



Enterprise Technology Projects

Fiscal Year 2015–16
Fourth Quarter Report

Quarter Ending June 30, 2016

Enterprise Technology Projects

Fiscal Year 2015/2016–Fourth Quarter

The Enterprise Program Investment Council (EPIC) is responsible for governance of all enterprise technology projects which includes prioritization, resource allocation and oversight of the \$18.5 million annual EPIC Technology Projects Budget. An additional \$15.1 million, not expended during fiscal year 2014/2015 was available for use during fiscal year 2015/2016. As of the end of the fourth quarter, of the \$33.6 million available, \$13.5 million was allocated to projects of which \$13.5 million has been obligated to date. As part of the Governor's 2015-16 Budget, an additional \$63.1 million was allocated specifically for the Pension Solution Project of which \$47 million was made available to the project to date, through the annual spending plan approval process, and \$43 million has been obligated to date. The remainder will be utilized in future years.

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

Enterprise Program Investment Council Members

Jack Ehnes
Chief Executive Officer

Cassandra Lichnock
Chief Operating Officer

Robin Madsen
Chief Financial Officer

Lisa Blatnick
Chief of Administrative Services

Ed Derman
Deputy Chief Executive Officer
Plan Design and Communication

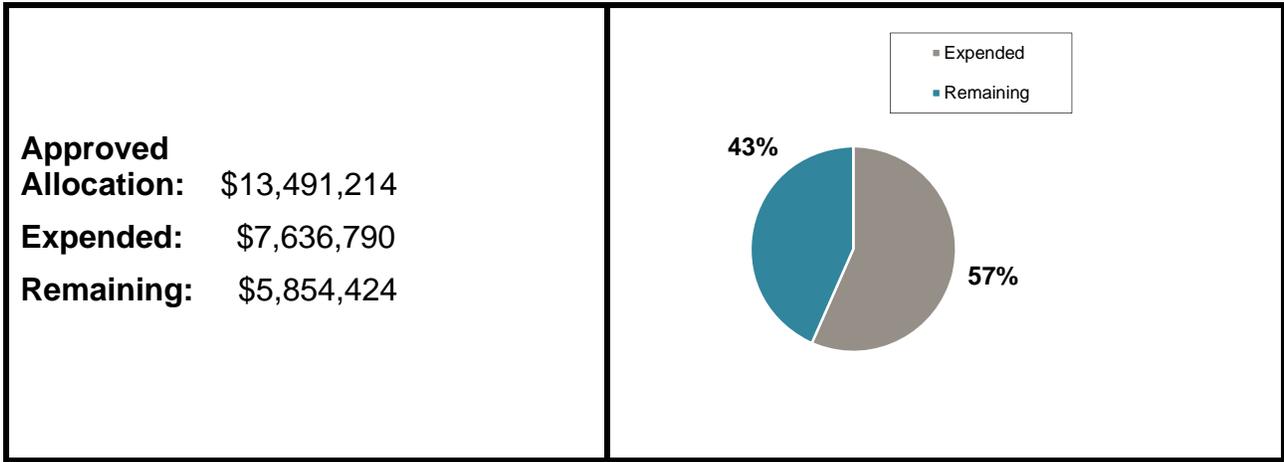
Ashish Jain
Chief Technology Officer

Andrew Roth
Benefits and Services
Executive Officer

Enterprise Technology Projects Fiscal Year 2015/2016 – Fourth Quarter

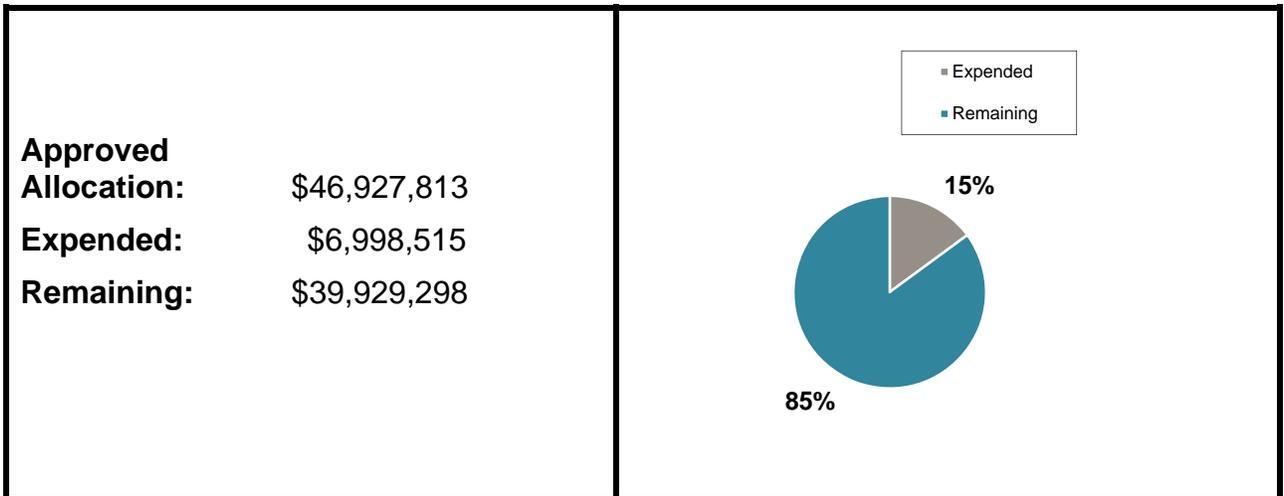
Enterprise Technology Projects' 2015/2016 Budget: \$33.6 Million

