
CALSTRS

Enterprise Projects Fiscal Year 2011/2012 Second Quarter Report

Enterprise Projects

Fiscal Year 2011/2012 – Second Quarter Report

The Enterprise Program Investment Council (EPIC) is responsible for governance of all enterprise projects which includes prioritizing, allocating resources and providing oversight of the \$20 million annual EPIC budget.

The Project Management Office (PMO) monitors and reports on the EPIC Budget and enterprise projects monthly to EPIC and quarterly to the Teachers' Retirement Board.

Enterprise Program Investment Council Members

Christine Ford
Chief of Staff

Robin Madsen
Chief Financial Officer

Peggy Plett
Deputy Chief Executive Officer
Benefits and Services

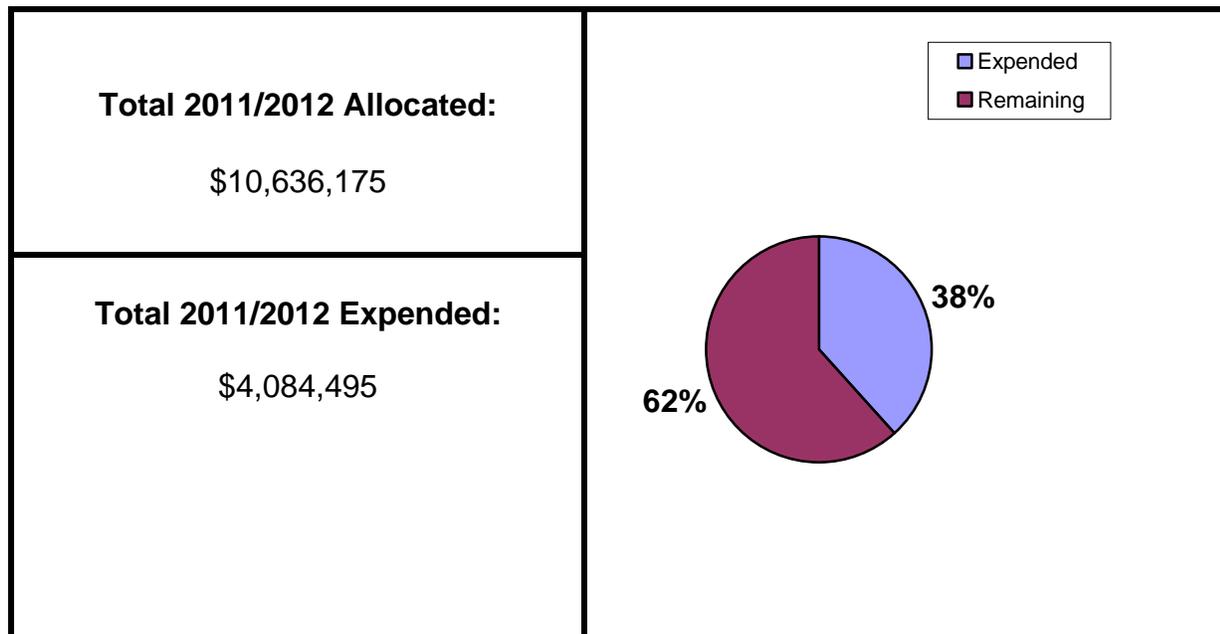
Ed Derman
Deputy Chief Executive Officer
Plan Design and Communication

Janice Hanson
Deputy Chief Executive Officer
Enterprise Initiatives and Technology

Ray Greenhouse
Chief Technology Officer

Total Enterprise Projects' 2011/2012 Budget: \$20 Million

As of December 31, 2011



Enterprise Projects

Fiscal Year 2011/2012 – Second Quarter

Project Name	Duration	Project Total ¹	2011/2012 Budget	2011/2012 Expended ²	Schedule	Budget
Actuarial Valuation	Apr 08 – Jun 12	\$1,829,847	\$130,000	\$14,250	♦ ³	♦ ³
Annual Update	Jul 11 – Jun 12	\$89,050	\$89,050	\$42,736	●	●
Anti-Spiking Discovery	Apr 11 – Aug 11	\$28,490	\$11,250	\$8,800	☺	☺
Board Elections	Nov 10 – Mar 12	\$47,135	\$26,880	\$2,377	●	●
BusinessRenew						
Corporate Accounting & Resource Management ⁴	Jan 11 – Aug 13	\$18,812,318 ⁴	\$15,168,713 ⁴	\$2,370,213 ⁴	⚠ ⁵	●
Data Preparation	Nov 11 – Nov 12	\$2,710,455	\$1,215,236	\$149,074	●	●
Independent Project Oversight	Sep 11 – Oct 19	\$6,100,000	\$800,000	\$0	●	●
Pension Solution	Dec 10 – Jun 12	\$5,189,487	\$1,656,252	\$468,619	●	●
Project Support	Jan 11 – Jun 13	\$1,954,700	\$1,214,000	\$149,156	●	●
Requirements Management	Aug 11 – Jan 12	\$0 ⁷	\$0 ⁷	\$0 ⁷	♦ ⁸	N/A
CalSTRS.com Redesign	Nov 11 – Feb 12	\$12,720	\$12,720	\$6,500	⚠ ⁹	●
Cost Effectiveness Measurement	Jul 11 – Sep 11	\$1,700	\$1,700	\$1,700	☺	☺
Investment Accounting ¹⁰	Oct 08 – Dec 11	\$2,771,500	\$827,000	\$0	☺	●
myCalSTRS Online Services for Teachers ¹⁰	Jan 09 – Dec 11	\$1,833,151	\$19,080	\$19,076	☺	☺
Omnibus Bill	Oct 11 – Nov 12	\$354,530	\$286,022	\$25,750	●	●
Penalties and Interest	Dec 09 – Aug 12	\$11,268,923	\$4,524,153	\$2,945,253	●	●
Pension Accounting Initiative	May 08 – Jul 12	\$6,372,839	\$0	\$0	●	●
Priority Management Project Portfolio Management Tool	Aug 11 – Jun 12	\$396,360	\$396,360	\$46,410	⚠ ¹¹	●
Scheduling System	Dec 11 – Mar 12	\$23,600	\$23,600	\$2,400	●	●
Project Management Office Program	Ongoing	\$740,440	\$740,440	\$386,117	N/A	●
Project Risk Reserve	Ongoing	\$1,000,000	\$1,000,000	\$0	N/A	●
Total Enterprise Projects' 2011/2012 Budget:		Total 2011/2012 Allocated:		Total 2011/2012 Expended:		
\$20 million		\$10,636,175		\$4,084,495		
Schedule & Budget Indicators:		● Acceptable	⚠ Warning	♦ Critical	☺ Complete	

¹ Project Total – amount represents the sum of the projects' prior years' actual expended amount and the current and future years budgeted amounts

² 2011/2012 Expended – includes project expenses paid and does not reflect expenses that have been accrued

³ Actuarial Valuation – schedule and budget in critical status due to need to procure vendor to prepare final deliverable

⁴ BusinessRenew Corporate Accounting & Resource Management – \$15.5 million funded through Board and contingency funds and is excluded from the Enterprise Projects' stated Budget, Allocated and Expended totals information. The project received an additional \$3.3 million in EPIC funding for fiscal year 2012/2013.

