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 March 31, 2012

| Total 2011/2012 Allocated: | $11,236,175 |
| Total 2011/2012 Expended: | $5,270,840 |

Expended 47%
Remaining 53%
# Enterprise Projects
## Fiscal Year 2011/2012 – Third Quarter

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Duration</th>
<th>Project Total</th>
<th>2011/2012 Budget</th>
<th>2011/2012 Expended</th>
<th>Schedule</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actuarial Valuation</td>
<td>Apr 08 – Jun 12</td>
<td>$1,829,847</td>
<td>$130,000</td>
<td>$22,300</td>
<td>▢ ³</td>
<td>▢ ³</td>
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<tr>
<td>Annual Update</td>
<td>Jul 11 – Jun 12</td>
<td>$89,050</td>
<td>$89,050</td>
<td>$58,016</td>
<td>▲</td>
<td>▲</td>
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<tr>
<td>Anti-Spiking Discovery</td>
<td>Apr 11 – Aug 11</td>
<td>$28,490</td>
<td>$11,250</td>
<td>$8,800</td>
<td>□</td>
<td>□</td>
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<tr>
<td>Board Elections</td>
<td>Nov 10 – Mar 12</td>
<td>$47,135</td>
<td>$26,880</td>
<td>$3,350</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td><strong>BusinessRenew</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Accounting &amp; Resource Management 🟦</td>
<td>Jan 11 – Aug 13</td>
<td>$19,712,318 ⁴</td>
<td>$15,768,713 ⁴</td>
<td>$4,417,586 ⁴</td>
<td>□ ⁵</td>
<td>□ ⁶</td>
</tr>
<tr>
<td>Data Preparation 🟦</td>
<td>Nov 11 – Nov 12</td>
<td>$2,710,455</td>
<td>$1,215,236</td>
<td>$436,067</td>
<td>□</td>
<td></td>
</tr>
<tr>
<td>Independent Project Oversight 🟦</td>
<td>Sep 11 – Oct 19</td>
<td>$6,100,000</td>
<td>$800,000</td>
<td>$251,761</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Pension Solution</td>
<td>Dec 10 – Jun 12</td>
<td>$5,189,487</td>
<td>$1,656,262</td>
<td>$706,981</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Project Support</td>
<td>Jan 11 – Jun 13</td>
<td>$1,934,700</td>
<td>$1,214,000</td>
<td>$172,575</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Requirements Management</td>
<td>Aug 11 – Jun 12</td>
<td>$0 ⁹</td>
<td>$0 ⁹</td>
<td>$0 ⁹</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>CalSTRS.com Redesign</td>
<td>Nov 11 – Apr 12</td>
<td>$19,220</td>
<td>$19,220</td>
<td>$15,350</td>
<td>□ ¹⁰</td>
<td>▲</td>
</tr>
<tr>
<td>Cost Effectiveness Measurement</td>
<td>Jul 11 – Sep 11</td>
<td>$1,700</td>
<td>$1,700</td>
<td>$1,700</td>
<td>□</td>
<td>▲</td>
</tr>
<tr>
<td>Investment Accounting 🟦</td>
<td>Oct 08 – Dec 11</td>
<td>$2,704,000</td>
<td>$827,000</td>
<td>$45,249</td>
<td>□ □</td>
<td>□ □</td>
</tr>
<tr>
<td>myCalSTRS Online Services for Teachers 🟦</td>
<td>Jan 09 – Dec 11</td>
<td>$1,838,151</td>
<td>$19,080</td>
<td>$19,076</td>
<td>□</td>
<td>▲</td>
</tr>
<tr>
<td>Omnibus Bill</td>
<td>Oct 11 – Nov 12</td>
<td>$354,530</td>
<td>$286,022</td>
<td>$43,442</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Penalties and Interest</td>
<td>Dec 09 – Aug 12</td>
<td>$11,268,923</td>
<td>$4,524,153</td>
<td>$3,020,791</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Pension Accounting Initiative</td>
<td>May 08 – Jul 12</td>
<td>$6,372,839</td>
<td>$0</td>
<td>$0</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>SchedulePlus</td>
<td>Dec 11 – Jun 12</td>
<td>$30,000</td>
<td>$30,000</td>
<td>$14,350</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Project Management Office Program</td>
<td>Ongoing</td>
<td>$740,440</td>
<td>$740,440</td>
<td>$533,621</td>
<td>▲</td>
<td>▲</td>
</tr>
<tr>
<td>Project Risk Reserve</td>
<td>Ongoing</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$600,000</td>
<td>N/A</td>
<td>▲</td>
</tr>
</tbody>
</table>

