
CALSTRS

Enterprise Projects Fiscal Year 2011/2012 Year End Report

Enterprise Projects

Fiscal Year End 2011/2012

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

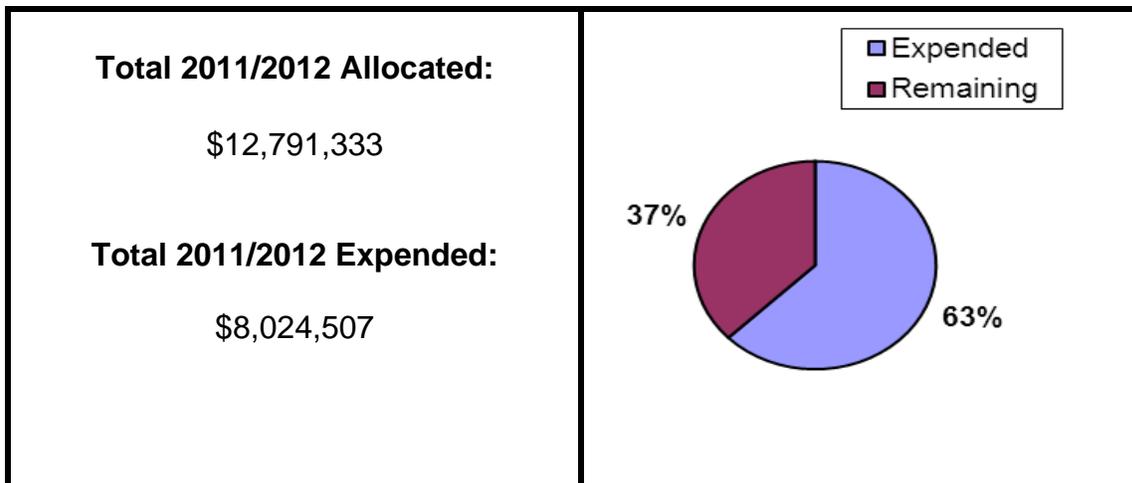
Ed Derman
Deputy Chief Executive Officer
Plan Design and Communication

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 June 30, 2012



The Fiscal Year 2011/2012 EPIC budget reflects a 37% unexpended surplus. This is attributed to a number of factors including: (1) delays in some project milestone activities and deliverable payment schedules due to contract initiation and resource allocation constraints; and (2) changes in the resource benefit reporting assumptions for CalSTRS state staff. In addition, CalSTRS PMO staff constantly work towards reduction of costs throughout project life cycles. As projects enter into different phases and more information is available, project budgets are adjusted to reflect any cost savings and any unused funds are returned to the System at the end of the fiscal year. If a project determines they are unable to complete approved tasks within budget, there is a mechanism in place for which additional funds can be requested and approved through the EPIC process. These are core tenets of the CalSTRS PMO's stewardship role in the management of the \$20 million dollar annual EPIC budget which, together with the recently approved budget act item for the development of information technology projects, will enable CalSTRS to maximize the effective use of EPIC funding for BusinessRenew expenditures.

Enterprise Projects Fiscal Year End 2011/2012

Project Name	Duration	Project Total ¹	2011/2012 Budget	2011/2012 Expended ²	Schedule	Budget
Actuarial Valuation	Apr 08 – Aug 12	\$1,729,847	\$30,000	\$20,930	●	●
Annual Update	Jul 11 – Jun 12	\$89,050	\$89,050	\$51,205	●	●
Anti-Spiking Discovery	Apr 11 – Aug 11	\$28,490	\$11,250	\$8,800	☺	☺
Board Elections	Nov 10 – Mar 12	\$47,135	\$26,880	\$3,350	☺	☺
BusinessRenew						
Corporate Accounting & Resource Management ³	Jan 11 – Aug 13	\$20,161,998 ³	\$16,943,393 ³	\$6,663,378 ³	⚠ ⁴	●
Data Preparation ⁵	Nov 11 – Feb 13	\$2,755,455	\$615,236	\$522,412	⚠ ⁵	●
Independent Project Oversight	Sep 11 – Oct 19	\$6,482,200	\$800,000	\$508,333	●	●
Pension Solution	Dec 10 – Mar 13	\$5,578,587 ⁶	\$1,656,262	\$1,226,892	●	●
Project Support	Jan 11 – Jun 13	\$1,666,120	\$1,214,000	\$181,246	●	●
Requirements Management	Aug 11 – Jul 12	\$0 ⁷	\$0 ⁷	\$0 ⁷	●	N/A
CalSTRS.com Redesign	Nov 11 – Mar 13	\$603,820	\$29,220	\$19,215	●	●
Cost Effectiveness Measurement	Jul 11 – Sep 11	\$1,700	\$1,700	\$1,700	☺	☺
Investment Accounting ⁸	Oct 08 – Dec 11	\$2,704,000	\$827,000	\$111,809	☺	☺
myCalSTRS Online Services for Teachers ⁸	Jan 09 – Dec 11	\$1,838,151	\$19,080	\$19,076	☺	☺
Omnibus Bill	Oct 11 – Nov 12	\$354,530	\$286,022	\$65,508	●	●
Penalties and Interest	Dec 09 – Aug 12	\$11,268,923	\$4,524,153	\$3,433,433	●	●
Pension Accounting Initiative	May 08 – Jul 12	\$6,372,839	\$0	\$0	●	●
Priority Management Project Portfolio Management Tool	Aug 11 – Dec 12	\$379,360	\$116,360	\$71,705	●	●
SchedulePlus	Dec 11 – Jul 12	\$30,000	\$30,000	\$21,630	●	●
Project Management Office Program	Ongoing	\$740,440	\$740,440	\$484,537	N/A	●
Project Risk Reserve	Ongoing	\$1,000,000	\$1,000,000	\$600,000	N/A	●
Total Enterprise Projects' 2011/2012 Budget:		Total 2011/2012 Allocated:		Total 2011/2012 Expended:		
\$20 million		\$12,791,333		\$8,024,507		
Schedule & Budget Indicators:	● Acceptable	⚠ Warning	◆ Critical	☺ Complete		

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

² 2011/2012 Expended – includes project expenses paid and does not reflect expenses that have been accrued. Encumbered project funds will continue to be expended in the next fiscal year and will be reflected in each projects' total expended percentage.

³ BusinessRenew Corporate Accounting & Resource Management – \$15.5 million funded through Board and contingency funds and is excluded from the Enterprise Projects' stated Total Budget, Allocated and Expended information. Received EPIC funds of \$1,774,680 for fiscal year 2011/2012 and \$2,875,000 for fiscal year 2012/2013.

⁴ BusinessRenew Corporate Accounting & Resource Management - schedule warning due to vendor resource issues.

