

Strategic Measures

Strategic Measures will demonstrate progress in meeting our Goals and Objectives. This is a compilation of measurements being proposed for the 2022-27 Strategic Plan.

Starting fiscal year 2022-23, this information would also be used to measure and report on our progress through Enterprise Performance Management (EPM) quarterly reporting. Measure summary sheets have been separated by Goal for easy reference.

Highlighted below are categories of updates since the first reading. Based on Board feedback and to further clarify our intent, refinements were made to titles and various language, and data points enhanced.

Being effective in our outcomes is a key factor in successfully improving process and achieving organizational excellence. Objective language under the Organizational Excellence Goal was updated to include “effectiveness”:

- Improve processes, operations, and advance technologies to gain efficiencies and effectiveness

Updates to measure titles are listed for cross-reference:

Refined to:

- Population Health Management
- Behavioral Health Screening and Treatment
- Effectiveness of Digital Outreach Tools
- Enterprise Operational Effectiveness

Previously:

- Chronic Disease Prevention and Management
- Behavioral Health Prevention and Treatment
- Effectiveness of Digital Outreach Tools for the CalPERS website
- Administrative Operating Costs

Measurement concepts were further analyzed, and data points were adjusted accordingly:

Measure:

- Population Health Management
- Effectiveness of Digital Outreach Tools
- Cost Per Member
- 5-year Net Value Added

Change:

- Removed obesity metric to align with the Healthcare Effectiveness Data and Information (HEDIS)
- Expanded sources for tracking to include visitors to PERSpective Blog (average visitors per month)
- Adjusted target
- Prior measure included both components of Cost Advantaged vs. Peers and 5-year Net Value Added. Separated measures to focus on the individual elements.

In addition, informational measures will provide key insight relevant to aligned Goals and Objectives which may not be quantifiable or have targets, however key data points will be shared. Informational measures:

- Employer Contribution Rates
- Candidate Pool Outreach
- Workforce Demographics
- Employee Development
- Diversity of Supplier Pool



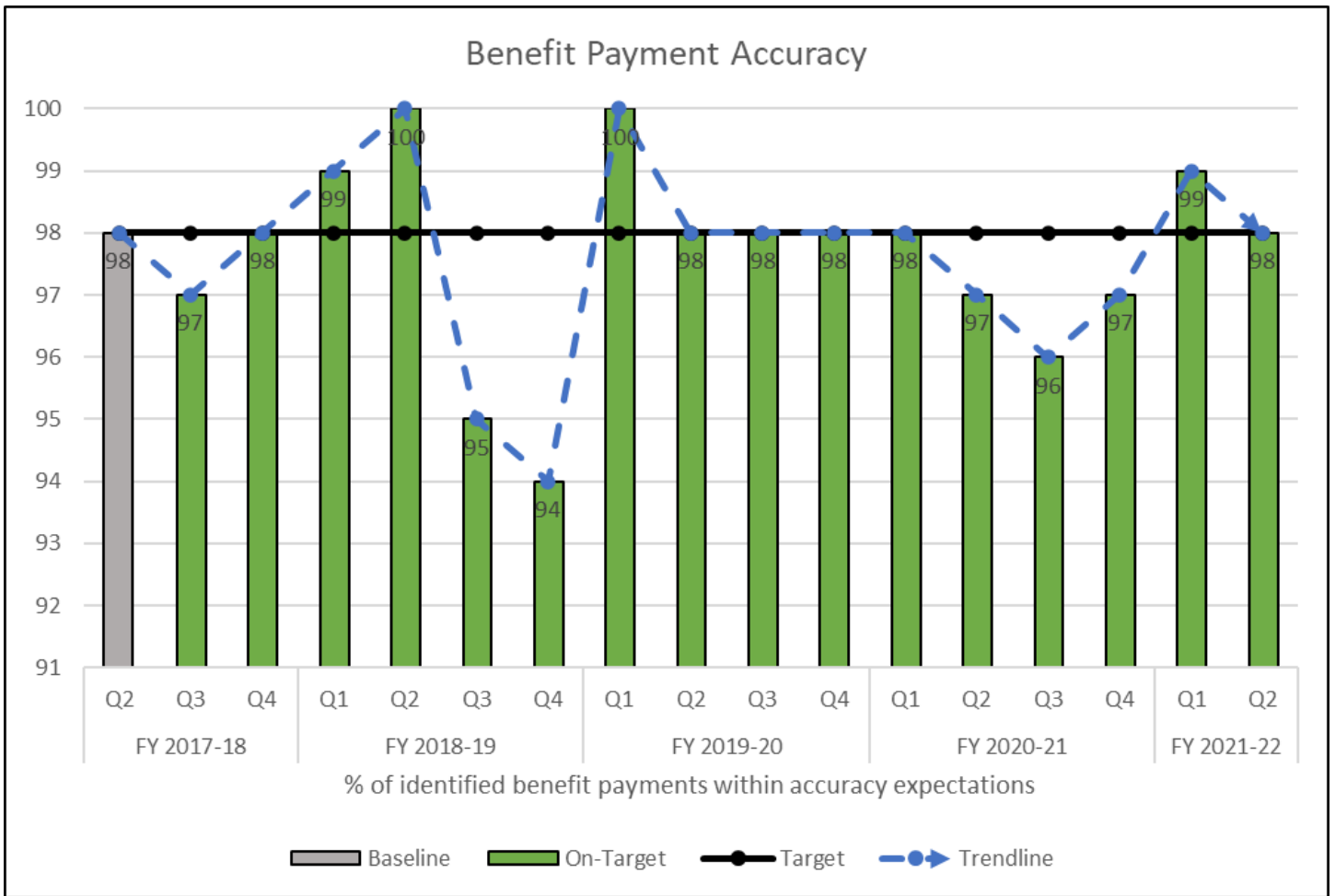
MEMBER EXPERIENCE

Ensure member satisfaction through accuracy, responsiveness, and respect

Strategic Measure Summary

Measure Title:	Benefit Payment Accuracy	
Executive Owner:	Anthony Suine	
Strategic Goal:	Member Experience	
Strategic Objective:	Deliver accurate benefits to our members and their beneficiaries	
Associated Initiatives:		
Status:		
Numeric Status:		
Description:	Collecting data and measuring performance on the accuracy of the benefit payments we issue ensures our customers receive the benefits they have earned and aids in long term stability for the fund.	
Intent:	Accurate benefit payments are essential to delivering good customer service. Accuracy also ensures our customers receive the benefits they've earned and protects the integrity of the pension fund.	
Baseline:	FY 2017-18, Quarter 2: 98%	
Target:	Issue 98% of identified benefit payments within accuracy expectations	
Refresh Frequency:	Quarterly	
Reporting Range:		
Thresholds:	On-Target:	90% or above
	At-Risk:	83% - 89%
	Off-Target:	Below 83%
Status Narrative:		

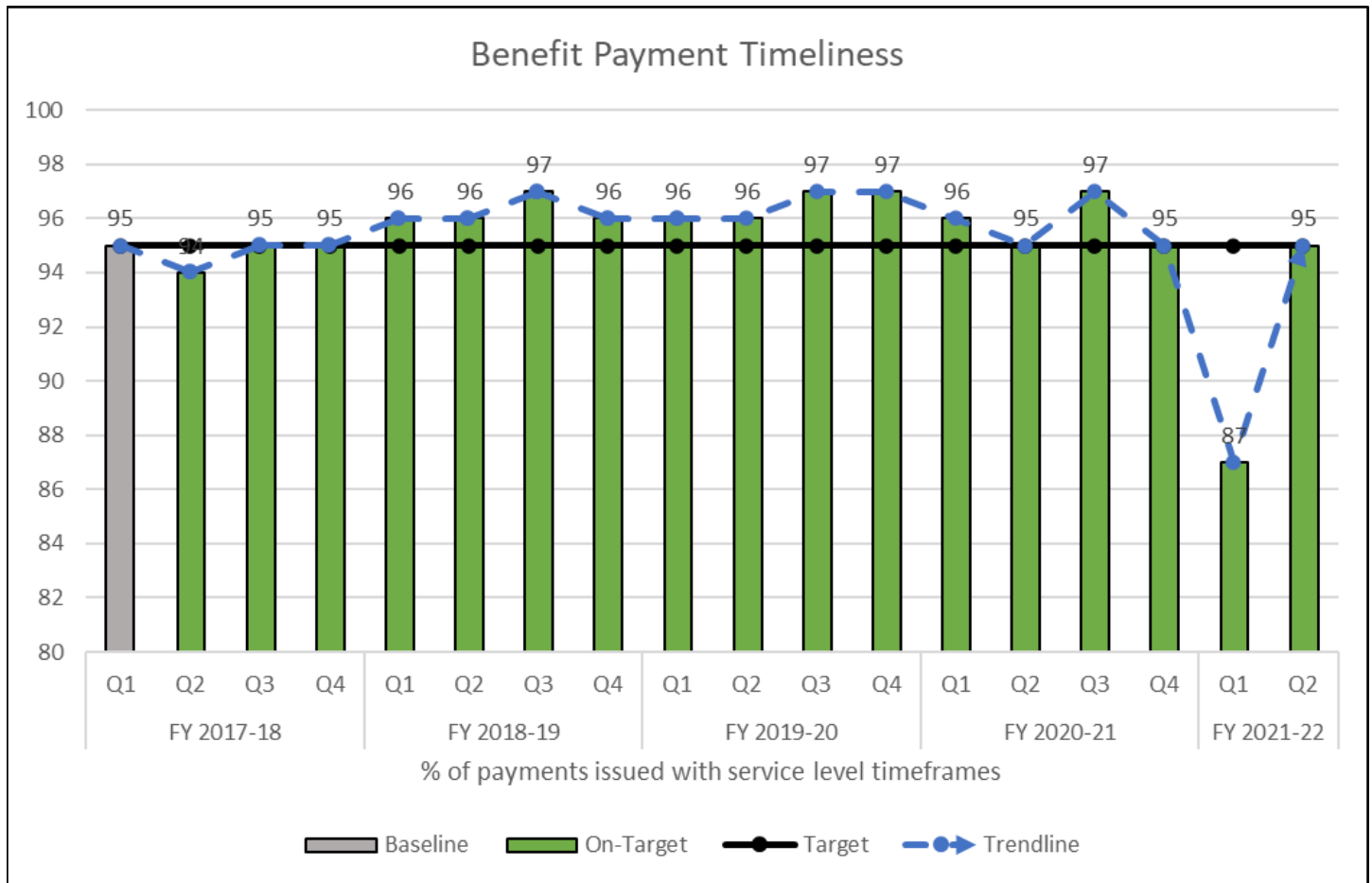
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Benefit Payment Timeliness	
Executive Owner:	Anthony Suine	
Strategic Goal:	Member Experience	
Strategic Objective:	Ensure that our members and their beneficiaries receive benefit payments on time	
Associated Initiatives:		
Status:		
Numeric Status:		
Description:	The Strategic Measure for benefit payment timeliness measures one of our most critical priorities: ensuring that customers receive benefit payments on time. In FY 2017-18, 95% of identified benefit payments were made within our established service levels, reflecting our absolute commitment to issuing timely payments to our customers.	
Intent:	Timely benefit payments are essential to delivering good customer service and offers financial stability to our members and beneficiaries.	
Baseline:	FY 2017-18, Quarter 1: 95%	
Target:	Issue 95% of benefit payments within service level timeframes	
Refresh Frequency:	Quarterly	
Reporting Range:		
Thresholds:	On-Target:	87% or above
	At-Risk:	79% - 86%
	Off-Target:	Below 79%
Status Narrative:		

Performance Trend Chart:



Strategic Measure Summary

Measure Title: Customer Inquiry Timeliness

Executive Owner: Anthony Suine

Strategic Goal: Member Experience

Strategic Objective: Provide timely response and appropriate action to inquiries

Associated Initiatives: Click or tap here to enter text.

Status:

Numeric Status:

Description: Measuring the timeliness of our responses to customer inquiries reflects our commitment to exceptional Customer Services & Support for our members and employers. While our Contact Center closes more than 90% of inquiries on first contact, these are complex inquiries needing more specific business knowledge to resolve.

Intent: Ensure timely responsiveness to customer inquiries to confirm that action is being taken on complex situations.

Baseline: FY 2021-22: TBD

Target: 90% customer inquiries closed within 5 business days.

Refresh Frequency: Quarterly

Reporting Range:

Thresholds: On-Target: 83% or above

At-Risk: 76% - 82%

Off-Target: Below 76%

Status Narrative:

Strategic Measure Summary

Measure title:	Customer Satisfaction						
Executive Owner:	Anthony Suine						
Strategic Goal:	Member Experience						
Strategic Objective:	Enhance services, communication, and education tools for our members						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	To ensure we are listening to our customers and taking action on their feedback, we collect customer satisfaction surveys for many of our business processes. This Strategic Measure measures the overall customer satisfaction rate with CalPERS ability to perform its most core function to provide and administer retirement benefits.						
Intent:	Obtain insight into customer needs and expectations pertaining to our core functions. This assists with responding to customer needs and enhances services.						
Baseline:	FY 2017-18, Quarter 1: 86%						
Target:	Achieve an overall satisfaction rate of 90%, reflecting a positive customer experience across core processes						
Refresh Frequency:	Quarterly						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>80% or above</td> </tr> <tr> <td>At-Risk:</td> <td>70% - 79%</td> </tr> <tr> <td>Off-Target:</td> <td>69% or below</td> </tr> </table>	On-Target:	80% or above	At-Risk:	70% - 79%	Off-Target:	69% or below
On-Target:	80% or above						
At-Risk:	70% - 79%						
Off-Target:	69% or below						
Status Narrative:							

Performance Trend Chart:





PENSION SUSTAINABILITY

Strengthen the long-term sustainability
of the pension fund

Strategic Measure Summary

Measure Title: Funded Status

Executive Owner: Michael Cohen

Strategic Goal: Pension Sustainability

Strategic Objective: Balance the costs of future pension payments with the expected future investment risks and returns through the Asset Liability Management process

Associated Initiatives:

Status:

Numeric Status:

Description: Funded status is a measure of a pension system’s health and is determined by dividing the market value of assets by the actuarial accrued liability. This measure evaluates overall Funded Status for the three major components of the Public Employees’ Retirement Fund (PERF): State, School, and Public Agency employers.

As part of the CalPERS Asset Liability Management (ALM) cycle, the Board examines the current funded status of the system and makes decisions in alignment with the goal of strengthening the long-term sustainability of the pension fund. CalPERS is also focused on improving processes and operations to gain efficiencies which can contribute positively to the Funded Status of the PERF. The inputs for this metric are influenced by five main factors:

- Payment of unfunded liabilities
- Actual vs. expected investment returns
- Change in actuarial methods and assumptions
- Benefit changes
- Actuarial experience

Intent: The intent of this measure is to show incremental progress in improving the funded status

Baseline: PERF 67.9% (as of 6/30/17)

Target: Long-term (beyond the current strategic plan) funded status of 100%

Refresh Frequency: Annually, August

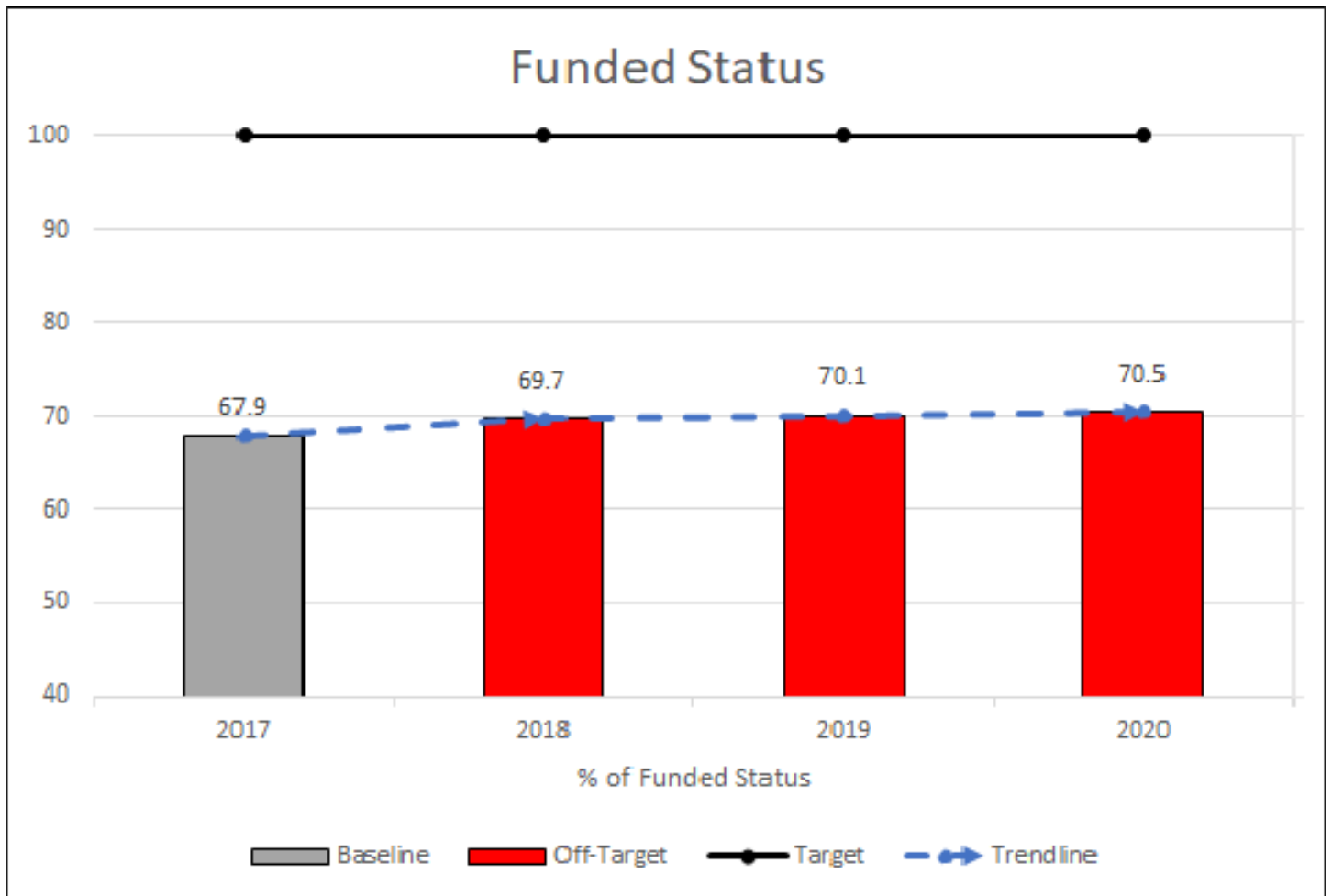
Reporting Range:

Thresholds:

On-Target:	≥100% Funded Status
At-Risk:	80% to 99.9% Funded Status
Off-Target:	<80% Funded Status

Status Narrative:

