

TRS Board of Trustees  
Bimonthly Meeting  
March 25, 2026 - 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 28, 2026, Board of Trustees meeting and the Investment Committee Meetings on January 28, 2026, and February 25, 2026
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. Communications & Outreach Update
6. Strategic Plan Update
7. Other Business

*\*To participate in Board Meeting via Zoom, please use the following information:*  
<https://us06web.zoom.us/j/83558503343?pwd=81A3yQe3tg5bn8IFg6ah20AC6NNIaf.1>

*Meeting ID: 835 5850 3343 Passcode: 464329*

*To participate via conference call: 305-224-1968 or 309-205-3325*

The Board of Trustees of the Teachers Retirement System of Georgia met in its bi-monthly meeting on January 28, 2026, at 10:30 a.m. via Zoom Video/Audio Conference. Trustees present in person were Ms. Deborah K. Simonds, Chair, Mr. Greg S. Griffin and Mr. Christopher A. McGraw. Trustees participating via Zoom were Dr. Mary Elizabeth Davis, Mr. Kenneth Dyer, Ms. Miriam M. Shook and Dr. William G. Sloan.

TRS staff members present were Dr. Jason L. Branch, Ms. Laura L. Lanier, Mr. Winston C. Buckley, Mr. R. Cory Buice, Ms. K. Paige Donaldson, Mr. Michael A. Jackson, Ms. Dina N. Jones, Ms. Sonya M. Kinley, Mr. Thomas W. McMurry and Ms. Vonnie B. Stewart.

Mr. Caleb Grant and Ms. Shelley Seinberg were present as legal counsel.

Visitors in attendance were Ms. Margaret Ciccarelli, Mr. Tom Horkan, Mr. Chase Jones, Ms. Lindsay McVicar, Mr. Dan Splinter, Ms. Lisa Underwood and Mr. Nate Weinsten.

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

#### Item 1

Mr. McGraw made a motion to adopt the November 19, 2025, Board of Trustees meeting minutes and the Investment Committee meeting minutes for November 19, 2025, and December 10, 2025. Mr. Griffin seconded the motion. The motion was unanimously adopted.

#### Item 2

Dr. Branch presented the Executive Director's Operational Status Update. Work items, statistical data and updates for each division were reviewed. Communications and Outreach participated in 36 events with 17 counties reached, completed 25 workshops, a Beneficiary Registration event and 2 Senior Savvy events. Member Services Outreach conducted 360 individual counseling sessions, attended 20 events which reached 17 counties and visited 5 RESA regions. The January 1, 2026, benefit payroll showed the maximum plan continued to be the most popular plan elected by members at 56%. There were 140,538 service retirees who received an average monthly benefit of \$3,749, with a monthly total benefit payroll of \$566.8 million. The average age at retirement was 60.

Dr. Branch announced Mr. Norwood's resignation from the Board and thanked him for his 18 years of service and dedication to the Teachers Retirement System of Georgia.

#### Item 3

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

- 3.1 Assets restricted for pensions were \$124.8 billion, a 13.3% increase from December 2024.
- 3.2 Total contributions recognized year-to-date as of December 31, 2025, were \$2.3 billion while benefit payments made were \$3.4 billion.
- 3.3 The expense fund remained on target with normal operations. Year-to-date with 50% of the year completed, TRS has expended 41.9% of budgeted funds. Mr. Griffin made a motion to approve the expense fund. Mr. McGraw seconded the motion. The motion was unanimously adopted.
- 3.4 The Beta Building report was provided for information.

Item 4

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

Item 5

Ms. Simonds introduced Sonya Kinley to provide an update of the Human Resources Division. Ms. Kinley outlined the Division's focus on recruitment and retention, workforce planning and future readiness, training and development and employee engagement.

Item 6

Dr. Branch presented for approval the appointment of Dr. Kent Gibson to the TRS Medical Board. Dr. Gibson is a highly qualified licensed internal medicine physician and is ABIM Board certified. Dr. Davis made a motion to appoint Dr. Gibson to the TRS Medical Board. Mr. Dyer 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 11:25 a.m.

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Deborah K. Simonds  
Chair

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Jason L. Branch, Ph.D.  
Executive Director

# Executive Director's Operational Status Report

*Jason L. Branch, Ph.D.*

Agenda Item 2  
March 25, 2026



- ***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 2026***
- ***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***

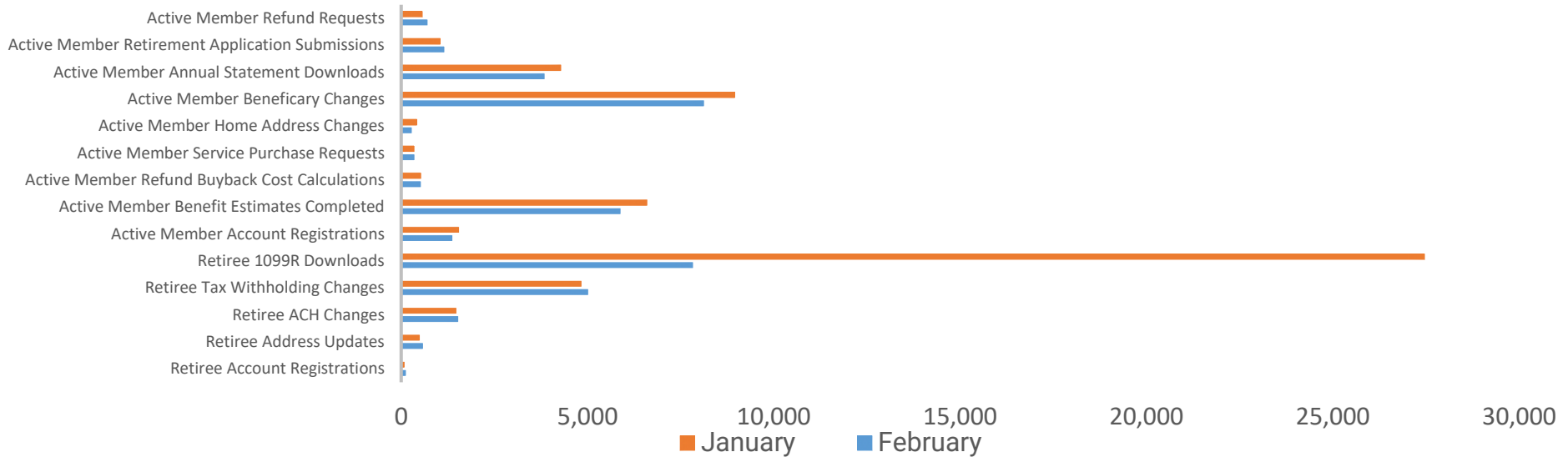


# Information Technology

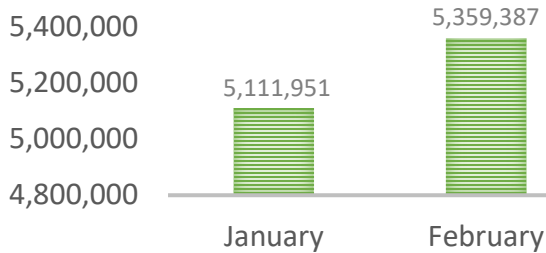
Customer & Cybersecurity Statistics: January – February 2026



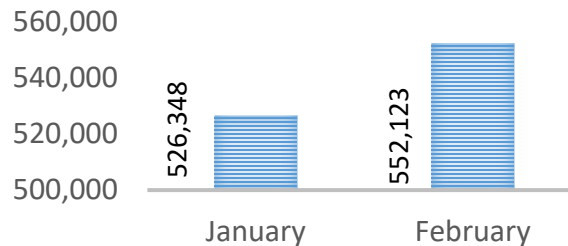
## CUSTOMER SELF-SERVICE COMPLETED REQUESTS (IN LIEU OF CALLING TRS CALL CENTER)



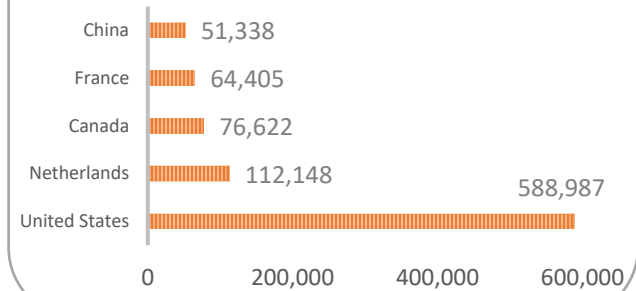
### MALICIOUS SCANS



### MALICIOUS NETWORK ATTACKS



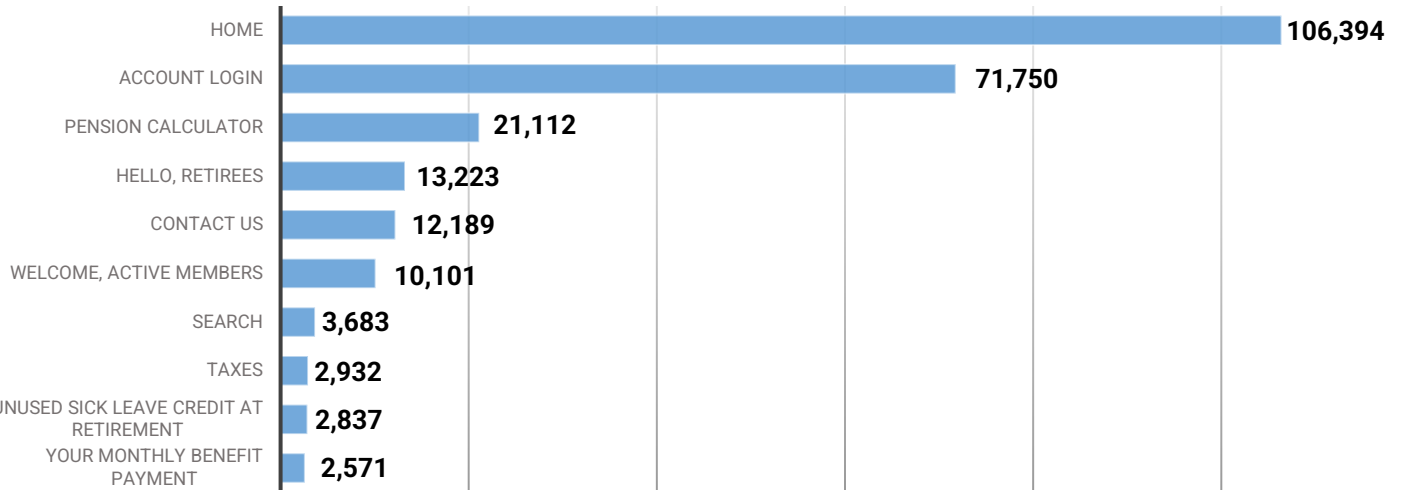
### ORIGIN OF ATTACKS



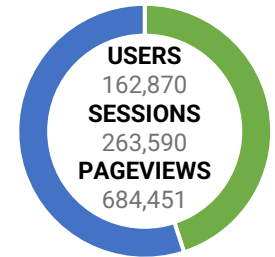
# Information Technology

TRSGA.com Activity: January – February 2026

## Top 10 Pages

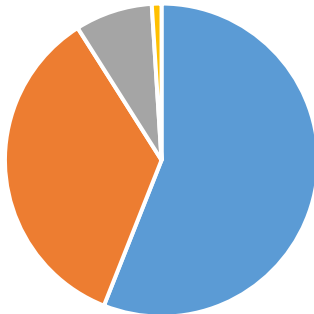


## Audience Overview



■ Returning Visitor ■ New Visitor

## How is the site located?



■ 56% Search ■ 35% Direct ■ 8% Referral ■ 1% Social

## Visitors by Device



Desktop 75%



Mobile 24%



Tablet 1%

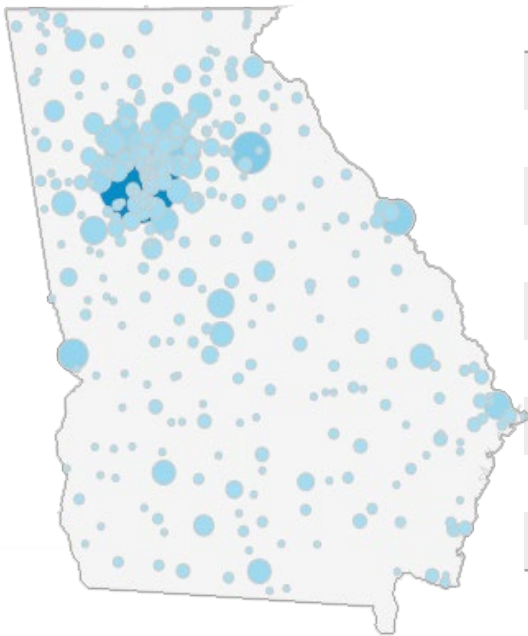
**3,007 Customer Requests**  
submitted via website

- Miscellaneous Questions: 2,614
- Death notifications: 393

# Information Technology

TRSGA.com Activity: January – February 2026

## Top 10 Georgia



<b>Atlanta</b>	<b>44,292</b>
Macon	14,631
Athens	3,100
Augusta	1,820
Marietta	1,716
Columbus	1,705
Lawrenceville	1,703
Canton	1,623
Woodstock	1,556
Cumming	1,433

**Avg. Session Duration**  
1 Minute 56 Seconds



## Top 10 Countries



	<b>United States</b>	<b>159,073</b>
	China	1,424
	Singapore	540
	Germany	268
	India	198
	United Kingdom	181
	Sweden	92
	Netherlands	88
	Canada	73
	France	70

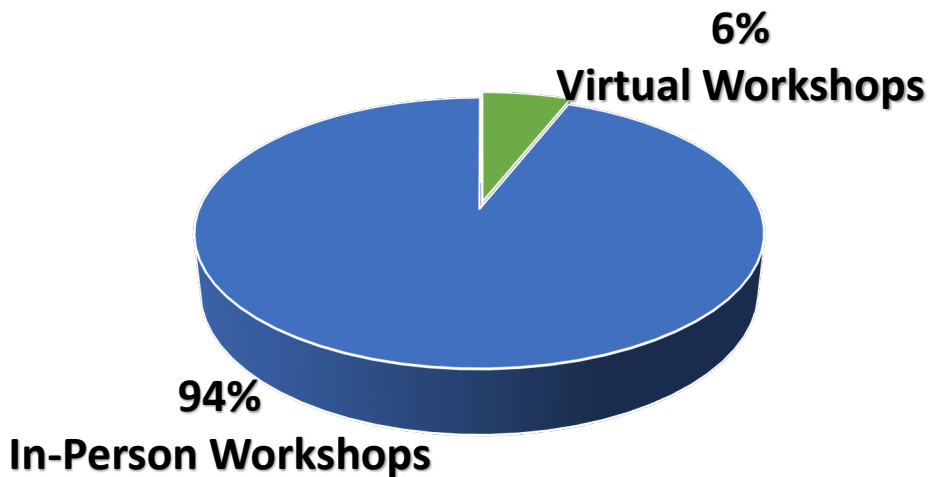
## Outreach Events

**36 Total Events**

**19 Counties Reached**

**19 Workshops Completed**

**957 Workshop Attendees**



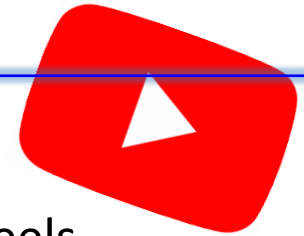
## Other Events

- 3 Beneficiary Registration Events
- 4 Retiree Events
- 1 Half-day Seminar
- 9 Conferences



# Communications & Outreach

January 1, 2026 – February 28, 2026



## Social Media Production

**Facebook** – 217.8K Members Reached, 54 Posts, 5 Reels

**YouTube** – 6.7K Views, 2 Shorts

**X (Formerly Twitter)** – 3.4K Impressions, 51 Posts

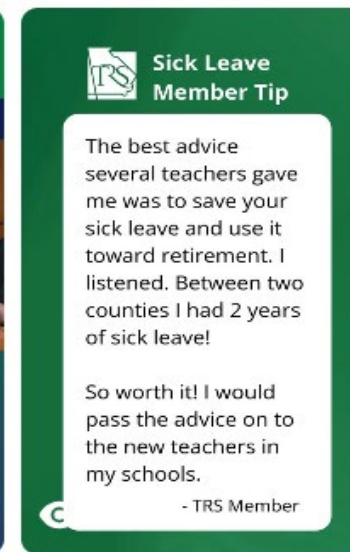
**LinkedIn** – 8.2K Reached, 51 Posts

**Podcast** – 2.8K Listens

**Instagram** – 3K Reach, 17 Posts, 5 Reels



Spotify



## Interdivisional Communications Projects

**Insider Posts – 4**

**Canva Project Designs – 70**

**QR Code Scans – 2,429**

**9 Email Campaigns**

**Emails – 44K Emails, 0.06% Unsubscribe Rate, 8.88% Click Through Rate**



Teachers Retirement System of Georgia

PODCAST

**Winning in Wealth:  
Yes, Teachers Do  
Become Millionaires**

Featuring:  
**Dr. Steve Frandsen**  
Author and Educator

YOUR RETIREMENT IN FOCUS



# Human Resources

HR Snapshot: January 1, 2026 – February 28, 2026



## Staffing Status and Open Positions

**3**

### Number of Hires

- (2) Call Center Agents
- Retirement Disability Counselor

**8**

### Current Vacancies

- Collections Analyst
- Document Scanner/Indexer
- (2) Employer Services Specialist
- HR Trainer
- Operations Manager, Refund & Service
- Retirement Counselor- Macon
- Working after Retirement Specialist

