

TRS Board of Trustees  
Bimonthly Meeting  
March 26, 2025 - 10:30 a.m.  
Two Northside 75, Suite 100  
Atlanta, Georgia  
Via Zoom Video/Audio Conference\*

## **A G E N D A**

1. Adoption of Minutes for the January 22, 2025, Board of Trustees meeting and the Investment Committee Meetings on January 22, 2025, and February 28, 2025
2. Executive Director's Operational Status Report
3. Financial Statements:
  - 3.1 Statement of Fiduciary Net Position
  - 3.2 Statement of Changes in Fiduciary Net Position
  - 3.3 Expense Fund (For Approval)
4. Legislative Update
5. TRS Cares Recognition: Harris County Schools
6. Strategic Plan Update
7. Employer Services/Contract Management Update
8. Other Business

*\*Please email request to participate in Board Meeting via Zoom to [yonnie.stewart@trsga.com](mailto:yonnie.stewart@trsga.com).  
To participate via conference call: 312-626-6799 or 646-931-3860; Meeting ID: 891 1444 6581;  
Passcode: 924878*

TRS Board of Trustees  
Minutes of Bimonthly Meeting  
January 22, 2025

The Board of Trustees of the Teachers Retirement System of Georgia met in its bi-monthly meeting on January 22, 2025, at 10:30 a.m. via Zoom Video/Audio Conference. Trustees present were Ms. Deborah K. Simonds, Chair, Dr. Jason L. Branch, Mr. Kenneth Dyer, Mr. Greg S. Griffin, Mr. Christopher A. McGraw, Mr. Thomas W. Norwood, Ms. Miriam M. Shook, Dr. William G. Sloan and Mr. Christopher M. Swanson.

TRS staff members present were Dr. L. C. “Buster” Evans, Ms. Natalie Austin, Mr. Winston C. Buckley, Mr. R. Cory Buice, Ms. K. Paige Donaldson, Ms. Dina N. Jones, Ms. Sonya M. Kinley, Ms. Laura L. Lanier, Mr. Thomas W. McMurry, Mr. Beau Puckett and Ms. Vonnie B. Stewart.

Ms. Shelley Seinberg was present as legal counsel.

Visitors in attendance were Mr. Roy Aycock, Ms. Margaret Ciccarelli, Mr. Chase Jones, Mr. Ed Koebel, Ms. Lindsay McVicar, Ms. Karen Solheim, Ms. Micki Taylor and Ms. Lisa Underwood.

Ms. Simonds called the meeting to order and welcomed everyone present at meeting.

Item 1

Mr. Norwood made a motion to adopt the November 20, 2024, Board of Trustees meeting minutes and the Investment Committee meeting minutes for November 20, 2024, and December 11, 2024. Mr. Griffin seconded the motion. The motion was unanimously adopted.

Item 2

Dr. Evans presented the Executive Director’s Operational Status Update. Work items, statistical data and updates for each division were reviewed. Communications and Outreach participated in 31 events reaching 18 counties, completed 9 workshops, 3 Employer Training sessions and 7 conferences. Member Services Outreach conducted 358 individual counseling sessions, attended 19 events reaching 16 counties, and visited 4 RESA regions. The January 1, 2025, benefit payroll showed the maximum plan continues to be the most popular plan elected by members at 56%. There were 152,629 benefits recipients who received an average monthly benefit of \$3,678, with a monthly total benefit payroll of \$541.3 million. The average age at retirement was 60.

Item 3

Ms. Lanier reported on the financial statements and expense fund:

- 3.1 Assets restricted for pensions were \$110.1 billion, a 10.3% increase from December 2023.
- 3.2 Total contributions recognized year-to-date as of December 31, 2024, were \$2.2 billion while benefit payments made were \$3.2 billion.
- 3.3 The expense fund remained on target with normal operations. Year-to-date with 50% of the year completed, TRS has expended 43.7%. Mr. Norwood made a motion to approve the expense fund. Dr. Branch seconded the motion. The motion was unanimously adopted.
- 3.4 The Beta Building report was provided for information.

Item 4

Dr. Evans provided a brief overview of the legislative process for retirement bills.

Item 5

Mr. Ed Koebel from Cavanaugh Macdonald Consulting presented the results of Experience Investigation for the Five-Year Period ending June 30, 2023. The study covered the five-year period from July 1, 2018 through July 30, 2023. Mr. Koebel explained the study focused on how well the System's actuarial assumptions compared to the actual experience of the System. The purpose of the experience study is to review and evaluate all actuarial assumptions and methods used in the actuarial valuation process. The experience study reviewed the economic and demographics assumptions. Based on the actual experiences of the System during the five-year period, the actuaries recommended no changes in the continued use of price inflation of 2.50%, wage inflation of 3.0%, and the payroll growth assumption of 2.5%. They also recommended that the long-term rate of return on assets assumption remain at 6.9%, reflecting the assumed inflation rate of 2.5% and the real rate of return assumption of 4.4%. Based on their review, the actuaries recommended no changes to the actuarial cost method, asset valuation method, and the amortization method. Demographic assumptions reviewed included service retirement, termination, disability retirement, salary scale and mortality improvement. For retiree mortality assumption, the study's recommendation is to adopt Pub 2010 Teachers Headcount Weighted Below Median mortality tables with separate tables for service retirees and contingent annuitants. In regards to termination of employment, recommended modifying the current assumption to better fit the actual experience and decrease future expectations. With regards to Disability Retirement, recommended lowering rates of to reflect the experience study. With regards to Service Retirements, recommended changes at most ages to better reflect future expectations. There were no changes recommended to salary scale.

Mr. Norwood made a motion to adopt the actuary's recommendations as outlined in the experience study. Mr. Dyer seconded the motion. The motion was unanimously adopted.

Item 6

Ms. Simonds introduced Winston Buckley to present an overview of the Communications and Outreach Division. Mr. Buckley outlined the reorganization of Communications and Outreach, discussed the types of events and workshops hosted by the division, and provided information and update on publications, internal and external communications, social media and on-demand content.

Item 7

Mr. Dyer made the motion to adopt the recommendation of the Salary Review Committee to increase the salary of the Executive Director by 3% effective February 1, 2025. Mr. Norwood seconded the motion. The motion was unanimously adopted.

There being no further business to discuss, Ms. Simonds thanked members and visitors for being present and adjourned the meeting at 11:50 a.m.

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Deborah K. Simonds  
Chair

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L. C. Evans  
Executive Director

# Executive Director's Operational Status Report

*L. C. (Buster) Evans, Ed.D.*

Agenda Item 2  
March 26, 2025



# Financial Services Division

- ***Completed the annual retiree federal and state withholding tax returns and submitted to the IRS & GDOR***
- ***Completed the annual 1099-MISC reporting and provided to vendors by 1/31***
- ***Sent attestation report requests to 30 TRS participating employers selected by KPMG for census data testing that are to be completed by June 2025***
- ***Recalculated and reviewed the draft TRS GASB 68 schedules from actuaries and sent to KPMG to begin audit***
- ***Completed annual cashflow forecasting and submitted to the Division of Investment Services to meet TRS cashflow needs***

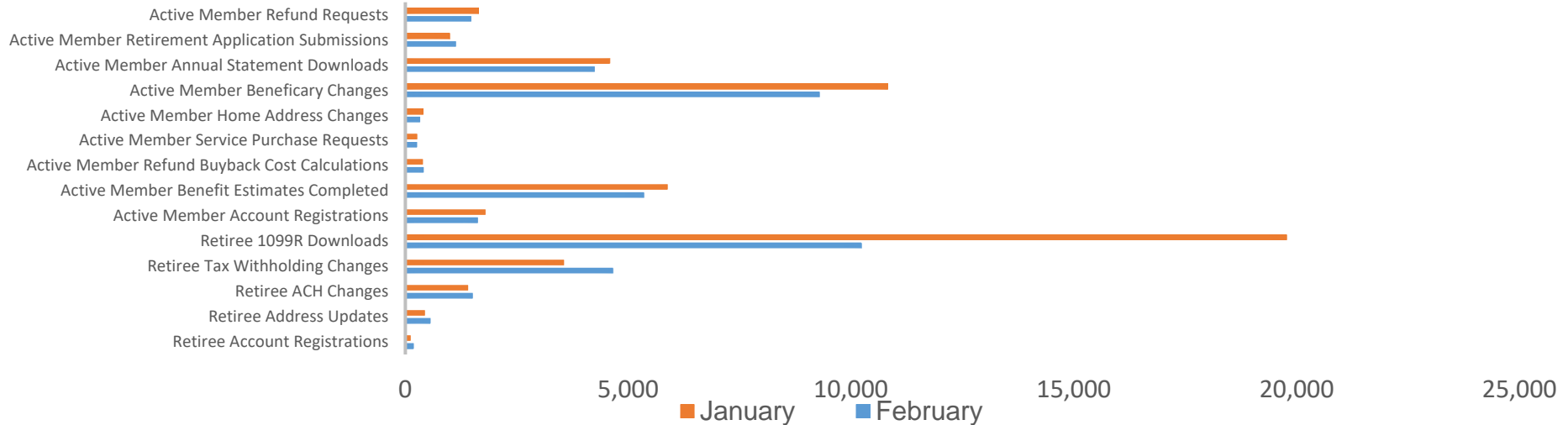




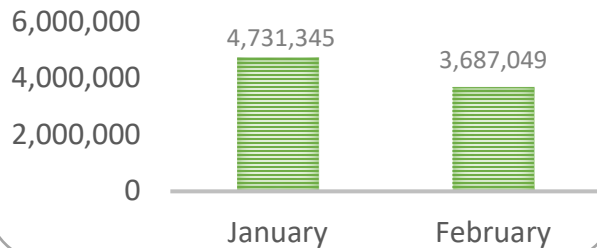
# Information Technology

Customer & Cybersecurity Statistics: January – February 2025

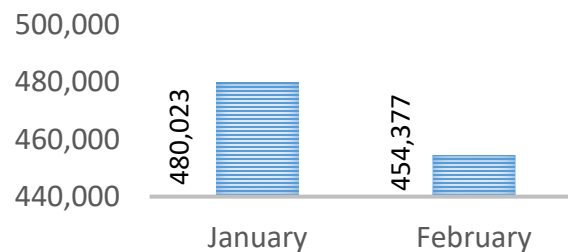
## CUSTOMER SELF-SERVICE COMPLETED REQUESTS (IN LIEU OF CALLING TRS CALL CENTER)



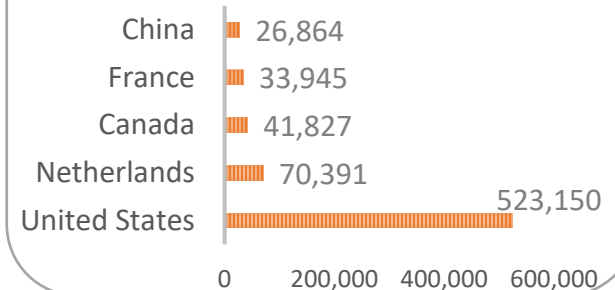
### MALICIOUS SCANS



### MALICIOUS NETWORK ATTACKS



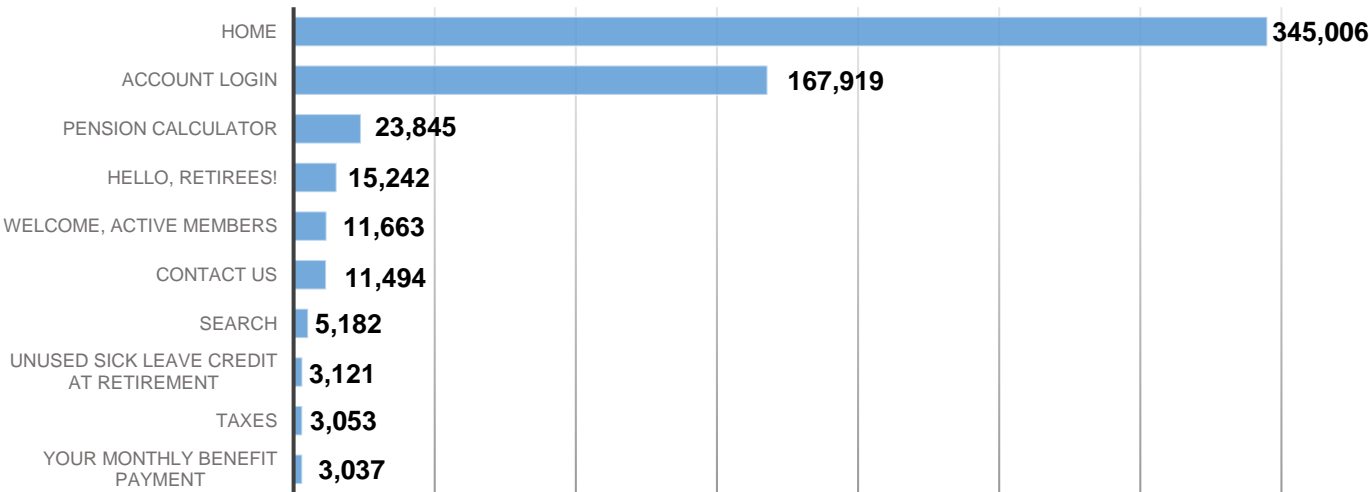
### ORIGIN OF ATTACKS



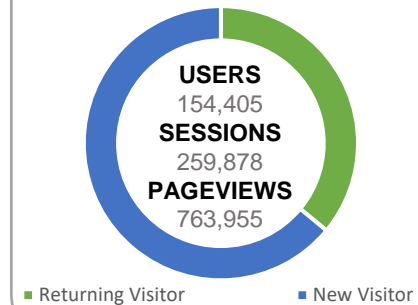
# Information Technology

TRSGA.com Activity: January – February 2025

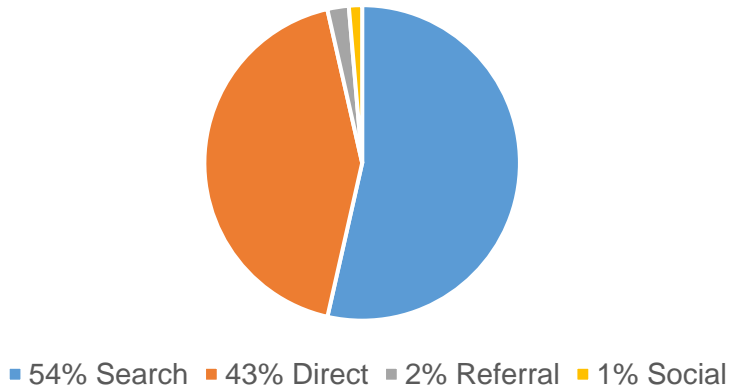
## Top 10 Pages



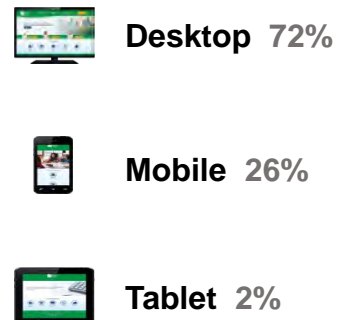
## Audience Overview



## How is the site located?



## Visitors by Device



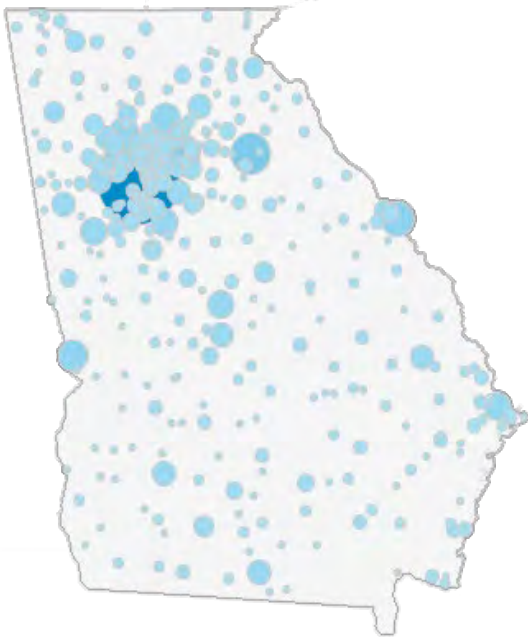
## 2,222 Customer Requests submitted via website

- Miscellaneous Questions: 1,973
- Death notifications: 249

# Information Technology

TRSGA.com Activity: January – February 2025

## Top 10 Georgia



<b>Atlanta</b>	<b>44,992</b>
Athens	3,168
Ashburn	2,969
Macon	2,479
Savannah	2,200
Augusta	1,900
Lawrenceville	1,890
Columbus	1,687
Marietta	1,630
Woodstock	1,475

**Avg. Session Duration**  
2 Minutes 01 Seconds



## Top 10 Countries



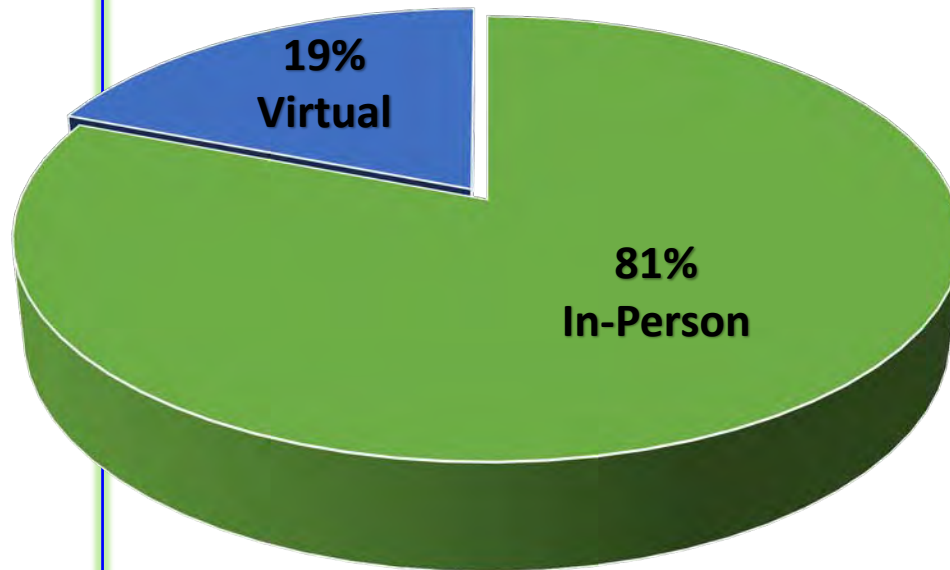
	<b>United States</b>	<b>152,674</b>
	Germany	276
	Hong Kong	202
	India	176
	Egypt	100
	United Kingdom	84
	France	77
	Hungary	74
	Canada	73
	Thailand	53



# Communications & Outreach

January 1, 2025 – February 28, 2025

## Outreach Events



**32 Events Total - 21 Counties Reached**  
**978 Workshop Attendees**  
**19 Workshops Completed**  
**1 Employer Training Session**  
**3 GREA/GAE-R Meetings**  
**1 Half-day Seminar**  
**5 Conferences**

