

CalPERS 2015-17 Business Plan
Year-End Report – Initiative Dashboard
July 1, 2015 – June 30, 2016

Goal A Improve long-term pension and health benefit sustainability	End Date	Status	Transitioned to the 2016-17 Plan
Strategic Objective Fund the System through an integrated view of pension assets and liabilities			
Governmental Accounting Standards Board (GASB) Statement 68 Accounting Valuations (Initiative completed in June 2015)*	September 2015*	★	No
Adopt an Asset Liability Management – Risk Mitigation Strategy (Initiative completed in June 2016)*	June 2017*	★	No
Enhance Capital Allocation Framework	June 2017	●	Yes
Investment Risk Management and Performance Attributions	June 2017	●	Yes
Strategic Objective Educate employers and other stakeholders to make informed decisions about retirement security and health care			
Sustain the Growth of the California Employers' Retiree Benefit Trust Fund and Improve Service to Our Employers (Initiative completed in June 2016)*	June 2017*	★	No
Complete Pilot to Improve Long-Term Care Hospital Transition Care for Senior Members	September 2016	●	Yes
Strategic Objective Deliver target risk-adjusted investment returns			
Enhance Business Effectiveness, Resource Allocation, and Efficiency of Investment Programs	June 2017	●	Yes
Enhance Investment Platform and Controls	June 2017	●	Yes
Investment Beliefs and Environmental, Social, and Governance (ESG) Risk Integration	June 2017	●	Yes
Strategic Objective Create a lifestyle of wellness among members and employers			
Health and Wellness Platform	June 2017	■	No
Strategic Objective Ensure high-quality, accessible, and affordable health benefits			
Contracting Agency Outreach and Health Data Sharing	June 2017	■	No
Medicare-Only Health Contracting Alternatives	January 2016	★	No

Status Key: ● Green – On Track ▲ Yellow – At Risk/ Needs Management Attention ● Red – Off Track ★ Blue – Completed ■ Deferred

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Goal B Cultivate a high-performing, risk-intelligent, and innovative organization	End Date	Status	Transitioned to the 2016-17 Plan
Strategic Objective Use a focused approach to generate, test, refine and implement new ideas			
Enterprise Internal Innovation	June 2016	★	No
Complete Cost Effectiveness Measurement (CEM) Evaluation and Identify Enhancements	June 2017	●	Yes
Strategic Objective Deliver superior end-to-end customer service that is adaptive to customer needs			
Improve the Use of Data to Drive Business Insights	June 2017	●	Yes
Implement Digital Communication Strategy	June 2017	●	Yes
Customer Service Optimization Strategies (Initiative Completed in June 2016)*	June 2017*	★	No
Customer Experience (Initiative Completed in June 2016)*	June 2017*	★	No
Strategic Objective Recruit, retain, develop and empower a broad range of talents against organizational priorities			
Workforce Strategic Plan Implementation (Initiative Completed in June 2016)*	June 2017*	★	No
Compensation Policy Review	June 2016	●	Yes
Workforce Investment, Knowledge Transfer, and Consultant Reductions	June 2016	★	No
Strategic Objective Actively manage business risks with an enterprise-wide view			
Participating Employer Financial Hardship/Insolvency	February 2016	■	No
Treasury Management	June 2016	★	No
Align Technology Planning to Business Priorities	June 2017	●	Yes
Enhance Internal Controls	June 2016	★	No
Enhance Cyber Security Program	June 2017	●	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	End Date	Status	Transitioned to the 2016-17 Plan
Strategic Objective Clarify and communicate CalPERS perspective on pension, health, and financial markets			
Leadership and Research Communication Strategies (Initiative Completed in June 2016)*	June 2017*	★	No
Strategic Objective Provide education and engagement opportunities to shape policy agenda and expand impact			
Enhance External Partnerships	June 2017	●	Yes
Financial Literacy (Initiative Completed in June 2016)*	June 2017*	★	No