**1**

### Promotion ES Trainer

## Employee Turnover

**2**

### Number of Employees

#### Reasons:

- Death
- Resignation

**2.99%**

### YTD Turnover Rate (excluding retirements)

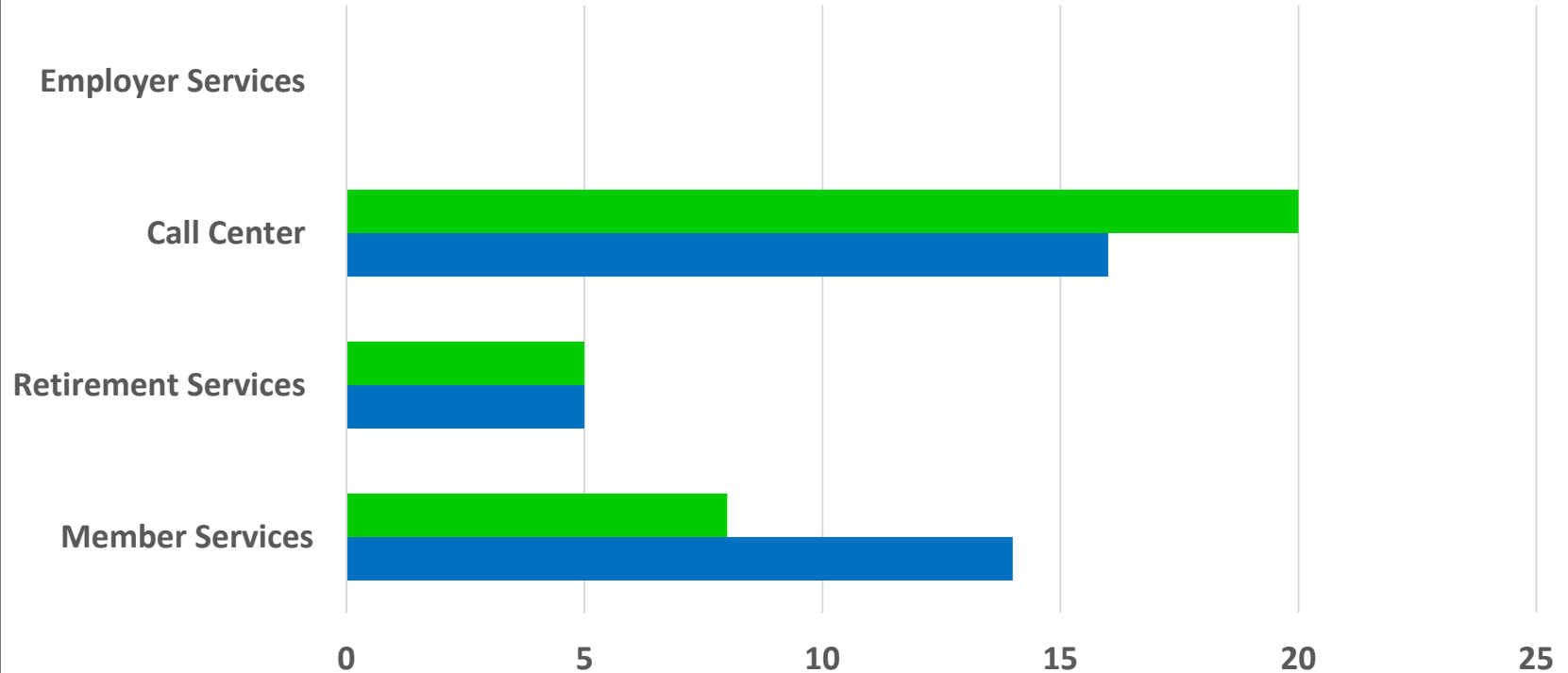
**12.50**

### Average Years Tenure at Termination

# Human Resources

January 1, 2026 – February 28, 2026

## Operational Training Classes



	Member Services	Retirement Services	Call Center	Employer Services
■ Feb	8	5	20	0
■ Jan	14	5	16	0

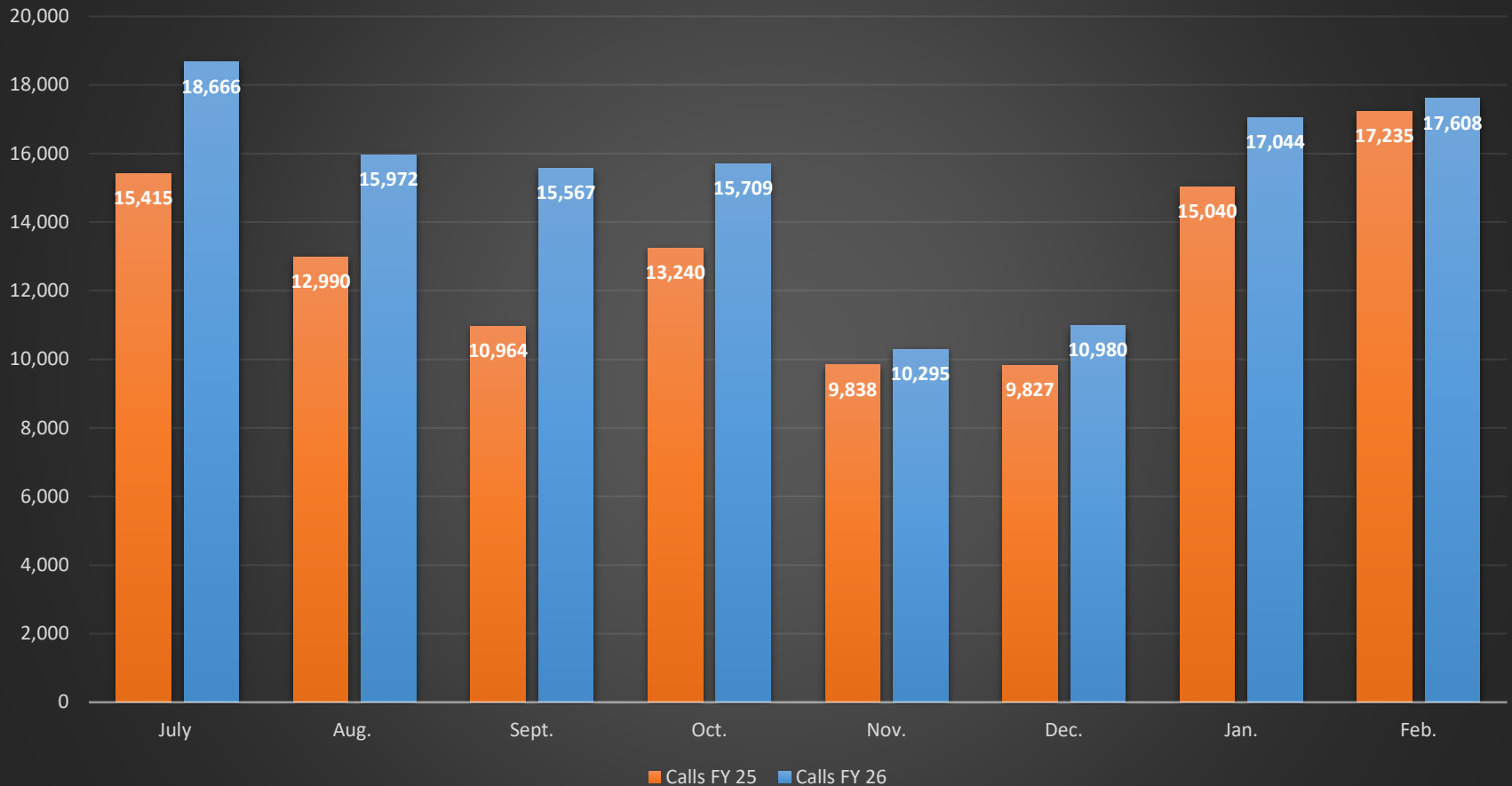
### HR Highlights

- Met with Georgia United Credit Union regarding financial literacy initiatives
- Participated in joint HR/IT meeting with InfoTech on AI Prompt Engineering
- Conducted Wealth Builders Planning Meeting
- Continuing HR leadership coordination and support for the NextGen implementation
- Hosted NFL Agency event to promote staff engagement