As of June 30, 2016



Total Enterprise Technology Pension Project 2015/2016 Budget: \$63.1 Million

As of June 30, 2016



Enterprise Technology Projects Fiscal Year 2015/2016 – Fourth Quarter

Project Name	Duration	Project Total ¹	2015/2016 Budget ²	2015/2016 Expended ³	Schedule	Budget
403bCompare Site Redesign	Sep 2015 – Nov 2016	\$935,780	\$534,289	\$341,331	●	●
Additional Earnings/Annuity Credit 2013	Jul 2014 – Apr 2017 ⁴	\$213,400	\$169,900	\$95,627	◆	◆
Additional Earnings/Credit 2014 & 2015	Jan 2016 – Oct 2016	\$143,350	\$113,350	\$49,756	●	●
Annual Update 2015/16	Jul 2015 – Jun 2016	\$0*	\$0	\$0	●	●
BusinessDirect Mini Projects	Nov 2015 – Apr 2016	\$260,000	\$260,000	\$240,000	◆	◆
Data Preparation	Nov 2011 – Dec 2016	\$11,024,855	\$3,582,666	\$1,626,975	⚠ ⁵	●
DBS SLA and PCA Calculation Updates	Jun 2016 – Nov 2017	\$0*	\$0	\$0	●	●
Develop RFP for SAP Managed Services	Dec 2015 – Mar 2016	\$200,000	\$200,000	\$199,892	◆	◆
Full Funding	Jul 2014 – Jun 2016	\$1,293,960	\$0	\$0	◆	◆
Independent Project Oversight	Sep 2011 – Oct 2019	\$6,168,186	\$462,396	\$285,912	●	●
IT Service Management System	May 2016 – May 2017	\$475,000	\$0	\$0	●	●
Multimodal Communication Upgrade	Nov 2015 – Jan 2017	\$5,500,000	\$2,000,000	\$1,650,388	●	●
Omnibus SB1220 – Refund Electronic Funds Transfer (EFT)	Aug 2015 – May 2016	\$0*	\$0	\$0	◆	◆
Pension Program Classification Study	Feb 2014 – Jan 2016	\$203,521	\$61,366	\$39,543	◆	◆
Pension Solution	Jul 2014 - Sep 2017	\$251,800,000 ⁶	\$46,927,813	\$6,998,515	⚠ ⁷	●
Project Support Program	Jan 2011 – Jun 2016	\$7,047,662	\$1,222,912	\$1,127,690	◆	◆
Remove Estimation for Service Credit and Final Compensation	Jun 2016 – Nov 2016	\$0*	\$0	\$0	●	●
Requirements Management	Aug 2011 – Jun 2016	\$1,124,409	\$447,200	\$431,663	◆	◆
Space Optimization	Nov 2015 – Jul 2016	\$1,891,900	\$1,891,900	\$1,109,327	⚠ ⁸	●
Schedule & Budget Indicators:						
	● Acceptable	⚠ Warning	◆ Critical	◆ Complete	◆ Cancelled	⚠ Not Started

* Projects utilize internal resources and operational program budgets.

¹ Project Total – Amount represents the sum of the projects' prior years' actual expended and remaining encumbrance amounts, and current and future years budgeted amounts.

² 2015/2016 Budget – Amount represents the planned budget and may be comprised of funding sources representing multiple years.

³ 2015/2016 Expended – Amount represents the expended amount captured in our financial systems for each project.

⁴ Additional Earnings and Annuity Credits 2013 – Includes funding in fiscal year 2016/17 for post implementation overtime work.

⁵ Data Preparation – Warning status due to resource constraints.

⁶ Pension Solution – Represents the total board approved budget.

⁷ Pension Solution – Warning status due to delays in finalizing deliverables.

⁸ Space Optimization – Warning status due to delays in finalizing floor plans for next phase.

403bCompare Site Redesign

The 403bCompare Site Redesign Project will modernize site design and improve usability, reduce or eliminate data integrity issues, reduce workload to monitor and govern data provided by vendors, as well as reduce site operational and maintenance costs.

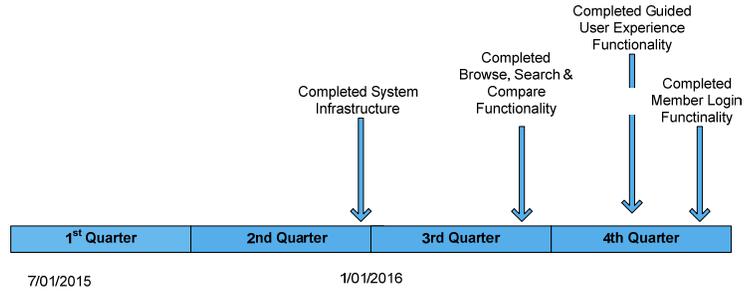
Period Ending June 30, 2016:

- Complete compare products functionality.
- Complete member login functionality.
- Complete guided user experience functionality.

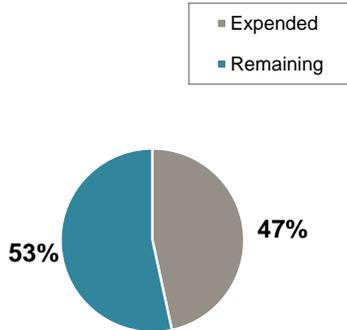
Planned Deliverables by September 30, 2016:

- Complete integration with investment data provider.
- Complete second usability study for end user functionality.
- Complete planning and analysis for content owner user functionality.

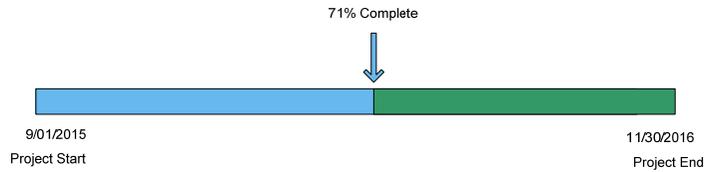
Major Fiscal Year 2015/2016 Milestones



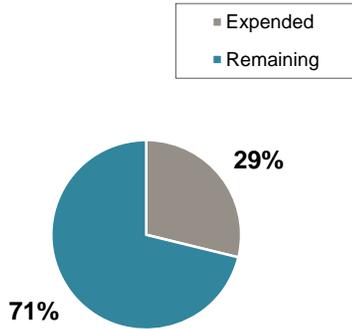
2015/2016 Project Budget \$534 Thousand



Project Schedule Status Timeline



Total Project Budget \$936 Thousand



Additional Earnings and Annuity Credit (AEC/AAC) 2013

The Additional Earnings and Annuity Credit 2013 project will implement the system changes and business processes that will allow CalSTRS to credit or pay the Additional Earnings and Annuity Credits for 2013.

Period Ending June 30, 2016:

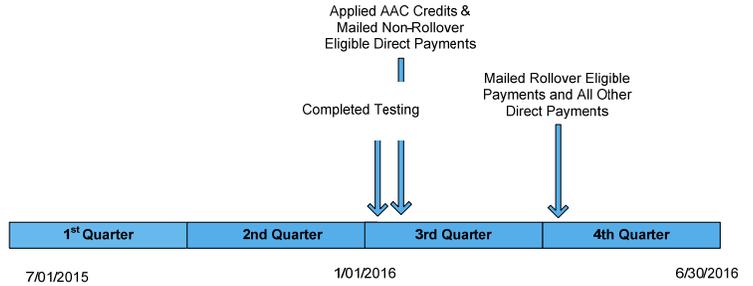
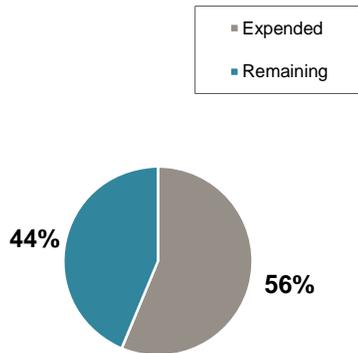
- Completed processing returned rollover elections.
- Released rollovers and rollover-eligible direct payments.
- Issued manual rollovers and rollover-eligible direct payments.
- Completed lessons learned session.

