

# 2012-17 Strategic Plan Implementation Overview

Goal	Measure	Strategic Objective	Strategic Initiative	Business Plan Initiatives					
				2012-2013	2013 - 2014	2014-2015	2015-2016	2016-2017	
<b>GOAL A: Improve long-term pension and health benefit sustainability</b>  • Annualized excess investment returns relative to Actuarial Rate of Return Assumptions. • Annualized excess investment returns relative to Policy Benchmark. • Net value added relative to an appropriate peer universe median return adjusted for composition of asset allocation and after expenses. • Funded status. • Quality of health care provided as measured by observed ratio of all-cause readmissions compared to what would be expected. • Access to health care measured by percentage of beneficiaries reporting receipt of routine health care relative to benchmark data. • Affordability of health benefits as measured by percentage of total average costs for covered benefits that a health provider will cover. • Wellness of our membership as measured by percentage of members who smoke, have diabetes, or are obese compared to State and national data.	Fund the System through an integrated view of pension assets and liabilities	Manage funding risk through asset liability management framework	PEPRA	Review of Actuarial Assumptions and Implementation of New Assumptions		Adopt an Asset Liability Management - Risk Mitigation Strategy	Risk Factor Development for Asset Liability Management		
			Actuarial Policy Update		GASB Statement 68 Reports				
			Investment Risk Management and Performance Attribution						
			GASB 67 and 68 / Actuarial Valuation System Redesign and Enhance					Redesign and Enhance the Actuarial Valuation System	
			Funding Risk Appetite Tolerances						
			A.L. Frmwk Workshop	Enhanced Asset Liability Framework					
			New Asset Allocation			Enhance Capital Allocation Framework			
			Sensitivity Analysis			Enhance Employer Disclosures in Valuation	CalPERS Pension Prefunding Trust		
						Explore Asset Allocation Options for Employers			
						Health Care Member Tools	Sustain the Growth of the California Employers' Retiree Benefit Trust Fund and Improve Service to Our Employers		
						Health Care Customer Resources			
						Medicare Flexibility	Promote Access to High-Value Health Care Services		
				Employer Health Benefits	Provide Health Costs Education & Outreach				
	LTC Strategy Development								
	LTC Strategy Implementation			Complete Pilot to Improve Long-Term Care Hospital Transition Care for Senior Members					
	Improve Healthcare for Senior Members								
				Investment Performance			Investment Program Long-Term Planning		
	Capital Allocation						External Manager Monitoring, Expectations, & Reduction Strategies		
				Cost Effectiveness			Enhance Business Effectiveness, Resource Allocation, and Efficiency of Investment Programs		
				Organization, Systems, and Controls			Enhance Investment Platform and Controls		
				Emerging Investment Manager Strategy / Emerging Manager Programs					
				Investment Beliefs and Environmental, Social, and Governance (ESG) Risk Integration					
	Health Benefit Purchasing Review...						Contracting Agency Outreach & Health Data Sharing		
	Ensure high-quality, accessible, and affordable health benefits			Integrated Health Models					
			Health Benefit Purchasing Structure			Medicare-Only Health Contracting Alternatives			
			Population Health Management						
Create a lifestyle of wellness among members and employers			Employer Wellness Partnerships						
Develop an independent wellness platform			Engaged Health and Wellness Platform			Health and Wellness Platform			
			Employer Wellness Platform						

Legend	
Color	Status
Green	New
Orange	In Progress
Gray	Completed
Yellow	Deferred

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<b>GOAL B:</b> Cultivate a high-performing, risk-intelligent and innovative organization	<ul style="list-style-type: none"> <li>Percentage of benefit payments issues to our customer within established service levels.</li> <li>Customer satisfaction with CalPERS services as measured by surveys and other feedback methods.</li> <li>Employee Turnover.</li> <li>Employee assessment of CalPERS Organizational Health.</li> </ul>	Use a focused approach to generate, test, refine, and implement new ideas	Adopt innovative methodologies	Center for Innovation				Complete Cost Effectiveness Measurement (CEM) Evaluation and Identify Enhancements					
				Enterprise Content Management									
				Enterprise Internal Innovation									
			Deliver superior end-to-end customer service that is adaptive to customer needs	Promote business intelligence	Business Intelligence	Improve the Use of Data to Drive Business Insights							
					my CalPERS Efficiencies	Service Delivery Transformation: Access, Quality, Effectiveness, & Service				Customer Service Optimization Strategies	Improve Customer Engagement and Communications		
				my CalPERS Enhancements	Customer Experience					Capture Customer Feedback			
				Achieve high-quality customer service	Member Self-Service								
					Backlog Reduction Strategies								
					Implement Digital Communication Strategy								
				Recruit, retain, develop, and empower a broad range of talents against organization priorities	Implement talent management strategies	Workforce Investment, Knowledge Transfer, and Consultant Reductions							
		Workforce Strat Plan / Workforce Strat Plan Development				Workforce Strategic Plan Implementation			Emerging Leader				
		Diversity and Inclusion								Organization Health Index			
						Expand Internal Diversity Program							
		CFO Classification & Structure				Compensation Policy Review							
		Actively manage business risks with an enterprise-wide view	Develop risk-intelligent culture		Personal Trading Platform								
					Investigation Process & Tools		Strategic Risk Measures						
					Policy Repository & Compliance		Quarterly Reporting						
					Strategic Performance Measures / Performance Management Dashboard and Metrics / Strategic Measures						Master Enterprise Business Continuity Plan		
					Financial Reports		Policy Management						
					Cash Management		Participating Employer Financial Hardship/Insolvency						
					Investment Expense Reporting			Treasury Management					
					Investment Reconciliation Process							Align Technology Planning to Business Priorities	
					One Budget Model			Financial Office Strategic Transformation		Enhance Internal Controls	Enhance Enterprise Compliance Capabilities & Internal Controls		
					Enhance Cyber Security Program								
		<b>GOAL C:</b> Engage in State and national policy development to enhance the long-term sustainability and effectiveness of our programs	<ul style="list-style-type: none"> <li>Percentage of legislative bills enacted or defeated consistent with positions taken by the Board (not including neutral positions).</li> <li>CalPERS perception in the media.</li> <li>CalPERS perception among stakeholders.</li> </ul>	Clarify and communicate CalPERS perspective on pension, health, and financial markets	Establish principles and beliefs on public policy	Investment Beliefs		Investment and Pension Beliefs Communication Strategies					
Market Reform Priorities (Combined into ESG Investment Strategy in Goal A)						Pension Beliefs		Financial Market Reform Principles	Leadership and Research Communication Strategies				
Develop strategic partnerships with underutilized stakeholders					Strategic Partnerships					Enhance External Partnerships			
Provide education and engagement opportunities to shape policy agenda and expand impact	Develop thought leadership initiatives			Retirement Research & Planning		Thought Leadership			Financial Literacy				
										Employer Excise Tax			
Elevate Board and Exec profile in industry and stakeholder events	Public Records Accessibility Policy												
	Demonstrate Industry Leadership												

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