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# CALSTRS

## **Enterprise Projects Fiscal Year 2009/2010 Second Quarter Report**

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Quarter Ending December 31, 2009

# Enterprise Projects

## Fiscal Year 2009/2010 - 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**  
Acting Chief of Staff

**Ed Derman**  
Deputy Chief Executive Officer  
Plan Design and Communication

**Peggy Plett**  
Deputy Chief Executive Officer  
Benefits and Services

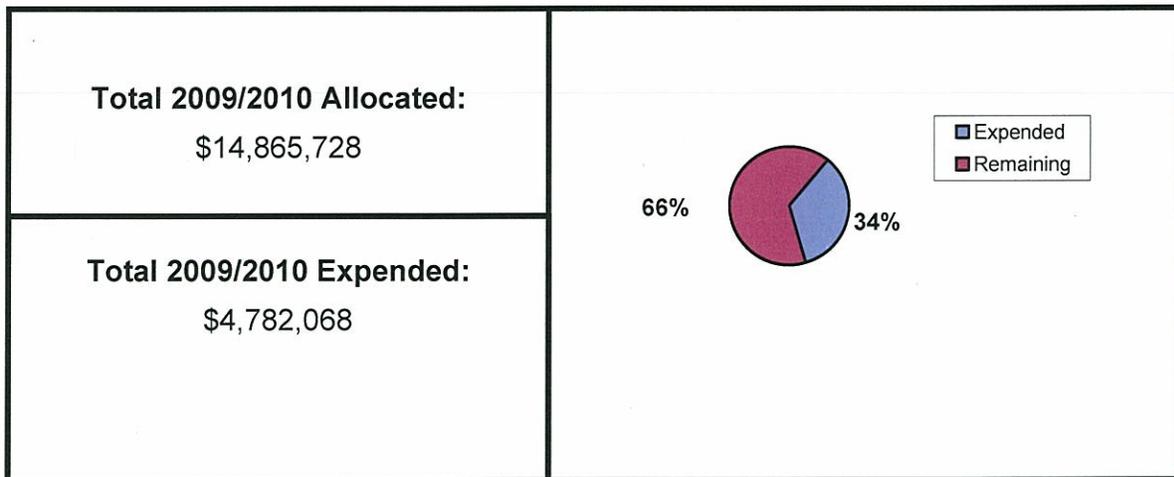
**Janice Hanson**  
Deputy Chief Executive Officer  
Enterprise Initiatives and Technology

**Robin Madsen**  
Acting Chief Financial Officer

**Brian Bartow**  
Acting General Counsel

### Total Enterprise Projects' 2009/2010 Budget: \$20 Million

As of December 31, 2009



# Enterprise Projects

## Fiscal Year 2009/2010 - Second Quarter

Project Name	Duration	Project Total <sup>1</sup>	2009/2010 Budget	2009/2010 Expended	Schedule	Budget
Actuarial Valuation	Apr 08 – Jul 10	\$1,907,240	\$962,010	\$103,275	●	●
Additional Earnings and Annuity Credit	Feb 08 – Jan 10	\$1,265,017	\$174,402	\$103,886	●	●
Annual Update <sup>2</sup>	Jun 09 – June 10	\$120,888	\$120,888	\$51,120	●	●
Cost Effectiveness Measurement <sup>2</sup>	Jul 09 – Jun 10	\$50,880	\$50,880	\$13,584	●	●
Continuous Improvement Team 'Proof of Concept'	Oct 05 – June 10	\$1,975,235	\$832,000	\$319,559	●	●
Employer Reporting	Jul 05 – June 10	\$11,307,059	\$2,064,186	\$1,068,436	●	●
Future State Architecture	Jul 07 – Jun 11	\$1,873,087	\$1,183,549	\$229,168	●	●
Headquarter Facility	Apr 06 – Jun 10	\$2,391,204	\$426,299	\$258,540	●	●
Human Resource Management Information Systems <sup>3</sup>	Oct 06 – Sep 10	\$1,743,842	\$768,750	\$159,685	◻	◻
MyCalSTRS Online Services for Teachers <sup>4</sup>	Jan 09 – Apr 11	\$1,730,000	\$445,000	\$18,935	●	●
Penalties and Interest	Dec 09 – Oct 11	\$6,000,000	\$700,000	\$138.00	●	●
Pension Accounting Initiative <sup>5</sup>	May 08 – Apr 11	\$3,354,768	\$1,161,031	\$296,069	●	◻
Reduce Files	Mar 08 – Jun 10	\$8,409,931	\$4,163,727	\$1,412,607	●	●
Project Management Office Program	Ongoing	\$1,313,006	\$1,313,006	\$556,142	N/A	●
Project Risk Reserve	Ongoing	\$500,000	\$500,000	\$190,924	N/A	●

Total Enterprise Projects' 2009/2010 Budget: \$20 million		Total 2009/2010 Allocated: \$14,865,728	Total 2009/2010 Expended: \$4,782,068
<b>Schedule &amp; Budget Indicators:</b>		● Acceptable	◻ Warning
		◆ Critical	☺ Complete

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

<sup>2</sup> Annual Update and Cost Effectiveness Measurement - previously combined under Enterprise Program Management

<sup>3</sup> Human Resource Management Information Systems - due to need to reissue Request for Proposal (RFP) for Technical Solutions

<sup>4</sup> myCalSTRS Online Services for Teachers – project received additional contingency funding

<sup>5</sup> Pension Accounting Initiative – due to additional work load and limited business resources

Project Name	Purpose	Accomplishments
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**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.