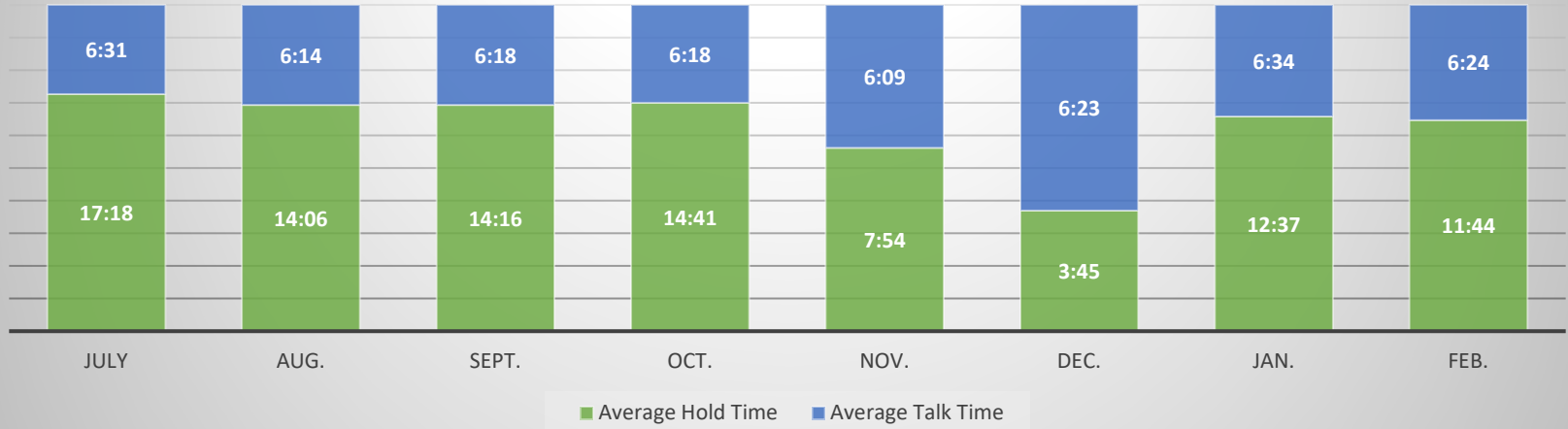
# Contact Management Call Center

### Calls FY 25 & 26



# Contact Management Call Center

### Average Hold & Talk Times FY 26



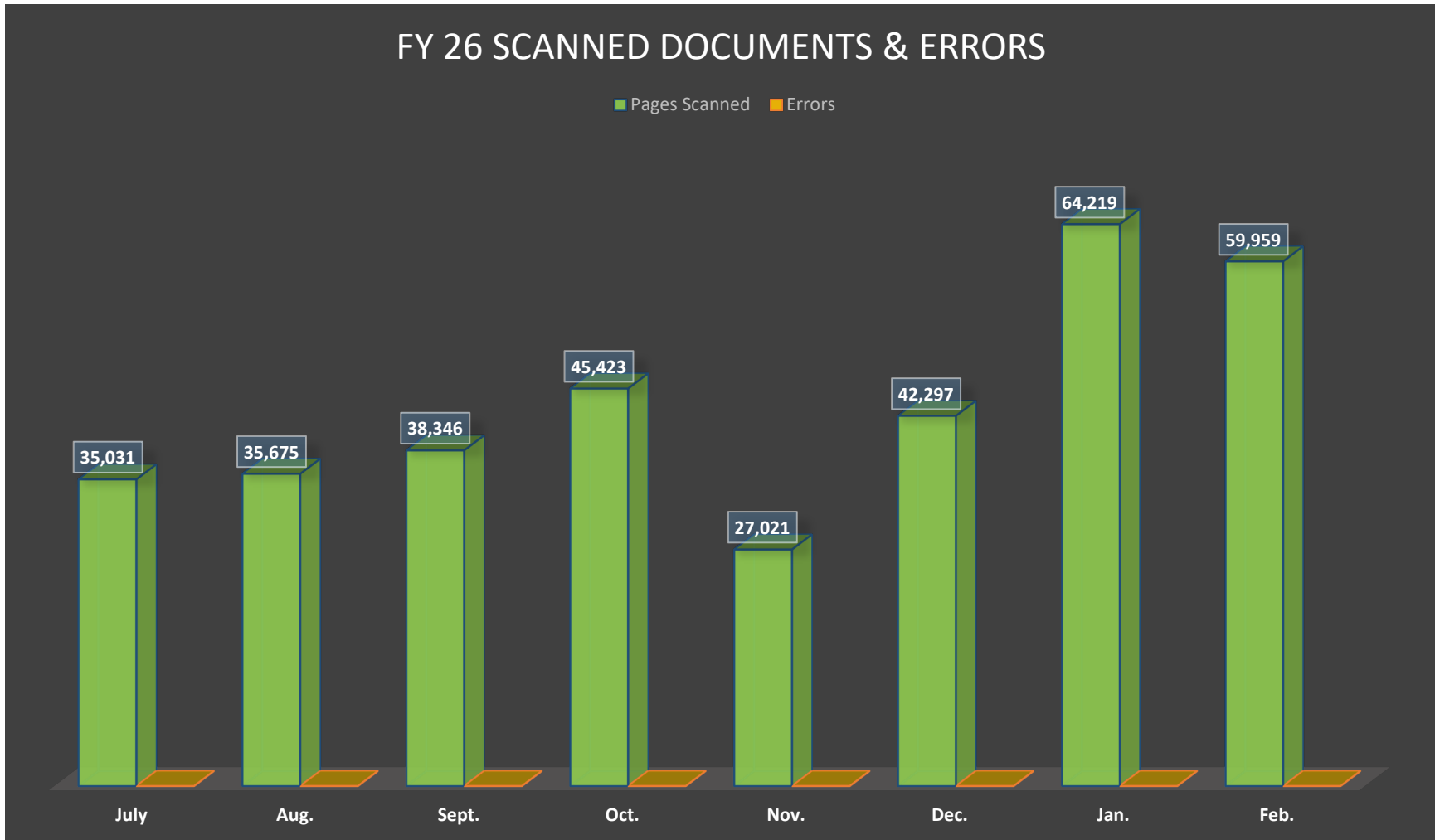
### FY 26 Top Reasons for Calls

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

# Contact Management Records Management

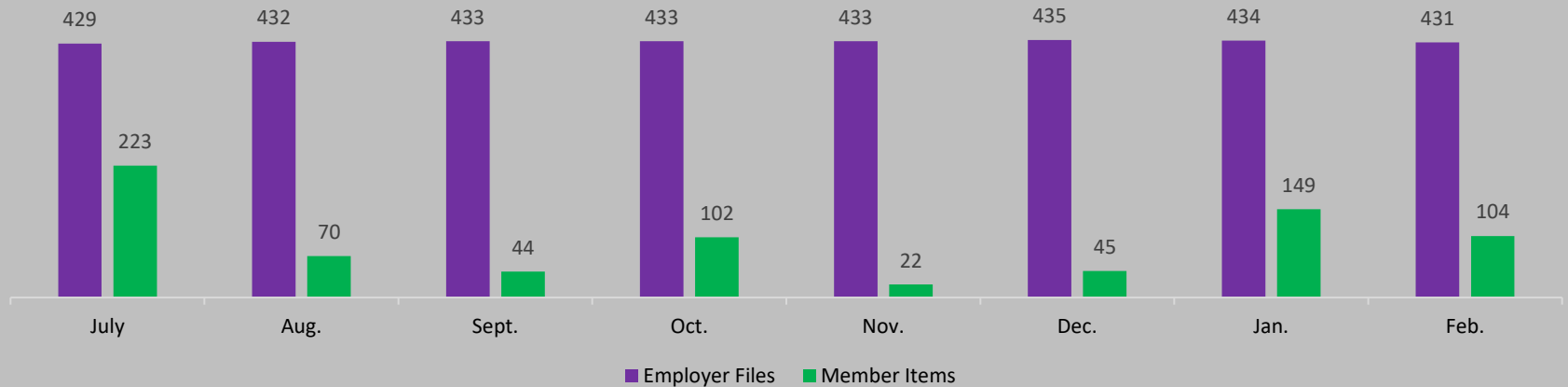
## FY 26 SCANNED DOCUMENTS & ERRORS

■ Pages Scanned ■ Errors

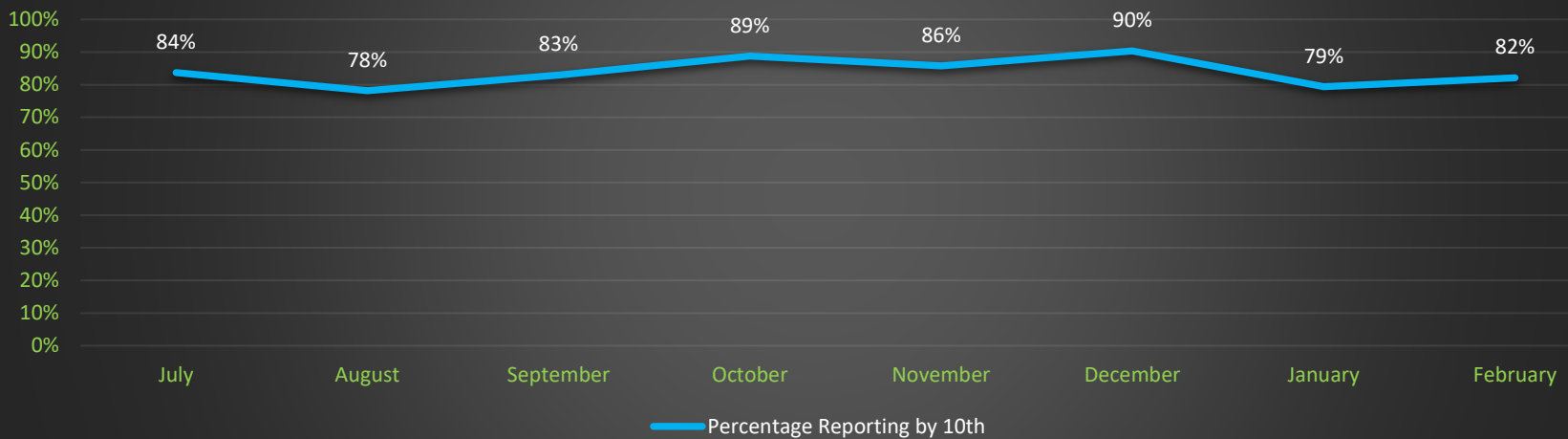


# Employer Services

### FY 26 Employer Files & Member Items Completed

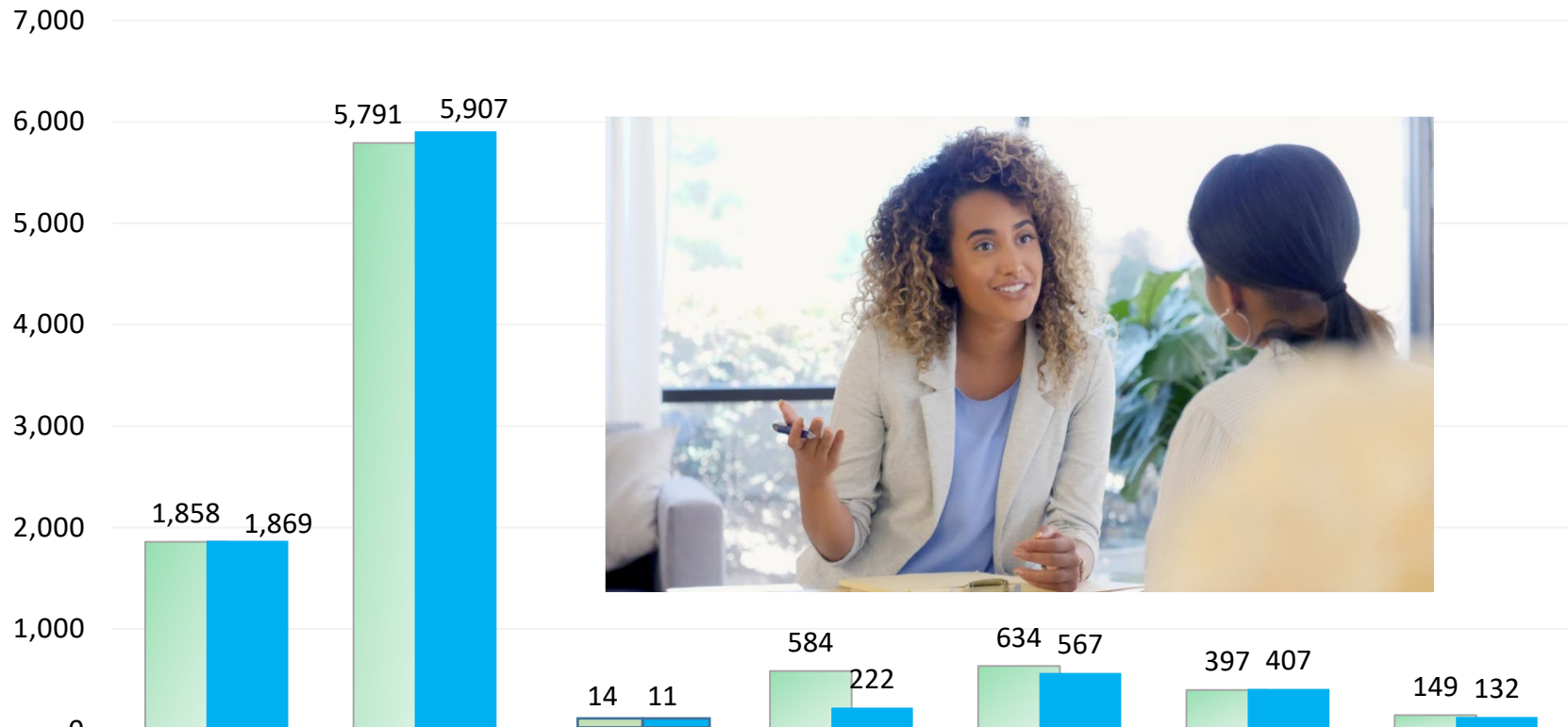


### FY 26 Employers Reporting by 10th Day of the Month



# Member Services

January – February 2026

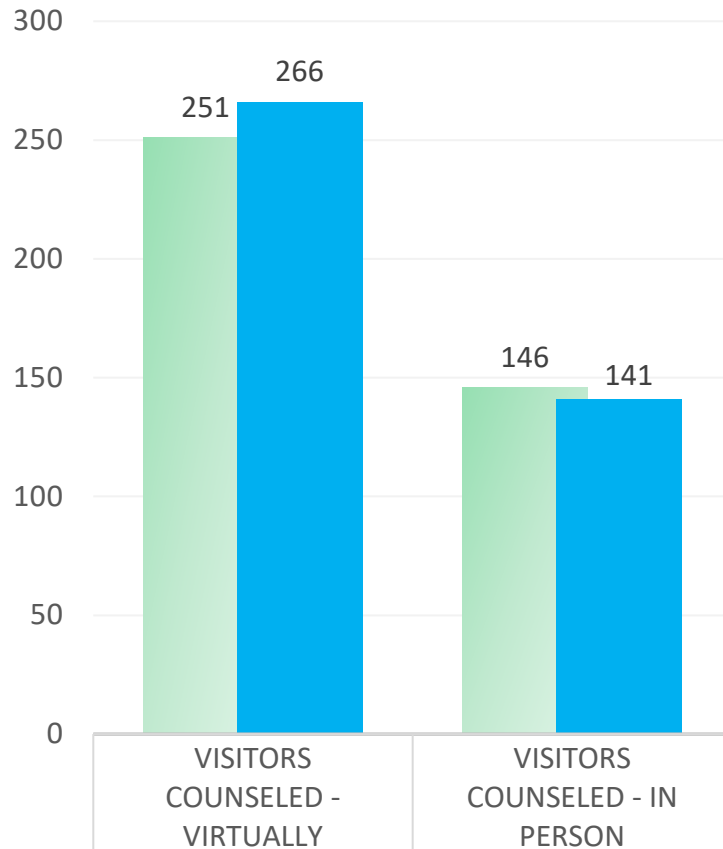


	BENEFIT ESTIMATES & COST CALCULATIONS REQUESTED	COMPLETED WORK ITEMS	DISABILITY APPLICATIONS PROCESSED FOR PAYMENT	NEW RETIREMENT APPLICATIONS PROCESSED FOR PAYMENT	REFUND APPLICATIONS PROCESSED FOR PAYMENT	TOTAL VISITORS COUNSELED - ATLANTA	TOTAL VISITORS COUNSELED - MACON
■ JANUARY 2026	1,858	5,791	14	584	634	397	149
■ FEBRUARY 2026	1,869	5,907	11	222	567	407	132

# Member Services

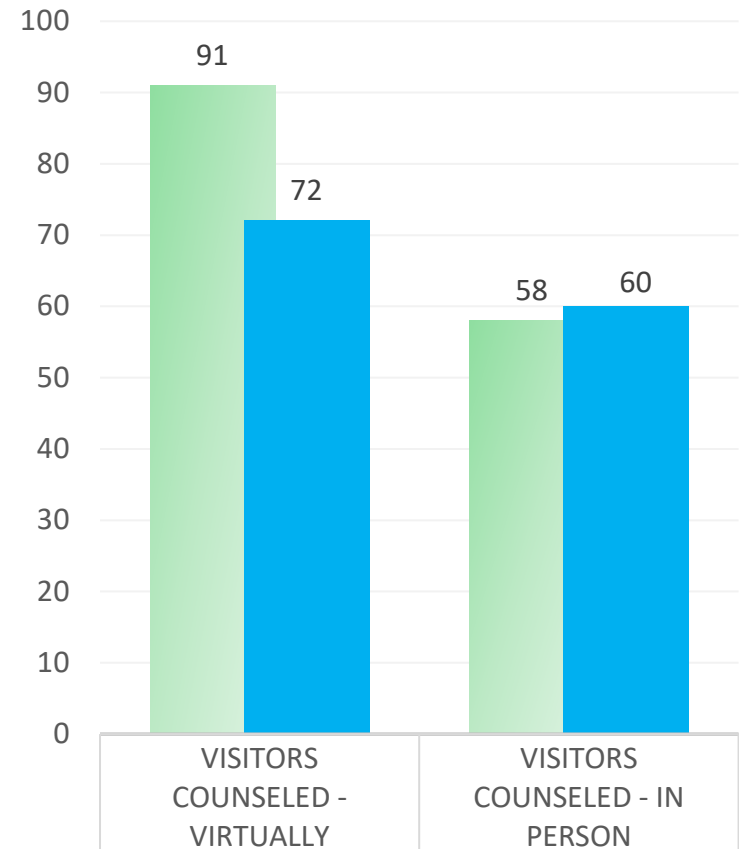
January – February 2026

## ATLANTA OFFICE



■ JANUARY 2026	251	146
■ FEBRUARY 2026	266	141

## MACON OFFICE



■ JANUARY 2026	91	58
■ FEBRUARY 2026	72	60

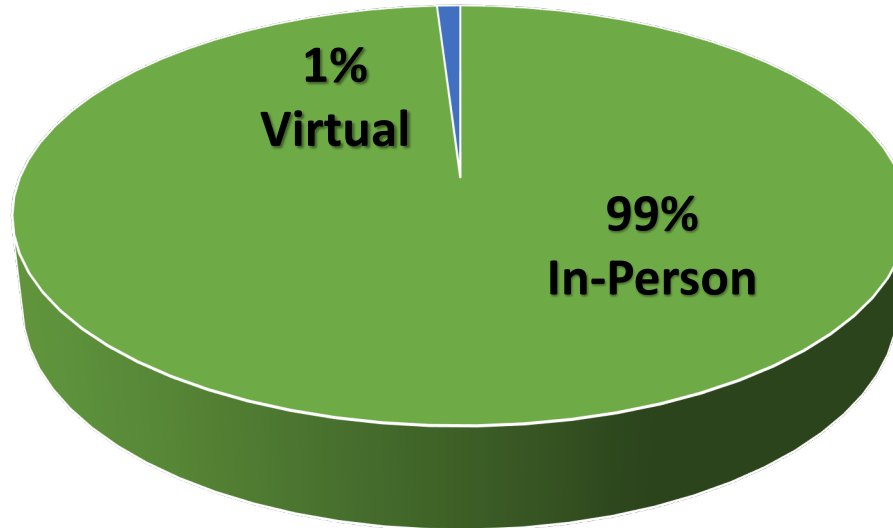
# Member Services

Outreach: January – February 2026

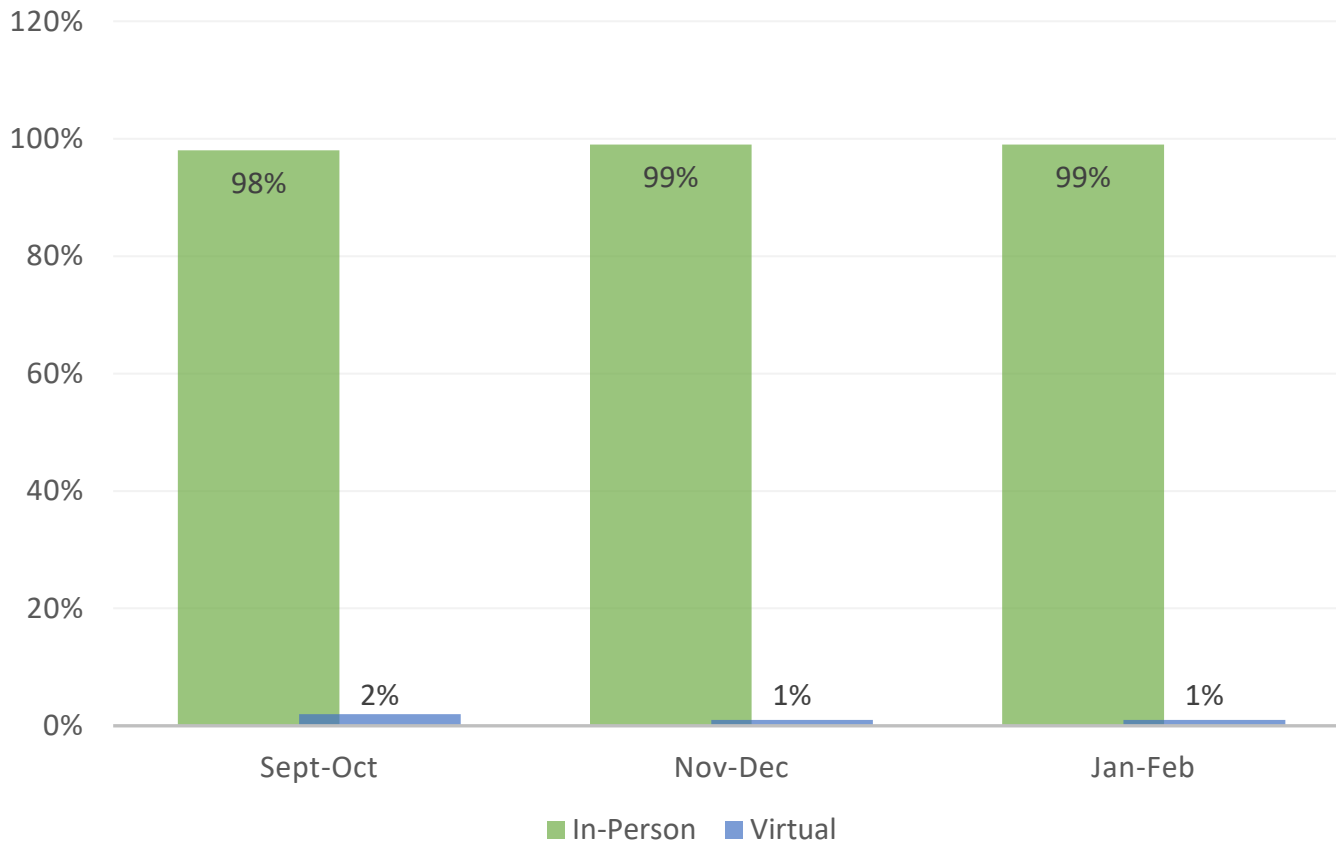
## Outreach Production

**355 Outreach Individual Counseling Sessions**  
**20 Events Total, 17 Counties Reached**  
**2 Workshops with 45 Attendees**  
**400 Total Event Attendees (Virtual & In-Person)**  
**12 RESA Regions Visited**

