



ARIZONA STATE RETIREMENT SYSTEM

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*Paul Matson
Director*

AGENDA

NOTICE OF PUBLIC MEETING OF THE ARIZONA STATE RETIREMENT SYSTEM EXTERNAL AFFAIRS COMMITTEE

3300 North Central Avenue, 14th Floor Conference Room
Phoenix, AZ 85012

March 11, 2016
10:30 a.m. Arizona Time

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the Trustees of the Arizona State Retirement System (ASRS) External Affairs Committee (EAC) and to the general public that the ASRS External Affairs Committee will meet on March 11, 2016 beginning at 10:30 a.m. in the 14th Floor Conference Room of the ASRS office, 3300 North Central Avenue, Phoenix, AZ, 85012. Trustees of the Board Committee may attend either in person or by telephone conference call.

This is a scheduled meeting of the EAC; however, due to possible attendance by other ASRS Board Trustees, this meeting may technically become a meeting of the ASRS Board or one of its committees. Actions taken will be consistent with EAC governance procedures, and no business of the Board will be transacted. Actions requiring Board authority will be presented to the full Board for final decision.

The Chair may take public comment during any agenda item. If a member of the public wishes to speak to a particular agenda item, he or she should complete a Request to Speak form indicating the item and provide it to the Committee administrator.

Pursuant to A.R.S. § 38-431.03(A)(3), the ASRS Board of Trustees may vote to go into executive session, which will not be open to the public, for the purpose of obtaining legal advice on any item on the Agenda.

This meeting will be teleconferenced to the ASRS Tucson office at 4400 East Broadway Boulevard, Suite 200, Tucson, Arizona 85711. The conference call to Tucson will be disconnected after 15 minutes if there are no attendees in the Tucson audience.

The Agenda for the meeting is as follows:

1. Call to Order; Roll Call; Opening Remarks.....Dr. Richard Jacob
Chair, External Affairs Committee
2. Approval of the Minutes of the February 12, 2016 Public Meeting of the EAC
.....Dr. Richard Jacob
3. Presentation, Discussion, and Appropriate Action Regarding Rulemaking and the 2015 and 2016
Regulatory AgendaMs. Jessica Ross
Rules Writer

Agenda Item #2



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Paul Matson
Director

SUMMARY OF A PUBLIC MEETING OF THE ARIZONA STATE RETIREMENT SYSTEM EXTERNAL AFFAIRS COMMITTEE

HELD ON
February 12, 2016
10:30 a.m., Arizona Time

The External Affairs Committee (EAC) of the Arizona State Retirement System (ASRS) met in the 14th Floor Conference Room of the ASRS Office, 3300 North Central Avenue, Phoenix, AZ, 85012. Dr. Richard Jacob, Chair, called the meeting to order at 10:30 a.m., Arizona Time.

This meeting was teleconferenced to the ASRS Tucson office at 7660 East Broadway Boulevard, Suite 108, Tucson, Arizona, 85710.

1. Call to Order; Roll Call; Opening Remarks

Present: Dr. Richard Jacob, Chair
Mr. Kevin McCarthy – Via Teleconference
Mr. Tom Manos – Via Teleconference

Absent: Mr. Lorenzo Romero

A quorum was present for the purpose of conducting business.

2. Approval of the Public Meeting Minutes of the November 13, 2015 EAC Meeting

Motion: Mr. Kevin McCarthy moved to approve the minutes of the November 13, 2016 Public EAC meeting. Mr. Tom Manos seconded the motion.

By a vote of 3 in favor, 0 opposed, 0 abstained, 1 excused the minutes were approved.

3. Presentation, Discussion and Appropriate Action Regarding 2016 Legislative Initiatives and Legislation affecting the ASRS

Mr. Nick Ponder, Government Relations Officer, presented the ASRS 2016 legislative initiatives and other legislation that may impact the ASRS.