**Strategic Fit**

**Goal:** Financial (Risk and Reward)

**Objective:** Responsibly Manage Risk

**Period Ending December 31, 2009:**

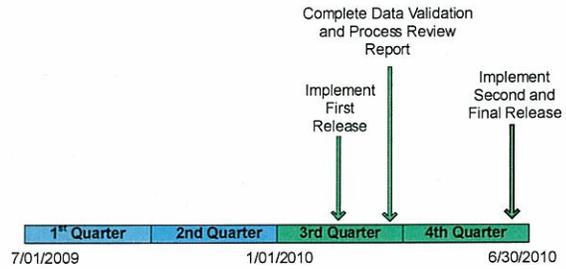
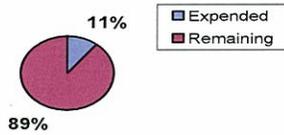
- Continued unit testing activities for the Actuarial Data Mart and high-priority standard actuarial reports.
- Created virtual server environments in the CalSTRS Headquarter server room.
- Reviewed second draft of the Data Validation and Process Review Report produced by the Process Review Actuary vendor.

**Planned Deliverables by March 31, 2010:**

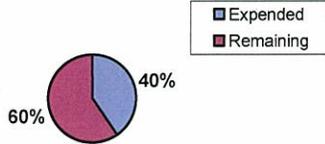
- Complete testing and implementation activities for the Actuarial Data Mart, high-priority standard actuarial reports and loading prior-year actuarial extract data into the data mart.
- Finalize, review and approve Data Validation and Process Review Report produced by the Process Review Actuary vendor.

**Major Fiscal Year 2009/2010 Milestones**

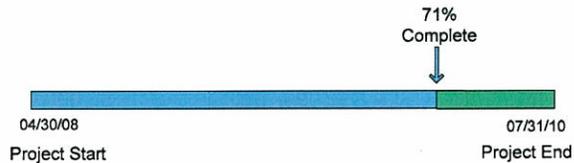
**2009/2010 Project Budget**  
\$962 Thousand



**Total Project Budget**  
\$1.9 Million



**Project Schedule Status Timeline**



**Project Name Purpose**

**Accomplishments**

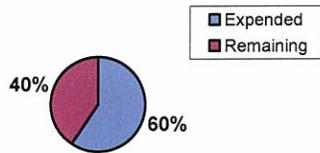
**Additional Earnings & Annuity Credit**

The Additional Earnings & Annuity Credit Project will distribute payments and credits to eligible members.

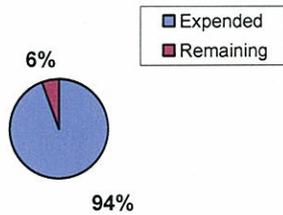
**Strategic Fit**

*CalSTRS Board declaration for Additional Earnings & Annuity Credit at June 2007 Board Meeting*

**2009/2010 Project Budget  
\$174 Thousand**



**Total Project Budget  
\$1.3 Million**



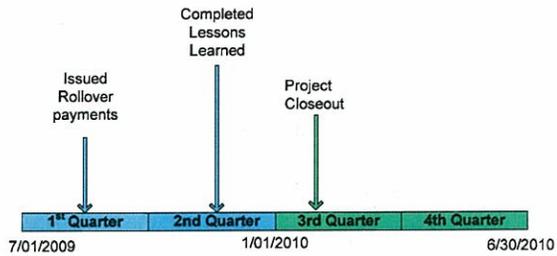
**Period Ending December 31, 2009:**

- Disbursed California tax refund payments to out of state residents.
- Received Enterprise Program Investment Council (EPIC) approval to increase the current fiscal year budget in support of issuing the tax refund payments.
- Monitored Retirement Progress Reports for the Additional Earnings/Additional Annuity credit.
- Conducted Lessons Learned sessions.

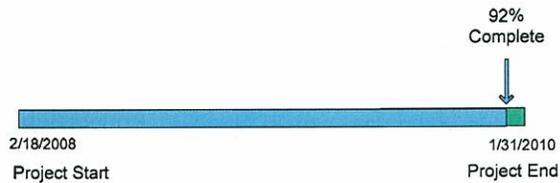
**Planned Deliverables by March 31, 2010:**

- Monitor 2009 1099's for the Additional Earnings/Additional Annuity credits.
- Complete Project Closeout Report.
- Complete Lessons Learned Report.

