



# Strategic Plan

2024-2029

CalSavers Retirement Savings Board



## INTRODUCTION

The CalSavers Retirement Savings Board is embarking on a strategic journey to solidify its place as a cornerstone of retirement security in California, transitioning from a pioneering startup phase to one of long-term sustainability and expanded impact. This transition is marked by the extension of the strategic plan from a 3-year to a 5-year horizon, reflecting the program's maturity and the completion of its main enabling legislation. With the mandate now extending to all employers in California, even those with just one employee, our focus pivots towards optimizing the experiences of our savers and employers, ensuring they are equipped with the necessary tools and support to participate or facilitate the program effectively.

The updated strategic plan is structured around five pivotal categories: Saver Experience, Employer Experience, Program, Team, and Industry Leadership. Each category is designed with the goal of fostering growth, ensuring compliance, enhancing efficiency, and building CalSavers into a recognized and respected brand both within California and on a larger scale. For savers, the plan emphasizes best-in-class service, prudent investment options, and engaging educational content to encourage long-term savings. For employers, it aims to simplify compliance, enhance the payroll deduction experience, and provide comprehensive support to facilitate CalSavers efficiently. The plan also focuses on internal program and team development to transition from start-up to sustainability, improving operations, and adopting advanced technologies for better service delivery. Lastly, it positions CalSavers as a leader in the state-facilitated retirement industry, advocating for policy changes and sharing best practices to expand access to retirement savings nationwide.

This strategic shift towards ensuring excellent experiences for savers and employers, coupled with our dedication to operational efficiency and industry leadership, sets the stage for CalSavers to significantly impact retirement security in California. By focusing on these strategic pillars, CalSavers aims to empower Californians with the tools and knowledge they need for a secure and stable retirement.



## VISION

All Californians live and work with the confidence of knowing they will have financial security and dignity in retirement.

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## MISSION

Ensure all Californians have a path to financial security in retirement by providing a simple, portable, low-cost way for workers to invest in their futures.

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## VALUES

- We put the interests of our participants first
  - We strive to be innovative and seek sustained improvement
  - We understand that our processes and structures will change over time to meet the changing needs of our participants
  - We foster a collaborative, team-oriented culture throughout relationships with staff, Board members, stakeholders, and partners
  - We operate with the principles of diversity, equity, and inclusion in our decision-making
  - We work transparently and responsively with the public
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## SAVER EXPERIENCE

Ensure our savers receive best-in-class service, investment options, and potential for long-term asset accumulation.

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**Objective 1: Invest savers' contributions into prudent, low-cost, target-dated retirement investment vehicles while providing additional options**

Measure 1: Investment fees against benchmarks

Measure 2: Investment performance against benchmarks

**Objective 2: Provide excellent customer service to savers**

Measure 1: Percentage of calls answered within service-level agreements

Measure 2: Saver satisfaction survey

Measure 3: Number of languages serviced by phone

**Objective 3: Encourage long-term savings**

Measure 1: Opt-out rate

Measure 2: Enhanced retirement calculation visuals available in statements and online

**Objective 4: Operate an education program for savers**

Measure 1: Number of saver educational sessions offered publicly

Measure 2: Number of saver educational sessions offered to stakeholder groups

Measure 3: Collaborations with financial literacy initiatives

Measure 4: Saver engagement with financial education content

Measure 5: Saver participation in educational sessions

Measure 6: Satisfaction survey results for savers participating in educational sessions

Measure 7: Number of languages available for participant materials, website, and other collateral

**Objective 5: Maximize participation of eligible employees**

Measure 1: Opt-out rate

Measure 2: Average employee contribution rate and amount

Measure 3: Average and median account balance



## EMPLOYER EXPERIENCE

Provide employers with the right information, tools, training, and system support to fully comply with the law and facilitate CalSavers for all eligible employees.