Planned Deliverables by September 30, 2016:

- Complete project closeout report.

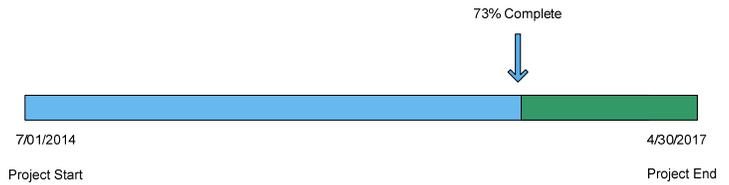
Major Fiscal Year 2015/2016 Milestones

**2015/2016 Project Budget
\$170 Thousand**

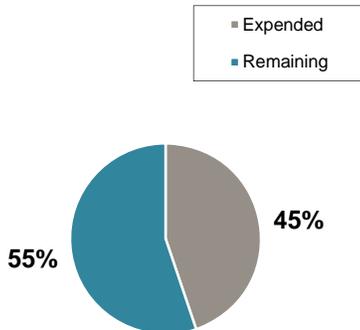


Project Schedule Status Timeline

(Includes post implementation funding period)



**Total Project Budget
\$213 Thousand**



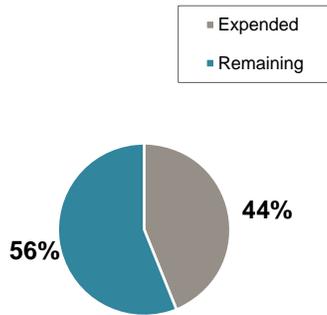
Additional Earnings Credit (AEC) 2014 & 2015

The Additional Earnings and Annuity Credit 2014 & 2015 project will implement the system changes and business processes that will allow CalSTRS to credit or pay the Additional Earnings Credits for 2014 and 2015.

Period Ending June 30, 2016:

- AEC 2014 (Phase I)
- Completed testing.
 - Completed all related communications.
 - Implemented and applied credits and released non-rollover eligible direct payments.
 - Completed printing and mailing payment letters and rollover packets.
 - Applied manual credits and issued manual non-rollover eligible direct payments.
- AEC 2015 (Phase II)
- Completed detailed requirements and testing.
 - Completed all related communications.
 - Implemented and applied credits and released non-rollover eligible direct payments.
 - Received Enterprise Program Investment Council (EPIC) approval for a budget increase of \$15K for Financial Services post-implementation work.

2015/2016 Project Budget \$113 Thousand

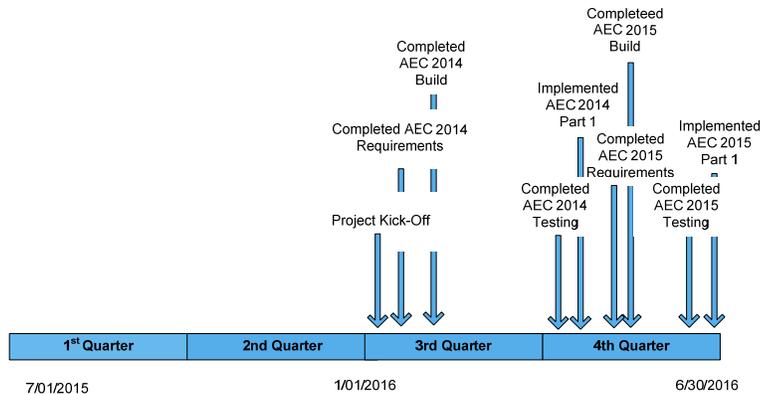
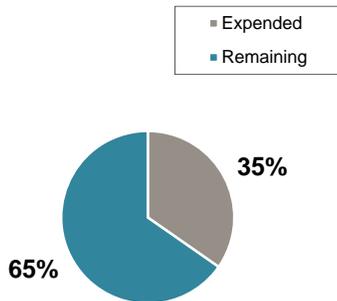


Planned Deliverables by September 30, 2016:

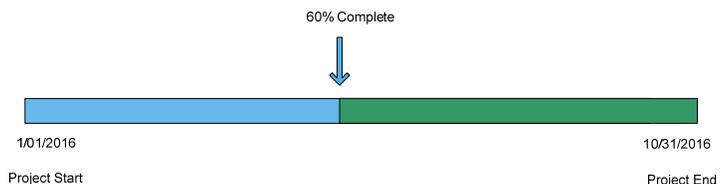
- AEC 2014 (Phase I)
- Complete processing returned rollover elections.
 - Release rollovers and rollover-eligible direct payments.
 - Issue manual rollovers and rollover-eligible direct payments.
- AEC 2015 (Phase II)
- Complete printing and mailing payment letters and rollover packets.
 - Apply manual credits and issue non-rollover-eligible direct payments.
 - Complete processing returned rollover elections.
 - Release rollovers and rollover-eligible direct payments.
 - Issue manual rollovers and rollover-eligible direct payments.

Major Fiscal Year 2015/2016 Milestones

Total Project Budget \$143 Thousand



Project Schedule Status Timeline



Annual Update

The Annual Update process calculates fiscal year-end contributions, interest and yearly service credit; transfers contributions greater than one year of service between Defined Benefit and Defined Benefit Supplement accounts; processes excess contributions and returns monies to employers on behalf of members who earn more than one year of service, produces the *Retirement Progress Reports* (annual member statements), and posts member payroll and service credit data on *myCalSTRS*; produces and validates the Annual Update Account Reconciliation Reports and the Creditable Earning Reconciliation Reports.

Period Ending June 30, 2016:

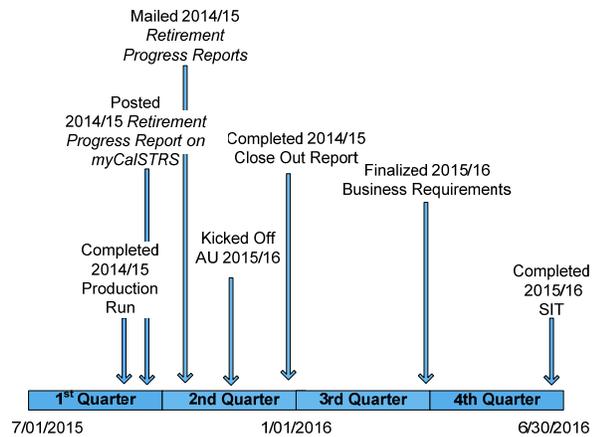
- Finalized code and unit test in preparation for System Integration Testing (SIT).
- Submitted initial test data to print and mail services vendor.
- Completed System Integration Testing (SIT).
- Finalized mainframe readiness in preparation for User Acceptance Testing (UAT).
- Continued to receive and track member requests for hard copy (mailed) 2015/16 Retirement Progress Report (RPR). Received 42,582 requests as of June 2016.

