

SEPTEMBER 2024

TARGETING

Strategic Planning Committee Meeting



Teacher Retirement System of Texas
1000 Red River Street
Austin, Texas
78701-2698

**TEACHER RETIREMENT SYSTEM OF TEXAS MEETING
BOARD OF TRUSTEES
AND
STRATEGIC PLANNING COMMITTEE**

(Committee Chair and Members: John Rutherford, Chair; Michael Ball, David Corpus, John Elliott, James Dick Nance)

*All or part of the September 19, 2024, meeting of the TRS Strategic Planning Committee and Board of Trustees may be held by telephone or video conference call as authorized under Sections 551.130 and 551.127 of the Texas Government Code. The Board intends to have a quorum and the presiding officer of the meeting physically present at the following location, which will be open to the public during the open portions of the meeting: **1000 Red River, Austin, Texas 78701 in the TRS East Building, 5th Floor, Boardroom.***

The open portions of the September 19, 2024, meeting are being broadcast over the Internet. Access to the Internet broadcast and agenda materials of the meeting is provided at www.trs.texas.gov. A recording of the meeting will be available at www.trs.texas.gov.

AGENDA
September 19, 2024 – 9:45 a.m.

1. Call roll of Committee members.
2. Consider the approval of the proposed minutes of the July 2024 committee meeting – Committee Chair.
3. Discuss and review the Executive Director's proposed Areas of Focus for Fiscal Year 2025 – Brian Guthrie and Don Green.
4. Discuss and review an update on the Fiscal Year 2023 – 27 TRS Strategic Plan – Don Green and Michelle Pagán.
 - A. Improve communication regarding pension funding needs;
 - B. Improve communication regarding the impact of changing pension plan design;
 - C. Improve strategic communications with a customer-centric focus;
 - D. Improve communication efforts regarding health care funding needs;
 - E. Increase the value of health care benefits; and
 - F. Improve the health of our members.
5. Receive an update on the Member and Employer Outreach Plan – Beth Hallmark.

NOTE: The Board of Trustees (Board) of the Teacher Retirement System of Texas will not consider or act upon any item before the Strategic Planning Committee (Committee) at this meeting of the Committee. This meeting is not a regular meeting of the Board. However, because the full Committee constitutes a quorum of the Board, the meeting of the Committee is also being posted as a meeting of the Board out of an abundance of caution.

TAB
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Minutes of the Strategic Planning Committee
July 18, 2024

The Strategic Planning Committee of the Board of Trustees of the Teacher Retirement System of Texas met on July 18, 2024, in the boardroom located on the Fifth Floor in the East Building of TRS' offices located at 1000 Red River Street, Austin, Texas, 78701.

Committee members present:

Mr. John Rutherford, Chair
Mr. Michael Ball
Mr. David Corpus
Mr. John Elliott
Mr. Dick Nance

Other TRS Board Members present:

Ms. Brittny Allred
Ms. Nanette Sissney
Mr. Robert H. Walls, Jr.
Mr. Elvis Williams

Others who participated:

Brian Guthrie, TRS	Dr. Renee Paulson, Elite Research
Andrew Roth, TRS	
Don Green, TRS	
Heather Traeger, TRS	
Amanda Jenami, TRS	
Barbie Pearson, TRS	
Katrina Daniel, TRS	
Jase Auby, TRS	
Michelle Pagán, TRS	
Sunitha Downing, TRS	
Katherine Farrell, TRS	
Suzanne Dugan, Cohen Milstein	

Strategic Planning Committee Chair, Mr. John Rutherford, called the meeting to order at 2:21 p.m.

1. Call roll of Committee members.

Ms. Farrell called the roll. A quorum was present.

2. Consider the approval of the proposed minutes of the May 2024 committee meeting – Chair.

On a motion by Mr. Nance, seconded by Mr. Corpus, the committee unanimously voted to approve the proposed minutes for the May 2024 Strategic Planning Committee meeting as presented.

3. Discuss and review the Executive Director's Areas of Focus for Fiscal Year 2024 and proposed for Fiscal Year 2025 – Brian Guthrie and Don Green.

Mr. Don Green provided an overview of how the Areas of Focus align with TRS' Strategic Plan on an objective level and provides direction to the Executive Director on what he should focus on over the fiscal year. He provided an update on the fiscal year 2024 Areas of Focus noting the evaluation of the El Paso Regional Office was complete. He reported benefit enhancements were implemented, providing 285,000 members with one-time stipends valued at \$1.5 million, additionally 400,000 annuitants received COLAs equaling an additional \$30 million to the annuity payroll for each month. Mr. Green stated the fiscal year 2025 Areas of Focus remain the same with modifications to success measures. In response to an inquiry from Ms. Sissney, Mr. Guthrie committed to reviewing and increasing the targets for the member-focused area to be more reflective of where TRS was in those deliverables. He noted with the upcoming headquarters move and legislative session along with other significant initiatives such as TEAM, the focus is completing those, getting them across the finish line. He did announce one new initiative which had to do with efficiency, a review of processes to maximize resources.

4. Discuss and receive an update on the Fiscal Year 2023 – 27 TRS Strategic Plan – Don Green and Michelle Pagán.

- A. Advance and enhance IT systems and services;**
- B. Enhance the information security program;**
- C. Evaluate automation and technology solutions to enhance existing processes; and**
- D. Develop a centralized data management framework for digital and physical data.**

Ms. Michelle Pagán provided an update on the strategies related to information technology and information security as all still in progress. She noted many of the underlying initiatives or projects carry over multiple fiscal years.

Ms. Pagán concluded the agenda item with a review of the quarter's Enterprise Stoplight Report. She noted the enterprise technology trended up due to the evolving risk landscape surrounding TRS' IT systems and emerging technologies such as artificial intelligence. Another change was to facilities management and planning going from blue guarded to caution, she said simply because a possibility of delaying the Bravo building move. She said the headquarters project was removed from the risk dashboard because the underlying risk events were combined into the facilities management and planning category. She noted the TEAM Program trend is increasing due to new requirements added to the scope of the final release. For the TRS-ActiveCare Affordability risk category she reported decreased to caution due to continued efforts to manage the cost trending through effective plan design and procurement initiatives. Lastly, Ms. Pagán noted that TRS-Care Funding decreased to low risk due to the fund's ability to reduce Medicare premiums and maintain stability of the fund as well as offer dental and vision plans for retirees.

5. Receive an update on the Reporting Employer Satisfaction Survey results – Sunitha Downing and Dr. Rene Paulson, Elite Research.

Ms. Sunitha Downing provided context on the reporting employer (RE) satisfaction survey results. She said this survey is conducted every year and it gauges the RE satisfaction on TRS services and provides feedback to TRS management. She said all 1,300 plus reporting employers were surveyed and responses were received from 822, a 64 percent response rate. She reported the only notable change to this year's survey was the addition of one exploratory question for participants to rate the helpfulness of trainings that were offered in 2024 in comparison to those offered in 2023.

Dr. Rene Paulson reviewed the methodology and results. She reported TRS received excellent ratings nearly doubling compared to 2023 and 2022. In response to Mr. Rutherford's inquiry, she said it was likely caused by TRS changing the response time from a two-day to a one-day standard. She said one-half were very satisfied with their overall experience with TRS and fewer than three percent are not satisfied. She said respondents rated their RE coach more favorably than overall TRS services and 72 percent of REs rated themselves as very satisfied with their coach, up 19 percent from 2023. She reported for the first time in recent years, more than 60 percent of respondents reported attending training in the past year. She said there were 14 training sessions evaluated in 2024 compared to five in 2023 and twice as many REs selected the highest level of improvement in understanding from trainings in 2024 compared to 2023. She said email was still the highest-rated form of communication. She concluded there was overall a very positive shift this year and while TRS is unlikely to continue to achieve the same double rate of gain, numbers could keep going up or be maintained in future years.

With no further business before the Committee, the meeting adjourned at 3:08 p.m.

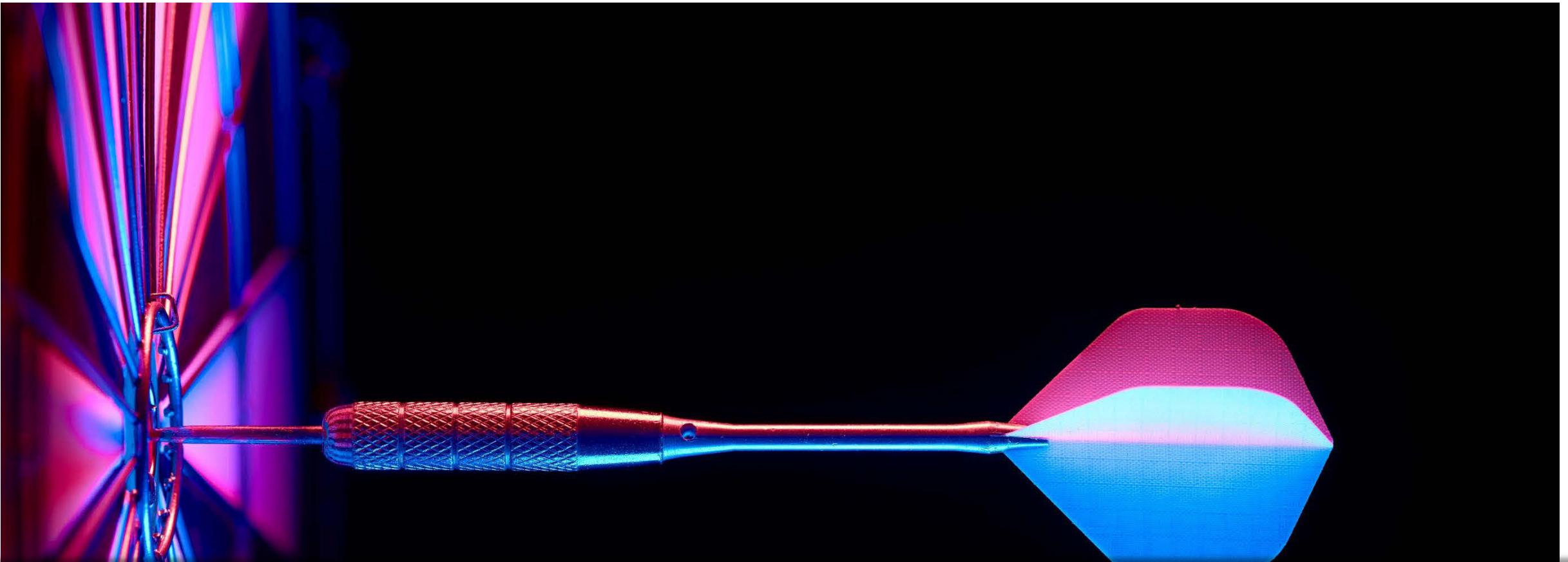
Approved by the Strategic Planning Committee of the Board of Trustees of the Teacher Retirement System of Texas on September _____, 2024.

Katherine H. Farrell
Secretary of the TRS Board of Trustees

Date



TAB 3



Strategy

Proposed Executive Director's Areas of Focus for FY 2025

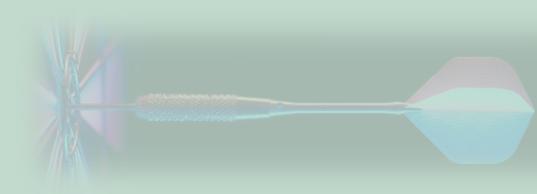
Sept. 19, 2024

Brian Guthrie, Executive Director

Don Green, Chief Financial Officer



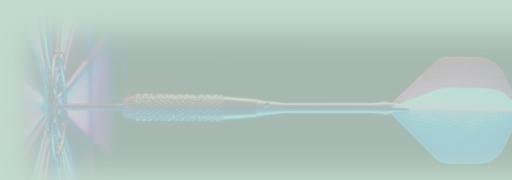
Agenda



- Background
- Alignment
- Revised Proposed FY25 Areas of Focus
- Appendix: FY25 Proposed Areas of Focus



Background



Generally, Areas of Focus (AOF) align with the strategic plan at the objective level. However, they may also include short-term or tactical initiatives not found in the strategic plan.

While the strategic plan covers a five-year period, the Areas of Focus represent what the executive director (and TRS) will accomplish over a single fiscal year.



To advance the Areas of Focus, the executive director identified success measures* consisting of deliverables and key performance indicators (KPIs).

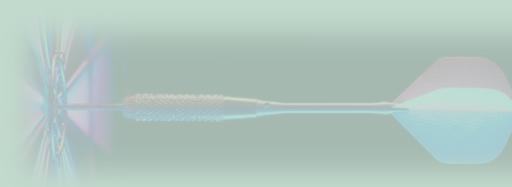
Deliverables are discrete tasks with a start and end date while KPIs are quantifiable measures of performance.

Deliverables may be confined to one fiscal year, or they may extend over multiple fiscal years. Deliverables are considered complete if the specific tasks that were identified for the fiscal year have been accomplished.

