Agency Strategic Plan

2027 – 2031

Pension Review Board

AGENCY STRATEGIC PLAN

FISCAL YEARS 2027 – 2031

BY

STATE PENSION REVIEW BOARD

Board Member	Term Expires January 31	Hometown
Stephanie Leibe, Chair	2027	Austin
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Marcia Dush	2025	Austin
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Christopher Zook	2027	Houston

DATE OF SUBMISSION: June 1, 2026

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Stephanie Leibe, Chair

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Agency Mission

The Pension Review Board (PRB) is mandated to oversee all Texas public retirement systems, both state and local, in regard to their actuarial soundness and compliance with state reporting requirements under Chapter 802, Texas Government Code. The PRB's mission is to provide the State of Texas with the necessary information and recommendations to help ensure that our public retirement systems, whose combined assets total in the multi-billions, are actuarially sound, benefits are equitable, the systems are properly managed, tax expenditures for employee benefits are kept to a minimum while still providing for those employees, and to expand the knowledge and education of administrators, trustees, and members of Texas public retirement systems.

Main Functions

The PRB acts in accordance with the highest standards of ethics, accountability, efficiency, and openness. The main functions of the PRB are to:

- conduct a continuing review of all public retirement systems;
- conduct intensive studies of potential or existing problems that threaten the actuarial soundness of public retirement systems;
- provide educational services to the trustees and system administrators of Texas public retirement systems;
- provide information and technical assistance;
- recommend policies, practices, and legislation to public retirement systems and appropriate governmental entities; and
- prepare actuarial impact studies on proposed legislation.

Organizational and Fiscal Aspects

Board and Staff

The board is composed of seven members appointed by the governor with the advice and consent of the senate. The PRB's enabling statute specifies qualifications for board members, which includes expertise in areas relating to public pensions, governmental finance, and actuarial science, with two positions for members of Texas public retirement systems.

The PRB is a small agency with a limited number of employees. The agency currently has 11 employees, including the executive director, with two vacant positions. The agency is authorized for 13 total full-time equivalents (FTEs). Due to the technical nature of public pensions, qualified and well-trained staff is paramount to fulfilling the agency's mission. Given the PRB's limited resources, staff recruitment and retention are the agency's greatest challenges.

Budget

Fiscal years 2026-2027 appropriations totaled $2,878,439 for the biennium. The funding source for the appropriations was the General Revenue Fund. Of the agency's appropriations for the 2026-2027 biennium, over 90 percent was dedicated to salaries and wages.

Agency Operational Goals and Action Plans

Goal 1.

Help public retirement systems achieve and maintain actuarial soundness so that members receive their entitled benefits and help to ensure the said benefits are funded with a minimum expenditure of taxpayer dollars.

Specific Action Items to Achieve Goal

- Monitor and report on funding soundness restoration plan (FSRP) status of subject Texas public retirement systems and provide technical assistance to systems and their sponsors to assist them in developing their FSRPs to address funding deficiencies.
- Review and analyze all required reports from systems and sponsors, including funding policies, investment practices and performance evaluations, annual financial reports, investment returns and assumptions reports, actuarial valuations, actuarial audits, experience studies, summary plan descriptions, investment policies, and FSRPs, and publish the information to the agency's website and public pension data center.
- Proactively reach out to systems that may be facing financial, actuarial, or governance issues, before they are subject to the FSRP requirement or face more severe issues. Work to ensure they communicate with their sponsors about issues and possible solutions.
- Conduct intensive reviews of systems that may have problems threatening their financial or actuarial health by analyzing their current actuarial, financial, and investment data; historical trends in contribution sufficiency, cash flow, and investment returns; benefit structure; membership; governance; and long-term sustainability. Additionally, as part of this process, the PRB:
    - communicates with retirement systems and their sponsoring governmental entities throughout the review process to keep them informed of review findings and provides technical assistance, as well as provides ongoing opportunities for input and feedback; and
    - reports the results of intensive reviews to the board, systems, sponsoring governmental entities, and the legislature through the PRB's Biennial Report in November of each even- numbered year, as well as provides updates from affected retirement systems since reviews were published.
- Conduct macro-level actuarial analyses of several systems to identify common trends and differences and serve as an educational resource for systems.
- Create a continuing education course on successful system reforms, potentially featuring a panel of TLFFRA stakeholders.
- Monitor and analyze investment-related data, such as investment expense information, and produce reports for review by the board and retirement systems.
- Provide educational materials on reporting requirements and best practices, such as continuing education courses, videos, and infographics, to assist trustees with fulfilling their roles as system fiduciaries.

- Provide system-specific reports, presentations, and analyses to the board and the legislature upon request.
- Research current issues and trends in public pensions and publish agency white papers, reports, and interim studies, including governance issues and investment market trends and assumptions.
- Analyze investment practices and performance evaluation reports and investment fee information submitted by systems and publish investment reports including data and analysis.