⁵ BusinessRenew Corporate Accounting & Resource Management - schedule warning due to delay in the blueprint (design) phase completion

⁶ BusinessRenew Pension Solution - amount includes funds for project phases beyond the defined discovery phase

⁷ BusinessRenew Requirements Management – this project is utilizing internal resources only

⁸ BusinessRenew Requirements Management – schedule warning due to lack of available resources

⁹ CalSTRS.com Redesign – schedule delay due to procurement process longer than initially estimated

¹⁰ Investment Accounting & MyCalSTRS Online Services for Teachers projects initiated with contingency funding and later received EPIC funding. The amount displayed above reflects EPIC funding only.

¹¹ Priority Management Portfolio Management Tool – schedule warning due to the delay due to procurement process longer than initially estimated

Actuarial Valuation

The Actuarial Valuation project will provide CalSTRS with verification of the actuarial valuation processes, improve the current valuation process through the use of both technology and process improvement, and create detailed Actuarial Resources procedures.

Period Ending December 31, 2011:

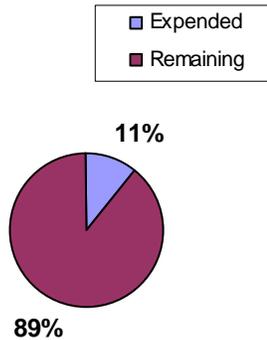
- Finalized procurement strategy and initiated procurement process for vendor service to prepare the Detailed Internal Procedures Report.

Planned Deliverables by March 31, 2011:

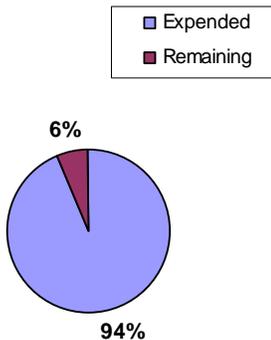
- Continue procurement process for vendor service to prepare the Detailed Internal Procedure Report.
- Request Enterprise Program Investment Council approval to extend the project schedule and increase the project budget to reflect hiring a new vendor to complete the Detailed Internal Procedures Report as the final project deliverable.

◆Critical Warning: Project schedule and budget in critical status due to unavailability of contractor and the need to procure a new vendor to prepare final deliverable.

**2011/2012 Project Budget
\$130 Thousand**



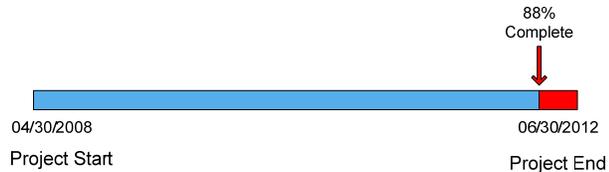
**Total Project Budget
\$1.8 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Project Name	Purpose	Accomplishments
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Annual Update

The Annual Update process calculates fiscal year end contributions, interest and yearly service credit; transfers all necessary funds between the Defined Benefit and Defined Benefit Supplement accounts; as well as produces the *Retirement Progress Reports* (annual member statements).

Period Ending December 31, 2011:

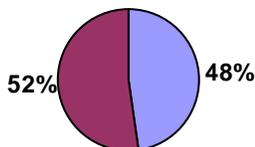
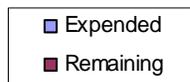
- Completed Annual Update corporate database production run.
- Provided Retirement Progress Reports on *myCalSTRS*.
- Provided Retirement Progress Report samples at the Teachers' Retirement Board meeting.
- Mailed the 2010/2011 Retirement Progress Reports to members.

Planned Deliverables by March 31, 2012:

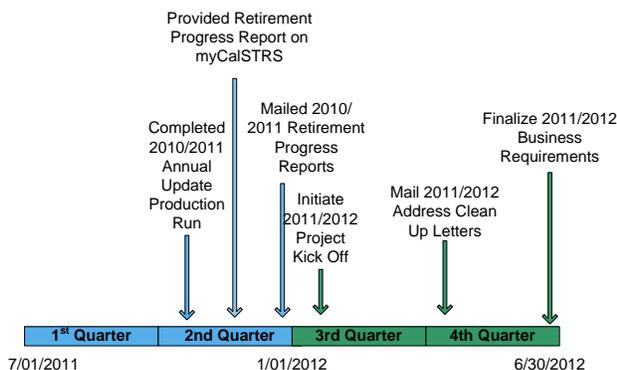
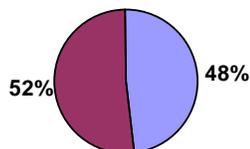
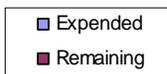
- Gather data on 2011 Retirement Progress Reports Customer Satisfaction Survey.
- Complete 2010/2011 Annual Update project close-out report.
- Define 2011/2012 Retirement Progress Report enhancements.
- Begin developing the requirements and design specifications for the 2011/2012 Retirement Progress Reports.

Major Fiscal Year 2011/2012 Milestones

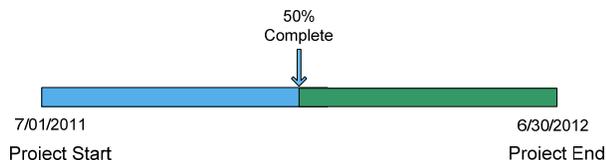
2011/2012 Project Budget
\$89 Thousand



Total Project Budget
\$89 Thousand



Project Schedule Status Timeline



Anti-Spiking Discovery

The Anti-spiking discovery will explore system-wide solutions that will allow CalSTRS to systematically and consistently identify and prevent benefit spiking.