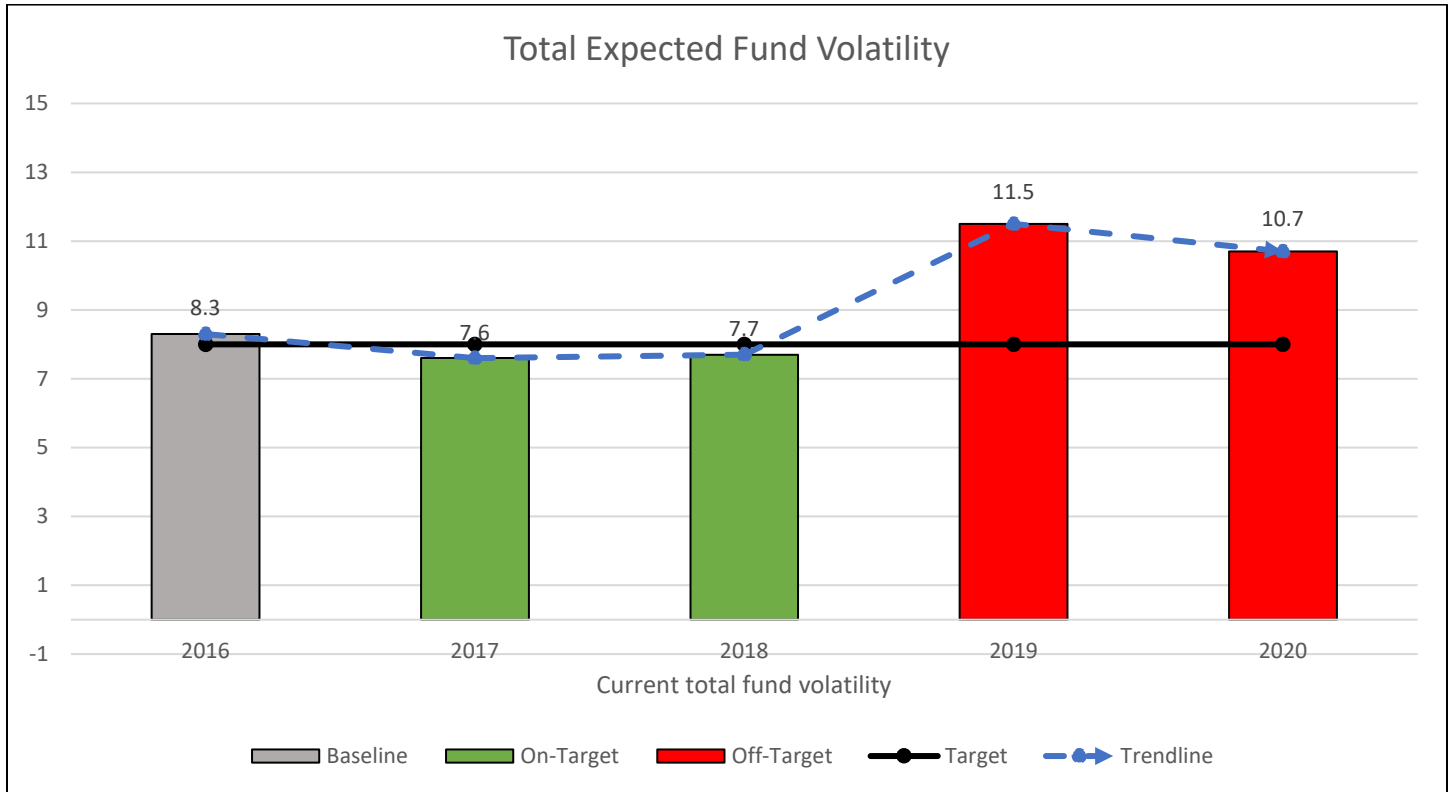
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Total Expected Fund Volatility
Executive Owner:	Dan Bienvenue
Strategic Goal:	Pension Sustainability
Strategic Objective:	Mitigate the risk of significant investment loss while balancing contribution levels and volatility
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	<p>Total Expected Fund Volatility is reported on a fiscal year-end basis and uses forecasted volatility to evaluate the probability of negative return for the next fiscal year. This metric incorporates:</p> <ul style="list-style-type: none"> ○ Most recently Board approved Capital Market Assumptions (CMAs) ○ Forecasted volatility
Intent:	This measure is used to evaluate the probability of PERF negative portfolio return outcomes based on Board approved risk profile.
Baseline:	<p>Most Recently Board Approved CMAs (from November 2021 ALM workshop)</p> <ul style="list-style-type: none"> - Return: 6.8% - Volatility: 12% (corresponds to a 29% probability of negative return)
Target:	Forecasted total fund volatility target less than or equal to 16%, which corresponds to less than a 34% probability of negative return for the next fiscal year.
Refresh Frequency:	Annually, September
Reporting Range:	07/01/22 – 06/30/23
Thresholds:	<p>On-Target: Forecasted volatility less than or equal to 16% (corresponds to <34% probability of negative return for the next fiscal year)</p> <p>At-Risk: Forecasted volatility greater than 16% but less than or equal to 23% (corresponds to 34% to 39% probability of negative return for the next fiscal year)</p> <p>Off-Target: Forecasted volatility greater than 23% (corresponds to >39% probability of negative return for the next fiscal year)</p>
Status Narrative:	

Performance Trend Chart:



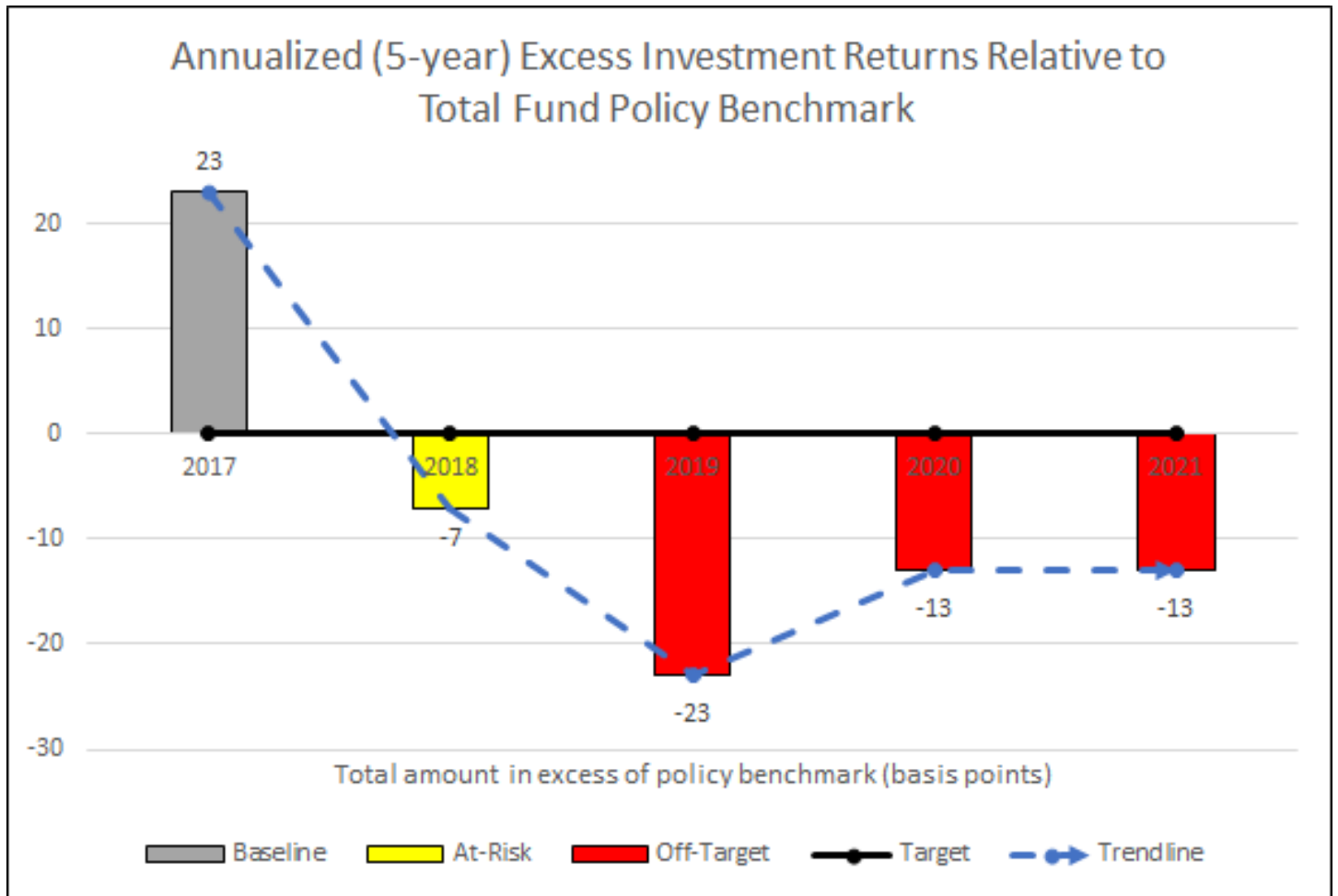
Strategic Measure Summary

Measure Title:	Employer Contribution Rates (Informational)
Executive Owner:	Scott Terrando
Strategic Goal:	Pension Sustainability
Strategic Objective:	Mitigate the risk of significant investment loss while balancing contribution levels and volatility
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	This is an informational measure regarding the trend in contribution rates. Rate trends will be provided for Miscellaneous and Safety plans separately.
Intent:	Each year the CalPERS Actuarial Office assesses the health of each pension plan and adjusts the employer contribution rates with the goal of strengthening the long-term sustainability of the pension fund. Information found within the reports is a product of the CalPERS Asset Liability Management (ALM) cycle and decision-making process.
Baseline:	Not applicable as this measure is informational.
Target:	Not applicable as this measure is informational.
Refresh Frequency:	Annually, August
Reporting Range:	July 2020 – June 2021
Thresholds:	On-Target: N/A At-Risk: N/A Off-Target: N/A
Status Narrative:	

Strategic Measure Summary

Measure Title:	Annualized (5-Year) Excess Investment Returns Relative to Total Fund Policy Benchmark
Executive Owner:	Dan Bienvenue
Strategic Goal:	Pension Sustainability
Strategic Objective:	Deliver risk-adjusted investment returns to meet or exceed the expected rate of return
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	<p>Measures annualized 5-year excess PERF returns relative to the Total Fund policy benchmark.</p> <p>Reported on a fiscal year-end basis, the metric will measure the effectiveness of the Investment Office in meeting the objective of achieving investment performance relative to relevant targets. The actual performance generated by the portfolio is affected by</p> <ol style="list-style-type: none"> 1) Asset Allocation: active held weights (under/over) of PERF segments relative to weights in the total fund policy benchmark 2) Segments: performance of the individual segments vs. their specified policy benchmark.
Intent:	This measure is an indicator of our ability to provide additional value by implementing and actively managing the portfolio compared to the returns that would have been earned from passive investments according to our Total Fund policy benchmark.
Baseline:	Calculated on a rolling 5-year period
Target:	<p>Meet or exceed the Total Fund policy benchmark.</p> <p>Segment weights are approved by Investment Committee action and reflected in Total Fund Investment Policy.</p>
Refresh Frequency:	Annually, September
Reporting Range:	FY 2017-18 through FY 2021-22
Thresholds:	<p>On-Target: Exceed Total Fund Policy Benchmark</p> <p>At-Risk: Meet or Trail Total Fund Policy Benchmark by up to 10 basis points</p> <p>Off-Target: Trail Total Fund Policy Benchmark by 10 basis points or more</p>
Status Narrative:	

Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Percentage of Diverse Managers
Executive Owner:	James Andrus
Strategic Goal:	Pension Sustainability
Strategic Objective:	Integrate sustainable investment strategies
Associated Initiatives:	
Status:	Under Development
Numeric Status:	
Description:	Identify the diverse firms in the CalPERS portfolio.
Intent:	To identify diverse firms in the CalPERS portfolio to help us achieve our investment objectives. This will help us to better understand how our external managers approach human capital management, including sourcing and retention, and provide us with a greater insight into our investment portfolio.
Baseline:	For FY 2022-23, the baseline for this measure is the collective Net Asset Value (NAV) of diverse firms identified in the CalPERS 2022 D&I Survey over the total NAV of all firms Identified in the CalPERS 2022 D&I Survey.
Target:	For FY 2022-23 is to identify 100% of diverse firms.
Refresh Frequency:	Annually, September
Reporting Range:	July 2022-June 2023
Thresholds:	On-Target: 100% At-Risk: 86-99% Off-Target: Below 86%
Status Narrative:	

Strategic Measure Summary

Measure Title:	Human Capital Management						
Executive Owner:	James Andrus						
Strategic Goal:	Pension Sustainability						
Strategic Objective:	Integrate sustainable investment strategies						
Associated Initiatives:							
Status:	Under Development						
Numeric Status:							
Description:	100% of qualifying contract payments were made under the CalPERS 'Responsible Contractor Program Policy .						
Intent:	Our human capital management strategy utilizes advocacy, engagement, integration and partnerships to assess the linkage between human capital practices and financial performance with the aim of mitigating risk to the portfolio and enhancing our investment strategies through developing a deeper understanding of how human capital management contributes to the creation of long-term shareholder value. In order to provide long-term risk adjusted returns, CalPERS must effectively manage human capital risk and opportunity that emerge in our globally diversified portfolio.						
Baseline:	FY 2020-21, 100% of qualifying contract payments were reported by certified responsible contractors.						
Target:	For FY 2022-23, 100% of qualifying contract payments						
Refresh Frequency:	Annually, July						
Reporting Range:	July 2022-June 2023						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>100%</td> </tr> <tr> <td>At-Risk:</td> <td>81-99%</td> </tr> <tr> <td>Off-Target:</td> <td>80% and below</td> </tr> </table>	On-Target:	100%	At-Risk:	81-99%	Off-Target:	80% and below
On-Target:	100%						
At-Risk:	81-99%						
Off-Target:	80% and below						
Status Narrative:							

Strategic Measure Summary

Measure Title:	Just Transition to Net Zero by 2050
Executive Owner:	James Andrus
Strategic Goal:	Pension Sustainability
Strategic Objective:	Integrate sustainable investment strategies
Associated Initiatives:	
Status:	Under Development
Numeric Status:	
Description:	CalPERS' has a globally diversified portfolio that reflects real economy emissions. Our net zero strategy utilizes advocacy, engagement, integration and partnerships to drive change and decrease emissions of the real economy and CalPERS's portfolio. CalPERS views climate change as one of the top risks to the fund. Taking action to mitigate climate risk and capturing opportunities are key initiatives to successfully deliver on CalPERS' mission.
Intent:	% of Private Equity companies in the portfolio that reports Green House Gas (GHG) emissions
Baseline:	Current baseline is approximately 10 % of the Private Equity companies in the portfolio that reports GHG emissions
Target:	More than 12% of Private Equity companies reporting GHG emissions
Refresh Frequency:	Annually, September
Reporting Range:	July 2022-June 2023
Thresholds:	On-Target: 12% and above At-Risk: 5%- 11% Off-Target: 0% - 4%
Status Narrative:	

Strategic Measure Summary

Measure Title:	Financial Markets Policy	
Executive Owner:	James Andrus	
Strategic Goal:	Pension Sustainability	
Strategic Objective:	Integrate sustainable investment strategies	
Associated Initiatives:		
Status:	Under Development	
Numeric Status:		
Description:	Enhance the quality of the information and the effectiveness of the tools to enhance long-term performance through responding to and tracking results of comment letters received in the areas of financial, human, or physical capital.	
Intent:	Securities laws require certain companies to provide investors and the public with key information about their governance, operations, and finances, and provide market participants with tools with which to help influence those companies. Collectively, this information and these tools allow investors to monitor companies and their executives and facilitate engagement to encourage good practices. By measuring outcomes, we are better able to advocate with global regulators and standard setters to provide more timely and transparent reporting of financial, human, and physical capital metrics.	
Baseline:	N/A	
Target:	Provide total number of comment letters CalPERS responds to in a fiscal year	
Refresh Frequency:	Annual	
Reporting Range:	Annual	
Thresholds:	On-Target:	N/A
	At-Risk:	N/A
	Off-Target:	N/A
Status Narrative:		

Strategic Measure Summary

Measure Title:	Private Assets Data Transparency
Executive Owner:	James Andrus
Strategic Goal:	Pension Sustainability
Strategic Objective:	Integrate sustainable investment strategies
Associated Initiatives:	
Status:	Under Development
Numeric Status:	
Description:	% of Private Equity companies that report Greenhouse Gas (GHG) emissions. This will be limited to portfolio companies in buyout strategies of core CalPERS Private Equity managers.
Intent:	CalPERS Private Equity Environmental, Social, and Governance (ESG) Data Convergence Project provides ESG data from private companies by converging on a standardized set of ESG metrics for the Private Equity industry. The standard can allow General Partners and portfolio companies to benchmark their current position and generate progress toward ESG improvements, while enabling greater transparency and more comparable portfolio information for Limited Partners.
Baseline:	Baseline of the Private Equity portfolio companies that report GHG emissions will be established in 2022
Target:	At least 10% of Private Equity companies reporting GHG emissions
Refresh Frequency:	Annually, June
Reporting Range:	July 2022-June 2023
Thresholds:	On-Target: 10% and above At-Risk: 6%-9% Off-Target: 0%-5%
Status Narrative:	



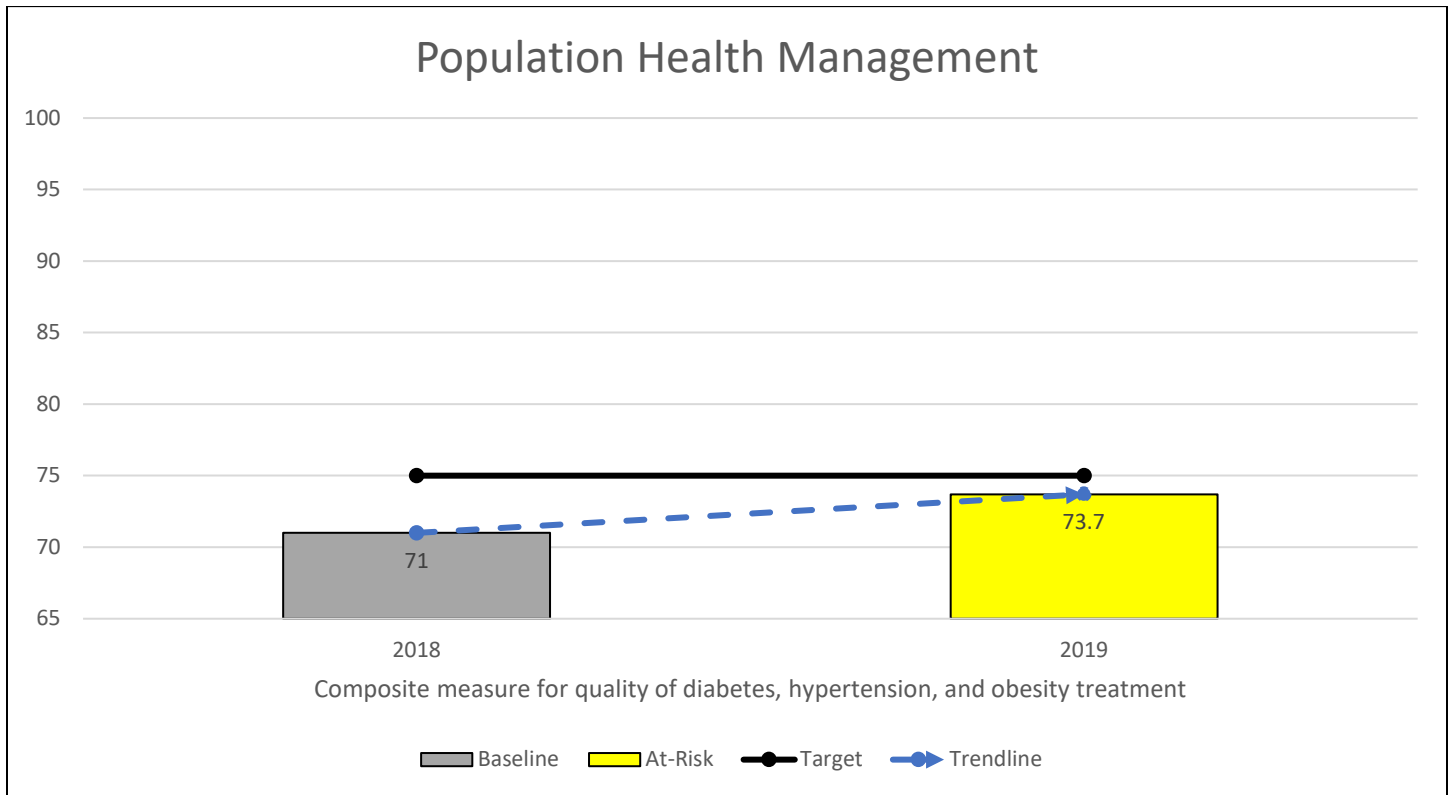
EXCEPTIONAL HEALTH CARE

Ensure our members have access to equitable, high-quality, affordable health care