**Major Fiscal Year 2009/2010 Milestones**



**Project Schedule Status Timeline**



Project Name	Purpose	Accomplishments
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**Annual Update**

Annual Update is the process that creates and distributes the annual member Retirement Progress Reports.

**Period Ending December 31, 2009:**

- Completed 2008/2009 Annual Update corporate database production run.
- Provided members' pensionable earnings reported in 2008/2009 on myCalSTRS.
- Created and mailed a total of 507,341 2008/2009 Cash Balance and Defined Benefit Retirement Progress Reports and posted to myCalSTRS.

**Strategic Fit**

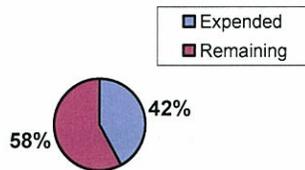
*Teachers' Retirement Law requires individual account statements to be provided to each active and inactive member at least annually.*

**Planned Deliverables by March 31, 2010:**

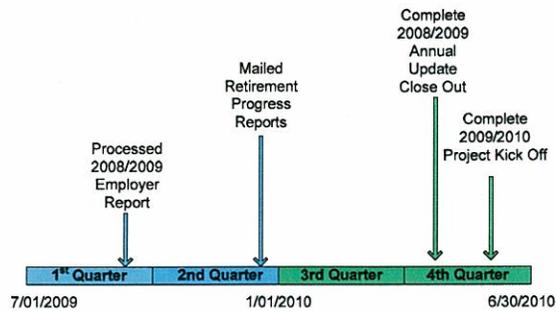
- Conduct 2008/2009 Lessons Learned sessions with business staff, technical staff and Direct Mail Express (DME) vendor.
- Draft 2008/2009 Annual Update Close-Out report.
- Identify 2009/2010 Annual Update project scope.
- Draft 2009/2010 Annual Update project charter.

*Note:* The Annual Update project was formerly combined with Cost Effectiveness Measurement under the Enterprise Process Management project.

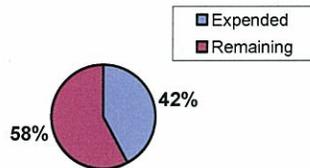
**2009/2010 Project Budget**  
\$121 Thousand



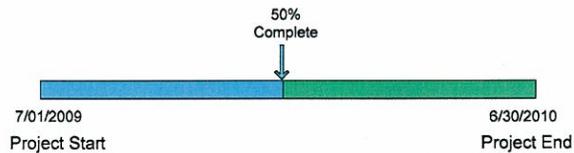
**Major Fiscal Year 2009/2010 Milestones**



**Total Project Budget**  
\$121 Thousand



**Project Schedule Status Timeline**



Project Name	Purpose	Accomplishments
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**Continuous Improvement Team 'Proof of Concept' Project**

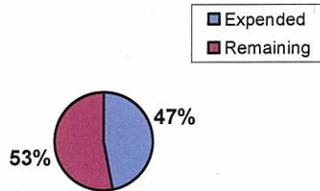
The Continuous Improvement Team 'Proof of Concept' Project – an effort to implement an enterprise business process improvement methodology and a continuous improvement program staffing plan.

**Strategic Fit**

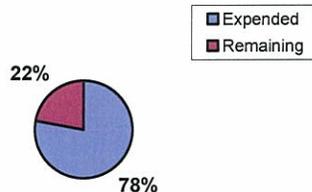
**Goal:** Internal Process (One & Done)

**Objective:** Increase Efficiency of Operations

**2009/2010 Project Budget \$832 Thousand**



**Total Project Budget \$2 Million**



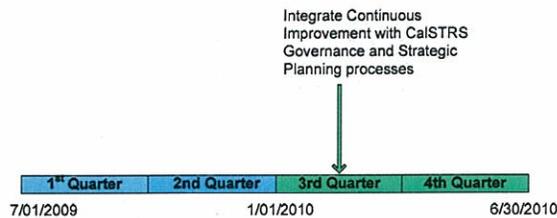
**Period Ending December 31, 2009:**

- Completed development of the Continuous Improvement Methodology training for Project Management Office and Accounting Process and System Support Staff.
- Completed the To-Be workshop for the Reduce Files Central Mail and Scan effort.
- Completed the Internal Transfer Business Process Improvement As-Is and To-Be Workshops.
- Completed the To-Be Business Domain Modeling Session for adding new content to the Enterprise Content Management System (ECMS).

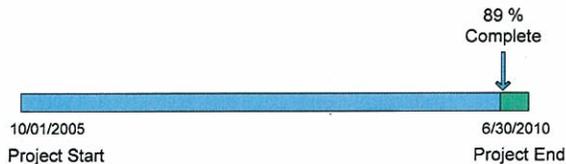
**Planned Deliverables by March 31, 2010:**

- Schedule and execute Continuous Improvement Methodology training as needed.
- Complete the Cost Benefit Analysis, GAP Analysis, Best Practice Research and Findings and Recommendations documents for the Internal Transfer Process Business Process Improvement effort.
- Partner with accounting staff to implement the new Travel Administration Business Process Improvement effort recommendations.
- Continue to work with business areas to integrate the Business Process Improvement recommendations with CalSTRS Governance Councils and Strategic Planning processes.
- Initiate new Business Process Improvement efforts as required.
- Partner with the Project Management Office to draft an enterprise-wide intake process for all CalSTRS projects.
- Finalize success criteria for the new Alternative Investment Solicitation process improvement.
- Continue to offer the Single Point of Failure process documentation services.
- Finalize the Procure to Pay Business Process Improvement effort.