Period Ending December 31, 2011:

- Project is complete.

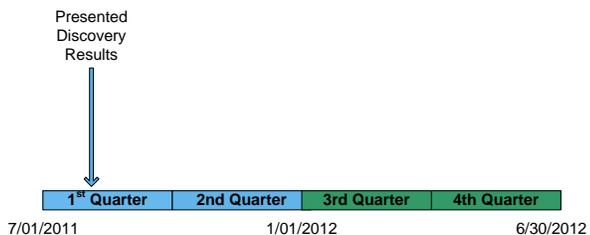
Planned Deliverables by March 31, 2012:

- Project is complete.

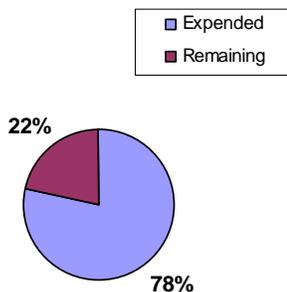
Total Project Cost: Project was completed under budget.

Schedule and Scope: Project was completed within the approved scope and schedule.

Major Fiscal Year 2011/2012 Milestones



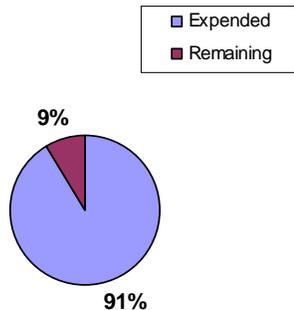
2011/2012 Project Budget \$11 Thousand



Project Schedule Status Timeline



Total Project Budget \$28 Thousand



Board Elections

The Board Election project will facilitate, coordinate and conduct the CalSTRS 2012 Board Election as required under the Teachers' Retirement Law. The elected candidates will serve a four-year term beginning January 1, 2012.

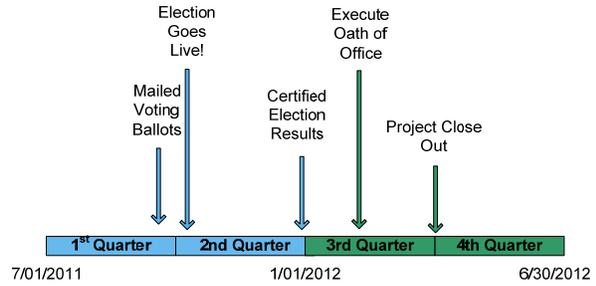
Period Ending December 31, 2011:

- Mailed voting ballots to eligible members.
- Conducted election process.
- Certified election results.
- Posted election results on CalSTRS.com web site and distributed news release.

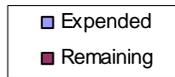
Planned Deliverables by March 31, 2012:

- Execute new board members' oath of office.
- Conduct lessons learned sessions.
- Complete project close-out report.

Major Fiscal Year 2011/2012 Milestones



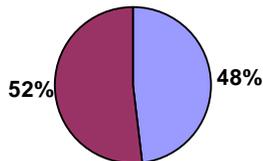
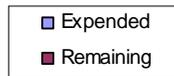
2011/2012 Project Budget \$27 Thousand



Project Schedule Status Timeline



Total Project Budget \$47 Thousand



BusinessRenew Corporate Accounting & Resource Management

The BusinessRenew Corporate Accounting and Resource Management (CARM) project will improve financial reporting, corporate accounting, budgeting, procurement and contract management by implementing policies and technology systems that include automated internal controls to reduce financial and operational risks.

Period Ending December 31, 2011:

- Completed draft Blueprint (solution design).
- Held walkthroughs of functionality for end-user stakeholder groups.
- Approved Change Management Plan and commenced Change Management activities.
- Approved Training Strategy and commenced developing training plan and materials.
- Approved technical planning documents (System Security Plan, System Landscape Strategy).

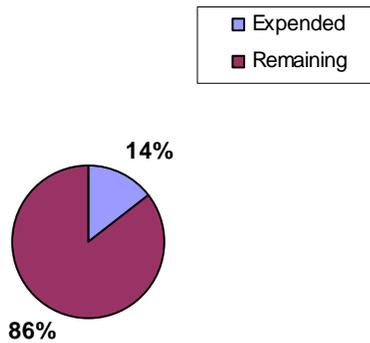
Planned Deliverables by March 31, 2012:

- Complete Blueprint (solution design) Phase of project.
- Complete detailed schedule for Realization (configuration, development and testing) Phase.
- Complete configuration of highest priority processes in SAP.
- Complete design of highest priority development objects.
- Complete training plan.
- Develop Change Network – a network of individuals throughout the organization who will communicate project information.

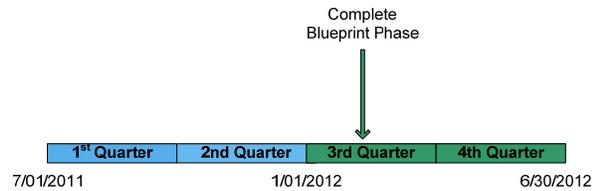
⚠ Schedule Warning: Project is behind schedule due to the delay in blueprint phase completion.

Note: Project is funded from FY2011/2012 Operating Budget one time funds and contingency funds and will utilize Enterprise Program Investment Council (EPIC) funding for Fiscal Year 2012/2013 only.

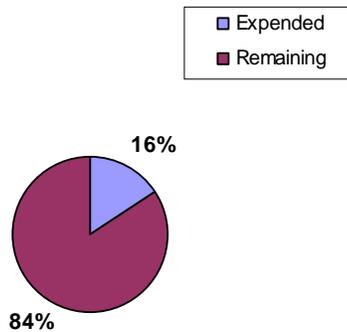
2011/2012 Project Budget
\$15.2 Million



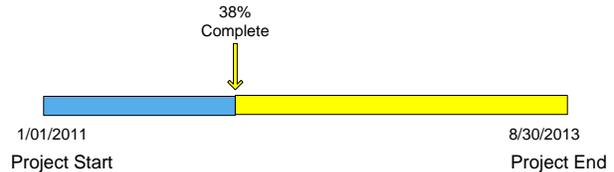
Major Fiscal Year 2011/2012 Milestones



Total Project Budget
\$18.8 Million



Project Schedule Status Timeline



**BusinessRenew
Data
Preparation**

The Renew Data Preparation project will acquire the services of a Data Analysis Services vendor to assist in analyzing CalSTRS pension data and developing a plan for preparing the data for conversion to a new pension solution.