How Goal and Action Items Support Each Statewide Objective

1. **Accountable to tax and fee payers of Texas.**

The agency provides comparative data through its data center and website to help systems achieve and maintain actuarial soundness so that members receive their entitled benefits with a minimum expenditure of taxpayer dollars.

2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

The agency regularly reviews internal processes to identify opportunities for improvement and efficiency. For example, the agency's public-facing data center is undergoing updates to provide more information online, often replacing the need for stakeholders to reach out to the agency for information. Such improvements allow the PRB to spend more time on research and analysis rather than providing specific compiled reports upon request. The PRB also provides macro-level reports and studies to provide guidance, education, and recommendations to systems that may be facing similar issues.

3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

A main function of the agency is to conduct a continuing review of all systems. The agency reviews reports as they are submitted, ensuring that the information is kept as current as possible and continually looks for ways to improve analyses and reporting, including communicating with systems regarding reporting questions to help ensure accuracy of its analyses. For example, the agency has routinely incorporated a review of systems' investment management practices as part of its intensive review process, since investments are a key factor that impact systems' actuarial soundness. It has also begun to include a review of its governance, including education and other fiduciary requirements.

4. **Attentive to providing excellent customer service.**

The PRB is committed to helping all stakeholders. For example, with the most recent rule changes to the Minimum Educational Training program, the agency met with stakeholders on proposed changes to the rules, incorporated stakeholder feedback, created help pages to address frequently asked questions, updated program forms, presented at industry conferences on the topic area, and provided continual technical assistance to address any issues. The PRB has adopted this approach when working on ongoing agency initiatives, ensuring that stakeholders are kept informed and engaged.

5. Transparent such that agency actions can be understood by any Texan.

Financial, actuarial, compliance, and FSRP reports are published on the PRB website in board meeting packets and as standalone reports. Financial, actuarial, benefit, and governance information is also published on the agency's online data center for each system. The agency attempts to include plain language explanations of technical actuarial concepts, as well as glossaries in publications and on the data center. Also, the PRB works with stakeholders when updating board policies, rulemaking, and when implementing new laws. For example, when undergoing rule review on its education program rules, the PRB asked for informal feedback, met with stakeholders on several occasions to solicit input, provided draft rules for comment, and posted a plain language summary of proposed rules on its website. This has helped the process move more smoothly and keeps stakeholders apprised of potential changes to programs, processes, and procedures.

Goal 2.

Educate public retirement system trustees, administrators, members, the public, and the legislature on public pension concepts, topics, trends, and issues.

Specific Action Items to Achieve Goal

- Provide free online courses in core pension topics such as actuarial matters, fiduciary matters, ethics, and investments to assist system administrators and trustees with required training hours and educate system members, the legislature, as well as the public. Perform regular updates of these courses.
- Provide continuing education courses on timely subjects and issues affecting systems, such as actuarial standards, governance, transparency, and communications.
- Provide MET courses in various formats, such as live webinars, in-person training during PRB committee or board meetings, recorded presentations, and other formats, to be made available on the PRB's education website.
- Accredit training providers or individual courses to enhance available training sources and increase accessibility of training for trustees and administrators and publicize generally available courses on the agency's events calendar and social media for easy visibility and access.
- Regularly provide training as part of industry annual and summer conferences, such as training on current agency initiatives and projects.
- Research important pension-related topics and publish white papers to educate stakeholders on those issues.
- Provide current pension-related resources through the agency website, including best practices such as the Pension Funding Guidelines, Principles of Retirement Plan Design, and Investment Policy Guidelines for all systems.
- Provide pensions education and information leading up to and during legislative sessions for legislators and legislative staff, such as for legislative committee members responsible for hearing pensions bills.
- Update the Model Ethical Standards and Conflict-of-Interest Policy, required by statute, for voluntary use by public retirement systems.
- Email weekly news clips to interested parties with articles relating to public retirement systems in Texas as well as national pension-related issues, and reminders on key agency initiatives.
- Use social media to keep more stakeholders apprised of agency educational opportunities.
- Create opt-in email subscriptions on various topics so more stakeholders can choose to be added to a list to receive more information from the PRB.
- Incorporate MET compliance status in the Pension Online Reporting Tool (portal), so that systems can more easily access compliance status information and ensure trustees and administrators are compliant.

How Goal and Action Items Support Each Statewide Objective

1. **Accountable to tax and fee payers of Texas.**

The agency provides free, high-quality education to public retirement system trustees and administrators to help them make fully informed decisions as fiduciaries. The agency also publishes links to industry best practices and other helpful resources on the PRB website and meets publicly on agency initiatives and projects.