HB2104: ASRS; RETENTION OF CREDITED SERVICE - An employee who is employed with an ASRS employer in a position that was exempt from ASRS membership because the position was not included in agreements providing for the employee's coverage under the federal old-age and survivors insurance system, but on whose behalf the employer has remitted ASRS

contributions will retain credited service for the period of employment for which the employer remitted ASRS contributions on the employee's behalf. This bill has an emergency clause. The Bill passed in the House and moved to the Senate.

HB2159: ASRS; RULEMAKING EXEMPTION - The ASRS and the ASRS Board are not subject to the Administrative Procedures Act, except for the uniform administrative hearing procedures, for actuarial assumptions and calculations, investment strategy and decisions, and accounting methodology. This Bill is retroactive to January 1, 1987 and contains a purpose statement. The Bill passed the House and Government Higher Education committee, and is scheduled to appear in the Rules committee on Monday.

HB2160: ASRS; ELIGIBLE ROLLOVERS: The list of contributions for the payment of credited service purchases that the ASRS Board is permitted to accept is modified to include "direct transfers from" an individual retirement account or individual retirement annuity of an amount that would otherwise be eligible to be rolled over to ASRS, instead of a "rollover contribution of that portion of a distribution" from those types of accounts. The Bill has been moved to the House consent calendar.

HB2243: ASRS; LTD PROGRAM; LIABILITY - The ASRS, the ASRS Board and ASRS employees are indemnified against liability for any action taken in the performance of their powers and duties, unless the action was intended to cause injury or was grossly negligent. The Bill has been moved to the House consent calendar.

Mr. Nick Ponder will meet with Representative Livingston next week to discuss the Bill further.

SB1037: ASRS; BOARD DELEGATION; BENEFIT DETERMINATIONS - The ASRS Board is permitted to delegate the duty and authority to act on the Board's behalf to a Committee of the Board for the purposes of determining the rights, benefits or obligations of any person and for related administrative hearings. The Bill passed the Senate and is awaiting House action.

SB1038: ASRS; REINSTATEMENT; CONTRIBUTION AMOUNT - A member of the ASRS who is reemployed by an ASRS employer is permitted to redeposit the amount of the contributions that the ASRS paid, instead of that the member received, at the time of the member's separation from service, with interest. The bill passed the Senate and is waiting to be heard in the House.

SB1144: ASRS; CONTRIBUTIONS; ADJUSTMENTS - If more than the correct amount of employer or member contributions is paid into the ASRS through a mistake of law, ASRS is required to return those contributions to the employer upon request through an employer credit. If less than the correct amount of employer or member contributions is paid into ASRS by an employer, members who are inactive, retired or on long-term disability must make required payments using after-tax income and a personal check, cashier's check or money order. The bill passed the Senate and is waiting for the House to hear it.

SB1151: ASRS; CONTINUATION – The statutory life of the ASRS Board and Director is extended eight years to July 1, 2024. It is retroactive to July 1, 2016.

Mr. Ponder stated there were multiple modifications made to this bill, of which there are no concerns. This Bill authorized the ASRS continuation, for a period of 8 years following the Sunset Audit.

HB2115: PUBLIC EMPLOYEES; MISAPPROPRIATION; PENALTY - If any public officer or

employee of a public agency is found to have misappropriated public monies, the public officer or employee is not eligible to receive any severance pay, annuity payments, pension benefits or any other benefit that would otherwise be provided by the public agency. This clause must be included in any employment contract entered into by a public agency after the effective date of this legislation. The Bill will go to the Rules committee on Monday and is anticipated to move through the House.

HB2157: ASRS; POLITICAL SUBDIVISION ENTITIES - Employees of "political subdivision entities" (defined in statute) who are hired on or after the effective date of this legislation are excluded from membership in the ASRS. This Bill passed the Government Higher Education committee.

HB2237: RETIREMENT; RETURN TO WORK; RESTRICTIONS - Arizona State Retirement System, Public Safety Personnel Retirement System, and Corrections Officer Retirement Plan employers are prohibited from contracting with or leasing a retired member within one year after the member's retirement date. This Bill has not been assigned to a committee.