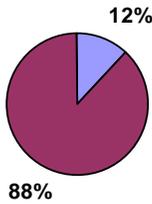
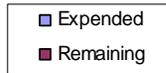
Period Ending December 31, 2011:

- Gained Enterprise Program Investment Council approval to establish the Data Preparation discovery including establishing a data fix team to support the cleanup of high priority data issues potentially resulting in over or underpayments and the development of a plan for Enterprise Data Management with an initial focus on the Pension Solution needs.
- Began development of a Request for Proposal to acquire a data analysis services vendor.
- Established a data fix team entitled the Complete Account Review and Evaluation (CARE) team.
- Established the Data Preparation Steering Committee and a Steering Committee Sub-Team for oversight of CARE team activities.

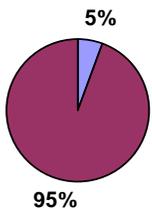
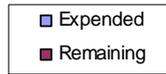
Planned Deliverables by March 31, 2012:

- Release the Request for Proposal for a data analysis vendor and conduct vendor selection process.
- Release a procurement document for the development of a plan for Enterprise Data Management with an initial focus on the Pension Solution needs.
- Develop the Complete Account Review and Evaluation (CARE) team's progress report for presentation to the Enterprise Program Investment Council.

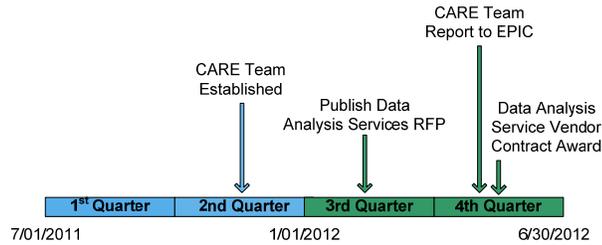
**2011/2012 Project Budget
\$1.2 Million**



**Total Project Budget
\$2.7 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



BusinessRenew Independent Project Oversight

The BusinessRenew Independent Project Oversight will deliver an independent, un-biased assessment of significant BusinessRenew projects progress, outcomes, project and risk management, including but not limited to compliance with established governance and project management processes and best practices.

Period Ending December 31, 2011:

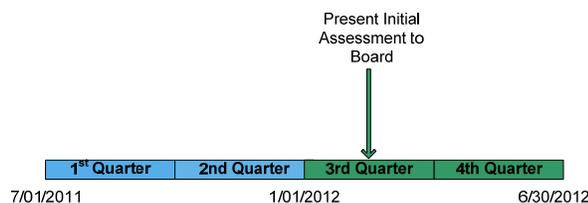
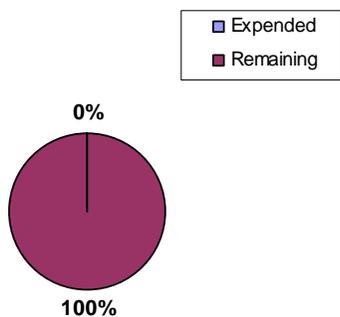
- Established scope and budget when transitioned from BusinessRenew Project Support effort.
- Developed draft initial baseline assessment report for large BusinessRenew projects (Corporate Accounting & Resource Management and Pension Solution).

Planned Deliverables by March 31, 2012:

- Finalize initial baseline assessment report for large BusinessRenew projects (Corporate Accounting & Resource Management and Pension Solution).
- Finalize Project Oversight Review Checklist for on-going BusinessRenew project assessment and reporting.

Major Fiscal Year 2011/2012 Milestones

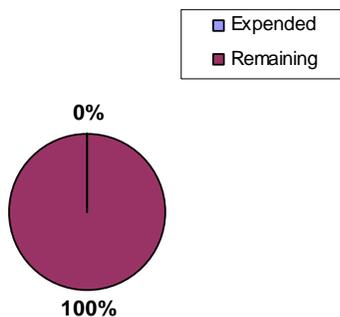
2011/2012 Project Budget
\$800 Thousand



Project Schedule Status Timeline



Total Project Budget
\$6.1 Million



BusinessRenew Pension Solution

The Renew Pension Discovery will acquire the services of a Pension System Expert to assist CalSTRS in planning for a new pension solution, refining estimates for costs, schedule and resources.

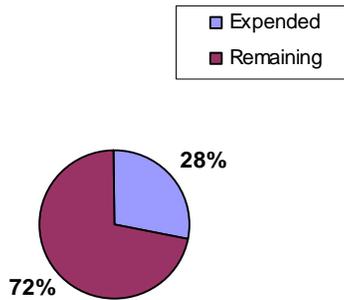
Period Ending December 31, 2011:

- Gained Enterprise Program Investment Council (EPIC) approval to extend the project end date to June 30, 2012 and increase the budget by \$85,000 due to a delay in procuring and on-boarding the pension system expert.
- Resolved the Pension Accounting Functional Boundary Issue and finalized the Functional Boundary Issue resolution document.
- Began business area working sessions to identify and document current Pension Administration inconsistent business practices.

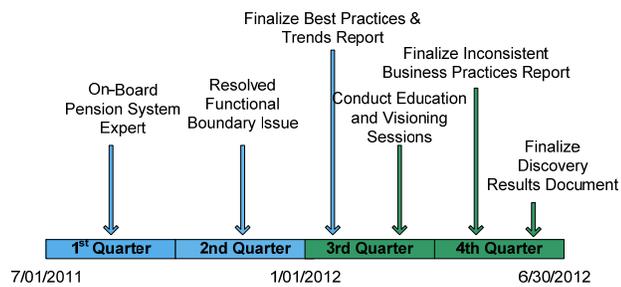
Planned Deliverables by March 31, 2012:

- Finalize and gain approval of the Pension Administration Best Practices and Trends report.
- Conduct Pension Administration education and visioning sessions with CalSTRS high level management.
- Complete the business area working sessions to identify and document current Pension Administration inconsistent business practices.