⁵ BusinessRenew Data Preparation –schedule delay due to cancellation of initial data services vendor request for proposal.

⁶ BusinessRenew Pension Solution - amount includes funds for project phases beyond the defined discovery and requirements phases.

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

⁸ 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.

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.

Fiscal Year 2011/2012:

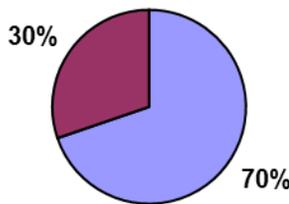
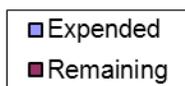
- Enterprise Program Investment Council (EPIC) approved the team's recommendation to complete the Detailed Internal Procedure Report as part of the program's daily operations under the direction of the Plan Design & Communication (PD&C) Deputy CEO.

Planned Deliverables for Fiscal Year 2012/2013:

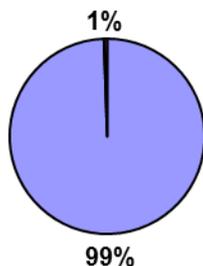
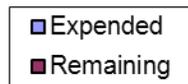
- Complete project close-out activities.

Note: The Actuarial Valuation project was in red, or warning, status until the final project deliverable, the Detailed Internal Procedure Report, was removed from the project scope and closed out. The red warning status was the result of the original contracted vendor, AON, going through a company merger with Hewitt Associates who no longer provided the agreed to contracted services. Staff researched other potential vendor options to complete the work. However, due to the unique knowledge of the original AON vendor with CalSTRS actuarial processes and data, a replacement vendor was determined to be unfeasible. Plan Design and Communications agreed to create the Detailed Internal Procedure Report deliverable using existing internal actuary resources and the Enterprise Program Investment Council agreed to pay for backfill resources for any required actuarial services in fiscal year 2012/2013. The Detailed Internal Procedure Report is scheduled to be complete in December 2012.

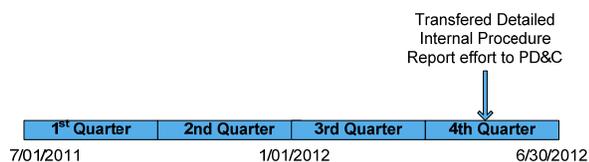
**2011/2012 Project Budget
\$30 Thousand**



**Total Project Budget
\$1.8 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



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).

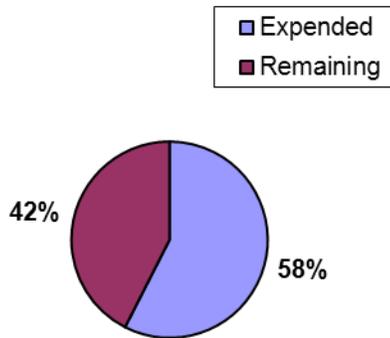
Fiscal Year 2011/2012:

- Developed and implemented 2010/2011 Retirement Progress Report enhancements.
- Completed address cleanup mailing effort for active members for both the 2010/2011 and the 2011/2012 *Retirement Progress Reports*.
- Created and mailed 2010/2011 Cash Balance and Defined Benefit *Retirement Progress Reports* and posted member information to myCalSTRS web site.
- Provided enhanced information on myCalSTRS web site to include member's earnable and service credit reported in 2010/2011.
- Gathered data on 2010/2011 Retirement Progress Reports Customer Satisfaction Survey.
- Completed 2010/2011 Annual Update project close-out report.
- Defined and completed the 2011/2012 Retirement Progress Report enhancements.

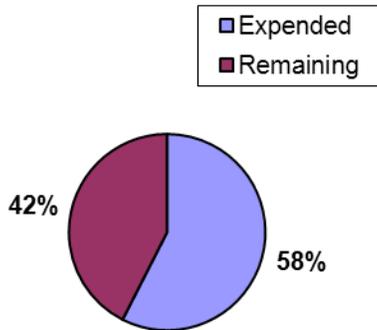
Planned Deliverables for Fiscal Year 2012/2013:

- Complete the 2011/2012 Annual Update corporate database production run.
- Create and mail 2011/2012 Cash Balance and Defined Benefit *Retirement Progress Reports* and post member information to myCalSTRS web site.
- Gather data on 2011/2012 Retirement Progress Reports Customer Satisfaction Survey.
- Complete the 2011/2012 Annual Update close-out report.
- Initiate the 2012/2013 Project kick-off.
- Create and mail letters for member confirmation of a new US Postal Service provided address.
- Finalize the 2012/2013 Annual Update system modifications and enhancements.

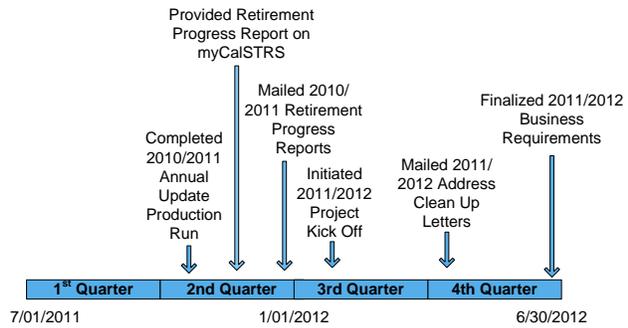
2011/2012 Project Budget
\$89 Thousand



Total Project Budget
\$89 Thousand



Major Fiscal Year 2012/2013 Milestones



Project Schedule Status Timeline



Anti-Spiking Discovery

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

Fiscal Year 2011/2012:

- Completed Discovery Results document and presented to Enterprise Program Investment Council (EPIC).
- Transitioned recommendations to program areas for implementation.
- Conducted lessons learned.

Planned Deliverables for Fiscal Year 2012/2013:

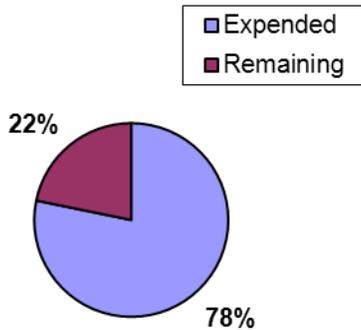
- Project is complete.

Total Project Cost: Project was completed under budget.

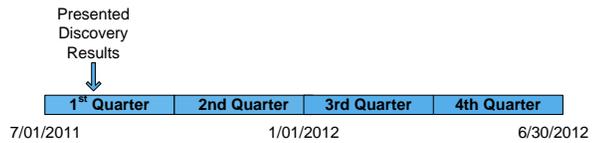
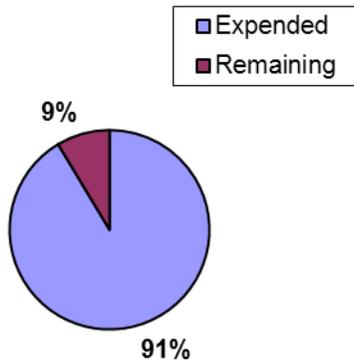
Schedule and Scope: Project was completed within the approved scope and schedule.