## Counseling Sessions

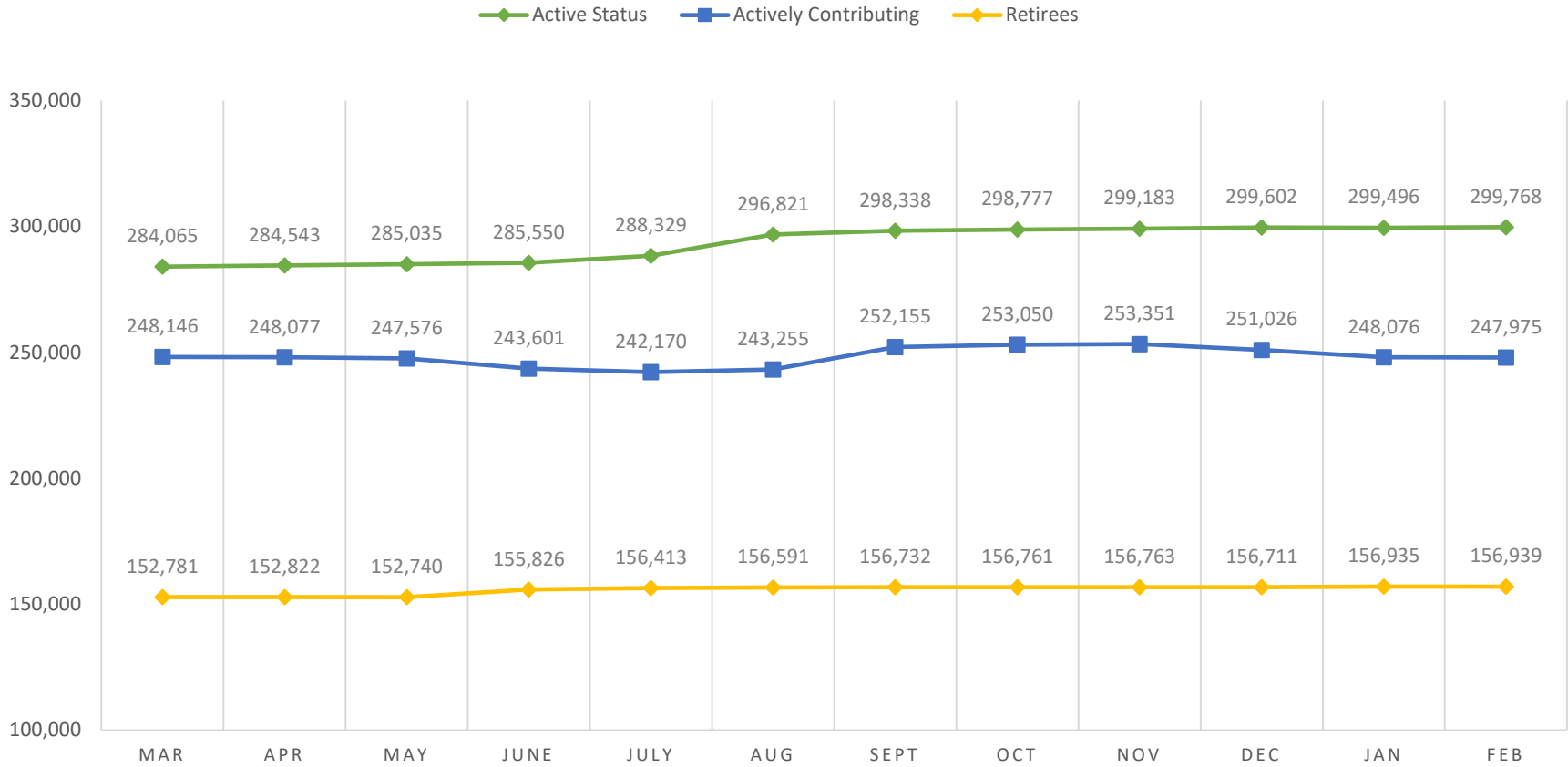


## In-Person & Virtual Sessions Over 6 Months



# Member Services

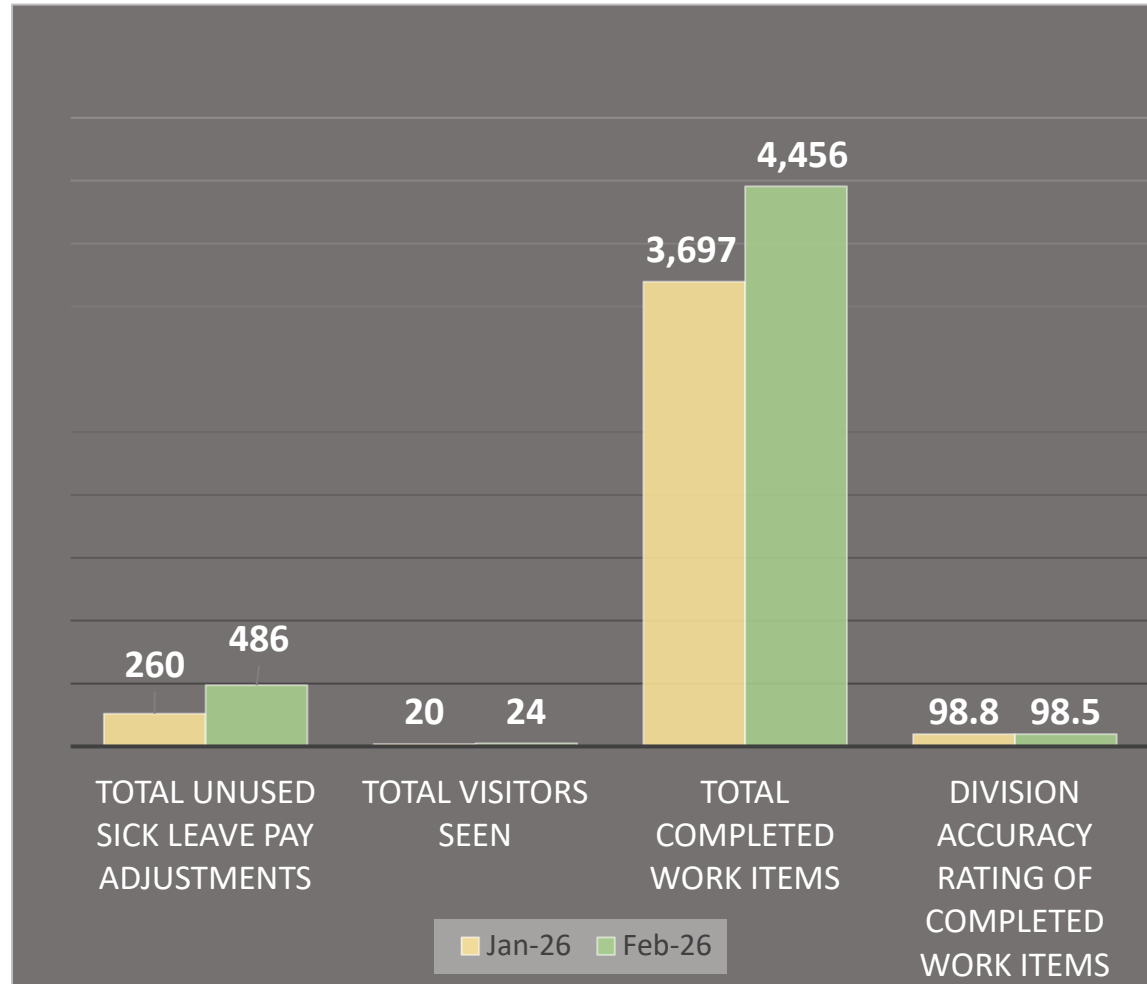
March 2025 – February 2026



Active Status = Contributions Received During Last 4 Years

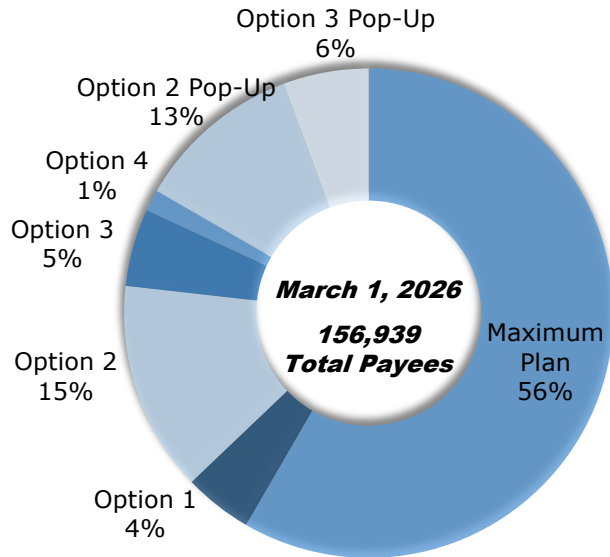
# Retirement Services Division

Operations Status Update: January 2026 – February 2026



# Retirement Services Division

## Payroll Statistics: February 1, 2026 vs March 1, 2026



**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>*Denotes Service Retirement Only</i>	<b>February 1, 2026</b>	<b>March 1, 2026</b>
<b>*Service Retirees Only</b>	140,753	140,729
<b>*Avg. Monthly Benefit</b>	\$3,745	\$3,742
<b>*Avg. Service Credit</b>	25.42	25.42
<b>*Avg. Age at Retirement</b>	60	60
<b>*Avg. Age at Payment</b>	72	72
<b>Total Benefit Payroll</b>	\$566.9 Million	\$566.6 Million
<b>EFT</b>	99.3%	99.3%

# Retirement Services Division

Overpayment Analysis: June 2022 – March 2026



## Overpayment Balance

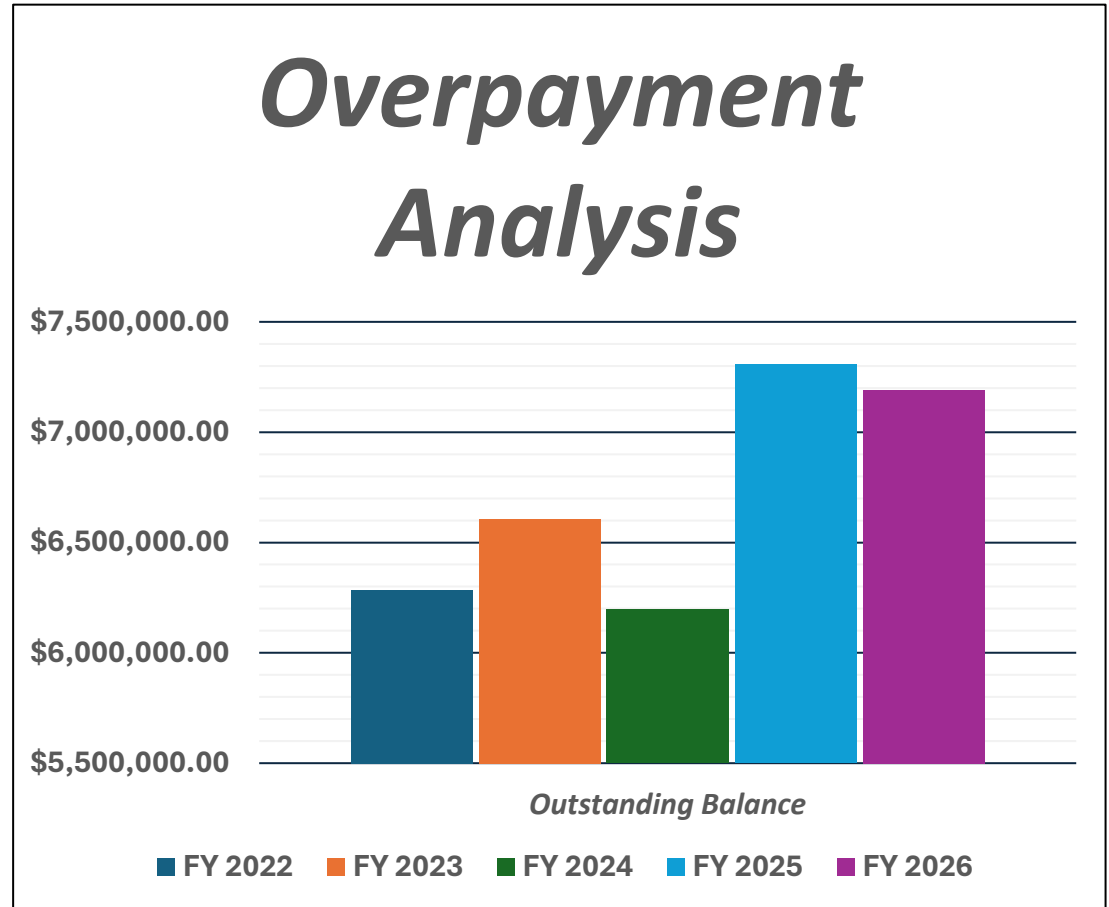
As of June 30, 2022  
**\$6,285,135.58**

As of June 30, 2023  
**\$6,607,136.90**

As of June 30, 2024  
**\$6,197,144.92**

As of June 30, 2025  
**\$7,306,687.16**

As of March 6, 2026  
**\$7,190,860.46**



# Retirement Services Division

## Return to Work: Employment Verifications



### Current Monthly Employment Type Volume

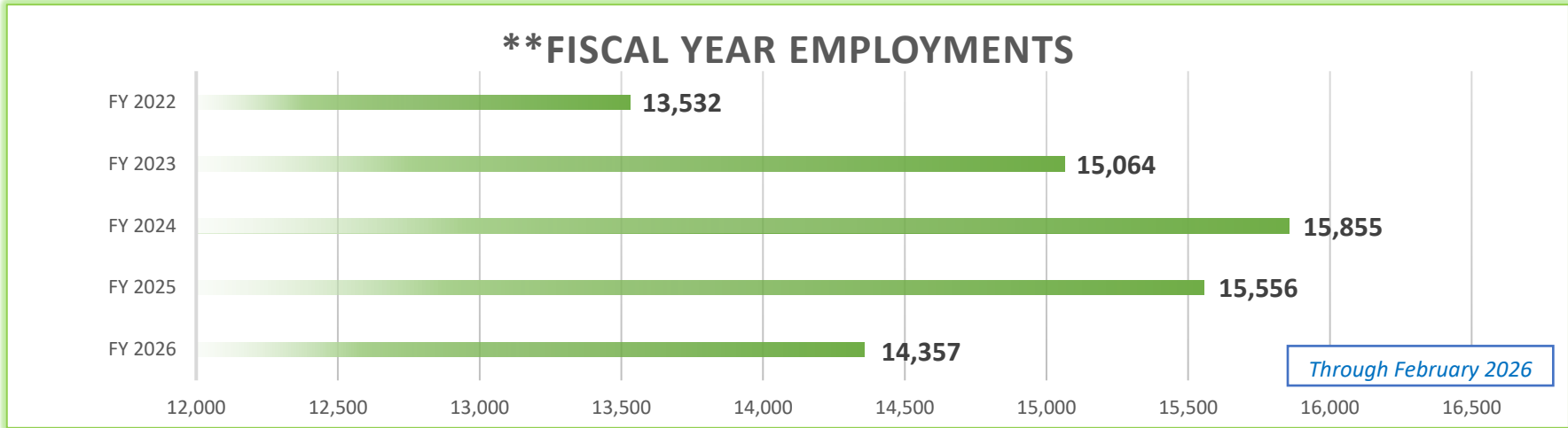
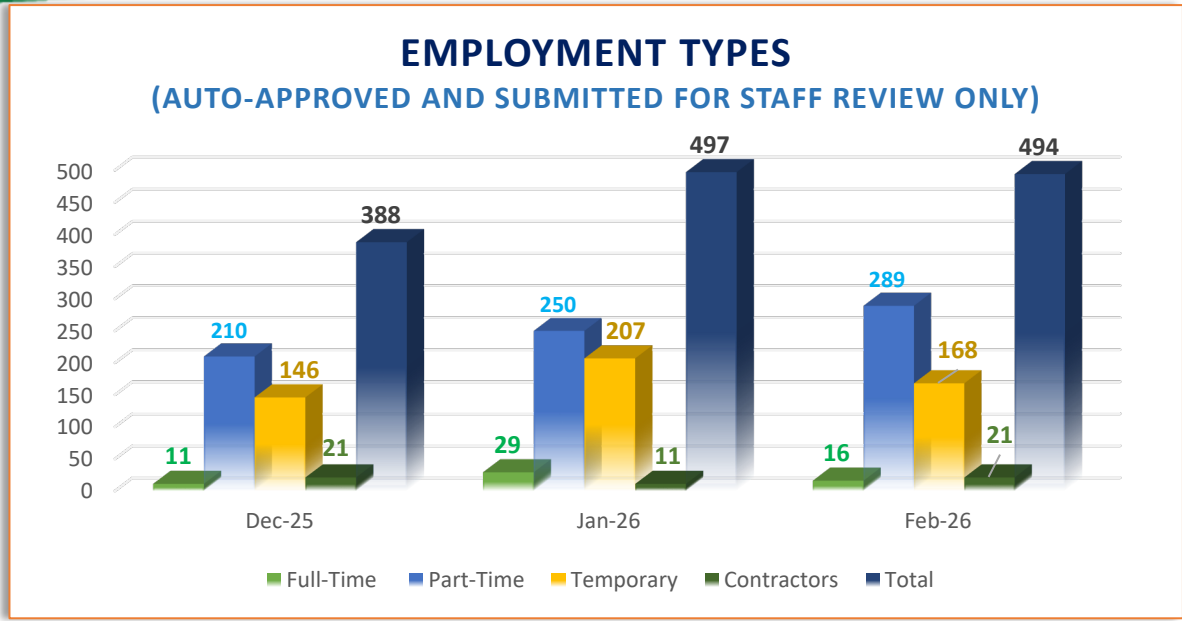
Highest Volume: **Part-Time**

\*HB385 approved during January: 22

\*HB385 approved during February: 10

\*Includes both auto and manual approvals

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



# Retirement Services Division

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

**Total HB 385 since July 1, 2022: 1,794**

(auto approvals, rejections, & manually reviewed submissions)

**242 = Approvals for FY 23**

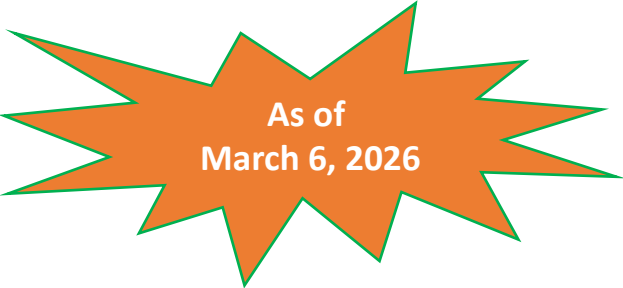
**382 = Approvals for FY 24**

**471 = Approvals for FY 25**

**162 = New Approvals for FY 26**

**295 = Reapproved for FY 26** (From previous year)

**457 = Total Approved to Work in FY 26**



As of  
March 6, 2026

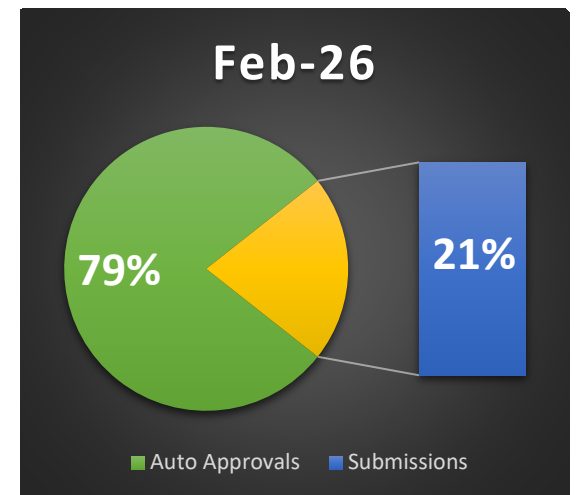
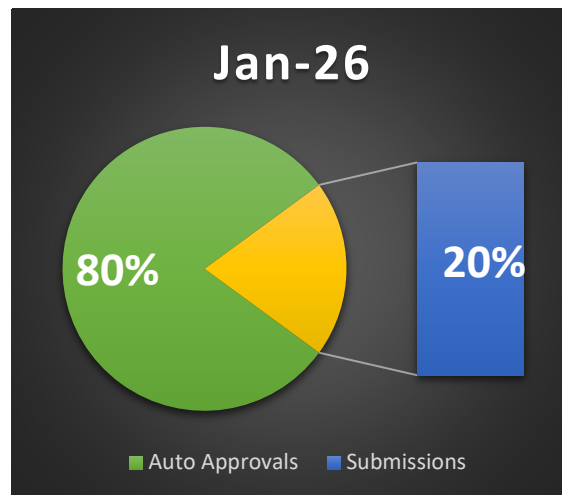
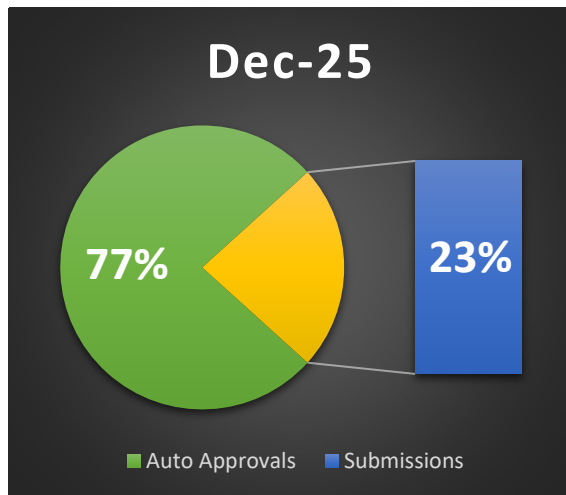
HB 385 Subject Areas	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2025	Fiscal Year 2026
<b>ELA</b>	23	20	14	20
<b>Elementary Ed</b>	5	1	10	95
<b>Math</b>	83	143	174	103
<b>Science</b>	32	58	56	9
<b>Special Education</b>	99	160	217	230
<b>Total</b>	<b>242</b>	<b>382</b>	<b>471</b>	<b>457</b>

