

**MINUTES
PUBLIC MEETING
ARIZONA STATE RETIREMENT SYSTEM BOARD**

**Friday, January 21, 2022
8:30 a.m.**

The Arizona State Retirement System (ASRS) Board of Trustees met telephonically, with some attending in-person, in the 10th Floor Board Room of the ASRS Office, 3300 N. Central Avenue, Phoenix, Arizona 85012.

Mr. René Guillen, Chair of the ASRS Board, called the meeting to order at 8:30 a.m.

1. Call to Order; Roll Call; Opening Remarks

Present: Mr. René Guillen, Chair
Mr. Michael Miller, Vice-chair (via teleconference)
Ms. Diane Landis (via teleconference)
Mr. Jim Mueller
Ms. Sarah Webber

Excused: Mr. Michael Lofton
Mr. Kevin McCarthy
Ms. Ashley Ruiz

One vacant position.

A quorum was present for the purpose of conducting business.

Ms. Cassie Goodwin, ASRS Board Administrator, provided all attendees with telephonic meeting guidelines.

2. Approval of the Minutes of the November 12, 2021 Public Meeting of the ASRS Board

Motion: Mr. Jim Mueller moved to approve the minutes of the November 12, 2021 Public Meeting of the ASRS Board. Mr. Michael Miller seconded the motion.

By a roll call vote of 5 in favor, 0 opposed, 0 abstentions, 3 excused, and 1 vacancy, the motion was approved. The Trustee votes were as follows:

Mr. René Guillen – approved
Mr. Michael Miller – approved
Ms. Diane Landis – approved
Mr. Michael Lofton – excused
Mr. Kevin McCarthy – excused
Mr. Jim Mueller – approved

Ms. Ashley Ruiz – excused
Ms. Sarah Webber – approved

3. Presentation, Discussion, and Appropriate Action Regarding the ASRS 2022 Legislative Initiatives and Legislative Update

Ms. Jessica Thomas, Government Relations Officer and Rules Writer, provided an update regarding the ASRS 2022 legislative agenda. Ms. Thomas reported that both of the initiatives on the ASRS 2022 Legislative Agenda have been passed by the Senate Finance Committee and would proceed through the legislative process as follows:

- SB1082 Arizona Revised Statute (A.R.S.) § 38-737, Employer Contributions; prepayment; definitions – Prefunding legislation to adopt statutory language to allow Employers to submit higher contributions to help them pay down their contribution requirements for future fiscal years.
- SB1083 ASRS Modifications – Omnibus legislation to amend various statutes throughout A.R.S. § 38-711 *et. seq.* in order to update antiquated language in the statutes, remove unnecessary language, and provide better clarity regarding ASRS processes.

Ms. Thomas continued her presentation to the Board regarding SB1145, a bill that was not initiated by the ASRS but affects the ASRS. This bill is related to the Board of Regents and their Optional Retirement Program whereby the Board of Regents is seeking to make a change to A.R.S. §15-628 that would allow the universities to offer all new employees, not just faculty and administrative officers, the option to choose between the ASRS and the Optional Retirement Plan. A significant concern with this change is that this cost would transfer onto the other ASRS employers and their contributing employees and would result in higher contribution rates required from all ASRS employers and their contributing employees. This would have a negative budget impact on the funding for school districts, state and local government entities, fire and water districts, etc., and their employees.

Chairman Guillen asked whether the ASRS was opposed to the bill unless/until language was included that would make the ASRS whole. Ms. Thomas indicated that is correct.

Ms. Webber asked about the historical intent behind the current structure of the Optional Retirement Plan.

Mr. Paul Matson, Director, answered that it may have been intended to allow more mobile university employees such as professors more portability.

Chairman Guillen indicated concern that employers would attempt to provide “options” to their employees that would be cheaper but not provide the full impact on how the contributions affect the full value of what the ASRS can offer as a retirement option. This reinforces the role that the ASRS has to help employers educate their workforce to understand the value the ASRS has to offer to make sure they understand and are comparing apples to apples.

Ms. Thomas continued her presentation and indicated an employer expressed interest in joining the ASRS but that some of the current employees who were closer to retirement were not interested in participating in the ASRS if the employer joined. According to ASRS statutes, there is no current exception to allow those employees to opt out when the employer joins the ASRS. Staff looked at possible legislative changes to allow that sort of exception in the future. State law appears to allow us to make an exception via a legislative amendment. However, federal law does not allow employees to choose whether they join ASRS when a new employer joins ASSRS. Unfortunately,

because of federal law, we are not able to pursue any legislative changes to accommodate that employer.

