a contract with a cloud datacenter hosting and migration vendor.

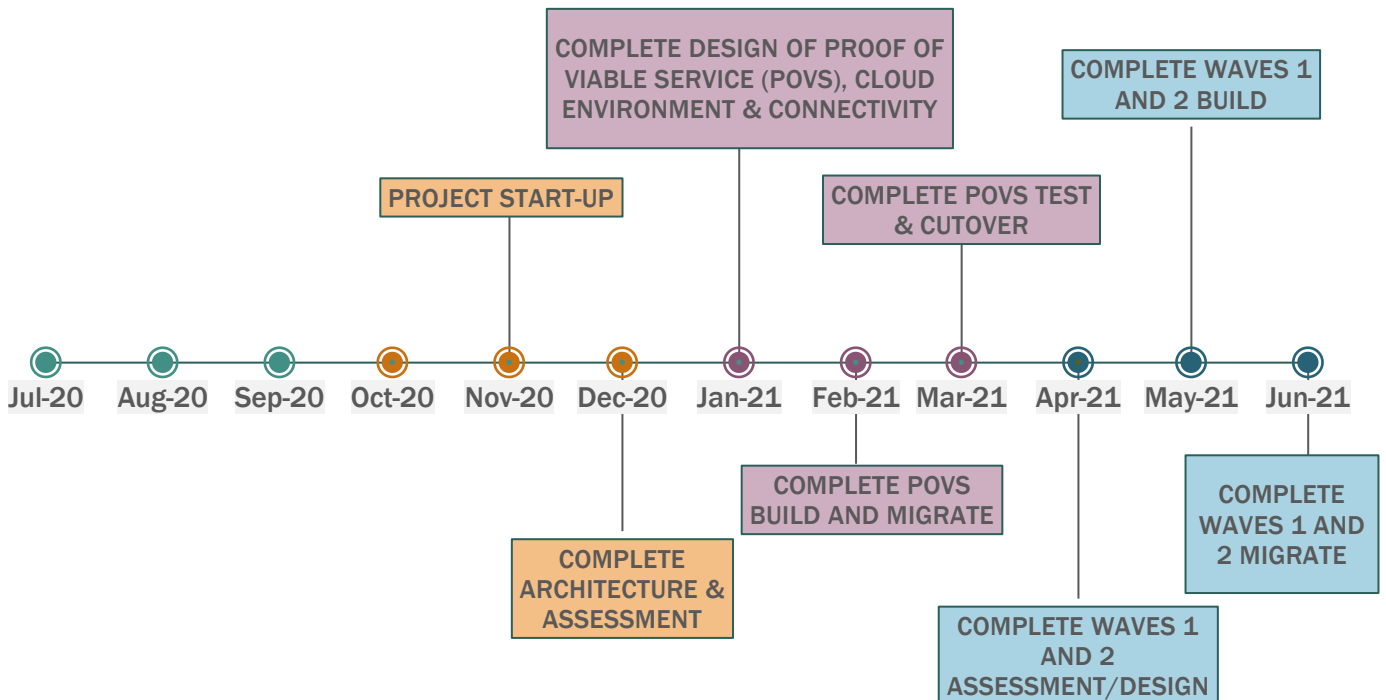
#### PLANNED MAJOR ACTIVITIES & MILESTONES BY DECEMBER 31, 2020

- Complete the project planning and staffing preparation.
- Complete vendor onboarding.
- Hold project kick-off meeting.
- Conduct an assessment of current datacenter and application architecture.

#### PROJECT SCHEDULE STATUS TIMELINE



#### FISCAL YEAR 2020–21 MAJOR MILESTONES



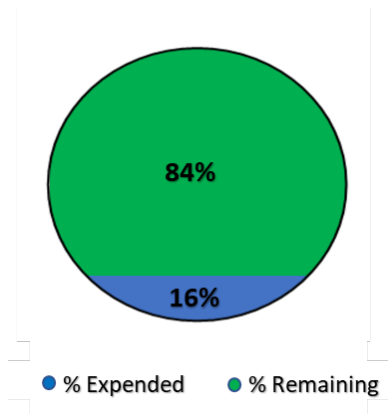
## MAJOR ENTERPRISE TECHNOLOGY PROJECTS

### HR LINK

The HR Link 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 and Learning and Development are the first modules and include a core HR platform, time and attendance management, and a learning management system.