**Results and measures related to the Areas of Focus inform trustees' overall qualitative assessment of leadership performance and are not weighted or calculated as part of an overall quantitative measure.*



Alignment – Key Accountabilities



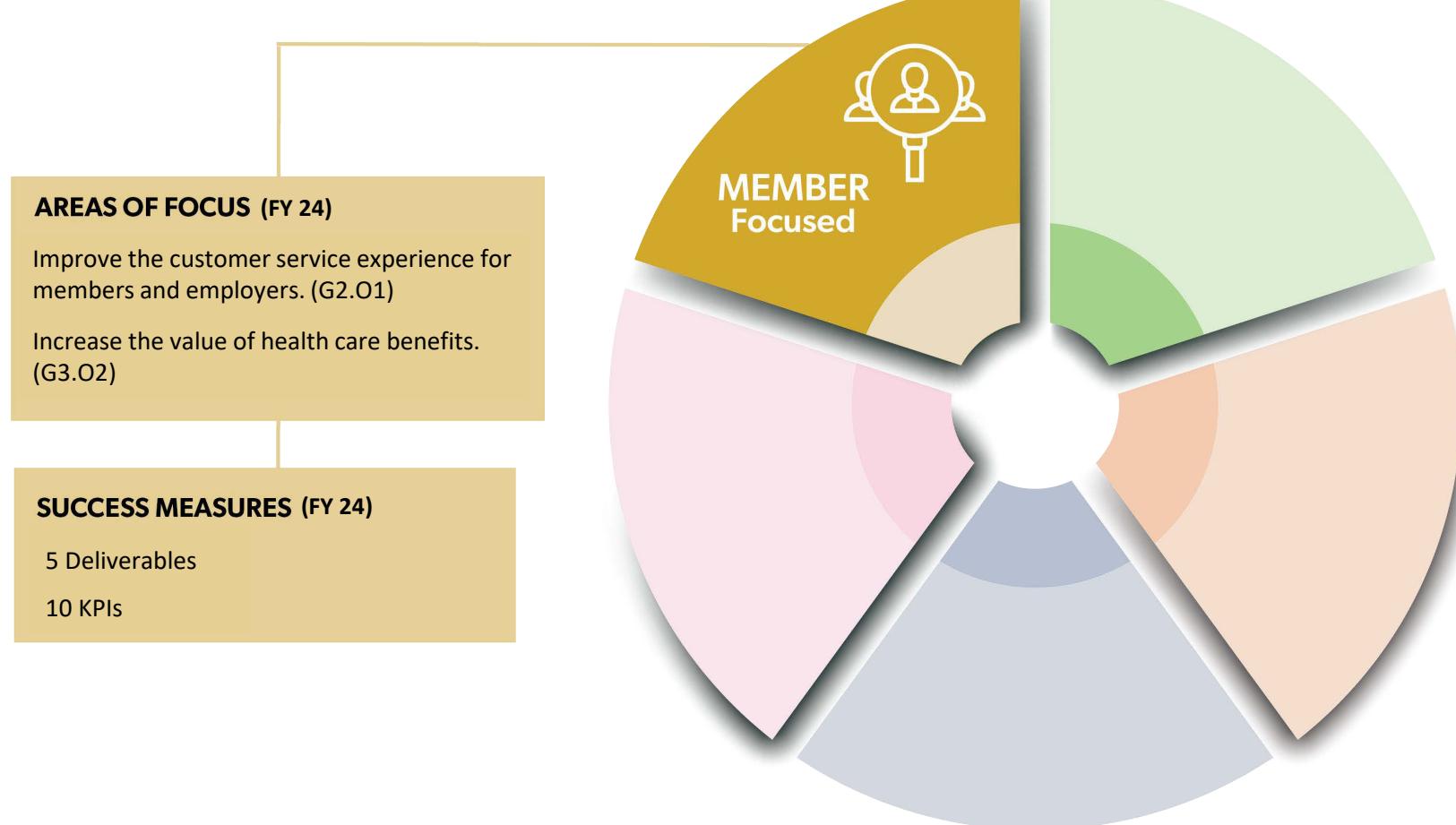
**Areas of Focus align with
the Key Accountabilities**





Alignment – Strategic Plan

Areas of Focus also align with the Strategic Plan



AREAS OF FOCUS (FY 24)

Improve the customer service experience for members and employers. (G2.O1)

Increase the value of health care benefits.
(G3.O2)

SUCCESS MEASURES (FY 24)

5 Deliverables

10 KPIs



Revised Proposed FY25 Areas of Focus – Highlights

5 KEY ACCOUNTABILITIES

- Member Focused
- Leadership Effectiveness
- Talent Effectiveness
- Continuous Improvement
- Operational Effectiveness



10 AREAS OF FOCUS

- 8 Strategic Plan Objectives
- 1 Communication-related
- 1 Legislative-related

44 SUCCESS MEASURES

- 27 Deliverables (qualitative) (*increased by one since July*)
- 17 KPIs (quantitative)



Revised Proposed FY25 Areas of Focus – Deliverables

MEMBER
FocusedLEADERSHIP
EffectivenessTALENT
Effectiveness

Area of Focus	Deliverables
Improve the customer service experience for participants and reporting employers. (G2.O1) [Revised]	<ul style="list-style-type: none"> Expand member self-service options within the automated phone system and <i>MyTRS</i>. [New] Increase engagement with members/participants and reporting employers regarding TRS benefits. (G2.O1.S1) [New] Expand our services to meet members where they are. (G2.O1.S2) [New]
Increase the value of TRS-Care and TRS-ActiveCare benefits. (G3.O2) [Revised]	<ul style="list-style-type: none"> Reengineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2) [Carryover] Monitor and evaluate programs to reduce participants' out-of-pocket costs for specialty drugs. [Carryover] Lower premiums in 2025 for Medicare-eligible retirees while maintaining stability of TRS-Care fund. [New] Implement new TRS-Care dental and vision plans for plan year 2025. [New]
Enhance stakeholder communication. [Carryover]	<ul style="list-style-type: none"> Serve as a trusted resource and engage with policymakers on pension funding and plan design. (G1.O2.S1) [Revised] Serve as a trusted resource and engage with policymakers on health care funding and plan design. (G3.O1.S1) [Revised] Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed postretirement. (G4.O7. S2) [Carryover]
Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O1) [Carryover]	<ul style="list-style-type: none"> Continue to hire and expand the Emerging Manager Program. [Carryover] Conduct strategic asset allocation study and report results to the board of trustees (October 2024). [Carryover]
Attract, retain and develop a diverse and highly competent staff. (G4.O1) [Carryover]	<ul style="list-style-type: none"> Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multistate employer. [Carryover] Improve diversity representation, as defined by Texas state law, at all levels of the organization, with primary focus on job qualifications and experience. [Revised] Maintain workforce planning strategies which provide continuous improvement for hybrid work, succession planning and learning and development initiatives. [Revised]

Revised Proposed FY25 Areas of Focus – Deliverables (cont'd)



OPERATIONAL
Effectiveness



CONTINUOUS
Improvement

SUMMARY

Proposed Areas of Focus FY25

Area of Focus	Deliverables
Enhance the information security program to effectively counter current and emerging threats and risks facing TRS. (G4.O3) [Carryover]	<ul style="list-style-type: none"> Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1) [Carryover] Expand the governance, risk and compliance (GRC) program to include security and privacy management, risk/fraud forecasting and education in cooperation with Legal & Compliance and appropriate business units. (G4.O3.S2) [Revised]
Execute on TRS facilities needs. (G4.O4) [Carryover]	<ul style="list-style-type: none"> Complete build-out and move-in activities for the new TRS headquarters buildings (Alpha and Bravo). (G4.O4.S1) [Carryover]
Implementation of legislation. [Carryover]	<ul style="list-style-type: none"> Plan and execute implementation of new legislation. [Carryover]
Advance and enhance information technology (IT) systems and services. (G4.O2) [Carryover]	<ul style="list-style-type: none"> Develop, maintain and enhance IT systems and infrastructure in support of TRS business needs. (G4.O2.S1) [Carryover] Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems and strategic digital transformation. (G4.O2.S4) [Revised] Deliver Payroll, Benefit Account Adjustment and Tax Reporting release per TEAM Roadmap. [New] Deliver dental and vision and limited time enrollment opportunity capabilities for Health. [New]
Evaluate automation and technology solutions to enhance existing processes. (G4.O8) [Carryover]	<ul style="list-style-type: none"> Investigate best practices and feasibility of incorporating artificial intelligence into organizational processes. (G4.O8.S1) [Revised] Identify opportunities for improved productivity, process efficiencies and performance monitoring. (G4.O8.S2) [New] Implement Investment Data Modernization Program to improve trust asset monitoring and fiduciary oversight. (G4.O8.S3) [Carryover] Implement and support business-driven artificial intelligence technology solutions across TRS. [New]

AOFs	#	Status
Deliverables	10	9 – Carryover; 2 – Revised
KPIs	22 27	11 – Carryover; 7 – Revised; 9 – New
Total Success Measures	15 17	12 – Carryover; 3 – Revised; 2 - New



Revised Proposed Areas of Focus – Member Focused



Success Measures	Status
	Revised
	Deliverables
	Expand member self-service options within the automated phone system and <i>MyTRS</i> .
	Increase engagement with members/participants and reporting employers regarding TRS benefits. (G2.O1.S1)
	Expand our services to meet members where they are. (G2.O1.S2)
	KPIs
	Pension Benefit calls answered within 3 minutes – Target: 90% Revised
	Retirees receiving first annuity payment on time – Target: 98% Carryover
	Death claims payments issued within 31 days of receipt of all required paperwork – Target: 95% Carryover
Number of counseling appointments available in Austin – Target: 20,000 Carryover	
Attain a reported response time within 48 hours or sooner based on Reporting Employer Satisfaction Survey – Target: 90% Carryover	
Health Division calls answered within 3 minutes – Target: 90% Revised	
Number of counseling appointments available in El Paso – Target: 7,500 Carryover	



Revised Proposed Areas of Focus – Member Focused



Success Measures	Status
	Carryover
	Deliverables
	Reengineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2)
	Monitor and evaluate programs to reduce participants' out-of-pocket costs for specialty drugs.
	Lower premiums in 2025 for Medicare-eligible retirees while maintaining stability of TRS-Care fund.
	Implement new TRS-Care dental and vision plans for plan year 2025.
	KPIs
	Increase the percentage of TRS-ActiveCare enrollees in the primary care driven plans from prior year – Target: 3%
	Carryover
	Member engagement metrics as measured by percentage of members who open The Pulse email – Target: 25%
	Revised
	Member engagement metrics as measured by percentage of members who open The Pulse email and then click to read articles – Target: 3%
	Carryover



Revised Proposed Areas of Focus – Leadership Effectiveness



LEADERSHIP
Effectiveness

Success Measures		Status
	Enhance stakeholder communication.	Carryover
	Deliverables	
	Serve as a trusted resource and engage with policymakers on pension funding and plan design. (G1.O2.S1)	Revised
	Serve as a trusted resource and engage with policymakers on health care funding and plan design. (G3.O1.S1)	Revised
	Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed postretirement. (G4.O7. S2)	Carryover
	KPIs	
	Increase number of visits/views of outreach plan communications products (e.g., videos, web pages) – Target: 20%	Carryover
	Improve usability score of the TRS website related to task completion rates post redesign – Target: Speed completion rates by 30% or more	New
	Improve overall usability of the TRS website post redesign – Target: System Usability Scale (SUS) score of 70 or above	New



Revised Proposed Areas of Focus – Leadership Effectiveness



LEADERSHIP
Effectiveness

Success Measures		Status
	Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (G1.O1)	Carryover
Deliverables		
Continue to hire and expand the Emerging Manager Program.		Carryover
Conduct strategic asset allocation study and report results to the board of trustees (October 2024).		Carryover
KPIs		
Trust rate of return measured on a rolling 20-year period – Target: 7.00%		Carryover
Return in excess of the benchmark return for the total trust (3-year rolling) – Target: +100bp		Carryover



Revised Proposed Areas of Focus – Talent Effectiveness



Success Measures	Status
	Attract, retain and develop a diverse and highly competent staff. (G4.O1) Carryover
	Deliverables
	Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multi-state employer. Carryover
	Improve diversity representation, as defined by Texas state law, at all levels of the organization, with primary focus on job qualifications and experience. Revised
	Maintain workforce planning strategies which provide continuous improvement for hybrid work, succession planning and learning and development initiatives. Revised
	KPIs
	Employee engagement score – Target: 4.0 or greater Carryover
	TRS voluntary turnover rate vs. state turnover rate – Target: A minimum of 25% below state average Carryover



Revised Proposed Areas of Focus – Operational Effectiveness



OPERATIONAL
Effectiveness

Success Measures	Deliverables	Status
		Carryover
	Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1)	Carryover
	Expand the governance, risk and compliance (GRC) program to include security and privacy management, risk/fraud forecasting and education in cooperation with Legal & Compliance and appropriate business units. (G4.O3.S2)	Revised

Success Measure	Deliverables	Status
		Carryover
	Complete build-out and move-in activities for the new TRS headquarters buildings (Alpha and Bravo). (G4.O4.S1)	Carryover

Success Measure	Deliverables	Status
		Carryover
	Plan and execute implementation of new legislation.	Carryover