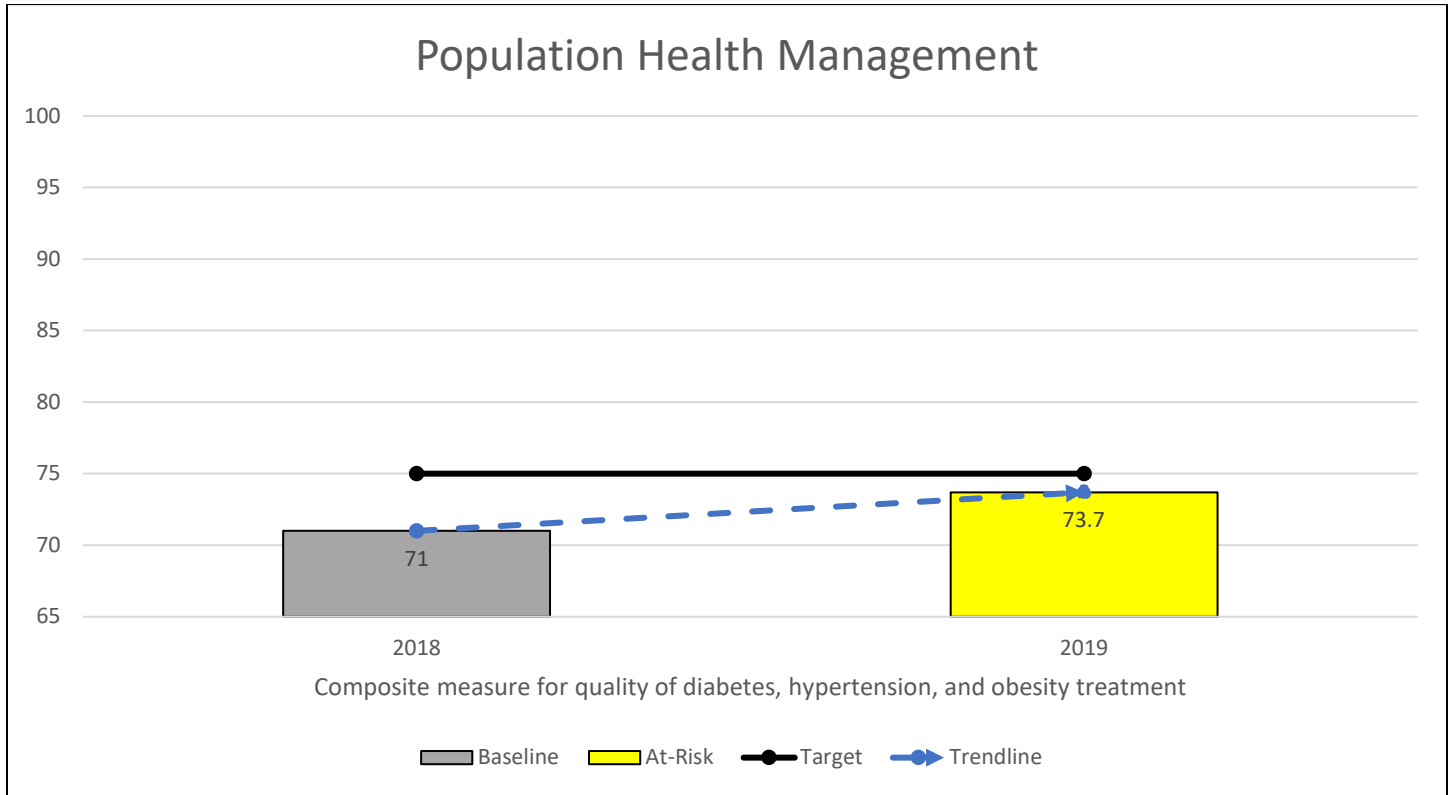
Strategic Measure Summary

Measure Title:	Population Health Management						
Executive Owner:	Donald Moulds						
Strategic Goal:	Exceptional Health Care						
Strategic Objective:	Ensure our members receive high-quality health care						
Associated Initiatives:							
Status:	Under Development						
Numeric Status:							
Description:	<p>The Healthcare Effectiveness Data and Information (HEDIS) performance measures below evaluate the quality of diabetes and hypertension management reported by our CalPERS health plans. The measure utilizes the following two HEDIS measures reported by our health plans to create the composite result:</p> <ul style="list-style-type: none"> • Diabetes Care: Hemoglobin A1C management • Hypertension: Controlling High Blood Pressure 						
Intent:	<p>Population Health Management provides a framework to increase member access to necessary preventive services, care coordination, and chronic disease management, improving health outcomes. More than half of all Californians suffer from one or more chronic diseases and the rate continues to increase. Accompanying this increase are associated direct costs such as hospitalization, medical care and treatment supplies, and indirect costs, such as disability and lost time from work. CalPERS health team strives to proactively help members stay well by identifying illnesses before they worsen and anticipating member needs before they increase. Diabetes and hypertension or high-blood pressure are the two highest prevalence chronic diseases among CalPERS health care members.</p>						
Baseline:	71% (covering experience in 2018)						
Target:	75%						
Refresh Frequency:	Annually, July						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>75% or above</td> </tr> <tr> <td>At-Risk:</td> <td>50 – 74.9%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 50%</td> </tr> </table>	On-Target:	75% or above	At-Risk:	50 – 74.9%	Off-Target:	Below 50%
On-Target:	75% or above						
At-Risk:	50 – 74.9%						
Off-Target:	Below 50%						
Status Narrative:							

Performance Trend Chart:



Performance Trend Chart:



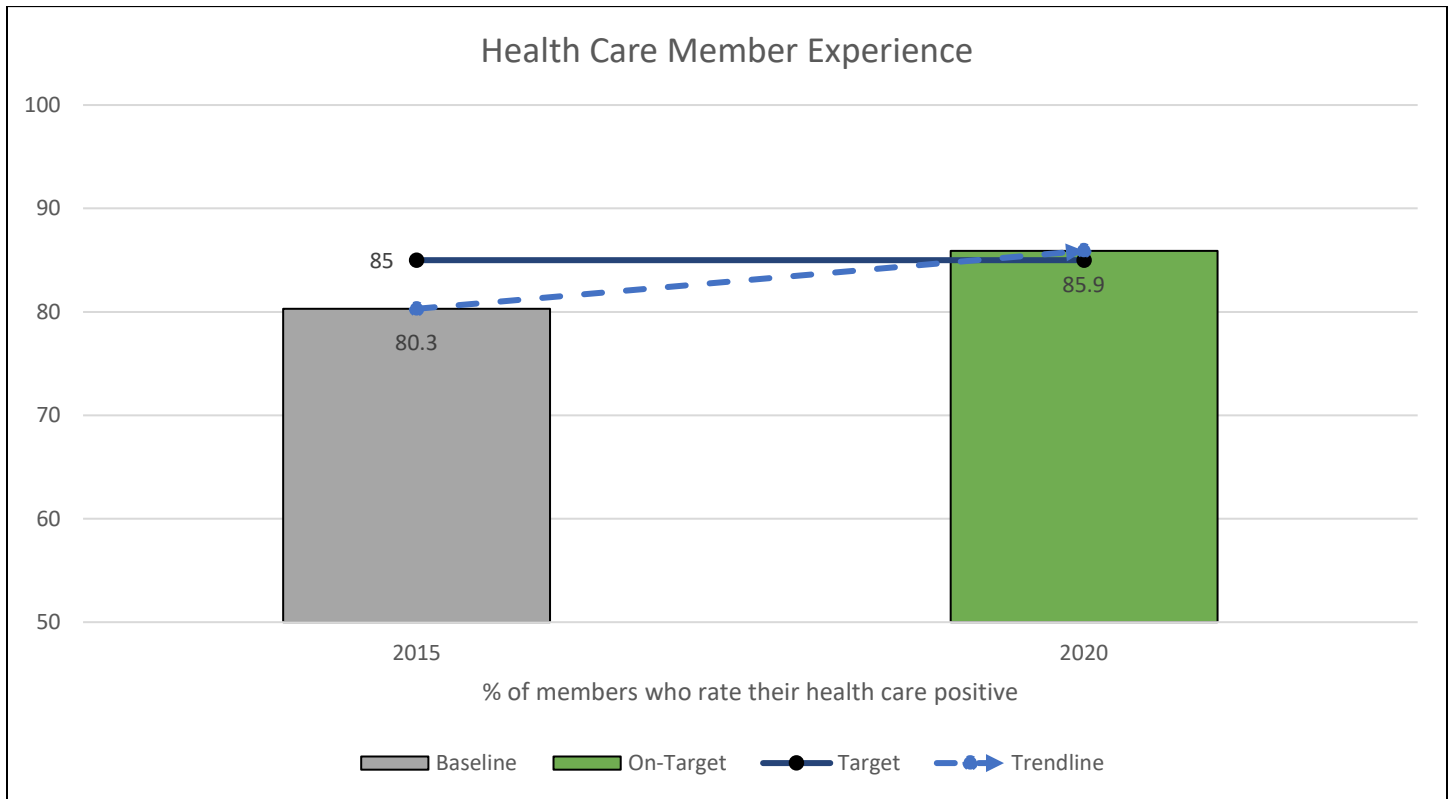
Strategic Measure Summary

Measure Title:	Behavioral Health Screening and Treatment
Executive Owner:	Donald Moulds
Strategic Goal:	Exceptional Health Care
Strategic Objective:	Ensure our members receive high-quality health care
Associated Initiatives:	
Status:	Under Development
Numeric Status:	Under Development
Description:	The behavioral health measure evaluates the quality of behavioral health prevention and treatment delivered to CalPERS health care members. CalPERS will use performance measure results that are in alignment with other California major purchasers. The measures will be primarily derived from Healthcare Effectiveness Data and Information Set (HEDIS) measures and utilize national benchmarks.
Intent:	Receiving accessible high-quality behavioral health screening and treatment contributes to better health outcomes for our members. Mental health disorders are among the most common health conditions Californians face as one in six California adults experience a mental illness of some kind; one in 24 has a serious mental illness that makes it difficult to carry out major life activities; and one in 13 children has an emotional disturbance that limits participation in daily activities. In 2018, \$349 million was spent on mental health disorders for Basic health plan members; the most common mental health condition was depression.
Baseline:	To be determined
Target:	75%
Refresh Frequency:	Annually, December
Reporting Range:	To be determined
Thresholds:	On-Target: 75% or above At-Risk: 50 – 74.9% Off-Target: Below 50%
Status Narrative:	

Strategic Measure Summary

Measure Title:	Health Care Member Experience						
Executive Owner:	Donald Moulds						
Strategic Goal:	Exceptional Health Care						
Strategic Objective:	Ensure our members have access to care when and where they need it						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	<p>Percentage of CalPERS health care members who answered eight or higher to the Health Plan Member Survey (HPMS) question, “Using any number from 0 to 10, where 0 is the worst health care possible and 10 is the best health care possible, what number would you use to rate all your health care in the last 12 months?”</p> <p>This metric represents the percentage of CalPERS health care members who rated their health care as positive. A higher percentage is considered good. Factors that can influence this measure include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners</p>						
Intent:	Understanding how our members rate their experience with their health plan helps CalPERS improve quality and enhance the overall member experience.						
Baseline:	80.3% (covering experience in 2015)						
Target:	85%						
Refresh Frequency:	Annually, June						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>82% or above</td> </tr> <tr> <td>At-Risk:</td> <td>80 – 81.9%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 80%</td> </tr> </table>	On-Target:	82% or above	At-Risk:	80 – 81.9%	Off-Target:	Below 80%
On-Target:	82% or above						
At-Risk:	80 – 81.9%						
Off-Target:	Below 80%						
Status Narrative:							

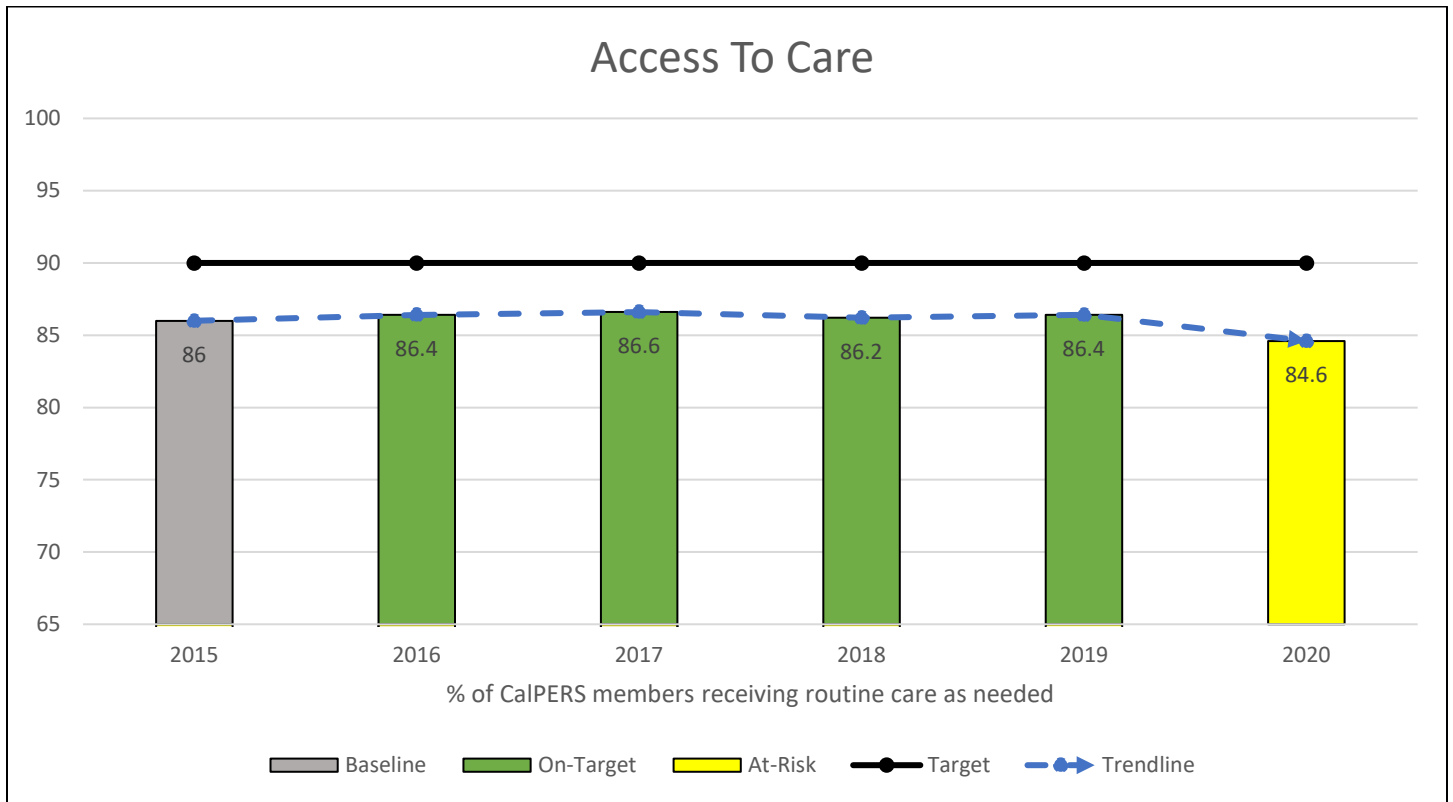
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Access to Care						
Executive Owner:	Donald Moulds						
Strategic Goal:	Exceptional Health Care						
Strategic Objective:	Ensure our members have access to care when and where they need it						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	<p>This metric represents the percentage of CalPERS health care members who answered “Usually” or “Always” to the Health Plan Member Survey (HPMS) question, “In the last 12 months, how often did you get an appointment for a check-up or routine care as soon as you needed?” Factors that can influence this measure include enforcement of contractual requirements and collaborative efforts with CalPERS health plan partners.</p> <p>Measure trend:</p> <ul style="list-style-type: none"> • 86.4% (covering experience in 2016) • 86.6% (covering experience in 2017) • 86.2% (covering experience in 2018) • 86.4% (covering experience in 2019) • 84.6% (covering experience in 2020) 						
Intent:	Having adequate and timely access to care contributes to better health outcomes for our members.						
Baseline:	86.0% (covering experience in 2015)						
Target:	90%						
Refresh Frequency:	Annually, June						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>85% or above</td> </tr> <tr> <td>At-Risk:</td> <td>80 – 84.9%</td> </tr> <tr> <td>Off-Target:</td> <td>Below 80%</td> </tr> </table>	On-Target:	85% or above	At-Risk:	80 – 84.9%	Off-Target:	Below 80%
On-Target:	85% or above						
At-Risk:	80 – 84.9%						
Off-Target:	Below 80%						
Status Narrative:							

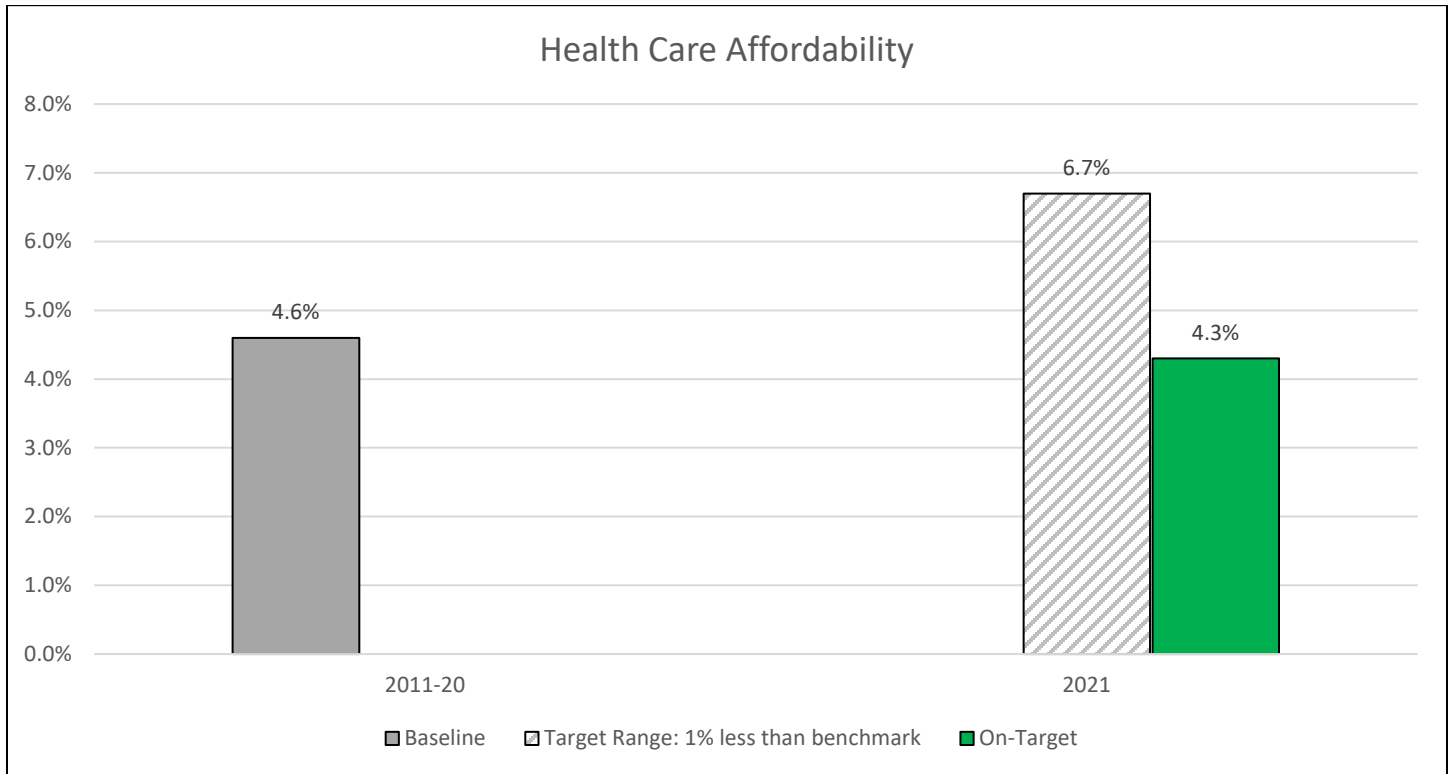
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Health Care Affordability
Executive Owner:	Donald Moulds
Strategic Goal:	Exceptional Health Care
Strategic Objective:	Ensure the care we provide is affordable
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	<p>This measure evaluates the year-over-year change in total premium costs for the CalPERS Health Benefits Program against a benchmark trend developed by an external consulting firm or firms.</p> <p>Factors that can influence trends include member utilization, unit costs, new technologies, cost-shifting from public payers and leveraging of member cost sharing. Innovations and efficiencies such as promoting efficient hospital plan networks, value-based purchasing and integrated health models help mitigate medical trend increases.</p> <p>The target and thresholds are updated on an annual basis and are dependent upon data reported by insurance companies as well as changing conditions in the health care marketplace.</p>
Intent:	To provide a reasonable and realistic comparison of the CalPERS Health Program costs to the benchmark trend so that we maintain consistent affordability year-over-year.
Baseline:	4.6% (based on CalPERS' average annual premium increases from 2011-2020)
Target:	One percent less than the composite national benchmark trend derived from an actuarial firm's carrier trend report of current year
Refresh Frequency:	Annually, June
Reporting Range:	
Thresholds:	<p>On-Target: 1% less than the benchmark</p> <p>At-Risk: Between 0% and 1% less than the benchmark</p> <p>Off-Target: Greater than the benchmark</p>
Status Narrative:	

Performance Trend Chart:



Strategic Measure Summary

Measure Title: Achieving Health Equity

Executive Owner: Don Moulds

Strategic Goal: Exceptional Health Care

Strategic Objective: Ensure all members receive equitable care

Associated Initiatives

Status: Under Development

Numeric Status: Under Development

Description: This measure utilizes the Health Equity Index (HEI) to evaluate the effectiveness of CalPERS' efforts to achieve health equity. In California people of color face barriers accessing culturally competent quality health care and are most likely to experience poor outcomes in the health care system. About 1 in 5 Latinos do not have a usual source of care, and 1 in 6 Latinos report difficulty finding a specialist. Blacks have the highest rates of new prostate, colorectal, and lung cancer cases and the highest death rates for breast, colorectal, lung, and prostate cancer.