**Major Fiscal Year 2009/2010 Milestones**



**Project Schedule Status Timeline**



Project Name	Purpose	Accomplishments
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**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, 2009:**

- Conducted 2008/2009 project kick off meeting.
- Completed Draft 2008/2009 Cost Effectiveness Measurement (CEM) Defined Benefit Benchmarking Survey and submitted to CEM, Inc.

**Planned Deliverables by March 31, 2010:**

- Respond to questions received back from CEM Inc.
- Review CEM, Inc draft report and respond with comments.
- Initiate data collection process for 2009/2010 Cost Effectiveness Measurement (CEM) Survey.

**Strategic Fit**

**Goal:** *Customer Service (No Surprises)*

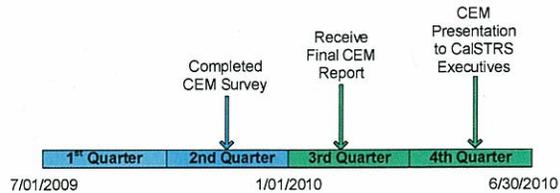
**Objective:** **Improve Member and Employer Services**

**Goal:** *Internal Process (One & Done)*

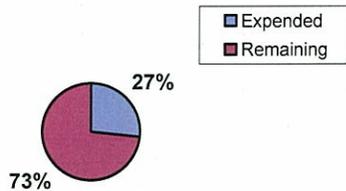
**Objective:** **Increase Efficiency of Operations**

Note: The Cost Effectiveness Measurement project was formerly combined with Annual Update under the Enterprise Process Management project.

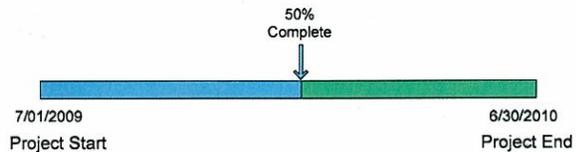
**Major Fiscal Year 2009/2010 Milestones**



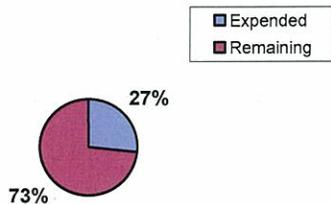
**2009/2010 Project Budget**  
\$51 Thousand



**Project Schedule Status Timeline**



**Total Project Budget**  
\$51 Thousand



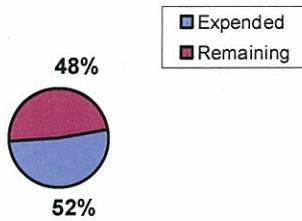
**Employer Reporting Project**

The Employer Reporting Project will improve the employer reporting process and provide technologies in order to gain ongoing efficiencies and to increase the quality of member account data.

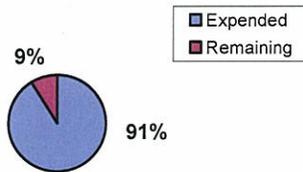
**Strategic Fit**

**Goal:** Internal Process (One & Done)  
**Objective:** Increase Efficiency of Operations

**2009/2010 Project Budget**  
**\$2.1 Million**



**Total Project Budget**  
**\$11.3 Million**



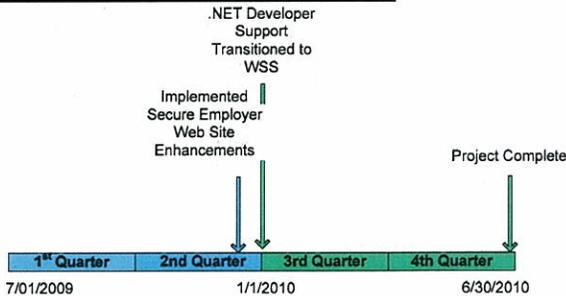
**Period Ending December 31, 2009:**

- Enforced all counties for all non-complex Defined Benefit edits except Los Angeles County Office of Education, which is scheduled for completion February 2010.
- Developed county enforcement plans for the Defined Benefit complex edits.
- Completed development of user acceptance test execution checklists.
- Completed user acceptance and Employer testing.
- Developed and delivered final release training for staff and employers.
- Implemented the final Secure Employer Web site enhancement release.
- Began preparations for the final Southern and Northern California in-person Employer Forum meetings.
- Continued to transition activities and artifacts to the appropriate business and program areas within CalSTRS.
- Provided articles for the Employer Reporting STAR newsletter.