#### PROJECT BUDGET

\$1.5 Million



#### ACCOMPLISHMENTS – PERIOD ENDING SEPTEMBER 30, 2020

- Completed vendor onboarding.
- Held project kick-off meeting.
- Baselined implementation schedule with vendor.
- Completed change request to adjust project schedule with baselined implementation schedule and add replication development work to vendor scope.
- Kicked off Iteration 1 for Employee Central (EC), Time and Attendance, and the Learning Management System (LMS).
- Completed Iteration 1 configuration workshops for EC, Time and Attendance, and LMS.
- Validated and completed Iteration 1 for EC and Time and Attendance.

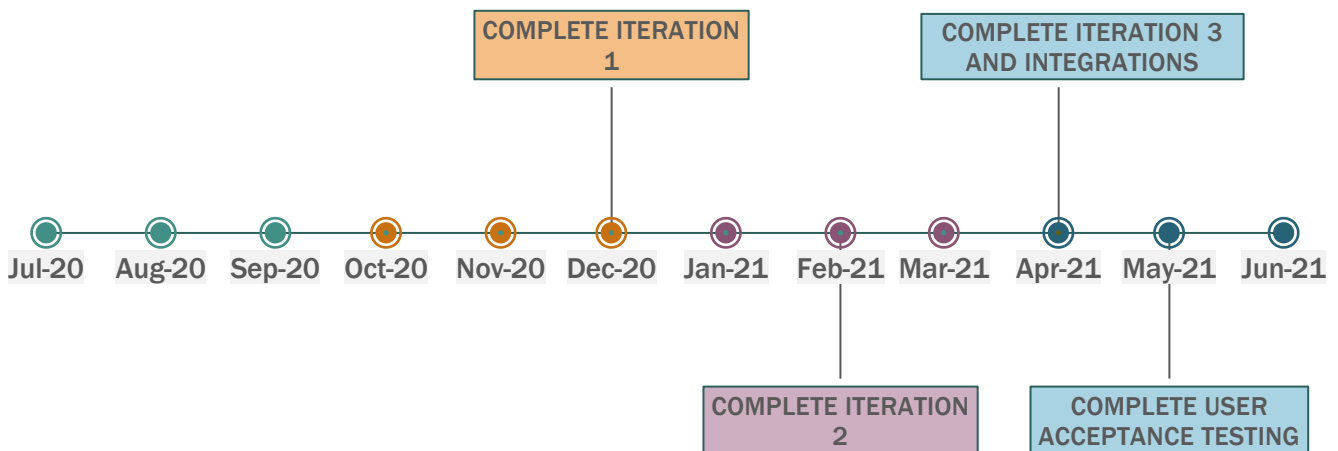
#### PLANNED MAJOR ACTIVITIES & MILESTONES BY DECEMBER 31, 2020

- Complete and validate Iteration 1 for LMS.
- Complete Iteration 1 for EC, Time and Attendance, and LMS.
- Kick off Iteration 2 for EC, Time and Attendance, and LMS.
- Validate and complete Iteration 2 for EC and Time and Attendance.

#### PROJECT SCHEDULE STATUS TIMELINE



#### FISCAL YEAR 2020–21 MAJOR MILESTONES



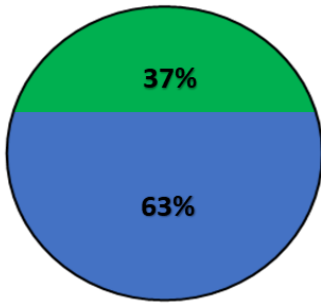
# MAJOR ENTERPRISE TECHNOLOGY PROJECTS

## 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



● % Expended ● % Remaining

### ACCOMPLISHMENTS – PERIOD ENDING SEPTEMBER 30, 2020

- Completed Readiness Visits with 50% of all Report Sources.
- Deployed Maintenance Release 1 in the Employer Readiness Environment.
- Completed Maintenance Release 1 User Acceptance Testing activities for Functional Rollout 1.