Our health equity journey as an organization and as a state is nascent, and we are in the process of building our capacity toward our ultimate goal of eliminating health disparities and creating a health system that fosters and advances equity.

Intent: The goal of this measure is to eliminate health disparities and create a health system that fosters and advances equity. The HEI includes milestones that foster health equity by creating a consistent infrastructure for improving outcomes and narrowing health disparities and creating a culture of health equity for CalPERS health care members.

Baseline: Under Development

Target: Five Year Goal of 85%, annually achieve a 10% increase from baseline

Refresh Frequency: Under Development

Reporting Range:

Thresholds:

On-Target:	85% or above
At-Risk:	50-84.9%
Off-Target:	Below 50%

Status Narrative:



STAKEHOLDER ENGAGEMENT

Promote collaboration, support, and transparency

Strategic Measure Summary

Measure Title:	Stakeholder Perception Survey - Participation						
Executive Owner:	Brad Pacheco						
Strategic Goal:	Stakeholder Engagement						
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	The Stakeholder Perception Survey is administered every year and this measurement will capture the response rate of those surveyed. This will provide insight to help our efforts to educate and engage stakeholders.						
Intent:	The response rate to the annual Survey is an indicator of active engagement. An increasing response rate will tell us that our policy, program, risk and mitigation work and efforts are being effectively communicated out to the stakeholder community.						
Baseline:	11.0% response rate as of March 2022						
Target:	13.0% response rate by June 2027						
Refresh Frequency:	Annually/June						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Increase on average 0.4 points per year over the baseline</td> </tr> <tr> <td>At-Risk:</td> <td>No increase or increase less than 0.4 points over the baseline</td> </tr> <tr> <td>Off-Target:</td> <td>Decreasing response rate</td> </tr> </table>	On-Target:	Increase on average 0.4 points per year over the baseline	At-Risk:	No increase or increase less than 0.4 points over the baseline	Off-Target:	Decreasing response rate
On-Target:	Increase on average 0.4 points per year over the baseline						
At-Risk:	No increase or increase less than 0.4 points over the baseline						
Off-Target:	Decreasing response rate						
Status Narrative:							

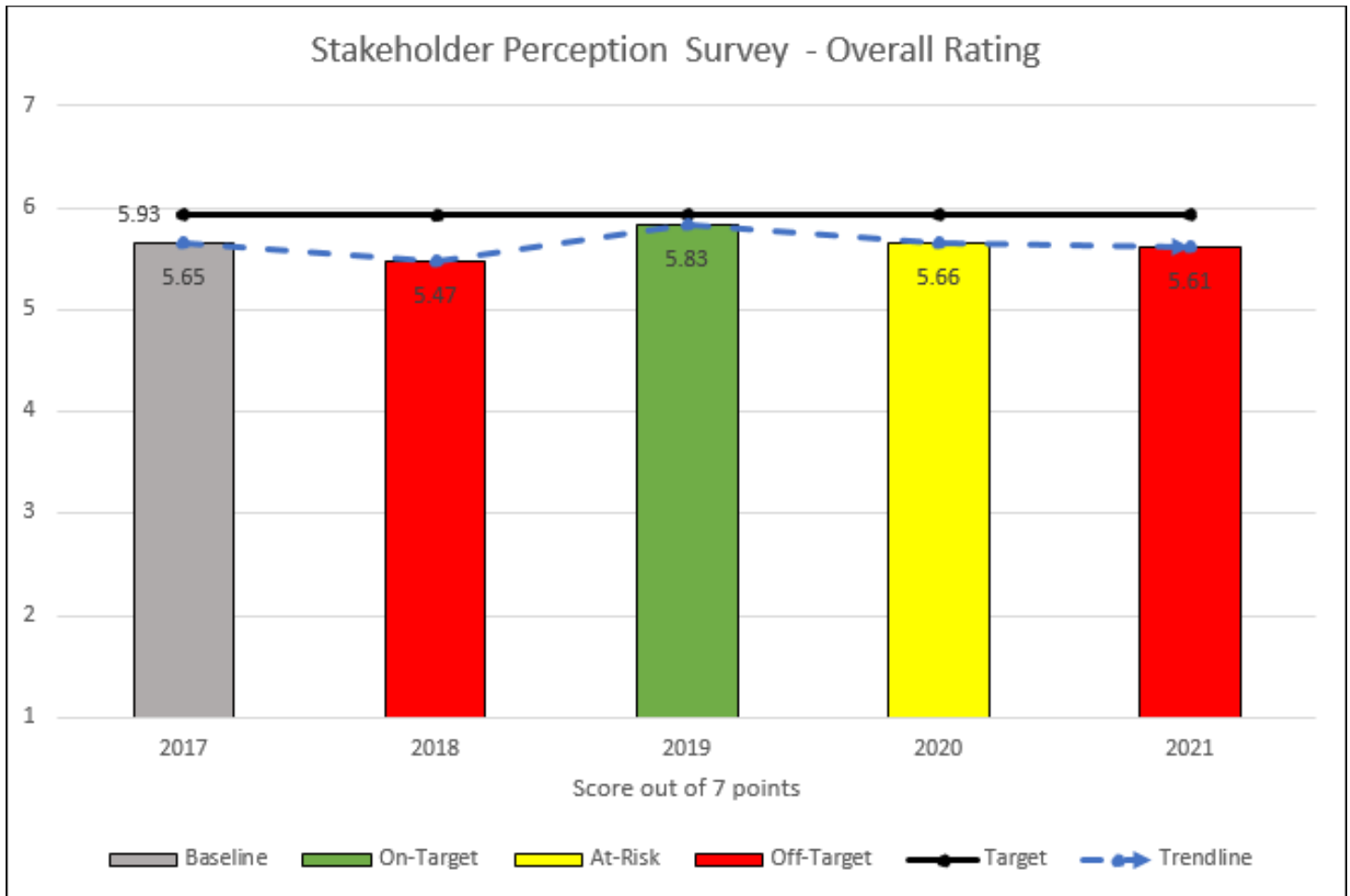
Strategic Measure Summary

Measure Title:	Stakeholder Perception Survey – Overall Rating
Executive Owner:	Brad Pacheco
Strategic Goal:	Stakeholder Engagement
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	<p>The Stakeholder Perception Survey is administered every year to members (active, inactive, and retired), employers of all levels, and stakeholder leaders. The Measure is based on responses to the following survey question: "My overall perception of CalPERS is positive". Respondents are asked to indicate their agreement on a scale ranging from Strongly Agree (7) to Strongly Disagree (1). Each response is assigned a numerical value, as follows:</p> <p style="padding-left: 40px;">Strongly Agree: 7 Agree: 6 Somewhat Agree: 5 Neither Agree nor Disagree: 4 Somewhat Disagree: 3 Disagree: 2 Strongly Disagree: 1</p> <p>The combined average score from all of these segments offers the clearest insight into the overall brand reputation of CalPERS.</p>
Intent:	Gauge overall sentiment of members (active, retired, even inactive), employers, and stakeholder leaders towards CalPERS.
Baseline:	The baseline for this measure is a score of 5.61, out of a possible 7, which is roughly between "Somewhat agree" and "Agree". The baseline was established after reviewing scores from the 2017 – 2021 strategic measure results.
Target:	Increase score by 3% (0.17) to 5.78 in five years, with an average increase of 0.034 points per year
Refresh Frequency:	Annually, March
Reporting Range:	
Thresholds:	<p>On-Target: Score meets or exceeds target yearly increase of 0.034 from the baseline figure each year</p> <p>At-Risk: Score remains the same or increases by less than 0.034 from the baseline figure each year</p>

Off-Target: Score decreases from the baseline figure

Status Narrative:

Performance Trend Chart:

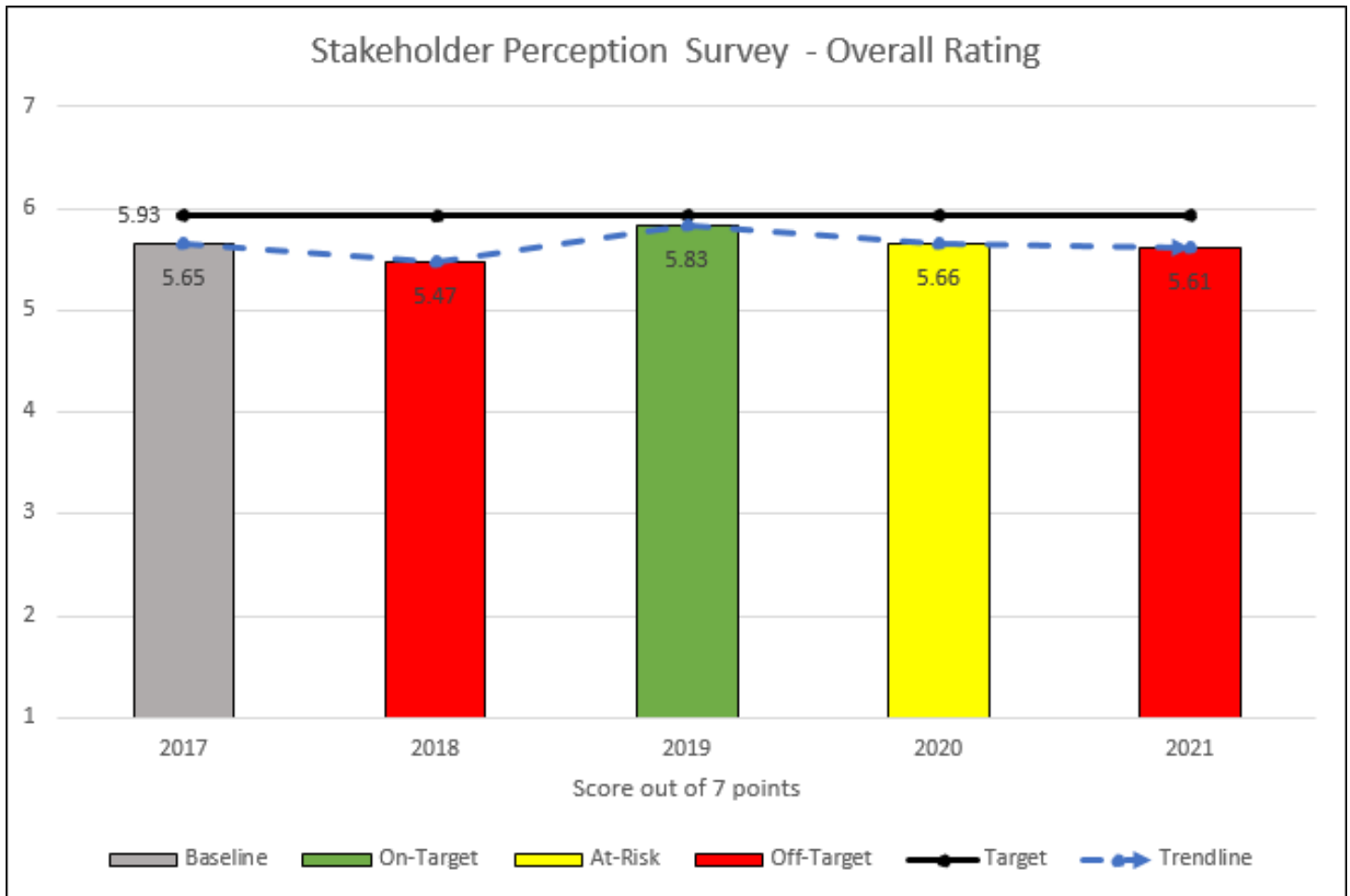


At-Risk: Score remains the same or increases by less than 0.034 from the baseline figure each year

Off-Target: Score decreases from the baseline figure

Status Narrative:

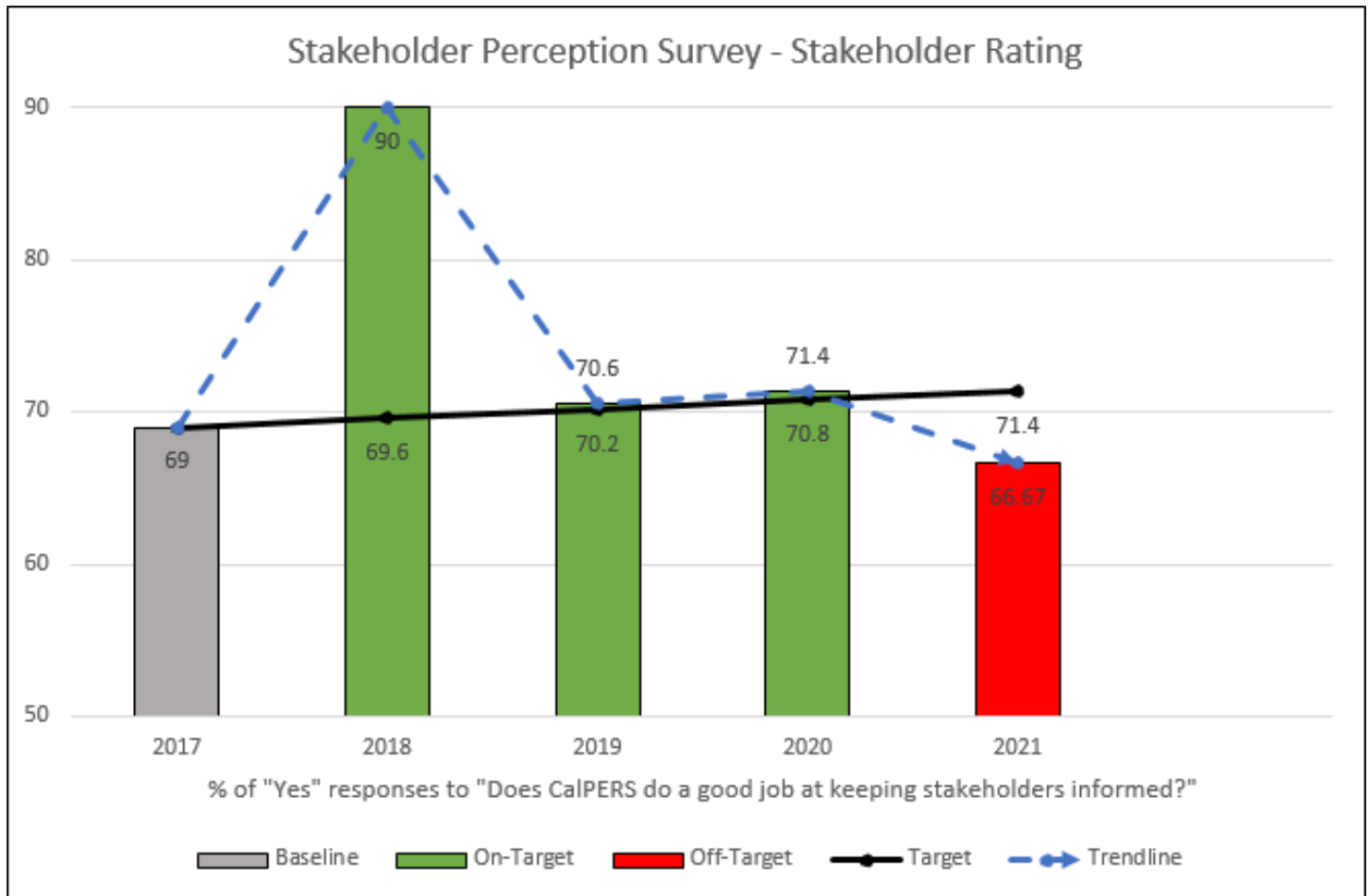
Performance Trend Chart:



Strategic Measure Summary

KPI Title:	Stakeholder Perception Survey - Stakeholder Rating
Executive Owner:	Brad Pacheco
Strategic Goal:	Stakeholder Engagement
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks and mitigations
Associated initiatives:	
Status:	
Numeric Status:	
Description:	The Stakeholder Perception Survey is administered every year to a list of the top individual stakeholder leaders with whom CalPERS is most closely engaged. These stakeholders represent members, employers, retirees, private sector business, the Legislature, peer pension funds, and business partners. The Measure is based on responses to the following question: "Does CalPERS do a good job of keeping stakeholders informed". This question provides the clearest insight into our stakeholders' perception of CalPERS' efforts to communicate and be responsive
Intent:	Gauge the satisfaction of the top stakeholder leaders with our communication and outreach efforts.
Baseline:	The baseline for this measure is 70% of surveyed stakeholders answering "yes" to the to the question "Does CalPERS do a good job keeping stakeholders informed?" The baseline was established after reviewing scores from the 2017 – 2021 strategic measure results.
Target:	Increase score by 3 percentage points from baseline of 70% to 73% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every March to provide a fair and consistent interval between data periods.
Refresh Frequency:	Annually, March
Reporting Range:	
Thresholds:	<p>On-Target: Score meets or exceed target increase of 0.6% from the baseline figure each year</p> <p>At-Risk: Score remains the same or increases by less than 0.6% from the baseline figure each year</p> <p>Off-Target: Score decreases from the baseline figure</p>
Status Narrative:	