Major Fiscal Year 2011/2012 Milestones

2011/2012 Project Budget
\$11 Thousand



Total Project Budget
\$32 Thousand



Project Schedule Status Timeline



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.

Fiscal Year 2011/2012:

- Delivered production address data files to election services vendor.
- Validated and proofed printed ballots and envelopes.
- Compiled, formatted and delivered Candidate Statements to vendor.
- Completed all testing and activated telephone and internet voting process.
- Mailed voting ballots to eligible members.
- Conducted Board Election process and certified results.
- Executed new board members' oath of office.
- Conducted lessons learned sessions and drafted project close-out report.
- Drafted project close-out report.

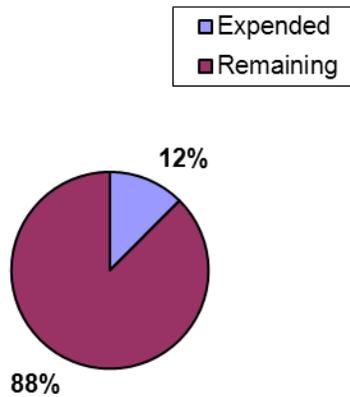
Planned Deliverables for Fiscal Year 2012/2013:

- Project is complete.

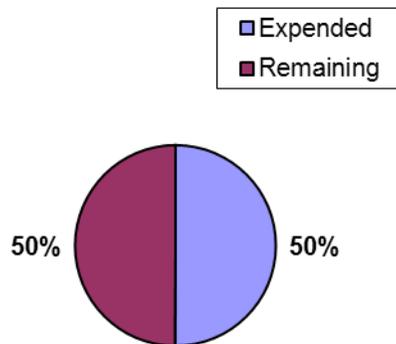
Total Project Cost: Project was completed under budget by \$23,530.

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

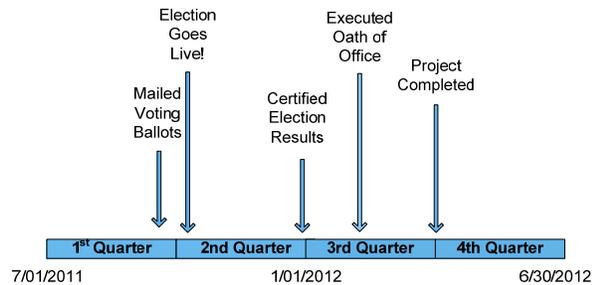
2011/2012 Project Budget
\$27 Thousand



Total Project Budget
\$47 Thousand



Major Fiscal Year 2011/2012 Milestones



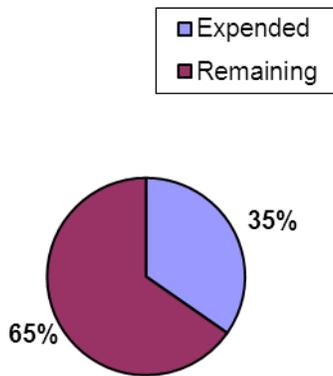
Project Schedule Status Timeline



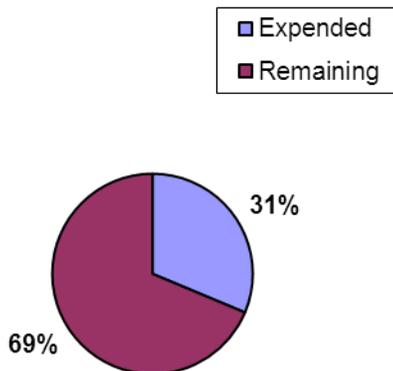
BusinessRenew Corporate Accounting & Resource Management

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.

2011/2012 Project Budget \$16.9 Million



Total Project Budget \$20.2 Million



Fiscal Year 2011/2012:

- Completed Project Planning Phase.
- Completed Blueprint Phase (system design phase) except the Data Conversion Plan.
 - Validated business requirements and completed 200+ page blueprint document which defines the solution,
 - Completed all planning documents (e.g. Training Strategy, Change Management Plan) to guide activities throughout the project.
- Commenced Realization (build and test) phase:
 - Configured 95% of business processes in commercial off-the-shelf (COTS) package,
 - Completed the functional design of 50% of all custom development objects,
 - Completed development of 36% of custom objects required to support non-standard software,
 - Commenced test planning and completed Unit Testing of 28% of business processes,
 - Completed 10% of all Business Process Procedure (BPPs) documents,
 - Built Quality Assurance and Production environments.
- Migrated Penalties and Interest functionality into the environment.
- Signed implementation vendor contract amendment to include application maintenance and support.
- Commenced and continued change management and end-user stakeholder readiness activities.
- Received \$1.3 million in Enterprise Program Investment Council (EPIC) funding to purchase necessary hardware, support additional contract resources and establish a project risk reserve.

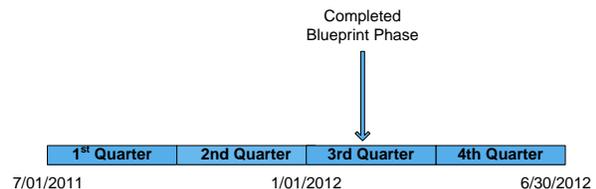
Planned Deliverables in FY 2012/2013:

- Complete Release 1 including completion of the Realization Phase (building and testing the system), Final Prep Phase (training), go-live and migrating into production support.
- Complete Blueprint (design) and Realization (build and test) of Release 2 functionality (cost accounting) scheduled for implementation in July 2013.
- Continue Change Management and Training activities outlined in the respective plans.

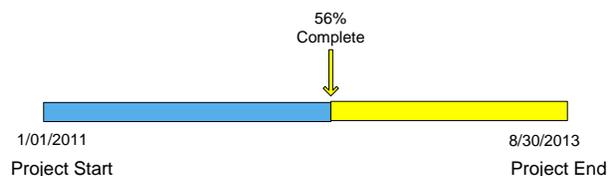
Schedule Warning: Project is behind schedule due to historical implementation vendor resource issues. The team is now fully staffed and throughput has increased. Integration testing is scheduled to begin August 1, 2012.