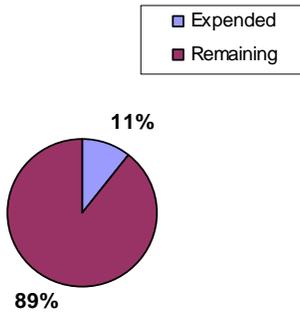
2011/2012 Project Budget
\$1.7 Million



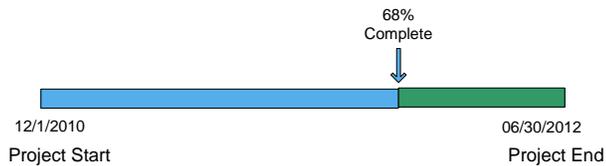
Major Fiscal Year 2011/2012 Milestones



Total Project Budget
\$5.2 Million



Project Schedule Status Timeline



BusinessRenew Project Support

The Renew Project Support will provide project support for all Renew project efforts including independent project oversight, legal services and cultural change and communications management support.

Period Ending December 31, 2011:

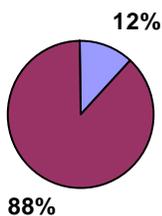
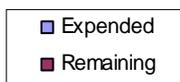
- Provided communications support for Pension Solution and Data Preparation discovery efforts.
- Provided legal support for the maintenance and support agreement for the Corporate Accounting and Resource Management Project.

Planned Deliverables by March 31, 2012:

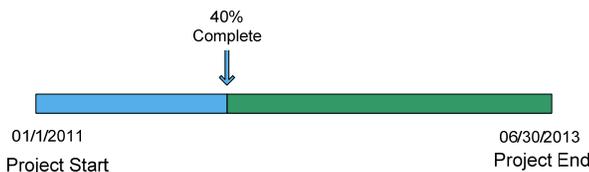
- Finalize and implement BusinessRenew Communications plan.
- Provide on-going communications support for Pension Solution and Data Preparation discovery efforts.

Major Fiscal Year 2011/2012 Milestones

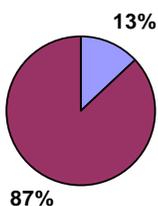
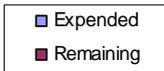
**2011/2012 Project Budget
\$1.2 Million**



Project Schedule Status Timeline



**Total Project Budget
\$1.9 Million**



Project Name	Purpose	Accomplishments
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BusinessRenew Requirements Management

The BusinessRenew Requirements Management project will develop the strategy for managing CalSTRS business and system requirements. Upon approval, a second phase of the project will be initiated to implement the Plan.

Period Ending December 31, 2011:

- Delayed discovery pending resource availability.
- Began developing the Requirements Management Plan.

Planned Deliverables by March 31, 2012:

- Rescope discovery to meet needs of the BusinessRenew Pension Solution discovery.
- Develop draft structure for storing and managing the Pension Solution Discovery requirements.
- Continue developing the Requirements Management Plan.
- Obtain additional resources to support the effort.
- Request Enterprise Program Investment Council approval to extend the discovery schedule

◆**Critical Warning:** Project schedule is in critical warning status due to lack of available resources.

Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



CalSTRS.com Redesign

The CalSTRS.com Redesign Discovery will explore options for a CalSTRS.com website redesign, and release a request for proposal to seek vendor website redesign services.

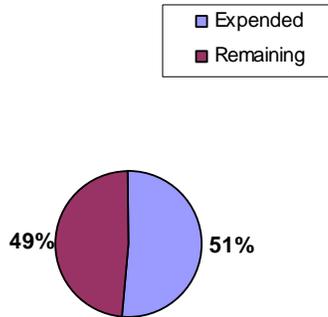
Period Ending December 31, 2011:

- Identified discovery resource requirements and availability.
- Conducted market research and vendor outreach.
- Identified business, technical and security requirements.
- Finalized procurement strategy and initiated procurement process for vendor services for the CalSTRS.com redesign.

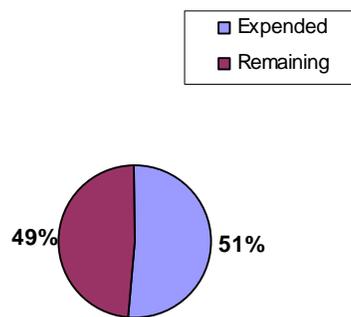
Planned Deliverables by March 31, 2011:

- Complete and release the Request for Proposal for website redesign vendor services.
- Return to the Enterprise Program Investment Council (EPIC) to extend the discovery schedule.

**2011/2012 Project Budget
\$13 Thousand**

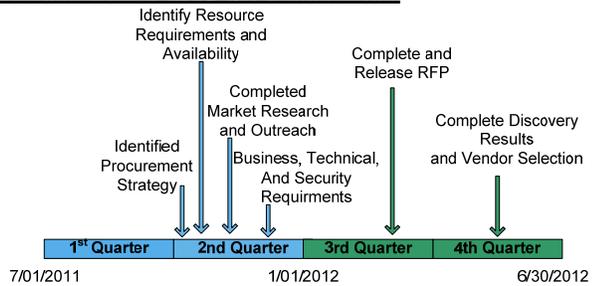


**Total Project Budget
\$13 Thousand**

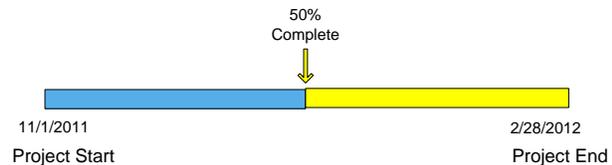


⚠ Schedule Warning: Discovery is behind schedule due to the procurement process timeframe being greater than was initially estimated.

Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Cost Effectiveness Measurement

CalSTRS initiated the Cost Effectiveness Measurement (CEM) Defined Benefit Administration Survey project to coordinate and facilitate all efforts in response to the Defined Benefit Administration annual survey being conducted by CEM, Inc.

Period Ending December 31, 2011:

- Project is complete.

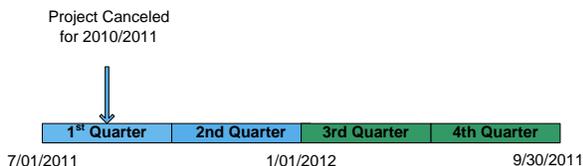
Planned Deliverables by March 31, 2012:

- Project is complete.

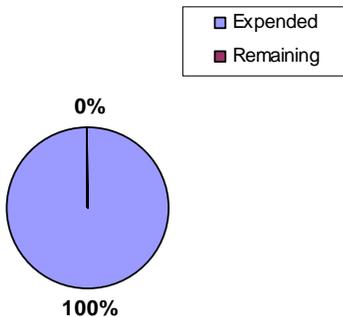
Total Project Cost: Project returned \$31,500 to the Enterprise Program Investment Council (EPIC).