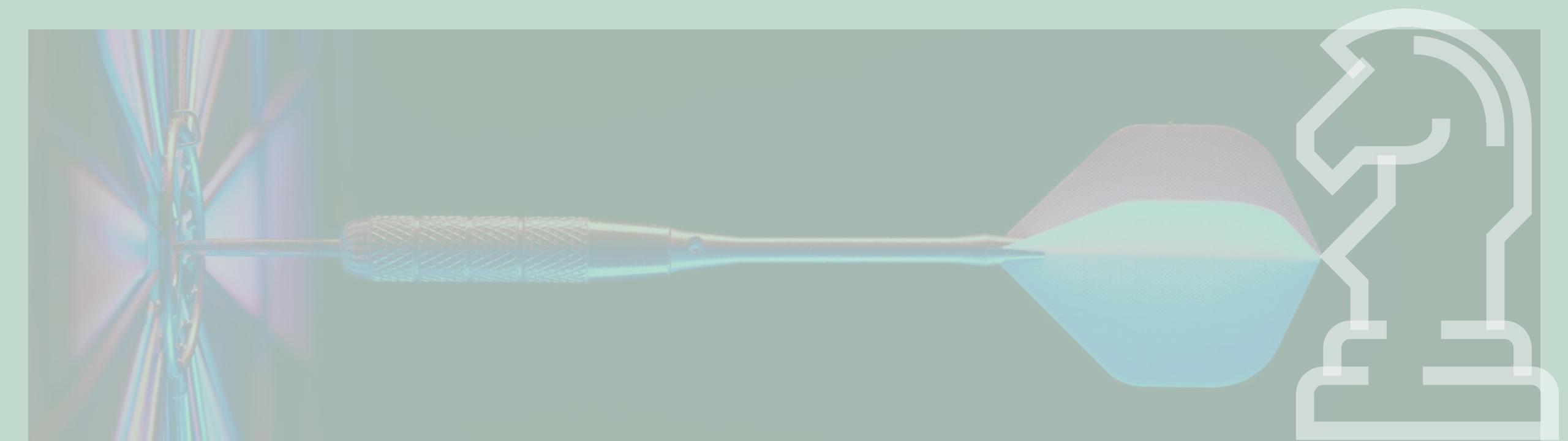
Revised Proposed Areas of Focus – Continuous Improvement



CONTINUOUS
Improvement

Success Measures		Status
	Advance and enhance IT systems and services. (G4.O2)	Carryover
Deliverables		
	Develop, maintain and enhance IT systems and infrastructure in support of TRS business needs. (G4.O2.S1)	Carryover
	Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems and strategic digital transformation. (G4.O2.S4)	Revised
	Deliver Payroll, Benefit Account Adjustment and Tax Reporting release per TEAM Roadmap.	New
	Deliver dental and vision and limited time enrollment opportunity capabilities for Health.	New

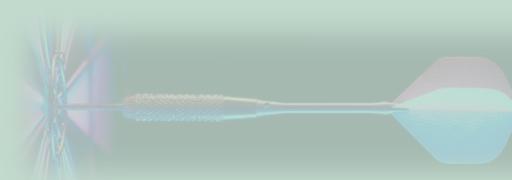
Success Measures		Status
	Evaluate automation and technology solutions to enhance existing processes. (G4.O8)	Carryover
Deliverables		
	Investigate best practices and feasibility of incorporating artificial intelligence into organizational processes. (G4.O8.S1)	Revised
	Identify opportunities for improved productivity, process efficiencies and performance monitoring. (G4.O8.S2)	New
	Implement Investment Data Modernization Program to improve trust asset monitoring and fiduciary oversight. (G4.O8.S3)	Carryover
	Implement and support business-driven artificial intelligence technology solutions across TRS.	New



Appendix: FY 2025 Proposed Areas of Focus



Proposed FY25 Areas of Focus

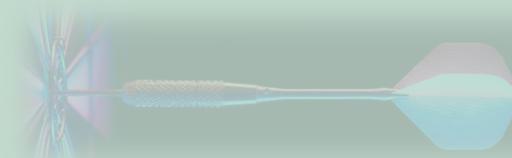


Member Focused

Areas of Focus	Success Measures
Improve the customer service experience for <u>members/participants</u> and <u>reporting employers</u> . (G2.O1)	<p>Deliverables</p> <ul style="list-style-type: none">• <u>Expand member self-service options within the automated phone system and MyTRS.</u>• <u>Increase engagement with members/participants and reporting employers regarding TRS benefits. (G2.O1.S1)</u>• <u>Expand our services to meet members where they are. (G2.O1.S2)</u>• <u>Conduct one year evaluation of El Paso regional office and based on results, explore potential locations for a second regional office (Rider 21, HB 1, 88R). (Delete; Complete)</u>• <u>Implement and provide benefit enhancement stipends and a COLA, if approved by voters, to eligible members authorized by SB 10, 88R (January 2024). (Delete; Complete)</u> <p>KPIs</p> <ul style="list-style-type: none">• Pension Benefit calls answered within 3 minutes – Target: <u>80</u><u>90</u>%• Retirees receiving first annuity payment on time – Target: 98%• Death claims payments issued within 31 days of receipt of all required paperwork – Target: 95%• Number of counseling appointments available in Austin – Target: 20,000• Attain a reported response time within 48 hours or sooner based on Reporting Employer Satisfaction Survey – Target: 90%• Health Division calls answered within 3 minutes – Target: <u>80</u><u>90</u>%• Number of counseling appointments available in El Paso – Target: 7,500
Increase the value of <u>TRS-Care and TRS-ActiveCare</u> <u>health care</u> benefits. (G3.O2)	<p>Deliverables</p> <ul style="list-style-type: none">• Reengineer TRS-ActiveCare to better meet employer needs. (G3.O2.S2)• Monitor and evaluate programs to reduce participants' out-of-pocket costs for specialty drugs.• <u>Install new pharmacy benefit manager for all TRS health plans for plan year 2024. (Delete; Complete)</u>• <u>Lower premiums in 2025 for Medicare-eligible retirees while maintaining stability of TRS-Care fund.</u>• <u>Implement new TRS-Care dental and vision plans for plan year 2025.</u> <p>KPIs</p> <ul style="list-style-type: none">• Increase the percentage of TRS-ActiveCare enrollees in the primary care driven plans from prior year – Target: 3%• Member engagement metrics as measured by percentage of members who open <u>The Pulse</u> email – Target: <u>23</u><u>25</u>%• Member engagement metrics as measured by percentage of members who open <u>The Pulse</u> email and then click to read articles – Target: 3%



Proposed FY25 Areas of Focus



Leadership Effectiveness

Areas of Focus	Success Measures
Enhance stakeholder communication.	<p>Deliverables</p> <ul style="list-style-type: none">Serve as a trusted resource and engage with policymakers on pension <u>funding</u> and <u>health care funding</u><u>plan design</u>. (<u>G1.O24.S1</u>, <u>G3.O1.S1</u>)Serve as a trusted resource and engage with policymakers on <u>health care funding</u> and <u>pension</u> plan design. (<u>G31.O14.S1</u>)Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed postretirement. (<u>G4.O7. S23</u>) <p>KPI</p> <ul style="list-style-type: none"><u>Increase number of visits/views of outreach plan communications products (e.g., videos, web pages) – Target: 20%</u><u>Improve usability score of the TRS website related to task completion rates post redesign – Target: Speed completion rates by 30% or more</u><u>Improve overall usability of the TRS website post redesign – Target: System Usability Scale (SUS) score of 70 or above</u>
Achieve the trust's actuarial assumed rate of return as measured on rolling 20-year periods. (<u>G1.O13</u>)	<p>Deliverables</p> <ul style="list-style-type: none">Continue to hire and expand the Emerging Manager Program.Conduct actuarial valuation audit and report results to the board of trustees (December 2023). (Delete; Complete)Conduct strategic asset allocation study and report results to the board of trustees (October 2024).
	<p>KPIs</p> <ul style="list-style-type: none">Trust rate of return measured on a rolling 20-year period – Target: 7.00%Return in excess of the benchmark return for the Total Trust (3-year rolling) – Target: +100bp

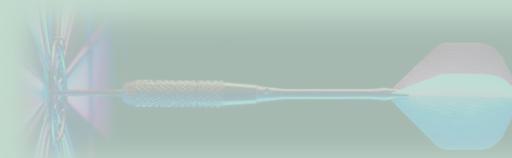
Proposed FY25 Areas of Focus

Talent Effectiveness	
Areas of Focus	Success Measures
Attract, retain, and develop a diverse and highly competent staff. (G4.O1)	<p>Deliverables</p> <ul style="list-style-type: none"> Continue to evolve as an employer of choice to attract and retain best talent, including exploring TRS becoming a multistate employer. Improve diversity representation, <u>as defined by Texas state law</u>, at all levels of the organization, <u>with primary focus on job qualifications and experience. (G4.O1.S2)</u> <u>Develop and implement a</u><u>Maintain</u> workforce planning strategy, <u>that includes expanded</u> <u>which provide continuous improvement for remote</u><u>hybrid</u> work, succession planning, and <u>knowledge transfer</u><u>learning and development initiatives. (G4.O1.S5)</u> <p>KPIs</p> <ul style="list-style-type: none"> Employee engagement score – Target: 4.0 or greater TRS voluntary turnover rate vs. state turnover rate – Target: A minimum of 25% below state average

Operational Effectiveness	
Areas of Focus	Success Measures
Enhance the information security program to effectively counter current and emerging threats and risks facing TRS. (G4.O3)	<p>Deliverables</p> <ul style="list-style-type: none"> Optimize security architecture and operational capabilities to thwart advanced threats and mitigate vulnerabilities. (G4.O3.S1) <u>Develop a comprehensive</u><u>Expand the</u> governance, risk, and compliance (GRC) program to include security and privacy management, risk/fraud forecasting, and education in cooperation with Legal & Compliance and appropriate business units. (G4.O3.S2)
Execute on TRS facilities needs. (G4.O4)	<p>Deliverable</p> <ul style="list-style-type: none"> Complete build-out and move-in activities for the new TRS headquarters buildings (Alpha and Bravo). (G4.O4.S1)
Implementation of legislation.	<p>Deliverable</p> <ul style="list-style-type: none"> Plan and execute implementation of new legislation.



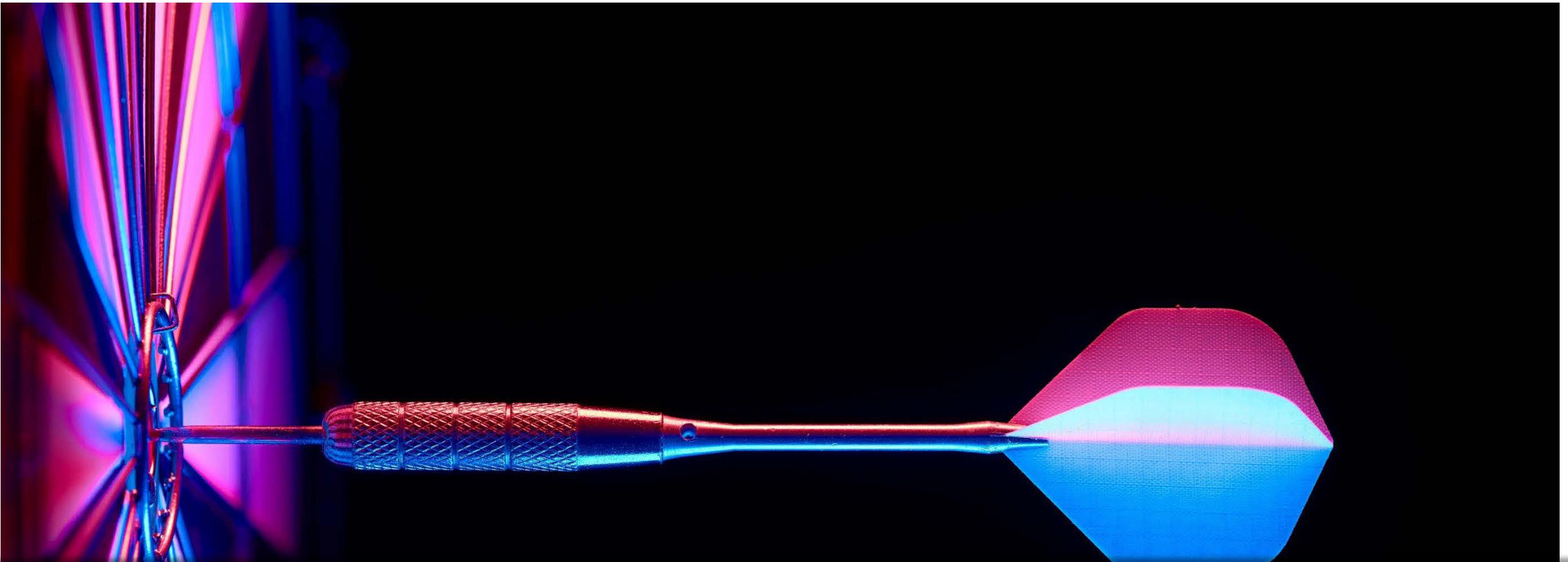
Proposed FY25 Areas of Focus



Continuous Improvement

Areas of Focus	Success Measures
Advance and enhance IT systems and services. (G4.02)	<p>Deliverables</p> <ul style="list-style-type: none">• Develop, maintain, and enhance IT systems and infrastructure in support of TRS business needs. (G4.02.S1)• Implement modern information systems across all lines of business divisions with priority on modernization of legacy systems <u>and strategic digital transformation</u>. (G4.02.S4)• <u>Deliver Payroll, Benefit Account Adjustment and Tax Reporting release per TEAM Roadmap.</u>• <u>Deliver dental and vision and limited time enrollment opportunity capabilities for Health.</u>
Evaluate automation and technology solutions to enhance existing processes. (G4.08)	<p>Deliverables</p> <ul style="list-style-type: none">• <u>Develop appropriate policies, investigate best practices, and determine the feasibility of incorporating artificial intelligence into TRS business organizational processes.</u> (G4.08.S1)• <u>Identify opportunities for improved productivity, process efficiencies and performance monitoring.</u> (G4.08.S2)• <u>Implement Investment Data Modernization Program to improve trust asset monitoring and fiduciary oversight.</u> (G4.08.S3)• <u>Implement and support business-driven artificial intelligence technology solutions across TRS.</u>