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



Project Schedule Status Timeline



**BusinessRenew
Data
Preparation**

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

Fiscal Year 2011/2012:

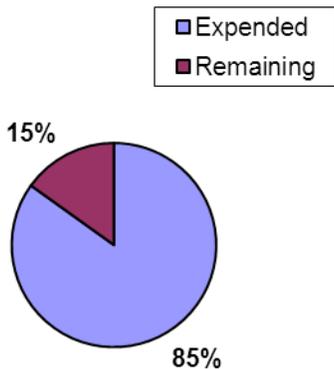
- Gained Enterprise Program Investment Council approval to establish the Data Preparation discovery including establishing a data fix team to support the cleanup of high priority data issues potentially resulting in over or underpayments and the development of a plan for Enterprise Data Management with an initial focus on the Pension Solution needs.
- Released the Request for Proposal for a data analysis services vendor, which was subsequently cancelled.
- Received approval for a schedule change to accommodate the extended procurement schedule.
- Established a data fix team entitled the Complete Account Review and Evaluation (CARE) team and developed a quarterly progress report for presentation to the Enterprise Program Investment Council (EPIC).

Planned Deliverables for Fiscal Year 2012/2013:

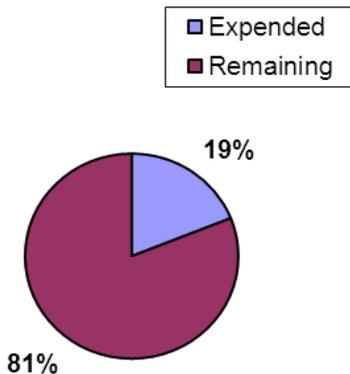
- Release a procurement document and award a contract for the development of a plan for Enterprise Data Management with an initial focus on the Pension Solution needs.
- Re-release the Data Analysis Services Request for Proposal and award the contract.
- Request approval to extend the project schedule to accommodate republishing the Data Analysis Services Request for Proposal.
- Perform the data analysis and profiling with the support of the Data Analysis vendor.

⚠ Schedule Warning: The project is behind schedule due to the cancellation of the Data Analysis Services Request for Proposal as a result of receiving no qualified bids.

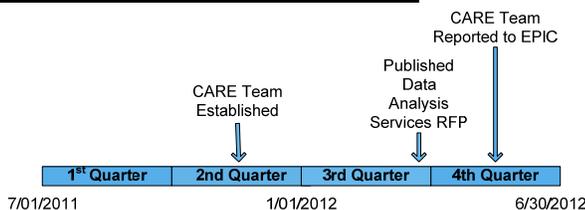
**2011/2012 Project Budget
\$615 Thousand**



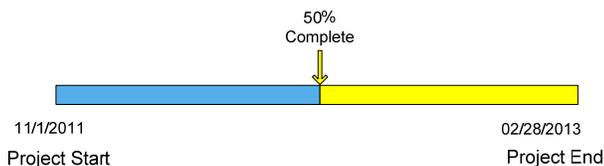
**Total Project Budget
\$2.8 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Project Name	Purpose	Accomplishments
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BusinessRenew Independent Project Oversight

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

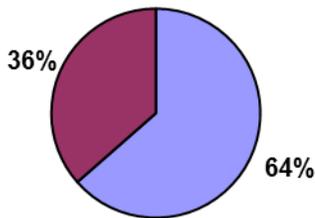
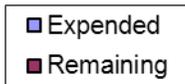
Fiscal Year 2011/2012:

- Established scope and budget when transitioned from BusinessRenew Project Support effort.
- 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.
- Completed monthly comprehensive status reports for Corporate Accounting and Resource Management, Pension Solution and Data Preparation.
- Reviewed and provided feedback on Corporate Accounting and Resource Management and Pension Solution project deliverables.
- Developed Board presentations for April and June on BusinessRenew project status.
- Provided advisory services to the Enterprise Program Investment Council on information technology project management best practices.

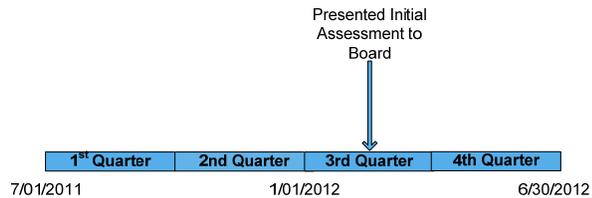
Planned Deliverables for Fiscal Year 2012/2013:

- Complete comprehensive monthly reports for Corporate Accounting and Resource Management, Pension Solution and Data Preparation.
- Provide oversight and guidance on Pension Solution requirements and procurement project planning activities.
- Provide input and oversight on BusinessRenew Program governance model.
- Provide advisory services to the Enterprise Program Investment Council on information technology project management best practices.

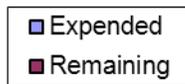
2011/2012 Project Budget
\$800 Thousand



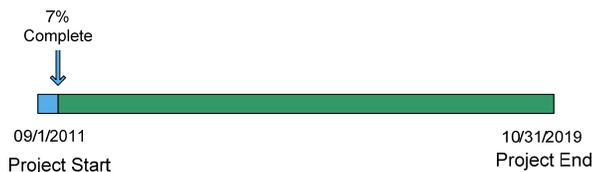
Major Fiscal Year 2011/2012 Milestones



Total Project Budget
\$6.5 Million



Project Schedule Status Timeline



Project Name	Purpose	Accomplishments
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BusinessRenew Pension Solution

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

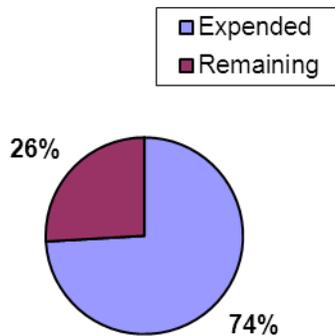
Fiscal Year 2011/2012:

- 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.
- Conducted the "Vision of the Future" education session with CalSTRS executive staff.
- Finalized the Inconsistent Business Practices document.
- Finalized the Discovery Results document.
- Gained Enterprise Program Investment Council (EPIC) approval to move forward with the pension solution business requirements phase of the Pension Solution effort.

Planned Deliverables for Fiscal Year 2012/2013:

- Complete the Business Requirements documentation.
- Gain approval to begin the Pension Solution procurement and publish the Request for Proposal.
- Execute a plan to resolve the Inconsistent Business Practices.