# Retirement Services Division

## Return to Work: Auto-Approvals vs Submissions

	<i>Dec-25</i>	<i>Jan-26</i>	<i>Feb-26</i>	<i>Total</i>
<i>Auto Approvals</i>	<b>386</b>	<b>397</b>	<b>389</b>	<b>1,172</b>
<i>Submissions</i>	<b>118</b>	<b>100</b>	<b>105</b>	<b>323</b>
<i>Total</i>	<b>504</b>	<b>497</b>	<b>494</b>	<b>1,495</b>

78.4% of Employment Verifications auto-approved vs submitted from December through February

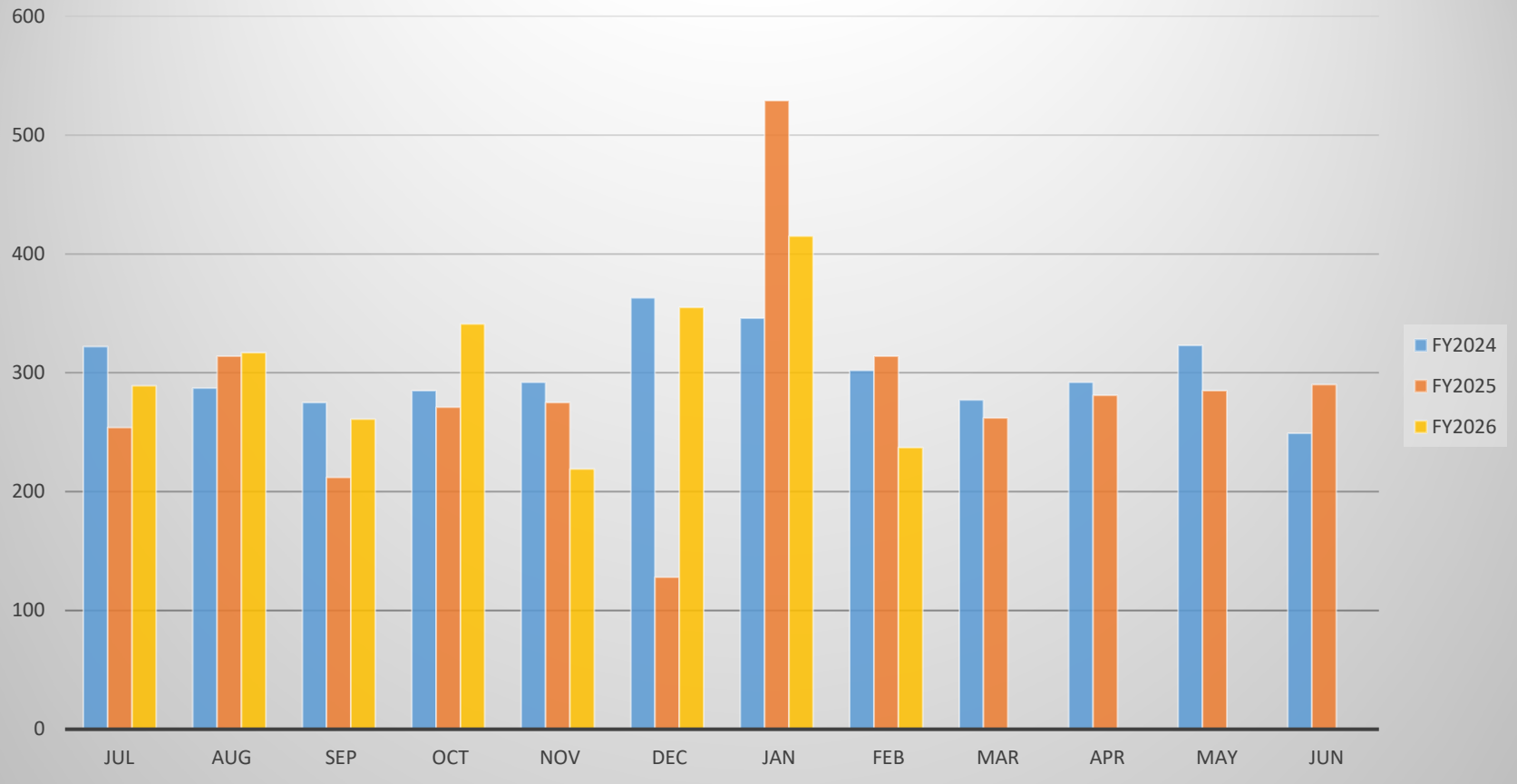


# Retirement Services Division

## Retired Deaths



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



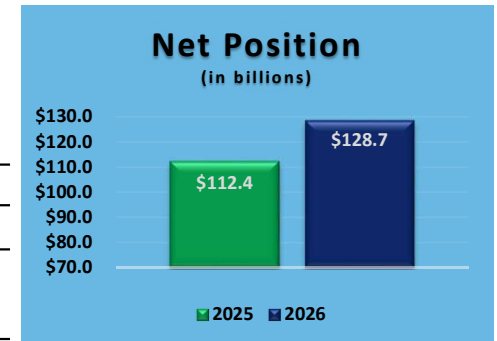
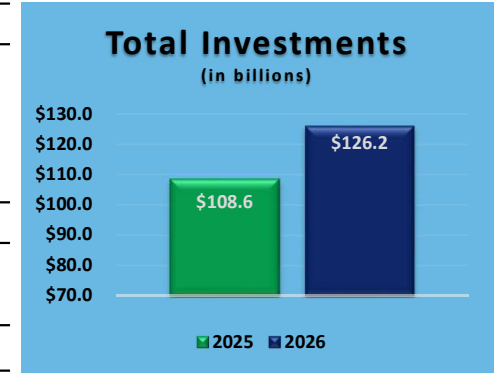
Thank You!



Questions?

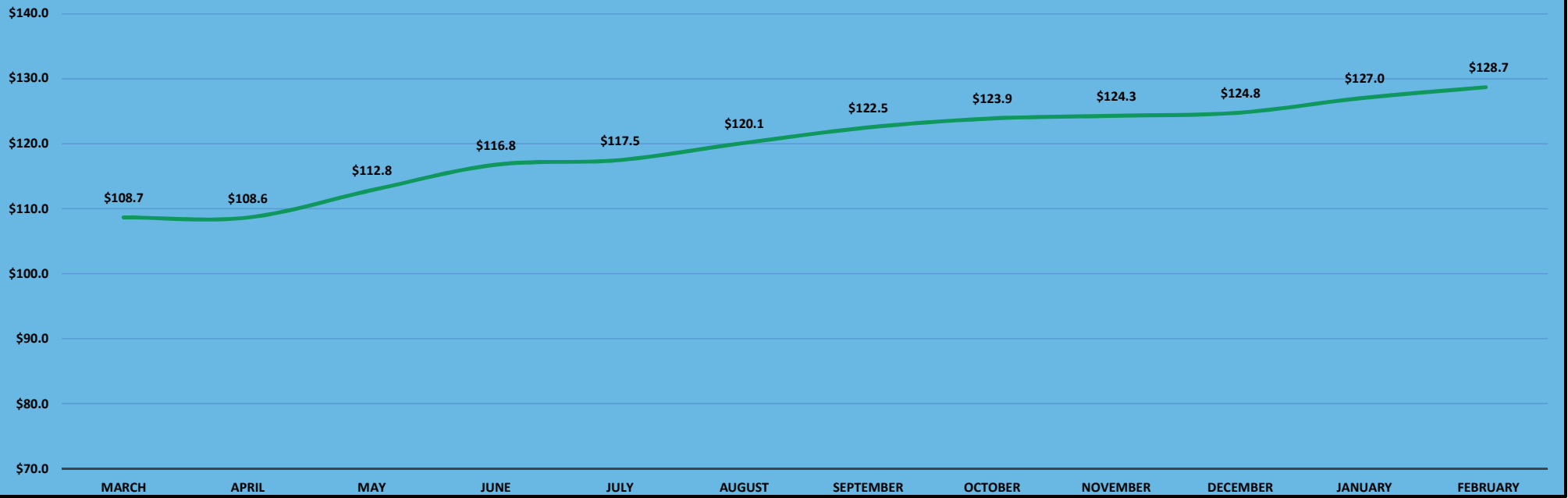
**Teachers Retirement System of Georgia  
Statement of Fiduciary Net Position**

	January		February	
	2026	2025	2026	2025
<b>ASSETS</b>				
Cash & Cash Equivalents	\$ 3,151,123,883	\$ 4,133,431,957	\$ 2,295,139,524	\$ 3,233,685,875
Receivables:				
Interest & Dividends	376,350,554	305,909,856	293,716,872	244,829,983
Contributions	301,388,537	285,016,196	315,558,719	292,493,547
Securities Lending	23,918,138	42,000,000	23,918,138	42,000,000
From Other Retirement Systems	8,235,165	624,025	10,925,104	3,783,874
From Sale of Investments	200,761,403	23,297,392	588,518,832	820,032,783
Total Receivables	910,653,797	656,847,469	1,232,637,665	1,403,140,187
Investments - at fair value:				
Bonds	28,943,069,798	24,795,207,433	30,590,161,020	26,029,199,485
Common Stocks	92,829,324,538	82,674,474,890	94,067,080,599	81,622,354,221
Private Equity	1,502,204,656	932,177,613	1,493,083,892	946,521,902
Real Estate	32,720,916	17,375,989	34,787,529	17,375,989
Total Investments	123,307,319,908	108,419,235,925	126,185,113,040	108,615,451,597
Net OPEB Asset	8,863,200	5,174,232	8,863,200	5,174,232
Capital Assets, net	3,849,047	7,759,280	3,849,047	7,759,280
Total Assets	127,381,809,835	113,222,448,863	129,725,602,476	113,265,211,171
<b>DEFERRED OUTFLOWS OF RESOURCES</b>	11,812,050	16,269,756	11,812,050	16,269,756
<b>LIABILITIES</b>				
Net OPEB Liability	-	2,196,621	-	2,196,621
Net Pension Liability	33,756,349	44,198,579	33,756,349	44,198,579
From Purchase of Investments	313,830,035	47,780,066	983,152,621	827,899,298
Accounts Payable & Other Liabilities	4,212,798	1,953,374	2,700,053	1,182,279
Total Liabilities	351,799,182	96,128,640	1,019,609,023	875,476,777
<b>DEFERRED INFLOWS OF RESOURCES</b>	7,067,048	3,570,552	7,067,048	3,570,552
<b>NET POSITION</b>				
Restricted for Pensions	\$ 127,034,755,655	\$ 113,139,019,427	\$ 128,710,738,455	\$ 112,402,433,598



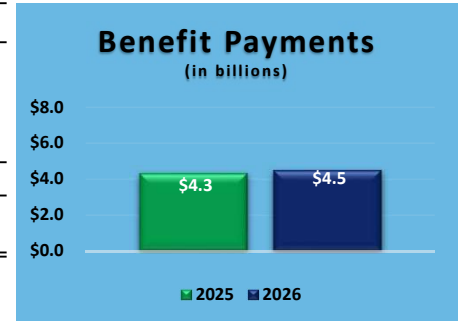
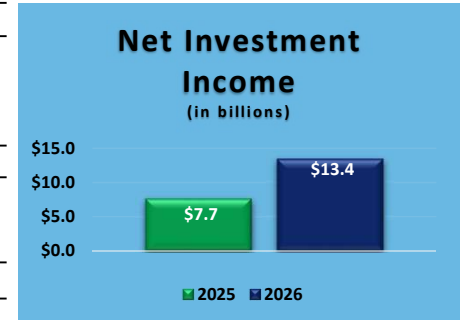
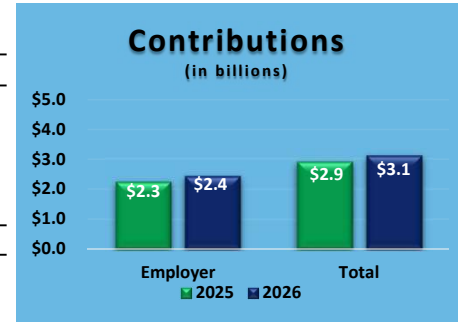
## Net Position - Rolling 12 Months

(in billions)

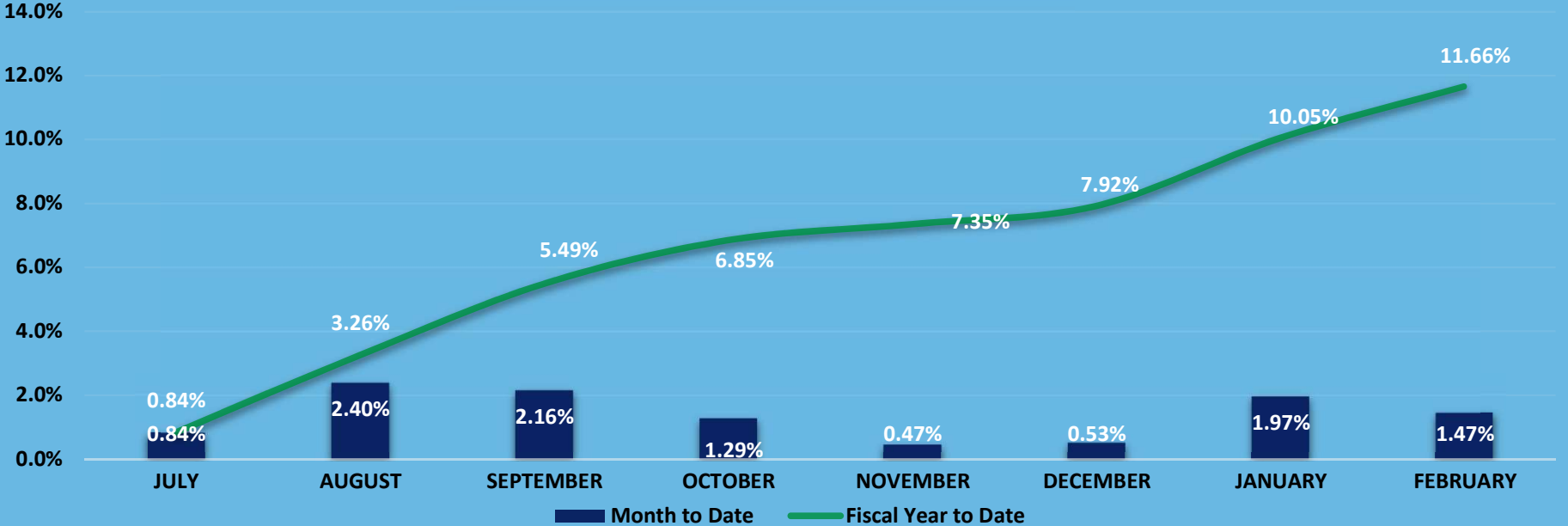


**Teachers Retirement System of Georgia  
Statement of Changes in Fiduciary Net Position**

	January		February		Year-to-Date as of February 28,	
	2026	2025	2026	2025	2026	2025
<b>ADDITIONS</b>						
Contributions:						
Employer	\$ 313,339,681	\$ 290,121,855	\$ 312,297,810	\$ 284,163,127	\$ 2,442,258,221	\$ 2,257,348,512
Nonemployer	567,125	547,498	616,716	541,164	4,614,844	4,315,081
Member	88,117,615	85,517,271	87,521,277	84,231,414	685,463,810	667,438,164
Total Contributions	402,024,421	376,186,624	400,435,803	368,935,705	3,132,336,875	2,929,101,757
State Revenue Appropriations:						
Local System - Floor	252	280	252	252	2,268	2,492
Local System - COLA	1,796	4,628	1,796	4,628	15,912	40,987
Total State Revenue Appropriations	2,048	4,908	2,048	4,880	18,180	43,479
Investment Income:						
Net Increase/(Decrease) in Fair Value of Investments	2,280,238,595	3,040,447,860	1,669,148,198	(732,595,425)	11,917,655,202	6,312,284,857
Interest, Dividends and Other	163,785,763	150,111,523	189,836,339	180,090,644	1,548,849,041	1,433,371,634
Total Investment Income/(Loss)	2,444,024,358	3,190,559,383	1,858,984,537	(552,504,781)	13,466,504,243	7,745,656,491
Less Investment Expense:						
Investment Services & Fees	512,684	174,991	4,244,928	(34,263)	34,644,311	29,204,963
Operating	204,589	176,230	354,507	289,503	2,521,494	2,363,309
Total Investment Expense	717,273	351,221	4,599,435	255,240	37,165,805	31,568,272
Net Investment Income/(Loss)	2,443,307,085	3,190,208,162	1,854,385,102	(552,760,021)	13,429,338,438	7,714,088,219
Total Additions	2,845,333,554	3,566,399,694	2,254,822,953	(183,819,436)	16,561,693,493	10,643,233,455
<b>DEDUCTIONS</b>						
Benefit Payments	572,783,703	545,068,051	570,216,077	543,897,062	4,521,430,736	4,321,062,425
Refunds of Member Contributions	8,591,855	7,161,392	7,077,068	7,897,345	71,175,514	67,945,011
Administrative Expense	4,464,073	4,058,265	1,547,008	971,985	26,260,908	25,794,604
Total Deductions	585,839,631	556,287,708	578,840,153	552,766,392	4,618,867,158	4,414,802,040
<b>CHANGE IN NET POSITION</b>						
Net Increase/(Decrease)	\$ 2,259,493,923	\$ 3,010,111,986	\$ 1,675,982,800	\$ (736,585,828)	\$ 11,942,826,335	\$ 6,228,431,415