TAB
4



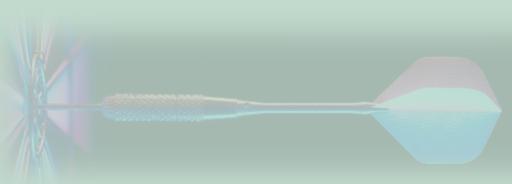
Strategy

Update on FY 2023-27 Strategic Plan

Sept. 19, 2024

Don Green, Chief Financial Officer

Michelle Pagán, Director, Enterprise Risk, Strategy & Performance

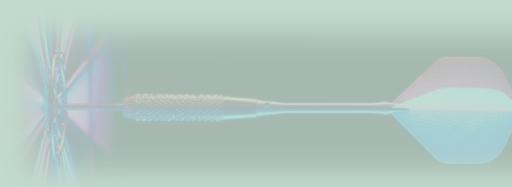


Agenda

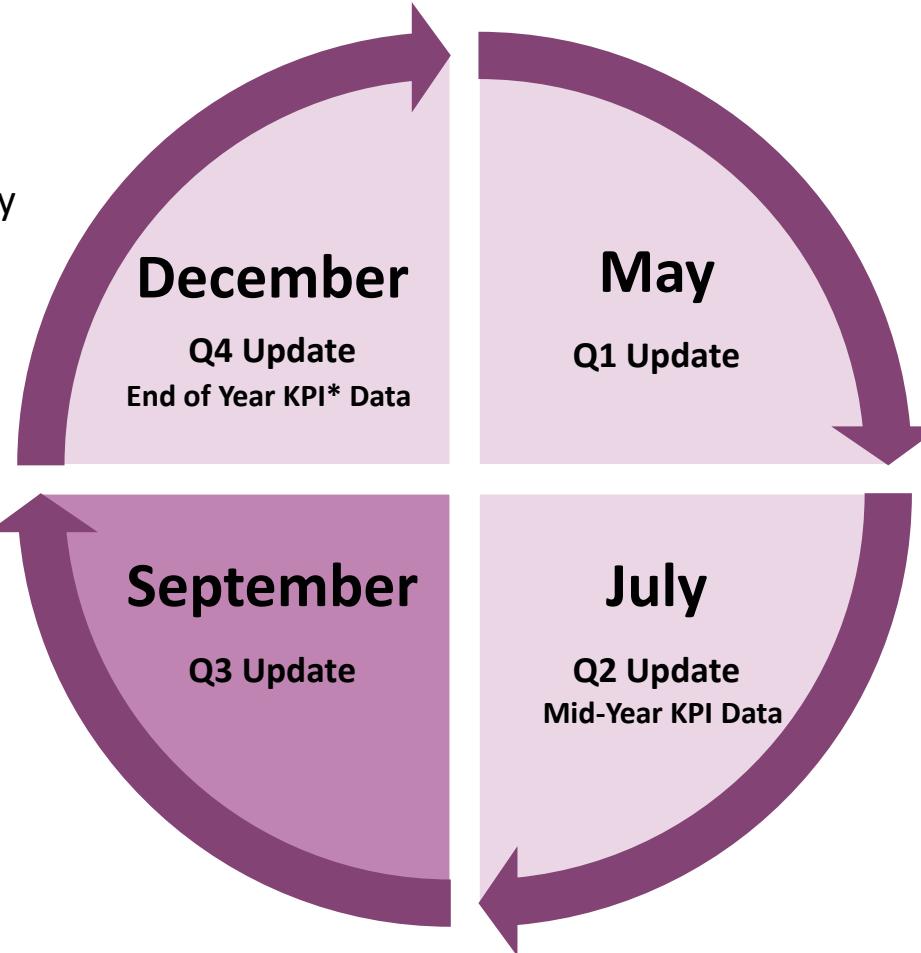
- Strategic Plan Reporting Schedule
- 2023-27 Strategic Plan Status Update
- Summary of Changes – Enterprise Stoplight Report
- Enterprise Stoplight Report
- Risk Trending Dashboard
- Appendix: 2023-27 Strategic Plan Accomplishments



Strategic Plan Reporting Schedule



- Attract, retain and develop a diverse and highly competent staff
- Execute on TRS facilities needs
- Foster a culture of fiduciary responsibility and ethical conduct
- Improve and maintain effective procurement and contract management



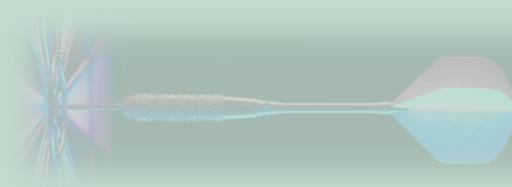
- Improve pension funding communication
- Improve communication regarding the impact of changing plan design
- Improve health care funding communication
- Increase the value of health care benefits
- Improve the health of our members
- Improve strategic communications

- Achieve the investment rate of return
- Improve the customer service experience
- Improve timeliness and accuracy in employer-reported data

- Advance and enhance information technology (IT) systems and services
- Enhance the information security program
- Evaluate automation and technology solutions to enhance processes
- Develop a centralized data management framework for digital and physical data



2023-27 Strategic Plan Status Update

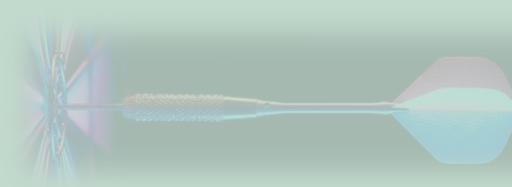


		Status
Goal 1: Sustain a financially sound pension system.		
Strategies	Objective 1: Improve communication regarding pension funding needs.	
	G1.O1.S1: Serve as a trusted resource and engage with policymakers on pension funding.	Complete Slide 12
	Objective 3: Improve communication regarding the impact of changing pension plan design.	
	G1.O3.S1: Serve as a trusted resource and engage with policymakers on pension plan design.	Complete Slide 13

		Status
Goal 4: Ensure that people, processes and technology align to achieve excellence in the delivery of services to members.		
Strategies	Objective 7: Improve strategic communications with a customer-centric focus.	
	G4.O7.S1: Ensure that member-facing content is easily understandable, findable and accessible to readers, and fully meets members' needs.	Complete Slide 17
	G4.O7.S2: Map and verify the information needs of members and employers and how they interconnect so informational content can be delivered more seamlessly.	Complete Slide 17
	G4.O7.S3: Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed post-retirement.	Complete Slide 17



2023-27 Strategic Plan Status Update



Strategies		Status
	Goal 3: Facilitate access to competitive, reliable health care benefits for our members.	
	Objective 1: Improve communication efforts regarding health care funding needs.	
	G3.O1.S1: Serve as a trusted resource and engage with policymakers on health care funding.	Complete Slide 14
	Objective 2: Increase the value of health care benefits.	
	G3.O2.S1: Engage the best health care vendors through competitive procurement to ensure our members have the highest value health care.	Complete Slide 15
	G3.O2.S2: Reengineer TRS-ActiveCare to better meet employer needs.	Complete Slide 15
	G3.O2.S3: Use data analytics tools to provide assurance on health care claims compliance.	Complete Slide 15
	Objective 3: Improve the health of our members.	
	G3.O3.S1: Improve engagement of plan participants with an initial focus on populations with high impact conditions, such as diabetes.	Complete Slide 16
	G3.O3.S2: Optimize disease management for high-risk populations.	Complete Slide 16

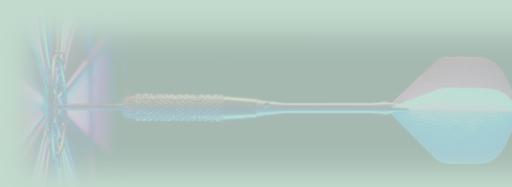


Summary of Changes – Enterprise Stoplight Report

Risk Level Color/Trending Changes	July 2024	September 2024
Pension Funding	● ↑	● ↔
TEAM Program	● ↑	● ↔



Enterprise Stoplight Report – September 2024



Budget	Business Continuity	Communications & External Relations	Cybersecurity	Data Privacy & Confidentiality
Employer Reporting	Enterprise Technology	Ethics & Fraud Prevention	Facilities Management & Planning	Global Operations
Health Care Plans Administration	Market	Open Government	Pension Benefit Services	Pension Funding
Procurement & Contracts	Records & Information Management	Regulatory, Compliance & Litigation	Talent Continuity	TEAM Program
TRS-ActiveCare Affordability	TRS-Care Funding			

RISK CATEGORY LEVEL - Threat to Achieving TRS Goals & Objectives

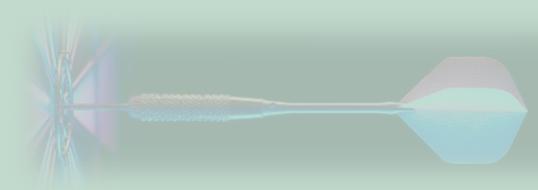
HIGH ELEVATED CAUTION GUARDED LOW

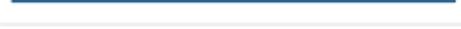
EXPECTED RISK CATEGORY TREND - NEXT 12-24 MONTHS

INCREASE DECREASE NO CHANGE



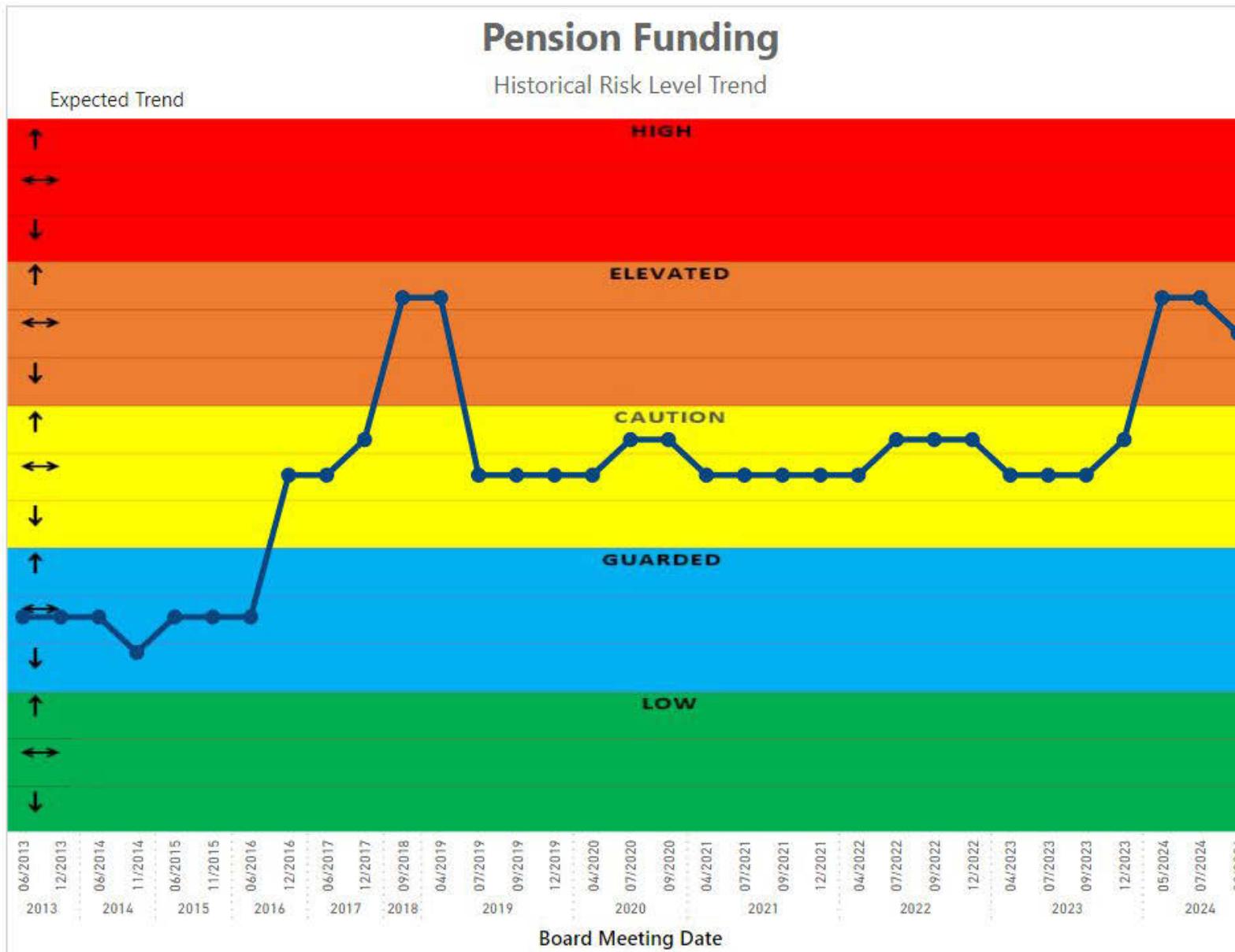
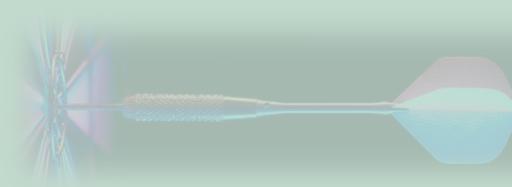
Risk Trending Dashboard – September 2024