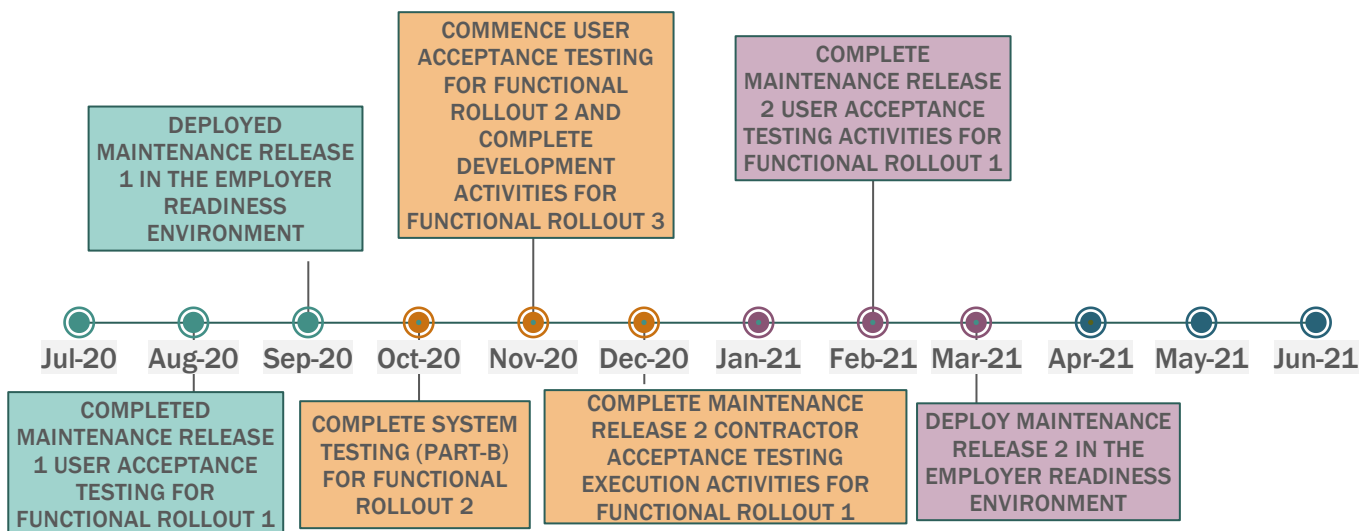
### PLANNED MAJOR ACTIVITIES & MILESTONES BY DECEMBER 31, 2020

- Complete System Testing (Part-B) for Functional Rollout 2.
- Complete Readiness Visits with 80% of all Report Sources.
- Complete Maintenance Release 2 Contractor Acceptance Testing execution activities for Functional Rollout 1.
- Commence Maintenance Release 2 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.
- Complete Development activities for Functional Rollout 3.

### PROJECT SCHEDULE STATUS TIMELINE<sup>4</sup>



### FISCAL YEAR 2020-21 MAJOR MILESTONES



<sup>4</sup> 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).

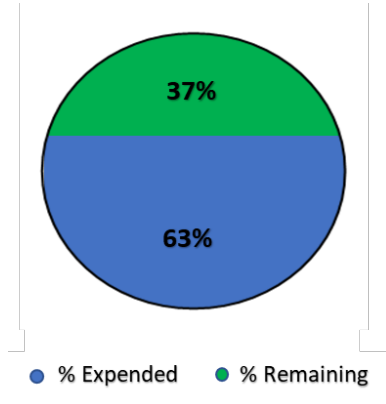
# MAJOR ENTERPRISE TECHNOLOGY PROJECTS

## 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



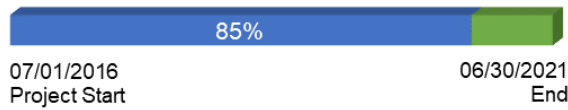
### ACCOMPLISHMENTS – PERIOD ENDING SEPTEMBER 30, 2020

- Completed 28 of 32 Functional Rollout 2 business process readiness documents.
- Completed first iteration of the Functional Rollout 2 Role Profile Matrix.
- Completed Functional Rollout 2 training design; 40 course design outlines were finalized in collaboration with business area subject matter experts.
- Conducted virtual instructor-led training and computer-based training workshops for Functional Rollout 2 course developers.