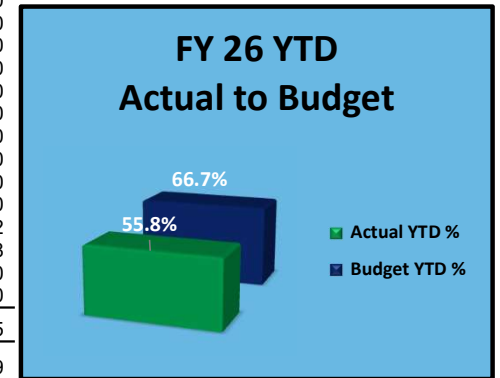


### Fiscal Year 26 Rate of Return



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

	January		February		Year-to-Date as of February 28,		Budget FY 2026
	2026	2025	2026	2025	2026	2025	
<b>PERSONAL SERVICES:</b>							
Employee Compensation	\$ 2,317,708	\$ 2,174,524	\$ 2,333,123	\$ 2,177,961	\$ 19,091,681	\$ 18,641,880	\$ 34,591,394
Fringe Benefits/Other	1,576,306	1,487,552	1,519,747	1,427,571	12,283,690	11,724,218	20,244,290
<b>Total Personal Services</b>	<b>3,894,014</b>	<b>3,662,076</b>	<b>3,852,870</b>	<b>3,605,532</b>	<b>31,375,371</b>	<b>30,366,098</b>	<b>54,835,684</b>
<b>OPERATING EXPENSES:</b>							
Supplies & Materials	3,306	4,494	5,202	10,957	63,567	74,886	111,815
Repairs & Maintenance	9	658	-	-	2,279	3,447	12,000
Publications & Printing	16,891	6,250	1,272	28,991	151,990	155,653	234,000
Insurance	11,037	11,430	-	-	33,112	34,289	50,510
Postage	103,019	91,594	20,730	20,727	191,081	176,920	262,500
Other Operating Expense	8,642	2,004	9,657	13,613	104,891	100,249	257,300
Travel	2,663	4,472	13,749	10,976	115,261	94,902	199,350
Equipment	79,451	12,764	13,763	-	374,856	1,072,577	513,000
Building Maintenance	71,192	69,136	71,192	69,136	569,538	553,088	854,700
Actuarial Fees	19,075	6,291	6,052	26,773	51,618	107,324	129,220
Audit Fees	-	-	24,200	-	177,250	159,150	290,000
Legal Fees	9,000	9,000	2,385	164	28,580	50,312	115,000
Medical Fees	5,600	6,000	3,800	4,400	33,400	38,800	90,000
Temporary Help	-	-	-	-	-	-	15,000
Other Fees	1,068	2,741	12,307	2,709	92,773	84,401	146,692
IT Professional Services	172,071	88,386	98,250	84,008	566,792	527,341	1,468,228
Computer Charges	61,290	50,563	15,841	31,872	669,565	523,736	2,101,380
Telecommunications	15,545	30,406	30,200	30,513	157,106	145,288	643,000
<b>Total Operating Expenses</b>	<b>579,859</b>	<b>396,189</b>	<b>328,600</b>	<b>334,839</b>	<b>3,383,659</b>	<b>3,902,363</b>	<b>7,493,695</b>
<b>TOTAL EXPENSES</b>	<b>\$ 4,473,873</b>	<b>\$ 4,058,265</b>	<b>\$ 4,181,470</b>	<b>\$ 3,940,371</b>	<b>\$ 34,759,030</b>	<b>\$ 34,268,461</b>	<b>\$ 62,329,379</b>
<b>COST DISTRIBUTION:</b>							
Teachers Retirement System	\$ 4,464,073	\$ 4,058,265	\$ 1,547,008	\$ 971,985	\$ 26,249,285	\$ 25,762,672	\$ 47,745,271
Employees' Retirement System	9,800	-	2,634,462	2,968,386	7,611,598	7,764,299	13,172,108
Other Plans	-	-	-	-	898,147	741,490	1,412,000
<b>TOTAL COST DISTRIBUTION</b>	<b>\$ 4,473,873</b>	<b>\$ 4,058,265</b>	<b>\$ 4,181,470</b>	<b>\$ 3,940,371</b>	<b>\$ 34,759,030</b>	<b>\$ 34,268,461</b>	<b>\$ 62,329,379</b>





# Legislative Update

## March 18, 2026

### 2025-26 Biennium Session

The 2026 session of the Georgia General Assembly is well underway, marking the second year of the 2025–2026 biennium. As a reminder, retirement bills with a fiscal impact may only be introduced in the first year of the biennium but may be acted upon in the second. Fiscal retirement bills passed this session take effect no earlier than July 1, 2026, due to constitutional requirements that new retirement liabilities be fully funded in the year enacted.

The Georgia Constitution contains several provisions relating to retirement legislation, which require that retirement bills be treated differently from other legislation. Any bill that creates a fiscal impact on a public retirement system such as TRS must be fully funded in the year it is enacted. TRS operates under a “pay as you work” model in which employees and employers contribute monthly to pre-fund future retirement benefits. Because of this structure, any legislation that increases the system’s liabilities must include the necessary funding upfront to ensure long-term financial stability.

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

HB 372 allows local school systems to designate highest-need subject areas and extends the full-time rehiring of TRS retirees through June 30, 2030, while HB 599 similarly extends full-time rehiring through 2030 for retirees with at least 30 years of service in highest-need subject areas designated by the Department of Education. HB 773 permits certain PSERS-eligible employees to make a one-time, irrevocable election to join TRS instead of PSERS, without transferring prior service, and HB 873 authorizes the Department of Education to employ TRS retirees without suspending benefits or granting additional service credit.

SB 150 expands the return-to-work program by lowering the service requirement from 30 to 25 years, removing highest-need subject area restrictions, and extending the program through June 30, 2034, while SB 209 allows certain PSERS-eligible employees to elect TRS membership subject to service-based rules and funding.

SR 237 encourages collaboration among state education agencies, including TRS, to address educator recruitment and retention challenges, and HR 1582 creates a House study committee to examine compensation and retention issues affecting veteran teachers.



### 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.

### 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.

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





# Legislative Update

## March 18, 2026



## Legislation

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

**HB 372** removes the requirement that RESAs designate highest-need subject areas and authorizes local school systems to make those determinations. It extends eligibility for full-time reemployment of TRS retirees until June 30, 2030.

**The bill passed the House unanimously on February 24, 2026, and was read and referred in the Senate on February 25, 2026; had “hearing only” in Senate Retirement Committee on March 10, 2026; no action taken.**

**HB 599** similarly extends, through June 30, 2030, the ability of public school systems to employ certain TRS beneficiaries in full-time teaching roles. Unlike HB 372, this bill retains the requirement that highest-need subject areas be identified annually by the Georgia Department of Education in consultation with the Professional Standards Commission. It applies specifically to retired educators with at least 30 years of creditable service.

**The bill remains in the House Retirement Committee, with no 2026 movement recorded.**

**HB 773** would allow certain employees who would otherwise be required to participate in the Public School Employees Retirement System (PSERS) to instead make a one-time, irrevocable election to join TRS. The bill does not permit the transfer of previous PSERS service into TRS and sets out special rules for individuals based on whether they have more or less than 10 years of PSERS service.

**The bill remains in the House Retirement Committee, with no activity beyond March 2025 recorded.**

**HB 873** authorizes the Georgia Department of Education to employ TRS beneficiaries while allowing them to continue receiving their monthly retirement benefit, with the stipulation that no additional creditable service is earned and no recalculation of benefits occurs after service ends.

**The bill was last acted upon in March 2025 and remains in the House Retirement Committee.**

**SB 150** extends the full-time return-to-work program provisions for classroom teachers through June 30, 2034, reduces required service years from 30 to 25 to work full-time in retirement, and removes high-need subject area requirements. This bill does not remove early retirement reductions for current or future TRS members.

**This bill passed the Senate on February 9, 2026; had “hearing only” in the House Retirement Committee on March 17, 2026; no action taken.**

**SB 209** allows certain employees who would normally enter the Public School Employees Retirement System (PSERS) to make a one-time, irrevocable election to join the Teachers Retirement System (TRS) instead. The bill prohibits transferring prior PSERS service into TRS and establishes rules based on years of service:

- Employees with 10+ years of PSERS service may withdraw contributions or leave them in place and retain vested rights
- Employees with less than 10 years must withdraw their accumulated contributions

The option applies both to current PSERS members as of September 1, 2026, and to newly hired employees after September 2, 2026. The bill becomes effective July 1, 2026, contingent on concurrent funding.

**SB 209 was favorably reported by substitute on March 3, 2026; received its second reading in the House on March 4, 2026; now resides with House Retirement Committee.**



# Legislative Update

## March 18, 2026



## Legislation

**SR 237** is a non-binding resolution urging collaboration among major state education agencies—including TRS, the Professional Standards Commission, the Department of Education, the Technical College System of Georgia, and others—to develop coordinated strategies to address Georgia’s educator workforce challenges. These recommended strategies include:

- Improving teacher recruitment pipelines
- Expanding mentorship and professional development opportunities
- Increasing public awareness of educator benefits, including TRS
- Strengthening teacher and school leader retention initiatives

**The resolution passed the Senate unanimously on April 2, 2025.**

**HR 1582** proposes the creation of a House Study Committee on Veteran Teacher Compensation to examine compensation challenges faced by educators with more than two decades of service. The resolution cites concerns such as the absence of salary step increases beyond 21 years at the state level, variation in local supplementation, and statewide teacher retention issues. It also notes TRS data indicating that the average length of service is currently 25.5 years, short of the traditional 30-year full-retirement threshold.

The committee would be tasked with analyzing compensation structures, reviewing recommendations such as the Georgia Roundtable’s proposal for an additional salary step at Year 28, and identifying cost-effective strategies to retain veteran educators.

**The resolution passed unanimously in the House Special Rules Committee on March 12, 2026.**



# Communications & Outreach

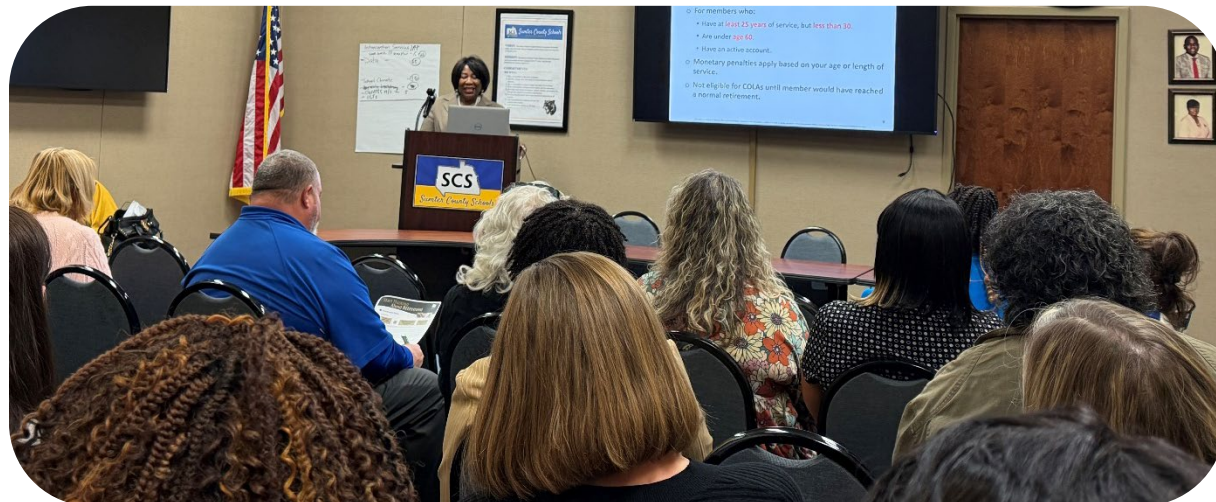


# Mission & Vision



## Mission

is to provide **pension education**, safeguard plan investments, and efficiently administer retirement benefits.



- For members who:
  - Have at least 25 years of service, but less than 30.
  - Are under age 60.
  - Have an active account.
- Monetary penalties apply based on your age or length of service.
- Not eligible for COLAs until member would have reached a normal retirement.

# Our Division



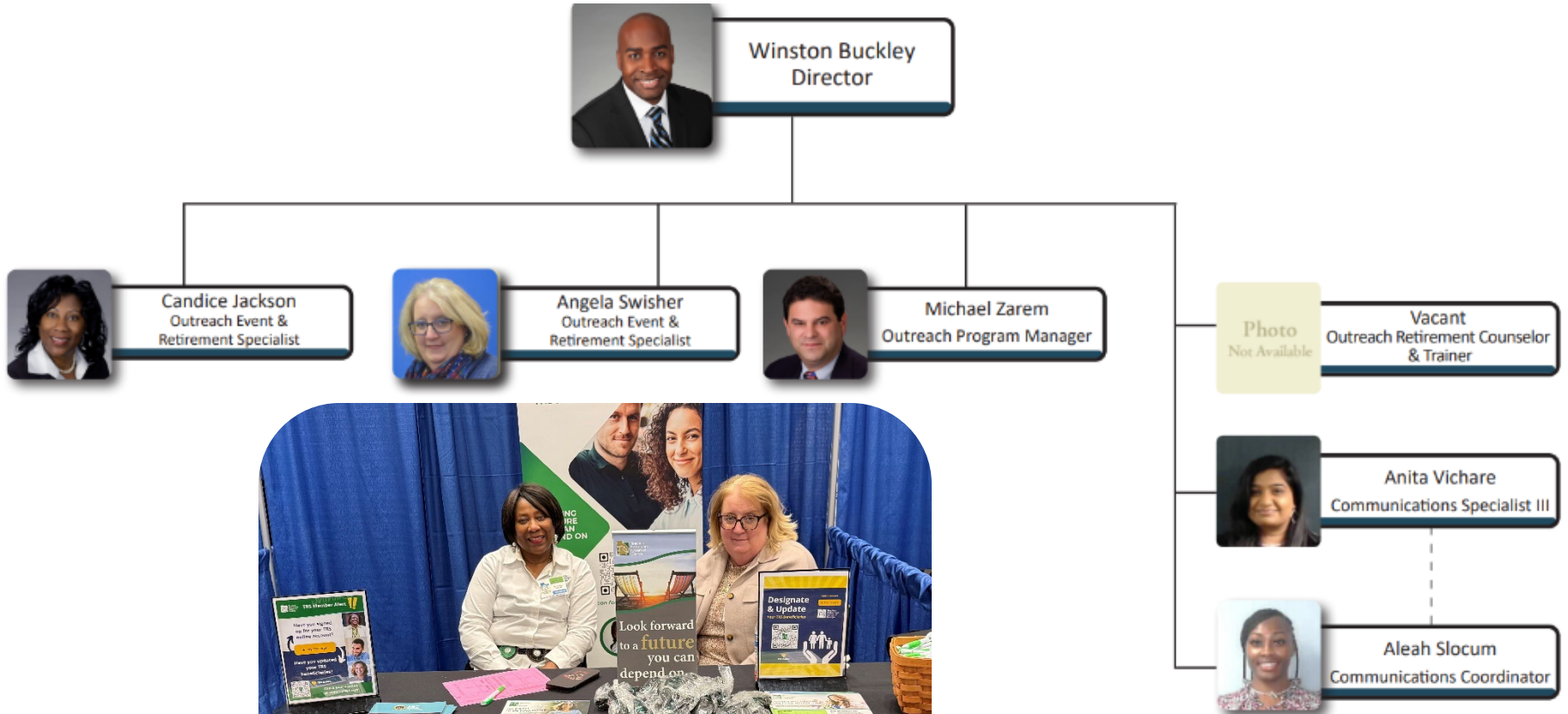
## **Communications**

Branding & marketing  
Internal/external communications  
Social media & on-demand content  
Inventory management