Planned Deliverables by September 30, 2016:

- Receive final 2015/2016 employer reports.
- Complete 2015/2016 User Acceptance Testing and Annual Update production run.
- Perform and complete press check at print vendor site.
- Post *Retirement Progress Reports* on *myCalSTRS*.
- Email *Retirement Progress Report* Customer Satisfaction Survey to members who opted for electronic RPR.

Major Fiscal Year 2015/2016 Milestones

No Budget
 This annual operational project utilizes internal resources and operational program budgets.



Project Schedule Status Timeline



BusinessDirect Mini Projects

The BusinessDirect Mini Projects will allow CalSTRS' current SAP Managed Services provider to complete projects requested by CalSTRS to further enhance the user experience or add functionality to the system.

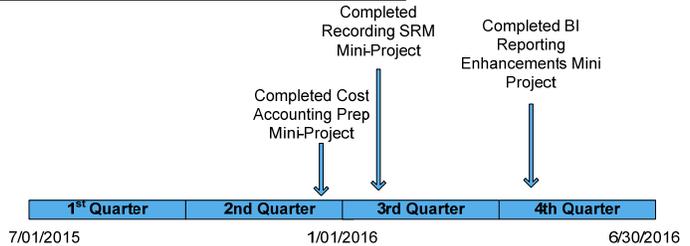
Period Ending June 30, 2016:

- Business Intelligence (BI) Reporting Enhancements:
 - Completed training documentation.
 - Completed training for all end users.
 - Completed installation of new reporting tool.
- Last of Mini Projects completed.

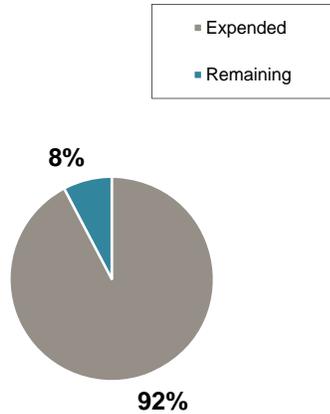
Planned Deliverables by September 30, 2016:

- Project complete.

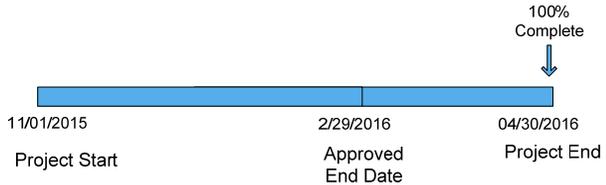
Major Fiscal Year 2015/2016 Milestones



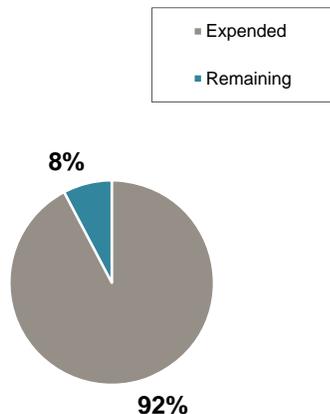
2015/2016 Project Budget \$260 Thousand



Project Schedule Status Timeline¹



Total Project Budget \$260 Thousand

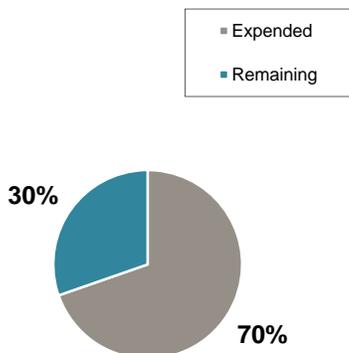


¹ Project completion was outside of approved project end date of February 2016 due to delays in completing the final of the three mini-projects. The project completed in April 2016.

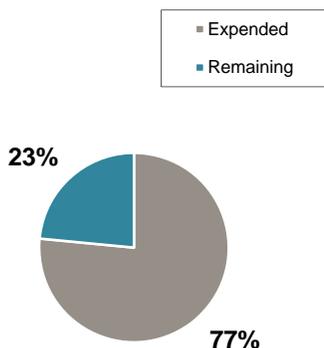
Data Preparation

The Data Preparation project is in the first phase of data cleansing to include data clean-up and preparation for conversion to a new pension solution.

**2015/2016 Project Budget
\$3.6 Million**



**Total Project Budget
\$11 Million**



Period Ending June 30, 2016:

- Completed 89% of basic issue cleansing related to Pension Solution's Functional Rollout 1.
- Completed analysis and prioritization of basic issues related to Pension Solution's Functional Rollout 2.
- Completed complex data issues analysis and documented resulting decisions and policies related to Pension Solution's Functional Rollout 1.
- Continued to align Data Preparation activities with the Pension Solution's Functional Rollout Plan.

Planned Deliverables by September 30, 2016:

- Obtain sponsor and steering committee approval on approach for addressing the Functional Rollout 2 complex data issues.
- Request approval from the Enterprise Program Investment Council (EPIC) for to extend the scope, schedule and budget to address basic issues related to Functional Rollout 1 and complex issues related to both Functional Rollouts 1 and 2.
- Complete complex data issues analysis and document resulting decisions and policies related to Pension Solution's Functional Rollout 2.
- Continue highest priority data cleaning activities related to the Pension Solution Functional Rollout 1.
- Continue to align Data Preparation activities with the Pension Solution's Functional Rollout Plan.

Schedule Warning: Project is at risk due resource constraints.

Major Fiscal Year 2015/2016 Milestones



Project Schedule Status Timeline



DBS SLA & PCA Calculation Updates

The Defined Benefit Supplement (DBS) Single Life Annuity (SLA) and Period Certain Annuity (PCA) Calculation Updates Project will update CalSTRS Corporate Database START, system functionality to accurately calculate DBS SLA with a cash refund account at the time of death and; calculate members reinstatement with a PCA using the present value 'table in effect' at the time of the original benefit effective date.

No Budget

This project utilizes internal resources and operational program budgets.

