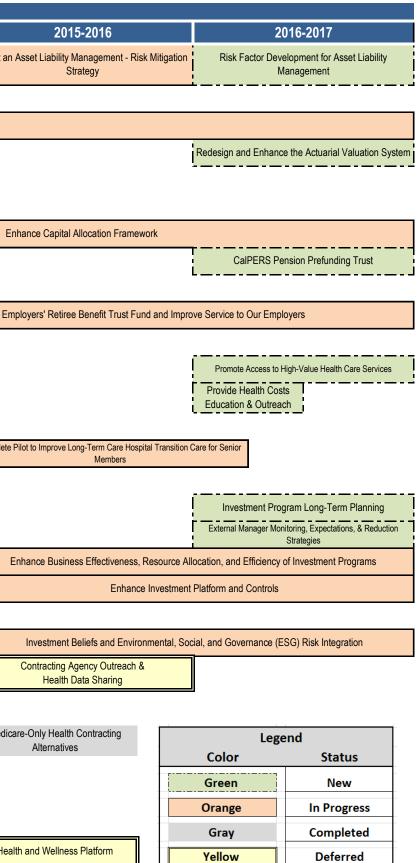
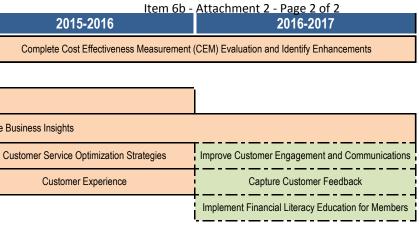
2012-17 Strategic Plan Implementation Overview

1								Business Plan Initiatives		
Goal	Measure	Strategic Objective	Strategic Initiative		2012-201	13	2013 - 2014	2014-2015		
					PEPRA		Review of Actuarial Assumptions and Implementation of New Assumptions		Adopt an	
				Actu	arial Policy Update			GASB Statement 68 Reports		
		Fund the System through an integrated view of pension assets and liabilities	Manage funding risk through asset liability management framework	Investment Risk Management and Performance Attribution						
				GASB 67 and 68 / Actuarial Valuation System Redesign and Enhance						
				Funding Risk Appetite Tolerances						
				A.L. Frmwk Workshop	Enhanced Asse	et Liability Framework				
				Workshop	New Asset Allo	cation			Er	
	Annualized excess investment returns relative to Actuarial Rate of Return Assumptions.		Provide information on	Sensitivit	y Analysis			Enhance Employer Disclosures in Valuation	n	
			variability of pension contributions					Explore Asset Allocation Options for Employe		
	Annualized excess investment returns relative to Policy Benchmark.	other stakeholders to make informed decisions about retirement security	contributions				Health Care Member Tools	Sustain the Growth of		
ability	Net value added relative to an appropriate neer		Expand access to health care cost and quality data	Health Care Customer Resources						
sustair	or asset anotation and after expenses.			Medicare Flexibility						
snefit s	of asset allocation and after expenses.							Employer Health Benefits		
alth be	Funded status.	and health care		1.70.0				Linployer nearth benefits		
ind he	• Quality of health care provided as measured by		Provide additional information to Long-Term Care policy holders	LTC Strategy Development LTC Strategy Implementation Comp						
sion a	observed ratio of all-cause readmissions compared to what would be expected.									
• Access to health care measured by percentag				Improve Healthcare for Senior Members					_	
							Investment Performance			
					Capital Alloca	ation				
	Deliver target risk- adjusted investment	Implement programs and initiatives that improve	Cost Effectiveness				E			
GOAL A	benefits that a health provider will cover.	er will cover. returns ip as measured by smoke, have	investment performance	Organization, Systems, and Controls						
	• Wellness of our membership as measured by			Emerging Investment Manager Strategy / Emerging Manager Programs						
percentage of memb	percentage of members who smoke, have diabetes, or are obese compared to State and						_			
	national data.			Hea	Ith Benefit Purchas	sing Review				
		accessible, and affordable	Reduce health costs, e improve outcomes, and change contracting				Integrated Health Models		<u> </u>	
						Lissith Density)		Medica	
				Health Benefit Purchasing Structure				_		
							Population	Health Management		
		Create a lifestyle of	Establish wellness partnerships				Employer Wellness Partnerships			
		wellness among members and employers		Engaged Health and Wellness Platform				Heal		
								Employer Wellness Platform		