Schedule and Scope: Project was terminated prior to the scheduled end date.

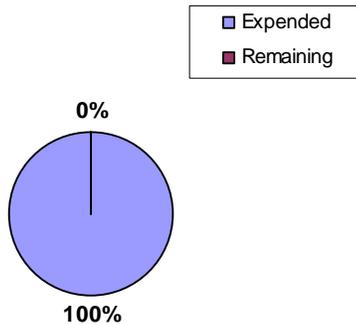
Major Fiscal Year 2011/2012 Milestones



2011/2012 Project Budget \$17 Hundred



Total Project Budget \$17 Hundred



Investment Accounting

The Investment Accounting Project will enhance the current accounting procedures and processes as they relate to accounting for CalSTRS' investment portfolio.

Period Ending December 31, 2011:

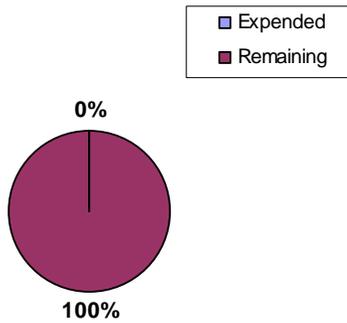
- Transitioned operation of the oversight tools to CalSTRS Investment Accounting staff.
- Finalized policies and procedures related to Investment Accounting.
- Finalized risk assessment tool for Investment Accounting.
- Completed project close-out activities.
- Transitioned the long term general ledger mapping solution to the BusinessRenew Corporate Accounting & Resource Management project.

Planned Deliverables by March 31, 2012:

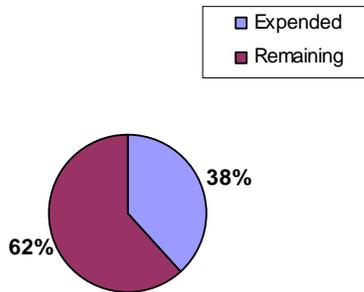
- Project is complete.

Note: The project was initiated in October 2008, with a total of \$1,250,000 in contingency funds and received Enterprise Program Investment Council (EPIC) funding beginning in January 2010. All of the contingency funds have been expended. The remaining project expenditures are expected to be paid early in 2012 and will be reflected in the third quarter report.

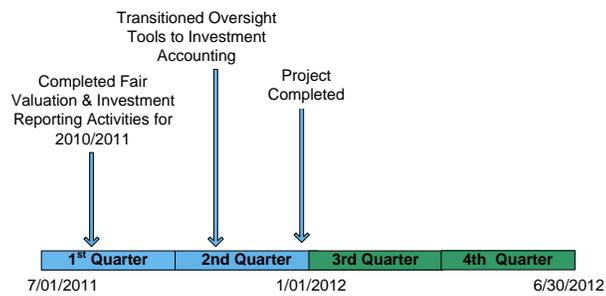
2011/2012 Project Budget
\$827 Thousand



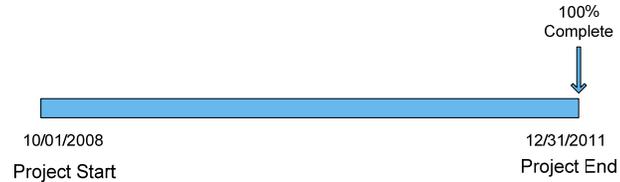
Total Project Budget
\$2.8 Million



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



myCalSTRS Online Services for Teachers (MOST)

The MOST project enhances member online services by updating the secure access and providing a variety of new online services including the ability to complete the retirement application and register for direct deposit online.

Period Ending December 31, 2011:

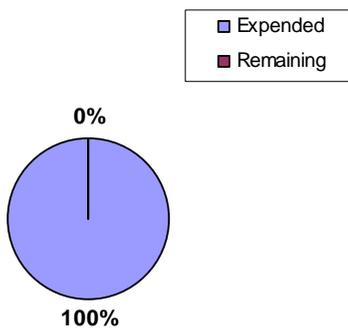
- Completed draft project close-out report.
- Since July 2010:
 - Registered 189,466 members through online and alternate registration processes
 - Enrolled 7,583 members for direct deposit; updated 32,463 member addresses, and 14,056 members' tax withholding information
 - Received 15,183 on-line Death Beneficiary forms
 - Received 1,832 on-line Verification of Benefits requests
 - Completed 1,008 on-line Service Credit forms
 - Received 431 Service Retirement Applications, 197 Pre-Retirement Applications and 252 Refund Applications online

Planned Deliverables by March 31, 2012:

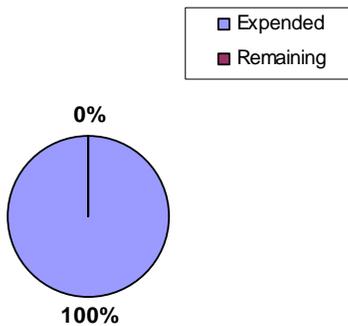
- Complete project close-out report.
- Project is complete.

Note: The project was initiated in January 2009 with fiscal year 2008/2009 contingency funds of \$858,000 and fiscal year 2009/2010 contingency funds of \$1,480,000 and received Enterprise Program Investment Council (EPIC) funding beginning in November 2009. A total of \$1,333,984 in contingency funds has been expended.

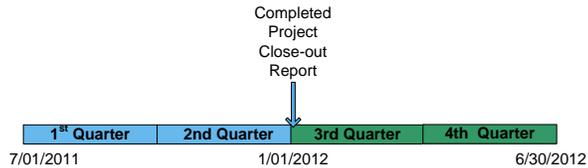
**2011/2012 Project Budget
\$19 Thousand**



**Total Project Budget
\$1.8 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Omnibus Bill

The Omnibus project will implement high priority/high impact measures in the 2011 Senate Bill 349: Retroactive Service Retirement Benefit effective date; change or cancel option elections and Retirement application changes 30 days after the first payment; and Cash Balance Program contributions not allowed for Defined Benefit retirees.

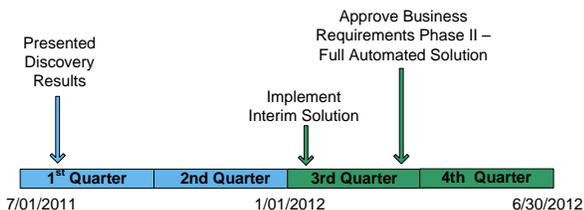
Period Ending December 31, 2011:

- Completed Discovery Results document and presented to Enterprise Program Investment Council (EPIC).
- Transitioned Discovery team to Implementation team.
- Documented the business requirements for interim solution.
- Identified all communication pieces and forms impacted by the new legislation.