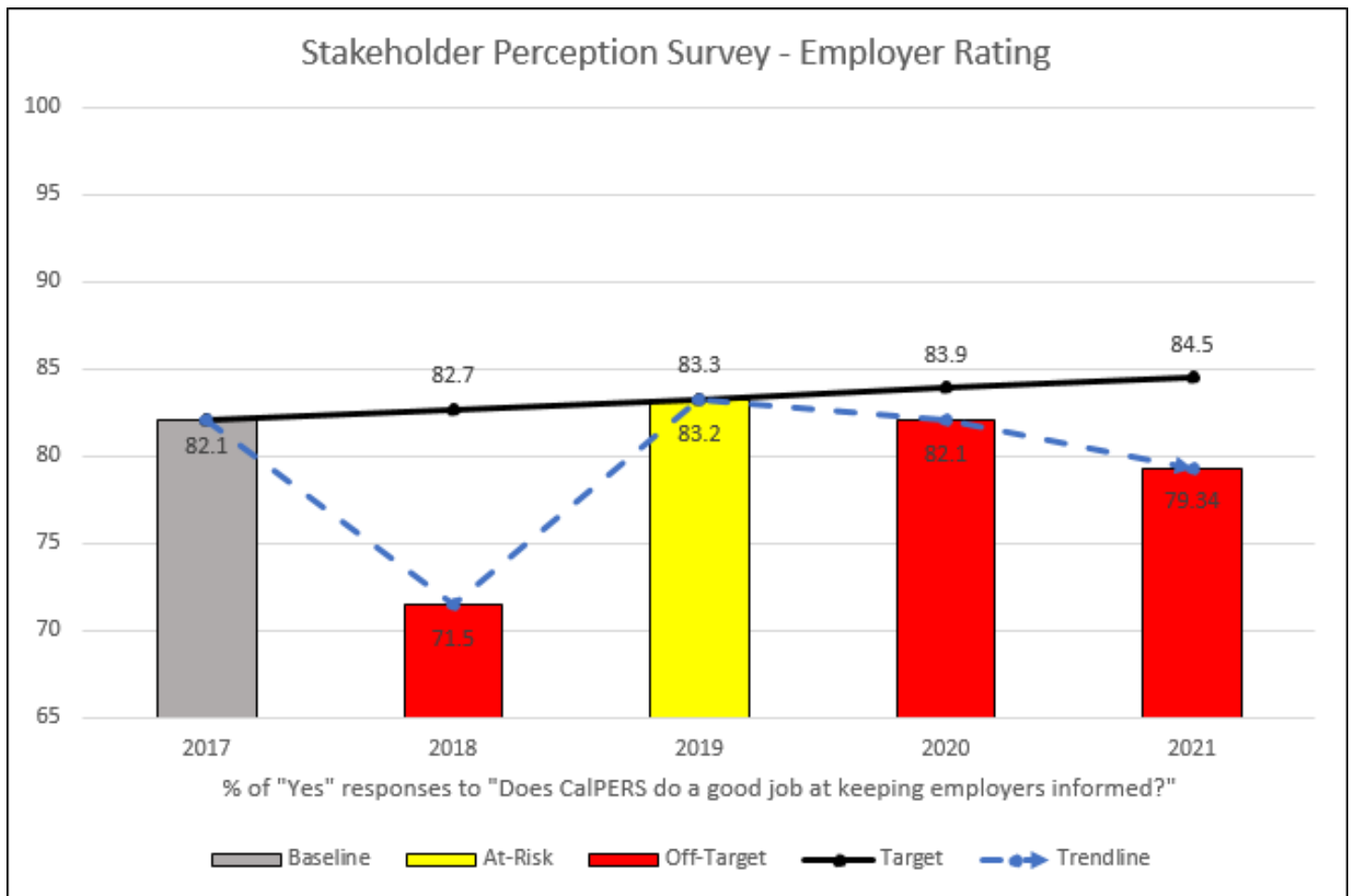
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Stakeholder Perception Survey - Employer Rating
Executive Owner:	Brad Pacheco
Strategic Goal:	Stakeholder Engagement
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations
Associated initiatives:	
Status:	
Numeric Status:	
Description:	The Stakeholder Perception Survey is administered every year to employers at many different levels from the public agency, State, and school employers that make up the System. The Measure is based on responses to the following question: “Does CalPERS do a good job of keeping employers informed”. This question provides the clearest insight into our employers’ perception of CalPERS’ efforts towards communicating across all channels, including in-person, via phone, employer bulleting, circular letters, and outreach meetings.
Intent:	Gauge employers’ (cities, counties, special districts, schools, and State agencies) perception of CalPERS, especially in our efforts to keep them apprised of key developments affecting them and their employees.
Baseline:	The baseline for this measure is 80.0% of employers answering “yes” to the question “Does CalPERS do a good job keeping employers informed?” The baseline was established after reviewing scores from the 2017 – 2021 strategic measure results.
Target:	Increase score by 2 percentage points from baseline of 80.0% to 82% in five years, with an average 0.4 percentage point increase per year. The survey will be administered every March to provide a fair and consistent interval between data periods.
Refresh Frequency:	Annually, March
Reporting Range:	
Thresholds:	<p>On-Target: Score meets or exceed target increase of 0.4% from the baseline figure each year</p> <p>At-Risk: Score remains the same or increases by less than 0.4% from the baseline figure each year</p> <p>Off-Target: Score decreases from the baseline figure</p>
Status Narrative:	

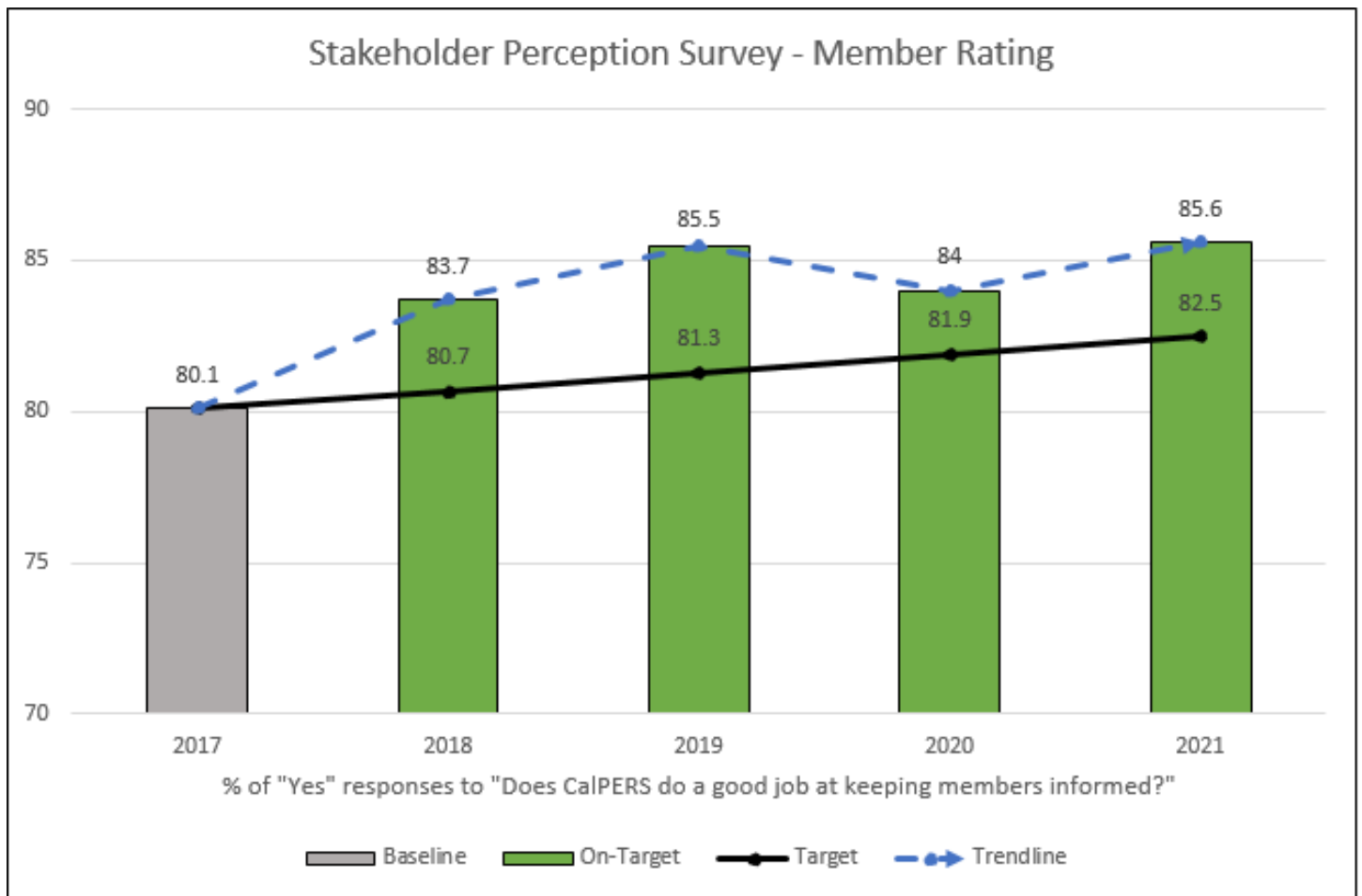
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Stakeholder Perception Survey - Member Rating						
Executive Owner:	Brad Pacheco						
Strategic Goal:	Stakeholder Engagement						
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations						
Associated initiatives:							
Status:							
Numeric Status:							
Description:	The Stakeholder Perception Survey is administered every year to a randomized sampling of active and retired members from the public agency, State, and school employers that make up the System. The Measure is based on responses to the question “Does CalPERS do a good job of keeping members informed?” This question provides the clearest insight into our members’ perception of CalPERS’ efforts towards communicating proactively with our members, and reflects on our operational outcome measure of open and transparent communication.						
Intent:	Gauge active and retired members’ perception of CalPERS, specifically our communication efforts to them.						
Baseline:	The baseline for this measure is 85% of members answering “yes” to the question “Does CalPERS do a good job keeping members informed?” The baseline was established after reviewing scores from the 2017 – 2021 strategic measure results.						
Target:	Increase score by 3 percentage points from baseline of 85% to 88% in five years, with an average 0.6 percentage point increase per year. The survey will be administered every March providing a fair and consistent interval between data periods.						
Refresh Frequency:	Annually, March						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Score meets or exceed target increase of 0.6% from the baseline figure each year</td> </tr> <tr> <td>At-Risk:</td> <td>Score remains the same or increases by less than 0.6% from the baseline figure each year</td> </tr> <tr> <td>Off-Target:</td> <td>Score decreases from the baseline figure</td> </tr> </table>	On-Target:	Score meets or exceed target increase of 0.6% from the baseline figure each year	At-Risk:	Score remains the same or increases by less than 0.6% from the baseline figure each year	Off-Target:	Score decreases from the baseline figure
On-Target:	Score meets or exceed target increase of 0.6% from the baseline figure each year						
At-Risk:	Score remains the same or increases by less than 0.6% from the baseline figure each year						
Off-Target:	Score decreases from the baseline figure						
Status Narrative:							

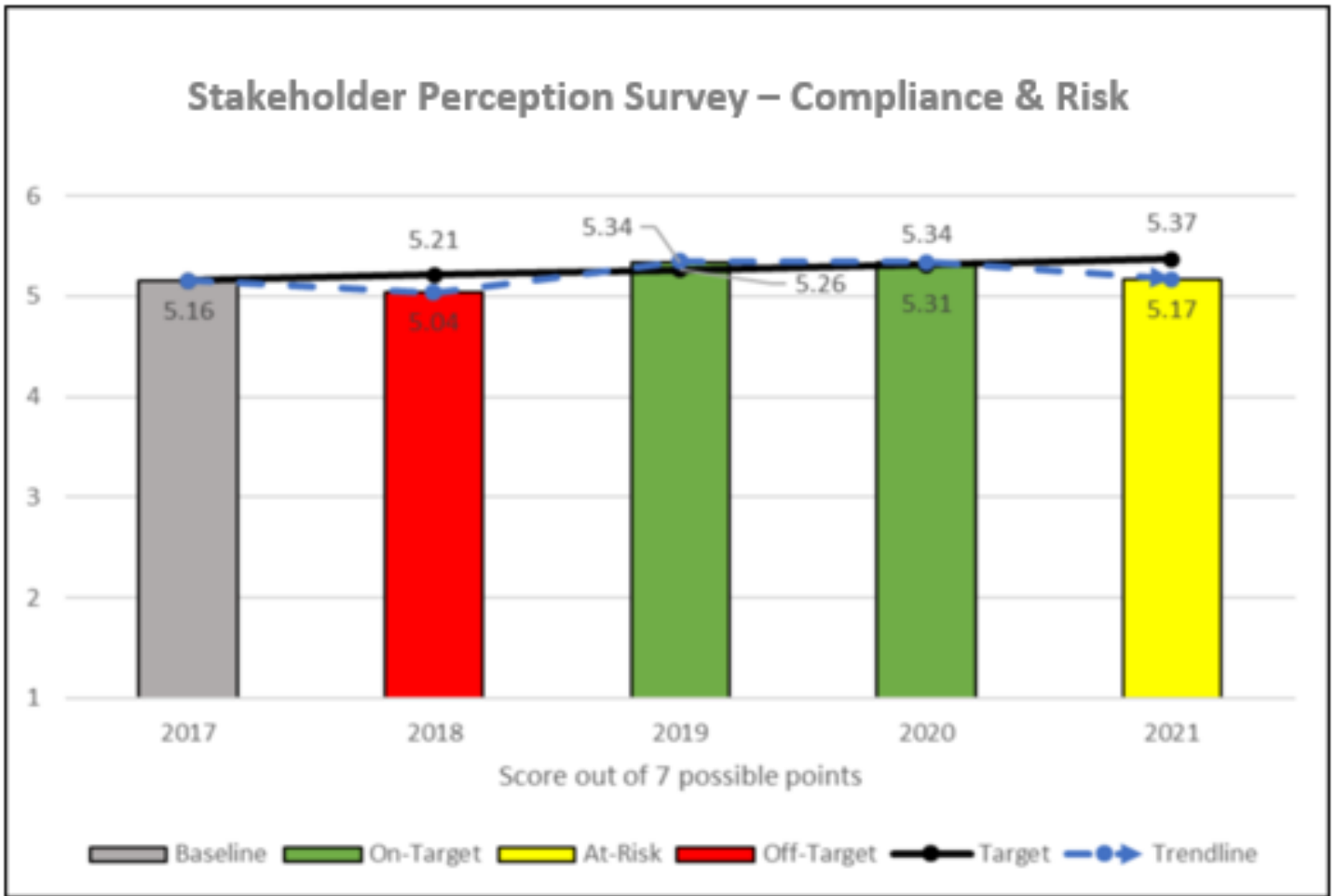
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Stakeholder Perception Survey – Compliance and Risk
Executive Owner:	Brad Pacheco
Strategic Goal:	Stakeholder Engagement
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	The measure scores the overall stakeholder perception of CalPERS' success in implementing functions and programs that support compliance and risk. Data is gathered through the annual Stakeholder Perception Survey in response to the statement: "CalPERS has effective functions and programs to address compliance and risk." The target will be met through continued stakeholder engagement and the consistent demonstration of our commitment to a culture of compliance and risk as an organization and as a system.
Intent:	Gauge stakeholders' overall sense that risk and compliance is being managed well
Baseline:	5.16 out of 7 possible points
Target:	Five-year goal: achieve a score of 5.43 out of 7 points; a 5% increase from the baseline. Annual increases of 1% (0.05 points)
Refresh Frequency:	Annually, March
Reporting Range:	
Thresholds:	On-Target: Annual increase of 0.05 or more points from the baseline figure each year At-Risk: Annual increase of 0.0 – 0.04 points from the baseline figure each year Off-Target: Decrease from the baseline figure
Status Narrative:	

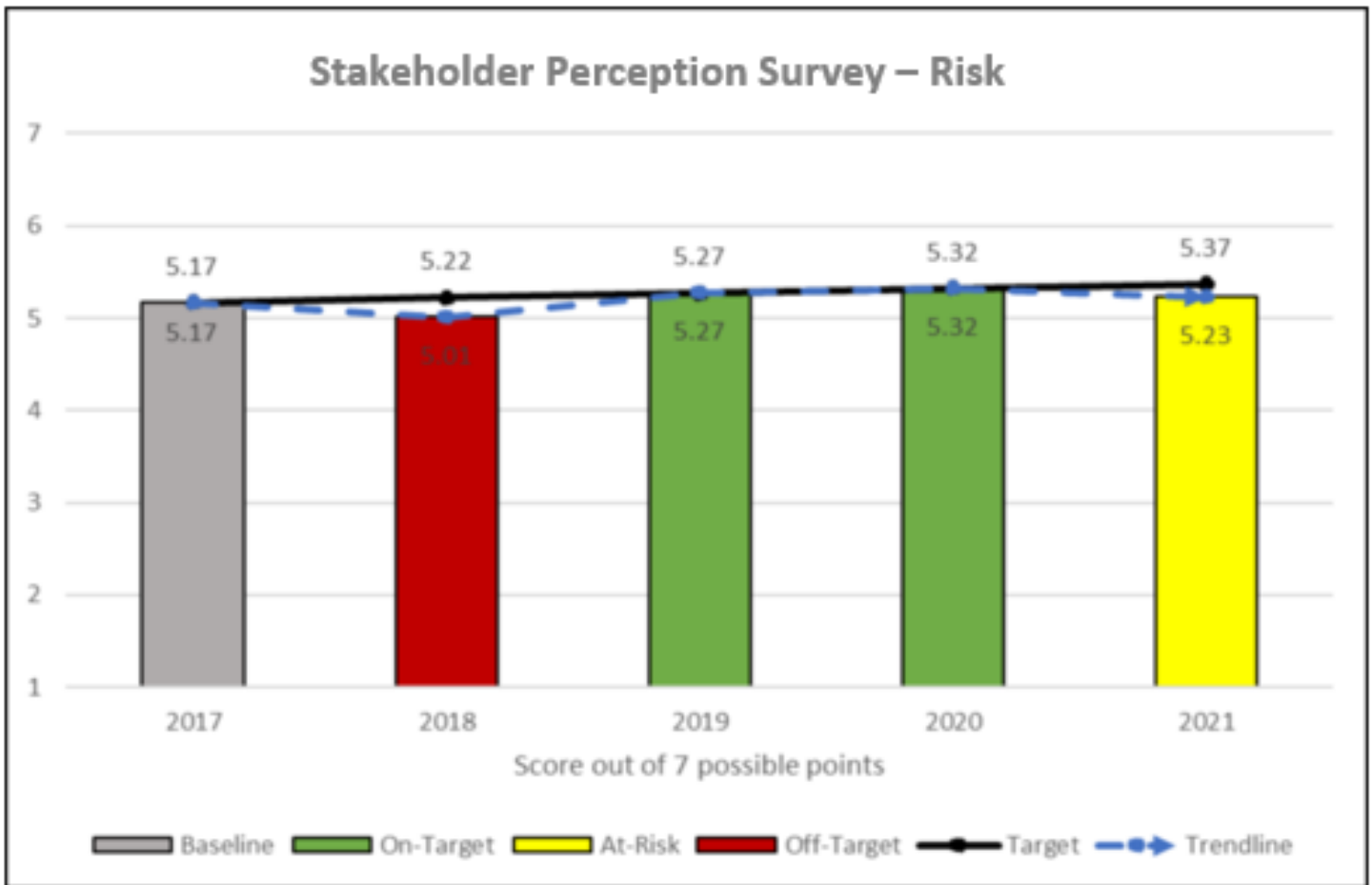
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Stakeholder Perception Survey – Risk						
Executive Owner:	Brad Pacheco						
Strategic Goal:	Stakeholder Engagement						
Strategic Objective:	Educate and engage stakeholders on system impacts including policy and program changes, risks, and mitigations						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	The measure scores the overall stakeholder perception of CalPERS' success in explaining and mitigating risks to the System. Data is gathered through the annual Stakeholder Perception Survey in response to the statement "I understand the risks inherent in the System and I am confident CalPERS is taking steps to reduce the risks." The target will be met through continued stakeholder engagement, proactive communications with our various member/employer/retiree populations, and through focused efforts to share our risks and risk mitigation strategies.						
Intent:	Gauge our effectiveness in conveying the necessary risks CalPERS must take in order to earn returns sufficient to fund the benefits, while still being mindful of the costs to employers and members.						
Baseline:	5.23 out of 7 possible points						
Target:	Five-year goal: achieve a score of 5.53 out of 7 points; a 0.3 point increase from the baseline. Target is annual increases of 0.06 points						
Refresh Frequency:	Annually, March						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Annual increase of 0.05 or more points from the baseline figure each year</td> </tr> <tr> <td>At-Risk:</td> <td>Annual increase of 0.0 – 0.04 points from the baseline figure each year</td> </tr> <tr> <td>Off-Target:</td> <td>Decrease from the baseline figure</td> </tr> </table>	On-Target:	Annual increase of 0.05 or more points from the baseline figure each year	At-Risk:	Annual increase of 0.0 – 0.04 points from the baseline figure each year	Off-Target:	Decrease from the baseline figure
On-Target:	Annual increase of 0.05 or more points from the baseline figure each year						
At-Risk:	Annual increase of 0.0 – 0.04 points from the baseline figure each year						
Off-Target:	Decrease from the baseline figure						
Status Narrative:							

Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Effectiveness of Digital Outreach Tools
Executive Owner:	Brad Pacheco
Strategic Goal:	Stakeholder Engagement
Strategic Objective:	Enhance services, communication & education tools for our partners
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	<p>This measures our efforts to modernize CalPERS' communications and outreach to improve agility and maximize reach, response, and reputation while increasing programmatic and operational efficiencies.</p> <p>Factors:</p> <ul style="list-style-type: none"> • Visitors to Public Website (average visitors per month) • Visitors to PERSpective Blog (average visitors per month) • Total Social Media Followers • Total CalPERS News and Ambassador Newsletter Email Subscribers
Intent:	To measure the effectiveness of CalPERS' digital communications and outreach by tracking annual growth of visitors, followers, and subscribers
Baseline:	To be determined in July 2022 once initial data is gathered
Target:	To be determined
Refresh Frequency:	Annually, June
Reporting Range:	
Thresholds:	<p>On-Target: To be determined</p> <p>At-Risk: To be determined</p> <p>Off-Target: To be determined</p>
Status Narrative:	



ORGANIZATIONAL EXCELLENCE

Cultivate a risk-intelligent and innovative culture through our team and processes

2021-22 Strategic Measure Summary (Quarter 3)

Measure Title: Overhead Operational Cost

Executive Owner: Michael Cohen

Strategic Goal: Reduce Complexity

Strategic Objective: Streamline operations to gain efficiencies, improve productivity, and reduce costs

Associated Initiatives: Develop and implement continuous process improvement framework

Status: Pending Refresh (in September 2022)

Numeric Status: \$198.5 million (\$700,000 or 0.3% over target as of June 2021)

Description: Overhead operational costs calculated for pension administration and health.