Enterprise Risk Categories September 2024		Current Risk Level	Expected Trend 12-24 months	Historical Trend
Budget		Low	Stable	
Business Continuity		Caution	Stable	
Communications & External Relations		Caution	Stable	
Cybersecurity		Elevated	Increase	
Data Privacy & Confidentiality (i.e., Information Security & Confidentiality)		Caution	Stable	
Employer Reporting		Guarded	Stable	
Enterprise Technology		Elevated	Increase	
Ethics & Fraud Prevention		Guarded	Stable	
Facilities Management & Planning		Caution	Stable	
Global Operations		Guarded	Increase	
Health Care Plans Administration		Caution	Stable	
Market		Low	Increase	
Open Government		Guarded	Stable	
Pension Benefit Services		Guarded	Stable	
Pension Funding		Elevated	Stable	
Procurement & Contracts		Elevated	Stable	
Records & Information Management		Elevated	Stable	
Regulatory, Compliance & Litigation		Guarded	Stable	
Talent Continuity		Caution	Stable	
TEAM Program		Caution	Stable	
TRS-ActiveCare Affordability		Caution	Stable	
TRS-Care Funding		Low	Stable	



Risk Trending Dashboard – Trend Chart



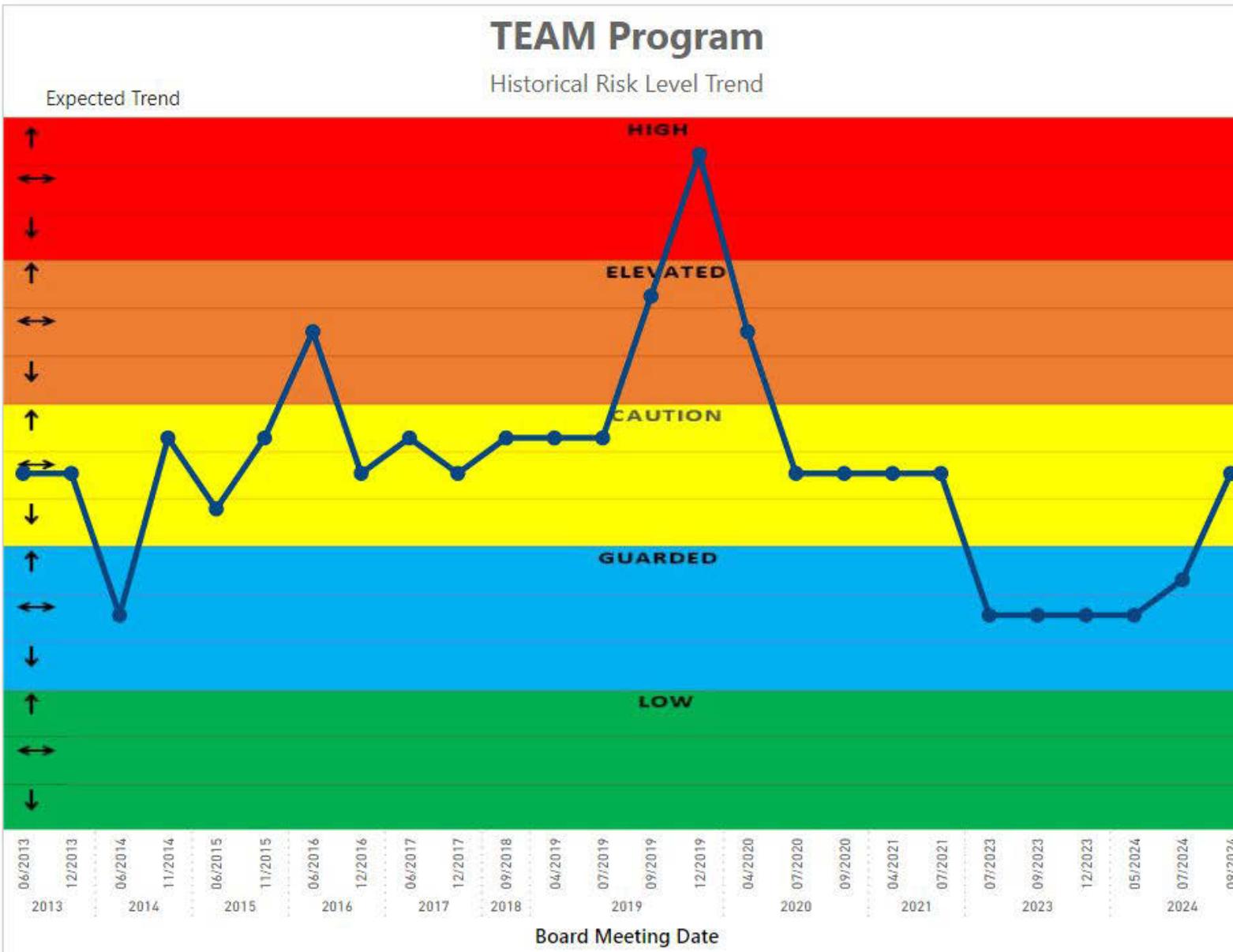
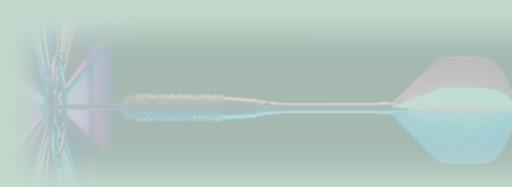
Current Risk Rating
Elevated

Expected Trend Next 12-24 Months
Stable

Last Risk Review
September 2024



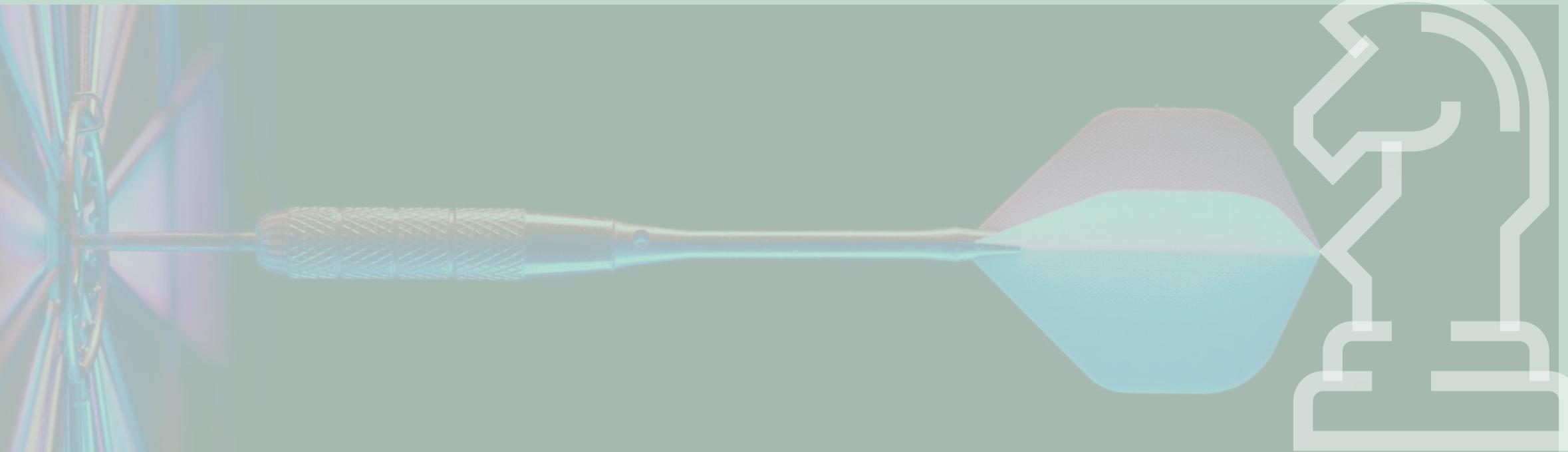
Risk Trending Dashboard – Trend Chart



Current Risk Rating
Caution

Expected Trend Next 12-24 Months
Stable

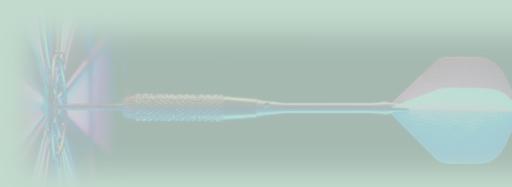
Last Risk Review
September 2024



Appendix: 2023-27 Strategic Plan Accomplishments



2023-27 Strategy Status and Accomplishments



GOAL 1: Sustain a financially sound pension system.

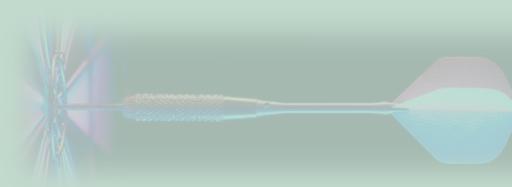
OBJECTIVE 1: Improve communication regarding pension funding needs.

	Strategy	Status	Accomplishments
G1.O1.S1	Serve as a trusted resource and engage with policymakers on pension funding.	Complete	<ul style="list-style-type: none">Presented on pension funding at legislative and association briefings.Presented on pension funding at legislative committee hearings.Held meetings with legislators, legislative staff and associations.

[Return to Summary](#)



2023-27 Strategy Status and Accomplishments



GOAL 1: Sustain a financially sound pension system.

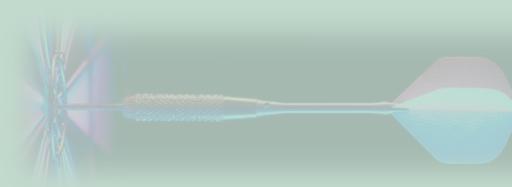
OBJECTIVE 3: Improve communication regarding the impact of changing pension plan design.

Strategy		Status	Accomplishments
G1.O3.S1	Serve as a trusted resource and engage with policymakers on pension plan design.	Complete	<ul style="list-style-type: none">Presented on pension funding at legislative and association briefings.Presented on pension funding at legislative committee hearings.Held meetings with legislators, legislative staff and associations.

[Return to Summary](#)



2023-27 Strategy Status and Accomplishments



GOAL 3: Facilitate access to competitive, reliable health care benefits for our members.

OBJECTIVE 1: Improve communication efforts regarding health care funding needs.

	Strategy	Status	Accomplishments
G3.O1.S1	Serve as a trusted resource and engage with policymakers on health care funding.	Complete	<ul style="list-style-type: none">Presented on health care funding at legislative and association briefings.Presented on health care funding at legislative committee hearings.Held meetings with legislators, legislative staff and associations.

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2023-27 Strategy Status and Accomplishments



GOAL 3: Facilitate access to competitive, reliable health care benefits for our members.

OBJECTIVE 2: Increase the value of health care benefits.

Strategy	Status	Accomplishments
G3.O2.S1 Engage the best health care vendors through competitive procurement to ensure our members have the highest value health care.	Complete	<ul style="list-style-type: none">Finalized pharmacy benefit manager (PBM) contracts for TRS-ActiveCare and TRS-Care and onboarded Express Scripts (ESI) as new PBM.Finalized the dental and vision vendor procurement, presented recommendations to the TRS board for award; finalized dental and vision premium and plan designs and recommended to the board for adoption in July.Completed procurement for engagement firms and selected two firms to bring market-leading member engagement strategies.
G3.O2.S2 Reengineer TRS-ActiveCare to better meet employer needs.	Complete	<ul style="list-style-type: none">99% of employers chose to stay with TRS-ActiveCare, and 10 new employers will join for the 2024-25 plan year resulting in project enrollment growth.TRS-ActiveCare continued to outperform peers and deliver value to employers. Milliman benchmarking study found the cost of TRS-ActiveCare's most popular plan is on average 14% lower than comparable plans at districts outside TRS-ActiveCare and 23% lower cost after factoring in supplemental funds.New administrative rule allows additional flexibility for districts with plan years that do not align with the TRS-ActiveCare plan year (Sept. 1 to Aug. 31) to transition to the TRS-ActiveCare plan year.
G3.O2.S3 Use data analytics tools to provide assurance on health care claims compliance.	Complete	<ul style="list-style-type: none">All milestones are complete, and we expect to complete all data analytics projects planned for FY 24.

[Return to Summary](#)

2023-27 Strategy Status and Accomplishments



GOAL 3: Facilitate access to competitive, reliable health care benefits for our members.

OBJECTIVE 3: Improve the health of our members.

Strategy	Status	Accomplishments
G3.O3.S1 Improve engagement of plan participants with an initial focus on populations with high impact conditions, such as diabetes.	Complete	<ul style="list-style-type: none">Identified employers where their employees had low screening rates for mammograms and other preventive care and developed targeted communication campaigns aimed at increasing screening rates.Worked with BlueCross BlueShield of Texas (BCBSTX) to deploy wellness coordinator to districts in different regions to develop a district-specific wellness strategy and playbook to help encourage healthy habits among employees.Participated in a workgroup with five agencies to identify high-risk populations across Texas as well as education and engagement opportunities.
G3.O3.S2 Optimize disease management for high-risk populations.	Complete	<ul style="list-style-type: none">As part of ESI implementation, identified participants in need of proactive custom communications due to prior authorizations and formulary adjustments.Participated in a workgroup with five agencies to identify high-risk populations across Texas as well as education and engagement opportunities.As part of the workgroup with five agencies, partnered to help raise awareness among primary care providers of the child psychiatric access network (CPAN) that is available to help support primary care and other providers with resources.