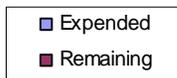
Planned Deliverables by March 31, 2012:

- Complete System Integration testing and User Acceptance testing for interim solution.
- Implement interim solution.
- Update all member, employer and staff communication.
- Define business requirements for a fully automated solution.

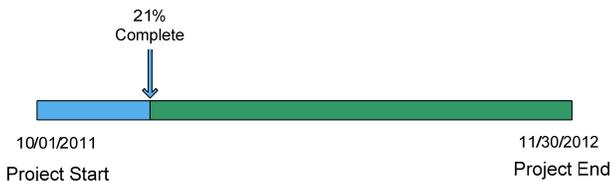
Major Fiscal Year 2011/2012 Milestones



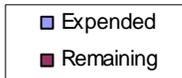
2011/2012 Project Budget \$286 Thousand



Project Schedule Status Timeline



Total Project Budget \$355 Thousand



Penalties and Interest

The Penalties and Interest project will implement SAP, a commercial off-the-shelf (COTS) solution, to automate the calculation, billing, monitoring, collection and dispute process of penalties and interest assessed to Employers for late remittances, late reporting and late adjustments of contributions.

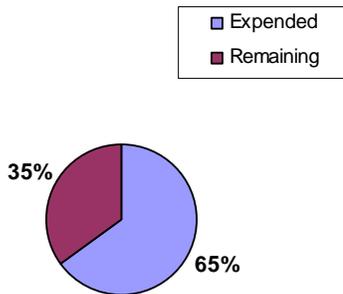
Period Ending December 31, 2011:

- Completed lessons learned report and close-out activities related to the automation portion of the project.
- Developed requirements for regulations version change.
- Developed business requirements matrix and use cases for Secure Employer Web (SEW) site and the corporate database (START).
- Completed corporate database (START) functional specification updates.
- Completed first round of technical specification development (13 of 17) for business rules and integrity checks for regulations compliance activities.
- Continued working with employers in preparing for the July 2012 regulations start date, finalizing the majority of employer readiness assessment calls and plans, and documenting the employer responses.

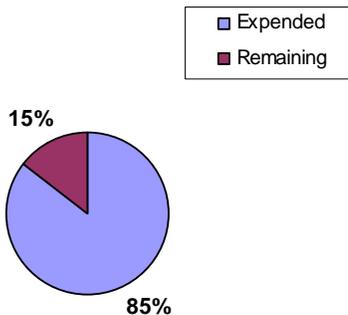
Planned Deliverables by March 31, 2012:

- Complete and secure approval of change request for addition of project enhancements and related resources.
- Complete and secure approval of change request for modification of regulations compliance scope to respond to the Omnibus Bill.
- Secure final CalSTRS board approval of the revised regulations.
- Complete Secure Employer Web (SEW) site and corporate database (START) development for regulations compliance, and begin system integration testing.
- Complete blueprint (design) and configuration and development for regulations version updates and begin system integration testing.
- Complete employer readiness report and continue with readiness support activities.
- Complete training plan, develop training materials aligned with new system modifications, and prepare for training deployment.

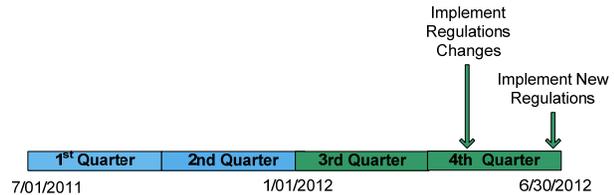
**2011/2012 Project Budget
\$4.5 Million**



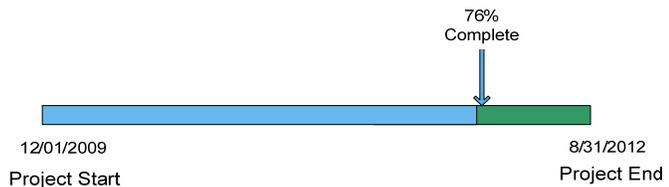
**Total Project Budget
\$11.3 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Pension Accounting Initiative

The Pension Accounting Initiative will improve internal controls by addressing gaps between current and best practices in accounting policy, planning, treatment, chart of accounts, analysis, availability of financial information, use of the general ledger, communication of fiscal impacts, and training for pension administration business events.

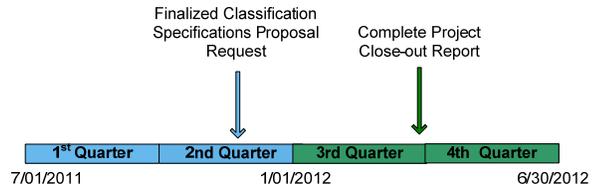
Period Ending December 31, 2011:

- Worked with the State Human Resources control agencies to finalize the Accounting Classification Specifications Proposal Request.

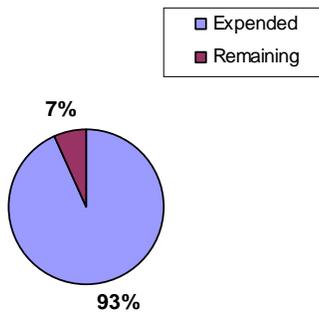
Planned Deliverables by March 31, 2012:

- Receive approval by the State Human Resources control agencies on the Accounting Classification Specifications proposal.
- Complete the creation of the financial services branch reorganization model.

Major Fiscal Year 2011/2012 Milestones



Total Project Budget \$6.4 Million



Project Schedule Status Timeline



Priority Management-Project Portfolio Management (PPM) Tool

The Priority Management - Project Portfolio Management (PPM) Tool will procure and implement a new tool for effective project and resource data collection, management and reporting.

Period Ending December 31, 2011:

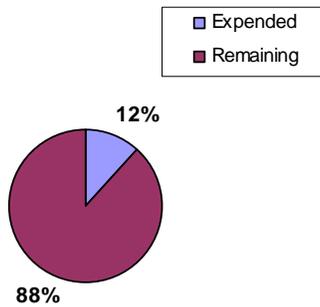
- Released the Request for Proposal for a Project Portfolio Management (PPM) Tool.
- Hired and onboarded a new student assistant.