**Total Enterprise Projects’ 2011/2012 Budget:** $20 million

**Total 2011/2012 Allocated:** $11,236,175

**Total 2011/2012 Expended:** $5,270,840

---

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. Received EPIC funds of $600,000 for fiscal year 2011/2012 and $3.3 million for fiscal year 2012/2013
5 BusinessRenew Corporate Accounting & Resource Management - schedule warning due to delay in the blueprint (design) phase completion
6 BusinessRenew Corporate Accounting & Resource Management – budget warning due to needing funds to support additional project management services
7 BusinessRenew Data Preparation – schedule delay due to procurement process longer than initially estimated
8 BusinessRenew Pension Solution - amount includes funds for project phases beyond the defined discovery phase
9 BusinessRenew Requirements Management – this project is utilizing internal resources only
10 CalSTRS.com Redesign – schedule delay due to procurement process longer than initially estimated
11 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.
12 Priority Management Portfolio Management Tool – schedule delay due to procurement process longer than initially estimated

---

**Schedule & Budget Indicators:**
- **Acceptable**: ▲
- **Warning**: □
- **Critical**: ▢
- **Complete**: ○
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 March 31, 2012:
- Initiated procurement process for vendor service to prepare the Detailed Internal Procedures Report.
- Completed analysis of alternative solutions for completing the Detailed Internal Procedures Report.

Planned Deliverables by June 30, 2012:
- Request Enterprise Program Investment Council (EPIC) approval to proceed with the team’s recommendations for completing the Detailed Internal Procedure Report and project close-out activities.

**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.

**Major Fiscal Year 2011/2012 Milestones**

<table>
<thead>
<tr>
<th>Project Schedule Status Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
</tr>
<tr>
<td>04/01/2011</td>
</tr>
</tbody>
</table>

2011/2012 Project Budget
$130 Thousand

- Expended: 17%
- Remaining: 83%

Total Project Budget
$1.8 Million

- Expended: 6%
- Remaining: 94%
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:**  
- Gathered data on 2011 Retirement Progress Reports Customer Satisfaction Survey.  
- Completed the 2010/2011 Annual Update project close-out report.  
- Initiated the 2011/2012 Project Kick-off.  
- Defined the 2011/2012 Retirement Progress Report enhancements.  
- Commenced developing the requirements and design specifications for the 2011/2012 Retirement Progress Reports.  
**Planned Deliverables by June 30, 2012:**  
- Complete business requirements for the 2011/2012 Retirement Progress Report enhancements.  
- Create and mail 19,000 letters for member confirmation of a new US Postal Service provided address.  

**Major Fiscal Year 2011/2012 Milestones**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td>Completed 2010/2011 Annual Update Production Run</td>
</tr>
<tr>
<td>2nd Quarter</td>
<td>Provided Retirement Progress Report on myCalSTRS</td>
</tr>
<tr>
<td>3rd Quarter</td>
<td>Mail 2011/2012 Address Clean Up Letters</td>
</tr>
<tr>
<td>4th Quarter</td>
<td>Finalize 2011/2012 Business Requirements</td>
</tr>
</tbody>
</table>

**Project Schedule Status Timeline**

<table>
<thead>
<tr>
<th>Week</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/01/2011</td>
<td>Project Start</td>
</tr>
<tr>
<td>6/30/2012</td>
<td>Project End</td>
</tr>
</tbody>
</table>

**2011/2012 Project Budget**  
$89 Thousand  
- Expended 35%  
- Remaining 65%

**Total Project Budget**  
$89 Thousand  
- Expended 35%  
- Remaining 65%
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| Anti-Spiking        | The Anti-spiking discovery will explore system-wide solutions that will allow CalSTRS to systematically and consistently identify and prevent benefit spiking.                                                                                     | **Period Ending March 31, 2012:**  
  - Project is complete.  