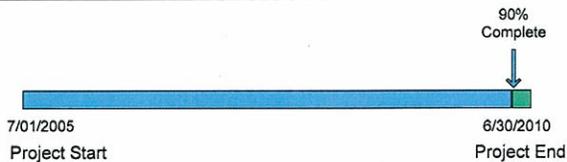
**Planned Deliverables by March 31, 2010:**

- Enforce remaining county for all non-complex Defined Benefit edits.
- Begin county enforcement for the Defined Benefit complex edits.
- Complete a minor Secure Employer Web site clean-up release.
- Develop and deliver final release training for staff and employers.
- Document the process to allow a report unit (district) to become a report source.
- Conduct the final Southern and Northern California in-person Employer Forum meetings.
- Conduct the final Employer Reporting Project (ERP) presentation to internal stakeholders and extended team members.
- Continue to transition activities and artifacts to the appropriate business and program areas within CalSTRS.
- Complete the transition of the developers to the information technology program area.
- Provide articles for the Employer Reporting STAR newsletter.

**Major Fiscal Year 2009/2010 Milestones**



**Project Schedule Status Timeline**



Project Name	Purpose	Accomplishments
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**Future State Architecture**

The Future State Architecture Project will deliver the Solutions Framework and Implementation Roadmap to assist the organization in moving forward to its Future State as defined in the CalSTRS Strategic Plans.

**Strategic Fit**  
**Goal:** *Internal Process (One& Done)*  
**Objective:** Increase Efficiency of Operations

**Period Ending December 31, 2009:**

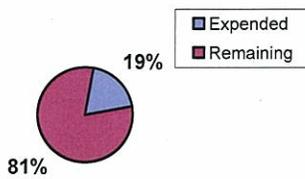
- Conducted focus group sessions with additional business and technical Subject Matter Experts on corporate database strategic direction alternatives.
- Identified preferred experienced Enterprise Architecture (EA) vendor to review project deliverables.
- Received Enterprise Program Investment Council (EPIC) approval to pursue path towards implementing a new pension system and begin new pension system project pre-procurement activities.

**Planned Deliverables by March 31, 2010:**

- Complete Solutions Framework document.

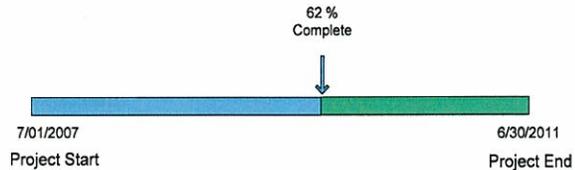
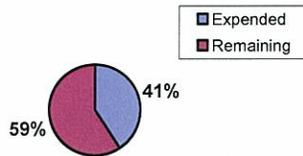
**Major Fiscal Year 2009/2010 Milestones**

**2009/2010 Project Budget**  
**\$1.2 Million**



**Project Schedule Status Timeline**

**Total Project Budget**  
**\$1.9 Million**



Project Name	Purpose	Accomplishments
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**Headquarter Facility Project**

The Headquarter Facility Project has completed a multiple year planning and construction effort to physically relocate its headquarters facility from a three building campus in Sacramento to a mid-rise office building in West Sacramento. With the building move complete, the project is focused on full completion of the following three technology related areas: the new Hosted Contact Center system, the Audio Visual functionality and the Converged Network system.

**Period Ending December 31, 2009:**

- Completed 95% of Audio Visual functionality.
- Validated resolution of outstanding furniture items.
- Continued developing new contract with furniture vendor for on-going furniture maintenance and services.
- Continued implementation of new Hosted Contact Center system for intake of member calls.
- Continued integrating the Building Security System into the Converged Network.
- Completed Converged Network System implementation.

**Planned Deliverables by March 31, 2010:**

- Resolve outstanding Audio Visual issues.
- Complete staff training on Audio Visual equipment.
- Complete implementation of new Hosted Contact Center system for intake of member calls.
- Provide final acceptance of Hosted Contact Center and Converged Network Systems.
- Complete integrating the Building Security System into the Converged Network.

**Strategic Fit**

**Goal:** Customer Service (No Surprises)

**Objective:** Improve Member and Employer Services

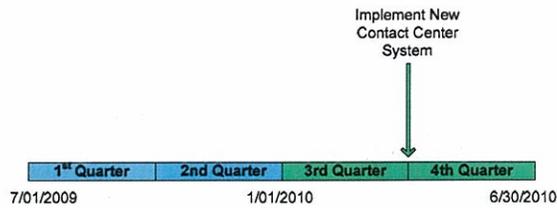
**Goal:** Internal Process (One & Done)

**Objective:** Increase Efficiency of Operations

**Goal:** Learning and Growth (Rock Solid)

**Objective:** Be an Employer of Choice

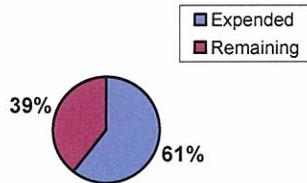
**Major Fiscal Year 2009/2010 Milestones**



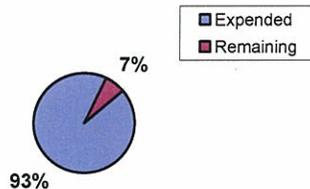
**Project Schedule Status Timeline**



**2009/2010 Project Budget \$426 Thousand**



**Total Project Budget \$2.4 Million**



Project Name	Purpose	Accomplishments
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**Human Resource Management Information Systems**

The Human Resources Management Information Systems Project will provide CalSTRS with the foundation for implementing Human Resources strategic vision, program development and technology based on industry leading best practices.

