### FUND SUSTAINABILITY
**Strategic Goals**
- Strengthen the long-term sustainability of the pension fund

**Strategic Objectives**
- Fund the System through an integrated view of pension assets and liabilities
- Mitigate the risk of significant investment loss
- Deliver targeted risk-adjusted investment success
- Educate employees, members, and stakeholders on pension risk and mitigation strategies
- Integrate environmental, social, and governance (ESG) investment decision-making

**Strategic Measures**
- Invested risk management and performance attribution
- Enhance capital allocation framework
- Shareholder education on pension risk and mitigation
- Investment and ESG investment decision-making
- Value-based insurance design and feasibility
- Population health alignment with Cede, Cost Healthy California Teleform report dashboard
- Santa Cruz health and wellness
- National level health and wellness
- Total health care cost annual change
- MCO and benefit administration
- Access to care
- Diabetes self-management
- Opioid Action Plan
- Opioid - dose
- Opioid - duration
- Total health care cost annual change
- Mental health and well-being
- C-section rate
- Self-reported overall health status
- C-section rate
- Acute lower back pain and related opioid use
- Acute lower back pain and physical therapy
- Employment new hires and back pain

### HEALTH CARE AFFORDABILITY
**Strategic Goals**
- Transform health care purchasing and delivery to achieve affordability

**Strategic Objectives**
- Restructure benefit design to promote high-value health care
- Improve the health status of our members, retirees and their families
- Mitigate the risk of ineffective or unnecessary medical care
- Reduce the exposure of ineffective or unnecessary medical care
- Simplify programs to improve service and/or reduce costs
- Reduce operational expenses to gain efficiencies, improve productivity, and reduce costs

**Strategic Measures**
- Redesign and enhance the actualization value system
- Enhance capital allocation framework
- Shareholder education on system risk and mitigation
- Investment risk and performance attribution
- Value-based insurance design and feasibility
- Population health alignment with Cede, Cost Healthy California Teleform report dashboard
- Santa Cruz health and wellness
- National level health and wellness
- Total health care cost annual change
- MCO and benefit administration
- Access to care
- Diabetes self-management
- Opioid Action Plan
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### REDUCE COMPLEXITY
**Strategic Goals**
- Reduce complexity across the enterprise

**Strategic Objectives**
- Enhance cybersecurity and risk functions throughout the enterprise
- Enhance system automation and integration
- Deliver target cost reduction
- Fund the System
- Projected funded status and liabilities
- projected funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration
- Projected funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration

**Strategic Measures**
- Monitor and project funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration
- Total health care cost annual change
- Mental health and well-being
- C-section rate
- Self-reported overall health status
- C-section rate
- Acute lower back pain and related opioid use
- Acute lower back pain and physical therapy
- Employment new hires and back pain

### RISK MANAGEMENT
**Strategic Goals**
- Cultivate a risk-intelligent organization

**Strategic Objectives**
- Enhance compliance and risk functions throughout the enterprise
- Enhance system automation and integration
- Deliver target cost reduction
- Fund the System
- Projected funded status and liabilities
- projected funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration
- Projected funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration

**Strategic Measures**
- Monitor and project funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration
- Total health care cost annual change
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### TALENT MANAGEMENT
**Strategic Goals**
- Promote a high-performing and diverse workforce

**Strategic Objectives**
- Recruit and retain a broad range of talent to meet organization priorities
- Cultivate leadership competencies and develop succession plans across the enterprise

**Strategic Measures**
- Compliance Assessment Survey -fragile and risk functions throughout the enterprise
- Enhance system automation and integration
- Deliver target cost reduction
- Fund the System
- Projected funded status and liabilities
- projected funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration
- Projected funded status
- 1-year total expected fund viability
- Annualized (5-year) excess investment returns relative to total fund policy benchmark
- Investment management and performance attribution
- Strategic alignment of funds in core markets
- ESG factor integration

**2019-2020 Business Plan Initiatives**
- Redesign and enhance the actualization value system
- Enhance capital allocation framework
- Shareholder education on system risk and mitigation
- Investment risk and performance attribution
- Value-based insurance design and feasibility
- Population health alignment with Cede, Cost Healthy California Teleform report dashboard
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**Legend**
- Green: Completed
- Yellow: In progress
- Orange: On hold
- Gray: Data not available
- Blue: Under development
- Pink: Considered

Last Updated: 7/26/2019