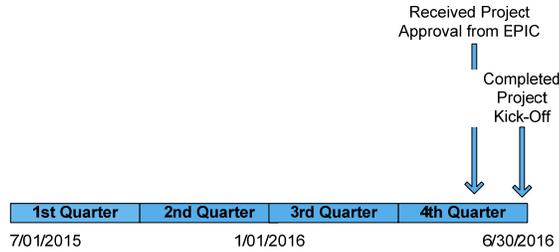
Period Ending June 30, 2016:

- Received Enterprise Program Investment Council (EPIC) project approval.
- Developed Project Charter and received project sponsor approval.
- Created high-level project schedule.
- Conducted project kick-off meeting.

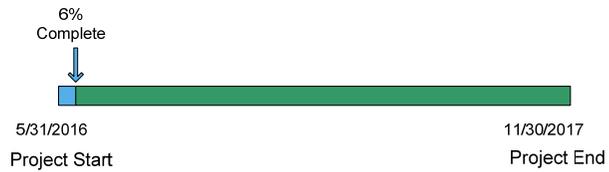
Planned Deliverables by September 30, 2016:

- Complete analysis and requirements gathering phase.
- Commence design and build phase.
- Finalize detailed project schedule.

Major Fiscal Year 2015/2016 Milestones



Project Schedule Status Timeline



Develop RFP for SAP Managed Services

The Develop RFP for SAP Managed Services Project included completing a full scale review of current state SAP documentation, creating a comprehensive RFP that will attract bids for a new contract for SAP Managed Services..

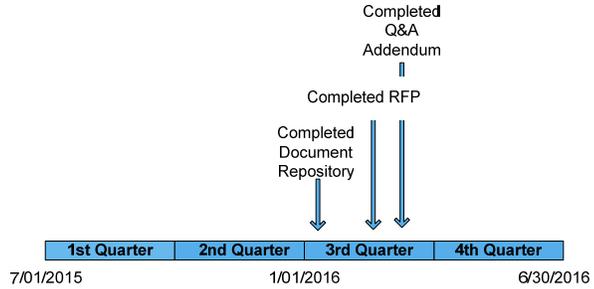
Period Ending June 30, 2016:

- Project complete.

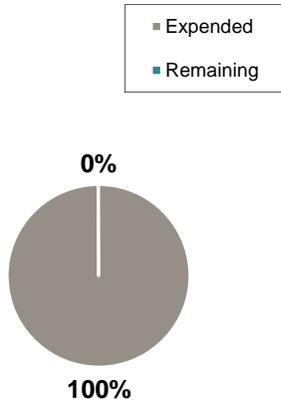
Planned Deliverables by September 30, 2016:

- Project complete.

Major Fiscal Year 2015/2016 Milestones



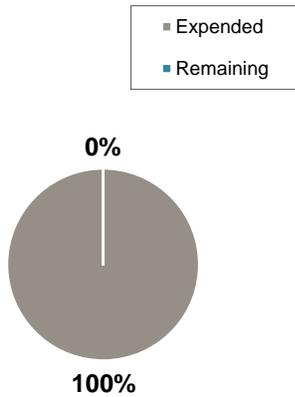
2015/2016 Project Budget \$200 Thousand



Project Schedule Status Timeline



Total Project Budget \$ 200 Thousand



Full Funding

The Full Funding project is implementing system and process changes due to the passage of AB1469, which increased member, employer and state contribution rates to address the unfunded liability of CalSTRS' Defined Benefit Program.

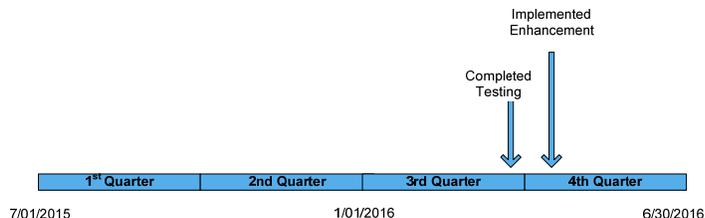
Period Ending June 30, 2016:

- Completed corporate database enhancements.
- Completed lessons learned session.
- Completed project closeout activities

Planned Deliverables by September 30, 2016:

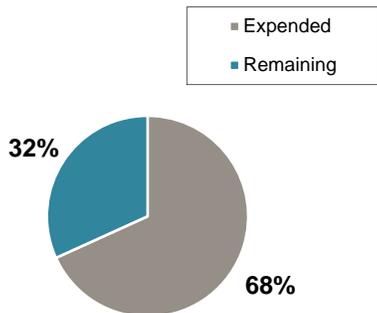
- Project complete.

Major Fiscal Year 2015/2016 Milestones



**2015/2016 Project Budget
No Funding**

**Total Project Budget
\$1.3 Million**



Project Schedule Status Timeline



Independent Project Oversight

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

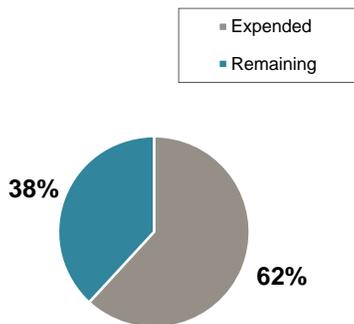
Period Ending June 30, 2016:

- Completed monthly comprehensive status reports for Pension Solution and Data Preparation.
- Monitored the Data Preparation Phase 1 cleansing activities and Phase 1 and 2 analysis activities.
- Monitored the Pension Solution project phases.
- Monitored adherence to the Pension Solution governance process.
- Developed board presentation regarding the status of the Pension Solution and Data Preparation projects.

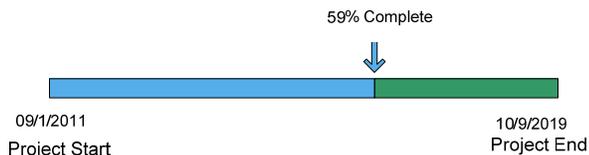
Planned Deliverables by September 30, 2016:

- Complete monthly comprehensive status reports for Pension Solution and Data Preparation.
- Monitor the Data Preparation Phase 1 cleansing activities and Phase 1 and 2 analysis activities.
- Monitor the Pension Solution project phases.
- Monitor adherence to the Pension Solution governance process.
- Develop board presentation regarding the status of the Pension Solution and Data Preparation projects.

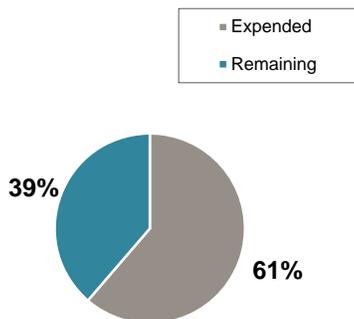
**2015/2016 Project Budget
\$462 Thousand**



Project Schedule Status Timeline



**Total Project Budget
\$5.9 Million**



Note: Beginning with Fiscal Year 2015_16, Pension Solution associated budget is being moved to the Pension Solution budget at the beginning of each fiscal year.