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2023-27 Strategy Status and Accomplishments



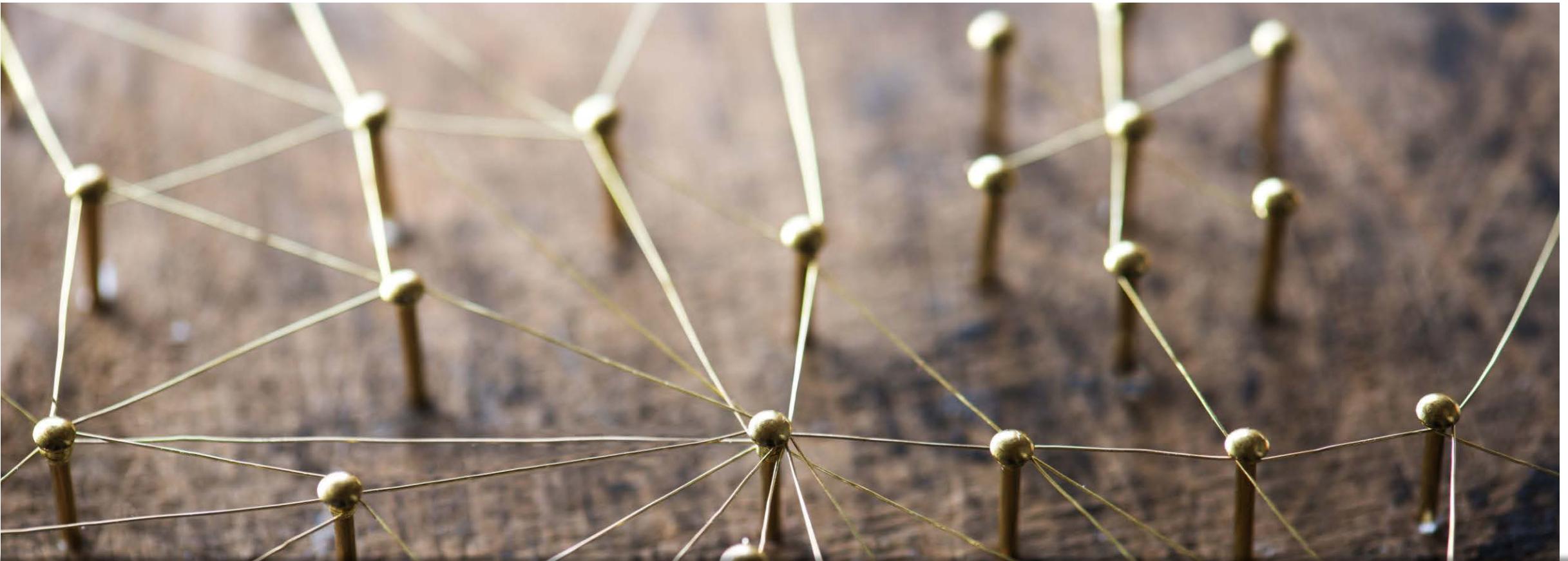
GOAL 4: Ensure that people, processes and technology align to achieve excellence in the delivery of services to members.

OBJECTIVE 7: Improve strategic communications with a customer-centric focus.

Strategy	Status	Accomplishments
G4.O7.S1 Ensure that member-facing content is easily understandable, findable and accessible to readers, and fully meets members' needs.	Complete	<ul style="list-style-type: none">We regularly survey members and retirees on our key publications and have consistently received positive and useful feedback that has helped us continually improve (e.g., <i>TRS News</i> has about a 4.7 rating on average out of 5).We built out and launched a dedicated benefits enhancement web page and comms strategy with video content, FAQs, timelines and more to help fully share news and information about the enhancements approved by the legislature and voters.We launched a new member welcome campaign with the initial welcome email having a 67% open rate.
G4.O7.S2 Map and verify the information needs of members and employers and how they interconnect so informational content can be delivered more seamlessly.	Complete	<ul style="list-style-type: none">Completed extensive user experience research activities to inform the new site to include competitive analysis, surveys, stakeholder interviews, card sorting, and tree testing.Completed the proposed and revised information architecture for the redesigned site.Completed the design concepts for the new site to include look and feel, functionality for maximum usability and accessibility.
G4.O7.S3 Implement and monitor the Member and Employer Outreach Plan to better help members and employers fully know and utilize benefits, engage with TRS, plan for retirement, and remain informed post-retirement.	Complete	<ul style="list-style-type: none">Subscribers and views to videos up 85% and 70%, respectively.Web views to key pages and new pages up more than 20% on average (nearly 300K views to benefit enhancement web page and increases to <i>MyTRS</i> welcome and new member page).Extensive research and design for website redesign; procurement complete for new web platform.

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Communications

Sept. 19, 2024

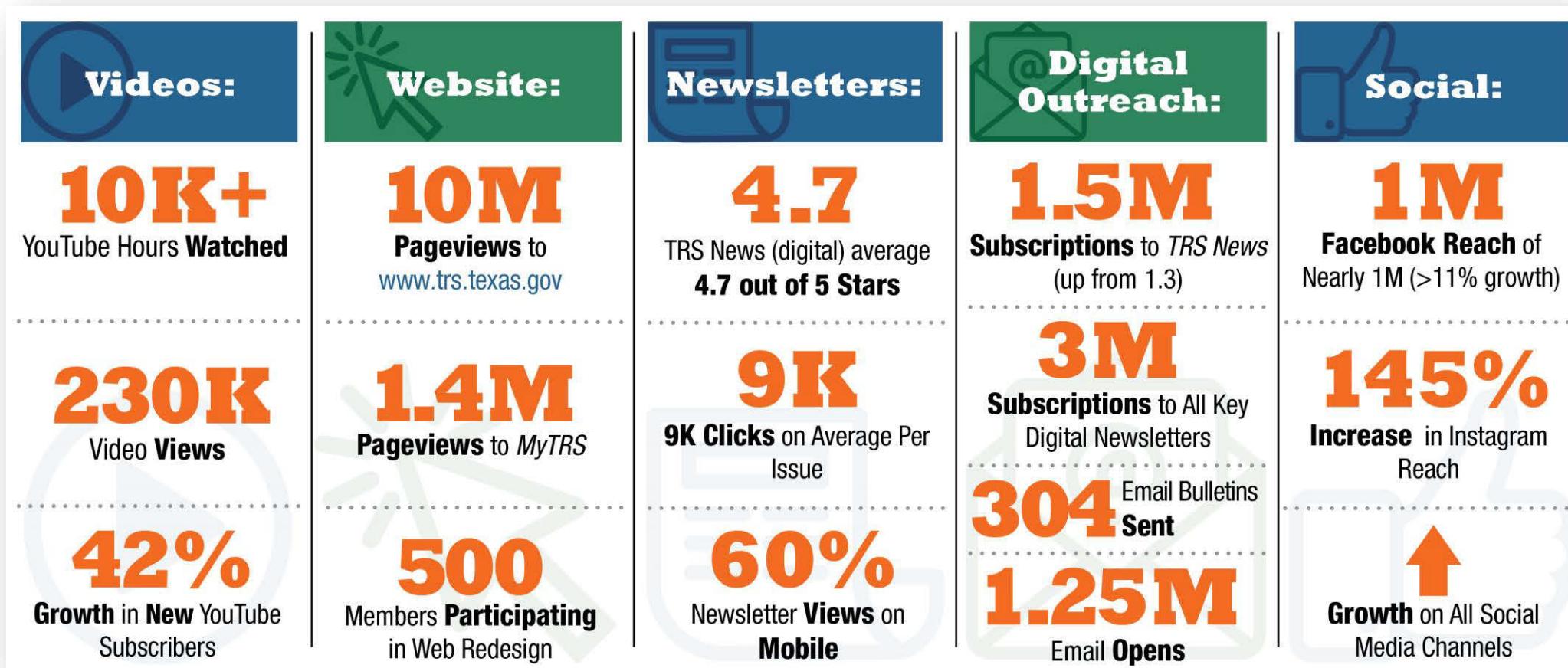
Member and Employer Outreach Plan - Update

Presented By: Beth Hallmark, Chief Communications Officer



Fiscal 2024 Activities and Measures

Executed **all fiscal 2024 activities** for the Member and Employer Outreach Plan (collaboration with Benefit Services, Health, Communications and other business areas)





Fiscal 2025 - Priorities



New HQ Campus

For new Member Experience Center:

- Web updates
- Proactive email updates
- Publication/branding updates
- Direct member communication
- Maps/interactives/videos
- Wayfinding/signage
- Mailers (with statements)
- Social media/presentations/events
- Media relations



New & Improved Website

For expected 2025 launch:

- Countdowns and previews
- Video walkthroughs
- Ongoing user testing
- Proactive email updates
- Publication updates
- Social media/presentations
- Media relations
- Member/employer outreach



Enrollment – Health Plans

For TRS-Care Dental and Vision & limited one-time enrollment for TRS-Care Medicare Advantage:

- Web updates
- Proactive email outreach
- Publication updates
- Videos
- Social media/boosts
- Retiree/employer outreach
- Media relations





APPENDIX History – Member and Employer Outreach Plan

History

- **Recommendation** by the Texas Sunset Advisory Commission (April 2020)
- **Builds** on Member Engagement Policy approved by board in December 2020
- **Fulfills** requirements set forth in H.B. 1585 (2021)
- **Approved** by board in July 2021; with updates in December 2022
- Required to be updated **every five years**
- Annual report on activities

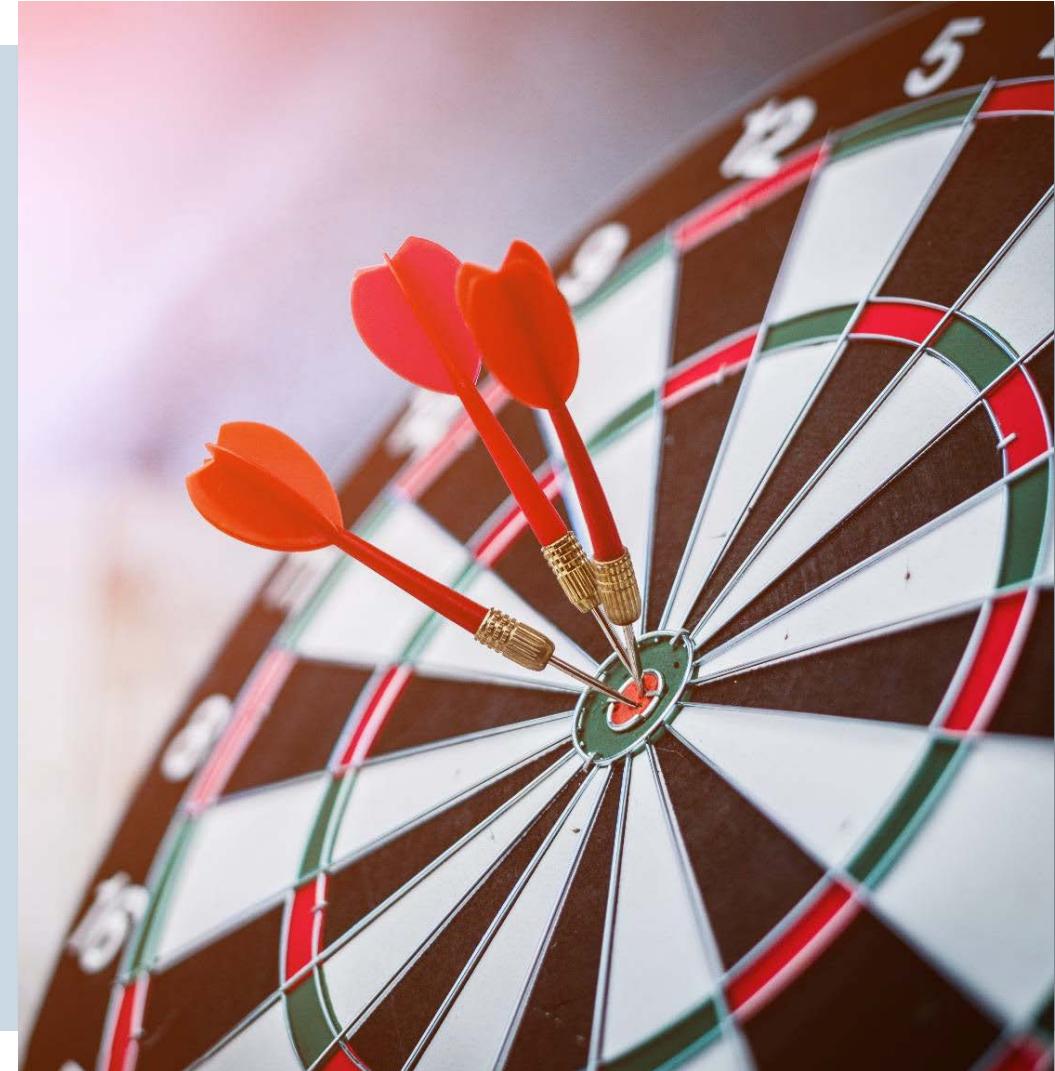




APPENDIX Goals – Member and Employer Outreach Plan

Goals

- Build and enhance **trust**
- Produce materials in a **variety of formats**
- Help members at **different stages** of their career and, to the extent allowed by law, help them make **informed retirement decisions**
- Equip **employers** with training/info for reporting
- Share **TRS resources** with employers for members
- **Educate members** on resources
- Use clear and **plain language**



