

## CalPERS 2014-16 Business Plan – Fourth Quarter Status Update April 1, 2015 – June 30, 2015

### Goal A | Improve long-term pension and health benefit sustainability

**Strategic Objective | Fund the System through an integrated view of pension assets and liabilities**

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Governmental Accounting Standards Board (GASB) Statement 68 Reports</i>	<i>December 2015</i>	★	Yes
<i>Actuarial Valuation System Redesign and Enhance</i>	<i>June 2016</i>	●	No
<i>Investment Risk Management</i>	<i>June 2016</i>	●	Yes
<i>Asset Allocation</i>	<i>June 2016</i>	●	Yes

**Strategic Objective | Educate employers and other stakeholders to make informed decisions about retirement security and health care**

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Enhance Employer Disclosures in Valuation</i>	<i>December 2015</i>	●	No
<i>Explore Asset Allocation Options for Employers</i>	<i>June 2016</i>	●	Yes
<i>Employer Health Benefits</i>	<i>June 2015</i>	★	No
<i>California Employers' Retiree Benefit Trust Fund Growth Strategies</i>	<i>June 2015</i>	●	Yes
<i>Improve Health Care for Senior Members</i>	<i>December 2014</i>	★	No

**Strategic Objective | Deliver target risk-adjusted investment returns**

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Investment Performance</i>	<i>June 2016</i>	●	Yes
<i>Cost Effectiveness</i>	<i>June 2016</i>	●	Yes
<i>Organization, Systems, and Controls</i>	<i>June 2016</i>	●	Yes
<i>Emerging Manager Programs</i>	<i>June 2016</i>	●	Yes
<i>Environmental, Social, Governance (ESG) Investment Strategy</i>	<i>June 2016</i>	●	Yes

**Strategic Objective | Ensure high-quality, accessible and affordable health benefits**

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Population Health Management</i>	<i>June 2015</i>	★	No

**Strategic Objective | Create a lifestyle of wellness among members and employers**

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Employer Wellness Partnerships</i>	<i>June 2015</i>	★	No
<i>Employer Wellness Platform</i>	<i>December 2014</i>	★	No

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### Goal B | Cultivate a high-performing, risk-intelligent, and innovative organization

**Strategic Objective** | Use a focused approach to generate, test, refine and implement new ideas

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Enterprise Content Management</i>	<i>December 2015</i>	★	No
<i>Enterprise Internal Innovation</i>	<i>June 2016</i>	●	Yes

**Strategic Objective** | Deliver superior end-to-end customer service that is adaptive to customer needs

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>End-to-End Business Intelligence</i>	<i>June 2015</i>	●	Yes
<i>Service Delivery Transformation</i>	<i>June 2016</i>	●	Yes

**Strategic Objective** | Recruit, retain, develop and empower a broad range of talents against organizational priorities

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Workforce Investment, Knowledge Transfer, and Consultant Reductions</i>	<i>June 2016</i>	●	Yes
<i>Workforce Strategic Plan Implementation</i>	<i>June 2016</i>	●	Yes
<i>Compensation Policy Review</i>	<i>June 2015</i>	■	Yes

**Strategic Objective** | Actively manage business risks with an enterprise-wide view

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Information Security Roadmap</i>	<i>June 2016</i>	●	Yes
<i>Strategic Risk Measures</i>	<i>June 2015</i>	★	No
<i>Participating Employer Financial Hardship / Insolvency</i>	<i>June 2015</i>	●	Yes
<i>Strategic Measures</i>	<i>December 2014</i>	★	No
<i>Financial Office Strategic Transformation</i>	<i>June 2016</i>	●	Yes
<i>Treasury Management</i>	<i>June 2016</i>	●	Yes

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### Goal C | Engage in State and national policy development to enhance the long-term sustainability and effectiveness of our programs

**Strategic Objective** | Clarify and communicate CalPERS perspective on pension, health and financial markets

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Financial Market Reform Principles</i>	<i>June 2015</i>	★	No
<i>Investment Pension Beliefs Communication Strategies</i>	<i>June 2016</i>	●	Yes

**Strategic Objective** | Provide education and engagement opportunities to shape policy agenda and expand impact

Initiative Title	Due Date	Status	Transitioned or Combined into 2015-17 Plan
<i>Strategic Partnerships</i>	<i>June 2015</i>	★	No
<i>Thought Leadership</i>	<i>June 2015</i>	★	No
<i>Demonstrate Industry Leadership</i>	<i>June 2015</i>	★	No