Project Name	Purpose	Accomplishments
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IT Service Management System

The IT Service Management (ITSM) System project will replace the current, unsupported Service Desk system (also known as Unicenter), with a modern and hosted ITSM solution.

Period Ending June 30, 2016:

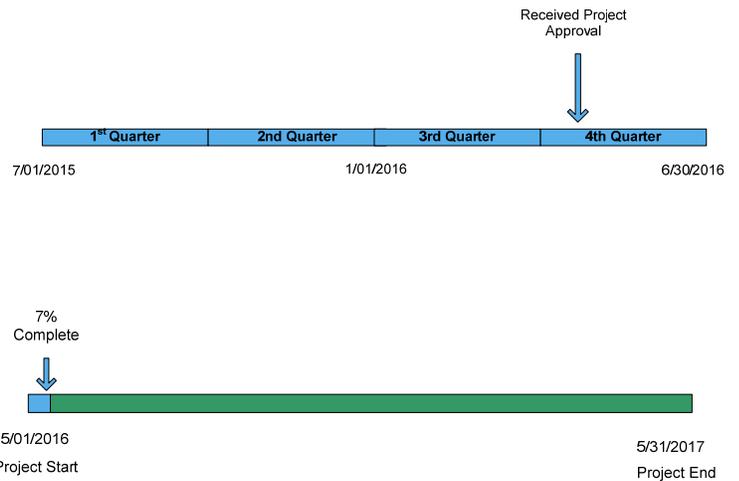
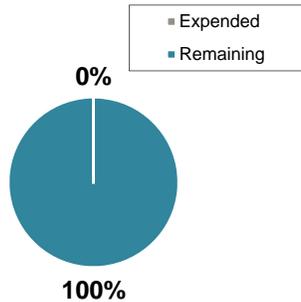
- Received Enterprise Program Investment Council (EPIC) project approval with direction to consider the integration between the IT Asset Management component and the BusinessDirect system.
- Researched IT Asset Management (ITAM) best practices and interviewed relevant stakeholders to determine the best approach for integration between IT Asset Management system component and BusinessDirect
- Commenced solicitation development.

Planned Deliverables by September 30, 2016:

- Finalize the integration approach between the IT Asset Management system component and BusinessDirect.
- Complete the project setup activities
- Initiate the procurement process for the ITSM solution and issue an Invitation for Bid (IFB).

**2015/2016 Project Budget
No Funding**

**Total Project Budget
\$475,000**



Multimodal Communication Upgrade (MCU) Project

The Multimodal Communication Upgrade – The project consists of two phases to upgrade the audio visual equipment throughout the headquarters building. Phase 1 includes equipment in the Board Room, Sacramento River, American River, Caucus Room, 15th Floor Control Room, and 15th Floor Edit Suite. Phase 2 includes all medium and large conference rooms, training rooms and building displays.

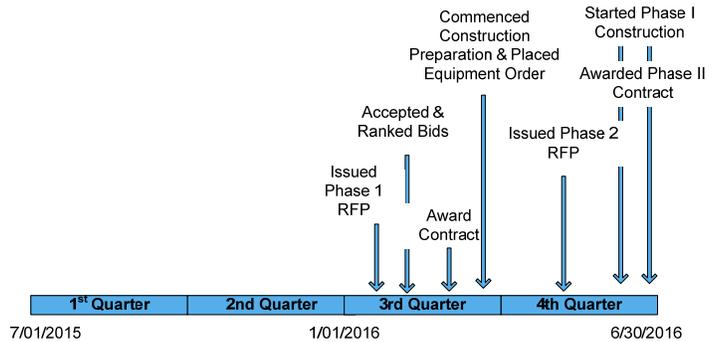
Period Ending June 30, 2016:

- Ordered Phase 1 audiovisual (AV) equipment.
- Began Phase 1 construction.
- Requested and received Enterprise Program Investment Council (EPIC) approval to extend project scope and budget to include Phase 2.
- Completed Phase 2 construction documents, equipment list and Request for Proposal (RFP).
- Released Phase 2 RFP and identified contract award.

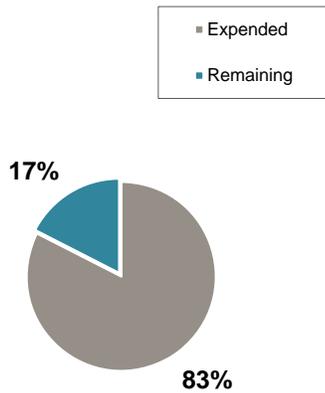
Planned Deliverables by September 30, 2016:

- Complete Phase 1 audio visual (AV) equipment installation, testing and training.
- Conduct project kickoff meeting for Phase 2.
- Begin Phase 2 project planning sessions.
- Order Phase 2 AV equipment and begin construction.

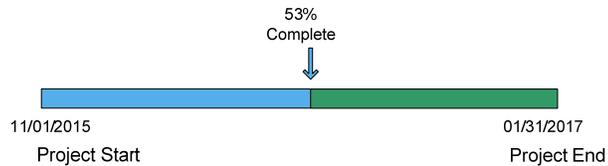
Major Fiscal Year 2015/2016 Milestones



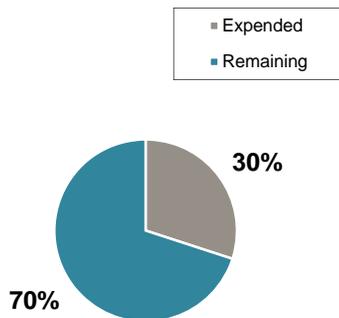
2015/2016 Project Budget \$2 Million



Project Schedule Status Timeline



Total Project Budget \$5.5 Million



Omnibus SB1220 Refund Electronic Funds Transfer (EFT)

The Omnibus SB 1220 Refund Electronic Funds Transfer project is implementing system and process changes due to the passage of SB1220, which allows members to receive a refund of their Defined Benefit and Defined Benefit Supplemental contributions via electronic funds transfer, increasing the security of refund distributions.

Period Ending June 30, 2016:

- Refined project resource estimate for system enhancements to the corporate database, START, and myCalSTRS.
- Refined implementation schedule and new project end date.
- Requested Enterprise Program Investment Council (EPIC) approval to extend the project schedule resulting in decision to cancel project and wait for the functionality as part of the Pension Solution project.