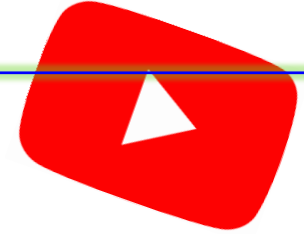


# Communications & Outreach

January 1, 2025 – February 28, 2025



## Social Media Production



**Facebook** – 108K Members Reached, 67 Posts

**YouTube** – 32.6K Views, 1 Livestream, 1 Short Released, 2 Videos

**X (Formerly Twitter)** – 3.4K Impressions, 64 Tweets

**LinkedIn** – 7.7K Reached, 64 Posts

**Podcast** – 2.2K Listens



**GROWING AND  
PROTECTING  
YOUR ASSETS**

Estate Planning with  
Guest Speaker:  
Ryan Rasmussen, CFP



## Communications & Outreach Projects

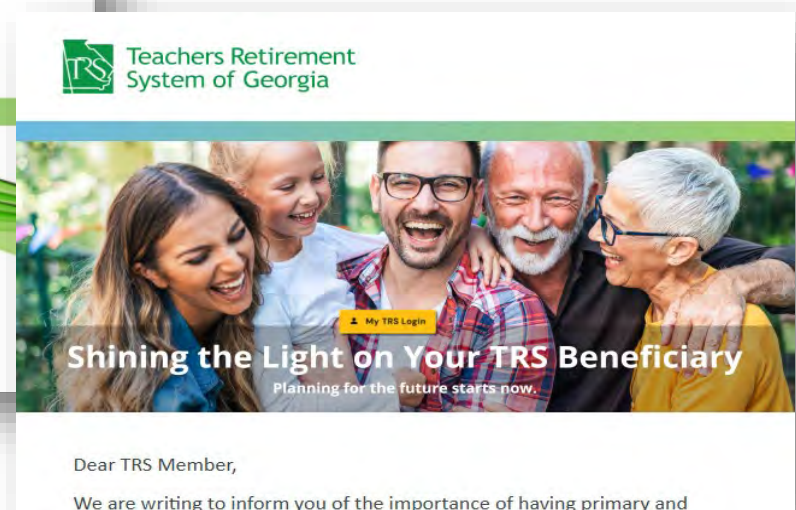
**Insider Posts – 16**

**Canva Project Designs – 84**

**QR Code Scans – 1,010**

**Emails – 616K Emails, 0.05% Unsubscribe Rate, 5.56% Click Through Rate**

## Communications Interdivisional Collaborations



## On-Demand Content Growth



**TRS Talks Social Security Act Update**  
**30,000 views in less than 30 days**



**Surpassed 10K subscribers**  
**On YouTube**



# Human Resources

HR Snapshot: January 1, 2025 – February 28, 2025

**0**  
**NEW HIRES**



**3**  
**PROMOTIONS**



## **12 VACANCIES**

- Call Center Agent (3)
- Scanner | Indexer
- Benefit Estimate Analyst
- Cybersecurity Engineer
- Senior Accounting Manager
- Retirement Analyst - RS
- Retirement Specialist - MS
- Retirement Specialist – ES (2)
- Retirement Counselor – Macon



# Human Resources

January 1, 2025 – February 28, 2025



Teachers  
Retirement  
System of  
Georgia

## Employee Turnover



### *FISCAL YEAR-TO-DATE TURNOVER*

# 2.38%

(excluding retirements)

Average Tenure at Termination = 16 years

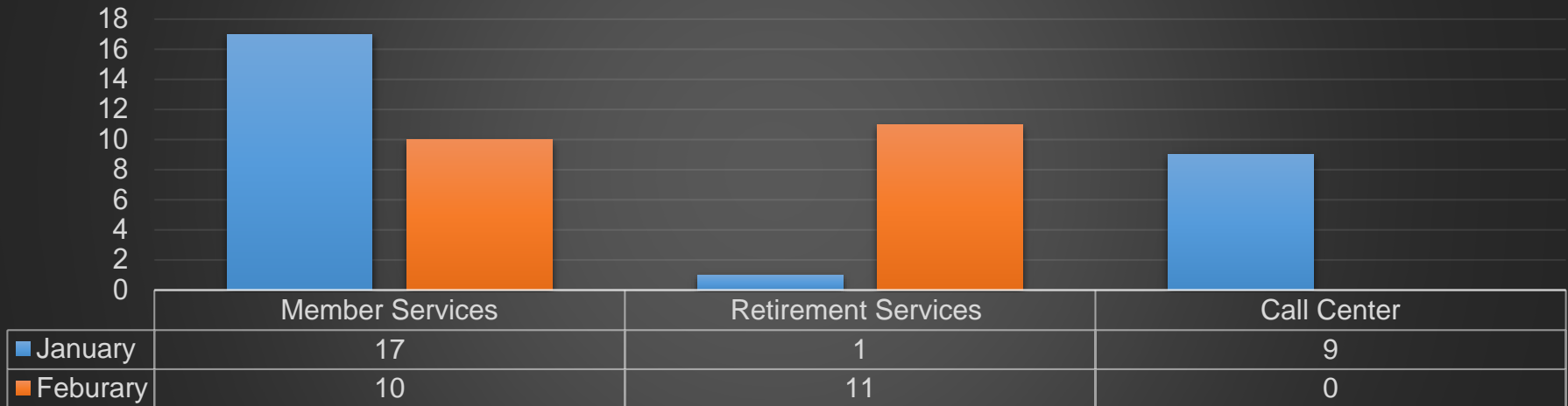
Total Headcount = 168



# Human Resources

HR Snapshot: January 1, 2025 – February 28, 2025

## OPERATIONAL TRAINING CLASSES



## LEARNING MANAGEMENT SYSTEM COURSE DEVELOPMENT

2025

Jan

*Retirement Services : Income Verification Part 1, 2, and 3*

2025

Feb

*Retirement Services: Income Verification Part 1, Module 4*

# Human Resources

HR FY 2025 January – February 2025 HIGHLIGHTS

## HR Highlights

- **NextGen (GA@Work) Benefits Eligibility Meetings**
- **Wealth Builders Employee Investment Club Meetings held on January 29 & February 19**
- **Business Writing and Grammar & Proofreading Professional Development classes held on January 15 & 16**
- **Health and Wellness Ambassadors Meetings held January 27 & February 3**

**NextGen Project**

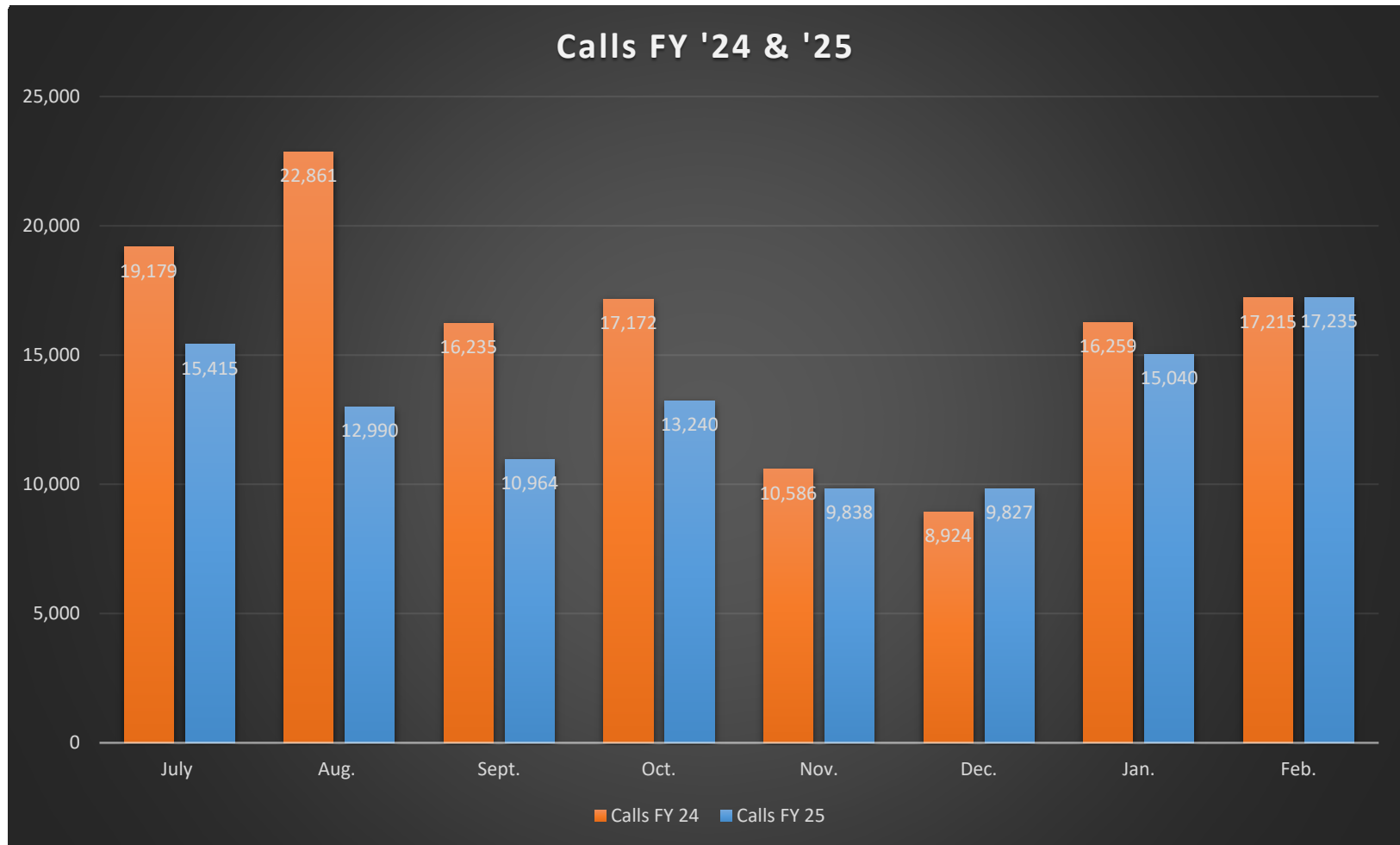
**GA@WORK**



**HEALTH &  
WELLNESS**

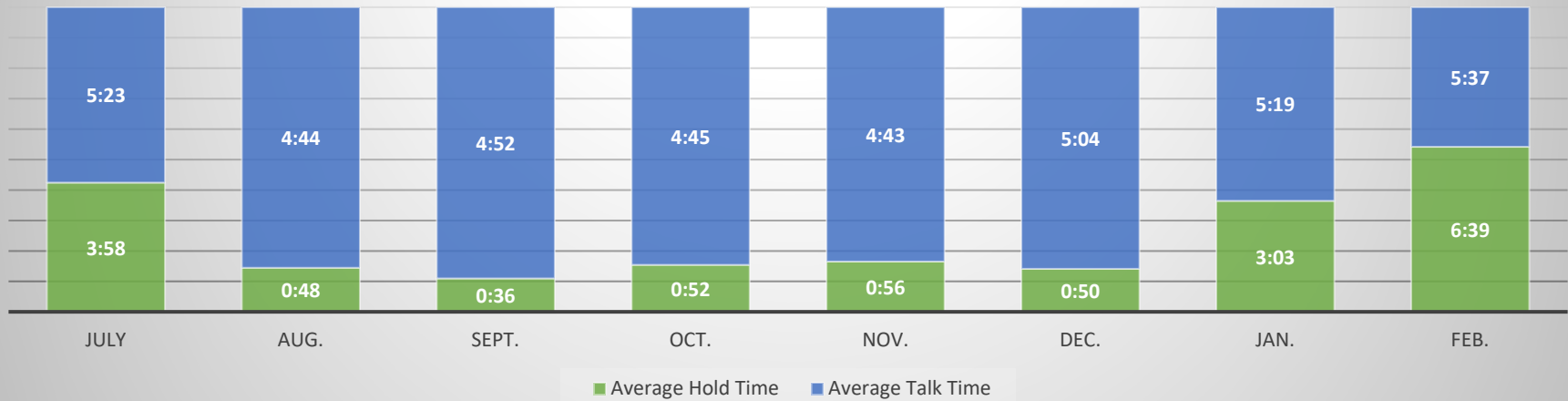


# Contact Management Call Center



# Contact Management Call Center

## Average Hold & Talk Times FY '25



## FY '25 Top Reasons for Calls

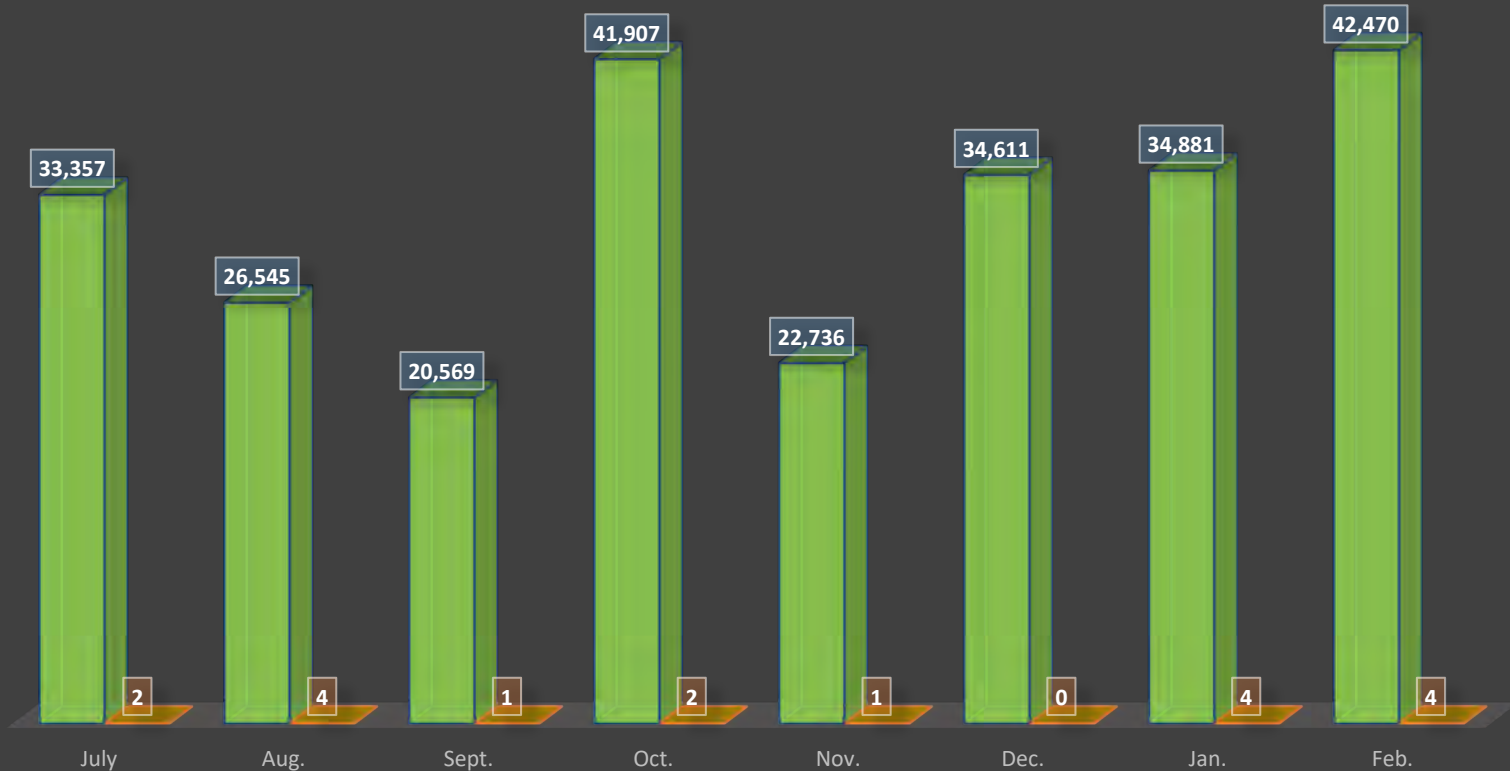
Month	1	2	3
July	General Account Questions	Refunds	Web Assistance
August	Refunds	General Account Questions	Web Assistance
September	Refunds	General Account Questions	Web Assistance
October	General Account Questions	Web Assistance	SHBP Questions
November	General Account Questions	Refunds	Web Assistance
December	General Account Questions	Web Assistance	Refunds
January	General Account Questions	Web Assistance	Refunds
February	General Account Questions	Form 1099-R	Web Assistance