Ms. Webber thanked Ms. Thomas for looking into this issue.

Chairman Guillen also thanked her for taking the initiative to look into the issue and doing the research in finding the federal factors involved.

4. Presentation, Discussion, and Appropriate Action Regarding the Appointment of Committee Officers and Memberships

Mr. René Guillen announced the following appointment of Committee Officers and Memberships:

Investment Committee (IC):

Chair: Michael Lofton

Vice-chair: Kevin McCarthy

Member: Diane Landis

Member: Jim Mueller

Operations, Audit, & Legislative Committee (OALC):

Chair: Sarah Webber

Vice-chair: Michael Miller

Member: Jim Mueller

Appeals Committee (AC):

Chair: Michael Miller

Vice-chair: Diane Landis

Member: Ashely Ruiz

Chairman Guillen indicated two new additions to ASRS staff members, Cassie Goodwin and Bridget French, who will be assisting in the committees.

Ms. Webber asked to verify that the Committees are staffed with the appropriate number of members.

Ms. Melanie Alexander, Manager, Management Support Services, confirmed the appropriate number of members is three to four.

5. Presentation Discussion and Appropriate Action Regarding the Director's Report as well as Current Events:

Mr. Matson indicated that, due to the light agenda, he wanted to focus on the 2021 Operations Report, which has a lot of good information regarding timeliness and overall customer service. Mr. Matson then asked Mr. Jeremiah Scott, Assistant Director of Member Services to provide the Board with the update and description of the information, using Mr. Scott's discretion on what is important and how it is relevant.

Mr. Scott informed the Board that the Operations Report is a snapshot of the performance of the various program areas throughout the ASRS. It gives a picture of performance on a rolling twelve-month basis. He provided the Board with the following observations:

- The Member Advisory Center is where all of the phone calls are received on a regular basis.

- Overall, the call volume is down this year by 4.7% from the previous year due to a dental vendor change. Anytime there is any change, even if for a positive reason, it creates a huge influx of calls and contact from the members.
- Timeliness, one of the most important metrics, drives our membership.
 - Objectives were met in all 12 months this year in terms of answering 80% of the phone calls in 20 seconds or less.
 - This objective is always evolving. Staff is always finding new ways to push and challenge themselves to do more. Once an objective is met on a regular basis, we feel like we can challenge ourselves to do more.
 - This objective was 70% in 30-seconds or less. When we're not satisfied with that, we look at it and ask how we can do a little bit better.
 - To give value to the membership we increased it a bit to 80% in 20-seconds.
- Abandonment Rate, which is when a member waits to a point where they feel they don't want to be on the phone line any longer and ends the call.
 - This is a negative outcome for staff. This rate used to be at 5% and staff struggled to meet the 5% until some LEAN work was conducted in that area. Now, because the 5% was being achieved on a regular we pushed it to 1%.
 - Now, even at a 1% abandonment rate, which is extremely low in the call center industry, staff still met the goal 11 out of 12 months.

Mr. Scott noted there is a trend on all of the reports related to volume, timeliness, and, most important, is the overall satisfaction from the member. The overall satisfaction has been the strongest area, at 99% with 93% indicating very satisfied, 5% satisfied and then there's some fractional to add up to the 99%.

- Member Secure Messaging (MSM) is the other side of the evolving Member contact.
 - We are moving from phone calls to MSM.
 - Every year there's a 12.8% increase, that's actually a normal trend for the ASRS.
 - Every year the ASRS is growing from about 12-13% of MSM. The migration continues. There are not fewer phone calls, rather members are using MSM in addition to calling by phone.
 - The MSM Timeliness is another area a LEAN engagement was conducted and the turn-around time was reduced from three business days to one business day. Now ASRS is down to under 12 hours. ASRS is super excited about the results from the LEAN engagements in this area.

Mr. Mueller asked for an example of what a Member Secure Message would be.

Mr. Scott provided an example for Mr. Mueller of a member conducting an online action and then described the options available if they have a question, during the process as follows that would initiate an MSM:

- Member clicks on the left side toolbar, sends the ASRS a secure message regarding their special circumstances and asks for assistance on how to apply the online tool in order to complete the process.
- One of the ASRS customer service representatives receives the message and responds within 12 hours via a message in the secure MSM area of the member's account.
- The entire process is secure and the member can only access it while they are in the ASRS secure site. At that point, they can either follow up with another question or not respond back at which time the matter is closed.