**Planned Deliverables by June 30, 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

- Expended: 22%
- Remaining: 78%

**Total Project Budget**

$28 Thousand

- Expended: 9%
- Remaining: 91%
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
<th>Total Project Cost: Project was completed under budget by $23,530.</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:  
  - Executed new board members' oath of office.  
  - Conducted lessons learned sessions.  
  - Continue to finalize project close-out report.  

  Planned Deliverables by June 30, 2012:  
  - Finalize project close-out report.  

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

  Major Fiscal Year 2011/2012 Milestones  

<table>
<thead>
<tr>
<th>Project Start</th>
<th>3/31/2012 Project End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Election Goes Live</td>
<td></td>
</tr>
<tr>
<td>Mailed Voting Ballots</td>
<td></td>
</tr>
<tr>
<td>Certified Election Results</td>
<td></td>
</tr>
<tr>
<td>Executed Oath of Office</td>
<td></td>
</tr>
<tr>
<td>Project Close Out</td>
<td></td>
</tr>
</tbody>
</table>

  2011/2012 Project Budget  
  $27 Thousand  
  Expended 12%  
  Remaining 88%  

  Total Project Budget  
  $47 Thousand  
  Expended 50%  
  Remaining 50%  

  100% Complete  
  Project Start 1/1/2011  
  Project End 3/31/2012
**Project Name** | **Purpose** | **Accomplishments**
--- | --- | ---
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 March 31, 2012:**
- Approved Blueprint document which defines the entire solution from a business perspective.
- Completed detailed schedule for Realization (configuration, development and testing) Phase.
- Commenced configuration of 55% of the business processes.
- Completed functional design of approximately 17% of custom development objects.
- Received $600,000 in Enterprise Program Investment Council (EPIC) funding to purchase necessary hardware.

**Planned Deliverables by June 30, 2012:**
- Complete 90% of the SAP solution configuration.
- Complete Functional and Technical Specifications for all custom objects.
- Complete Unit Testing for all Priority 1 and 2 custom objects.
- Complete Integration Test preparation (including the Unit Test Plan, Integration Test Plan and Scripts).
- Commence Integration Testing Cycle 1.
- Complete Training Plan.
- Request Enterprise Program Investment Council (EPIC) approval to increase the project budget by $749,680 for additional project management services and to establish a project risk reserve.
- Amend implementation vendor contract to include application maintenance and support services.

**Schedule and Budget Warning:** Project is behind schedule due to the delay in blueprint phase completion and scaling the project team. The project management team plans to re-evaluate the schedule after productivity measures for the fully staffed team can been captured (early May). The project identified the need for additional project management services and will be requesting EPIC approval for a budget increase to support these services in addition to establishing a project risk reserve.

Note: Project is funded from FY2011/2012 Operating Budget one time funds and contingency funds and is utilizing Enterprise Program Investment Council (EPIC) funding for supplementing the base budget.

**Major Fiscal Year 2011/2012 Milestones**

<table>
<thead>
<tr>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/01/2011</td>
<td>1/01/2012</td>
<td>6/30/2012</td>
<td></td>
</tr>
<tr>
<td>Completed Blueprint Phase</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Project Schedule Status Timeline**

<table>
<thead>
<tr>
<th>1/01/2011</th>
<th>8/30/2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start</td>
<td>Project End</td>
</tr>
</tbody>
</table>

**2011/2012 Project Budget**

- Expended: $15.8 Million
- Remaining: $19.4 Million

**Total Project Budget**

- Expended: $15.8 Million
- Remaining: $19.4 Million
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 March 31, 2012:
- Released the Request for Proposal for a data analysis services vendor.
- Developed the Complete Account Review and Evaluation (CARE) team’s progress report for presentation to the Enterprise Program Investment Council (EPIC).