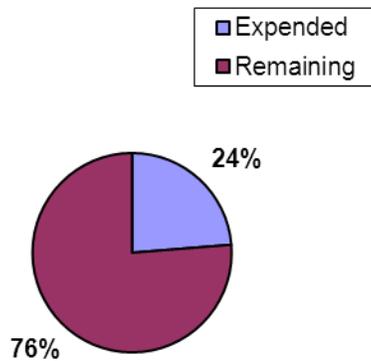
2011/2012 Project Budget \$1.7 Million



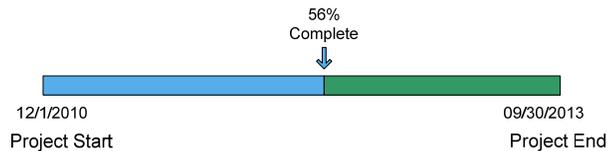
Major Fiscal Year 2011/2012 Milestones



Total Project Budget \$5.6 Million



Project Schedule Status Timeline



BusinessRenew Project Support

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

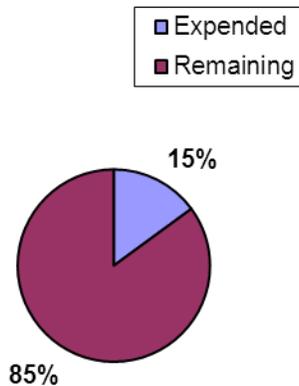
Fiscal Year 2011/2012:

- Awarded contract for BusinessRenew Independent Project Oversight to Grant Thornton LLP.
- Hired BusinessRenew Communications support staff.
- Provided legal support for the maintenance and support agreement for the Corporate Accounting and Resource Management Project.
- 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.

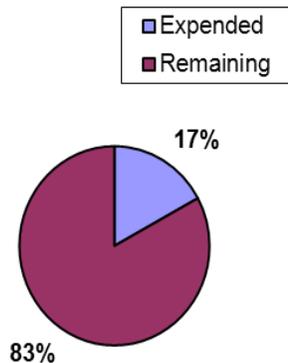
Planned Deliverables for Fiscal Year 2012/2013:

- Request Enterprise Program Investment Council (EPIC) to migrate BusinessRenew Project Support into a BusinessRenew Program to be established early in fiscal year 2012/2013.
- Establish BusinessRenew Program.
- Provide communications and cultural change management support for large BusinessRenew projects (Corporate Accounting and Resource Management, Pension Solution and Data Preparation.).
- Assist in the development of competitive procurement documents and processes for Pension Solution and Data Preparation projects.

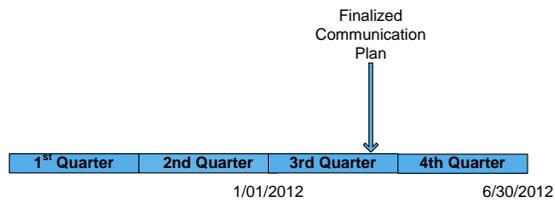
**2011/2012 Project Budget
\$1.2 Million**



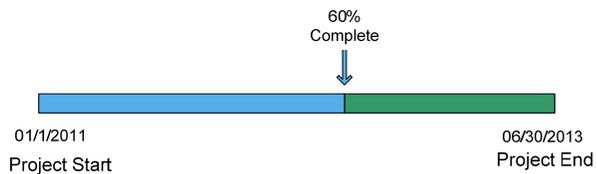
**Total Project Budget
\$1.7 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Project Name	Purpose	Accomplishments
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BusinessRenew Requirements Management

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

Fiscal Year 2011/2012:

- Received Enterprise Program Investment Council (EPIC) approval to conduct the Requirements Management discovery.
- Completed Requirements Management Plan.
- Developed requirements and a recommendation to purchase a Requirements Management tool.
- Developed an interim solution for storing and managing the Pension Solution discovery requirements.
- Developed recommendations regarding the relationship between existing requirements and a new tool.
- Requested and received Enterprise Program Investment Council (EPIC) approval to extend the discovery through July 31, 2012.

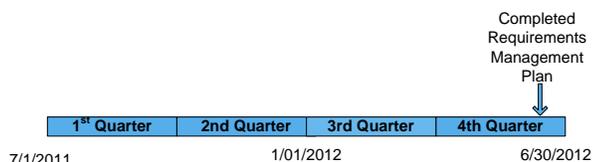
Planned Deliverables for Fiscal Year 2012/2013:

Major Fiscal Year 2011/2012 Milestones

- Request Enterprise Program Investment Council (EPIC) approval of the Discovery results and recommendations for next steps.
- Conduct lessons learned activities from discovery phase.
- Procure Requirements Management tool.

2011/2012 Project Budget
No Budget

Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



CalSTRS.com Redesign

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

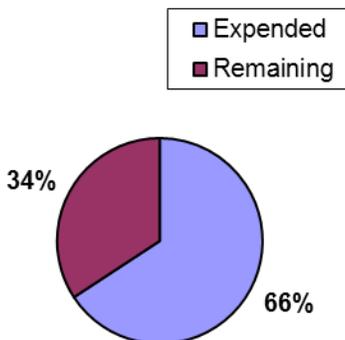
Fiscal Year 2011/2012:

- Identified procurement strategy and conducted market research and outreach.
- Completed business, technical and security requirements for new website.
- Completed and released the Request for Proposal for website redesign vendor services and completed the vendor selection process.
- Received Enterprise Program Investment Council (EPIC) approval to extend the discovery schedule by two months to April 2012.
- Received Enterprise Program Investment Council (EPIC) approval to proceed with the redesign of the CalSTRS.com website.

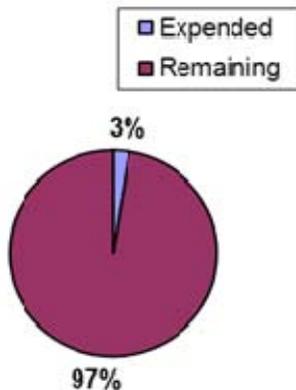
Planned Deliverables for Fiscal Year 2012/2013:

- Execute the contract for website redesign vendor services.
- Complete project collaboration environment and content management system set up.
- Complete website design composites and implement website design onto content management system.
- Insert website content and launch the redesigned CalSTRS.com in January 2013.
- Complete project close-out activities.

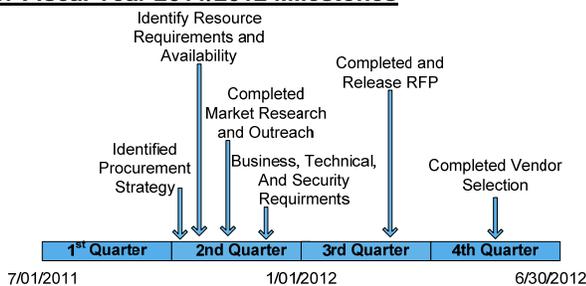
2011/2012 Project Budget \$19 Thousand



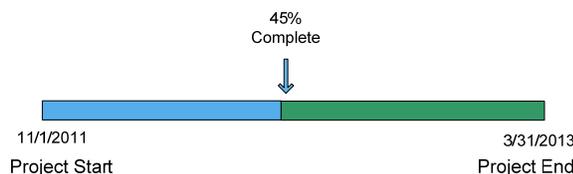
Total Project Budget \$604 Thousand



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Cost Effectiveness Measurement

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

Fiscal Year 2011/2012:

- Canceled CEM Project for 2010/2011 fiscal year and replaced with a less complex survey conducted by the program area.
- Presented 2009/2010 CEM Inc. results to CalSTRS Leadership Team and staff.