Baseline: The overhead operational costs for FY 2016-17 was \$210,114,665

Target: Reduce by 1.5% – 2% annually

Refresh Frequency: Annually, September

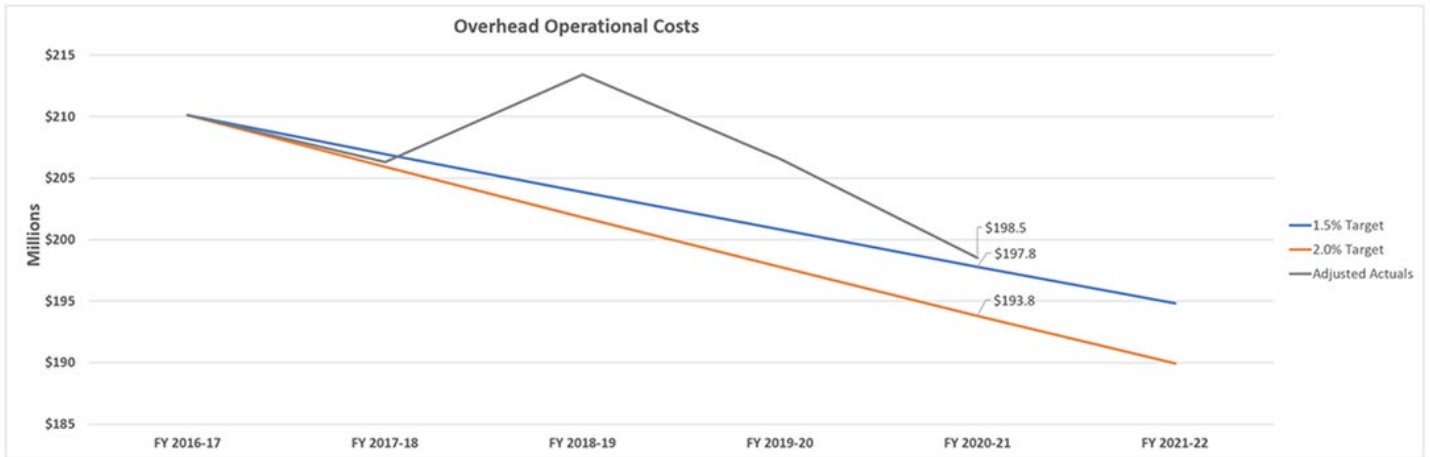
Reporting Range: 07/01/2020 – 06/30/2021

Thresholds:

- On-Target: Reduced by 1.5% – 2.0% annually
- At-Risk: Reduced by 1.0% – 1.49% annually
- Off-Target: Reduced by less than 1.0% annually

Status Narrative:

Performance Trend Chart:



(Potential Modification) Strategic Measure Summary

Measure Title:	Enterprise Operational Effectiveness						
Executive Owner:	Michael Cohen						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	In alignment with the Enterprise Operational Effectiveness incentive measure, calculate the percentage of overhead costs out of total administrative operating costs.						
Intent:	The intent of this measure is to demonstrate that more resources are utilized for product and service delivery than overhead.						
Baseline:	2021-22 Overhead Operational Efficiency calculation						
Target:	Compared to the baseline year, reduce the percentage of overhead costs out of total administrative costs.						
Refresh Frequency:	Annually, November						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Reduced percentage</td> </tr> <tr> <td>At-Risk:</td> <td>Maintained percentage</td> </tr> <tr> <td>Off-Target:</td> <td>Increased percentage</td> </tr> </table>	On-Target:	Reduced percentage	At-Risk:	Maintained percentage	Off-Target:	Increased percentage
On-Target:	Reduced percentage						
At-Risk:	Maintained percentage						
Off-Target:	Increased percentage						
Status Narrative:							

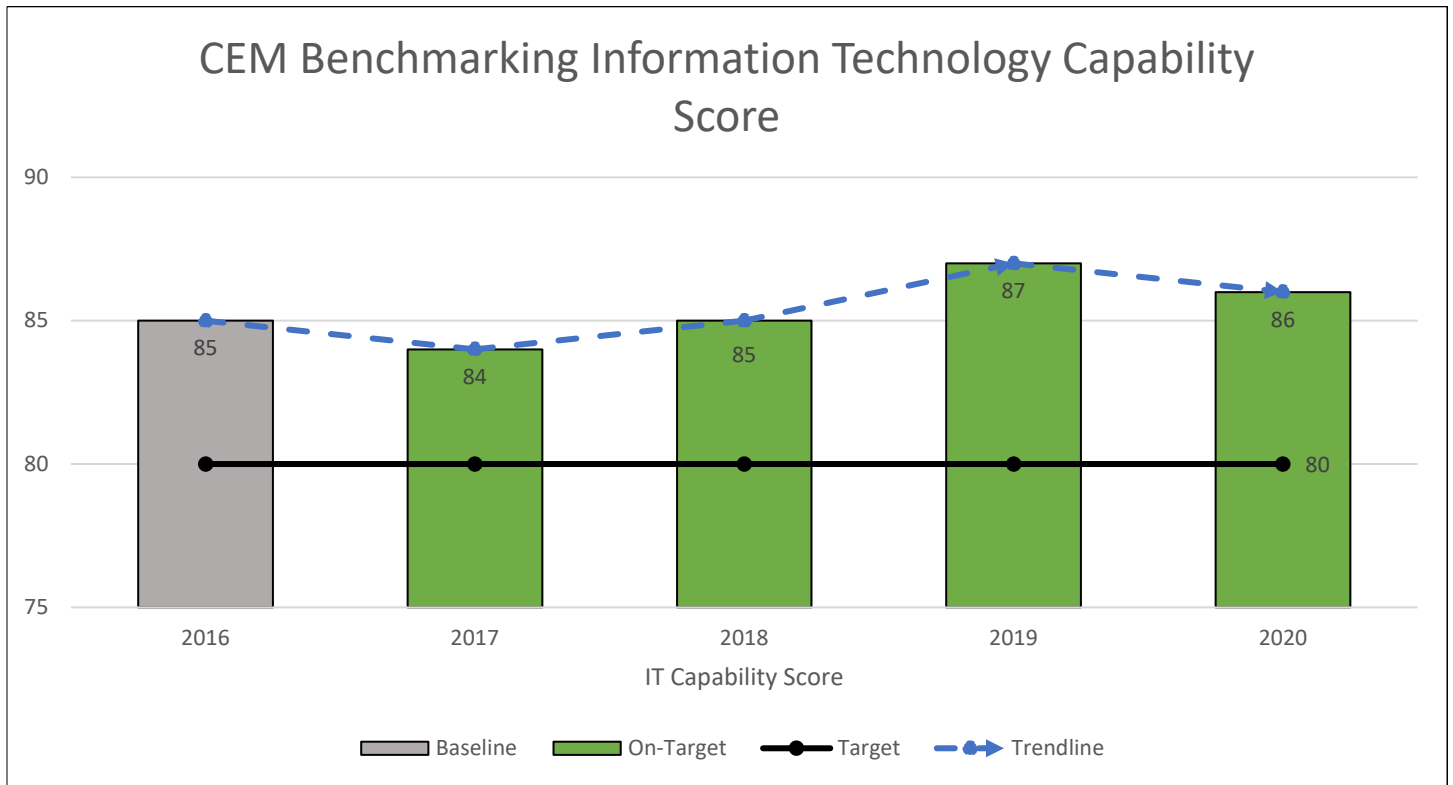
Strategic Measure Summary

Measure Title:	Operational Efficiencies	
Executive Owner:	Doug Hoffner	
Strategic Goal:	Organizational Excellence	
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness	
Associated Initiatives:		
Status:		
Numeric Status:		
Description:	Develop and implement an outcome and accountability framework to identify, measure, and report on improved processes, operations efficiencies, and cost savings realized from the allocation of resources to new projects and initiatives.	
Intent:	This measure captures the effectiveness of allocating resources (dollars and staffing) to various projects, initiatives, and technology solutions. Capturing this information will help demonstrate whether the intended outcomes identified at the beginning of the projects, initiatives, and technology solution developments are achieved.	
Baseline:	To be developed)	
Target:	To be developed	
Refresh Frequency:	To be developed	
Reporting Range:	To be developed	
Thresholds:	On-Target:	To be developed
	At-Risk:	To be developed
	Off-Target:	To be developed
Status Narrative:		

Strategic Measure Summary

Measure Title:	CEM Benchmarking Information Technology Capability Score						
Executive Owner:	Doug Hoffner						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	Each year, CalPERS participates in the CEM Benchmarking survey which independently analyzes returns and costs against a customized peer group. This measures the overall contribution of the value IT provides to business capability. Drivers of this metric include website and contact center access to member data, as well as data accuracy and completeness.						
Intent:	Benchmark our IT capability against peer organizations to ensure we are providing high quality and consistent services to our stakeholders. This measures our existing IT capabilities and identifies capabilities that can be added, improved, or enhanced to increase the value IT provides to the organization. Without consistent and reliable IT services such as data access, accuracy and completeness, business capabilities would be negatively impacted.						
Baseline:	The baseline is the FY 2015-16 CEM IT Capability Score of 85 points.						
Target:	CalPERS target is to stay within the range of 80-90 points.						
Refresh Frequency:	Annually, June						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>80 points or above</td> </tr> <tr> <td>At-Risk:</td> <td>75 to 79 points</td> </tr> <tr> <td>Off-Target:</td> <td>Less than 75 points</td> </tr> </table>	On-Target:	80 points or above	At-Risk:	75 to 79 points	Off-Target:	Less than 75 points
On-Target:	80 points or above						
At-Risk:	75 to 79 points						
Off-Target:	Less than 75 points						
Status Narrative:							

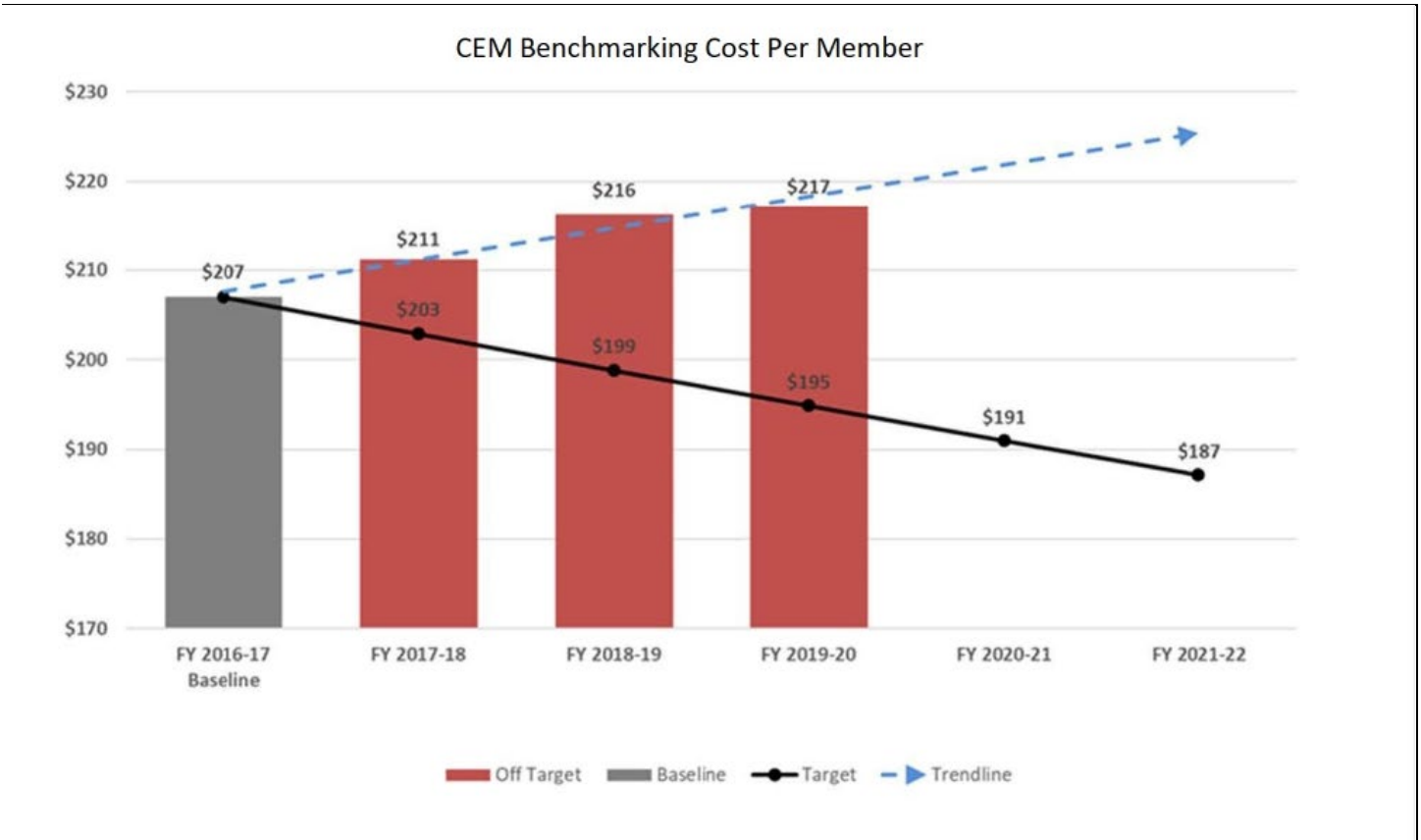
Performance Trend Chart:



Strategic Measure Summary

Measure Title:	CEM Benchmarking Cost per Member
Executive Owner:	Michael Cohen
Strategic Goal:	Organizational Excellence
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	Each year, CalPERS participates in the CEM Benchmarking survey. The cost per member figure calculates the cost of pension administration activities on a per member basis. The Financial Planning, Policy, and Budgeting Division (FPPB) calculates CalPERS' cost per member by November annually. However, the final CEM cost per member, along with comparisons to industry peers, is not available until May.
Intent:	The intent of this measure is to reduce CalPERS' CEM cost per member, which would signal a reduction in pension administration costs and demonstrate that pension funds are used appropriately to cover those expenses necessary to meet CalPERS' mission and key customer service levels.
Baseline:	XXX cost per member for FY 2021-22 (available June 2023)
Target:	In five years, reduce CEM cost per member by 5%
Refresh Frequency:	Annually, June
Reporting Range:	July 1 – June 30
Thresholds:	<p>On-Target: Reduction in cost per member below the baseline annually</p> <p>At-Risk: No reduction in cost per member compared to the baseline annually</p> <p>Off-Target: Increase in cost per member compared to the baseline</p>
Status Narrative:	

Performance Trend Chart:

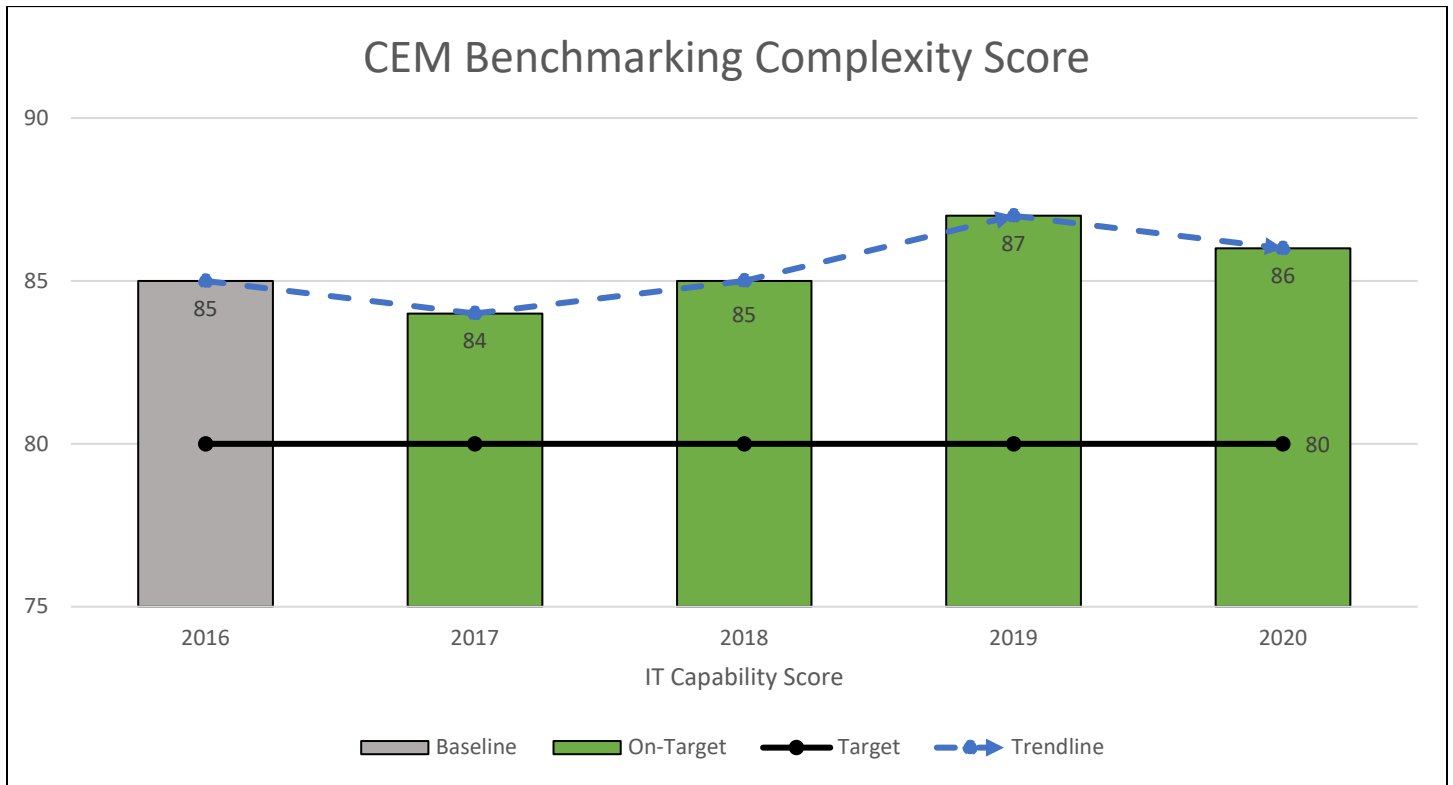


Footnote: The 2018-19 per member cost reflects an adjustment submitted to CEM that reversed a Retired Annuitant enrollment fee. The previously-reported per member cost was \$209.