HCR2040: STATE MONIES; PROHIBITED INVESTMENTS; TERRORISM: The 2016 general election ballot is to carry the question of whether to amend the state Constitution to prohibit the state, public retirement systems, counties, municipalities and other political subdivisions from contracting with or investing in any legal entity that is invested in or doing business with the government of a country that is designated by the U.S. Department of State on or after January 1, 2015 as a state sponsor of terrorism. Any contract or investment in violation cannot be renewed and must be cancelled or divested at the earliest prudent opportunity. Some exceptions exist.

Mr. Ponder stated that he met with several members of the committee as well as the President of the Senate and the ASRS will work with the bill sponsors to express ASRS concerns with the bill. Mr. Ponder will meet with Representative Montenegro to express the ASRS concerns to him. Dr. Jacob requested that the Committee be informed if anything substantial happens as a result of the meeting. Mr. McCarthy made the recommendation that Mr. Ponder reach out to the Governor's Office to see if they're involved in this legislation. This Bill passed from House Government Higher Education committee.

H2583: OPEN MEETINGS; AUDIOVISUAL RECORDINGS - All public bodies are required to provide a complete audiovisual recording of all their meetings, including executive sessions, and are required to post the audiovisual recording of a meeting on its website within 24 hours after the meeting.

Mr. Ponder stated there is no appropriation for this Bill. The essence or intent of the Bill in regards to the ASRS was discussed.

Mr. McCarthy confirmed this item is on the agenda for next week's House Government Higher Education committee meeting.

HB2617 : ISRAEL; BOYCOTTS; CONTRACTS; INVESTMENTS - Public entities" (defined) are prohibited from entering into a contract with a company to acquire or dispose of services, supplies, information technology or construction unless the contract includes a written certification that the company is not currently engaged in a boycott of Israel. By April 1 of each year, the State Board of Investment is required to prepare a list of "restricted companies" (defined as companies that boycott Israel) and distribute the list to the State Treasurer and each retirement system. The State Treasurer and each state retirement system are required to sell,

redeem, divest or withdraw all direct holdings of a restricted company from the assets under their management in an orderly and fiducially responsible manner within three months after receiving the list. This bill does not appear to affect the ASRS. It passed through Committee and set for Rules on Monday.

SB1257: MISCONDUCT INVOLVING WEAPONS; PUBLIC PLACES - A person who possesses a valid concealed weapons permit is exempt from the prohibition of carrying a concealed weapon in a public establishment other than a vehicle or craft or at a public event. There are some exceptions, including for public establishments or events that are a "secured facility" that are the licensed premises of a liquor licensee, or that are an educational institution.

Trustees had questions regarding the ASRS building and Mr. Ponder will follow up on concerns expressed regarding this bill.

SB1428 PSPRS MODIFICATIONS - Various changes to statutes relating to the Public Safety Personnel Retirement System. Establishes a method for determining the employer and member contributions to PSPRS for members hired on or after July 1, 2017. Modifies the definition of "average monthly benefit compensation" for the purpose of determining PSPRS retirement benefit amounts and the definition of "normal retirement" and applies these changes only to members hired on or after July 1, 2017. For members who are hired on or after July 1, 2017, the annual compensation of each member taken into account for purposes of the system cannot exceed \$110,000, decreased from \$200,000. Beginning in FY2020-21 and every third FY after, the PSPRS Board is required to adjust the annual compensation limit by the average change in the public safety wage index as determined by a specified method. Establishes retirement multipliers based on years of credited service for members who become a PSPRS member on or after July 1, 2017. Repeals statutes providing for benefit increases, and establishes cost-of-living adjustments for members hired on or before June 30, 2017, and for members hired on or after July 1, 2017. Increases the number of members of the PSPRS Board to nine, from seven, and modifies requirements for Board members. Establishes a 10-member PSPRS Advisory Committee. The PSPRS Board is required to establish a Public Safety Personnel Defined Contribution Plan (DC Plan) to provide for the retirement of specified participants beginning July 1, 2017. Establishes powers and duties of the Board for the DC Plan, and establishes member and employer contributions to the DC Plan. An employee who is hired on or after July 1, 2017 and who was not a member of the PSPRS on June 30, 2017 is eligible and may elect to participate in either the PSPRS or in the DC Plan, and the election made is irrevocable. The employee's participation in either system begins 90 days after the date the employee is hired. Also establishes a DC Plan disability program. Conditionally enacted on the state Constitution being amended as prescribed by Senate concurrent resolution 1019 by vote of the people at the special election on May 17, 2016. The Bill has a severability clause and the Bill passed the Senate and the House, however, an amendment sent this Bill back to the Senate.