# Contact Management

## Records Management

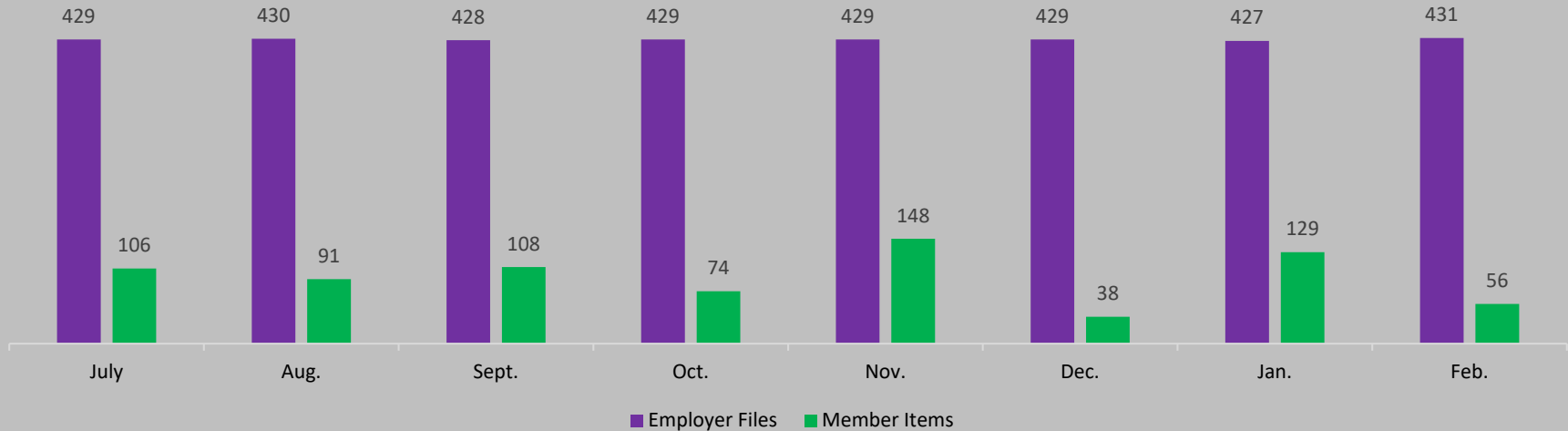
### FY '25 SCANNED DOCUMENTS & ERRORS

■ Pages Scanned ■ Errors

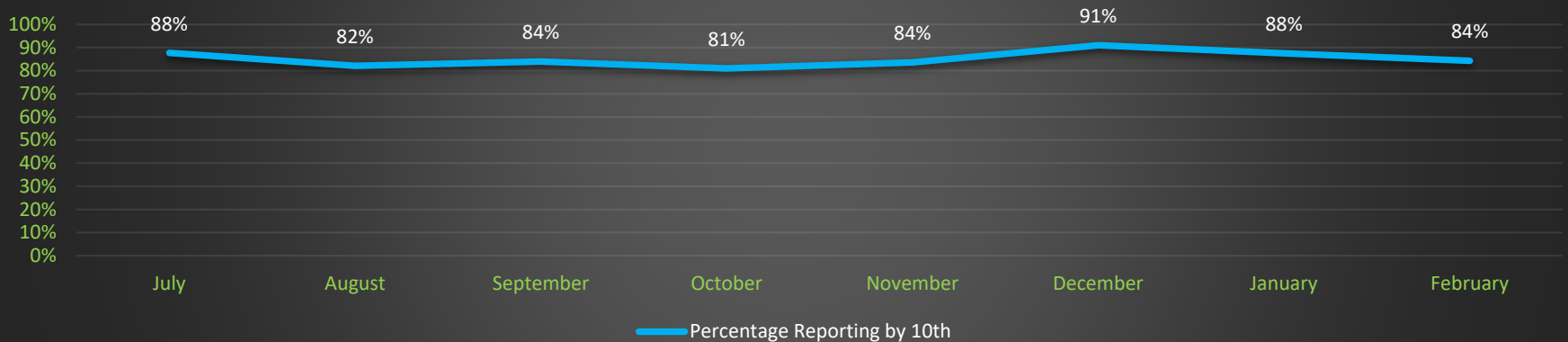


# Employer Services

FY '25 Employer Files & Member Items Completed



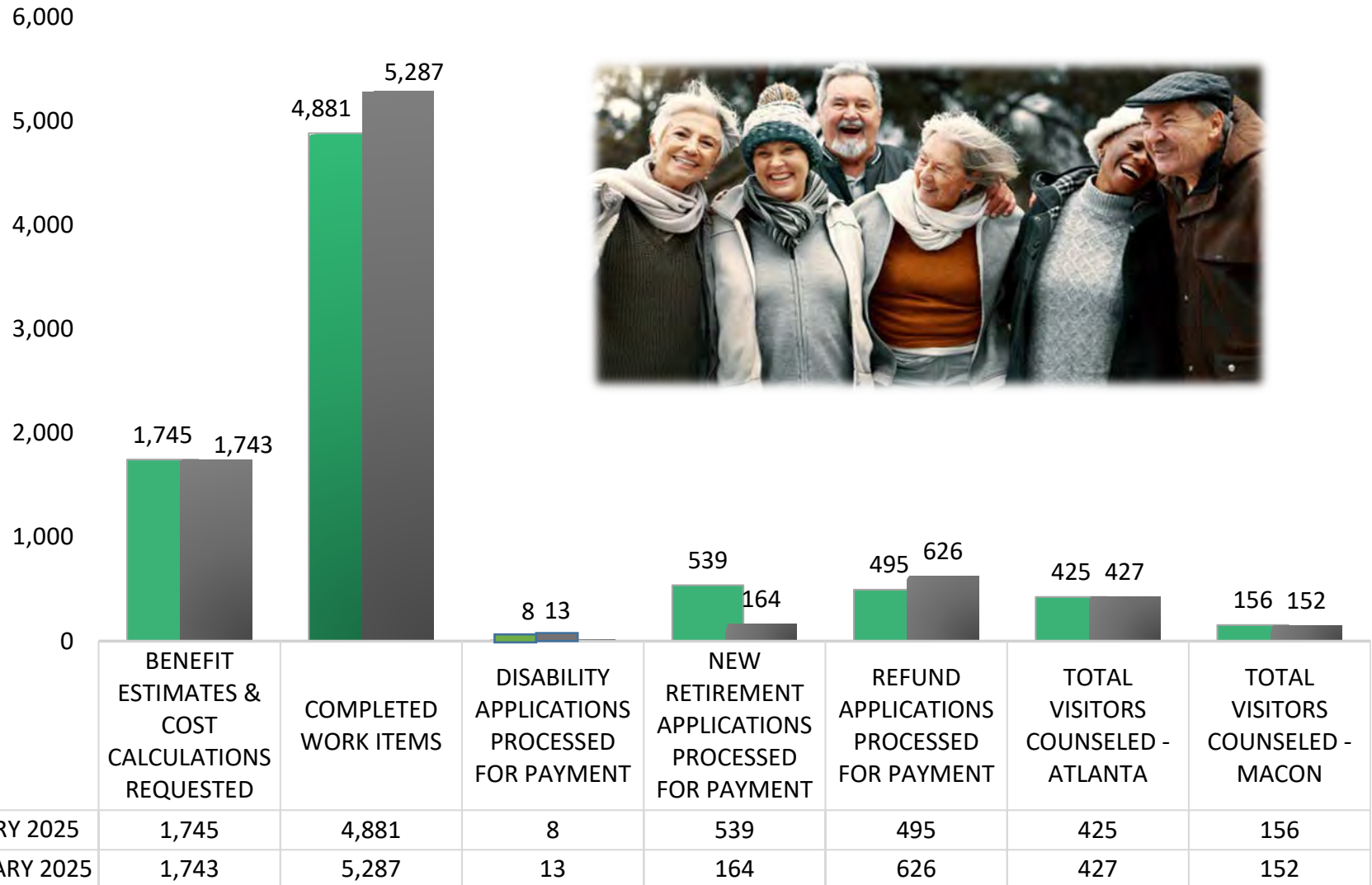
FY '25 Employers Reporting by 10th Day of the Month





# Member Services

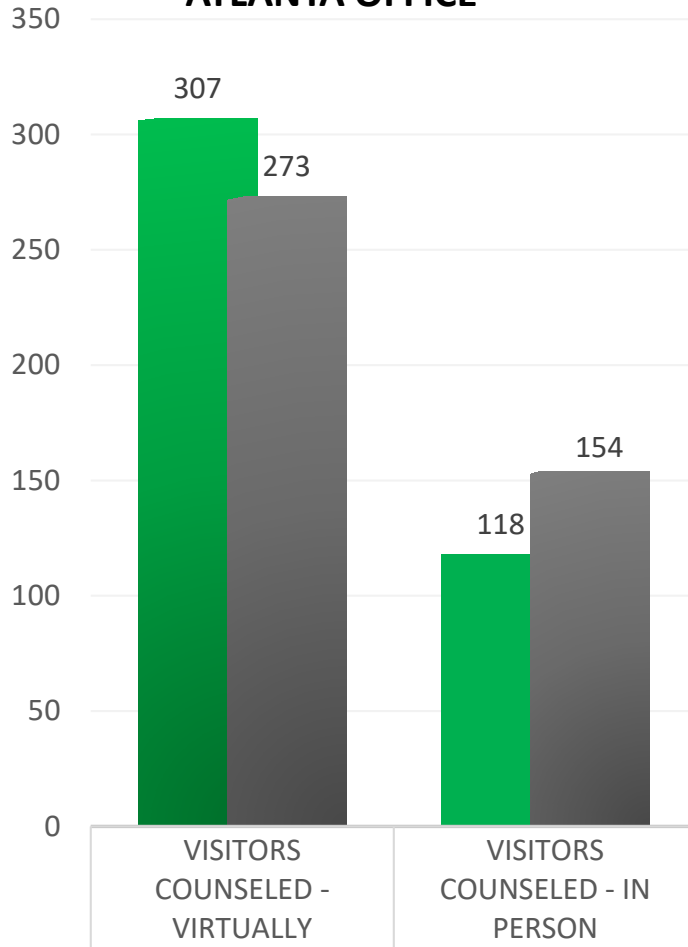
January – February 2025



# Member Services

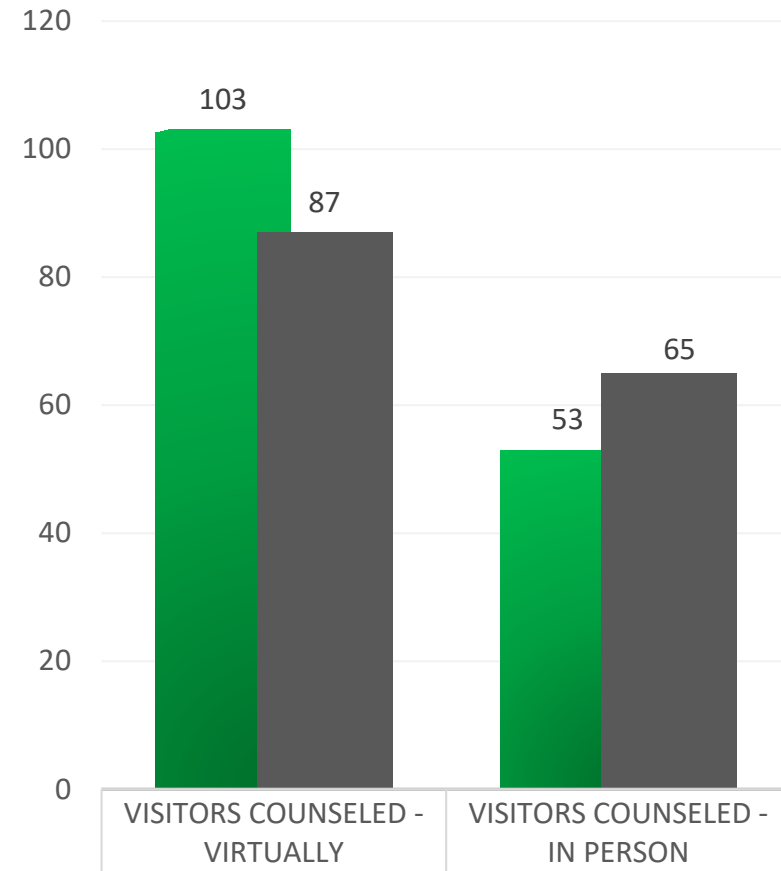
January – February 2025

## ATLANTA OFFICE



JANUARY 2025	307	118
FEBRUARY 2025	273	154

## MACON OFFICE



JANUARY 2025	103	53
FEBRUARY 2025	87	65

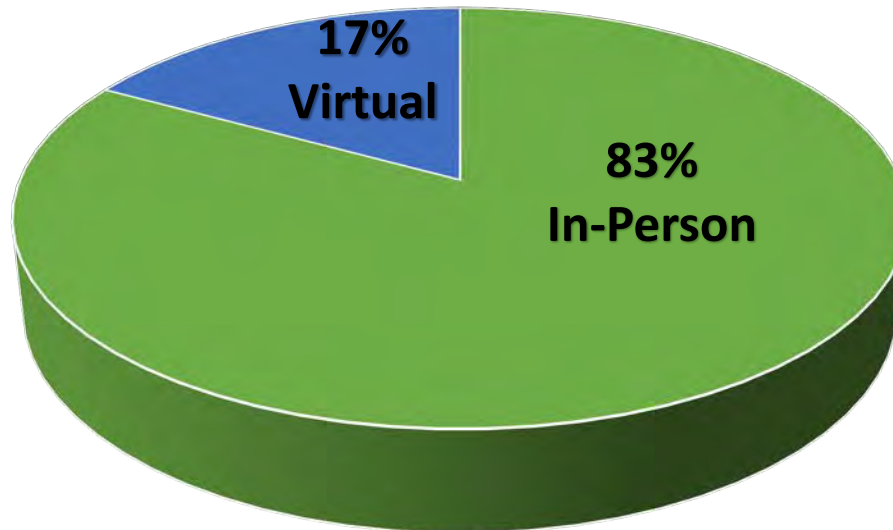
# Member Services

Outreach: January – February 2025

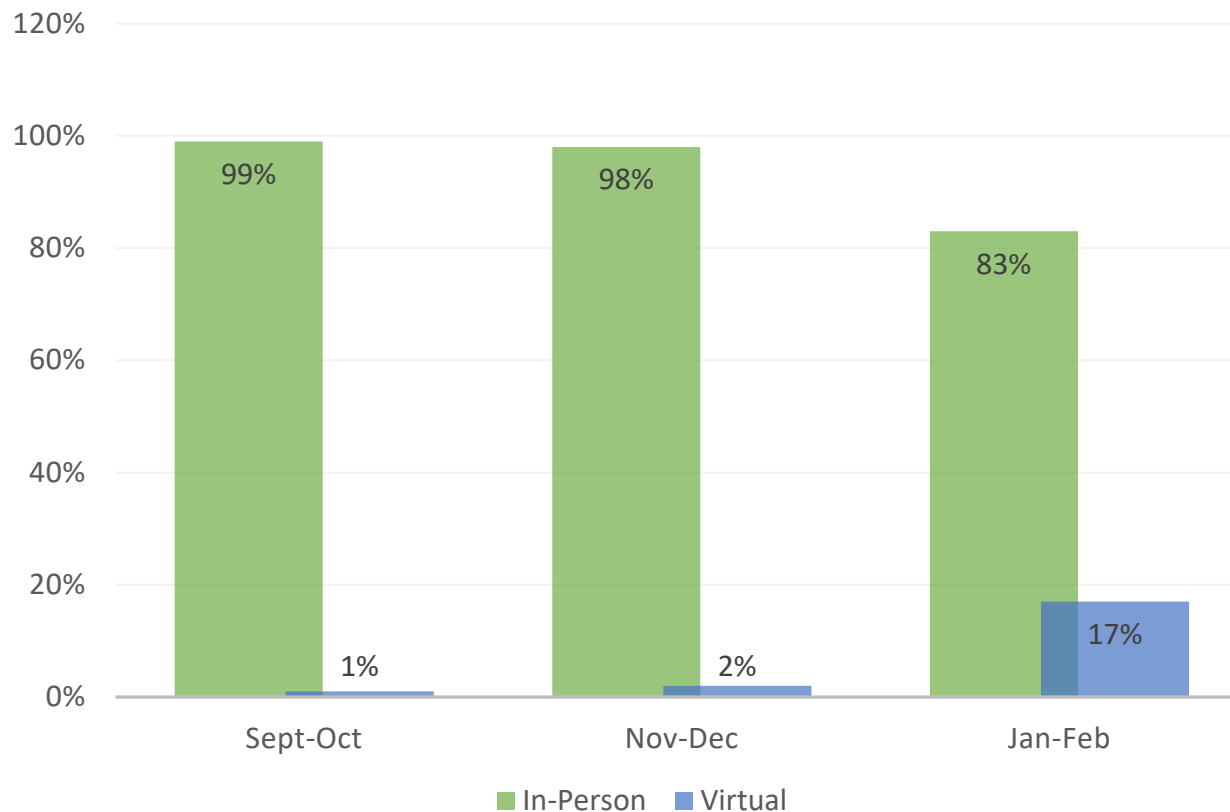
## Outreach Production

**326 Outreach Individual Counseling Sessions**  
**17 Events Total, 16 Counties Reached**  
**3 Workshops with 63 Attendees**  
**389 Total Event Attendees (Virtual & In-Person)**  
**8 RESA Regions Visited**