Planned Deliverables by June 30, 2012:
- Release a procurement document for the development of a plan for Enterprise Data Management with an initial focus on the Pension Solution needs.
- Deliver the Complete Account Review and Evaluation (CARE) team’s progress report to the Enterprise Program Investment Council (EPIC).
- Conduct the Data Analysis Services Request for Proposal vendor response evaluations.
- Request a schedule change to accommodate the extended data analysis services procurement process.

Schedule Warning: The project is behind schedule due to the delay in the publication of the Data Analysis Services RFP. The project team will return to EPIC in June with a scope, schedule and budget change request. The procurement document for Data Analysis Services was published March 30, 2012.

Major Fiscal Year 2011/2012 Milestones

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Milestone Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td>CARE Team Established</td>
</tr>
<tr>
<td>2nd Quarter</td>
<td>Published Data Analysis Services RFP</td>
</tr>
<tr>
<td>3rd Quarter</td>
<td>CARE Team Report to EPIC</td>
</tr>
<tr>
<td>4th Quarter</td>
<td></td>
</tr>
</tbody>
</table>

Project Schedule Status Timeline

- 38% Complete
- Project Start: 1/1/2011
- Project End: 10/30/2012

2011/2012 Project Budget
- $1.2 Million

Total Project Budget
- $2.7 Million

Expended: 36%
Remaining: 64%

Expended: 10%
Remaining: 90%
### Project Name
| BusinessRenew Independent Project Oversight |

#### Purpose
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.

#### Accomplishments

**Period Ending March 31, 2012:**
- Completed initial baseline assessment reports for large BusinessRenew projects (Corporate Accounting and Resource Management and Pension Solution).
- Presented initial assessment findings at the February board meeting.

**Planned Deliverables by June 30, 2012:**
- Develop monthly assessment reports for large BusinessRenew projects (Corporate Accounting and Resource Management, Pension Solution, and Data Preparation.)
- Present board updates at the April and June board meetings.
- Provide feedback on BusinessRenew governance improvements.
- Request Enterprise Program Investment Council approval to increase the budget to include additional BusinessRenew efforts in the monthly assessments.

### Major Fiscal Year 2011/2012 Milestones

#### Project Schedule Status Timeline

![Project Schedule Status Timeline](image)

- Completed: 96%
- Expended: 4%
- Remaining: 96%

<table>
<thead>
<tr>
<th>2011/2012 Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$800 Thousand</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Project Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6.1 Million</td>
</tr>
</tbody>
</table>

- Expended: 31%
- Remaining: 69%
**Project Name**  
BusinessRenew Pension Solution

**Purpose**  
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.

**Accomplishments**

**Period Ending March 31, 2012:**
- Finalized and gained approval of the Pension Administration Best Practices and Trends report.
- Conducted Pension Administration education sessions with CalSTRS high level management.
- Completed the business area working sessions to identify and document current Pension Administration inconsistent business practices.

**Planned Deliverables by June 30, 2012:**
- Conduct the "Vision of the Future" education session with CalSTRS executive staff.
- Finalize the Discovery Results document.
- Gain Enterprise Program Investment Council (EPIC) approval to move forward with the pension solution business requirements phase of the Pension Solution effort.

**2011/2012 Project Budget**  
$1.7 Million

- Expended: 43%
- Remaining: 57%

**Total Project Budget**  
$5.2 Million

- Expended: 15%
- Remaining: 85%

**Major Fiscal Year 2011/2012 Milestones**

**Project Schedule Status Timeline**

Quarter Ending March 31, 2012
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:  
- Provided communications support for large BusinessRenew projects (Corporate Accounting and Resource Management, Pension Solution and Data Preparation.)  
- Finalized BusinessRenew communications plan.  
- Initiated CalSTRS intranet sites for BusinessRenew, Pension Solution and Data Preparation.  
- Provided legal support for the maintenance and support agreement for the Corporate Accounting and Resource Management Project.  