SB1429: PUBLIC RETIREMENT SYSTEMS; SPECIAL ELECTION - The purpose of the special election called by Laws 2015, first special session, chapter 2 is expanded to include proposed amendments to the state Constitution that are proposed by Senate concurrent resolution 1019 that provide for changes to public retirement systems. For the public retirement systems measure, the Legislative Council analysis and Joint Legislative Budget Committee fiscal impact statement summary, and any arguments for or against the measure must be submitted to the Secretary of State no later than February 23, 2016. This Bill has an emergency clause. This bill passed through un-amended. Language was approved in the House and sent back to the Senate for a full vote, which will happen Monday.

SCR1019: PUBLIC RETIREMENT SYSTEM BENEFITS - The 2016 general election ballot is to carry the question of whether to amend the state Constitution to provide that the Constitutional provision prohibiting public retirement system benefits from being diminished or impaired does not prohibit certain adjustments to the Public Safety Retirement System as provided in Senate Bill 1428, **and** does not restrict the Legislature's ability to modify public retirement system benefits for prospective members of public retirement systems. This Bill passed the Senate.

4. Call to the Public

Mr. Steve Ramos, representing Arizona Education Association-Retired (AEA-Retired), requested to speak regarding H2115 which was discussed in agenda item number 3. Mr. Ramos asked what groups would be affected by the Bill, what defines it, and what the dollar amount would be in order to be treated as a "misappropriation." Mr. Ponder stated there's no defined dollar amount or exact definition for it yet.

5. Adjournment of the ASRS External Affairs Committee Meeting.

Motion: Mr. Kevin McCarthy moved to adjourn the February 12, 2016 EAC meeting. Mr. Tom Manos seconded the motion

By a vote of 3 in favor, 0 opposed, 0 abstained, 1 excused the meeting was adjourned.

Dr. Jacob adjourned the public meeting at 11:42 a.m.

Respectfully Submitted by,

Alicia Guzman
Committee Administrator

Date

Pat Klein
Assistant Director, External Affairs Division

Agenda Item #3



ARIZONA STATE RETIREMENT SYSTEM

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Paul Matson
Director

TO: The Arizona State Retirement System (ASRS) External Affairs Committee

FROM: Mr. Patrick M. Klein, Assistant Director, External Affairs Division
Ms. Jessica Ross, Rules Writer

DATE: March 11, 2016

RE: **AGENDA ITEM NO. 3:** Presentation, Discussion and Appropriate Action Regarding Rulemaking and the 2015 and 2016 Regulatory Agendas

Purpose:

To provide an update on the rulemaking activities listed on the 2015 and 2016 Regulatory Agendas.

Recommendation:

No action is recommended at this time.

Background:

Arizona Revised Statutes § 41-1021.02 State agencies; annual regulatory agenda requires each agency to post its agenda for the coming calendar year. The attached 2015 Regulatory Agenda was approved by the committee on December 12, 2014 and lists all the rulemakings the ASRS anticipated promulgating during the 2015 calendar year. The attached 2016 Regulatory Agenda was approved by the committee on November 13, 2016 and lists the rulemakings the ASRS anticipates completing during the 2016 calendar year.