APPENDIX

Fiscal Year 2024 Member and Employer Outreach Activities Recap

Below is a summary of TRS communications efforts and measures in fiscal year 2024 in alignment with the Member and Employer Outreach Plan (collaboration with Benefits, Health, Communications and other TRS business areas):

What	How	Status	Metrics
(New) Fully communicate all legislatively appropriated pension benefit enhancements for eligible annuitants	<ul style="list-style-type: none"> Website promotion Email promotion Social media promotion Cross promotion with associations Pulse surveys on website Mailed correspondence Videos 	Implemented	<ul style="list-style-type: none"> 322K+ views to web page in 12 months 7.9K email subscribers; 74% average open rate 41K views to ED video 230K+ reads in TRS News, Update and Fresh Picks (ran in Sept, Nov, Dec 2023 and Jan. 2024) Nearly 283K eligibility letters mailed with COLA charts MyTRS message for eligible retirees 215 social media likes/reactions, 106 Comments, 133 Shares
(New) Plan and execute communications for the planned move of TRS and the new Member Experience Center at the new campus (Bravo)	<ul style="list-style-type: none"> Website promotion Email promotion Social media promotion Lobby cards/hand outs Lobby kiosks Cross promotion with associations Videos Media 	Implemented in mid-2024 and ongoing	<ul style="list-style-type: none"> Communications plan and timeline outlined Moving Forward Together web page updated <ul style="list-style-type: none"> Will begin active engagement closer to move date and measure pageviews, social engagement, video views, email opens, # of lobby cards handed out, # of news media stories posted; feedback Presented at 22 in-person TRS Health Fairs with over 5K registered
(New) Explore and execute new member engagement events (e.g., TRS town hall) for communications,	<ul style="list-style-type: none"> On-site events/virtual events Website promotion Email promotion Recaps Videos 	Implemented and ongoing	<ul style="list-style-type: none"> "TRS to You" presentation developed and piloted for 22 in-person TRS Health Fairs in 2024 (with 5K+ registered) Promoted six "Intro to TRS Benefit Presentations" with 1.3K

What	How	Status	Metrics
transparency and ongoing dialogue	<ul style="list-style-type: none"> Social media promotion 		<ul style="list-style-type: none"> attendees; 42K reads in TRS News; social media reach 2K clicks on “Intro to TRS” Fresh Picks newsletter article highlighting new member events TRS-ActiveCare 101 campaign for Benefits Administrators (3 emails) with average open rate of 56%
[New] Expand education and awareness around TRS’ investment approach and results, and overall health of the fund	<ul style="list-style-type: none"> Website Email Social media 	Implemented and ongoing	<ul style="list-style-type: none"> Provided fund insights in “TRS to You” presentation for 22 Health Fairs Completed Fund Insights webpage, June 2024 Social media of Board of Trustee (Investment Management Committee) decisions e.g., SAA Board summaries developed and published for all FY 24 Board meetings
(Updated) Execute on member-centric rewrite, restructure and redesign of www.trs.texas.gov with a new web platform	<ul style="list-style-type: none"> Collaboration with all TRS business units Conduct extensive usability studies/research Validate new design/structure with real users Procure an enhanced platform Begin build out of new site 	Implemented and ongoing	<ul style="list-style-type: none"> Completed content audit of all pages with business areas Created more than 50 unique redesigned pages 500+ website feedback survey responses 43 participants in website attitudes survey to understand member perspectives 320 preliminary architecture testing participants 10 member and counselor interviews New web survey embedded on 20 key pages in current website to get real time audience feedback Successfully procured and onboarded new web platform vendors

What	How	Status	Metrics
(Updated) Further new outreach methods for new TRS members to fully engage with benefits	<ul style="list-style-type: none"> • Collaboration with Benefits and Health team • Focused new-member email campaign • Web page “quick start” guide for new members • Targeted informational materials • Revised welcome letter to new members with links to key resources • Measurement of engagement levels to quick start to track impact and revise materials as needed 		<ul style="list-style-type: none"> • Summer and Winter <i>TRS News</i> promotion: 85,455 reads • 11K views to new Quick-start web page • 11K views to Intro to TRS presentation video • 12 Fresh Pick mentions with more than 25k clicks on helpful resources • Initial new-member email campaign message from ED to 100K+ with 67% open rate; next email in series also had an open rate of at least 60% • Link to “Intro to TRS” presentation included on Welcome to Membership Letters
(Updated) Expand use of digital newsletter platform for publications/newsletters and improve on existing digital newsletters (<i>TRS News</i>)	<ul style="list-style-type: none"> • More use of Issuu subscription for dynamic digital publishing • Use of member email addresses on file • Website promotion • Email promotion • Cross promotion with associations and reporting employers • Social media promotion 	Implemented and ongoing	<ul style="list-style-type: none"> • Published six <i>TRS News</i> editions on new digital platform with 400K+ reads and avg rating of 4.7 out of 5 stars • Published seven <i>Update</i> issues on new digital platform with 5.5K recipients for each; 52% open rate; 87% engagement rate • Sent seven sets of messages to <i>TRS News</i> list (1,515,522) with 45% engagement • Emailed Fresh Picks newsletter monthly to 925,000 subscribers; 56% engagement rate; 5,893 subscribers added this year
Promote and measure engagement with all member education videos/interactive tools for retirement planning/readiness and information on making the most of pension and health benefits	<ul style="list-style-type: none"> • Website promotion • Email promotion • Social media promotion • Lobby cards/hand outs • Lobby kiosks • Cross promotion with associations • Pulse surveys on website 	Implemented and ongoing	<ul style="list-style-type: none"> • Revamped TRS TV web page • 230K views to videos • 10K hours watched • 643K impressions • 20K views of Dental/Vision teaser video • 9K views of Early Career video and 10K views of Mid-Career • 7.6K views of health care Learn the Terms

What	How	Status	Metrics
			<ul style="list-style-type: none"> • 8,234 eyes on videos via lobby kiosks • Promoted videos, online resources, and MyTRS at in-person presentations in the “TRS to You” at TRS Health Fairs and other events • Handed out QR code flyers at all Health Fairs
Promote and measure engagement with actuary video series, <i>Understanding Your Pension Fund</i>	<ul style="list-style-type: none"> • Website promotion • Email promotion • Social media promotion • Lobby cards/hand outs • Lobby kiosks • Cross promotion with associations • Pulse survey added to website 	Implemented and ongoing	<ul style="list-style-type: none"> • Lobby card distributed in reception area and at TRS presentations • Series referenced and linked from benefit enhancements web page shared with members and associations • Series promoted on social media • Series promoted in “TRS to You” presentations at 22 Health Fairs and via QR code flyers
Continue “TRS Success Stories” video series to feature members and retirees re: benefits/retirement planning	<ul style="list-style-type: none"> • Collaboration with TRS core business units • In-house videographer • Website promotion • Email promotion • Social media promotion • Cross promotion with employers and member associations 	Implemented and ongoing	<ul style="list-style-type: none"> • Completed five spotlights and promoted via all newsletters and emails • Sept. 2023: “Students Sing Grammy Winner’s Praises” • Nov. 2023: “The Art of Retirement” • Jan. 2024: “Retirement & Pizza: That’s Amore” • March 2024: “Lights, Camera, Revolution!” • June 2024: “Stirring Up Treble” • August 2024: “Golden Years. Golden Medals”
Spotlight TRS staff who work directly with members/retirees via short profiles online and on social media to highlight health care/pension benefits	<ul style="list-style-type: none"> • Collaboration with TRS core business units • In-house photographer/videographer • Social media promotion • Website promotion 	Implemented and ongoing	<ul style="list-style-type: none"> • Strong engagement with Instagram profiles on TRS staff in partnership with LinkedIn features by Organizational Excellence

What	How	Status	Metrics
Provide a short summary/recap online of Board of Trustees meetings for a quick overview of key activities/updates	<ul style="list-style-type: none"> Website promotion Email promotion Live board updates on social media 	Implemented for every Board meeting and ongoing	<ul style="list-style-type: none"> Board summaries posted internally and externally for meetings in September, December, February, May, and July.
Launch ongoing focus groups to provide input to TRS on draft communication materials to ensure understanding, clarity and purpose	<ul style="list-style-type: none"> Invite participants via outreach, social media, email, in-person presentations Draft materials will be electronically shared digitally with comments/input provided to TRS 	Implemented and ongoing	<ul style="list-style-type: none"> Feedback provided on new retirement guide, Fund Insights web page and new website navigation and organization.
Raise awareness and spotlight educational resources for annual statement mailings to all members with retirement estimates	<ul style="list-style-type: none"> Collaboration with Benefits Website promotion Email Newsletter promotion Social media promotion 	Implemented	<ul style="list-style-type: none"> 28K views of Understanding Your Member Statement video 43K reads in <i>TRS News</i> 5.3K total opens for Oct '23 Update newsletter for employers promoting annual statement mailings 2K unique clicks for Fresh Picks Oct '23 article 80 Likes/Reactions, 14 Comments, 25 Shares on social media 23.6K views to Annual Statement webpage
Increase member awareness about <i>MyTRS</i> availability, functionality, and security	<ul style="list-style-type: none"> Collaboration with Benefits Promote launch of new <i>MyTRS</i> and functionality through all channels. Reinforce security with ongoing sections in newsletters Promoted <i>MyTRS</i> at in-person presentations in the "TRS to You" at TRS 	Implemented and ongoing	<ul style="list-style-type: none"> 1M pageviews to <i>MyTRS</i> home page <i>MyTRS</i> featured in seven 'Fresh Picks' issues (going to 925,000 members) and five <i>TRS News</i> issues (300K reads) 14K views to Establishing Your <i>MyTRS</i> Account Video <i>MyTRS</i> How-To Videos In Progress

What	How	Status	Metrics
	<ul style="list-style-type: none"> Health Fairs and other events • One-pagers with QR codes 		<ul style="list-style-type: none"> • 500 copies of MyTRS Resource printouts to Austin & El Paso Lobbies • Updated MyTRS Instructions Sheet on external website • MyTRS Logo launched
Raise awareness of new regional office (El Paso) for member services	<ul style="list-style-type: none"> • Collaboration with Benefits • Website promotion • Email • Newsletter promotion • Social media promotion • Videos 		<ul style="list-style-type: none"> • Recap article in Winter 2023 TRS News: sent to ~2M members; 153K Reads • 500 rack cards and 100 one-pagers printed for events • Region 19 outreach survey in progress • Collaboration with Government Affairs for office updates and success to legislators
Build and grow followers on TRS social media channels for ongoing engagement	<ul style="list-style-type: none"> • Add social media mentions and links to all publications and communications • Directly engage and encourage feedback 	Implemented and ongoing	<ul style="list-style-type: none"> • Spotlight in every email and newsletter • Spotlight on email signatures • Spotlight on business cards • Spotlight on publications • Growth on all social media channels <ul style="list-style-type: none"> ○ Facebook ○ X ○ Instagram ○ YouTube ○ LinkedIn
Use locator capabilities when necessary	<ul style="list-style-type: none"> • Locator service as part of Benefit's inactive accounts policy 	As needed	<ul style="list-style-type: none"> • Benefits reported results at Board meeting

Member and Employer Relations

Reporting employers (REs) interact directly with members daily and are often the first place members turn to for important information. TRS aims to aid reporting employers and members by improving ease of access to TRS existing processes and communications.