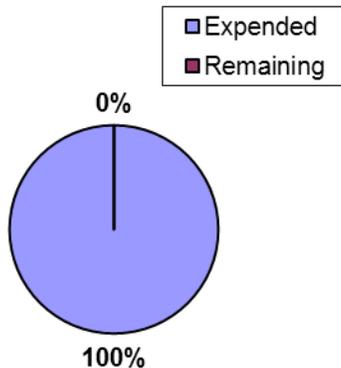
Planned Deliverables for Fiscal Year 2012/2013:

- Project is complete.

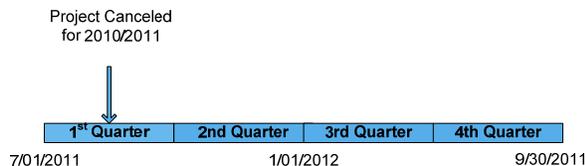
Total Project Cost: Project returned \$31,500 to the Enterprise Program Investment Council (EPIC).

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

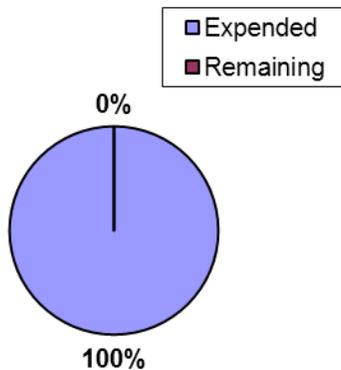
2011/2012 Project Budget \$17 Hundred



Major Fiscal Year 2011/2012 Milestones



Total Project Budget \$17 Hundred



Investment Accounting

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

Fiscal Year 2011/2012:

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

Planned Deliverables for Fiscal Year 2012/2013:

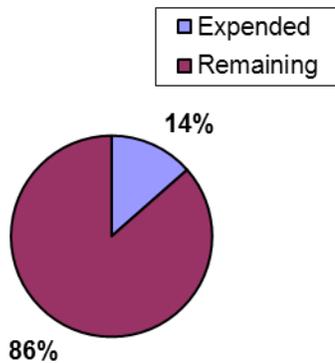
- Project is complete.

Total Project Cost: Project was completed under budget.

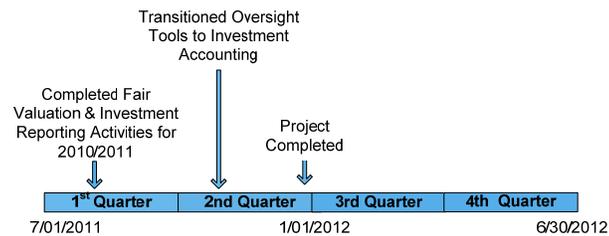
Schedule and Scope: Project was completed within the approved scope and schedule.

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.

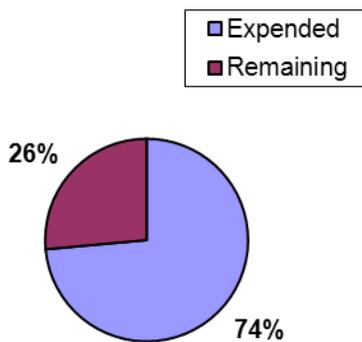
2011/2012 Project Budget
\$827 Thousand



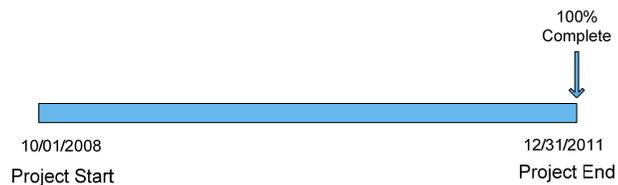
Major Fiscal Year 2011/2012 Milestones



Total Project Budget
\$2.7 Million



Project Schedule Status Timeline



myCalSTRS Online Services for Teachers (MOST)

The MOST project enhanced 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.

Fiscal Year 2011/2012:

- Completed lessons learned sessions and project close-out report.
- Received final approval of project close-out report.
- Since July 2010:
 - Registered 240,248 members through online and alternate registration processes
 - Enrolled 11,188 members for direct deposit; updated 49,963 member addresses, and 21,366 members' tax withholding information
 - Received 22,316 on-line Death Beneficiary forms
 - Received 3,342 on-line Verification of Benefits requests
 - Completed 1,690 on-line Service Credit forms
 - Received 2,476 Service Retirement Applications, 480 Pre-Retirement Applications and 469 Refund Applications online.

Planned Deliverables for Fiscal Year 2012/2013:

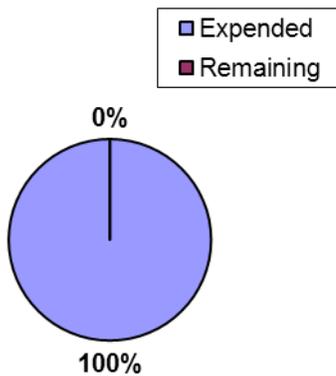
- Project is complete.

Total Project Cost: Project was within the approved budget.

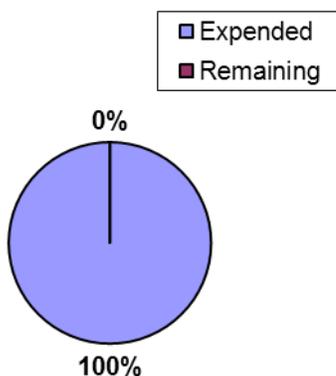
Schedule and Scope: Project was completed with the approved scope within the approved schedule, with the exception of receiving final close-out report approval.

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

2011/2012 Project Budget
\$19 Thousand



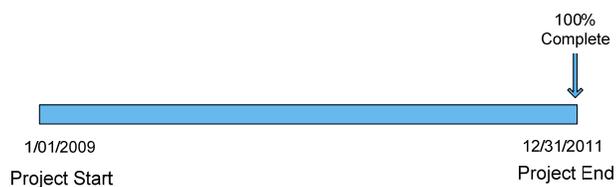
Total Project Budget
\$1.8 Million



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Omnibus Bill

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

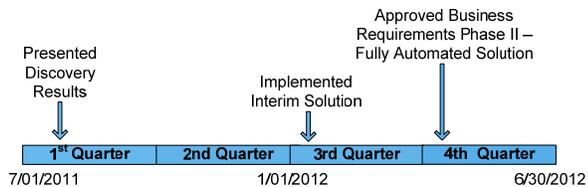
Fiscal Year 2011/2012:

- Completed Discovery Results document and presented to Enterprise Program Investment Council (EPIC).
- Developed and implemented interim solution.
- Updated all member, employer and staff communication.
- Completed business requirements for fully automated solution.