Ms. Landis asked about the timeliness percent in which calls are answered in 20 seconds or less to clarify whether that is when a person answers the phone, is available to talk, or if the call is answered and then the member is put on hold.

Mr. Scott informed Ms. Landis that Member Services does not put members on hold. Members speak directly with a knowledgeable person that can answer their questions.

Ms. Webber said the response time is incredible and impressive. It appears MSD has exceeded many of the metrics and there may be an opportunity to challenge and bring that down even more.

Mr. Scott agreed and said that is a result of doing LEAN engagements. Specifically,

- MSD lowered the goal from three days to one, and the stretch goal was lowered on an almost regular basis.
- MSD is challenging itself and Ms. Webber is right. It is time to move that down to 12 hours since, most months, they are down to around 3 hours.
- MSD has been able to have these changes without adding FTEs (full-time employees).
- MSD is becoming leaner and more aggressive in terms of increasing customer satisfaction. He is very proud of this outcome for his staff and the work that they have put into it.

Chairman Guillen asked what happens in January, in reference to the increase in call volume.

Mr. Scott indicated that in January:

- The ASRS health insurance open enrollment decisions may have resulted in members start seeing the changes in their checks.
- Tax season begins.
- In the past, the busiest time was retirement season. Now that the ASRS has more online self-service models, our busiest time is open enrollment with health insurance questions, and tax season is still a busy time.

Chairman Guillen asked if there will ever be an option for a chatbox?

Mr. Scott said this subject comes up all of the time. About five to six years ago ASRS tried it and the membership was not quite ready for it. It didn't have a high user rate and it wasn't as secure as we wanted it, but it's a possibility for the future. Overall satisfaction is at 90%. While that's good it's not where the ASRS wants to be.

Mr. Scott continued with the review of the Operations Report as follows:

- The One-on-One Counseling.
 - The redline in 2019 is the normal trajectory for one-on-one counseling.
 - February 2020 is the last normal month since March is when COVID happened. At first, ASRS was limiting the number of members that could come into the office then ASRS had to completely turn it off. ASRS never stopped serving the members; we kept the door open at all times. ASRS just stopped making in-person appointments. There wasn't a demand from the members as they were trying to be safe and ASRS was trying to protect its membership as well because it was a high-risk demographic that would come into the office on a regular basis.

- One-on-One counseling sessions opened again but there wasn't a rush of membership coming back. The numbers stayed low even with the same offering of the appointments.
- There was another behavior change that happened over the course of the two years because ASRS wasn't making appointments and people were only coming in on a walk-in basis. While ASRS asked members to stay home at first, the call center representatives are trained to discuss questions with the members and were able to refer them to online tools and assist members on the spot. That long-term behavior changed, got ingrained, and there appears to be a lasting effect.
- The vast majority of the ones that ASRS saw for in-person One-on-One counseling, was for health insurance.
- ASRS was not seeing the volume that it was compared to refunds and retirements. Health insurance is a more hands-on process and members want to be walked through the process. Staff wants to be there for the members in the way that members want ASRS to be there for them.

Ms. Webber asked if the walk-ins were only in the Phoenix location or if there are other locations that take walk-ins as well. And, if another location, same response in the other locations?

Mr. Scott advised both Phoenix and Tucson are considered in the report. Occasionally there are One-on-One appointments when ASRS goes onsite for a day in Flagstaff, as long as the requestor provides a location that has a door so we can maintain confidentiality. This is the same response in the other locations.

Mr. Scott continued his review of the Operations Report as follows:

- Outreach Education and Benefits Estimates
 - This is primarily driven by the employers by requests. The ASRS reaches out to the employers in terms of advertising and they ask for ASRS to do a meeting for them. There hasn't been that much of a change in this area since the ASRS moved to an online model. The employers schedule the same meetings the ASRS offered in-person before. The employers feel very satisfied.
 - A couple of employers requested in-person meetings and then changed it to an online meeting as the date approached. ASRS wants to provide services in the way that our partners and members want to receive them.
 - Route 3 has a 96% satisfaction rate in ready for retirement and Route 4 has a 98% satisfaction rate. Route 4 is when members are on the precipice of retirement and they're going through the process of completing the applications.
 - Benefits estimates are closely tied to all of the meetings because, when the members come to the meetings, they typically get their first estimates, so ASRS put it on this measurement. An interesting note for the Benefits Estimates volume, in the year COVID first hit, ASRS had a spike in Benefits Estimates but it didn't correlate to actual retirements. People thought about it but changed their minds and it became normalized; ASRS didn't see any bumps in retirements.