## Counseling Sessions

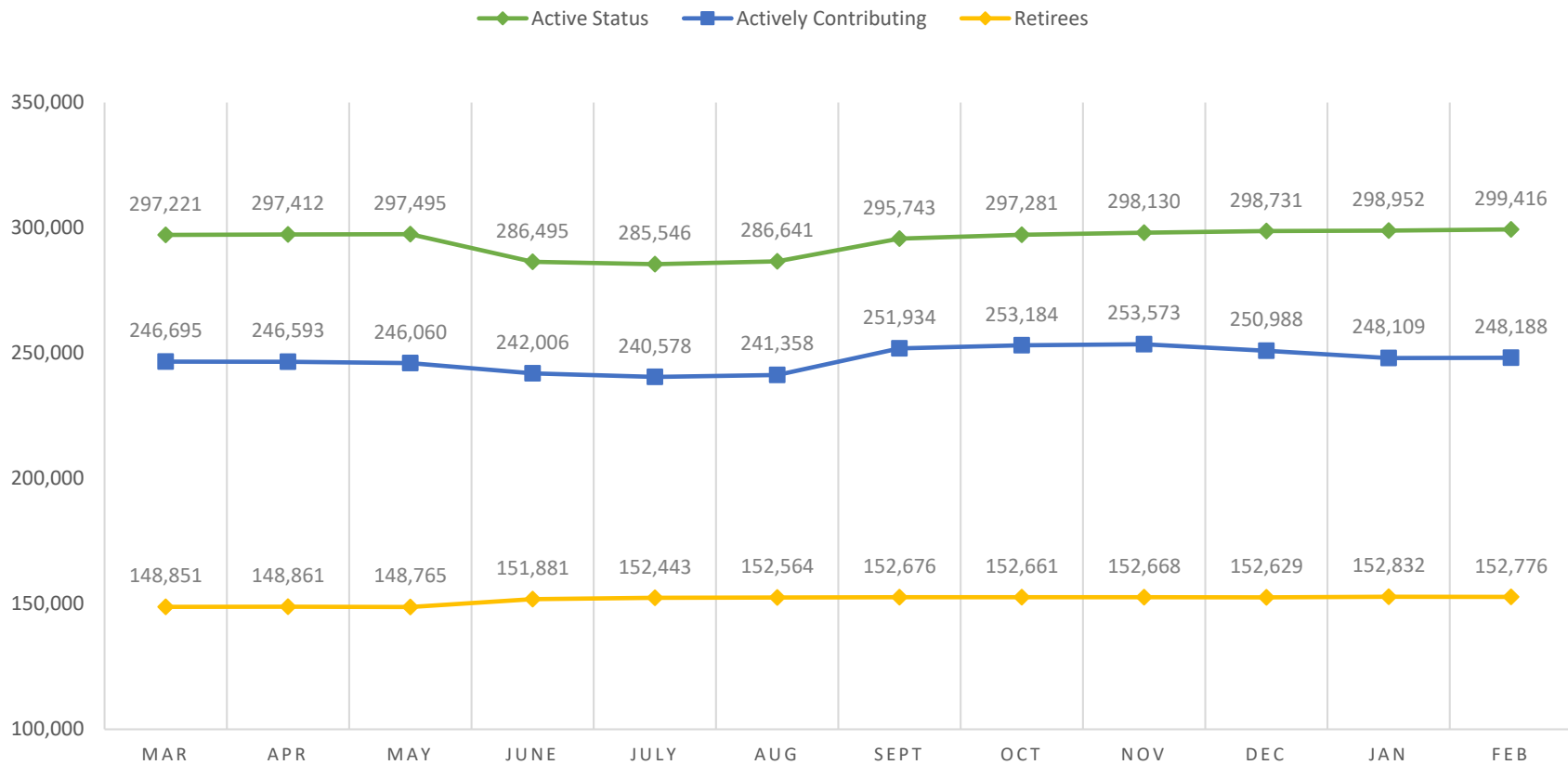


## In-Person & Virtual Sessions Over 6 Months



# Member Services

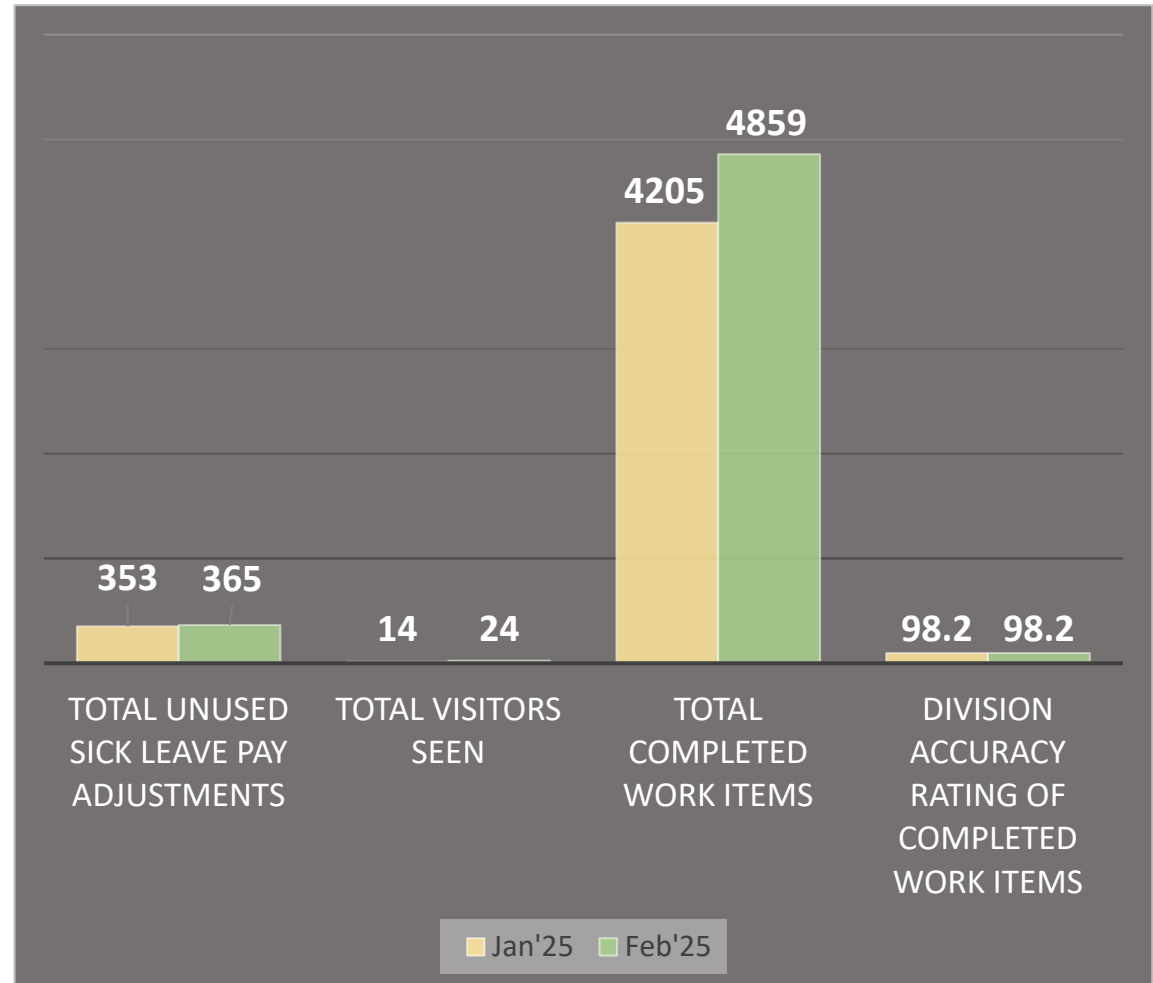
March 2024 – February 2025



Active Status = Contributions Received During Last 4 Years

# Retirement Services Division

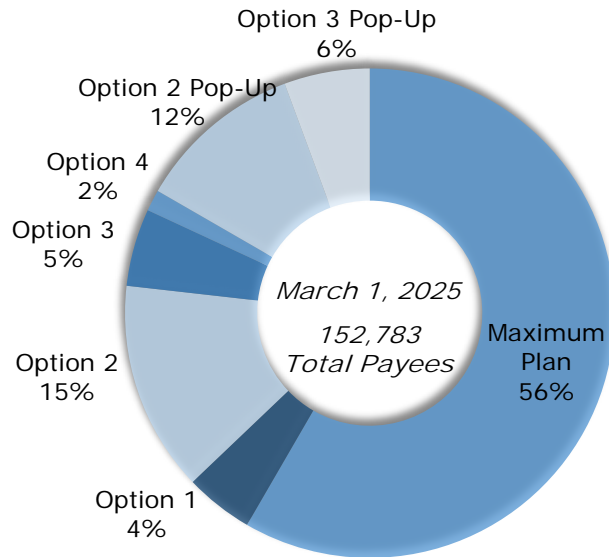
Operations Status Update: January 2025 – February 2025





# Retirement Services Division

## Payroll Statistics: February 1, 2025 vs March 1, 2025



**Option 1:** Member contributions and interest are amortized over a longer period, leaving a lump-sum refund to the beneficiary.

**Option 2:** At retiree's death, beneficiary receives same monthly benefit amount.

**Option 3:** At retiree's death, beneficiary receives one-half of the monthly benefit amount.

**Option 4:** At retiree's death, beneficiary receives a monthly amount specified by the retiree.

**Options 2 & 3 Pop-Up:** If the beneficiary predeceases retiree, retiree's benefit amount increases to the maximum.

<i><b>*Denotes Service Retirement Only</b></i>	<i><b>February 1, 2025</b></i>	<i><b>March 1, 2025</b></i>
<i><b>*Service Retirees Only</b></i>	137,095	136,900
<i><b>*Avg. Monthly Benefit</b></i>	\$3,673	\$3,670
<i><b>*Avg. Service Credit</b></i>	25.46	25.46
<i><b>*Avg. Age at Retirement</b></i>	60	60
<i><b>*Avg. Age at Payment</b></i>	72	72
<i><b>Total Benefit Payroll</b></i>	\$541.3 Million	\$540.6 Million
<i><b>EFT</b></i>	99.3%	99.3%

# Retirement Services Division

Overpayment Analysis: June 2018 – March 2025

Overpayment Balance –  
June 30, 2018

**\$9,204,386.44**

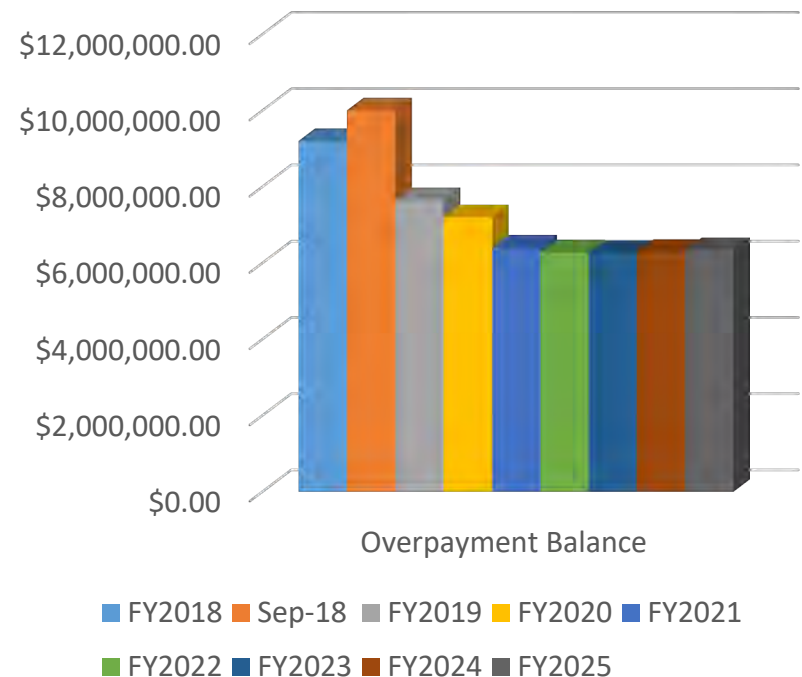
Overpayment Balance –  
September 17, 2018  
*(Date of FT Analyst  
Hire)*

**\$10,006,977.81**

Overpayment Balance –  
March 7, 2025

**\$6,333,914.00**

Overpayment Analysis



# Retirement Services Division

## Return to Work: Employment Verifications



### Current Monthly Employment Type Volume

Highest Volume: **Part-Time**

\*HB385 approved during January: **6**

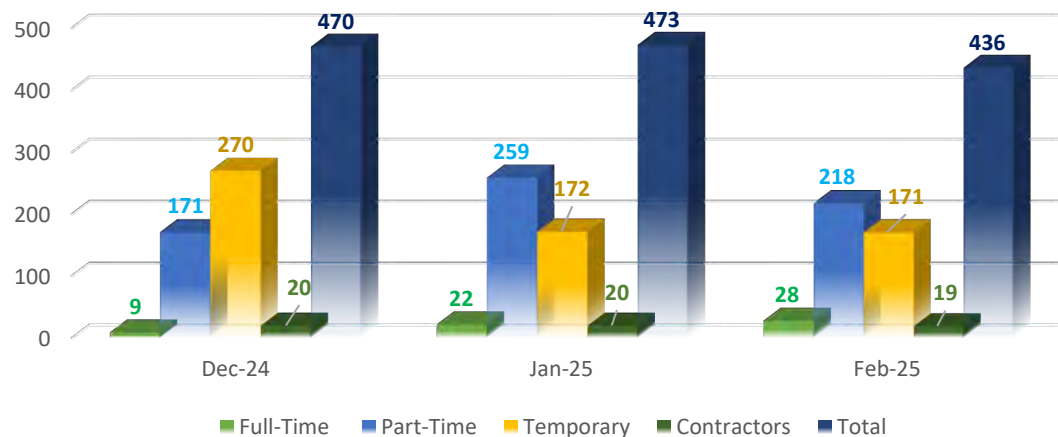
\*HB385 approved during February: **23**

(\*Includes both auto and manual approvals)

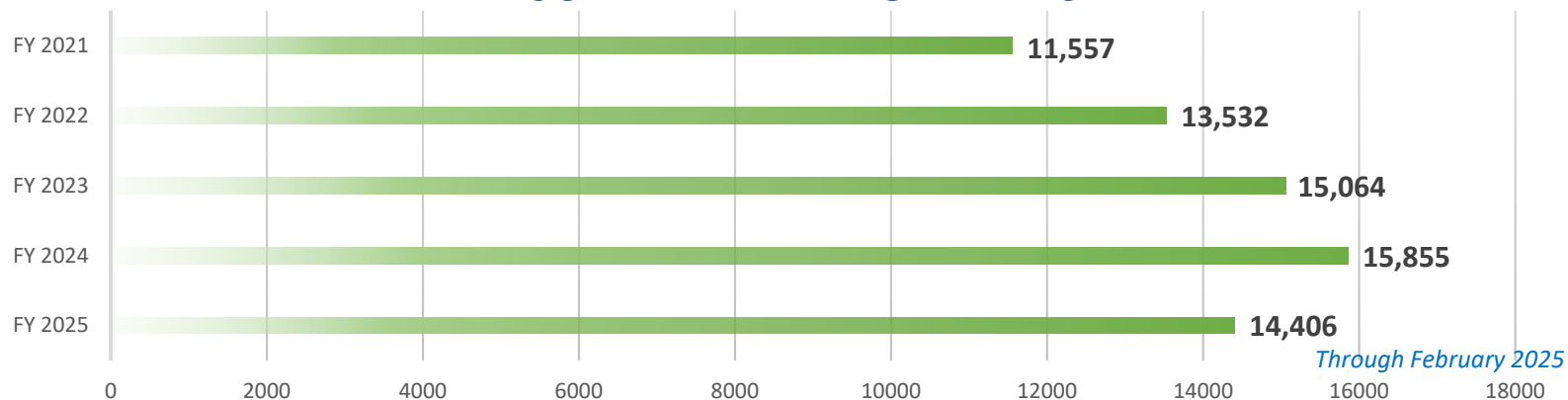
**\*\*Fiscal Year employments include both online and workflow verifications received.**

### EMPLOYMENT TYPES

(AUTO-APPROVED AND SUBMITTED FOR STAFF REVIEW ONLY)



### \*\*FISCAL YEAR EMPLOYMENTS



# Retirement Services Division

## Return to Work: HB 385 Full-Time Classroom Teacher



Teachers  
Retirement  
System of  
Georgia

**Total HB 385 since July 1, 2022: 1,235**

(auto approvals, rejections, & manually reviewed submissions)

As of  
March 7, 2025

**\*242 = New Approvals for FY'23**

**\*382 = New Approvals for FY'24**

**\*203 = New Approvals for FY'25**

**\*251 = Reapproved for FY'25** (From previous year)

**\*454 = Total Approved/Working in FY'25**

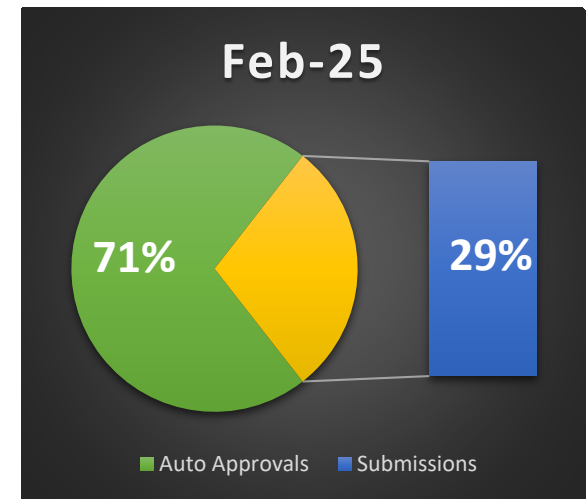
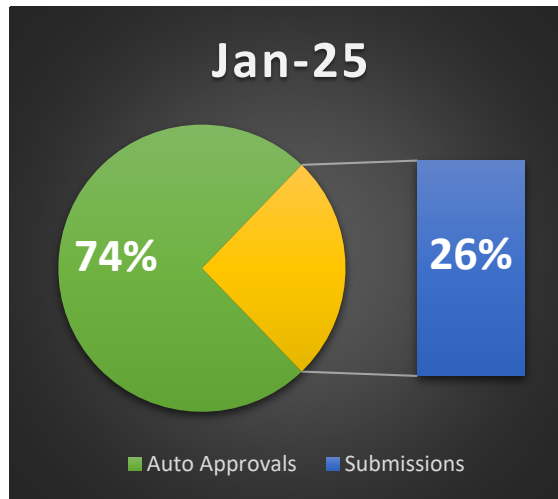
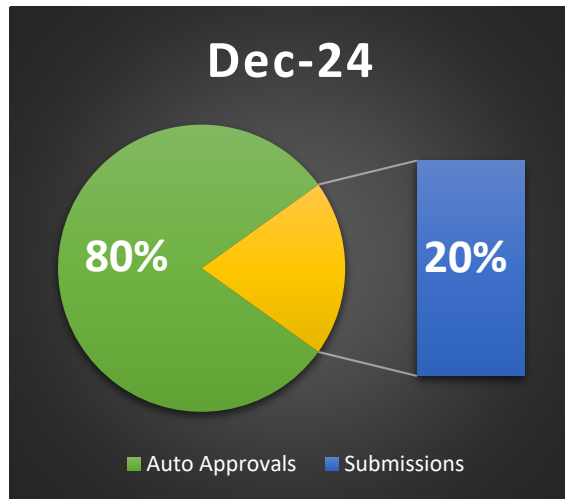
HB385 Subject Areas	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025
ELA	23	20	14
Elementary Ed	5	1	10
Math	83	143	168
Science	32	58	55
Special Education	99	160	207
<b>TOTAL</b>	<b>242</b>	<b>382</b>	<b>454</b>

# Retirement Services Division

## Return to Work: Auto-Approvals vs Submissions

	<i><b>Dec-24</b></i>	<i><b>Jan-25</b></i>	<i><b>Feb-25</b></i>	<i><b>Total</b></i>
<i><b>Auto Approvals</b></i>	<b>377</b>	<b>352</b>	<b>310</b>	<b>1,039</b>
<i><b>Submissions</b></i>	<b>93</b>	<b>121</b>	<b>126</b>	<b>340</b>
<i><b>Total</b></i>	<b>470</b>	<b>473</b>	<b>436</b>	<b>1,379</b>

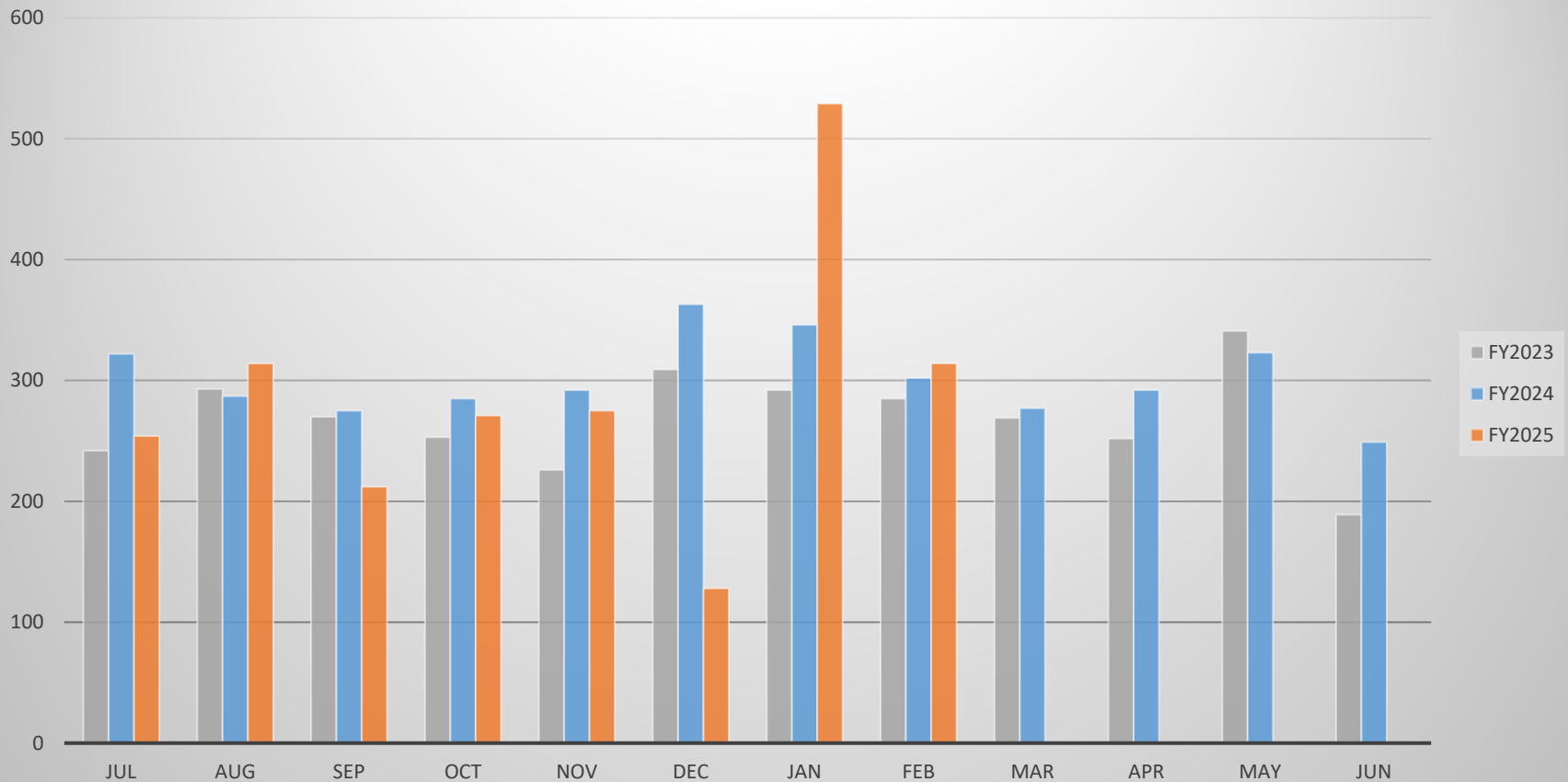
75.3% of Employment Verifications auto-approved vs submitted from December through February