Ms. Jessica Ross, ASRS Rules Writer, will provide a brief update of the status for any rulemaking on the 2015 Regulatory Agenda that has not been completed, as well as a brief update of the status of each rulemaking listed on the 2016 Regulatory Agenda.

Attachments

**ARIZONA STATE RETIREMENT SYSTEM (ASRS)
REGULATORY AGENDA FOR 2015**

Pursuant to A.R.S. § 41-1021.02, the ASRS prepared a regulatory agenda for the 2015 calendar year. Pursuant to A.R.S. § 41-1021.02(D), the ASRS may undertake a rulemaking even if the rulemaking is not included in the annual regulatory agenda.

Rulemakings Expected During 2015

Identification of Rulemaking	Notice of Docket Opening (Expected)	Notice of Proposed Rulemaking (Expected)	Notice of Final Rulemaking (Expected)
<u>2 A.A.C. 8, Art. 1</u> R2-8-104. Definitions	1/6/2015	1/9/2015	5/5/2015
<u>2 A.A.C. 8, Art. 1</u> R2-8-115. Return of Contributions Upon Termination of Membership by Separation from All ASRS Employment by Other Than Retirement or Death; Payment of Survivor Benefits Upon the Death of a Member	3/3/2015	3/6/2015	7/7/2015
<u>2 A.A.C. 8, Art. 1</u> R2-8-116. Reemployment After Retirement	4/1/2015	4/3/2015	9/1/2015
<u>2 A.A.C. 8, Art. 1,</u> <u>Retirement System;</u> <u>Defined Benefit Plan</u>	5/27/2015	5/29/2015	9/1/2015
<u>2 A.A.C. 8, Art. 2, State Retirement Defined Contribution Program</u>	2/4/2015	2/6/2015	6/2/2015
<u>2 A.A.C. 8, Art. 4,</u> <u>Practice and Procedure Before the Board</u>	7/9/2015	7/10/2015	11/3/2015
<u>2 A.A.C. 8, Art. 5,</u> <u>Purchasing Service Credit</u>	8/5/2015	8/7/2015	12/1/2015

Existing Rules Scheduled for Review During 2015

Rules Being Reviewed	Due Date
2 A.A.C. 8, Articles 1, 2, 4, and 5	May 2015

**ARIZONA STATE RETIREMENT SYSTEM (ASRS)
REGULATORY AGENDA FOR 2016**

Pursuant to A.R.S. § 41-1021.02, the ASRS prepared a regulatory agenda for the 2016 calendar year. Pursuant to A.R.S. § 41-1021.02(D), the ASRS may undertake a rulemaking even if the rulemaking is not included in the annual regulatory agenda.

Rulemakings Expected During 2016

Identification of Rulemaking	Notice of Docket Opening (Expected)	Notice of Proposed Rulemaking (Expected)	Notice of Final Rulemaking (Expected)
<u>2 A.A.C. 8, Art. 1</u> R2-8-116. Working After Retirement <ul style="list-style-type: none"> • RTW guide in rule? 	2/5/2016	2/12/2016	5/3/2016
<u>2 A.A.C. 8, Art. 7</u> Contributions Not Withheld	3/11/2016	3/18/2016	6/7/2016
<u>2 A.A.C. 8, Art. 2 (expired)</u> <u>Health Insurance</u> <ul style="list-style-type: none"> • Long-Term Disability • Premium Benefit Eligibility 	4/15/2016	4/22/2016	7/6/2016
<u>2 A.A.C. 8, Art. 6</u> Public Participation in Rulemaking	5/13/2016	5/20/2016	8/2/2016
<u>2 A.A.C. 8, Art. 8</u> Overpayments	6/10/2016	6/17/2016	9/7/2016
<u>2 A.A.C. 8, Art. 3 (reserved)</u> <u>Membership</u> <ul style="list-style-type: none"> • Contributions • Accrual of credited service (higher education credited service) • Apportionment • Delinquency • Compensation • 20/20 criteria and status changes— “intent” / “engaged” 	10/7/2016	10/21/2016	1/4/2017