Chairman Guillen asked whether in-person One-on-One Counseling excludes remote online counseling (ROC).

Mr. Scott indicated it did include in-person meetings, when a member comes in or virtually, and a larger group meeting, but not the One-on-One remote, online counseling session meetings.

Chairman Guillen explained about a recent Operations, Audits, Legislative Committee meeting and the presentation on ROC. He complimented Mr. Scott on the fact that his presentation indicates that

ASRS wants to be there for its members and does everything possible to get them their service, that the ASRS demonstrated that it can be there for our members but still make smart improvements; both are possible. Mr. Guillen really loves ASRS's attitude.

Mr. Scott continued his review of the Operations Report as follows:

- Service Purchase.
 - In looking for opportunities for improvements, ASRS noticed an indicator of 74% overall satisfaction rate for Service Purchase. Some organizations would be happy with this score, but ASRS is not satisfied. After the completion of the LEAN analysis and implementation of improvements, the return in this area is 91% satisfaction.
- Refunds
 - ASRS achieved a rating of 75% in overall satisfaction. It's a complex process but one that can be completed online. There's been a change over the last two years where some members, mainly the new members, want the ASRS to walk them through the process a little bit more.
 - Almost 10% of new members have less than one year of membership. Combining this with the 11% of employers who have less than one year of experience with ASRS results in a younger crowd with no experience in refunds.
 - Ending payroll verification (EPV) is needed to complete the process. With new employers, the common errors that occur are (1) data is not coming to the ASRS as quickly as needed and (2) there are a lot of errors on the EPV when ASRS receives it. This is having an effect in a couple of different areas, including refunds, as it is frustrating to members.
 - The ASRS is greatly expanding its education for the newer membership group and ASRS hopes that will reflect not only in the satisfaction of employers but also in the improved product provided so ASRS can refund out the accounts quicker.
 - The best way to address the issues and improve satisfaction is through employer partnership and education. This is another area Mr. Scott believes ASRS can improve from a LEAN engagement as well.
 - Seventy-seven percent satisfaction is typically a good number, but the staff is not satisfied with it. There are some pain points and the staff is going to do our best to resolve those as possible.
 - The reason for the separation and the need for a refund doesn't matter; the ASRS treats every refund the same way.

Ms. Landis asked how the surveys are done, what prompts them.

Ms. Katie Daigneault, Sr. Strategic Planner and Survey Administrator, advised:

- ASRS looks at the transactional-based surveys on a quarterly basis. Surveys are done as random sampling to get a representative population.
- In the last year, ASRS has been moving towards an on-the-spot survey or in-the-moment survey. That will begin next week. There is a new secure file transfer process that happens at the end of every day. A sample will go out to the people who have processed a transaction on that day.
- That will happen with service purchase, refunds, new retirements, and survivor benefits.
- This gives the ASRS the opportunity to take action within 72 hours rather than being 90-days out. It's a new change that ASRS is excited about.

Mr. Scott said he is interested in getting this feedback so ASRS can try to fix things as they come up rather than just accept the negative; let's make it a positive.

- New Retiree and Pension Payroll
 - Steady in terms of pension volume and first payment volumes. First payment volumes are how new retirements are measured from inception.
 - Not been affected much by COVID.
 - Timeliness indicates 10% disbursed within 10 days of retirement with an average of 79% and overall satisfaction is at 88%, which is moderately strong.

- Survivor Benefits
 - A lot of training has been done with the Benefits Advisors, that it's okay to let the member know ahead of time what we know are the pain points. Instead of saying it's a great process, it's easy, ASRS lets them know it can be complex sometimes and ASRS will be here for you.
 - ASRS has had good success with this approach with members and it has helped with the overall satisfaction with Survivor Benefits membership and service purchases.
 - On packet timeliness, ASRS is meeting that objective on a regular basis every single month.
 - Payment timeliness is one of the areas in need of improvement. The volume for Survivor Benefits is up by 14% overall. This could be attributed to COVID, as ASRS is dealing with a higher-risk group.
 - ASRS usually sees a small increase in the website volume, overall ASRS is up 40%. Volume is up 36% on the secure website. These are massive increases. This appears to be from the change ASRS implemented in communications with our members.
 - Self-service trends are up, especially with health insurance enrollment which was done for November. Typically this is not that high, it was just sampled during the open enrollment period. An area of concern is banking. Members can change their banking information online but prefer to pick up a direct deposit form from the bank and submit the hard copy to the ASRS. We need to find a middle ground between the bank and the website.
 - The device usage has changed over time.
 - In 2015, 82% were using desktops by 2020 this was slowly trending down to 69% with tablets going down and mobile devices rising to 26% now.
 - Mobile started at 11% in 2015. It's great that the ASRS website is just as functional on a phone as a desktop or tablet.
 - For the future, ASRS should be looking at a mobile app and not just something that works well on a phone as that is the direction things are heading.