# Retirement Services Division

## Retired Deaths

**Retiree Deaths: Year-Over-Year-Analysis**



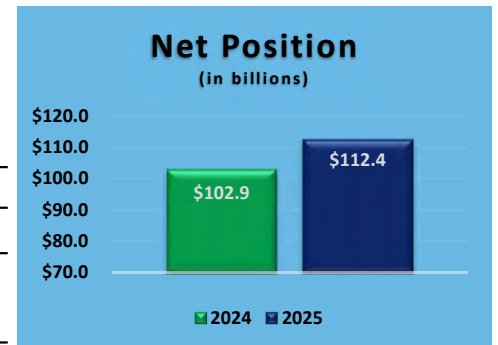
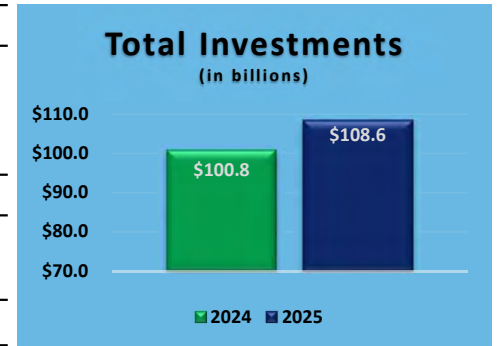


# Thank You!

# Questions?

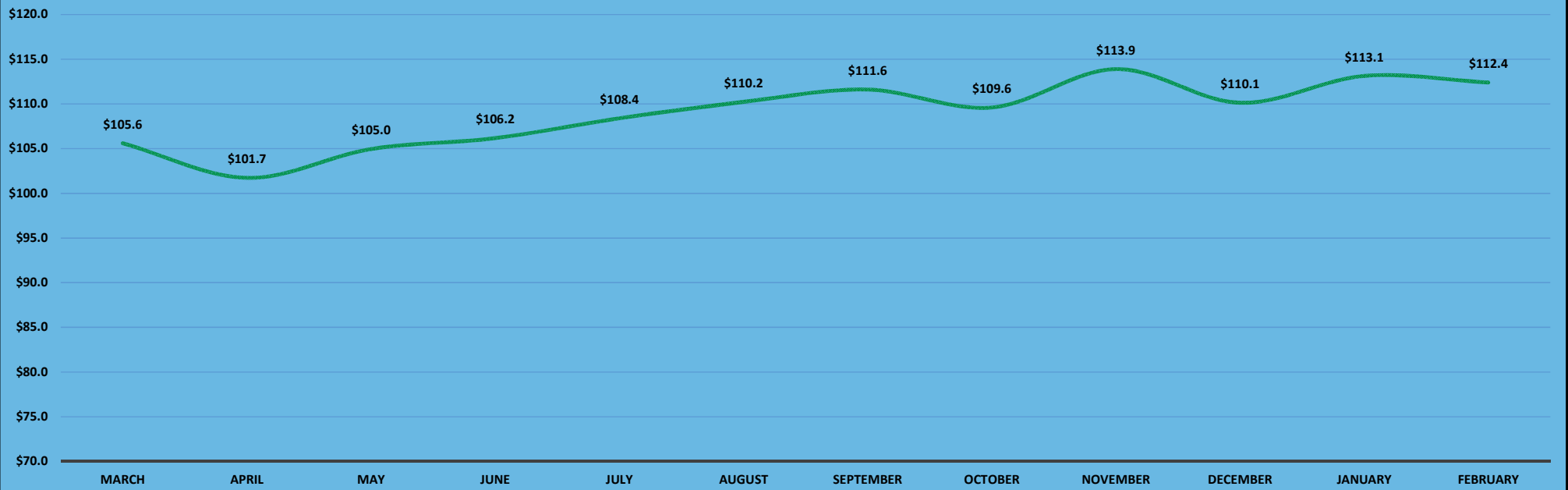
**Teachers Retirement System of Georgia  
Statement of Fiduciary Net Position**

	January		February	
	2025	2024	2025	2024
<b>ASSETS</b>				
Cash & Cash Equivalents	\$ 4,133,431,957	\$ 2,297,803,283	\$ 3,233,685,875	\$ 1,551,704,759
Receivables:				
Interest & Dividends	305,909,856	251,740,831	244,829,983	243,220,737
Contributions	285,016,196	295,292,552	292,493,547	284,840,079
Securities Lending	42,000,000	32,000,000	42,000,000	32,000,000
From Other Retirement Systems	624,025	644,101	3,783,874	3,913,422
From Sale of Investments	23,297,392	48,926,809	820,032,783	88,115,036
Total Receivables	656,847,469	628,604,293	1,403,140,187	652,089,274
Investments - at fair value:				
Bonds	24,795,207,433	24,866,447,458	26,029,199,485	25,350,873,424
Common Stocks	82,691,850,879	71,692,745,705	81,639,730,210	74,881,705,689
Private Equity	932,177,613	601,466,552	946,521,902	605,444,754
Total Investments	108,419,235,925	97,160,659,715	108,615,451,597	100,838,023,867
Net OPEB Asset	5,174,232	4,389,077	5,174,232	4,389,077
Capital Assets, net	7,759,280	7,807,104	7,759,280	7,807,104
Total Assets	113,222,448,863	100,099,263,472	113,265,211,171	103,054,014,081
<b>DEFERRED OUTFLOWS OF RESOURCES</b>	16,269,756	27,069,570	16,269,756	27,069,570
<b>LIABILITIES</b>				
Net OPEB Liability	2,196,621	3,648,159	2,196,621	3,648,159
Net Pension Liability	44,198,579	51,956,053	44,198,579	51,956,053
From Purchase of Investments	47,780,066	35,342,650	827,899,298	141,887,842
Accounts Payable & Other Liabilities	1,953,374	2,474,268	1,182,279	1,559,217
Total Liabilities	96,128,640	93,421,130	875,476,777	199,051,271
<b>DEFERRED INFLOWS OF RESOURCES</b>	3,570,552	4,658,332	3,570,552	4,658,332
<b>NET POSITION</b>				
Restricted for Pensions	\$ 113,139,019,427	\$ 100,028,253,580	\$ 112,402,433,598	\$ 102,877,374,048



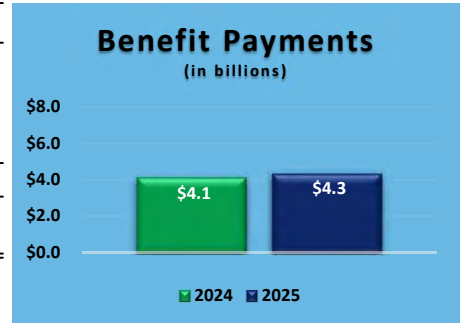
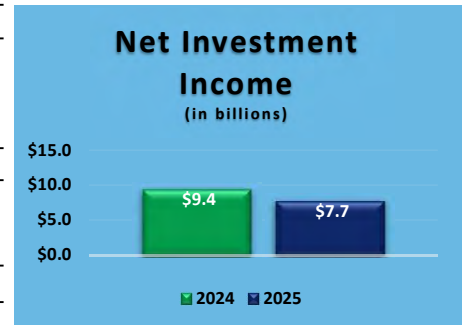
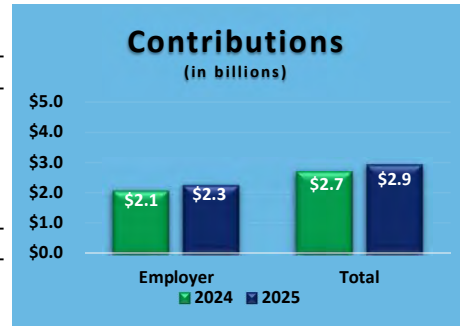
## Net Position - Rolling 12 Months

(in billions)

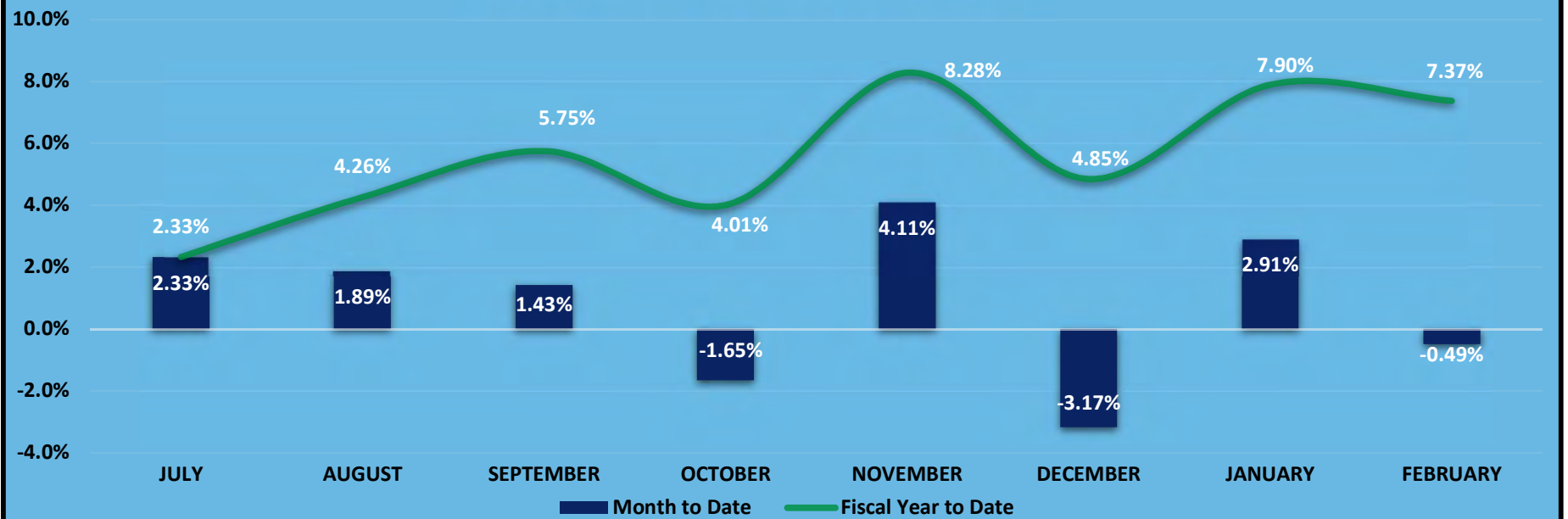


**Teachers Retirement System of Georgia  
Statement of Changes in Fiduciary Net Position**

	January		February		Year-to-Date as of February 28,	
	2025	2024	2025	2024	2025	2024
<b>ADDITIONS</b>						
Contributions:						
Employer	\$ 290,121,855	\$ 266,288,086	\$ 284,163,127	\$ 260,937,863	\$ 2,257,348,512	\$ 2,067,912,942
Nonemployer	547,498	497,404	541,164	500,287	4,315,081	3,893,674
Member	85,517,271	82,068,933	84,231,414	81,293,225	667,438,164	634,846,067
Total Contributions	376,186,624	348,854,423	368,935,705	342,731,375	2,929,101,757	2,706,652,683
State Revenue Appropriations:						
Local System - Floor	280	280	252	280	2,492	2,856
Local System - COLA	4,628	4,440	4,628	4,440	40,987	46,249
Total State Revenue Appropriations	4,908	4,720	4,880	4,720	43,479	49,105
Investment Income:						
Net Increase/(Decrease) in Fair Value of Investments	3,040,447,860	250,297,858	(732,595,425)	2,856,565,145	6,312,284,857	8,116,857,355
Interest, Dividends and Other	150,111,523	127,225,074	180,090,644	178,623,296	1,433,371,634	1,311,709,640
Total Investment Income/(Loss)	3,190,559,383	377,522,932	(552,504,781)	3,035,188,441	7,745,656,491	9,428,566,995
Less Investment Expense:						
Investment Services & Fees	174,991	351,966	(34,263)	202,522	29,204,963	21,979,251
Operating	176,230	234,005	289,503	168,338	2,363,309	2,167,462
Total Investment Expense	351,221	585,971	255,240	370,860	31,568,272	24,146,713
Net Investment Income/(Loss)	3,190,208,162	376,936,961	(552,760,021)	3,034,817,581	7,714,088,219	9,404,420,282
Total Additions	3,566,399,694	725,796,104	(183,819,436)	3,377,553,676	10,643,233,455	12,111,122,070
<b>DEDUCTIONS</b>						
Benefit Payments	545,068,051	522,244,999	543,897,062	519,725,772	4,321,062,425	4,130,631,012
Refunds of Member Contributions	7,161,392	8,365,571	7,897,345	8,036,199	67,945,011	69,248,575
Administrative Expense	4,058,265	3,765,907	971,985	671,235	25,794,604	25,063,113
Total Deductions	556,287,708	534,376,477	552,766,392	528,433,206	4,414,802,040	4,224,942,700
<b>CHANGE IN NET POSITION</b>						
Net Increase/(Decrease)	\$ 3,010,111,986	\$ 191,419,627	\$ (736,585,828)	\$ 2,849,120,470	\$ 6,228,431,415	\$ 7,886,179,370

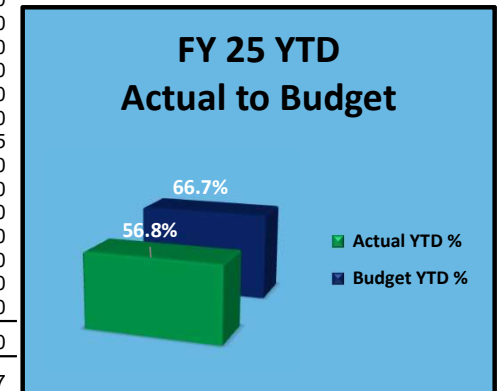


## Fiscal Year 25 Rate of Return



**Teachers Retirement System of Georgia  
Expense Fund  
Statement of Expenses & Cost Distribution**

	January		February		Year-to-Date as of February 28,		Budget
	2025	2024	2025	2024	2025	2024	FY 2025
<b>PERSONAL SERVICES:</b>							
Employee Compensation	\$ 2,174,524	\$ 2,039,256	\$ 2,177,961	\$ 2,042,561	\$ 18,641,880	\$ 18,292,002	\$ 32,971,805
Fringe Benefits/Other	1,487,552	1,347,814	1,427,571	1,390,925	11,724,218	11,254,257	19,792,562
Total Personal Services	3,662,076	3,387,070	3,605,532	3,433,486	30,366,098	29,546,259	52,764,367
<b>OPERATING EXPENSES:</b>							
Supplies & Materials	4,494	1,939	10,957	8,822	74,886	53,537	129,715
Repairs & Maintenance	658	9	-	18	3,447	8,424	16,000
Publications & Printing	6,250	9,907	28,991	27,483	155,653	202,083	228,000
Insurance	11,430	-	-	10,244	34,289	30,733	38,020
Postage	91,594	84,291	20,727	567	176,920	222,344	262,000
Other Operating Expense	2,004	5,947	13,613	13,529	100,249	86,900	237,550
Travel	4,472	5,237	10,976	13,162	94,902	102,723	185,700
Equipment	12,764	1,249	-	83,938	1,072,577	931,768	1,345,000
Building Maintenance	69,136	66,534	69,136	66,534	553,088	532,274	837,400
Actuarial Fees	6,291	8,157	26,773	-	107,324	25,751	184,220
Audit Fees	-	-	-	-	159,150	134,400	280,705
Legal Fees	9,000	9,000	164	9,030	50,312	36,030	115,000
Medical Fees	6,000	7,000	4,400	5,400	38,800	45,200	90,000
Temporary Help	-	-	-	-	-	-	15,000
Other Fees	2,741	1,096	2,709	2,147	84,401	81,054	144,600
IT Professional Services	88,386	89,496	84,008	114,879	527,341	409,376	1,248,550
Computer Charges	50,563	69,222	31,872	12,802	523,736	517,752	1,734,480
Telecommunications	30,406	19,753	30,513	26,963	145,288	155,180	517,300
Total Operating Expenses	396,189	378,837	334,839	395,518	3,902,363	3,575,529	7,609,240
<b>TOTAL EXPENSES</b>	<b>\$ 4,058,265</b>	<b>\$ 3,765,907</b>	<b>\$ 3,940,371</b>	<b>\$ 3,829,004</b>	<b>\$ 34,268,461</b>	<b>\$ 33,121,788</b>	<b>\$ 60,373,607</b>
<b>COST DISTRIBUTION:</b>							
Teachers Retirement System	\$ 4,058,265	\$ 3,765,907	\$ 971,985	\$ 671,235	\$ 25,762,672	\$ 24,934,646	\$ 46,634,357
Employees' Retirement System	-	-	2,968,386	3,157,769	7,764,299	7,625,758	12,566,250
Other Retirement Systems	-	-	-	-	741,490	561,384	1,173,000
<b>TOTAL COST DISTRIBUTION</b>	<b>\$ 4,058,265</b>	<b>\$ 3,765,907</b>	<b>\$ 3,940,371</b>	<b>\$ 3,829,004</b>	<b>\$ 34,268,461</b>	<b>\$ 33,121,788</b>	<b>\$ 60,373,607</b>





# Legislative Update

March 12, 2025

## 2025-26 Biennium Session

The 2025 Georgia General Assembly convened on January 13, 2025, and is the first year of the two-year (2025-2026) biennium session. Only retirement bills introduced during the first session (2025) are eligible to be acted on in the 2025 session. Retirement bills that have a fiscal (monetary) impact can only be introduced during the first year of a two-year session and can only be acted on during the second year. The earliest effective date for a fiscal bill introduced during the 2025 session will be July 1, 2026.

The Georgia Constitution contains several provisions relating to retirement legislation, which require that retirement bills be treated differently from other legislation. In Georgia, each bill having a fiscal (monetary) impact on a public retirement system such as TRS must be funded in the year it is enacted. In TRS, both the employee and the employer pay monthly into the retirement fund to pay for the employee's retirement benefits. This "pay as you work" system ensures that future benefits are already paid for and do not depend on future appropriations. Thus, any bill that increases the liability of the retirement system must be funded "up front." This ensures the fiscal stability of the retirement system.

### **The following is a brief summary of House bills (HB) and Senate bills (SB) that would affect TRS if passed:**

HB 372 removes the requirement that certain subject areas be designated as highest need by a RESA and allow public school systems to make the determination. This would allow retired teachers, who have been retired for at least one year, to return to work on a full-time basis. Additionally, it would extend the provision allowing those rehired teachers to do so until June 30, 2030.

HB 599 would also extend the period during which retired teachers can be rehired full-time in high-need areas until Jun 30, 2030. Retired teachers with at least 30 years of service can serve in areas of highest need which would be determined by the Department of Education in consultation with the Professional Standards Commission.