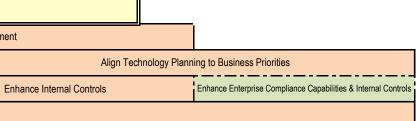


Goal	Measure	Strategic Objective	Strategic Initiative	2012-2013	2013	- 2014	2014-2015			
		Use a focused approach		Center for Innovation						
		to generate, test, refine,	Adopt innovative methodologies		Enterprise Cont	tent Management				
		and implement new ideas	methodologico	Enterprise Internal Innovation						
Ę		Deliver superior end-to- end customer service that is adaptive to customer	Promote business intelligence	Business Intelligence			Improve the Use of Data to Drive			
				my CalPERS Efficiencies						
				my CalPERS Enhancements	Service	Delivery Transformation: Acc	ccess, Quality, Effectiveness, & Service			
izatio										
orgar				Member Self-Service						
vative				Backlog Reduction Strategies						
d inno	• Percentage of benefit payments issues to our customer within established service levels.									
GOAL B: Cultivate a high-performing, risk-intelligent and innovative organization				Workforce Investment, Knowledge Transfer, and Consultant Reductions						
intellig	Customer satisfaction with CalPERS services as measured by surveys and other feedback	Recruit, retain, develop,	Implement talent management strategies	Workforce Strat Plan / Workforce Strat Plan Deve	Workforce Strategic Plan Implementation					
, risk-i	methods.	and empower a broad range of talents against		Diversity and Inclusion						
orming	Employee Turnover.	organization priorities								
n-perfo	Employee assessment of CalPERS			CFO Classification & Structure						
a higł				Personal Trading Platform						
Itivate				Investigation Process & Tools		Strategic Ri	Risk Measures			
B: Cu				Policy Repository & Compliance	Quarterly Reporting					
GOAL				Strategic Performance Measures / Performance Management Dashboard and Metrics / Strategic Measures						
Ŭ		risks with an enterprise-		Financial Reports Policy Management						
				Cash Management Parti			ticipating Employer Financial Hardship/Insolvency			
				Investment Expense Reporting			Treasury M	anageme		
				Investment Reconciliation Process						
				One Budget Model		Financial Office Strategic Transformation	E			
							Enhance Cyber Security Program			
enhance ms		Clarify and communicate CalPERS perspective on	Establish principles and	Investment Beliefs			Investment and Pension Beliefs Communication Strategies			
velopment to enhance s of our programs			beliefs on public policy	Market Reform Priorities (Combined into ESG Investment Strategy in Goal A)	Pensio	n Beliefs	Financial Market Reform			
	Percentage of legislative bills enacted or		Develop strategic				Principles			
	lefeated consistent with positions taken by the Board (not including neutral positions).	Provide education and engagement opportunities Develop thought leadership initiatives Retirement Research & Planning Strategic Partnerships	partnerships with	Strategic Partnerships						
l nation y and e	CalPERS perception in the media.		Thought	Leadership						
GOAL C: Engage in State and r the long-term sustainability	CalPERS perception among stakeholders.		gement opportunities leadership initiatives hape policy agenda							
je in St m sust		to shape policy agenda and expand impact		Dublia Deservis Assessibility Deliay						
Engaç əng-ten				Public Records Accessibility Policy						
DAL C: the k				Demonstrate Industry Leadership						
ğ										









Leadership and Research Communication Strategies

Enhance External Partnerships

Financial Li	teracy	
Legend Color Status		Employer Excise Tax
Green	New	
Orange	In Progress	
Gray	Completed	
Yellow	Deferred	