**Period Ending December 31, 2009:**

- Canceled Request for Proposal (RFP) for HR Technology solution.

**Planned Deliverables by March 31, 2010:**

- Rewrite and release Request for Proposal (RFP) for Human Resource Technology and complete vendor selection.
- Develop and present to Executive Staff the first phase of the CalSTRS Succession Plan.
- Complete Communication Plan for Human Resource Management Information System rollout.

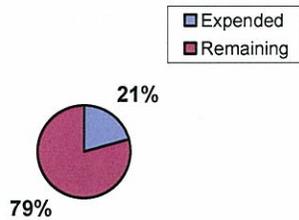
**Strategic Fit**

**Goal:** *Learning and Growth (Rock Solid)*

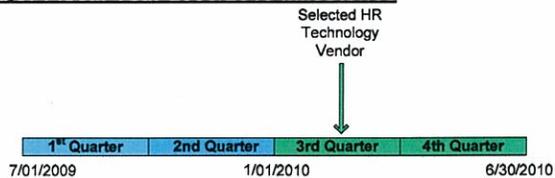
**Objectives:** Increase Competency-Based Performance

**⚠ Schedule and Budget Warning:** The Human Resources Management Information System project is in warning status due to cancellation of the Request for Proposal (RFP) and need to reissue to ensure a competitive procurement.

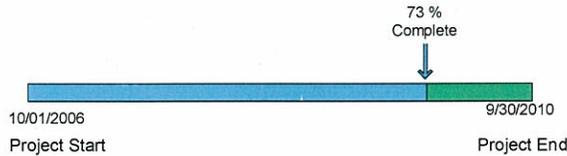
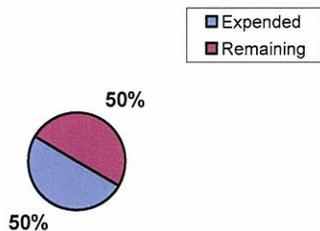
**2009/2010 Project Budget**  
\$769 Thousand



**Major Fiscal Year 2009/2010 Milestones**



**Total Project Budget**  
\$1.7 Million



Project Name	Purpose	Accomplishments
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**myCalSTRS Online Services for Teachers**

The MOST project will enhance 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, 2009:**
- Developed requirements for the new user login process, registration for direct deposit, and verification of benefits.
  - Obtained vendors services to provide the third party online verification process.
  - Developed user interface for user login and direct deposit online registration.

**Strategic Fit**

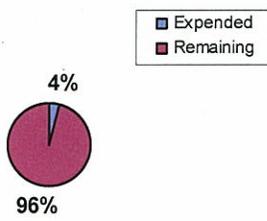
**Goal:** Learning and Growth (Rock Solid)

**Objectives:** Increase Competency-Based Performance

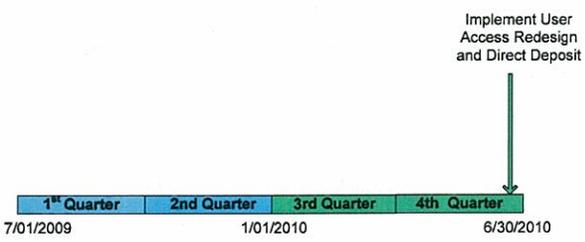
- Planned Deliverables by March 31, 2010:**
- Complete development of both the new user login process and direct deposit online registration.
  - Complete requirements for the death beneficiary online form for both online submission and print, sign and mail.
  - Complete requirements for six additional forms to print, sign and mail.
  - Begin requirements gathering for the retirement application.

Note: The project was initiated in January 2009 with contingency funds and received Enterprise Program Investment Council (EPIC) funding beginning in December 2009.

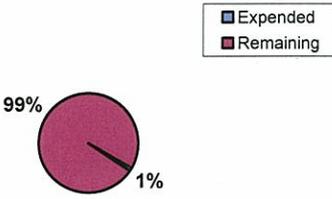
**2009/2010 Project Budget \$445 Thousand**



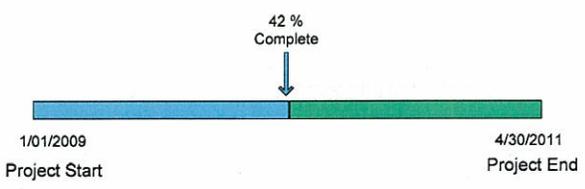
**Major Fiscal Year 2009/2010 Milestones**



**Total Project Budget \$1.7 Million**



**Project Schedule Status Timeline**



Project Name	Purpose	Accomplishments
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**Penalties and Interest**

The Penalties and Interest project will identify and implement a commercial off-the-shelf (COTS) solution for automating the assessment, billing and collection of penalties and interest for employer late reporting and remittances.