SB 150 lowers the eligibility for retired teachers to return to work on a full-time basis from 30 to 25 years of creditable service. It removes the requirement that rehired teachers must work in a determined area of highest need, but specifies that the work cannot be in athletics or coaching.

SB 209 allows permanent PSERS-eligible employees to make a one-time, irrevocable choice to switch to TRS. This bill would also modify the definition of "teacher" and "public school employee" for both TRS and PSERS.

## Supporting Legislation

If you are interested in expressing your support for legislation currently being considered, please contact your State Representative or Senator, as the Legislature is responsible for enacting Georgia law. Please visit [www.legis.ga.gov](http://www.legis.ga.gov) for more information.



## How a Retirement Bill Becomes Law

In 1st year, State Representative or Senator introduces legislation.

Legislation is assigned to Committee (House or Senate depending on the chamber from which the bill is introduced).

After the Session, Committee determines if the bill should be forwarded for actuarial study.

- If forwarded for study, legislative process continues.
- If not forwarded for study, bill dies in Committee.

In 2nd year, Committee receives actuarial study and determines if the bill should pass Committee for consideration by full House or Senate.

If bill passes one Chamber, House or Senate, the bill is then transmitted to the other Chamber for Committee assignment and recommendation.

If the bill passes both Chambers, the legislation is then sent to the Governor for his signature or veto.

The complete legislative process for retirement legislation is very detailed and is located at [www.trsga.com/Legislation/](http://www.trsga.com/Legislation/).



[www.trsga.com](http://www.trsga.com)





# Legislative Update

March 12, 2025



## Legislation

*Please see the following for a summary of legislation that has been introduced that could affect TRS.*

**HB 372** extends the provision that allows retired teachers that are TRS beneficiaries to be rehired full-time until June 30, 2030. Retired teachers must have been retired for at least one year. It removes the requirement that certain subject areas be designated as highest need by a RESA and places that responsibility with the local public school systems.

***Assigned to the House of Representatives Retirement Committee.***

**HB 599** changes the period during which retired teachers can be rehired full-time in high-need areas from June 30, 2026, to June 30, 2030. Specifically, it allows public school systems to employ retired teachers with 30 years of creditable service as full-time classroom teachers in areas of highest need. The Georgia Department of Education, in consultation with the Professional Standards Commission, will determine these high-need areas annually.

***Assigned to the House of Representatives Retirement Committee.***

**SB 150** proposes a new sunset date of June 30, 2034 to allow retired teachers that are TRS beneficiaries to work full-time. It lowers the required years of creditable service for eligibility from 30 to 25, removes the requirement of areas of highest need, and reduces the waiting period from one year to 60 days.

***Heard by Senate Retirement Committee and referred for actuarial study.***

**SB 209** aims to allow specific Public School Employees Retirement System (PSERS) eligible employees to make an irrevocable election to join TRS. Those who make this decision cannot transfer any prior creditable service from PSERS to TRS. Employees with less than 10 years of service may withdraw their service and those with more than 10 years can retain their retirement eligibility with PSERS.

***Heard by Senate Retirement Committee and referred for actuarial study.***

## Harris County School District and the TRS Cares Beneficiary Program

Thank you to Harris County Schools who allowed TRS to pilot our TRS Cares beneficiary designation event with their employees. A special recognition goes to Renee Lipp and Candice Jackson, who coordinated the event and worked diligently to ensure that those who did not have beneficiaries on file, met with us to add them to their TRS accounts.

Renee's diligence extended beyond the event which occurred in August 2024 by reaching out to those employees who were not able to make those additions during the event. As a result, Harris County Schools was able to reach a goal of having 100% of active contributing members in their system with at least a primary beneficiary designated as of February 2025. They have set an example that we hope other systems will follow.



# OBJECTIVES AND ACTION PLANS

Teachers Retirement System Strategic Plan FY 2024-FY 2027									
Agency Mission: Our mission is to provide pension education, safeguard plan investments, and efficiently administer retirement benefits.									
Agency Vision: Our vision is to be the premier retirement system providing exceptional and comprehensive service.									
Agency Core Values: Act with integrity and honesty, serve our internal and external customers with excellence, and demonstrate commitment to continuous improvement.									
Objective		Action Plan							
	#	Action Items/Tasks	Measurable Outcomes	Resources/Responsibilities	Associated Funding	Completion Dates	Progress Updates from Previous Year		
EXAMPLE		Brief statement of <u>what</u> the agency will do to address the critical issues it has identified based on the environmental scan. High-level but not overly generic, with reference to agency-specific activities or core functions.  <b>Example of Preferred Response:</b> "Improve the customer experience for licensing applicants"  <b>Example of Limited Response:</b> "Improve customer service"	Set of action items or tasks detailing <u>how</u> the agency will work toward an objective and the case for <u>why</u> it will serve the objective. Action items should be specific, measurable, attainable, relevant, and timely (SMART). Each objective should have at least one - but ideally more than one - action item.  <b>Example of Preferred Response:</b> "Update and promote FAQ webpage on agency website by surveying call center staff to determine most common reasons for licensing applicant calls. Better information on the agency website should reduce the usage of the call center and free up operators to field more calls."  <b>Example of Limited Response:</b> "Direct licensing applicants to agency website"	For each action item, what will be the successful result of completing the task? Should include clear start/end points and the metric by which it will be measured.  <b>Example of Preferred Response:</b> "Decrease call hold times from 20 minutes in 2021 to 5 minutes in 2024, based on monthly average."  <b>Example of Limited Response:</b> "Decrease call hold times by 75%"	For each action item, details about which agency work unit(s) or staff will lead implementation and track progress. Will any outside resources - such as a contractor or another state agency - be involved and to what extent?  <b>Example of Preferred Response:</b> "The Call Center division leadership will create and deploy the survey, in consultation with the agency CIO, through third-party survey and analytics software"  <b>Example of Limited Response:</b> "Current agency staff"	For each action item, what are the financial needs for completing the task? Will the agency use existing funding or will additional funding need to be considered? Fund sources, amounts, budget program(s), and relevant line-item appropriations should be included.  <b>Example of Preferred Response:</b> \$12,000 within the current Licensing program budget"  <b>Example of Limited Response:</b> "Existing state general funds"	For each action item, the concrete end date by which it should be completed. Must be within range of strategic plan dates.  <b>Example of Preferred Response:</b> March 2024  <b>Example of Limited Response:</b> FY25 to mid-FY26	For each action item and measurable outcome, that was established in a previous year's strategic plan AND is either still active or recently completed, describe what progress has been made (or not made). What issues have been encountered? If COMPLETED, state so clear and describe final results.  <b>Example of Preferred Response:</b> Staff survey was completed in June 2022 and the updated website FAQ and promotion strategy launched in January 2023. Call hold times have already reduced to a monthly average of 12 minutes per call as of May 2023.  <b>Example of Limited Response:</b> Still in progress, result TBD.	
	1	Optimize our resources--finances, human workforce, IT systems, and other resources to responsibly manage the pension system.	1a	Automate the benefits recalculation and re-retirement benefits estimate processes. Currently, both processes are primarily manually-driven and in need of comprehensive back-end quality review. This oftentimes becomes labor intensive, thereby affecting staff ability to deliver the product of these processes to affected customer bases in as timely and efficient manner as possible. "Action Item/Task" items for 1(a) and 1(b) from the previous year are now merged into the current year 1(a).	Reduce processing time for an individual recalculation of benefits from 1 hour to approximately 10 minutes after project completion and reduce processing time for an individual re-retirement benefit estimate from 2 hours to under 30 minutes after project completion.	Information Technology, Member Services, Retirement Services, Communications	Other Funds will be used in accordance with our Board approved operating budget.	Project to resume FY '26 for Phase 1B- High average salary for re-retirements. Projected completion date of Q3 - FY'27.	Action item has been delayed over time, as it has been re-prioritized on numerous occasions due to work on higher priority projects and reallocation of resources. "Action Item/Task" 1(a) and 1(b) from the previous year have now been merged together into 1(a) and will be "re-baselined" for a more effective and expeditious project completion.  The project will resume in FY26 for phase 1B.
			1b	Automate the calculation of amount for a lump sum payout or retroactive payment for a beneficiary(ies) of a retiree who dies. Currently this is a manual process, and the Retired Death section of Retirement Services wants to utilize the payroll wizard within PASS	1(c) - Reduce processing time for the calculation of initial check for survivor benefits [retro check or lump sum payout for beneficiary(is) of a retiree] from a range of 30 minutes to 2 hrs down to 15 minutes to 1 hr with utilization of the payroll wizard. Processing time is impacted by the number of beneficiaries involved, the number of months of retro to be paid, and the type of benefit.	Information Technology, Retirement Services	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY26	Project moved to begin in FY26.
			1c	Increase collections efforts on overpayments of benefits payments through 1) an aggressive communications strategy and 2) enhanced and increased usage of third-party vendors to identify deceased retirees and beneficiaries more promptly. The communications strategy will utilize TRS' website, social media, communications division outreach, and various IT resources to educate members regarding the correct process to take upon a member's death and to facilitate the reporting of member deaths or a suspected fraud situation. Examples of strategies include: distribution of "What to do upon member's death" cards to new retirees, collection of members' death data from TRS employers, collection of deaths' data from Dept. of Community Health, "Report Death" and "Report Fraud" buttons set up on TRS' website (Current resources will be utilized for this strategy.)	Decrease the June 30, 2018 outstanding balance of overpayments of pension benefits by 35 percent by June 29, 2022 / Baseline: Outstanding balance on overpayments of pensions benefits as of Apr 27, 2018 = 9,212,486  Reduce the annual additions to the benefit payments overpayments receivable (Retired Death section only) by 25% from the end of FY 18 to the end of FY 19 / Baseline: As of 5-16-18, FY 18 additions = 5,662,058.	Retirement Services	Other Funds will be used in accordance with our Board approved operating budget.	FY22.	The outstanding balance goal was achieved as of 6/29/22 by reaching a 32% reduction relative to baseline with an outstanding balance of \$6,258,958.70 Baseline: Outstanding balance on overpayments of pensions benefits as of Apr 27, 2018 = \$9,212,486 / This balance includes Retired Death, Legal, Working After Retirement (WAR), and Master Payroll sections. New overpayments additions goal achieved as of 3/1/2021, with the outstanding annual additions having been reduced by 75% relative to the baseline (As of 5-16-18, FY '18 additions = baseline of \$5,662,058)...new overpayment additions at that time were \$1,415,514.50... This task has been completed and will be moved to ongoing monitoring..
1d			Upgrade/Build new pension administration system.	Phase 1- Upgrade existing development environment to the latest version. Phase 2- Upgrade front end (user facing) to be more modern and browser based. Phase 3- Move remaining business logic to database logic.	All Divisions at TRS	Other Funds will be used in accordance with our Board approved operating budget.	Phase 1- Complete in FY2026 with full system testing. Phase 2- Start 4th Qtr FY2026. Phase 3- Begin after Phase 2.	Began researching potential vendors and solutions. Phase 1 is anticipated to be ready for UAT 2nd quarter of FY26, and start phase 2 in the 4th quarter of FY26.	

## OBJECTIVES AND ACTION PLANS

		1e	Organize a cross-divisional design team to address internal processes. Working with public pension consultants and business unit subject matter experts, document "as is" and "to be" business processes.	Phase 1- Work with business units and create front end design. Phase 2- Create business subject matter expert team and select vendor to create statement of work for new pension system. Phase 3- Create SOW with necessary business processes and send to potential consultants. Phase 4- Select consultant and create new pension system.	All Divisions at TRS	Other Funds will be used in accordance with our Board approved operating budget.	Phase 1- Start 4th Qtr FY2024. Phase 2- Start FY2025.	This project is still in the initial phase 1 as of June 2024.
		1f	Develop and deploy an integrated A/R collections suite for the Overpayments section. Currently, the AR processes in the Overpayments section are primarily manually driven thereby being much more cumbersome, time consuming with increased vulnerability to human error.	More effective and efficient maintenance of overpayment accounts to include, but not be limited to, automated reconciliation of accounts, integration with Financial Services, automated letter generation, cash receipts, reporting, etc.	Retirement Services, Information Technology, Financial Services	Other Funds will be used in accordance with our Board approved operating budget.	Q4 FY26.	Comprehensive process requirements documentation in final phase. Currently reviewing detailed processes and scope to determine development plans and timing.
2	Promote ongoing systems' and processes' enhancements and efficiencies to better utilize resources and serve our customers.	2a	Create a secure upload portal allowing medical doctors and facilities to submit medical documentation electronically for members applying for disability retirement. The portal will allow easier transmission of documents to TRS and to the Medical Board Doctors.	Reduce the time for receiving disability medical documentation by 33%. Also help reduce or eliminate the cost for the member having to pay per sheet for paper copies of documentation. This portal will cut the submission time of medical documentation received by 40% the first year of implementation.	Information Technology, Member Services	Other Funds will be used in accordance with our Board approved operating budget.	Project research to begin in FY23	This project has been put on hold to address other immediate needs of the Member Services division.
		2b	Review and update web content for accuracy and updates. Examples include updating the member guide and employer reference guide. Adding guides to the website in a clickable format with dropdown menus for easier navigation. Add content on the .ORG site to answer questions that members may have during account updates.	Increase the amount of overall users by 1% per fiscal year and 1% per year of site visits to certain pages (listed below) to increase web activity to include account registration, logins, and calculators. GA-4 of TRSGA.COM began 12/11/22. Baseline TRSGA.COM – 12/11/22 - 06/10/23 - 53.8K users/month. Page visits: Account login = 88.9K/month, Home page = 85.5K/month, Pension calculator = 18.2K/month, Contact us = 7.0K/month, Active member = 13.8K/month. For period of 12/01/22 – 05/31/23, TRSGA.ORG – 54K users/month. Page visits: Login = 144.k/month, Beneficiary updates 11.9K/month, 2FA = 6.7K/month, Events = 5.5K/month, Estimate = 6.9K/month. TRSGA.COM – 7/1/23 through 6/15/24 – 59.1K users/month. Page visits: Account login = 96.6K/month, Home page = 90.5K/month, Pension calculator = 17.2/month, Contact us = 7.1K/month, Active member = 13.4K/month. TRSGA.ORG For period of 7/1/23 – 6/15/24, – 54.3K users/month. Page visits: Login = 153.5K/month, Beneficiary updates 12.5K/month, 2FA = 9.1K/month, Events = 4.5K/month, Estimate = 6.3K/month. Add tutorials in text form and potentially video form to .ORG site. Add at least 2 tutorials per fiscal year.	Information Technology, Communications	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY23	This project is ongoing as web updates is a continuous process. Previously we tracked user time and bounce rate which we observed: Average is 3 minute and 18 seconds as of 06/30/22 (measured from 07/01/22-06/30/22). Decreasing website bounce rate from 30.65% as of 06/30/2022 (measured from 07/01/21-06/30/22). For the period 7/1/22 - 06/27/23, users spent an average of 2.48 minutes on the website. During this time, there were approximately 47K users per month. We concluded that focusing on increasing user time and bounce rates don't accurately measure a good user experience for our industry. Above are the results from the prior goal, and beginning FY24 we will track page visits and users.  Meetings occurred with Employer Services and Retirement Services discussing modules and content to be added to .org for members and employers. Content is being reviewed and 1st videos to be produced in FY25. 1st set of recording for RS modules complete with demo recordings to be scheduled. Demo to be edited and uploaded by late spring 2025. IT confirmed that a hosting service such as Vimeo could be used with restrictions and no PII included in recordings.
		2c	Develop and publish to the Google and Apple App Stores a TRS Mobile Application. This mobile app will make available to our customers highly used web portal functions in a more convenient manner. Anticipated features include allowing users to review current announcements / podcasts/ videos, upcoming events, pension calculator, access to downloadable forms, and directions to our office (linking to phone's GPS functions).	Start and complete development of backend infrastructure and beta version of the client application during FY23. Start and complete system testing and conduct user review testing during FY24.	Information Technology	Other Funds will be used in accordance with our Board approved operating budget.	Create client application during FY23. Start and complete system testing and conduct user review testing during FY24.	TRS Mobile App development work was begun in FY23. The mobile application design and development are progressing. The design is mostly complete, and development has begun. Beta version of the Android app is currently being tested.
		2d	Automate the GSEPS process in PASS. Currently this is a manual process and Member Services would like this project done in phrases because it will require new/updated processes in the Counseling, New Retirement and Refund and Services sections. The manual process is time consuming and is labor intensive.	Decrease processing time of Georgia State Employees' Pension and Savings Plan (GSEPS) transfers and refunds by 50%. Currently the process is done on a manual basis. Processing time has impacted the number of members that can be placed on a bi-weekly payroll. Phase 3 (In Progress) consist of moving process GSEPS payments, modify GSEPS transfer and print report to replicate GSEPS Transfer Worksheet. Phase 4 consist of updating the New Retirement screens to include processing of GSEPS service and fixed value amount for retirement purposes and display GSEPS service in header of all PASS screens that currently display service. Phase 5 Automate the GSEPS payroll process in PASS. Phase 6 Automate all the GSEPS correspondence in PASS.	Information Technology, Member Services	Other Funds will be used in accordance with our Board approved operating budget.	Project consists of 6 phases. Phase 3 will begin in 4th qtr 2023 and be completed by 1st qtr 2024. Phases 4-6 will begin after completion of the first three phases.	Phase 1 and 2 were completed in FY23. Phase 3 is in progress and should be completed by 1st quarter of FY26.