Mr. Scott indicated that, overall, this captures a huge amount of ASRS service points, and the most common operations. In the future, ASRS will be doubling the size of this operations report because there are huge portions of the agency that are not being covered. The pages for Technology Services Division, Financial Services Division, and Administrative Services Division are 90% done and ASRS looks forward to bringing that information to you. This document is used to identify problems and achievements on a regular monthly basis.

Chairman Guillen agreed with the idea to upgrade to an app so members can use their phones to access their account information. It may resolve some of the security/encryption issues seen in other areas. A dedicated app may give better security than using a browser-based model. A cell phone may provide two-factor authentication and an extra layer of security as compared to a desktop.

Mr. Miller commented on how amazing the ASRS is and how ASRS functions and serves its clientele and customer. He asked if other government agencies do this kind of "inside approach" to the service

side of things. If they do, how do we compare to other government agencies that do the same kind of work.

Mr. Matson stated he cannot comment on other state agencies. From a comparative pension plan perspective, however, the ASRS compares itself to other pension plans across the country and across the globe. ASRS has a CEM Report, a cost-effective measurement analytics organization that compares ASRS's cost structure and service structure against other pension plans in the US, and other countries including Canada, Australia, and Holland. Then ASRS compares against our peer universe both on an average and median basis. He asked Mr. Scott to add specific two pages on this topic to the Director's Report for the next Board Meeting, one page for a summary of cost-effectiveness and one for a summary of member service levels.

Ms. Webber advised she would be happy to talk more with Mr. Miller about the ASRS and other state agencies that are involved in the Arizona Management Systems (AMS) where agencies are challenged to exceed expectations and seek ways to improve performance and continuous improvement and LEAN. The ASRS is at par with and exceeds many of those expectations. It's exciting to see that level of quality in the operations here. We all know that there's always room for improvement around improving government services when we look at the vast landscape.

Chairman Guillen agreed with Ms. Webber, comparing his knowledge of working in call center jobs and seeing how often a private-sector employer is able to get callers to a human being within 20 seconds of calling.

Mr. Scott indicated other forums are seeking information from him on how the ASRS continuously improves on its services. He compliments his staff on the hard work they put into continuously trying to improve.

6. Call to the Public

No one from the public requested to address the Board.

7. Presentation, Discussion, and Appropriate Action Regarding Fiduciary Education

Ms. Cassie Adams, Assistant Attorney General, reviewed Arizona Open Meeting Law, the applicable statutes, and their purpose, Conflict of Interest laws, followed by a brief introduction of Fiduciary Duty.

Motion: Mr. Michael Miller moved to go into Executive Session to obtain legal advice. Mr. Jim Mueller seconded the motion.

By a roll call vote of 5 in favor, 0 opposed, 0 abstentions, 3 excused, and 1 vacancy, the motion was approved. The Trustee votes were as follows:

Mr. René Guillen – approved
Mr. Michael Miller – approved
Ms. Diane Landis – approved
Mr. Michael Lofton – excused
Mr. Kevin McCarthy – excused
Mr. Jim Mueller – approved
Ms. Ashley Ruiz – excused
Ms. Sarah Webber – approved

The Board convened to Executive Session at 10:12 a.m.

The Board reconvened to Public Session at 11:31 a.m.

8. Presentation, Discussion, and Appropriate Action Regarding the Board Governance Evaluations

Chairman Guillen indicated there were six responses received for the evaluations and thanked those who submitted their responses.