**Period Ending December 31, 2009:**

- Received project approval and funding from the Enterprise Program Investment Council (EPIC).

**Planned Deliverables by March 31, 2010:**

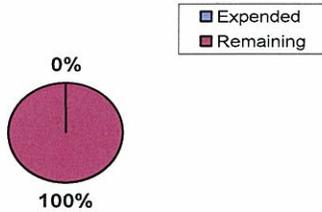
- Complete a Request for Offer (RFO) to obtain a Project Manager with experience in implementing accounting software solutions.
- Develop a Request for Proposal for a commercial off-the-shelf (COTS) solution and integration vendor.

**Strategic Fit**  
**Goal:** Financial (Risk and Reward)  
**Objective:** Responsibly Manage Risk

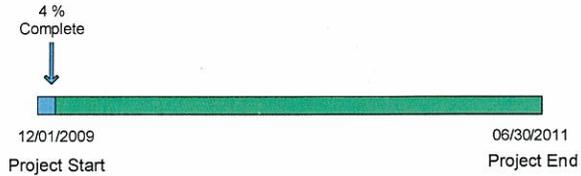
**Major Fiscal Year 2009/2010 Milestones**



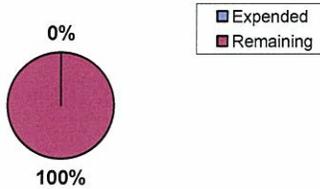
**2009/2010 Project Budget**  
**\$700 Thousand**



**Project Schedule Status Timeline**



**Total Project Budget**  
**\$6 Million**



**Project Name**

**Purpose**

**Accomplishments**

**Pension Accounting Initiative**

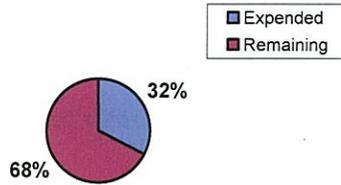
The Pension Accounting Initiative will improve internal controls by addressing gaps between current and best practices in accounting policy, planning, treatment, chart of accounts, analysis, availability of financial information, use of the general ledger, communication of fiscal impacts, and training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

**Strategic Fit**

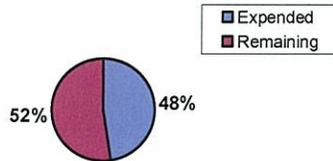
**Goal:** Financial (Risk and Reward)

**Objective:** Responsibly Manage Risk

**2009/2010 Project Budget**  
\$1.2 Million



**Total Project Budget**  
3.4 Million



**Period Ending December 31, 2009:**

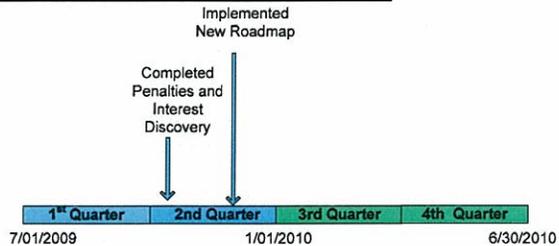
- Accounting Policies & Treatment
  - Completed the risk assessment and overall strategic vision for the Accounting Division, and developed recommendations and implementation plans for addressing audit findings, strengthening internal controls and creating efficiencies in Accounting processes.
  - Began implementation of recommendations by focusing on policy development for high risk areas.
- Financial Management Reporting Enhancement
  - Identified unmet Accounting reporting needs providing the basis for a new chart of accounts.
- Recruitment, Retention, and Training
  - Continued implementation of quick wins and communication efforts through the newly created Change Management Operations committee for preparation of future changes.

**Planned Deliverables by March 31, 2010:**

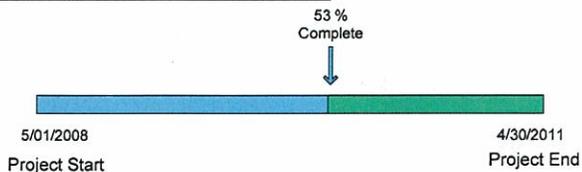
- Obtain Enterprise Program Investment Council (EPIC) approval to increase the project budget for additional vendor services to address additional project complexity and lack of available staff resources.
- Accounting Policies & Treatment
  - Develop high priority policies.
  - Examine and modify financial reporting processes that result in information for the Comprehensive Annual Financial Report (CAFR).
- Recruitment, Retention, and Training
  - Begin implementation of the recruitment and retention recommendations to address the identified skills and knowledge gaps.

**Budget Warning:** This Pension Accounting Initiative is in a budget warning status due to the complexity and the quantity of issues found and limited Accounting capacity. A larger implementation effort from vendor is required to improve internal controls and address gaps in the Accounting Division. Additional funding will be requested of the Enterprise Program Investment Council (EPIC) in February 2010 to cover the additional vendor costs.