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### **Objective 1: Ensure all employers understand the action they need to take to comply with the mandate**

- Measure 1: Number of employers who have registered
- Measure 2: Number of employers who have uploaded employee rosters
- Measure 3: Percentage of employers who are fully facilitating CalSavers compared to those still in the earlier stages of the process
- Measure 4: Number of employers who have exempted
- Measure 5: Employer feedback through surveys

### **Objective 2: Continually improve employer payroll deduction experience**

- Measure 1: Employer feedback
- Measure 2: Adoption of payroll API among payroll providers
- Measure 3: Integration of payroll aggregators into payroll offerings for employers

### **Objective 3: Collaborate with stakeholder associations to connect with employers**

- Measure 1: Targeted marketing campaigns conducted
- Measure 2: Conversion rate of targeted marketing campaigns

### **Objective 4: Enforce the compliance mandate by properly assessing and collecting penalties for non-compliance**

- Measure 1: Number of employers in penalty status
- Measure 2: Penalty payments received
- Measure 3: Penalty payments determined to be eligible for refund

### **Objective 5: Work with penalized employers to avoid future penalties**

- Measure 1: Touchpoints with penalized employers
- Measure 2: Percentage of employers who paid a penalty who then become fully compliant and do not incur further penalties



## EMPLOYER EXPERIENCE (CONT.)

Provide employers with the right information, tools, training, and system support to fully comply with the law and facilitate CalSavers for all eligible employees.

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**Objective 6:**      **Operate an employer education program to enhance employer adoption, experience, and compliance**

Measure 1:      Employer webinars conducted

Measure 2:      Employer webinar participation

**Objective 7:**      **Maximize effectiveness of all written and electronic communications with employers**

Measure 1:      Annual employer communications review



## PROGRAM DESIGN

Make the program as efficient, low-cost, and effective as possible.

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**Objective 1: Streamline processes, operations, and advance technologies to gain efficiencies and effectiveness**

Measure 1: Implement new database of employer information

Measure 2: Implement Generative AI tools and measure impacts

**Objective 2: Ensure fees remain competitive and grow assets to reduce total fees over time**

Measure 1: Benchmark against peers as well as more mature publicly governed defined contribution plans

Measure 2: Fees for third party administration

Measure 3: Fees for investment management

Measure 4: Fees for state administration

**Objective 3: Prioritize fiscal prudence in business decisions and reduce  
Reduce-reliance on start-up loan**

Measure 1: Plan in place to fully fund the costs of the program with ~~saver contribution~~ program fees

Measure 2: Annual Board item on operating expenses and budget

**Objective 4: Implement new employer validation process to audit and review previously exempted employers**

Measure 1: Number of previously exempted employers determined to be non-exempt through validation process

Measure 2: Number of employers subsequently brought into compliance after validation review



## PROGRAM DESIGN (CONT.)

Make the program as efficient, low-cost, and effective as possible.

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**Objective 5:** ~~Explore innovative new financial instruments and approaches that could enhance the CalSavers experience for savers and employers~~ Stay closely attuned to financial industry developments and maintain the flexibility to adapt the program accordingly

Measure 1: ~~Options brought to the Board for discussion~~ Annual Board item covering the financial industry landscape and opportunities

**Objective 6:** Ensure contract bids with third-party vendors require a description of how they incorporate diversity, equity, and inclusion principles in their business

Measure 1: Maintain tracking report of contractors to ensure adherence



## TEAM

Assemble and develop the right team, dedicated to the success of the program.

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**Objective 1: Recruit and retain a high performing, dedicated, and diverse team to manage the program**

Measure 1: Annual Board assessment of Executive Director

Measure 2: Team member evaluations by team leaders

Measure 3: Employee retention

Measure 4: Employee vacancy rate

**Objective 2: Implement an employee recognition program**

Measure 1: Employee survey scores

Measure 2: Recognition program utilization rate



## INDUSTRY LEADERSHIP

Take a lead role in policy issues influencing the success of CalSavers and other state-facilitated retirement programs.

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**Objective 1:**      **Participate in a coalition with other state-facilitated retirement programs with a governance structure that allows us to take positions and act in a unified manner on key issues**

Measure 1:      Coalition formed

Measure 2:      Governance structure put in place

**Objective 2:**      **Support the growth of the retirement industry and help to stand up new state and national initiatives that lead to increased access to workplace retirement accounts for all workers in America**

Measure 1:      Participation in key industry association panels, speaking engagements, and advocacy opportunities

Measure 2:      Work with states that are standing up state-facilitated retirement programs to share best practices and recommendations

Measure 3:      Number of additional states creating state-facilitated retirement programs

Measure 4:      Engagements on Federal or State policy or legislation with bearing on CalSavers or the broader state-facilitated retirement program landscape



[calsavers.com](https://calsavers.com)

Board Governance site: [treasurer.ca.gov/calsavers](https://treasurer.ca.gov/calsavers)

Metrics Reporting: [treasurer.ca.gov/calsavers/reports/2024](https://treasurer.ca.gov/calsavers/reports/2024)