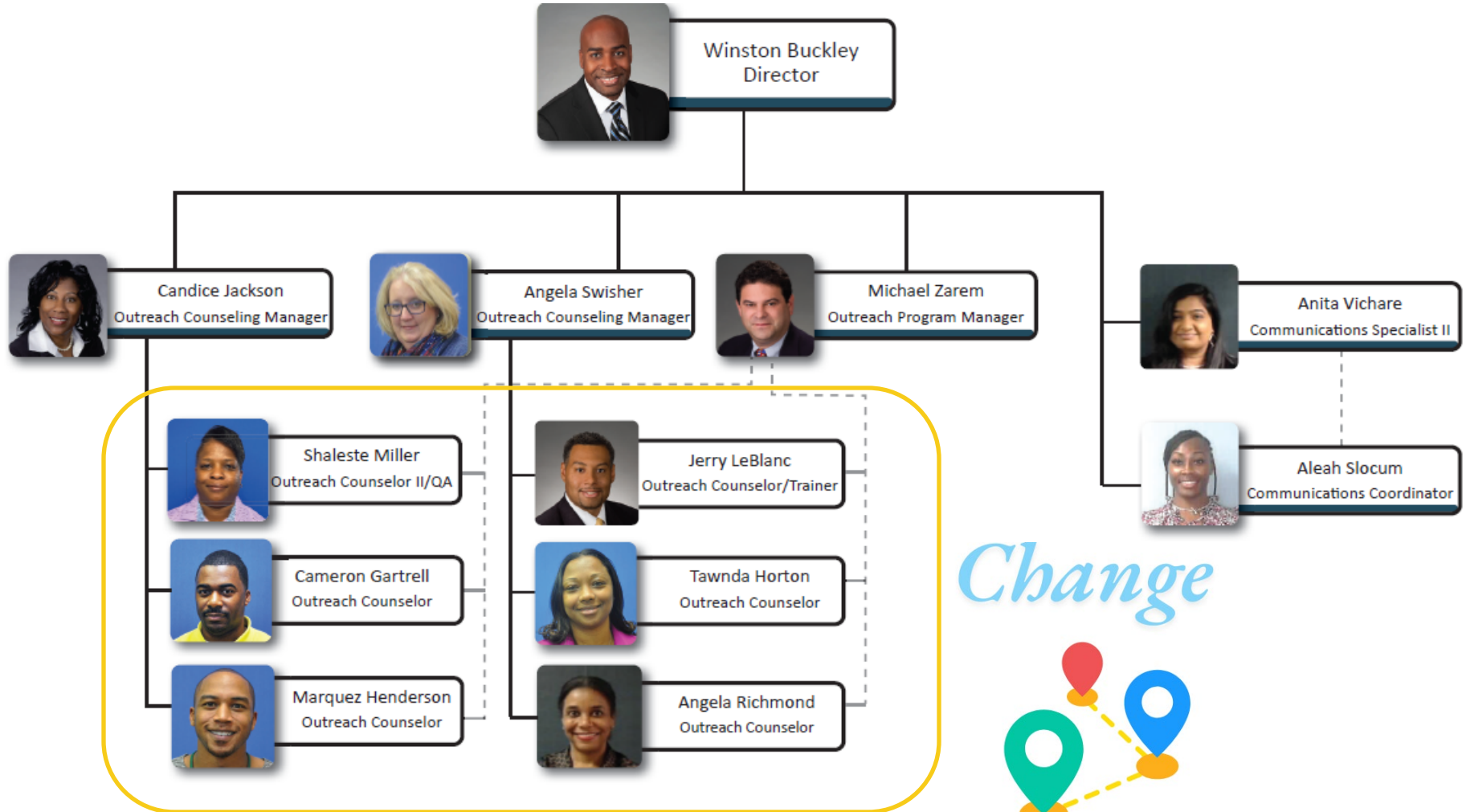
## **Outreach**

Presentations & seminars  
Conferences & benefits fairs  
Beneficiary & online registration

# Organization Chart



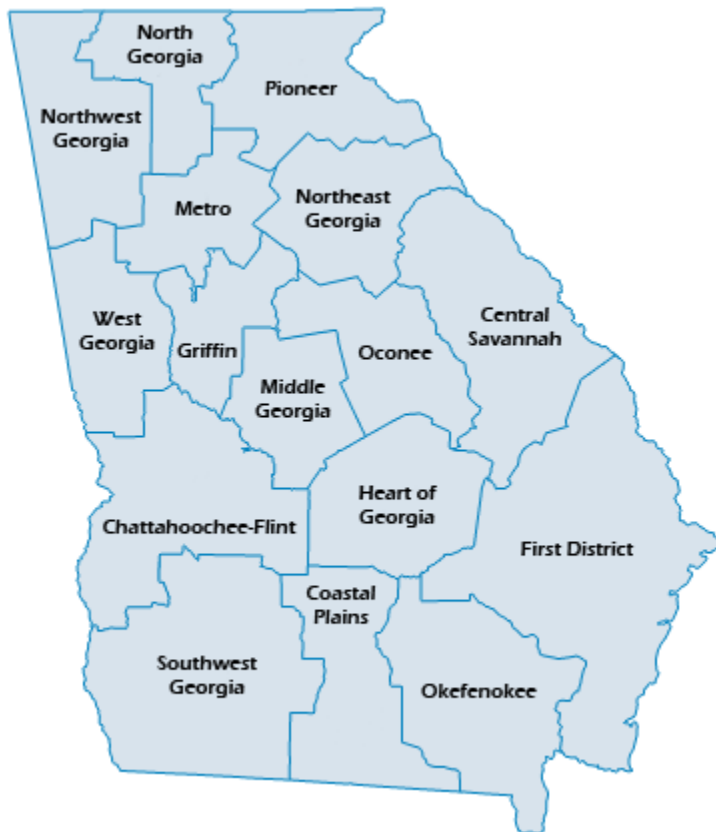
# Organization Chart



*Change*



# RESA Model & Re-Org



**Allows more opportunities for institutions**

- **Lanier Tech**
- **Whitfield Public Library**
- **Bartram Trail Library**
- **West GA Regional Library**
- **USO-ITS**

# Outreach Event Types

- New Member/Mid-Career Presentation**
- Pre-Retirement Presentation**
- Post-Retiree Workshop**
- Active & Retiree Half-Day Seminars**
- Recurring Saturday Virtual Workshops**
- Beneficiary & Online Registration Events**
- Conference & Convention Exhibits**
- Joint Events with SMEs**
- Benefit Fairs**



# Outreach Event Types



## 2025 Outreach Highlights



**81% in-person events**

**115 workshops**

**63 counties visited**

**20 retiree events**

**85 fairs and conventions**

**10 SHBP events**

**7 half-day seminars**

**13 employer training events**

# Campaigns



## Beneficiary & Online Registration Events, Campaigns, and Marketing

**Designate & Update**  
**Your TRS Beneficiaries**

[www.TRSGA.com](http://www.TRSGA.com)  
My TRS Login

Teachers Retirement System of Georgia  
TRS CARES

A photograph of a smiling family consisting of a woman, a young girl, a young boy, and a man.

**2026**  
**TRS Employer Conference Summit**

Teachers Retirement System of Georgia

The banner features a blue and green background with abstract white line patterns.

Enhance the security of your TRS online account.

My TRS Login

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

Sign up or log in to your online TRS account at TRSGA.com and select **multifactor authentication (MFA)**!

**Activate MFA Today!**

Manage My Account - Account Security - Multifactor Authentication (MFA)

The banner has a light blue background with a green footer bar.

# Campaigns



## Important Reminders for TRS Retirees and Beneficiaries



**Report Deaths Promptly:** Please report the deaths of TRS retirees and pension beneficiaries as soon as possible to avoid benefit disruptions and/or potential overpayment situations. Timely reporting assists in distributing benefits more quickly, while also helping to ensure the fiscal stability of TRS.



**Update Contact Information:** Keep your email address and contact information current to receive important updates and notifications from TRS.



**Set Up and Update EFT Payment Information** Set up or update your EFT payment information to receive your benefits securely and promptly. If you already have EFT, make sure your banking details are current to avoid any disruptions in your benefit payments.



**Health Insurance Inquiries** Please note that TRS does not administer the State Health Benefit Plan (SHBP). While we deduct premium payments on behalf of our SHBP eligible benefits recipients, all inquiries concerning health insurance matters should be directed to the State Health Benefit Plan. For more information, please contact SHBP directly.



**Stay Informed and Stay Connected!** Your proactive engagement helps us serve you better. Sign up for your TRS online account on our website, check out the *Your Retirement in Focus* podcast, and connect with us on social media: @TRSGeorgia.

Thank you for your cooperation!

**Teachers Retirement System of Georgia**  
Main: 404-352-6500 | Toll-Free: 800-352-0650

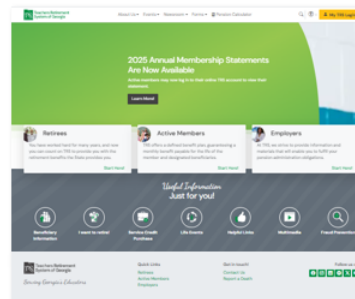


[www.TRSGA.com](http://www.TRSGA.com)  
Sign Up for Your TRS  
Online Retiree Account

Register for a TRS online account to update personal information and access important documents.

## Active Member, Retiree, or Survivor of a Retiree Reporting A Death

1.



2.

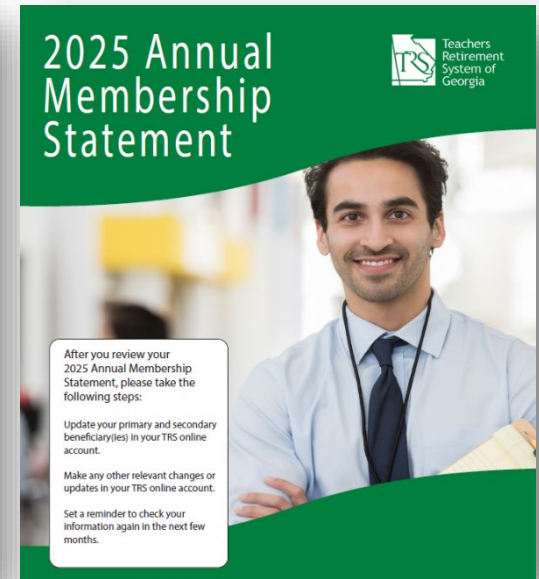
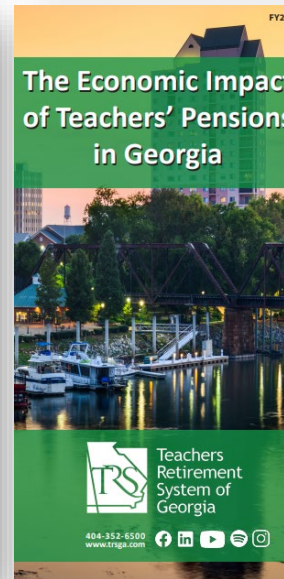
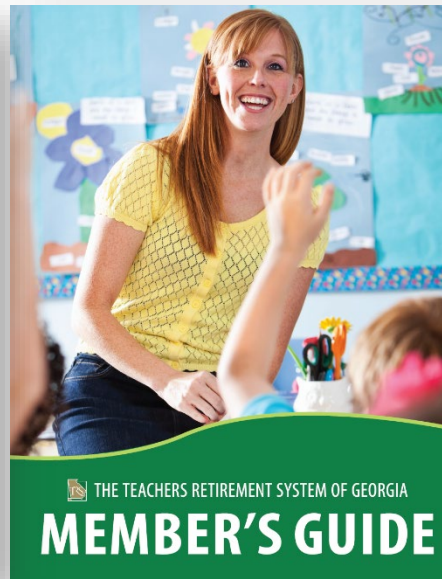
Get in touch!  
Contact Us  
Report a Death

3.



1. Go to [www.TRSGA.com](http://www.TRSGA.com) and scroll to the bottom.
2. Under "Get in touch", select "Report a Death."
3. Fill out the form with the information. Within 45 days of notification, TRS will respond by mail to the beneficiary(ies) on record regarding the account.

# Communications Publications



**Agency publications require input from each operating division of TRS.**

# Internal Communications



## Insider posts, quarterly newsletters, and agency updates

SPRING 2025 ISN 21



Teachers Retirement System of Georgia

### TRS HAPPENINGS

AGENCY UPDATES AND INFORMATION

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**IN THIS EDITION**

Welcome to the Spring 2025 edition of the TRS newsletter for agency updates and info! It covers staff promotions in Retirement Services, current Communications and Outreach division's initiatives and record-breaking milestones, completed Form 1099-R production in Contact Management, newly-hired team members, a special tribute to Gloria Inniss, and more!

**WHAT'S INSIDE**

- PG 2 - RETIREMENT SERVICES
- PG 3 - COMMUNICATIONS
- PG 6 - CONTACT MANAGEMENT
- PG 7 - MEMBER SERVICES
- PG 8 - HONORING GLORIA INNIS






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**AGENCY UPDATES**

**RETIREMENT SERVICES**

The Retirement Services division has been quite active lately and is pleased to share the following staff promotions, intra-divisional movements, and recently hired team members.

Shameka Daniels was promoted to the Retirement Services division's first ever Operations Team Lead role on October 16, 2024. As Team Lead, she is charged with general oversight of day-to-day floor operations in the Working-after-Retirement section (WAR), as well as a variety of more specified processes and responsibilities.

Shameka began her TRS career approximately 13 years ago as a Call Center Agent in the Contact Management division and subsequently joined the Retirement Services division in July of 2017 as an Operations Retirement Specialist in the WAR section. She was eventually promoted to an Operations Coordinator role within the section and has now ascended to Team Lead.

Shameka has been a highly-valued team member since her arrival and has attained a wealth of TRS knowledge over the years, along with many critical skills sets that most certainly serve her each day as the WAR section's Team Lead.

Prior to her arrival at TRS, Shameka worked in customer service in the private sector. She is also a 2022 graduate of the Carl Vinson Institute of Government's highly-regarded Leadership Development Program (LDIP), which was overseen by University of Georgia staff onsite at the TRS offices.

*Congratulations!*







## Lunge & Learn!

### Fitness Workout

Monday, September 29

Virtual Session - Microsoft Teams

11 am - Noon

with Carlos Marshall

Cost - Free!






\*This is a GA SCCP Campaign event\*





## Your generosity can change lives!



**11:45 am - 1:00 pm - First floor training room**

## Fall Festival

**Monday, October 27, 2025**

The TRS Fall Festival is Monday, October 27, 2025, from 11:45 am - 1:00 pm in the first floor training room. Fox Bros BBQ lunch will be provided with meat, vegetarian, & vegan options available! Please submit attendance via email to HR@TRS.GA.com by noon on Monday, October 28, 2025.



**Holiday Sweater Contest on Dec 17!**

**Week of Dec. 1 - 5: Deck the Halls**  
Decorate your cube or office door!

**Week of Dec. 8 - 12: Holiday Outfits**  
Mon. 12/8: Holiday Glow Up - Wear something shiny and bright  
Tue. 12/9: 100% that Grinch - Wear as much green as you can  
Wed. 12/10: Rudolph Red - Wear as much red as you can  
Thurs. 12/11: Holiday Head to Toe - Wear holiday hats and socks  
Fri. 12/12: Winter Warm Up - Wear your favorite holiday or cozy sweater

**Common Office Day: December 17!**

Jeans are allowed on Common Office Day - Wednesday, December 17

**Week of Dec. 15 - 19: Holly Jolly Harmony**  
Wed. December, 17  
First-Floor Training Room  
10 am - 11 am

Exchange holiday cards & goodies with co-workers all week!

**Week of Dec. 22 - 26: Jingle Bell Rock**  
Wear your favorite holiday sweaters, hats, & accessories!





# Email Communications




Retire with Confidence  
**TRS Pre-Retirement Seminar**  
Estate Planning | Social Security | TRS  
Saturday, February 8, 2025  
9 am - 1 pm




Retirement is within reach and it's time to get serious about it! Please take a look at the agenda and share this with your colleagues that are within 5 years of retirement.

**TRS Pre-Retirement Half-Day Seminar**  
Saturday, February 8, 2025  
9 am - 1 pm

Georgia Southern University  
Armstrong Center  
13040 Abercorn Street, Ballroom A  
Savannah, GA 31419

 Teachers Retirement System of Georgia



**Join us for a TRS In-Person Workshop in March!**

**Troup-Harris Regional: LaGrange Memorial Library**  
LaGrange, GA - March 10, 2026 at 3:30 pm

**West Georgia Regional: Warren P. Sewell Memorial Library**  
Bremen, GA - March 11, 2026 at 4:00 pm

**Bartram Trails Regional: Mary Willis Library**  
Washington, GA - March 17, 2026 at 3:30 pm

**Northwest Georgia Regional Library: Dalton - Whitfield County Library**  
Dalton, GA - March 30, 2026 at 4:00 pm

**Several hundred thousand emails are sent to members, employers, and retirees**



## Highlights



### When Should You Start Planning for Retirement? **Now!**

Saving for retirement starts with your first paycheck and, as shown in the chart, compound interest has a powerful impact on your retirement savings.



Age at Start	22 yrs old	32 yrs old	42 yrs old
Contribution/month	\$100	\$100	\$100
Rate of Return	5%	5%	5%
Time Until 60 Years Old	38 yrs	28 yrs	18 yrs
Balance at Age 60	\$135,842	\$73,047	\$34,921

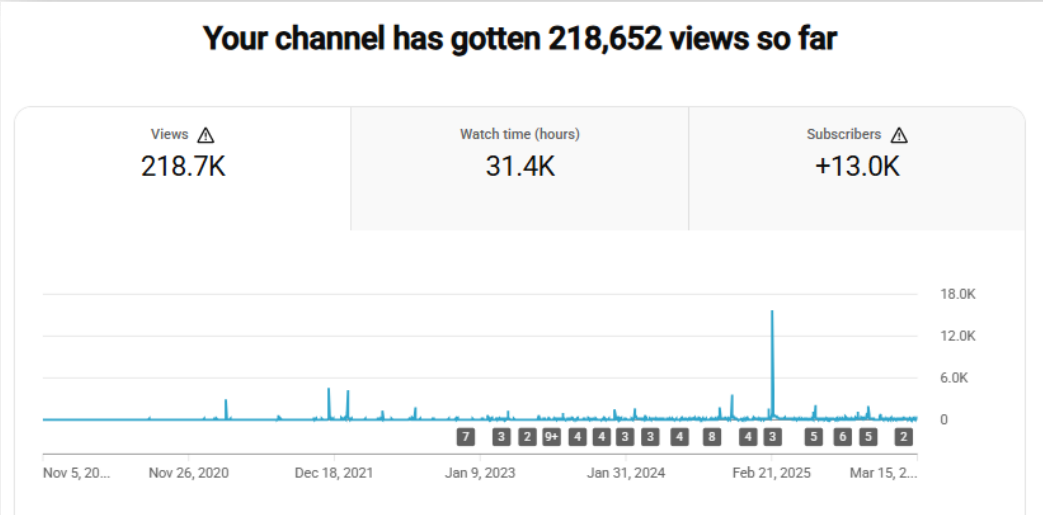
Visit [www.TRSGA.com](http://www.TRSGA.com) to learn more.