Planned Deliverables by September 30, 2016:

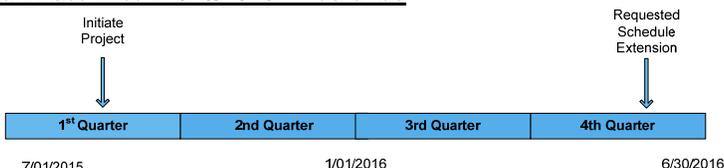
- Project cancelled.

No Budget

This project utilizes internal resources and operational program budgets.

◆ **Project Cancelled** Project was cancelled due to constrained resources. The law does not require the functionality and the functionality will be available with Pension Solution's Functional Rollout 2.

Major Fiscal Year 2015/2016 Milestones



Project Schedule Status Timeline



Pension Program Classification Study

The Pension Program Classification Study will allow CalSTRS to align the Pension Program series responsibilities and functions with current and future needs in order to recruit and retain the right individuals for the right jobs. The project completed its second phase and included conducting salary surveys, identifying minimum qualifications and preparing State Personnel Board materials.

Period Ending June 30, 2016:

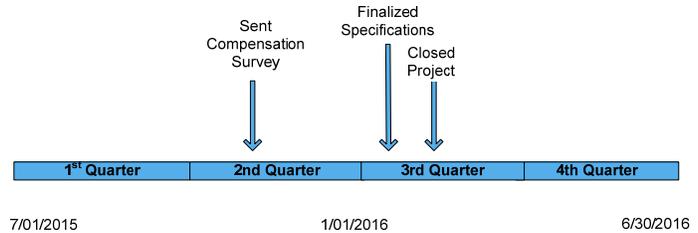
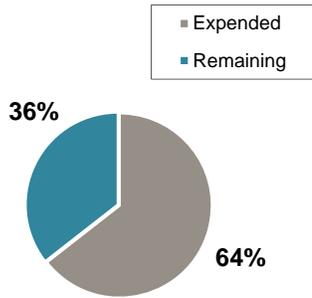
- Post-Project Update: The study resulted in completed classification concepts and a final Board Item package for submission to CalHR. Due to a competing statewide classification consolidation effort led by CalHR, CalSTRS has put the Board Item on hold. CalSTRS is presently participating with CalHR on this effort to support incorporation of the Pension Program classes into future statewide generalist consolidation.

Planned Deliverables by September 30, 2016:

- Project complete

Major Fiscal Year 2015/2016 Milestones

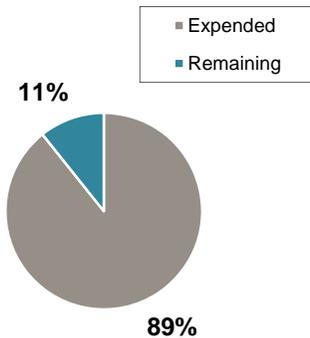
2015/2016 Project Budget
\$61 Thousand



Project Schedule Status Timeline



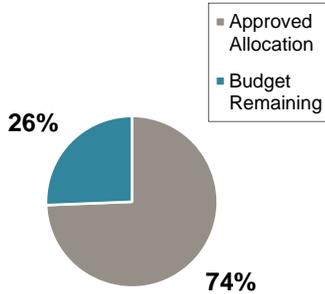
Total Project Budget
\$204 Thousand



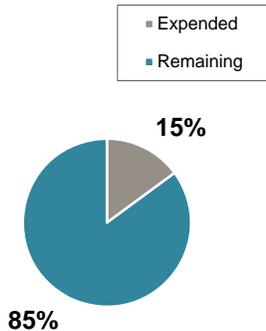
Pension Solution

The Pension Solution project will replace our existing pension administration system in order to strengthen automated internal controls and bring consistent and sustainable business processes for member data.

***2015/2016
Approved Allocation vs.
Budget Remaining
\$63 Million**



***2015/2016
Approved Allocation
vs. Actual
\$47 Million**



Period Ending June 30, 2016:

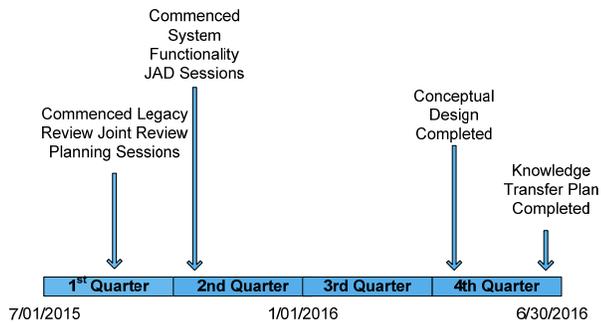
- Obtained approval of the Conceptual Design Document and Functional Rollout Plan.
- Finalized Knowledge Transfer Plan.
- Conducted Joint Application Development (JAD) sessions for interfaces and bridging required for first rollout.
- Commenced data conversion activities which included the mapping of data elements from source system (START) to new pension system.
- Selected and on-boarded vendor to perform independent security assessment of new infrastructure.
- Requested and received Enterprise Program Investment Council (EPIC) approval of the fiscal year 2016/2017 spend plan.

Planned Deliverables by September 30, 2016:

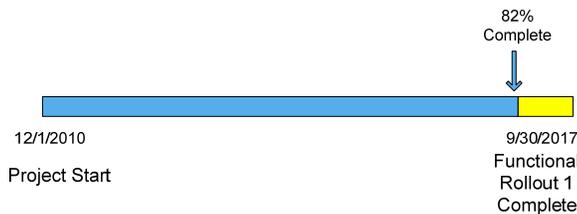
- Commence development activities for interfaces and bridges required for the first functional rollout.
- Continue data conversion activities and perform mock conversions.
- Obtain approval of detailed conversion plan.
- Commence planning for user acceptance test (UAT) activities.
- Obtain approval of technical design document.
- Deliver training to CalSTRS staff performing UAT.

⚠ Schedule Warning: Project is at risk due to delays in finalizing deliverables.

Major Fiscal Year 2015/2016 Milestones



Project Schedule Status Timeline



¹Pension Solution budget related chart values reflect the BCP budget only and associated approved annual spending plan opposed to total and current year EPIC budget values used for other enterprise projects.

²Pension Solution Status Timeline reflects the percent complete from the project Discovery phase through the first functional rollout.

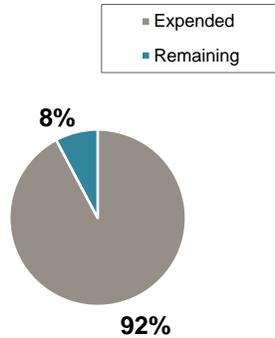
Project Support Program

The Project Support Program supports Enterprise Program Investment Council projects to achieve the strategic benefits and objectives by facilitating the optimization of costs, resources and staffing, risk management and overall support.