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		2e	Research current accounting software (Great Plains) to seek out enhancements to leverage the software capabilities.	Reduce the amount of time required by staff members on the reconciliation and accounts payable processes.	Financial Services, Information Technology	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY23	We're continuing to research available options.
		2f	Automate the active/merge process to allow for the merging of all applicable member's contribution under the active account and place all invalid accounts under the active account. 13b. Improve the second check process to allow for faster processing time and less manual intervention.	Reduce the amount of time required for IT intervention related to fixing member's account and allow for faster processing time when placing member's on payrolls.	Member Services, Information Technology	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin 3rd quarter FY25.	UAT to begin 2nd quarter of FY26.
		2g	Explore requirements to implement electronic delivery of annual Form 1099-R (electronic opt-in/ paper opt-out) for retirees. There are multiple IRS requirements regarding the notice to retirees and the need to reconfirm opt-in if TRS makes changes to our platform (website) where retirees retrieve the forms each January.	Implement ability for retirees to select opt-out of paper 1099-R delivery, and instead opt-in to electronic only delivery	Contact Management, Information Technology, Financial Services, Retirement Services	Other Funds will be used in accordance with our Board approved operating budget.	Research started FY 23; project to continue in FY24	In FY 23, researched IRS requirements and conducted survey to see if other retirement systems have allowed retirees to opt-out of paper 1099-Rs. Additional work on this project will continue in FY25. <b>March 2025 - planning meeting to be scheduled for late April 2025.</b>
		2h	CRM Solution - Increase the effectiveness of mass communications through an improved email management system. Segment messaging to membership by years of service, active vs retirees, employers, etc.	Increase conversions & call-to-actions such as beneficiary designations, online account registrations, on-demand content views web site visits, and surveys.	Communications, Information Technology	Other Funds will be used in accordance with our Board approved operating budget. Quotes between 70K-100K	Project to begin FY24.	Implementation to follow M365 migration, Q3 or Q4 2024. <b>Implementation began Q1 2025 with ongoing meetings through Q2 2025. Microsoft Marketing solution should be up and fully running by late Spring, and the phasing out of our existing email marketing system will be complete by October 2025.</b>
		2i	Utilize technology innovation to improve the efficiency and effectiveness of operations, and improve security.	1. Deploy new technologies, such as AI, Cloud computing, SAAS, BOTS, and RPA to automate and streamline processes. 2. Use data analytics to improve decision-making and identify security risks. 3. Develop new products and services that leverage emerging technologies and improve security. 4. Create a culture of innovation that encourages employees to think outside the box and identify security risks.	Information Technology	Other Funds will be used in accordance with our Board approved operating budget.	Projects have begun in 4th qtr FY24.	TRS has created an AI committee to guide the agency through the use of AI. The current focus is an AI policy and appropriate use of AI. TRS has recently moved it's email to the cloud based Microsoft M365 platform. The entire O365 platform is rolling out in the 1st qtr FY25. TRS is also planning a cloud migration of it's disaster recovery offsite. The goal is to begin testing 4th qtr FY25. TRS is considering the upgrade of the current onsite GP/Dynamics solution to a SAAS based Microsoft Dynamics solution.
		2j	Enhance the refund process <b>and sick leave process</b> to allow for EFT payments to members	To allow members requesting refunds <b>or the processing of sick leave payments</b> to receive their payment in a faster timeframe and reduce the amount of fraud related to the interception and duplication of paper checks.	Information Technology, Member Services, Retirement Services	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin FY26	
		3a	Promote a positive customer experience for those contacting the call center. This is an ongoing activity that we want to highlight in order to show our commitment to effective communication and excellent customer service for those outside the organization. The new call distribution software, put into place in FY 18, is allowing enhanced automated call monitoring, feedback to agents, and data reporting. In FY 21 implementing a new specialized call center call routing software.	Ensure 100% of customer service agents attain 90% or greater on call quality assessments for FY 19. Two formal call reviews (calls randomly selected) are done per month per agent. Each agent's 24 formal call reviews are tabulated for the fiscal year and feed into the agent's annual performance review. Agents' calls are graded on such factors as resolution, ownership of error, tone, and identity verification. / Baseline information: FY 18 through QE 3-31-18 rate = 100%, meaning all agents attained at least 90% in each assessment for this fiscal year. As of 6-29-18, there are 13 agent positions.	Call Center	Other Funds will be used in accordance with our Board approved operating budget.	Completed in FY 23	As of June 2019, call quality assessments were at 93.59%. Call quality assessments averaged 94.8% for FY20, 95% for FY21. Continue to exceed the projected goal of 90%. Software implementation completed in May of FY 21. IT also looking at adding new phone system feature that allows for automated callback for members on hold. Call quality is averaging 95.09% through 2nd quarter FY21. Call quality averaged 95% for FY 2021. Call quality through Q1 of FY22 is 95.93%. As of 6/30/2022, average call quality is 94.5%. As of 3/3/2023, average call quality is 96.2%. As of 6/27/2023, average call quality is 96.5%. As of June 2024, quality average is 97.4%. The Call Center team achieved the goal for all agents to attain call quality of 90% or greater. Call quality will continue to be tracked as an ongoing measure for the team.
		3b	Communicate to all staff information about TRS' operations and happenings via operational status reports, emails, postings on the intranet, meetings, "state of the agency" annual address, and through other formats. The executive director will be the lead on this initiative. This will be a process of continuous improvement.	Secure positive feedback on "communication within the agency" during annual employee engagement survey while maintaining high participation rate. / Baseline: Initial strategic planning survey in FY 18 had a 91% employee response rate.	Executive Team	Other Funds will be used in accordance with our Board approved operating budget.	Completed in FY 23	As of FY23 all staff communication strategies were met. The agency implemented a quarterly staff newsletter to increase our internal communication efforts. The Executive Director's Operational report was disseminated bimonthly to staff. The Annual State of the Agency Address was held virtually or in person to recap the prior fiscal year and to discuss upcoming agency objectives for the new fiscal year. The communication strategies were in response to the feedback received from the FY18 Employee Engagement Survey. A follow-up employee engagement survey will take place in FY 2025.

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3	Foster effective communication within the organization and with our employers, our members, and other entities in order to provide a good working environment and a positive experience for our customers.	3c	Automate upload of edit-specific questions to TRS employers' portal after an employer's monthly contributions file has been balanced. The process includes updating verbiage of the edit messages to make them clearer for employers, adding member names and TRS IDs to the report, and replacing the full SSN with the last four digits only on the report.	Process an average of 98% of contribution edit flags by the 10th of the month following the due date month for employers who submit reporting data by the deadline of the 10th of each month / Edit flags processed for a particular report month will be identified on the 11th of the next month after the one month allowed for processing time. This number will be divided into the total edits (identified to this particular report month) adjusted down based on the percentage of employers who submitted their files by the deadline. If 90% of the employers submitted their files on time, then the denominator will be 90% of the total edits for the report month.	Information Technology, Employer Services	Other Funds will be used in accordance with our Board approved operating budget.	This is an ongoing task for FY23-FY25 to address edit flags.	Processing time is currently 54.92% through 2nd quarter FY 2021. This is due to process changes, as well as system and staffing changes during the fiscal year. The TRS Board approved four new positions for the division, but hiring has been on hold due to the budgetary/financial concerns in the state related to Covid-19. We are working to address all issues. Baseline: FY 17 average rate = 105.456% FY 18 average rate through Feb reporting = 101.539%. FY19 average rate = 91.23%. FY 20 average rate = 59.74% FY21 average rate = 72%. FY22 average rate is currently 72.63% through 2/28/2022. As of 6/30/2022, average on-time edit completion is 72.92%. As of 3/3/2023, average on-time edit completion is 72%. As of 6/27/2023, average on-time edit completion is 75%. Two additional employees were hired and will be trained in FY 24. After training and assignment of employers, the additional employees will help the Employer Services division meet the edit processing goal. As of June 2024, on time edit processing meets the 98% goal. <b>Two types of edits were changed from automated posting to active in July 2024, resulting in an increase in edits. As of March 2025, edit processing is 63.4%</b>
		3d	Macon office IT expansion to mirror the employee's working experience between the Macon office and TRS headquarters in Atlanta.	To ensure the staff in the Macon office can provide excellent counseling services to the members in a timely and accurate manner. Reduce the request for counseling sessions and forms at the Atlanta office.	Information Technology, Member Services	Other Funds will be used in accordance with our Board approved operating budget.	Began FY22, plan to continue through and was completed in FY23	<b>The Macon Satellite office is fully connected and equipped same as Atlanta office. This task has been completed and will be moved to ongoing monitoring.</b>
		3e	Create hybrid position for Macon Satellite office that will provide service and disability counseling. This position will also work with retired members pertaining to return to work, retired death inquiries.	To allow the Macon Satellite office to operate on additional days and to ensure that all members whether active or retired receive counseling in a timely and accurate manner. This hybrid position will help to reduce the counseling volume on the existing staff.	Member Services, Retirement Services, Human Resources	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY 24	<b>Position has been filled, and the employee is fully trained and counseling members.</b>
		3f	Convene a task force to develop alternate/additional means of serving members and retirees by providing information and items without the need for a phone call.	To provide members and retirees with more/easier/increased awareness of web tools to obtain the information they need, instead of having to call the Call Center.	Information Technology, Communications, Member Services, Retirement Services, Call Center	Other Funds will be used in accordance with our Board approved operating budget.	Project started in FY23, and will continue in FY 24	Monthly meetings were held July - September 2022 to discuss suggestions, choose top five, and prioritize them. Work to implement the suggestions commenced in October 2022. As of June 2023, implemented tasks include availability of completed sick leave forms in the member portal, additional details about features/capabilities available on the member portal, enhanced refund process details in the member portal. As of June 2024, planning for next updates to assist members is in progress. <b>March 2025 - phone system replacement is planned for 2025; a meeting to discuss features and options was held 3/13/2025 with external vendor.</b>
		4a	Educate members regarding the current services & benefits available to them via videos available on TRS' new website. The Communications Division has identified members' needs and wishes based on feedback TRS staff is receiving in the field. The videos will be promoted on social media. Add employer training and retirement services videos as well to educate employers and retirees about TRS process.	Measure # of videos/year and begin short form videos (5 min, 3 min, 1 min). At least 8 produced videos/year and 12 short form videos. Create a library of demos and modules for employers and retirees to begin FY 24. At least 3 demos produced per FY.	Communications, Employer Services, Retirement Services	Other Funds will be used in accordance with our Board approved operating budget.	Project began in FY 20 and will be ongoing.	Phased out goal to achieve 5K views per video from launch date of each video at end of FY23. Short form, live events and videos with sunset dates will have different amounts of views. Baseline: As of 06-30-20, Beneficiary Video has 21 views (published 06-11-20), 2019 Economic Impact Video has 901 views (published 11-12-20). as of 06/28/23, top vids have 6.2K views, 5.4K views, and 4.5K views.  Previous Goal -Achieve 1K listen per podcast, per year, from launch date. 1 podcast has reached 1K+ mark.  New Goals starting FY24: Add Watch Time as a metric and over all subscribes. Baseline - Total, 66.3K views, 13.2K hours of watch time, 6.1K subscribers, 68 videos including live streams. For period 07/01/22-06/20/23, 22.1K views, 2.5K watch time, 2.2K subscribers, 19 total videos including live streams.  Podcast goal 8 podcasts/year and increase total listens. Total 12.7K listens from 04/05/20 - 06/28/23. For period 07/01/22-06/20/23 - 5.2K listens.  For period 07/01/23-06/15/24, 34.8K views, 3.8K watch time, 1K new subscribers, 48 total videos including live streams. For period 07/1/23 - 6/15/24 - 4,545 listens, 4 episodes. <b>For period 07/01/24 - 03/01/25, 61.6K views, 9.2K watch time, 4.4K subscribers, 17 total videos including live streams. Podcast - 07/1/24 - 3/01/24 - 5,557 listens, 2 episodes</b>



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4	Educate members and other interested parties about the benefits of TRS' pension plan. This would incorporate communicating information upon initial membership, at the mid-career point, and as the member approaches retirement eligibility.	4b	Initiate new TRS Employer HR and Payroll Personnel Training Program. (For new hires, one-on-one, half-day, on-site or local group training) / The training would incorporate a member of Retirement Services and Employer Services.	Goal to fulfill 100% of the requests for on-site employer training of new HR and Payroll Personnel. Baseline: 31 total requests since program revision in FY 2018 (07-12-18),	Communications, Employer Services, Retirement Services	Other Funds will be used in accordance with our Board approved operating budget.	Began FY 19, plan to continue through FY 24	FY 19 had 13 requests. As of 06-30-20, TRS has received 18 requests for FY 20. 1 request was not fulfilled in FY 2020 due to COVID-19. As of 06/30/21, 12 employer trainings have been fulfilled for FY 21. We have had 14 employer trainings in FY22. There have been 3 employer trainings from 7/1/22 - 8/31/22. Seven employer trainings have been completed between 7/2022 and 3/2023. Four trainings have been scheduled for summer 2023, with two completed as of 6/20/2023.  For FY24 through 6/15/24: there were 20 employer training events. The Communications & Outreach Trainer began cross-training with Employer Services in FY 24 and will begin cross-training in Retirement Services in FY 25. <b>For period 07/01/24 – 3/01/25, 14 employer trainings. Employer trainer has completed ES training and will be finished with RS training in spring of '25. The cross-training program will be complete at the end of the RS training. IT created a registration process for employers to register for training events.</b>
		4c	Create new member pension benefits educational packet that will be distributed to new members via TRS employers and at new member workshops. This new packet can be incorporated with the member guides that employers can now request from TRS. The educational packets will encourage members to create online accounts and to provide beneficiary information. It is currently envisioned that these packets will be printed by TRS, as well as be available online. Use on-demand content, communications to employers, and outreach events to increase registrations.	Obtain 5% increase in the number of active members (having contributed in the last 4 months) with a designated beneficiary by Jun 30, 2021. / Baseline: As of 5-17-18, active members (contributing in the last 4 mo's) = 230,010 /  Obtain goal of 51% of active members having online accounts by Jun 30, 2021 / Baseline: As of 6-30-20, active members- 52% of membership have online accounts / Additional Info: As of 6-30-20, active members (contributing in the last 4 mo's) = 231,044.	Communications, Employer Services	Other Funds will be used in accordance with our Board approved operating budget.	The Action Plan to create new member educational materials was completed in FY 23. A new Action Plan regarding new member online accounts and beneficiary designations has been added to begin in FY 24.	As of 10/2019, 116,096 active members had not designated a beneficiary. / As of 6-30-20, active members–62% of membership has designated beneficiaries/ As of 6-30-20, active members (contributing in the last 4 mo's) = 231,044. The numbers are updated each year, and a group email is sent to all employers regarding beneficiary designation. As of 6/30/2021, 51.5% of active members have designated beneficiaries. As of March 2022, 49.55% of active members have designated beneficiaries. In December 2021, 107,493 active members had not designated beneficiaries. An e-mail with part 1 of designating beneficiaries video was sent to employers on 1/18/2022. As of 6/30/2022, 41.52% of active members have designated beneficiaries (112,590 of 271,183). As of 8/31/2022, 50% of active members have designated beneficiaries (136,423 of 272,671). As of 2/28/2023, 48% of active members have designated beneficiaries (139,573 of 289,551). Enhancements were made to the new member letter to emphasize the importance of creating and online account and designating a beneficiary. Beneficiary designation is a specific topic covered during employer training sessions, in member counseling appointments, and at other touch points with members. In FY 23, a new hire one-page informational sheet was created for employers to use when hiring new TRS-covered employees. Employers can access it at any time in their file locker in the employer portal.  TRS has received approval from the Attorney General to share information with employers regarding members who are missing beneficiaries effective 6/2024. 1st outreach beneficiary registration & online account event held in April of 2024 with pilot continuing in FY 25. IT improved SSRS reports to allow Comm to pull lists of members without designated beneficiaries. As of 6/1/24 47% of active members have designated beneficiaries. 50% of members have online accounts. <b>As of 3/1/25, 48% of active members have designated beneficiaries. 51% of members have online accounts.</b>
		4d	Updates to web account registration are planned to require members to designate a beneficiary when creating a new account. There will also be multiple forms of communications utilized to inform members and employers of the importance of creating online members accounts and designating beneficiaries.	Goals are to increase the number of communications to employers regarding beneficiary designation to twice per year, track views of the beneficiary designation videos, send emails to remind employers of the new hire information sheet, track registrations for beneficiary online events.	Communications, Employer Services, Information Technology	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY 24	In FY24 directors from Communications, Member Services, and Employer Services met to discuss methods to increase designations through employer training sessions and possible updates to member website. As of June 2024, TRS will be able to provide employers with names of members who need to designate a beneficiary, per the AG's office. Internal discussions will be held regarding procedures, security, and communications. <b>IT uploaded the missing beneficiary list for each employer on 12/1. Updated lists are scheduled to be provided 4/1. Active contributing and non-contributing members have been separated in the reports.</b>
		4e	Develop official mid-career pension benefits program–workshop, one-on-one counseling & half day seminar--that would be geared toward members with 10-24 years of service. 6 half-day seminars are planned. We will also incorporate the mid-career outreach with existing pre-retirement seminars.	Reach over 1000 mid-career active members via workshops, one-on-one counseling, and half-day seminars in FY21. The original goal was to start with 3/year and eventually move to 6 per year. Mid-career members are being defined as members with 10-24 years of service. As of 5-8-18, there were 96,413 active members with 10-24 years of service (& who had contributed in the last 4 months). / As of 06-30-20, there were 99,243 active members with 10-24 years of service (& who had contributed in the last 4 months).	Communications, Member Services	Other Funds will be used in accordance with our Board approved operating budget.	Completed goal in FY23. MC program instituted as a regular offering.	Baseline -511 Members reached during FY 20. As of 6/30/2021, a total of 181 mid-career contacts were made through counseling and workshops which was severely impacted by the pandemic, however 991 attended via a YouTube livestream. A total of 1,985 contacts have been made through mid-career events in FY22. In FY 23, 123 Mid-career members were counseled, 412 attended workshops. A total of 1,445 attended 1/2-day seminars since program inception.  In FY24, there were 17 Mid-career workshop events reaching 714 attendees and 49 counseling sessions. We held 2 Mid-career seminars. <b>For period 07/1/24 – 3/01/24, 13 Mid-career events with 1 being a MC seminar.</b>



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		4f	Reorganization of counseling outreach services into Member Services Division. Achieve consistency in counselor proficiency and customer experience. Move to an outreach model based on regions defined by RESA territories as opposed to current county-based model. Create enhanced collaboration between Member Services and Communications divisions with coordination of workshops provided by Communications division and counseling by Member Services.	Expand outreach counselors' knowledge of cost calculation process from just YW to all calculations. Increase outreach counseling time from 1-hour to 1.5 hours. 2 weeks in the field, 2 weeks in office as opposed to weekly travel for counselors. At least 3 days of counseling services provided during office weeks and queue item processing to begin FY 24. Provide at least 2 higher education focused events per month. Create team lead position for MS outreach counselors.	Member Services, Communications	Other Funds will be used in accordance with our Board approved operating budget.	Begins FY24.	MS Outreach Team Lead position was filled in July 2024. Training for Outreach Counselors is on going and will continue through FY25.  In FY24, 2 higher education events conducted all but 2 months in fiscal year. For period 07/1/24 – 3/01/24, all months except July and August had 2 higher education events.
5	Reinforce and recognize the value of our employees in order to make TRS a great place to work.	5a	Plan and implement a leadership institute. Increase leadership potential within the agency by developing, training, and empowering employees through a formal development program over an eleven month period. By the end of the program, employees will be able to articulate their understanding of leadership and how to apply it to their current role, develop individual and collective leadership skills, and enhance their business professional skills.	Graduate 16-18 employees per institute (which will be within a 12-month fiscal year period) / Baseline: 22 employees graduated in June of 2019. Continue leadership development in FY 20- FY21 with same group of employees. As of March 2020, the LDIP graduates are working with the Employee Advisory Committee on agency initiatives such as agency wide communication and process improvements. As of June 30, 2020, LDIP continued professional development courses and LDIP and EAC project was placed on hold due to the pandemic. The LDIP graduates have continued professional development courses virtually. The LDIP/EAC project has been placed on hold due to the pandemic. We anticipate re-establishing this project in FY 22. The LDIP Cohort#1/EAC project has been cancelled due to the pandemic. A new LDIP Cohort#2 started in Dec. 2021. This will be an 11-month program in collaboration with Carl Vincent Institute of Government. LDIP 2022 Cohort commenced on 1/25/2022 with 20 employees. As of June 2022, the LDIP 2022 cohort is still in progress. The LDIP 2022 cohort graduated on November 17, 2022 with 18 participants. The agency will continue to offer professional development to the LDIP 2022 cohort through FY 25. Lastly, we will not move forward with the LDIP/EAC project at this time, but will focus on using both LDIP graduating classes for an agency wide project in FY25.	Human Resources	Other Funds will be used in accordance with our Board approved operating budget.	Completed FY2023	The Leadership Development Program Institute successfully graduated 18 participants in FY 2023 and 22 in FY 2019. The agency will continue to offer ongoing continuing education and professional development for all graduates through FY 25. The agency is committed to investing in internal talent and equipping high-potential employees for future opportunities. We promoted six staff members to upper-level positions that graduated from the LDIP program.  The agency will continue to offer professional development to the LDIP 2022 cohort through FY 25. We will not move forward with the LDIP/EAC project at this time but will focus on using both LDIP graduating classes for an agency wide project in FY25. The LDIP 2022 continuing education classes have been extended through FY26. We will revisit the joint LDIP cohort project in FY27.
		5b	Develop an internal employee recognition program. The purpose of the program will be to recognize the accomplishments of deserving employees. An Employee Advisory Committee (EAC) has been established to help further the growth of our organization. The EAC will be an ongoing initiative that will focus on internal communication and other agency related issues or topics. The goal is for every employee to not only know our mission, our vision, and our core values, but to carry them out on a daily basis.	Establish an 80% participation rate in the employee recognition program during FY 22 / Baseline: Not available as program has not yet been implemented.  Receive overall positive feedback on employee recognition program at close of FY 22 via some type of survey / Baseline: Not available as program has not yet been implemented. As of 6/30/2022, research commenced to review employee recognition vendors. Additional vendor review will continue in FY23 and a final decision will be made regarding the project initiative in FY23.	Information Technology, Human Resources, Communications	Other Funds will be used in accordance with our Board approved operating budget.	EAC was established and this is ongoing. Completed FY2023.	The agency successfully established an Employee Advisory Committee (EAC) to further the growth of our organization and to establish a venue for staff to share their thoughts, concerns and to provide their opinions on agency-related matters. The EAC will be an ongoing initiative held quarterly. The agency will continue to promote the mission, vision, and core values to all staff during all meetings and internal/external activities.  After meeting with several outside vendors for employee recognition software options, based on the cost, the agency will not pursue external means to handle this request, but will collaborate with staff to pursue ideas for an internal in-house employee recognition program option.  As of March 2023, the agency will not move forward with a 3rd party vendor managed employee recognition program due to cost constraints, but will focus on an economical in-house option for FY24-FY25.
		5c	Develop an internal employee recognition program. The purpose of the program will be to recognize the accomplishments of deserving employees.	Establish an 80% participation rate in the employee recognition program during FY 24  Receive overall positive feedback on employee recognition program at close of FY 25	Information Technology, Human Resources, Communications	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY24	Baseline research was conducted in FY24, and the decision was made to hold off on securing an employee recognition program using third-party software. Instead, the project will be pursued in FY25, with an in-house process for employee recognition being developed. This project is ongoing for FY25.