Existing Rules Scheduled for Review During 2016

Rules Being Reviewed	Due Date
2 A.A.C. 8, Article 6	March 2016
2 A.A.C. 8, Article 7	December 2016

Update on 2015 Regulatory Agenda for EAC Meeting on September 11, 2015

- On February 10, 2016, Governor Ducey issued an Executive Order continuing a Rulemaking Moratorium which requires agencies to obtain approval from the Governor's Office before proceeding with any rulemaking actions. This approval process has caused some delay in the rulemaking process, but we have been able to move forward with rulemakings, if at a slightly slower pace. Nevertheless, staff believes that it will be able to complete the rulemakings by the end of the calendar year as expected, if not by the dates listed on the Regulatory Agenda.

2015 Rulemakings

- The ASRS held an Oral Proceeding on **March 9, 2016** regarding the Notice of Proposed Rulemaking to clarify the Alternate Contribution Rate in R2-8-116. A Notice of Final Rulemaking was filed with the GRRRC on **March 10, 2016** and the Council will take action on the rulemaking at the May 3, 2016 Council meeting.
- The ASRS filed a Notice of Final Rulemaking regarding four rules in Article 1 with the GRRRC on November 13, 2015 and the Council approved the rules on January 5, 2016. The Notice of Final Rulemaking was filed with the SOS on January 6, 2016 and the amended rules became effective **March 6, 2016**.
- As I mentioned in our previous rulemaking update, the ASRS filed a Notice of Docket Opening on August 24, 2015 regarding the rules in Article 4. However, this rulemaking has been postponed pending legislative action during 2016 that will affect how the ASRS handles appeals.
- The ASRS is in the process of updating its service purchase rules in Article 5. The ASRS filed a Notice of Docket Opening with the SOS on September 18, 2015 and Staff is working with Management to draft a Notice of Proposed Rulemaking.

2016 Rulemakings

- The Working after Retirement rulemaking is in the preliminary planning stages of the rulemaking process and Staff is working with Management to request approval from the Governor's Office to proceed with this rulemaking.
- The Contributions not Withheld rulemaking is in the preliminary planning stages of the rulemaking process and Staff is working with Management to request approval from the Governor's Office to proceed with this rulemaking.
- The Health Insurance rulemaking is in the preliminary planning stages of the rulemaking process and Staff is working with Management to request approval from the Governor's Office to proceed with this rulemaking.

- Staff is in in the preliminary planning stages of the rulemaking process for the rules in Article 6 relating to Public Participation in Rulemaking and Staff is working with Management to request approval from the Governor's Office to proceed with this rulemaking.
- The Overpayments rulemaking is in in the preliminary planning stages of the rulemaking process and Staff is working with Management to request approval from the Governor's Office to proceed with this rulemaking.
- The ASRS Membership rulemaking is in the preliminary planning stages of the rulemaking process and Staff is working with Management to request approval from the Governor's Office to proceed with this rulemaking.
- The ASRS filed a Five-year Review Report with the GRRRC for Article 6, Public Participation in Rulemaking, on January 22, 2016 and the Council will take action on the report at the May 3, 2016 Council meeting.
- In addition to working with Management on the Contributions Not Withheld rulemaking, Staff is also working with Management to draft a Five-year Review Report for the Contributions Not Withheld rules in Article 7 and plans to submit the report as scheduled.

Agenda Item #4



ARIZONA STATE RETIREMENT SYSTEM

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*Paul Matson
Director*

TO: The Arizona State Retirement System (ASRS) External Affairs Committee (EAC)

FROM: Mr. Paul Matson, Director
Mr. Patrick M. Klein, Assistant Director, External Affairs Division
Mr. Nick Ponder, Government Relations Officer

DATE: March 4, 2016

RE: **AGENDA ITEM NO. 4:** Presentation, Discussion and Appropriate Action Regarding
2016 Legislative Initiatives and Legislation affecting the ASRS

Purpose:

To discuss the ASRS 2016 legislative initiatives and other legislation that may impact the ASRS.