Planned Deliverables by June 30, 2012:  
- 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  

<table>
<thead>
<tr>
<th>Expended</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td>57%</td>
</tr>
</tbody>
</table>

Project Schedule Status Timeline  

Total Project Budget  
$1.9 Million  

<table>
<thead>
<tr>
<th>Expended</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Quarter Ending March 31, 2012
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:  
- Requested and received Enterprise Program Investment Council (EPIC) approval to extend the discovery through June 30, 2012.  
- Obtained additional business analyst resources.  
- Identified project tasks identified and updated schedule.  
- Finalized requirements for a tool to assist with Requirements Management.  

Planned Deliverables by June 30, 2012:  
- Complete Requirements Management Plan.  
- Develop recommendation for a Requirements Management tool.  
- Develop a draft structure for storing the managing the Pension Solution discovery requirements.  
- Develop recommendations regarding existing requirements and a new tool.  
- Request Enterprise Program Investment Council (EPIC) approval of the Discovery results and recommendations for next steps.  

Major Fiscal Year 2011/2012 Milestones

| 2011/2012 Project Budget | No Budget |

<table>
<thead>
<tr>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/1/2011</td>
<td>10/1/2011</td>
<td>6/30/2012</td>
<td></td>
</tr>
</tbody>
</table>

Project Schedule Status Timeline

<table>
<thead>
<tr>
<th>08/1/2011</th>
<th>6/30/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start</td>
<td>Project End</td>
</tr>
</tbody>
</table>

73% Complete
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:  
  - Completed and released the Request for Proposal for website redesign vendor services.  
  - Returned to the Enterprise Program Investment Council (EPIC) to extend the discovery schedule by two months to April 2012.  
  
  Planned Deliverables by June 30, 2012:  
  - Complete vendor selection process.  
  - Complete discovery results and request Enterprise Program Investment Council (EPIC) approval to proceed with the redesign of the CalSTRS.com website.  
  - Execute the contract for website redesign vendor services. |

### 2011/2012 Project Budget
- Total Project Budget: $19 Thousand
-Expended: 20%
-Remaining: 80%

### Project Schedule Status Timeline
- Project Start: 11/1/2011
- Project End: 4/30/2012
- 83% Complete
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:**  
  - Project is complete.  

**Planned Deliverables by June 30, 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**

![Project Canceled for 2010/2011]

<table>
<thead>
<tr>
<th>Quarter</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start</td>
<td>7/01/2011</td>
<td>1/01/2012</td>
<td></td>
<td>9/30/2011</td>
</tr>
<tr>
<td>End</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Status</td>
<td>Project Canceled for 2010/2011</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**2011/2012 Project Budget**  
$17 Hundred

- Expended: 0%  
- Remaining: 100%

**Total Project Budget**  
$17 Hundred

- Expended: 0%  
- Remaining: 100%
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| 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 March 31, 2012:  
  - Project is complete.  

Planned Deliverables by June 30, 2012:  
  - Project is complete.  

Total Project Cost: Project was completed under budget  

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

*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.  

**Major Fiscal Year 2011/2012 Milestones**

<table>
<thead>
<tr>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/01/2011</td>
<td>1/01/2012</td>
<td>3/31/2012</td>
<td>6/30/2012</td>
</tr>
</tbody>
</table>

**Project Schedule Status Timeline**

<table>
<thead>
<tr>
<th>100/1/2008</th>
<th>12/31/2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start</td>
<td>Project End</td>
</tr>
</tbody>
</table>

Quarter Ending March 31, 2012
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.

**2011/2012 Project Budget**

- **$19 Thousand**
  - Expended
  - Remaining

- 0%
- 100%

**Total Project Budget**

- **$1.8 Million**
  - Expended
  - Remaining

- 0%
- 100%

**Period Ending March 31, 2012:**
- Completed project close-out report.

**Planned Deliverables by June 30, 2012:**
- Receive final approval of 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.