Strategic Measure Summary

Measure Title:	CEM Benchmarking Complexity Score						
Executive Owner:	Doug Hoffner						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	Each year, CalPERS participates in the CEM Pension Administration Benchmarking survey. The CEM complexity score represents the weighted average of CEM’s complexity measure by cause.						
Intent:	The annual CEM Pension Administration Benchmarking Survey provides CalPERS an opportunity to compare its complexity against its peer systems. While there is not much opportunity to reduce its complexity score, CalPERS can compare complexity score trends with its peers (i.e., is complexity increasing or decreasing for peer systems).						
Baseline:	Weighted average complexity score 59.8 points (Fiscal Year 2016-17)						
Target:	Maintain weighted average complexity score between 58 – 62 points						
Refresh Frequency:	Annually, June						
Reporting Range:	FY 2020-21,						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Complexity score 58 – 62 points</td> </tr> <tr> <td>At-Risk:</td> <td>Complexity score <58 points</td> </tr> <tr> <td>Off-Target:</td> <td>Complexity score >62 points</td> </tr> </table>	On-Target:	Complexity score 58 – 62 points	At-Risk:	Complexity score <58 points	Off-Target:	Complexity score >62 points
On-Target:	Complexity score 58 – 62 points						
At-Risk:	Complexity score <58 points						
Off-Target:	Complexity score >62 points						
Status Narrative:							

Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Cost Advantaged vs. Peers						
Executive Owner:	Dan Bienvenue						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	Each year, CalPERS participates in the CEM Benchmarking survey which independently analyzes costs and returns against a customized peer group. CEM compares CalPERS total investment cost against the benchmark cost to calculate the CalPERS excess cost/savings. The benchmark cost is an estimate of what CalPERS cost would be given its asset mix and the median costs that its peers pay for similar services and represents the total investment cost CalPERS peers would incur if they had the same asset mix.						
Intent:	To measure CalPERS ability to effectively manage investment costs relative to its US peers in order to create additional value.						
Baseline:	CalPERS Total Investment Cost relative to the United States (US) peer Benchmark Cost, adjusted for asset mix and median cost peers pay for similar services. The baseline will be readjusted based on the new aggregate 5-year period.						
Target:	Exceed the US peer benchmark cost						
Refresh Frequency:	Annually, September						
Reporting Range:	Current 5 Year Period: FY 2015-16 through FY 2019-20						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Exceed the US Peer benchmark cost</td> </tr> <tr> <td>At-Risk:</td> <td>Meet the US Peer benchmark cost</td> </tr> <tr> <td>Off-Target:</td> <td>Fall below the US Peer benchmark cost</td> </tr> </table>	On-Target:	Exceed the US Peer benchmark cost	At-Risk:	Meet the US Peer benchmark cost	Off-Target:	Fall below the US Peer benchmark cost
On-Target:	Exceed the US Peer benchmark cost						
At-Risk:	Meet the US Peer benchmark cost						
Off-Target:	Fall below the US Peer benchmark cost						
Status Narrative:							
	Need new performance trend chart for Excess Cost/Savings.						

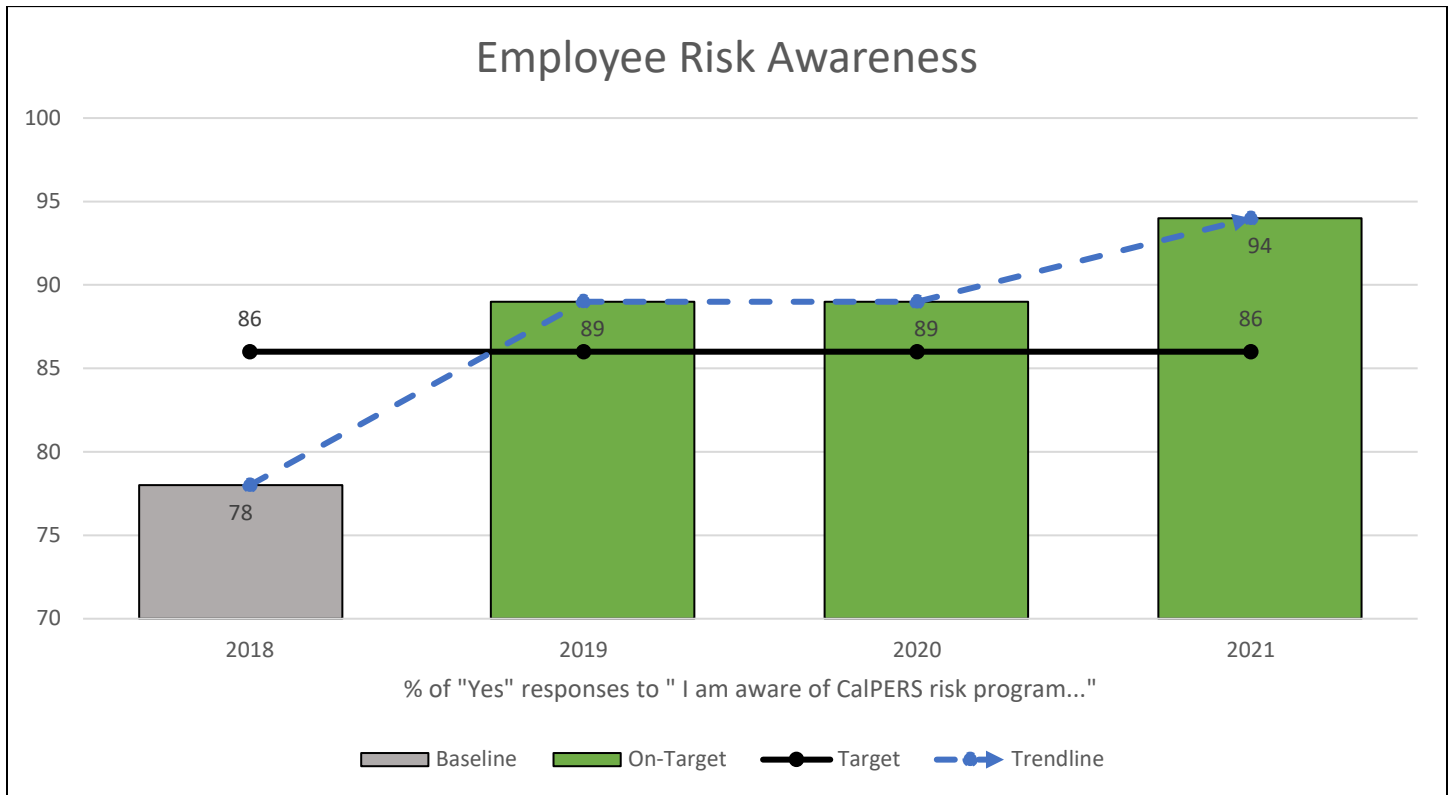
Strategic Measure Summary

Measure Title:	5-Year Net Value Added						
Executive Owner:	Dan Bienvenue						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Improve processes, operations, and advance technologies to gain efficiencies and effectiveness						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	Each year, CalPERS participates in the CEM Benchmarking survey which independently analyzes returns and costs against a customized peer group. Net value added is the component of total return from active management and is calculated by taking the difference between total net return less policy return. CalPERS policy return is the return it could have earned passively by indexing its investments according to its policy mix.						
Intent:	This measure is an indicator of our ability to provide additional value by implementing and actively managing the portfolio compared to the returns that would have been earned from passive investments according to our policy mix.						
Baseline:	Calculated on a rolling 5-year period by CEM						
Target:	Meet or exceed the CalPERS policy benchmark.						
Refresh Frequency:	Annually, September						
Reporting Range:	Current 5 Year Period: FY 2015-16 through FY 2019-20						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Exceed the policy benchmark</td> </tr> <tr> <td>At-Risk:</td> <td>Meet the policy benchmark</td> </tr> <tr> <td>Off-Target:</td> <td>Fall below the policy benchmark</td> </tr> </table>	On-Target:	Exceed the policy benchmark	At-Risk:	Meet the policy benchmark	Off-Target:	Fall below the policy benchmark
On-Target:	Exceed the policy benchmark						
At-Risk:	Meet the policy benchmark						
Off-Target:	Fall below the policy benchmark						
Status Narrative:							

Strategic Measure Summary

Measure Title:	Employee Risk Awareness						
Executive Owner:	Kevin Fein						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Cultivate compliance and risk functions throughout the enterprise						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	The CalPERS Compliance and Risk Annual survey includes an employee risk awareness question. The metric is the percentage of CalPERS employees, including team members, managers, and executives, who respond “Yes” to the question: “I am aware of CalPERS risk program. I incorporate risk functions into my daily work.”						
Intent:	Employees are the first line of defense to minimize and identify the potential risks at CalPERS. By measuring employee awareness, we can identify how successful our education efforts are and redirect them as necessary.						
Baseline:	Based on the 2018 CalPERS Compliance & Risk Annual survey, 78% of respondents answered “Yes” to the question, “I am aware of CalPERS risk program. I incorporate risk functions into my daily work.”						
Target:	Maintain 90% or greater positive response rate to the risk survey question.						
Refresh Frequency:	Annually, February						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>90-100%</td> </tr> <tr> <td>At-Risk:</td> <td>80-89%</td> </tr> <tr> <td>Off-Target:</td> <td>≤79%</td> </tr> </table>	On-Target:	90-100%	At-Risk:	80-89%	Off-Target:	≤79%
On-Target:	90-100%						
At-Risk:	80-89%						
Off-Target:	≤79%						
Status Narrative:							

Performance Trend Chart:



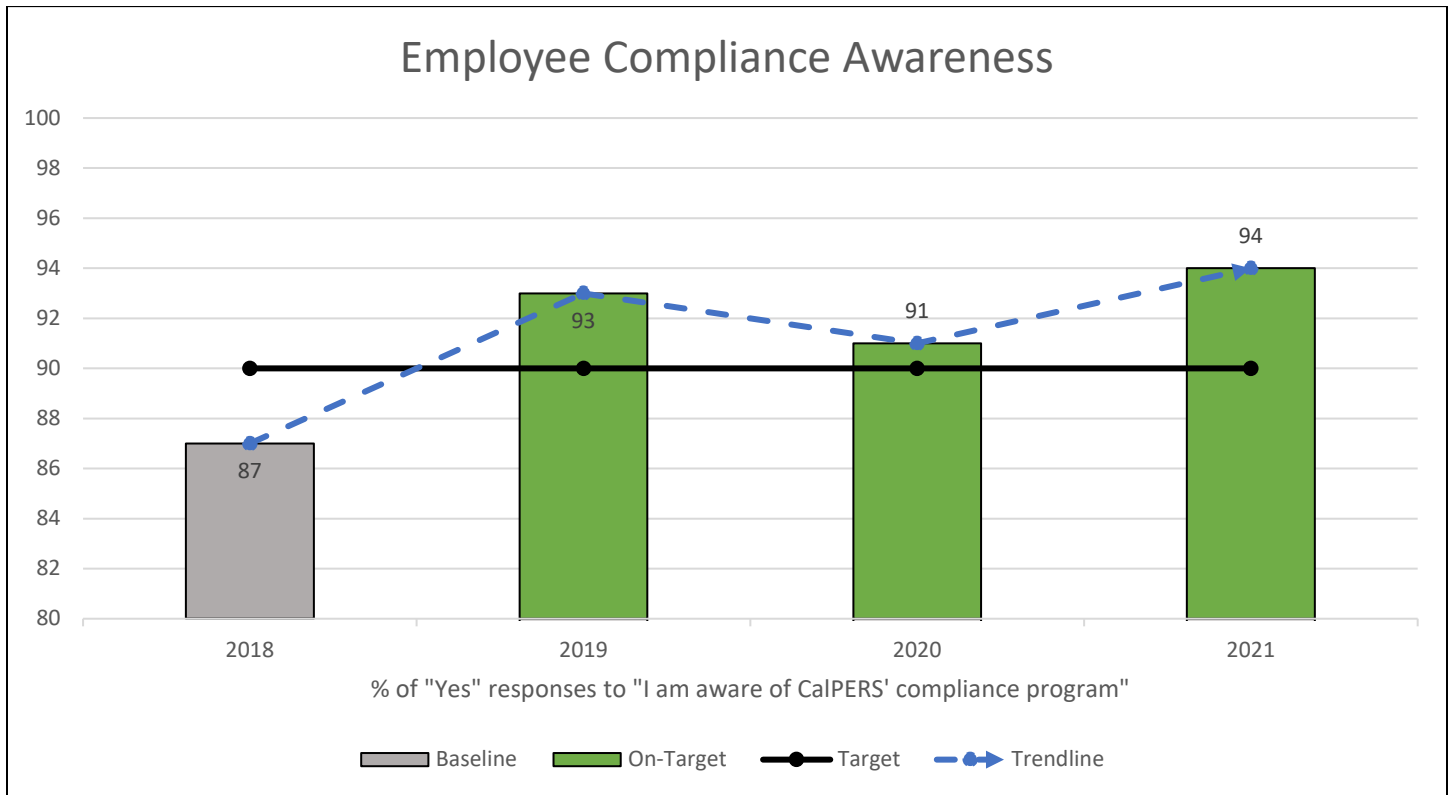
Strategic Measure Summary

Measure Title:	Risk Management Effectiveness
Executive Owner:	Kevin Fein
Strategic Goal:	Organizational Excellence
Strategic Objective:	Cultivate compliance and risk functions throughout the enterprise
Associated Initiatives:	
Status:	Under Development
Numeric Status:	To be determined.
Description:	Measure first line of defense (FLOD) function maturity. CalPERS recently hired a new Chief Compliance Officer that will utilize the first year of the Strategic Plan timeframe to research, identify, and develop significant measures to demonstrate the effectiveness of our risk and compliance programs.
Intent:	Leverage FLOD to identify, report, and mitigate potential risks to CalPERS.
Baseline:	To be determined.
Target:	To be determined.
Refresh Frequency:	To be determined.
Reporting Range:	To be determined.
Thresholds:	On-Target: To be determined. At-Risk: To be determined. Off-Target: To be determined.
Status Narrative:	

Strategic Measure Summary

Measure Title:	Employee Compliance Awareness						
Executive Owner:	Kevin Fein						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Cultivate compliance and risk functions throughout the enterprise						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	The CalPERS Compliance and Risk Annual survey includes an employee compliance awareness question. The metric is the percentage of CalPERS employees, including team members, managers, and executives, who respond “Yes” to the question: “I am aware of CalPERS’ compliance program. I incorporate compliance functions into my daily work.”						
Intent:	The survey results reflect the efforts of the Enterprise Compliance team to promote compliance awareness through our comprehensive communication and training plan. By measuring employee awareness, we can identify how successful our education efforts are and redirect them as necessary.						
Baseline:	Based on the 2018 CalPERS Compliance & Risk Annual survey, 87% of respondents answered “Yes” to the question, “I am aware of CalPERS’ compliance program. I incorporate compliance functions into my daily work.”.						
Target:	Maintain 90% or greater positive response rate to the compliance survey question.						
Refresh Frequency:	Annually, February						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>90-100%</td> </tr> <tr> <td>At-Risk:</td> <td>80-89%</td> </tr> <tr> <td>Off-Target:</td> <td>≤79%</td> </tr> </table>	On-Target:	90-100%	At-Risk:	80-89%	Off-Target:	≤79%
On-Target:	90-100%						
At-Risk:	80-89%						
Off-Target:	≤79%						
Status Narrative:							

Performance Trend Chart:



Strategic Measure Summary

Measure Title:	Organizational Compliance Effectiveness
Executive Owner:	Kevin Fein
Strategic Goal:	Organizational Excellence
Strategic Objective:	Cultivate compliance and risk functions throughout the enterprise
Associated Initiatives:	
Status:	Under Development
Numeric Status:	To be determined.
Description:	Measure implementation of technologies and processes to enhance compliance and risk functions. CalPERS recently hired a new Chief Compliance Officer that will utilize the first year of the Strategic Plan timeframe to research, identify, and develop significant measures to demonstrate the effectiveness of our risk and compliance programs.
Intent:	Leverage technology and processes to effectively identify, report, and mitigate potential risks to CalPERS.
Baseline:	To be determined.
Target:	To be determined.
Refresh Frequency:	To be determined.
Reporting Range:	To be determined.
Thresholds:	On-Target: To be determined. At-Risk: To be determined. Off-Target: To be determined.
Status Narrative:	

Strategic Measure Summary

Measure Title: Information Security Assessment Score (Closed Session)

Executive Owner: Matt Jacobs

Strategic Goal: Organizational Excellence

Strategic Objective: Cultivate compliance and risk functions throughout the enterprise

Associated Initiatives:

Status: Information provided in closed session

Strategic Measure Summary

Measure Title:	Candidate Pool Outreach - Informational
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Recruit and retain diverse talent
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	Use a variety of recruitment methods and human-centered programs to ensure a sustainable, diverse workforce.
Intent:	To attract and retain the most qualified team members who reflect the rich diversity of the people of California, CalPERS members, and stakeholders.
Baseline:	Not applicable as this measure is informational.
Target:	Not applicable as this measure is informational.
Refresh Frequency:	Annually, September
Reporting Range:	September 2022 – August 2023.
Thresholds:	On-Target: Not applicable as this measure is informational. At-Risk: Not applicable as this measure is informational. Off-Target: Not applicable as this measure is informational.
Status Narrative:	

Strategic Measure Summary

Measure Title:	Participation and Results of Onboarding Survey
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Recruit and retain diverse talent
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	<p>The Onboarding Survey asks a set of questions to capture feedback from team members who recently (within 90 days of start date) joined CalPERS. Responses to the survey questions highlight specific areas of the employee experience and, combined with results from other lifecycle surveys (annual Employee Engagement and Exit), help correlate the relationship between a positive onboarding experience and an employee’s future success, engagement, and retention. One of the areas consistently measured throughout the lifecycle surveys to gauge overall engagement is the Engagement Index, which assesses team members’ intent to stay, pride in organization, and intrinsic motivation. The Participation (or Response) Rate is a relevant measure of engagement and a good indicator of how much employees trust the organization’s feedback and action planning process. The response rate is derived by dividing the number of employees who took the survey by the number who were invited.</p>
Intent:	<p>The Engagement Index assesses team members’ intent to stay, pride in organization, and intrinsic motivation. That combined with the Response Rate, which is a good indicator of how much employees trust the organization’s feedback and planning process, will be measured to determine trends and benchmark data for comparison purposes.</p>
Baseline:	Since Onboarding Survey launched in March 2022. Baseline data is not yet available.
Target:	Meet Perceptyx Onboarding Survey benchmark: 91% Engagement Index, 46% Response Rate
Refresh Frequency:	Annually, January
Reporting Range:	January 2022 – December 2022
Thresholds:	<p>On-Target: Engagement Index 91% or above and Response Rate 46% or above At-Risk: Engagement Index 80-90.9% and Response Rate 35-45.9% Off-Target: Engagement Index 79.9% or below and Response Rate 34.9% or below</p>
Status Narrative:	