- Over 70K views – TRS Talks Series
- Ranked in top 5 amongst pensions
- 13K YouTube subscribers
- 19K Facebook subscribers
- Launched Instagram in 2025

# YouTube Channel



**Your videos got 78,984 views in 2025**





# Your Retirement In Focus Podcast

## 42,000+ Listens



Podcast

# Your Retirement in Focus

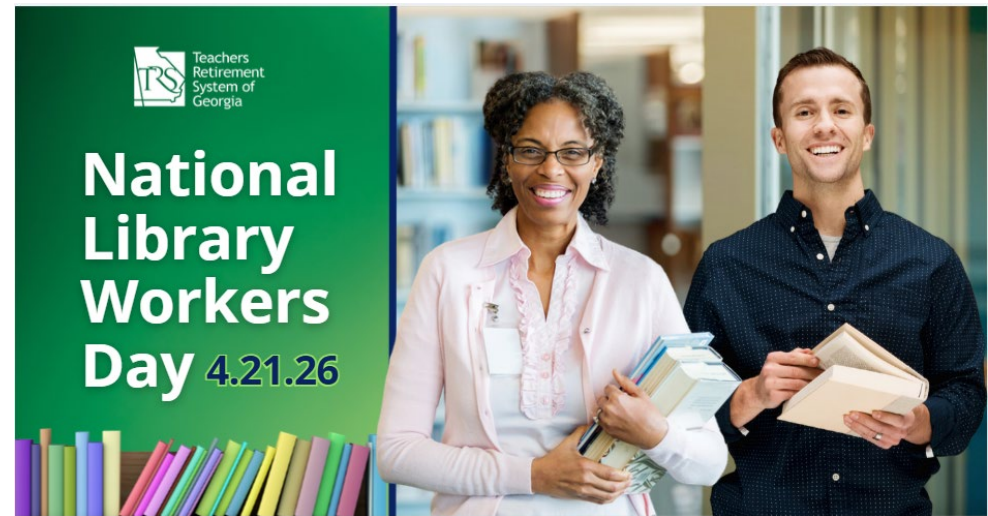
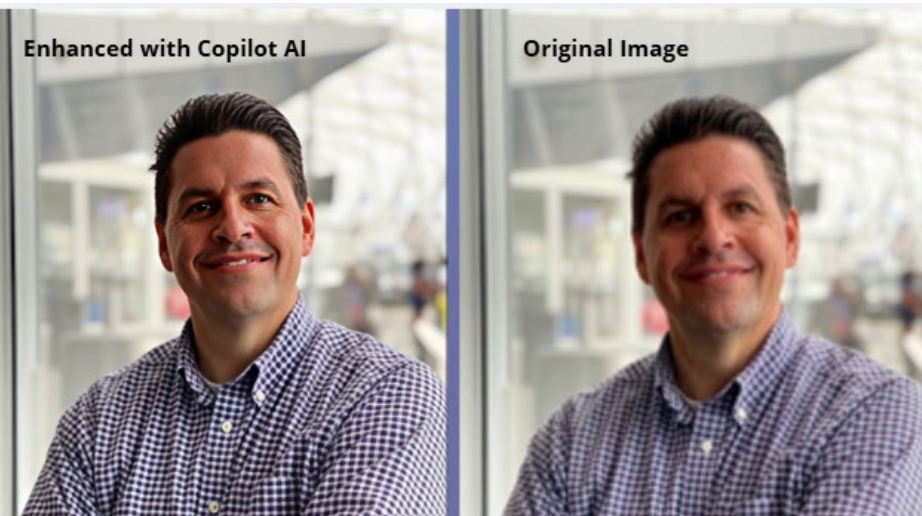
Teachers Retirement System of Georgia



## Short-Form Video Production





## Human-Led AI Use



## Resizing




**Your TRS Account Login**  
[www.TRSGA.com](http://www.TRSGA.com)



**My TRS Login**  

**Update Your Multifactor Authentication Preference**  
Protect your account from fraud.

**Update Your Email**  
TRS communications may be sent to your email.

**Update Your Beneficiaries**  
Make sure you have beneficiaries listed and they are up to date.






 **My TRS Login**   
[www.TRSGA.com](http://www.TRSGA.com)

**Your TRS Account Login**

**Update Your Multifactor Authentication Preference**

**Update Your Email and Contact Information**

**Update Your TRS Beneficiaries**



## Video Editing



# What's Next



## CRM Upgrade



## Web Design



## ADA Updates



# Thank You!



OBJECTIVES AND ACTION PLANS

Teachers Retirement System Strategic Plan FY 2025-FY 2028							
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
<p>Brief statement of <i>what</i> 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.</p> <p><b>Example of Preferred Response:</b> "Improve the customer experience for licensing applicants"</p> <p><b>Example of Limited Response :</b> "Improve customer service"</p> <p>EXAMPL E</p>		Set of action items or tasks detailing <i>how</i> the agency will work toward an objective and the case for <i>why</i> 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.	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.	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?	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.	For each action item, the concrete end date by which it should be completed. Must be within range of strategic plan dates.	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> "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 Preferred Response:</b> "Decrease call hold times from 20 minutes in 2021 to 5 minutes in 2024, based on monthly average."	<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 Preferred Response:</b> "\$12,000 within the current Licensing program budget"	<b>Example of Preferred Response:</b> March 2024	<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> "Direct licensing applicants to agency website"	<b>Example of Limited Response :</b> "Decrease call hold times by 75%"	<b>Example of Limited Response:</b> "Current agency staff"	<b>Example of Limited Response:</b> "Existing state general funds"	<b>Example of Limited Response:</b> FY25 to mid-FY26	<b>Example of Limited Response:</b> Still in progress, result TBD.
	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 3rd Qtr of FY '27 for Phase 1B- High average salary for re-retirements. .	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.  <b>The project will resume in 3rd Qtr of FY27 for phase 1B.</b>

## OBJECTIVES AND ACTION PLANS

1	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 4th Qtr of FY27.	Project moved to begin in 4th Qtr of FY27.
	1c	Optimize our resources-- finances, human workforce, IT systems, and other resources to responsibly manage the pension system.	<p>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.)</p> <p>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</p> <p>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.</p>	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- QA to begin 4th Qtr FY2026 with full UAT testing starting in FY2027. Phase 2- Start 4th Qtr FY2027. Phase 3- Begin after Phase 2.	Began researching potential vendors and solutions. <span style="color: red;">Phase 1 is anticipated to be ready for QA 4th quarter of FY26, and start phase 2 in the 4th quarter of FY27.</span>
	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 FY2027. Phase 2- Start FY2028.	<span style="color: red;">This project is still in the initial phase 1 as of March 2026.</span>

## OBJECTIVES AND ACTION PLANS

		<p><b>1f</b></p> <p>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.</p>	<p>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.</p>	<p>Retirement Services, Information Technology, Financial Services</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Q4 FY26.</p>	<p>As of June 2025 comprehensive process requirements documentation in final phase. Currently reviewing detailed processes and scope to determine development plans and timing.</p>
		<p><b>2a</b></p> <p>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.</p>	<p>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.</p>	<p>Information Technology, Member Services</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Project research to begin in FY23.</p>	<p>This project has been put on hold to address other immediate needs of the Member Services division.</p>
		<p><b>2b</b></p> <p>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.</p>	<p>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.</p>	<p>Information Technology, Communications</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Project to begin in FY23.</p>	<p>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 posted in summer of 2025 after the release of the .ORG site. IT confirmed that a hosting service such as Vimeo could be used with restrictions and no PII included in recordings. Demo to be edited and posted in summer of 205 after release of .ORG site. <b>The Member's Guide has been converted to a searchable, accessible web-based dropdown format with ADA-compliant features. The Employer outreach request form is being updated to better identify event needs, and discussions are underway on modular videos for application and return-to-work processes.</b></p>
		<p><b>2c</b></p> <p>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).</p>	<p>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.</p>	<p>Information Technology</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Create client application during FY23. Start and complete system testing and conduct user review testing during FY24.</p>	<p>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. As of June 2025 Beta version of the Android app is currently being tested. <b>This project is on-hold due to other higher priority items such as the ADA compliance mandate for FY2026.</b></p>

## OBJECTIVES AND ACTION PLANS

2	Promote ongoing systems' and processes' enhancements and efficiencies to better utilize resources and serve our customers.	2d	Automate the GSEPS process in PASS. Currently this is a manual process and Member Services would like this project done in phases 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 completed in 4th qtr 2026. Phases 4-6 will begin after completion of the first three phases.	Phase 1 and 2 were completed in FY23. <b>Phase 3 is in User Acceptance Testing and should be completed by 4th quarter of FY26.</b>
		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 FY27.	<b>Research continues on available options, with an ongoing discovery assessment with consulting firm SiKich to perform the migration to D365 Business Central. Our goal is to deliver a realistic budgetary item for the FY27 Budget and to start on the project by the 3rd quarter of FY27.</b>
		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.	Phase 1 - Adding spreadsheet data and entry screens into PASS to begin QA 4th quarter FY26.	<b>QA to begin 4th quarter of FY26.</b>
		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. As of June 2025, planning meeting held in late April 2025; next steps. planned for August 2025. <b>This project has been completed and deployed in FY2026.</b>

## OBJECTIVES AND ACTION PLANS

	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. Implementation began Q1 2025 with ongoing meetings through Q2 2025. Microsoft Marketing solution still in implementation and will be complete by July 2025 and the phasing out of our existing email marketing system will be complete by October 2025. <b>After research and legal counsel recommendations, the new solution, D365 Customer Insights, has been deployed. Enhancements have been made to SSRS reports for imports into CRM. The solution ensures that email communications fall within industry standards and help to reduce unsubscribes.</b>
	2i	Utilize technology innovation to improve the efficiency and effectiveness of operations, and improve security.	<ol style="list-style-type: none"> <li>1. Deploy new technologies, such as AI, Cloud computing, SAAS, BOTS, and RPA to automate and streamline processes.</li> <li>2. Use data analytics to improve decision-making and identify security risks.</li> <li>3. Develop new products and services that leverage emerging technologies and improve security.</li> <li>4. Create a culture of innovation that encourages employees to think outside the box and identify security risks.</li> </ol>	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 in FY25. The entire O365 platform will be rolled out during FY26. 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 and sick leave process to allow for EFT payments to members.	To allow members requesting refunds or the processing of sick leave payments 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 FY27.	<b>The project is set to begin in FY27.</b>

## OBJECTIVES AND ACTION PLANS

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.	3a	<p>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.</p>	<p>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.</p>	Call Center	Other Funds will be used in accordance with our Board approved operating budget.	Completed in FY23.	<p>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%. As of June 2025, quality average is 97.6%. 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.</p>
		3b	<p>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.</p>	<p>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.</p>	Executive Team	Other Funds will be used in accordance with our Board approved operating budget.	Completed in FY23.	<p>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.</p>
		3c	<p>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.</p>	<p>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.</p>	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.	<p>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. Two types of edits were changed from automated posting to active in July 2024, resulting in an increase in edits. As of June 2025, edits on-time posting average is 73%. <b>As of March 2026, FY 26 edits on-time posting average is 80.7%.</b></p>

## OBJECTIVES AND ACTION PLANS

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.	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.
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 FY24.	Position has been filled, and the employee is fully trained and counseling members.
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 FY24.	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. As of June 2025 the phone system replacement is planned for 2025. A meeting to discuss features and options was held in March of 2025 with external vendor, in June 2025 the system was chosen, and implementation is planned for October to November of 2025. <b>New phone system implementation occurred March 2026.</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.

## OBJECTIVES AND ACTION PLANS

4	<p>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.</p>	<p><b>4b</b></p> <p>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.</p>	<p>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),</p>	<p>Communications, Employer Services, Retirement Services</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Began FY 19, plan to continue through FY24.</p>	<p>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.</p> <p>For FY24 through 6/15/24; there were 20 employer training events. The Communications &amp; Outreach Trainer began cross-training with Employer Services in FY 24 and will begin cross-training in Retirement Services in FY 25. For period 07/01/24 – 6/16/25, 21 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>The employer training program has transitioned from Communications to Employer Services division, which will serve employers with more comprehensive training. There have been 15 employer training events in the last 12 months.</b></p>
		<p><b>4c</b></p> <p>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.</p>	<p>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 /</p> <p>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.</p>	<p>Communications, Employer Services</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>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.</p>	<p>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 an 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 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 &amp; online account event held in 4/24 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 mbrs have online accounts. As of 6/16/25, 48% of active mbrs have designated beneficiaries. 51% of members have online accounts. <b>As of 2/28/26, 49% of active members have designated beneficiaries and 53% have an online account; 79% of retirees have an online account.</b></p>

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4d	<p>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.</p>	<p>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.</p>	<p>Communications, Employer Services, Information Technology</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Project to begin in FY 24.</p>	<p>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. 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. As of June 2025 the next steps include updates to provide employers on-demand access to report production. <b>The on-demand missing beneficiary report was added to the employer portal August 2025. Beneficiary designation and online registration events continue, contributing to the increase in those areas.</b></p>
4e	<p>Develop official mid-career pension benefits program--workshop, one-on-one counseling &amp; 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.</p>	<p>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 (&amp; 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 (&amp; who had contributed in the last 4 months).</p>	<p>Communications, Member Services</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Completed goal in FY23. MC program instituted as a regular offering.</p>	<p>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.</p> <p>In FY24, there were 17 Mid-career workshop events reaching 714 attendees and 49 counseling sessions. We held 2 Mid-career seminars. For period 07/1/24 – 6/01/25, 13 Mid-career events with 1 being a MC seminar. <b>25 mid-career events occurred within the last year. 1,136 members were reached during this period.</b></p>
4f	<p>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.</p>	<p>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 que item processing to begin FY 24. Provide at least 2 higher education focused events per month. Create team lead position for MS outreach counselors.</p>	<p>Member Services, Communications</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<p>Begins FY24.</p>	<p>MS Outreach Team Lead position was filled in July 2024. Training for Outreach Counselors is on going and will continue through FY26 with completion expected by the end of FY26.</p> <p>In FY24, 2 higher education events conducted all but 2 months in fiscal year. For period 07/1/24 – 6/16/25, all months except July and August had 2 higher education events.</p>

## OBJECTIVES AND ACTION PLANS

5	Reinforce and recognize the value of our employees in order to make TRS a great place to work.	5a	<p>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.</p>	<p>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.</p>	Human Resources	Other Funds will be used in accordance with our Board approved operating budget.	Completed FY2023.	<p>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.</p> <p>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. <b>The agency completed a senior leadership book study in FY26 with the FY23 LDIP cohort as part of its ongoing investment in leadership development. LDIP cohort projects were paused in anticipation of the NextGen GA@Work implementation and related agency priorities. Continuing education classes will be offered in FY26 and extended through FY27. The agency plans to revisit the joint LDIP cohort project in FY27.</b></p>
		5b	<p>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.</p>	<p>Establish an 80% participation rate in the employee recognition program during FY 22 / Baseline: Not available as program has not yet been implemented.</p> <p>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.</p>	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.	<p>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. <b>EAC meetings continued through FY26 as a valuable forum for sharing employee concerns, feedback, and perspectives across the agency. These meetings also provided an opportunity for the incoming Executive Director to address concerns, share agency updates, and maintain open communication with staff.</b></p> <p>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.</p> <p>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. <b>In late FY25, met with staff to discuss potential options and recommendations for establishing an internal program. In FY26, discussions are to be held with IT to assess feasible hosting solutions for an internal site, with a formal decision anticipated in FY27.</b></p>
		5c	<p>Develop an internal employee recognition program. The purpose of the program will be to recognize the accomplishments of deserving employees.</p>	<p>Establish an 80% participation rate in the employee recognition program during FY 24</p> <p>Receive overall positive feedback on employee recognition program at close of FY 25</p>	Information Technology, Human Resources, Communications	Other Funds will be used in accordance with our Board approved operating budget.	Project to begin in FY24.	<p>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 FY26. <b>This project will continue into FY27.</b></p>

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		<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>	<p>Human Resources</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<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. 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. Content building will be ongoing in FY26 until completed. <b>There is active development and deployment of LMS training modules across Retirement Services and Member Services Divisions to standardize training and strengthen workforce capability. Implementation is ongoing until full completion.</b></p>
		<p>5d</p>					
		<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>	<p>HR in conjunction with all other Divisions at TRS</p>	<p>Other Funds will be used in accordance with our Board approved operating budget.</p>	<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. <b>The annual 5K Walk continued in FY25, promoting employee wellness across the agency.</b></p> <p>In the spring of FY24, additional employee wellness initiatives will be introduced, with a specific focus on financial wellness. 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>The Wealth Builders group is still active and continues to grow and has expanded into two tracks to better meet participant needs: a Foundation track for beginners and a Strategy track for intermediate and advanced investors.</b></p> <p>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>In FY26, a new cross-training opportunity was initiated between Records Management and Member Services, which is also progressing well.</b></p>
		<p>5e</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.