## OBJECTIVES AND ACTION PLANS

		5d	<p>Automate the learning process and implement a learning management system starting in FY 23. Create and manage learning content and track online training for users in FY23 – FY 27.</p>	<p>Create and establish 35% online digital learning content for three (3) operating divisions: Call Center, Member Services, and Retirement Services operations by FY26.</p> <p>Track training effectiveness through course surveys – target 80% satisfaction rate by FY25-FY26.</p>	Human Resources	Other Funds will be used in accordance with our Board approved operating budget.	<p>Call Center modules completed for Member Services, Employer Services, and Communication in FY23. Retirement Services module target completion FY24.</p> <p>Member Services and Retirement Services target completion date of FY26</p>	<p>The pandemic delayed the project, but the Learning Management System (LMS) was secured in 8/2020. Digital content creation commenced for the Call Center only. Official launch of LMS will take place in the spring of FY 2021. LMS launched in Spring of FY2021 for Board of Trustees continuing education training. LMS was used to deliver online Statewide Sexual Harassment Prevention Training in Sept. 2020 and August 2021. Call Center training module content for LMS- target completion date Dec. 2021. As of June 30, 2022, Call Center LMS module buildout continues, anticipated completion for call center FY 23.</p> <p>The LMS was renamed TRS University (TRSU). The agency launched a Business Acumen Training for board members and all staff in FY 2022. Call Center Training content was finalized by the end of FY 2022. As of March 2023, TRS Business is offered agency-wide monthly to all new hires. As of December 2022, the Call Center TRSU Training for Member Services, Employer Services, and Communications has been completed. HR will complete the Call Center training module for the Retirement Services Division in FY 2024. The Member Services Division TRSU training content buildout starts in FY 2024.</p> <p>LMS modules for both Member Services and Retirement Services are still in progress for FY24. <b>All RS Call Center LMS modules were completed in FY24. LMS modules for the various sections in Member Services and Retirement Services are ongoing for FY 24 &amp; FY25.</b></p>
		5e	<p>Develop and promote more initiatives to improve employee's health and well-being. This includes looking at the way the work is organized, working conditions, and the demands of the work environment.</p>	<p>Increase employees ability to resolve issues on their own to improve well-being and their performance on the job. Provide employees with more choices or control over their work schedules. Provide employees with more opportunities to identify and solve workplace issues. Provide managers with additional training to increase family-supportive behaviors. Address staffing shortages and identify and increase new cross-training opportunities and/or hybrid positions.</p>	HR in conjunction with all other Divisions at TRS	Other Funds will be used in accordance with our Board approved operating budget.	<p>Task began in FY23 and ongoing through FY27</p>	<p>One of our first initiatives was the implementation of employee led TRS 5k walk event in FY23. The success of the inaugural event has led to a subsequent event in FY24.</p> <p>In the spring of FY24, additional employee wellness initiatives will be introduced, with a specific focus on financial wellness. <b>In FY25 The "Wealth Builders" employee investment group was created to foster a deeper understanding of investments, helping employees enhance their financial knowledge and make informed decisions about their personal and professional growth.</b></p> <p><b>In FY24 cross-training opportunity was created between the Records Management and IT divisions for a user support technician role to gain IT experience, enhancing technical skills and understanding of IT systems. This is currently ongoing.</b></p>

### Notes

\* Objectives and action plans should be based on the critical issues identified from the environmental scan.

\*\* Three action item rows are provided for each objective, but agencies are not required to use all three. Agencies may also insert more rows if an objective has more than three action items.



# Contact Management

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## Employer Services

# Contact Management

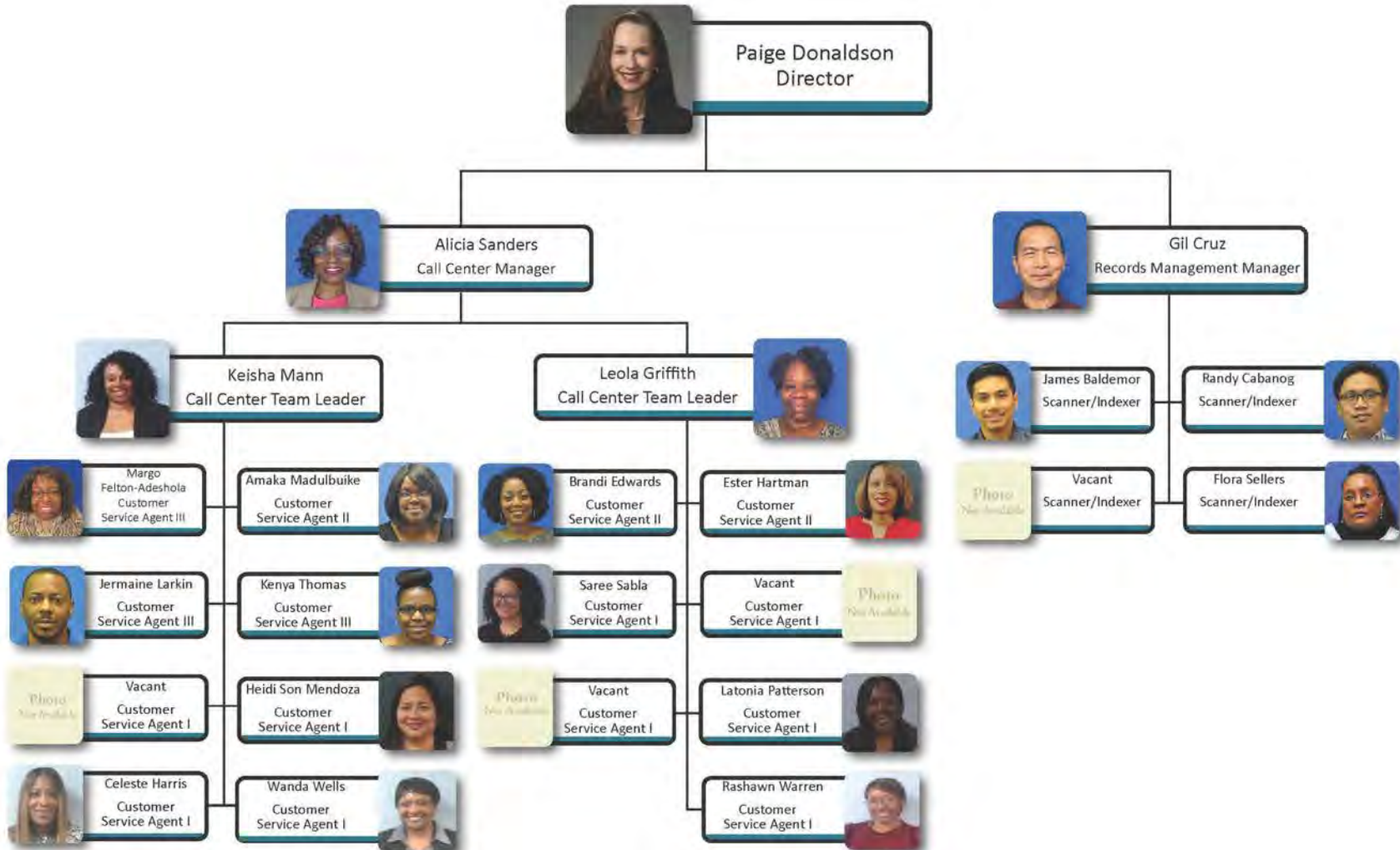
## Records Management



## Call Center



# Contact Management



# Contact Management



## Records Management

Daily mail

Office supplies

Member and employer document management



# Contact Management

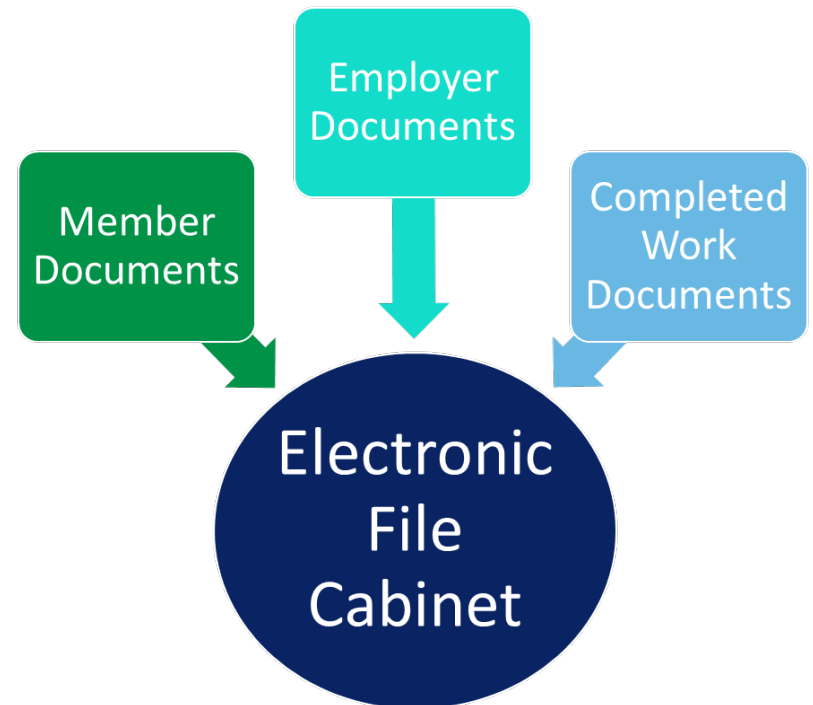


## Records Management

Secure electronic storage

Searchable by TRS assigned ID numbers

Accessible for operations teams





# Contact Management



## Call Center



Web  
Assistance

Member  
Services

Retirement  
Services

Callback

# Contact Management



## **Call Center**

General Account Assistance

Web Assistance

Refunds

Seasonal – Form 1099-R, New Retirement, SHBP

# Contact Management



## Call Center

“...detail-oriented, patient, one of the best...”

“...answered all my questions in a courteous and kind manner...”

“...top in my book, a professional...”

“...walked me through the entire application process...”

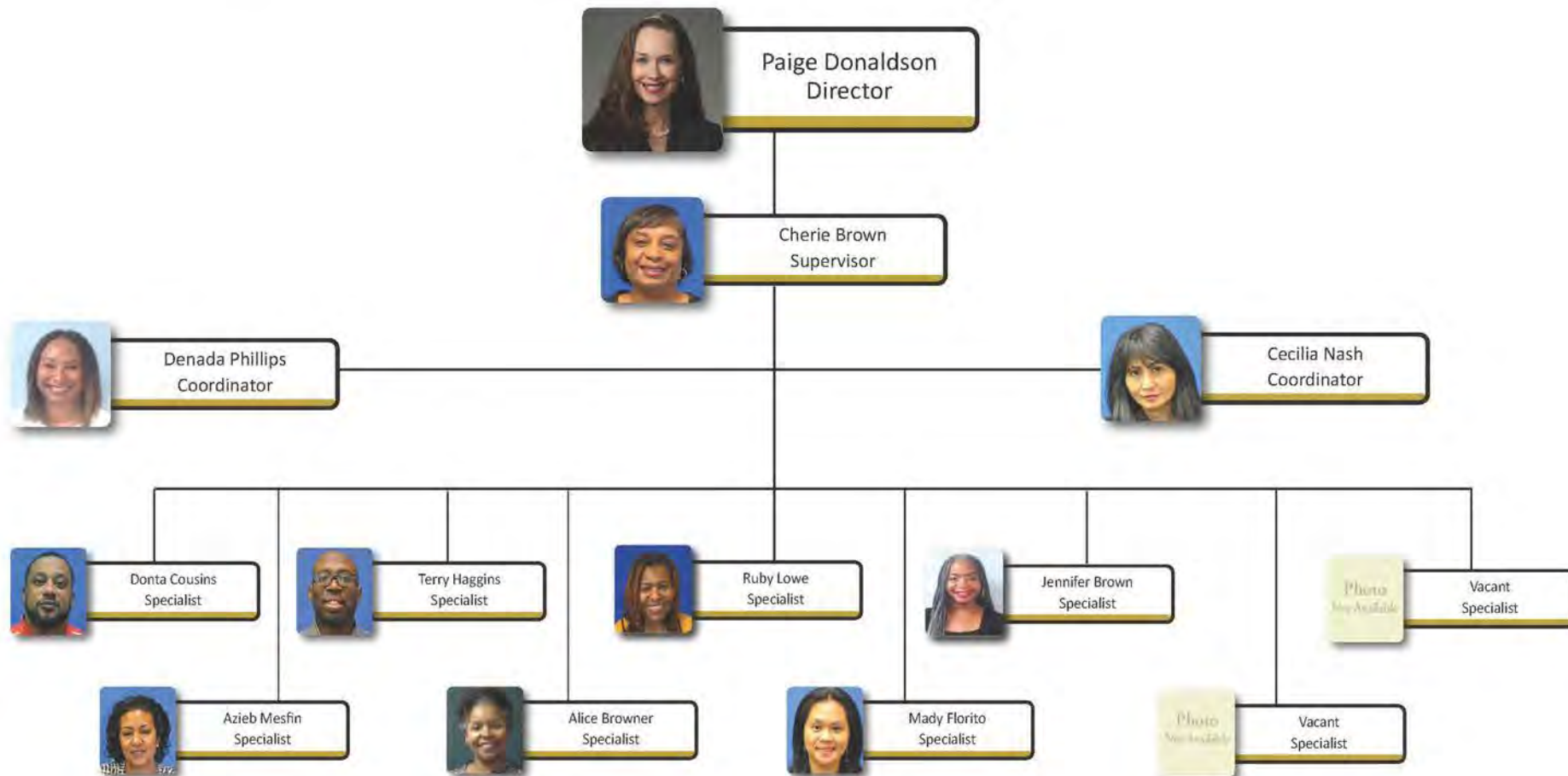
“...so helpful and so patient...”

“...stellar customer service and answered my questions completely...”

# Employer Services



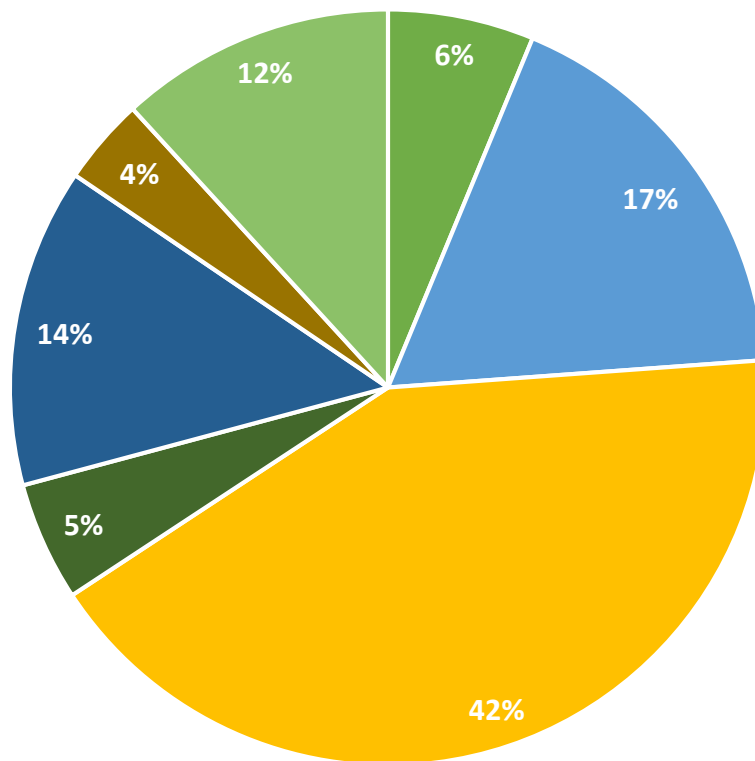
# Employer Services



# Employer Services



## TRS Reporting Employers



■ USG ■ Charters ■ DOE K-12 ■ TCSG ■ Libraries ■ RESAs ■ State

# Employer Services



## **Monthly Contribution Process**

- **Employer uploads summary and detail reports through the TRS secure employer portal**
- **Employer remits contribution payment**
- **Financial Services creates cash receipt**
- **Employer Services allocates funds and reconciles file totals**
- **Individual member contributions and service credit post during overnight processing**
- **Month-end automated batch processing creates general ledger entries**



# Employer Services



**Contribution exceptions**

**Member account audits**

**Reporting procedures training**

**Employer portal registration**

# Employer Services





**Thank you!**