Employer-related activities targeted to take place in fiscal year 2024 include the following:

What	How	Status	Metrics
[New] Outreach to school districts not participating in TRS-ActiveCare	<ul style="list-style-type: none"> • Collaboration with Health • Email promotion • Website promotion • Meetings/events 	Implemented	<ul style="list-style-type: none"> • 700+ direct mailers sent to non-participating districts about the competitive nature of ActiveCare • 9 new districts joined • 5.7K participants added to TRS-ActiveCare • \$2.3M increase in TRS-ActiveCare premiums • 10 emails with average open rate of 34% • Completed TRS-ActiveCare microsite specifically for districts outside of plan to see competitiveness of plan
[Updated] Facilitate development and redesign of Update newsletter for Reporting Employers	<ul style="list-style-type: none"> • Expand use of digital platform • Collaboration with TRS business units • Review and design of content • Email promotion • Website promotion • Social media promotion 		<ul style="list-style-type: none"> • Newsletter redesigned, launched in January 2024, avg. reads of nearly 2K • Collaboration efforts to include Info Security, Health and Communications • 25 employer Update emails sent; 87% engagement (opens/clicks); 5.5K subscribers • New editions placed under “What’s New?” on homepage and all editions exist on Publications webpage. • Regular social media promotion
Enhance promotion of the competitive value of TRS-ActiveCare/TRS-Care plans for participants and health care 101	<ul style="list-style-type: none"> • Collaboration with Health • In-person meetings • Email campaigns • Webinars • Hard copy collateral • Website content • Videos 	Implemented and ongoing	<ul style="list-style-type: none"> • Four ActiveCare Connect calls with 400+ attendees • Promoted Retire Healthy with TRS-Care; 971 attendees over 4 sessions • Promoted TRS-Care Medicare Advantage & You; 1,461 attendees over 3 sessions • Promoted TRS-ActiveCare A to Z; 2.4K attendees over 10 sessions (1K more than 2023) • TRS-ActiveCare 101 campaign for Benefits Administrators (3 emails) with average of 56% open rate • Provided districts with TRS-ActiveCare email campaign for their employees, 800+ downloads of campaign

What	How	Status	Metrics
			<ul style="list-style-type: none"> • Educated district leadership about how TRS-ActiveCare benchmarks and sets rates in 3-part email series with 47% average open rate • Deployed new email campaign to educators who declined TRS-ActiveCare coverage in 2023 about benefits of AC with 38% average open rate • 147 total health-related emails sent since 9/1/23 with open rates between 25% - 55%
Curate the most useful TRS content to send in the <i>Fresh Picks</i> e-newsletter	<ul style="list-style-type: none"> • Collaboration with TRS business units • Website promotion • Email promotion • Cross-promotion on social media • Measurement of engagement 	Implemented and ongoing	<ul style="list-style-type: none"> • Monthly email sent to nearly 1M subscribers • Promoted via web and social • Dedicated content for benefits, health, info security and investment
Enhance content and organization of reporting employer web resources and training materials	<ul style="list-style-type: none"> • Work with Benefits and Health SMEs on content review/refresh • Work on rewrites and redesign as part of web redesign 	Implemented and ongoing	<ul style="list-style-type: none"> • Reporting Employer Satisfaction Survey results show improvement in satisfaction with website • Web architecture is being further reorganized as part of redesign with user input • Content is being further edited for clear, simple plain language.
Maintain ongoing campaign to raise awareness of keeping contact info current	<ul style="list-style-type: none"> • All comms channels • Life Events Resource Kit 	Implemented and ongoing	<ul style="list-style-type: none"> • Promoted regularly on social media: 74 Likes/Reactions, 23 Shares • Reminders in <i>TRS News</i>: 3 editions with more than 200K total combined reads
Optimize opportunities to cross promote key content with employers	<ul style="list-style-type: none"> • Collaboration with Benefits and Health • Provide tailored messages to share • Measure web traffic to key resources from 	Implemented and ongoing	<ul style="list-style-type: none"> • Eight health-related articles in TRS Update • Provided districts with TRS-ActiveCare email campaign for their employees, 800+ downloads of campaign

What	How	Status	Metrics
	employer communications		
Promote retiree health/benefit events to employers	<ul style="list-style-type: none"> • Collaboration with Benefits and Health • In-person meetings • Email promotion • Website promotion • Social media promotion • Webinars 	Implemented and ongoing	<ul style="list-style-type: none"> • Communicated 20 TRS-Care Health Fairs with record registration numbers • Promoted Retire Healthy with TRS-Care • Promoted TRS-Care Medicare Advantage & You • Boosted social media post for health fairs with reach of 33K, 1.6K likes, 127 shares
Assist with production of the Health Annual Report	<ul style="list-style-type: none"> • Collaboration with Health • Review and design of content • Hard copy • Website promotion 	Implemented and ongoing	<ul style="list-style-type: none"> • Sent report email with highlights to 2,155 district leaders with 54% open rate • Published online • 100 hard copies printed
Facilitate ongoing development of <i>The Pulse</i> healthcare newsletter	<ul style="list-style-type: none"> • Collaboration with Health vendor • Review and design of content • Website promotion • Email promotion • Social media promotion 	Implemented and ongoing	<ul style="list-style-type: none"> • 26 editions of <i>The Pulse</i> sent to active and retired health plan participants, including two special editions for men and women's health • 92.2k subscription increase • 613K subscribers • Open rates consistently 35%+ (compared to industry standard of 21%)
Review and update available online resources for Reporting Employers	<ul style="list-style-type: none"> • Collaboration with TRS business units • Website content review • Measurement of web traffic • Input from reporting employers 	Implemented and ongoing	<ul style="list-style-type: none"> • 150K views of RE pages • Social media promotion: 74 Likes/Reactions, 23 Shares

What	How	Status	Metrics
Raise awareness of new topic based RE trainings as implemented	<ul style="list-style-type: none"> • All comms channels • Training guides • Dedicated section in <i>Update</i> newsletter • In Person/Virtual Presentations 	Implemented and ongoing	<ul style="list-style-type: none"> • Training spotlighted in redesigned Update newsletter with avg. Impression of 516 • 6.5K views to RE Training page in 12 months; 2.4K unique users

Fiscal Year 2025 Member and Employer Outreach Activities

Below is a list of planned **TRS efforts** targeted to take place in fiscal year 2025 in **alignment with the Member and Employer Outreach Plan** with an ongoing focus on communicating how to plan for retirement and make the most of pension and health benefits.

What	How	When	Audience	Frequency
(Priority) Plan and execute communications for the planned move of TRS and the new Member Experience Center at the new campus (Bravo)	<ul style="list-style-type: none"> • Website promotion • Email promotion • Publications/branding • Direct member communication • Social media promotion • Lobby cards/hand outs • Lobby kiosks • Wayfinding/signage • Cross promotion with associations • In-person and virtual presentations • Videos • Media 	Ongoing	All TRS Members and Retirees; Reporting Employers; TRS Employees; Stakeholders	Ongoing pre- and post-move
(Priority) Execute on member-centric rewrite, restructure and redesign of www.trs.texas.gov with a new web platform	<ul style="list-style-type: none"> • Work with vendor to build new and enhanced website • Ongoing collaboration with all TRS business units • Ongoing usability studies/research with real users, including members • Ongoing web surveys • Extensive communications plan pre- and post-launch on all channels – internal and external 	Per project plan – all of FY 25	All website users with emphasis on TRS Members and Retirees	Expect to launch new site in early 2025

What	How	When	Audience	Frequency
(Priority) Fully support all communication efforts for enrollment periods for TRS-Care Dental and Vision and the lower-premium TRS-Care Medicare Advantage for eligible participants	<ul style="list-style-type: none"> • Website promotion • Email promotion • Social media promotion • Cross promotion with associations • Publications • Advertising • In-person and virtual presentations • Videos • Mailers • Media • Retiree/employer outreach 	All through pre-enrollment and enrollment period	TRS Retirees; Associations; TRS Members	Timed with enrollment periods
Continue focus on plain language initiatives with the use of new technology tools (such as online tool tips and generative AI) to simplify and clarify for the highest levels of clarity.	<ul style="list-style-type: none"> • Ongoing feedback • Web enhancements • Publications 	Ongoing	All TRS Members and Retirees; Reporting Employers	Ongoing
Expand use of digital newsletter platform to enhance multi-media communication and measurement (<i>TRS News and Update</i>)	<ul style="list-style-type: none"> • Website promotion • Email promotion • Cross promotion with associations and reporting employers • Social media promotion 	Ongoing	All TRS Members and Retirees; Reporting Employers	Monthly; 6x a year for <i>TRS News</i>
Expand education and awareness around TRS' investment approach and results, and overall health of the fund	<ul style="list-style-type: none"> • Website • Email promotion • Social media • In-person and virtual presentations • Videos 	Ongoing	All TRS Members and Retirees; Reporting Employers; Stakeholders	Ongoing
Continue "TRS Success Stories" video series to feature members and retirees re:	<ul style="list-style-type: none"> • Collaboration with TRS core business units • In-house videographer • Website promotion 	Ongoing	All TRS Members and Retirees;	At least quarterly

What	How	When	Audience	Frequency
benefits/retirement planning	<ul style="list-style-type: none"> • Email promotion • Social media promotion • Cross promotion with employers and member associations 		Reporting Employers	
Provide a short summary/recap online of Board of Trustees meetings for a quick overview of key activities/updates	<ul style="list-style-type: none"> • Website promotion • Email promotion • Live social media updates 	Ongoing	All TRS Members and Retirees; Reporting Employers; Internal and External Stakeholders	Per board schedule
Develop and communicate the value of TRS pension and health benefits	<ul style="list-style-type: none"> • Value brochure • Website • Videos • Social media • Presentations 	Fall 2024	All TRS Members and Retirees; Employers; Stakeholders	Every other year
Continue ongoing focus groups to provide input to TRS on draft communication materials to ensure understanding, clarity and purpose	<ul style="list-style-type: none"> • Invite participants via outreach, social media, email, in-person presentations • Draft materials will be electronically shared digitally with comments/input provided to TRS 	Ongoing	All TRS Members and Retirees	As warranted during the development of significant communication materials
Raise awareness and spotlight educational resources for annual statement mailings to all members with retirement estimates	<ul style="list-style-type: none"> • Collaboration with Benefits • Website promotion • Email • Newsletter promotion • Social media promotion • Videos 	Timed with statement mailings	Active TRS Members	Annually
Increase member awareness about MyTRS availability,	<ul style="list-style-type: none"> • Collaboration with Benefits • Promote launch of any new MyTRS and 	Ongoing	All TRS Members and Retirees;	Ongoing

What	How	When	Audience	Frequency
functionality, and security	<p>functionality through all channels.</p> <ul style="list-style-type: none"> • Reinforce security with ongoing sections in newsletters • Videos 		Reporting Employers	
Raise awareness of new regional office (El Paso) for member services and exploration of potential additional locations	<ul style="list-style-type: none"> • Collaboration with Benefits and Government Affairs • Website promotion • Email • Newsletter promotion • Social media promotion • Printed materials • Videos 	Ongoing	Active Members and Retirees; Reporting Employers	Ongoing
Build and grow followers on TRS social media channels for ongoing engagement	<ul style="list-style-type: none"> • Add social media mentions and links to all publications and communications • Directly engage and encourage feedback • Explore live events for key benefits topics 	Ongoing	Active Members and Retirees; Reporting Employers	Ongoing, with regular measurement of effective approaches
Communicate any TRS-related legislative items that members and retirees need to know following the 2025 Legislative session (working with TRS Government Affairs)	<ul style="list-style-type: none"> • Website • Email • Social media • Cross promotion with associations • In-person presentations • Mailed correspondence • Videos 	Fall 2025	All TRS Members and Retirees; Associations; TRS Employees	Timed with legislative outcomes
Use locator capabilities when necessary	<ul style="list-style-type: none"> • Locator service as part of Benefit's inactive accounts policy 	As needed	Inactive Members	As needed

Member and Employer Relations

Reporting employers (REs) interact directly with members daily and are often the first place members turn to for important information. TRS aims to aid reporting employers and members by improving ease of access to TRS existing processes and communications.

Employer-related activities targeted to take place in fiscal year 2025 include the following:

What	How	When	Audiences	Frequency
Enhance content and organization of reporting employer web resources and training materials	<ul style="list-style-type: none">• Work with Benefits and Health SMEs on content review/refresh• Improve findability and usability as part of web redesign• Invite feedback via surveys	Ongoing	Reporting Employers	As warranted
Facilitate development of Update newsletter for Reporting Employers	<ul style="list-style-type: none">• Expand use of digital platform• Collaboration with TRS business units• Review and design of content• Email promotion• Website promotion• Social media promotion	Ongoing	Reporting Employers	Monthly
Enhance promotion of the competitive value of TRS-ActiveCare/TRS-Care plans for participants and health care 101	<ul style="list-style-type: none">• Collaboration with Health• In-person meetings• Email campaigns• Webinars• Hard copy collateral• Website content• Videos	Ongoing	Superintendents, CFOs, HR Leads, Benefit Administrators	As warranted

What	How	When	Audiences	Frequency
Fully support all communication efforts for enrollment periods for TRS-Care Dental and Vision and the lower-premium TRS-Care Medicare Advantage for eligible participants	<ul style="list-style-type: none"> • Website promotion • Email promotion • Social media promotion • Cross promotion with associations • Advertising • Videos • Mailers • Presentations 	All through pre-enrollment and enrollment period	Employers; TRS Retirees; Associations; TRS Members	Timed with enrollment periods
Maintain ongoing campaign to raise awareness of keeping contact info current	<ul style="list-style-type: none"> • All comms channels • Life Events Resource Kit 	Ongoing	Reporting Employers and All TRS Members and Retirees	Ongoing
Optimize opportunities to cross promote key content with employers	<ul style="list-style-type: none"> • Collaboration with Benefits and Health • Provide tailored messages to share • Measure web traffic to key resources from employer communications 	Ongoing	Reporting Employers and Members	As warranted
Promote retiree health/benefit events and presentations to employers	<ul style="list-style-type: none"> • Collaboration with Benefits and Health • In-person meetings • Email promotion • Website promotion • Social media promotion • Webinars 	Ongoing	Reporting Employers, Benefit Administrators, All TRS Members and Retirees	As warranted
Assist with production of the Health Annual Report	<ul style="list-style-type: none"> • Collaboration with Health • Review of content • Website promotion 	Late 2025	School District Leadership and Legislative Offices	Annual

What	How	When	Audiences	Frequency
	<ul style="list-style-type: none"> Social media promotion 			
Facilitate ongoing development of <i>The Pulse</i> healthcare newsletter	<ul style="list-style-type: none"> Collaboration with Health vendor Review and design of content Website promotion Email promotion Social media promotion Special editions 	Ongoing	All TRS Members and Reporting Employers	Monthly
Review and update available online resources for Reporting Employers	<ul style="list-style-type: none"> Collaboration with TRS business units Website content review Measurement of web traffic Input from reporting employers 	Ongoing	Reporting Employers	As warranted
Raise awareness of new topic based RE trainings as implemented	<ul style="list-style-type: none"> All comms channels Training guides Dedicated section in <i>Update</i> newsletter In Person/Virtual Presentations 	Ongoing	Reporting Employers	As warranted