**Major Fiscal Year 2011/2012 Milestones**

- **1st Quarter:** 7/01/2011
- **2nd Quarter:** 10/01/2011
- **3rd Quarter:** 1/01/2012
- **4th Quarter:** 4/30/2012

- Completed Project Close-out Report

**Project Schedule Status Timeline**

- **Project Start:** 10/1/2009
- **Project End:** 12/31/2011

- 100% Complete
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 March 31, 2012:**
- Completed System Integration testing and User Acceptance testing for interim solution.
- Implemented interim solution.
- Updated all member, employer and staff communication.

**Planned Deliverables by June 30, 2012:**
- Approve business requirements for a fully automated solution.
- Initiate corporate database (START) development for fully automated solution.

**Major Fiscal Year 2011/2012 Milestones**

<table>
<thead>
<tr>
<th>Presented Discovery Results</th>
<th>Implemented Interim Solution</th>
<th>Approve Business Requirements Phase II – Fully Automated Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quarter</td>
<td>2nd Quarter</td>
<td>3rd Quarter</td>
</tr>
<tr>
<td>7/01/2011</td>
<td>1/01/2012</td>
<td>6/30/2012</td>
</tr>
</tbody>
</table>

**Project Schedule Status Timeline**

- 43% Complete

**2011/2012 Project Budget**
- $286 Thousand

- 15% Expended
- 85% Remaining

**Total Project Budget**
- $355 Thousand

- 12% Expended
- 88% Remaining

Quarter Ending March 31, 2012
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 March 31, 2012:**
- Received approval of change request for addition of project enhancements and related resources.
- Received approval of change request for modification of regulations compliance scope to respond to the Omnibus Bill.
- Secured final CalSTRS board and Office of Administrative Law approval of the revised regulations.
- Completed Secure Employer Web (SEW) site and corporate database (START) development for regulations compliance, and began system integration testing.
- Completed blueprint (design) and configuration and development for regulations version updates and system enhancements and completed unit testing.
- Completed preliminary employer readiness report and continued with readiness support activities.
- Completed training plan, developed a portion of the training materials aligned with new system modifications, and prepared for training deployment.

**Planned Deliverables by June 30, 2012:**
- Complete all remaining development and test activities for Secure Employer Web (SEW) site and corporate database (START).
- Complete all remaining development for regulations compliance including Direct Reporting functionality.
- Complete all remaining test activities for regulations version updates and system enhancements.
- Complete all pre-deployment employer readiness activities and support.
- Complete all training materials and conduct all pre-deployment onsite and offsite training workshops and activities.
- Deploy all aspects of Penalties and Interest Phase 2 into production for a July 1st Regulations Go-Live.
- Complete pilot period (between 5/1/2012 and 6/30/2012).

**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 March 31, 2012:
- Worked with the State Human Resources control agencies to finalize the Accounting Classification Specifications Proposal Request.
- Developed an organization structure for the Financial Services Branch to accommodate the staffing changes necessary with the implementation of the Corporate Accounting and Resource Management System and submitted it to the branch leadership for approval.

### Planned Deliverables by June 30, 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.
- Complete project close-out report

### Major Fiscal Year 2011/2012 Milestones

<table>
<thead>
<tr>
<th>Project Schedule Status Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start: 5/01/2008</td>
</tr>
<tr>
<td>Project End: 7/31/2012</td>
</tr>
</tbody>
</table>

### Total Project Budget

**$6.4 Million**

- **Expended:** 96%
- **Remaining:** 4%
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 March 31, 2012:
- Completed vendor demonstrations and evaluations.

Planned Deliverables by June 30, 2012:
- Complete vendor selection process.
- Request the Enterprise Program Investment Council (EPIC) approval to increase the schedule and budget, if necessary, based on the vendor selection.
- Complete vendor contract execution process and onboarding.
- Initiate tool design and configuration with vendor.

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 and return to EPIC to increase and/budget if necessary.