**Major Fiscal Year 2009/2010 Milestones**



**Project Schedule Status Timeline**



Project Name	Purpose	Accomplishments
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**Reduce Files**

The Reduce Files project will convert non-member paper, microfilm and microfiche files to electronic format to reduce storage space requirements. This will decrease the number of filing cabinets throughout CalSTRS and contribute to the New Headquarters facility's LEED Gold Certification for sustainable "green" construction. The project also includes implementing a Records Management Program to ensure proper ongoing record maintenance.

**Period Ending December 31, 2009:**

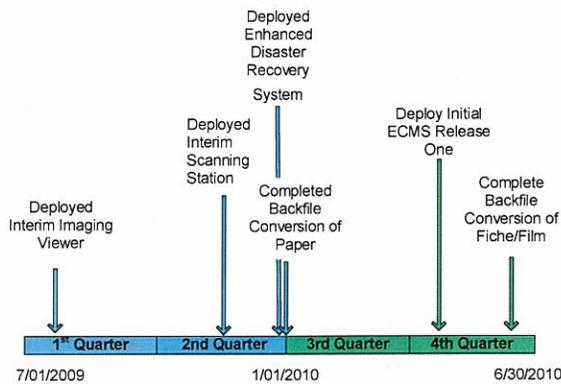
- Deployed interim scan facility.
- Completed CalSTRS Disaster Recovery System enhancements for imaging.
- Completed Backfile Conversion of paper documents.
- Renamed project from Reduce Files at Move to Reduce Files to represent the post move project activities.

**Planned Deliverables by March 31, 2010:**

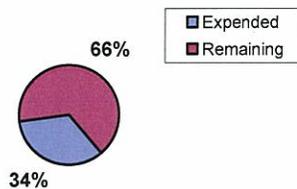
- Transition interim scan facility into new Corporate Scan Facility.
- Continue Backfile Conversion of microfiche and microfilm.
- Continue development of P8 Enterprise Content Management System (ECMS).

**Strategic Fit**  
**Goal:** Internal Process (One & Done)  
**Objective:** Increase Efficiency of Operations

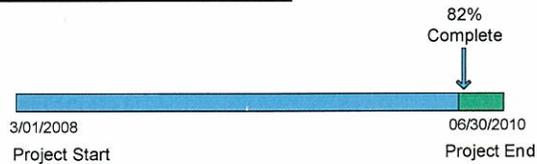
**Major Fiscal Year 2009/2010 Milestones**



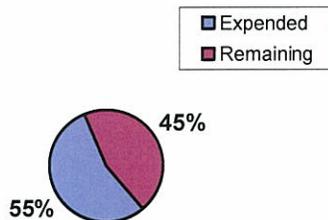
**2009/2010 Project Budget**  
**\$4.1 Million**



**Project Schedule Status Timeline**



**Total Project Budget**  
**\$8.4 Million**

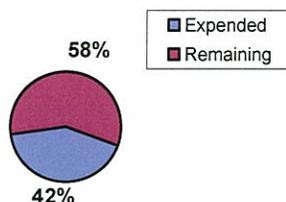


Project Name	Purpose	Accomplishments
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**Project Management Office Program**

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.

**2009/2010 Project Budget  
\$1.3 Million**



**Period Ending December 31, 2009:**

- Provided direction for one project (Future State Architecture) requesting approval of the discovery results recommendation on a long-term strategy for the pension system.
- Provided direction for two projects (Future State Architecture and Headquarter Facility – Hosted Contact Center sub-project) requiring schedule and budget modifications.
- Provided direction for one project (Pension Accounting Initiative) requesting approval of the discovery results recommendation for automating penalties and interest through the Penalties and Interest project.
- Provided direction for one project (myCalSTRS Online Services for Teachers) requesting EPIC funding and establishing an EPIC project schedule and budget.
- Initiated the Post Implementation Evaluation Report (PIER) for one completed project (Community Colleges – AB1586).
- Provided oversight and management (i.e. scope, schedule, budget, risk, issue) for twelve enterprise projects/discovery efforts.
- Continued piloting Project Portfolio Management practices within the Project Management Office.

**Planned Deliverables by March 31, 2010:**

- Continue to provide direction and project management resources for one project (Future State Architecture).
- Provide direction for one project (Investment Accounting) requesting EPIC funding and establishing an EPIC project schedule and budget.
- Provide direction for one project (Pension Accounting Initiative) requiring budget modifications.
- Provide direction for one project (Human Resource Management Information System) requiring schedule and budget modifications.
- Provide direction for one effort (Historical Exceptions) requesting approval for a discovery.
- Provide oversight and management (i.e. scope, schedule, budget, risk, issue) for thirteen enterprise projects/discovery efforts.
- Continue piloting Project Portfolio Management practices within the Project Management Office.
- Develop Project Portfolio Management processes for Executive approval and initiate a pilot within CalSTRS.
- Initiate discovery effort for implementing a Project Portfolio Management tool.