Planned Deliverables by March 31, 2012:

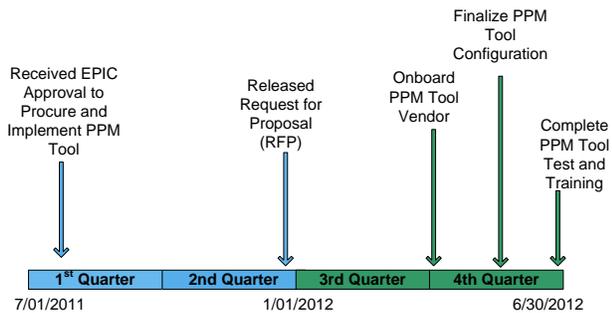
- Conduct vendor demonstrations and perform key reference checks.
- Complete vendor evaluation and selection process.
- Return to the Enterprise Program Investment Council to request a schedule extension or budget increase, if necessary, based on vendor responses to the Request for Proposal.

Schedule Warning: Project is behind schedule due to the procurement process for a Project Portfolio Management (PPM) Tool taking longer than initially estimated. The project will reassess the schedule based on vendor responses to the Request for Proposal.

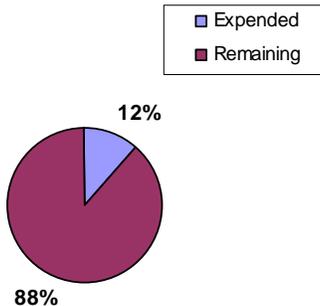
2011/2012 Project Budget \$396 Thousand



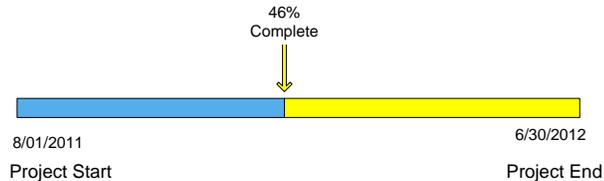
Major Fiscal Year 2011/2012 Milestones



Total Project Budget \$396 Thousand



Project Schedule Status Timeline



Scheduling System

The Scheduling System Discovery will recommend a comprehensive Software as a Service (SaaS) solution to support member self scheduling of workshops, group and individual counseling sessions and Pension2 educational services.

Period Ending December 31, 2011:

- Received Enterprise Program Investment Council (EPIC) approval to conduct project Discovery.

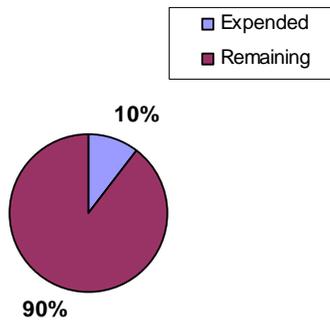
Planned Deliverables by March 31, 2012:

- Return to Enterprise Program Investment Council (EPIC) to request an increase in schedule and budget to support EPIC's recommended discovery approach and revised scope.
- Begin conducting market research and compiling required and desired business features.

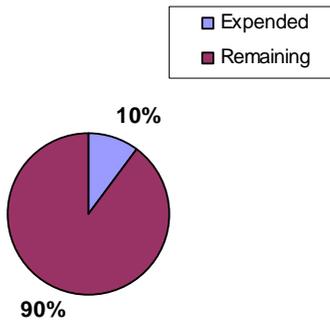
Major Fiscal Year 2011/2012 Milestones



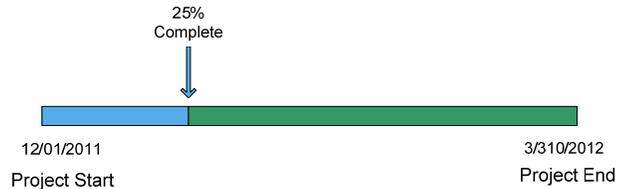
2011/2012 Project Budget \$24 Thousand



Total Project Budget \$24 Thousand



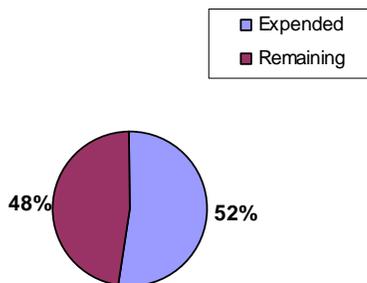
Project Schedule Status Timeline



Project Management Office Program

The Project Management Office provides oversight and management of enterprise wide Enterprise Program Investment Council (EPIC) projects. The Project Management Office utilizes Project Management and System Development Life Cycle methodologies to manage projects. The Project Management Office also provides project resources and project management consulting to the CalSTRS organization.

2011/2012 Project Budget
\$740 Thousand



Period Ending September 30, 2011:

- Provided direction for three new requests for discovery (BusinessRenew: Data Preparation, Scheduling System and CalSTRS.com Redesign).
- Provided direction for one discovery (Omnibus Bill) presenting recommendations to the Enterprise Program Investment Council (EPIC).
- Provided direction for one project (Omnibus Bill) requesting a schedule increase and budget reallocation across fiscal years.
- Provided direction for one project (BusinessRenew: Pension Solution) requesting a schedule and budget increase.
- Provided oversight and management (i.e. scope, schedule, budget, risk, issue) for seventeen enterprise projects/discovery efforts.
- Placed on hold updating of the CalSTRS project management methodology to align with updated CalSTRS methodologies due to staff redirection to support active projects/ discovery efforts.
- Placed on hold drafting two post implementation evaluation reports (PIERs) on the Data Integrity and Additional Earnings and Annuity Credit projects due to staff redirection to support active projects/ discovery efforts.
- Provided a Project Express workshop series to CalSTRS staff on project management processes and templates.
- Began piloting the Priority Management team's new business case.

Planned Deliverables by December 31, 2011:

- Provide direction for business areas developing business cases; projects presenting discovery results recommendations; and projects requesting a schedule extension, budget increase or scope modification.
- Provide direction for two discovery efforts (CalSTRS.com Redesign and Scheduling System) requesting a schedule and budget change.
- Provide direction for one discovery (BusinessRenew: Requirements Management) requesting a schedule extension.
- Provide oversight and management (i.e. scope, schedule, budget, risk, issue) for fifteen enterprise projects/discovery efforts.
- Initiate the Priority Management process and support the process rollout.
- Provide risk training to BusinessRenew project team members.