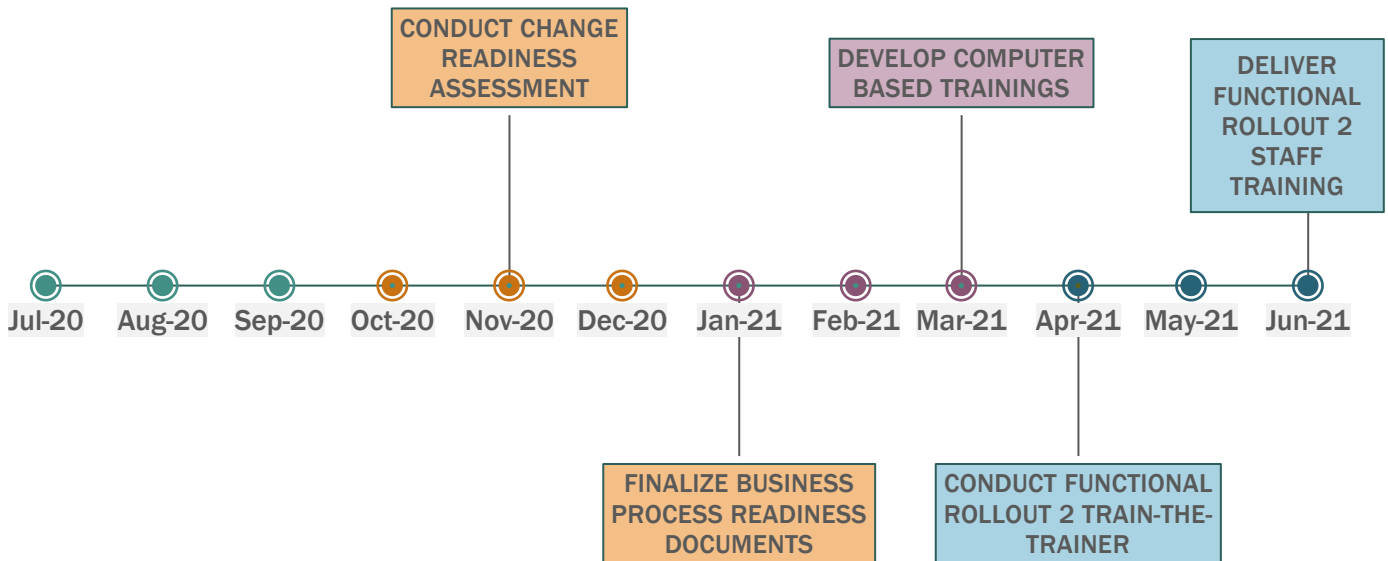
### PLANNED MAJOR ACTIVITIES & MILESTONES BY DECEMBER 31, 2020

- Complete the Functional Rollout 2 computer-based training draft scripts.
- Conduct Pension Solution Change Readiness Assessment.
- Complete all Functional Rollout 2 and 3 Business Process Readiness documents.
- Develop the Functional Rollout 2 Train-the-Trainer schedule.

### PROJECT SCHEDULE STATUS TIMELINE





### FISCAL YEAR 2020-21 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 <sup>5</sup>	Budget Expended <sup>6</sup>	Budget (Status)
<p><b>SAP Concur (Travel and Expense Management)</b></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>	Jan 2020 – May 2021 <sup>7</sup>		\$865,000	\$269,622	

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

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

<sup>6</sup> Budget Expended – Amount represents the total expended.

<sup>7</sup> Due to the elimination of the budget integration early adopter program by SAP after procurement was complete, the project had to look for alternative methods to integrate Concur with BusinessDirect causing delays in the planned end date.