Recommendation:

Information only; no action required.

Background:

The 2016 ASRS Legislative Initiatives will be discussed as will other legislation that may impact the ASRS. A copy of the most recent Bill Tracker will be provided at the meeting or may be accessed through this link: <https://www.azasrs.gov/content/legislation>

Agenda Item #5



ARIZONA STATE RETIREMENT SYSTEM

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Paul Matson
Director

TO: The Arizona State Retirement System (ASRS) External Affairs Committee (EAC)

FROM: Mr. Paul Matson, Director, ASRS
Mr. Dave Cannella, Manger, Public Affairs & Media Relations

DATE: March 4, 2016

RE: **AGENDA ITEM NO. 5:** Presentation, Discussion and Appropriate Action Regarding 2015 Public Affairs and Media Relations Activities.

Purpose:

To review and discuss the ASRS 2015 public affairs and media relations activities.

Recommendation:

Information only; no action required.

Background:

The EAC Charter requires an annual update of the agency's Public Affairs program. The program ensures that members and employers are receiving adequate and appropriate communications from the ASRS and are kept informed of ASRS activities, meetings, and general information. Additionally, communications to the Governor's Office, the Legislature, constituents, and other interested parties are an important part of the ASRS public affairs program.

ASRS Public Affairs & Communications Summary – Calendar year 2015

Each year, the communications staff of the External Affairs Division provides the Committee with a summary of activity and accomplishments and outlines goals and projects for the coming year.

This report differs from years past in that in July 2015, a reorganization took place, with the new area of Public Affairs created as a direct report to the Director's Office, and a shift of Communications from External Affairs to Strategic Planning.

For the second half of 2015, roles and responsibilities were reviewed and analyzed, while much of the communications functions remained largely unchanged from previous years.

A new Communications Steering Committee has been formed, headed by COO Anthony Guarino, with membership of assistant directors and communications and public affairs staff. The committee recently finalized a charter and will begin setting and reviewing goals and objectives for agency-wide strategic communications.

Following is a review of communication-related activities and projects for 2015. These were accomplished with input and assistance from a number of areas throughout the agency, including the communications staff, member services, financial services and the Web Steering Committee and Senior Management.

- Publication and mailing of *Financial Horizons* newsletter – March
- Publication and mailing of *Your Retirement* – 1st, 2nd and 3rd quarters.
- eCommunication Campaigns – 86 targeted email campaigns, including monthly Welcome messages, quarterly Employer e-newsletter (March, June, October & December), and two digital member newsletters (June & October)
- Daily emailing (approximately 650) of ASRS Birthday greetings to members (3 versions depending upon member's status: active, retirement eligible or retired)
- Publication of Comprehensive Annual Financial Report & Popular Annual Financial Report (Financial Services Division)
- Introduction of a new Retirement Central section on the ASRS website (Web Steering and Member Services)
- New and updated eLearning tools from Member Services & Employer Relations – videos and webinars
- A Web Steering Committee project implemented by Technology Services Division in June brought 'responsive design' to the ASRS secure portion of the website, allowing pages to auto-size to any device (laptop, tablet, smartphone)
- Continued use and expansion of ASRS social media – Facebook, Twitter, LinkedIn and Google Plus
- Updates and re-design of seven informational tri-folds used by Member Services
- Update to 2015 ASRS member handbook
- Redesign and printing of ASRS informational pocket folder used by ASRS employers and member outreach.

For 2016, Public Affairs and Strategic Communications will develop new goals and objectives and will continue to work closely, with oversight and input from the Communications Steering Committee and the Director.

Public Affairs is charged primarily with overall ASRS messaging, constituent relations and outreach.

Strategic Communications will focus on branding and member and employer communications means and methods.