- From Chairman Guillen's perspective, the lowest scores received on the evaluation were for #2 and #4. Chairman Guillen noted the root cause might be due to the number of new Trustees the Board gained this past year.
 - #2 Board knows & understands the ASRS Strategic Plan & reflects this understanding when addressing key issues throughout the year – Chairman Guillen noted it may be a good time to revisit the Strategic Plan this coming year to ensure there is a clear understanding of the plan and make changes as necessary.
 - #4 Board has achieved the business objectives it set out to accomplish this past year – Chairman Guillen noted this goes back to the Strategic Plan and ensuring the Trustees provide feedback/input on the plan.
- It takes longer for the new Trustees to get up to speed to learn everything there is to know. The New Trustee Orientation, although appreciated, is too much information in one session. Consider alternatives, such as additional sessions throughout the year. (Jim Mueller)
- It would be helpful for new Trustees especially, to have a day to walk the agency, meet staff, learn about the operation to better understand what the Trustees are being charged with overseeing. (Jim Mueller & Rene Guillen)
- It is difficult to answer some of the questions due to the short time being on the Board. (Sarah Webber)
- Agree the New Trustee Orientation materials are a lot, despite having the hard copy to refer back to when there is available time. Would welcome some sort of “study session” at some point in the future. (Sarah Webber)
- An Investment Information session would be beneficial as this is where the most significant responsibility of the Trustees lies. The session should focus not only on how great we are doing but how we are doing it. (Jim Mueller)
- Request that the presenters don't use acronyms so the listeners understand what is being discussed. (Jim Mueller)
- Possible future agenda topic to have Trustees take turns at separate meetings to share information about themselves so people can get to know them. (Rene Guillen)
- Discuss with Director the Trustee survey scoring and how the results will be viewed and potential adjustments to the scoring – Trustees want to score 5 to acknowledge the great job being done, but there is always room for improvement. (Rene Guillen)
- It would be helpful to have the New Trustee Orientation materials available in Diligent for reference during meetings, along with documents such as the Strategic Plan, Board Governance Policy Handbook, etc. – Melanie noted the New Trustee Orientation book is located on the Main Board page along with the past Operations and Investment Informational Presentations and the Reference Center contains such documents as the Strategic Plan, Board Governance Policy Handbook, CAFR, PAFR, CEM Report, etc. (Sarah Webber & Rene Guillen)

- Trustees reviewed the Director's recommended agency focus areas for Calendar 2022
 - Sustainability of Programs
 - A request for an update to an earlier email from the Director regarding the UHC notification letter sent out to several members advising that their insurance had been canceled – Ms. Webber has requested an after-action report presented at the next OALC Meeting regarding the matter. Chairman Guillen stated he would also request an email update from the Director prior to the OALC meeting. (Mike Miller)
 - Request that the ASRS look into additional Medicare options for retirees other than Advantage; given many retirees travel, Advantage isn't necessarily the best option. Having choices would be optimal. (Jim Mueller)
 - Operational Effectiveness
 - No additional comments
 - Investment Management
 - Potentially in the process of approving the 'asset allocation study' include informative elements to educate Trustees about why allocations are being changed, what data lead us there, what other methodologies/models could be used, why staff feel this is the recommended approach, etc. (Rene Guillen)
 - Risk Management
 - Succession planning is critical. Workforce planning is in progress, and staff is developing a list of potential successors and implementing training to prepare staff for those roles. (Rene Guillen)
 - Mike Viteri, CIO, has brought renewed energy and camaraderie to his team. Although he has been here a reasonably short time, he has had prior ASRS experience, which helped get him up to speed quickly. (Rene Guillen)
 - Member Communications
 - Would like to see the ASRS reduce its online reliance in the event retirees are more comfortable with written communications. Written communication by mail may become essential, not only for the retiree but for a caregiver who might not be aware of matters that may need to be addressed on behalf of the retiree. (Jim Mueller, Rene Guillen)
 - Mail communications to members once or twice a year providing such information as contact information, whether one is receiving benefits, what's available online and what is not, how can we help, etc. (Jim Mueller)
 - Would like to know what the ASRS does now with respect to communicating with its members. (Rene Guillen)
 - Would be helpful to provide written notifications to retirees that list documentation needed for specific events. Written communication to retirees at least once a year is helpful for the families to at least be able to look back on to help guide them. (Diane Landis)

9. Board Requests for Future Agenda Items

No requests were made.

10. The next regular ASRS Board meeting is tentatively scheduled for Friday, March 25, 2022, at 8:30 a.m.

Mr. René Guillen noted that the next Board meeting is scheduled for Friday, March 25, 2022, at 8:30 a.m.

11. Adjournment of the ASRS Board

Mr. René Guillen adjourned the January 21, 2022, ASRS Board meeting at 12:14 p.m.

Respectfully Submitted by:

Cassie Goodwin
Board Administrator
ARIZONA STATE RETIREMENT SYSTEM