Period Ending June 30, 2016:

- Provided on-going project support.
- Provided on-going risk and issue management and vendor management for the Pension Solution project.
- Completed change management support for the 5th Floor Space Optimization project.
- Utilized the change champion program to provide ongoing change support for internal stakeholders.
- Initiate plan for next series of readiness assessments.
- Provided ongoing support for employers.
- Conducted Employer Forums.
- Transitioned the change management team to the Pension Solution project.
- Closed the Project Support program and transitioned resources to either Pension Solution, Pension Solution backfill or the appropriate business area.

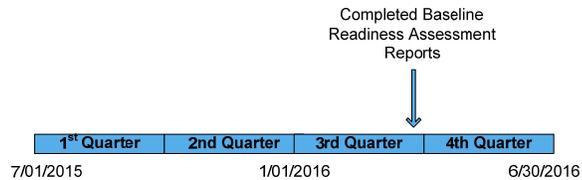
**2015/2016 Program Budget
\$1.2 Million**



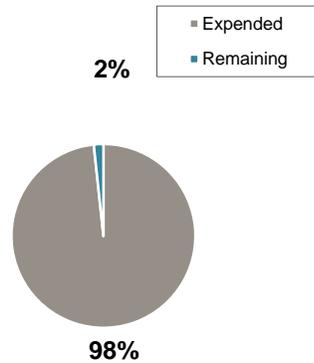
Planned Deliverables by September 30, 2016:

- Program closed.

Major Fiscal Year 2015/2016 Milestones



**Total Program Budget
\$7 Million**



Remove Estimation for Service Credit and Final Compensation

Utilize the actual data residing in START for the initial benefit calculations instead of the estimated payment information. Use of the actual date versus estimates will result in more accurate benefit payments.

No Budget
 This project utilizes internal resources and operational program budgets.

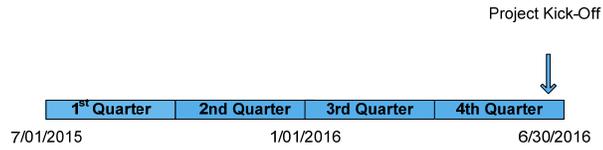
Period Ending June 30, 2016:

- Received Enterprise Program Investment Council (EPIC) approval of the initial project scope, schedule and budget.
- Completed project initiation.

Planned Deliverables by September 30, 2016:

- Complete Requirements Gathering phase.
- Complete Design and Build phases.

Major Fiscal Year 2015/2016 Milestones



Project Schedule Status Timeline



Requirements Management

The Requirements Management Project implemented a requirements management tool, the Requirements Management Plan (RMP), and a requirements management process and converted the Pension Solution Requirements and migrated existing requirements as identified by the project. The project also further utilized the tool for test and release management.

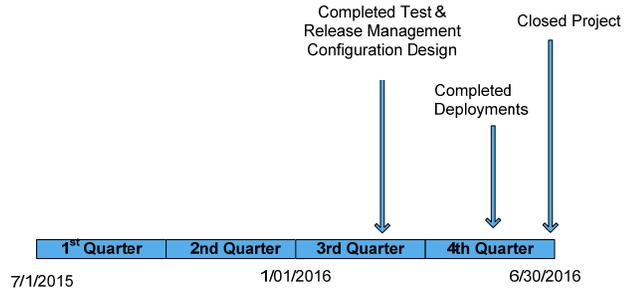
Period Ending June 30, 2016:

- Completed test and release management testing and deployment.
- Completed test and release management training and transition.
- Completed project closeout activities.

Planned Deliverables by September 30, 2016:

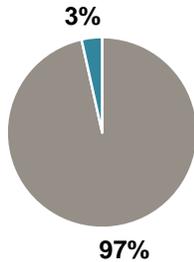
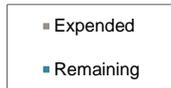
- Project complete.

Major Fiscal Year 2015/2016 Milestones



2015/2016 Project Budget

\$447 Thousand

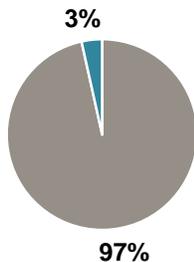
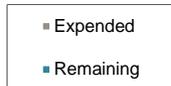


Project Schedule Status Timeline



Total Project Budget

\$1.1 Million



Project Name	Purpose	Accomplishments
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Space Optimization

The Space Optimization project will optimize workspace throughout the building in order to provide growth for current business needs and the expected short-term growth. The current scope and schedule represents optimization activities on floors 5, 9, 11 and 12.

Period Ending June 30, 2016:

- Completed phase 4 of the 5th floor space optimization effort.
- Completed project closeout activities for the 5th floor space optimization effort.
- Requested and received Enterprise Program Investment Council (EPIC) approval to extend the scope and schedule to include space optimization activities for floors 9, 11 and 12.
- Commenced and completed space optimization on floor 9.
- Completed phases 1 through 4 on floors 11 and 12.

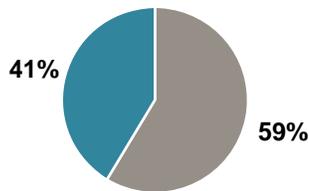
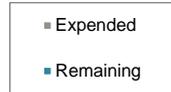
Planned Deliverables by September 30, 2016:

- Complete space optimization on floors 11 and 12.
- Request and receive Enterprise Program Investment Council (EPIC) approval to extend the schedule to include space optimization activities for remaining tower floors 3-4, 6-8, 10, and 14-16.

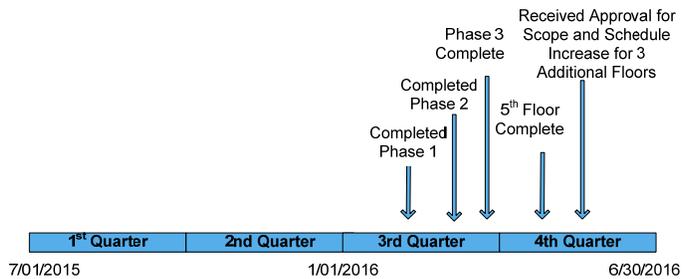
Schedule Warning: Project is at risk due to delays in finalizing floor plans for next phase.

2015/2016 Project Budget

\$1.9 Million

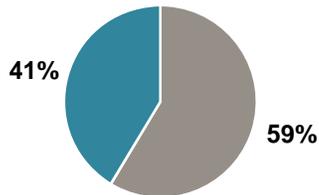
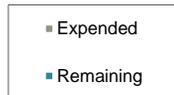


Major Fiscal Year 2015/2016 Milestones



Total Project Budget

\$1.9 Million



Project Schedule Status Timeline