Major Fiscal Year 2011/2012 Milestones

<table>
<thead>
<tr>
<th>2011/2012 Project Budget</th>
<th>$396 Thousand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expended</td>
<td>Remaining</td>
</tr>
<tr>
<td>20%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Total Project Budget
$396 Thousand

<table>
<thead>
<tr>
<th>Expended</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>20%</td>
<td>80%</td>
</tr>
</tbody>
</table>

8/01/2011 - 6/30/2012

Project Schedule Status Timeline

73% Complete
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Purpose</th>
<th>Accomplishments</th>
</tr>
</thead>
</table>
| SchedulePlus | The SchedulePlus Discovery effort will identify potential comprehensive Software as a Service (SaaS) solutions and implementation plan to support member self-scheduling and internal scheduling of workshops, group and individual counseling sessions and Pension2 educational services. | **Period Ending March 31, 2012:**  
- Received approval from Enterprise Program Investment Council (EPIC) to increase schedule and budget to support EPIC’s recommended discovery approach and revised scope.  
- Completed best practice research.  
- Completed market research to identify potential Software as a Service (SaaS) solutions.  
- Compiled required and desired scheduling software business feature requirements.  
- Changed discovery name from Scheduling System to SchedulePlus.  

**Planned Deliverables by June 30, 2012:**  
- Execute workshop scheduling tool vendor contract (Certain) for temporary workshop solution.  
- Develop plan to implement a temporary workshop solution.  
- Develop training plan and user acceptance test scripts for temporary solution.  
- Compile discovery results recommendation and present to Enterprise Program Investment Council (EPIC) for approval.  
- Complete discovery lessons learned.  

**Major Fiscal Year 2011/2012 Milestones**

**Project Schedule Status Timeline**

<table>
<thead>
<tr>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>4th Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/01/2011</td>
<td>10/01/2012</td>
<td>1/01/2013</td>
<td>6/30/2012</td>
</tr>
</tbody>
</table>

| 52% | 48% |

| 52% | 48% |

Quarter Ending March 31, 2012
## 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.

### Period Ending March 31, 2012:
- Provided direction for one project (Investment Accounting) preparing a project close-out presentation.
- Provided support for the BusinessRenew Independent Oversight Vendor reporting process.
- Provided direction for two discovery efforts (CalSTRS.com Redesign and Scheduling System) requesting a schedule and budget change.
- Provided direction for one discovery (BusinessRenew: Requirements Management) requesting a schedule extension.
- Provided oversight and management (i.e. scope, schedule, budget, risk, issue) for fourteen enterprise projects/discovery efforts.
- Continued piloting the Priority Management team’s new business case.

### Planned Deliverables by June 30, 2012:
- Provide direction for business areas developing business cases; projects presenting discovery results recommendations; and/or projects requesting a schedule extension, budget increase or scope modification.
- Provide direction for three BusinessRenew projects/efforts (Pension Solution, Data Preparation, Corporate Accounting and Resource Management, and Independent Project Oversight) requesting a budget change.
- Provide direction for on project (Priority Management – Project Portfolio Management Tool) requesting a schedule and budget change.
- Provide Direction for one project (Actuarial Resources) requesting a scope, schedule and budget change.
- Provide direction for four discoveries (CalSTRS.com Redesign, SchedulePlus m BusinessRenew Pension Solution and BusinessRenew Requirements Management) requesting approval to proceed with discovery results recommendations.
- Provide oversight and management (i.e. scope, schedule, budget, risk, issue) for thirteen enterprise projects/discovery efforts.
- Draft one post implementation evaluation report (PIER) on the Additional Earnings and Annuity Credit project.
- Initiate the Priority Management process and support the process rollout.
- Hire a new project manager to fill a new vacancy.
- Provide risk training to BusinessRenew project team members.

## 2011/2012 Project Budget

<table>
<thead>
<tr>
<th></th>
<th>Expended</th>
<th>Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011/2012 Total</td>
<td>$740 Thousand</td>
<td></td>
</tr>
<tr>
<td></td>
<td>28%</td>
<td>72%</td>
</tr>
</tbody>
</table>