Strategic Measure Summary

Measure Title:	Participation and Results of Exit Survey
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Recruit and retain diverse talent
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	The Exit Survey asks a set of questions to capture feedback from team members who are departing CalPERS. Responses to the survey questions highlight specific areas of the employee experience and combined with results from other lifecycle surveys (annual Employee Engagement and Onboarding) inform decisions around turnover and retention and potential improvements to the employee experience. One of the areas consistently measured throughout the lifecycle surveys to gauge overall engagement is the Engagement Index, which assesses team members' intent to stay, pride in organization, and intrinsic motivation. The Participation (or Response) Rate is a relevant measure of engagement and a good indicator of how much employees trust the organization's feedback and action planning process. The Response Rate is derived by dividing the number of employees who took the survey by the number who were invited.
Intent:	The Engagement Index assesses team members' intent to stay, pride in organization, and intrinsic motivation. That combined with the Response Rate, which is a good indicator of how much employees trust the organization's feedback and planning process, will be measured to determine trends and benchmark data for comparison purposes.
Baseline:	Data from 2021 Exit Survey Results: 80% Engagement Index, 49% Response Rate
Target:	Meet Perceptyx Exit Survey benchmark: 70% Engagement Index, 51% Response Rate
Refresh Frequency:	Annually, January
Reporting Range:	January 2022 – December 2022
Thresholds:	<p>On-Target: 70% or above Engagement Index and 51% or above Response Rate</p> <p>At-Risk: 60-69.9% Engagement Index and 40-50.9% Response Rate</p> <p>Off-Target: 59.9% or below Engagement Index and 39.9% or below Response Rate</p>
Status Narrative:	

Strategic Measure Summary

Measure Title:	Workforce Demographics (Informational)
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Recruit and retain diverse talent
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	Gather demographic information to understand the needs of our workforce and anticipate shifts in employment trends.
Intent:	Ensure that we have a sustainable, ready workforce comprised of skilled individuals with diverse perspectives and experiences.
Baseline:	Not applicable as this measure is informational.
Target:	Not applicable as this measure is informational.
Refresh Frequency:	Annually, September
Reporting Range:	By fiscal year, on a rolling three-year basis
Thresholds:	On-Target: Not applicable as this measure is informational. At-Risk: Not applicable as this measure is informational. Off-Target: Not applicable as this measure is informational.
Status Narrative:	

Strategic Measure Summary

Measure Title:	Employee Development (Informational)						
Executive Owner:	Doug Hoffner						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Recruit and retain diverse talent						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	Utilizing data from the Training and Development section of the annual DE&I report, as well as trends on participation in employee development programs such as the Emerging Leader Program and the Upward Mobility Program, we will demonstrate how these programs and offerings contribute to team member development. Additionally, our extensive catalog of live and online training programs contributes to our ability to develop team members.						
Intent:	Our unique development programs, trainings, and other learning opportunities (e.g., enterprise-wide webinars) will contribute to employee development, thereby increasing the likelihood of retention.						
Baseline:	Not applicable as this measure is informational.						
Target:	Not applicable as this measure is informational.						
Refresh Frequency:	Annually, September						
Reporting Range:	September 2022 - August 2023						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Not applicable as this measure is informational.</td> </tr> <tr> <td>At-Risk:</td> <td>Not applicable as this measure is informational.</td> </tr> <tr> <td>Off-Target:</td> <td>Not applicable as this measure is informational.</td> </tr> </table>	On-Target:	Not applicable as this measure is informational.	At-Risk:	Not applicable as this measure is informational.	Off-Target:	Not applicable as this measure is informational.
On-Target:	Not applicable as this measure is informational.						
At-Risk:	Not applicable as this measure is informational.						
Off-Target:	Not applicable as this measure is informational.						
Status Narrative:							

Strategic Measure Summary

Measure Title:	Team Member Engagement
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Enhance team member engagement and employment experience
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	The annual Employee Engagement Survey gathers insights from team members and measures their level of commitment, motivation, sense of purpose and passion for their work and the organization. Team member engagement will be monitored based on the Engagement Index, which measures team members' intent to stay, pride in organization, and intrinsic motivation. The Engagement Index will inform the action planning process to address the feedback from the survey and construct a timeline to convert actionable information into positive change.
Intent:	The Engagement Index assesses team members' intent to stay, pride in organization, and intrinsic motivation and will be measured against trends and benchmark data for comparison purposes.
Baseline:	Data from 2020 Employee Engagement Survey: 85.7% Engagement Index
Target:	Meet Perceptyx Employee Engagement Survey benchmark from 2020: 81.9%.
Refresh Frequency:	Annually, December
Reporting Range:	November 2021 – October 2022
Thresholds:	On-Target: 81.9% or above At-Risk: 71-81.8% Off-Target: 70% and below
Status Narrative:	

Strategic Measure Summary

Measure Title:	Net Promoter Score						
Executive Owner:	Doug Hoffner						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Enhance team member engagement and employment experience						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	The annual Employee Engagement Survey gathers insights from team members and measures their level of commitment, motivation, sense of purpose and passion for their work and the organization. The Employee Net Promoter Score (eNPS) is a metric derived from the Employee Engagement Survey. It asks a single survey question to determine employee loyalty and satisfaction. Responses from an 11-point scale are converted into promoters (scores between 9-10), neutral (scores between 7-8), and detractors (scores between 0-6). The eNPS is derived by subtracting the percentage of detractors from the percentage of promoters to come up with a number between -100 to 100.						
Intent:	The eNPS assesses team members' loyalty and satisfaction and will be measured against trends and benchmark data for comparison purposes.						
Baseline:	eNPS from the 2020 Employee Engagement Survey: 43.0						
Target:	Meet Perceptyx benchmark from the 2020 Employee Engagement Survey eNPS: 12.1.						
Refresh Frequency:	Annually, December						
Reporting Range:	November 2021 – October 2022						
Thresholds:	<table> <tr> <td>On-Target:</td> <td>12.1 or above</td> </tr> <tr> <td>At-Risk:</td> <td>2-12</td> </tr> <tr> <td>Off-Target:</td> <td>1.9 and below</td> </tr> </table>	On-Target:	12.1 or above	At-Risk:	2-12	Off-Target:	1.9 and below
On-Target:	12.1 or above						
At-Risk:	2-12						
Off-Target:	1.9 and below						
Status Narrative:							

Strategic Measure Summary

KPI Title: Response Rate of Employee Engagement Survey

Executive Owner: Doug Hoffner

Strategic Goal: Organizational Excellence

Strategic Objective: Enhance team member engagement and employment experience

Associated Initiatives:

Status:

Numeric Status:

Description: The annual Employee Engagement Survey gathers insights from team members and measures their level of commitment, motivation, sense of purpose and passion for their work and the organization. The response rate is a relevant measure of engagement and a good indicator of how much employees trust the organization’s feedback and action planning processes. The response rate is derived by dividing the number of employees who took the survey by the number who were invited.

Baseline: Response rate from 2020 Employee Engagement Survey: 80%.

Intent: The response rate is a relevant assessment of engagement and a good indicator of how much employees trust the organization’s feedback and action planning processes and will be measured against trends and benchmark data for comparison purposes.

Target: Meet Perceptyx benchmark from the 2020 Employee Engagement Survey: 66%.

Refresh Frequency: Annually, December

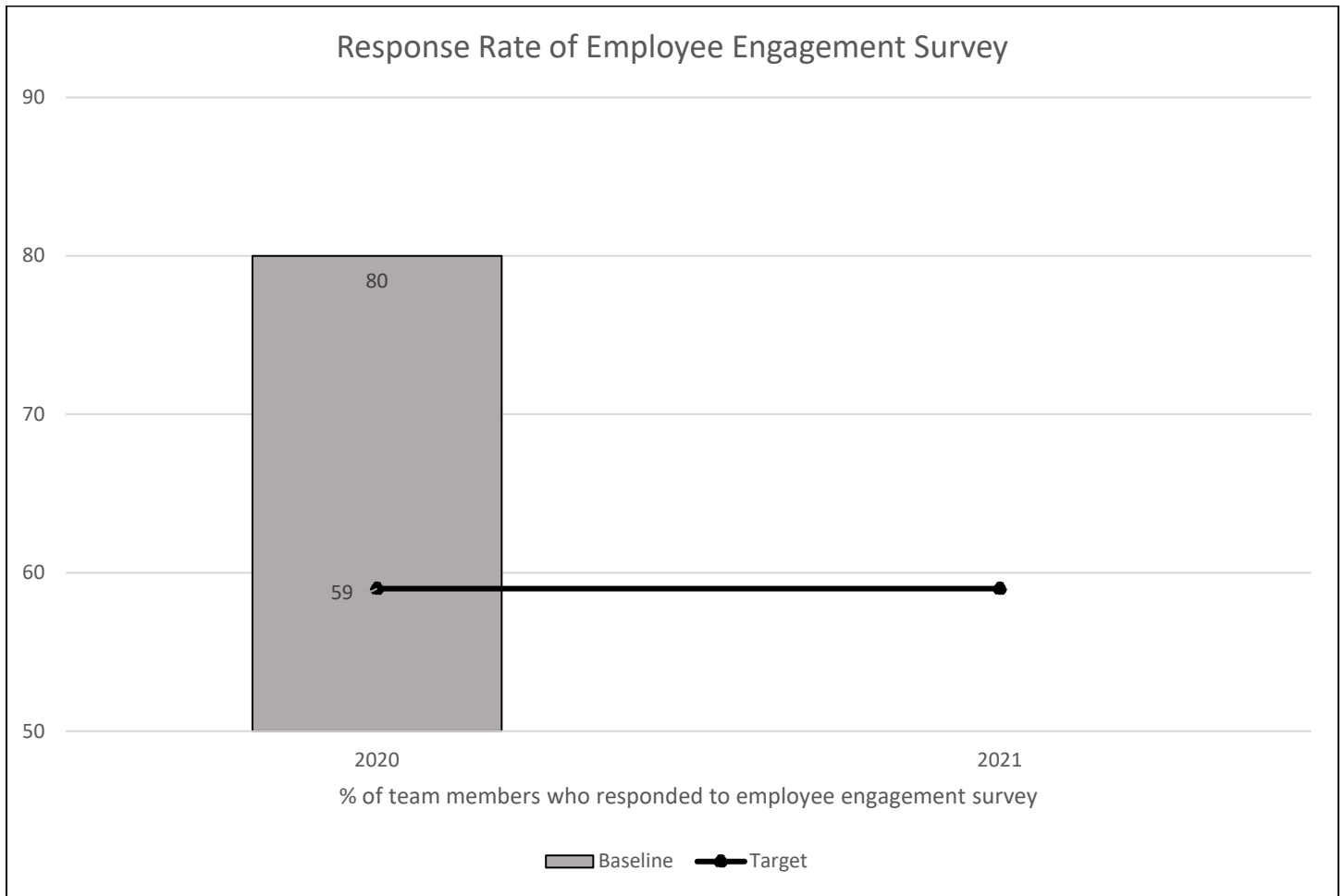
Reporting Range: November 2021-October 2022

Thresholds:

On-Target:	66% or above
At-Risk:	56 – 65.9%
Off-Target:	55.9% or below

Status Narrative:

Performance Trend Chart:



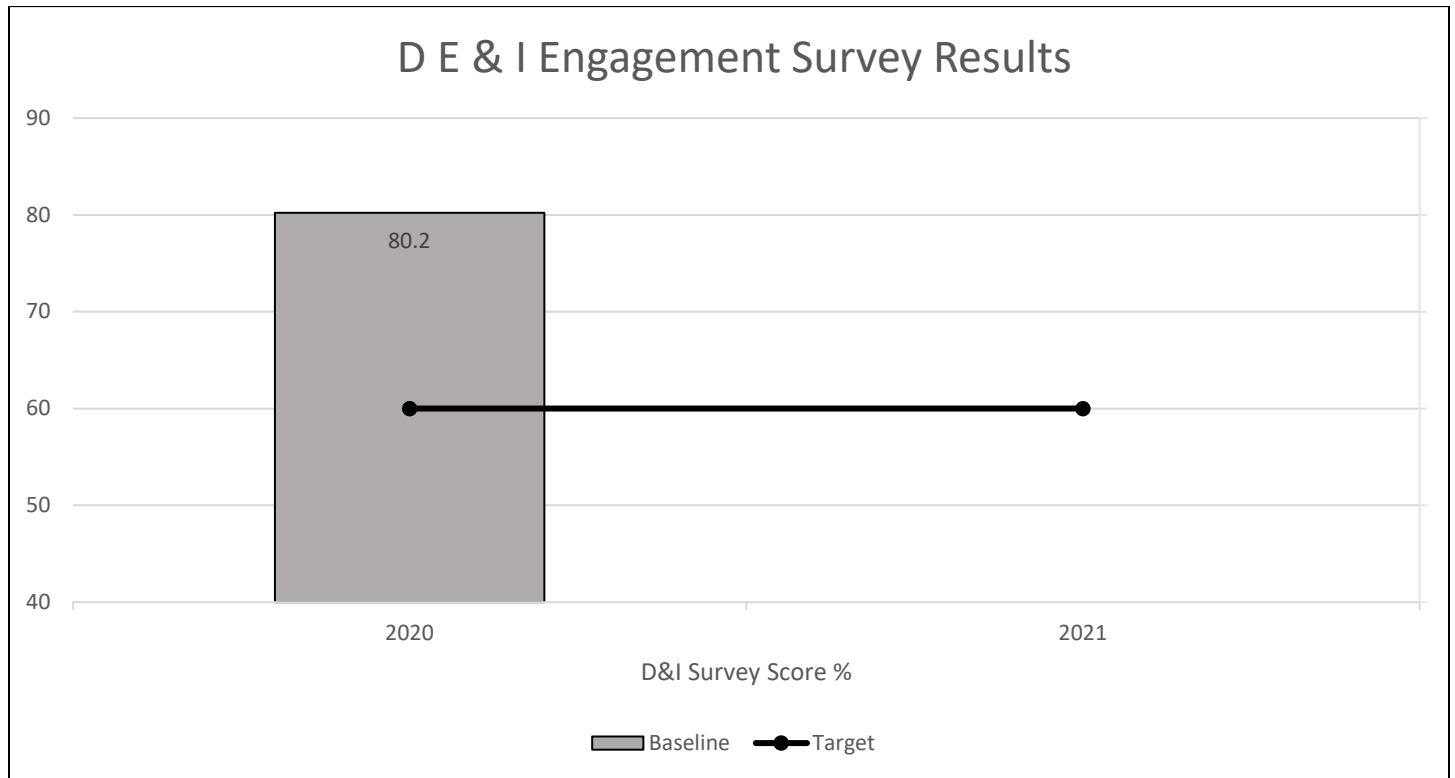
Strategic Measure Summary

Measure Title:	CalPERS Leadership Competencies
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Integrate and sustain leadership competencies to promote behaviors that retain and engage a high-performing workforce
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	CalPERS Leadership Competencies translate behaviors of CalPERS leaders into defined, measurable traits that drive performance and results. The CalPERS Leadership Competency Assessment (LCA) measures a leader’s impact and effectiveness. The tool allows for an interactive process between the leader and their team leader to rate the leader’s competency in seven areas including collaboration, leading people, leading change, driving results, business acumen, communication, and leading self.
Intent:	The LCA will help leaders to be more aware of their strengths and areas of potential improvement related to the CalPERS leadership competencies.
Baseline:	Officially launch the LCA to all leaders enterprise-wide and monitor participation during FY 2022-23 and use the data collected to establish a baseline.
Target:	Once the baseline is established using the data collected from FY 2022-23, gradually increase the use of the LCA, and use the data to adjust leadership development offerings to address areas of competencies where skill gaps exist.
Refresh Frequency:	Annually, August
Reporting Range:	07/01/2022 – 06/30/2023
Thresholds:	On-Target: TBD based on data collected in FY 2022-23 At-Risk: TBD based on data collected in FY 2022-23 Off-Target: TBD based on data collected in FY 2022-23
Status Narrative:	

Strategic Measure Summary

Measure Title:	DE&I Engagement Survey Results						
Executive Owner:	Marlene Timberlake D’Adamo						
Strategic Goal:	Organizational Excellence						
Strategic Objective:	Cultivate diversity, equity & inclusion through culture, talent, investments, health equity, and supplier diversity						
Associated Initiatives:							
Status:							
Numeric Status:							
Description:	This measure focuses on our efforts to help foster a culture of inclusion that welcomes diversity of thought, experience, and background. We have learned that diversity within an inclusive working environment enhances the relevance of our work, increases productivity, and improves the value of services we provide. The annual Employee Engagement Survey has several specific questions aimed at gauging the success of our diversity and inclusion (D&I) efforts. Questions: All team members, regardless of their differences, are treated fairly; I feel like I really belong at CalPERS; I am treated with respect and dignity at work. A survey score above 59% represents a high-performing organization.						
Intent:	Participation rate is an indicator of active engagement. Supports implementation of the DE&I framework						
Baseline:	80.2% (2020) D&I Driver Employee Engagement Survey results.						
Target:	High performing status of >59%						
Refresh Frequency:	Annually, December						
Reporting Range:							
Thresholds:	<table> <tr> <td>On-Target:</td> <td>Above 59% represents high performance</td> </tr> <tr> <td>At-Risk:</td> <td>40-59% represents average performance</td> </tr> <tr> <td>Off-Target:</td> <td>Under 40% represents low performance</td> </tr> </table>	On-Target:	Above 59% represents high performance	At-Risk:	40-59% represents average performance	Off-Target:	Under 40% represents low performance
On-Target:	Above 59% represents high performance						
At-Risk:	40-59% represents average performance						
Off-Target:	Under 40% represents low performance						
Status Narrative:							

Performance Trend Chart:



Strategic Measure Summary

Measure Title:	DE&I Team Member Participation and Engagement
Executive Owner:	Marlene Timberlake D’Adamo
Strategic Goal:	Organizational Excellence
Strategic Objective:	Cultivate Diversity, Equity & Inclusion through culture, talent, investments, health equity, and supplier diversity
Associated Initiatives:	
Status:	Under Development
Numeric Status:	
Description:	Increase team member participation in the voluntary REAL (Race, Ethnicity, Ancestry and Language) SOGI (Sexual Orientation and Gender Identity) data collection that is included in the CalPERS Employee Engagement Survey.
Intent:	Increased participation in the survey helps ensure that we have an accurate collection of workforce demographics as the data collected through the REAL SOGI provides critical insights in measuring the success of DE&I initiatives and meeting DE&I objectives in the areas of culture, talent, and health equity.
Baseline:	To be determined.
Target:	To be determined.
Refresh Frequency:	To be determined.
Reporting Range:	To be determined.
Thresholds:	On-Target: To be determined. At-Risk: To be determined. Off-Target: To be determined.
Status Narrative:	

Strategic Measure Summary

Measure Title:	Diversity of Supplier Pool (Informational)
Executive Owner:	Doug Hoffner
Strategic Goal:	Organizational Excellence
Strategic Objective:	Cultivate diversity, equity & inclusion through culture, talent, investments, health equity, and supplier diversity
Associated Initiatives:	
Status:	
Numeric Status:	
Description:	To increase participation in the Voluntary Statistical Data Sheet (VSIDS) to ensure the diversity of supplier pool is maintained and/or increased. The Vendor Engagement Team (VET) is consistently working on implementing new strategies to help increase participation by staying engaged with our diverse business partners and educating them on the importance of why we collect their Ethnicity, Race, Gender, and Sexual Orientation (ERGSO) data.
Intent:	Increased participation is needed to provide better depiction of supplier diversity.
Baseline:	For Fiscal Year (FY) 2020-21, we had total of 12 responses to the VSIDS.
Target:	Not applicable as this measure is informational.
Refresh Frequency:	Annually, August
Reporting Range:	FY 2021-2022
Thresholds:	On-Target: N/A At-Risk: N/A Off-Target: N/A
Status Narrative:	