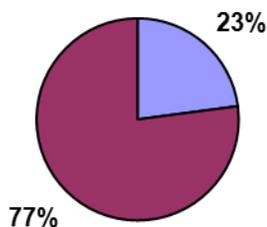
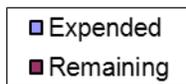
Planned Deliverables for Fiscal Year 2012/2013:

- Develop and Implement fully automated solution.
- Update job aides and training materials as necessary.
- Conduct Lessons Learned and prepare project close-out report.

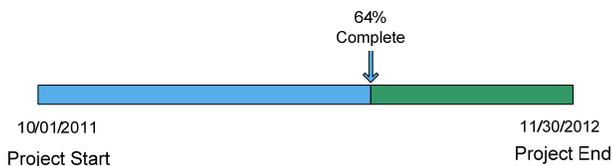
Major Fiscal Year 2011/2012 Milestones



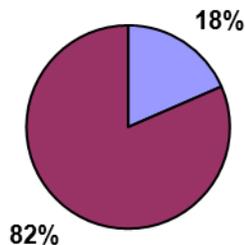
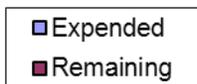
**2011/2012 Project Budget
\$286 Thousand**



Project Schedule Status Timeline



**Total Project Budget
\$355 Thousand**



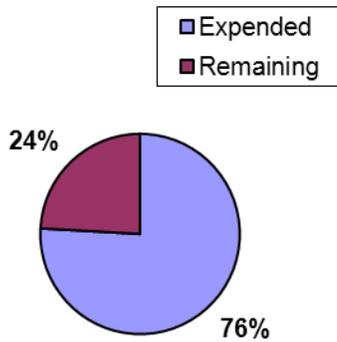
Penalties and Interest

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

Fiscal Year 2011/2012:

- Implemented the automated system to support the refund and collection of contribution and the collection and assessment of penalties and interest and active the contribution underpayment collection and overpayment refund process.
- Secured final CalSTRS board and Office of Administrative Law approval of the revised regulations.
- Implemented the final version of the penalties and interest regulations with a small number of system enhancements.
- Prepared for the July 1, 2012 regulations effective date.
- Completed all training materials, delivered all regional and on-site information sessions for employers.
- Finalized employer readiness report, and continued to promote employer readiness.
- Migrated the updated SAP environment with Penalties and Interest functionality into production.
- Implemented Secure Employer Web (SEW) site and the corporate database (START) changes (excluding Direct Reporting functionality) to provide additional edits and functionality in support of the regulations going into effect.

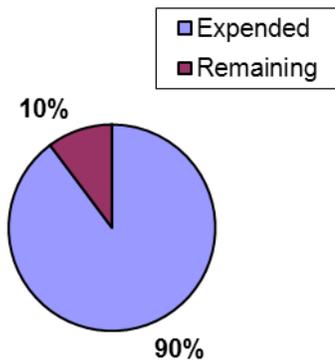
2011/2012 Project Budget
\$4.5 Million



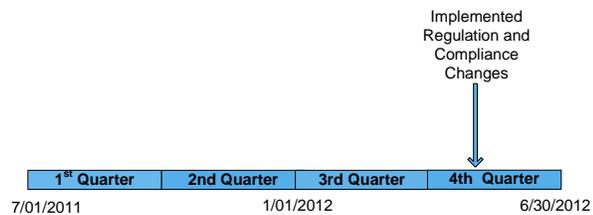
Planned Deliverables for Fiscal Year 2012/2013:

- Begin calculating and invoicing penalties and interest on late submissions.
- Activate the dispute resolution functionality and manage employer disputes of penalties and interests charged.
- Complete remaining system integration and user acceptance testing for Direct Reporting functionality and implement into production.
- Complete employer training and readiness activities.
- Complete lessons learned and project close-out activities and related report.

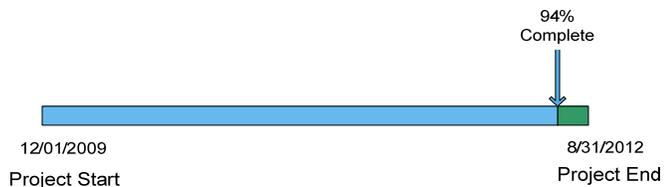
Total Project Budget
\$11.3 Million



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Pension Accounting Initiative

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

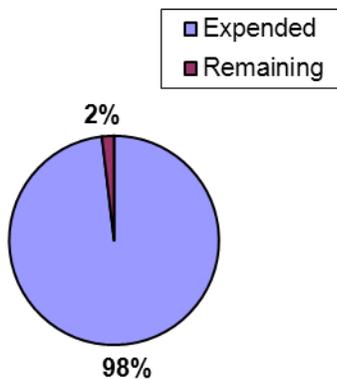
Fiscal Year 2011/2012:

- Completed the annual assessment of the accounting treatment implementation efforts designed to strengthen internal controls over financial reporting.
- 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.

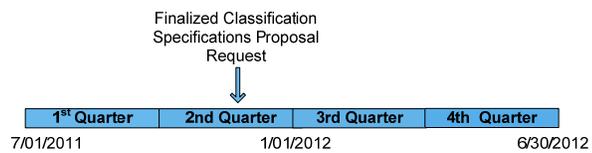
Planned Deliverables for Fiscal Year 2012/2013:

- 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.

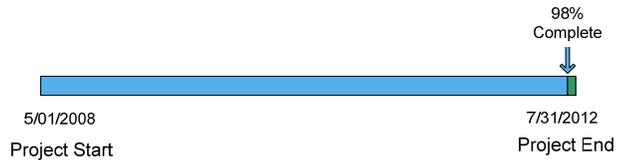
**Total Project Budget
\$6.4 Million**



Major Fiscal Year 2011/2012 Milestones



Project Schedule Status Timeline



Priority Management-Project Portfolio Management (PPM) Tool

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

Fiscal Year 2011/2012:

- Received Enterprise Program Investment Council (EPIC) approval to procure and implement a Project Portfolio Management (PPM) Tool.
- Completed vendor demonstrations, evaluations and selection process.
- Received Enterprise Program Investment Council (EPIC) approval to increase the schedule and budget for the PPM Tool implementation based on the results of the vendor selection process.

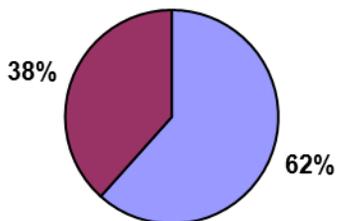
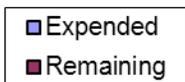
Planned Deliverables for Fiscal Year 2012/2013:

- Complete vendor contract execution process and onboarding.
- Initiate and complete tool design and configuration.
- Complete Project Portfolio Management (PPM) Tool implementation, rollout and training.

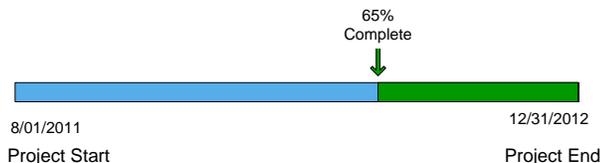
Major Fiscal Year 2011/2012 Milestones



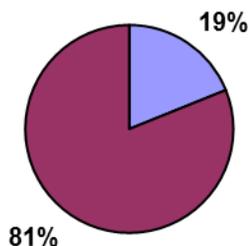
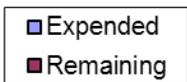
2011/2012 Project Budget \$116 Thousand



Project Schedule Status Timeline



Total Project Budget \$379 Thousand



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.

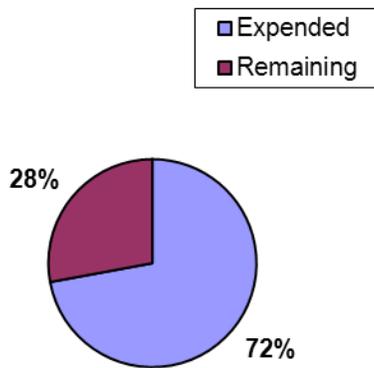
Fiscal Year 2011/2012:

- Received Enterprise Program Investment Council (EPIC) approval to conduct a discovery.
- Received Enterprise Program Investment Council (EPIC) approval to increase the project schedule, through June 2012, and associated budget to support EPIC's recommended revised scope and discovery approach.
- Executed workshop scheduling tool vendor contract (Certain) for temporary workshop solution.
- Received approval from the Enterprise Program Investment Council (EPIC) to extend the project through July to implement the temporary workshop tool.
- Compiled first draft of discovery results recommendation based on the original scope.

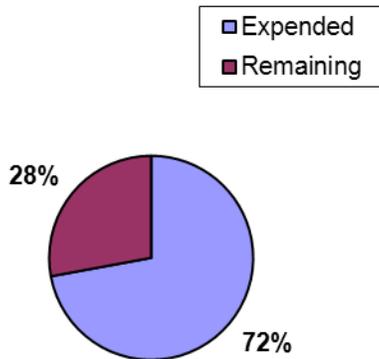
Planned Deliverables for Fiscal Year 2012/2013:

- Implement temporary workshop solution.
- Request Enterprise Program Investment Council (EPIC) approval to extend the project schedule and resume discovery activities with a reduced scope. The reduced scope includes identifying solutions for systematically supporting group counseling.
- Complete discovery results recommendation and present to Enterprise Program Investment Council (EPIC) for approval.
- Complete discovery lessons learned.

2011/2012 Project Budget
\$30 Thousand



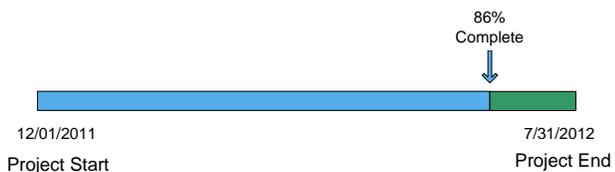
Total Project Budget
\$30 Thousand



Major Fiscal Year 2012/2013 Milestones



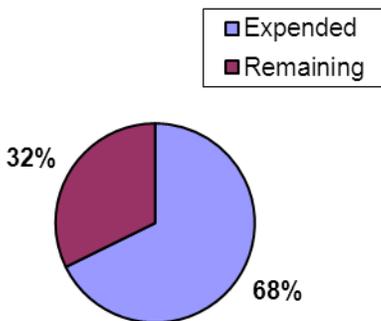
Project Schedule Status Timeline



Project Management Office Program

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

2011/2012 Project Budget
\$740 Thousand



Fiscal Year 2011/2012:

- Provided oversight and management (i.e. scope, schedule, budget, risk, issue) for seventeen enterprise projects/discovery efforts.
- Provided support for four new discovery requests (Anti-spiking, Omnibus Bill, CalSTRS.com Redesign, and BusinessRenew: Pension Solution).
- Provided direction for one project (Omnibus Bill) requesting a schedule increase and budget reallocation across fiscal years.
- Provided project management support for two efforts (Hosted Contact Center and Omnibus Bill discovery).
- Provided direction for one support effort (BusinessRenew: Project Support) requesting to remove the independent project oversight scope to a separate effort (BusinessRenew: Governance and Independent Project Oversight) with a budget and schedule.
- Provided direction for four new requests for discovery (BusinessRenew: Data Preparation and BusinessRenew: Requirements Management, CalSTRS.com Redesign and SchedulePlus).
- Provided direction for one project (BusinessRenew: Corporate Accounting and Resource Management) requesting a budget increase and schedule realignment.
- Provided support for two discoveries (CalSTRS.com Redesign and SchedulePlus) requesting schedule extensions.
- Provide support for two discoveries (BusinessRenew: Requirements Management and SchedulePlus) requesting schedule and budget increases.
- Provided support for three projects (Penalties and Interest, Priority Management – Project Portfolio Management Tool and Business Renew: Pension Solution) requesting schedule and budget increases.
- Provided direction for four BusinessRenew efforts (Pension Solution, Data Preparation, Corporate Accounting and Resource Management and Independent Project Oversight) requesting budget increases.
- Provided Direction for one project (Actuarial Resources) requesting a scope, schedule and budget change.
- Completed one post implementation evaluation reports (PIERs) for the Accounting Reengineering Project.
- Provided support for two project close-outs (Investment Accounting and myCalSTRS Online Services for Teachers).
- Initiated and supported the Priority Management process rollout and tool procurement.
- Provided risk training to BusinessRenew project team members.

Planned Deliverables for Fiscal Year 2012/2013:

- 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 support to BusinessRenew Project Support requesting to migrate into a BusinessRenew Program to be established early in fiscal year 2012/2013.
- Provide oversight and management (i.e. scope, schedule, budget, risk, issue) for eleven enterprise projects/discovery efforts.
- Complete two post implementation evaluation reports (PIERs) on the Data Integrity and Additional Earnings and Annuity Credit projects.
- Lead and support the newly implemented Priority Management processes.
- Support the Priority Management – Project Portfolio tool implementation.
- Update the CalSTRS project management methodology to align with Project Portfolio Management tool.
- Update Project Express workshops and provide updated workshop series to CalSTRS staff on project management processes and templates.