2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

Through the individual course and training provider accreditation process, participants can get credit for applicable courses they may have already needed for other continuing education requirements. Staff processes course approval and training provider accreditation requests in a timely manner. The updated education rules, effective beginning January 2025, focused on streamlining processes and making compliance easier to obtain. The agency also regularly provides educational courses at industry conferences which meet the MET requirements. Working with industry associations allows for additional outreach to stakeholders to ensure the agency clearly communicates requirements and initiatives.

3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

The agency constantly works to improve the quality and accessibility of its educational offerings and provides opportunities for feedback to facilitate high overall satisfaction with educational services. Since focusing on MET compliance over the past few years, compliance with the program has steadily improved for all system types.

4. **Attentive to providing excellent customer service.**

The agency provides free online education in public pension topics to system trustees and administrators, the legislature, and the public, through the agency's education website. Also, staff accredits other educational training providers, and works with trustees to accredit individual courses they may have taken for other continuing education, so they can fulfill their training requirements. The PRB readily assists systems with navigating educational requirements to allow system trustees and administrators to easily gain required knowledge as system fiduciaries. The agency also uses feedback from its education and customer service surveys to focus on program improvement and areas where it can provide further guidance and assistance.

5. **Transparent such that agency actions can be understood by any Texan.**

The PRB provides free online courses in plain language that anyone can access. Each course includes visuals, examples, and knowledge checks so that the highly technical pension information is easily accessible. The agency also focuses on increasing accessibility, using alt tags, testing the site for screen readers, the website undergoing regular scans for accessibility, providing PRB staff training, and using other methods to help ensure the sites and information are accessible for all users.

Goal 3.

Provide information, analysis, comparative data, technical assistance, and recommendations to public retirement systems, the legislature, and other stakeholders.

Specific Action Items to Achieve Goal

- Continue to improve the agency's technology infrastructure to provide more data and further improve the agency's internal and external systems to create a more efficient IT system network.
- Review all reports submitted by Texas public retirement systems and publish data to the agency's data center on a regular, ongoing basis.
- Make enhancements to the agency's Public Pension Data Center to provide additional investment data; make submitted reports available on each system page to allow access to reports in one location.
- Utilize public retirement system data to produce regular financial, actuarial, investment, educational, and compliance reports. Present these reports to the agency's board, publish them to the agency's website, and make the reports easily accessible by the public.
- Publish data intensive reports, including:
  - the biennial Guide to Public Retirement Systems in Texas, which serves as a public pensions primer for the legislature;
  - the biennial Texas Local Fire Fighters Retirement Act (TLFFRA) Pension Report, which provides comparative actuarial, financial, and benefit information specifically for the 42 TLFFRA plans;
  - Actuarial valuation and investment data reports, which provide a quarterly snapshot of the most current public retirement system information.
- Conduct research and interim studies on potential issues impacting public retirement systems, such as governance, and publish the studies on the PRB website.
- Provide analysis and recommendations regarding issues facing public retirement systems to the legislature.
- Compile additional resources for TLFFRA systems, including information and guidance on processes used by TLFFRA systems for identifying citizen members with qualifications and example policies used by systems to set standards for engagement of their board members, including attendance policies and education policies.
- Update the PRB's Policy for Regulation of Non-Compliant Retirement Systems and the Principles of Retirement Plan Design to ensure they align with current best practices and agency procedures.
- Prepare actuarial impact statements for legislation that would affect the benefits or liabilities of a public retirement system.
- Provide technical assistance to systems and their members, the legislature, other agencies, and the public upon request.
- Make improvements to agency websites to ensure they are accessible, as specified in the Web Content Accessibility Guidelines 2.1 (Level AA).

How Goal and Action Items Support Each Statewide Objective

1. **Accountable to tax and fee payers of Texas.**

The agency regularly updates its board on analyses of Texas public retirement systems during open meetings and provides up-to-date information to systems, the legislature, and the public through the agency's websites, social media, portal, and data center.

2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

The agency frequently evaluates the usefulness and efficiency of the delivery of information to its stakeholders. For example, the agency's most comprehensive report, the *Guide to Public Retirement Systems in Texas*, has been largely replaced by the data center, making the biennial report more efficient for use by the legislature, and the data center more helpful for its users, such as systems, actuaries, and the public. The public pension data center updates weekly, allowing the PRB to provide up-to-date information. The newly updated reporting portal allows public retirement systems to view compliance information without having to request a manual compliance status report from PRB staff, allowing staff more time to provide educational courses and additional analytical reports and information.

3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

The information and analyses provided by the agency helps achieve the PRB's mission to provide the state of Texas with the necessary information and recommendations to help ensure that Texas public retirement systems are well managed, and to expand the knowledge and education of administrators, trustees, and members of Texas public retirement systems.

4. **Attentive to providing excellent customer service.**

The agency's emphasis on technical assistance supports this statewide objective through its response to feedback to inquiries and complaints. The PRB responds to all requests made by its service population and provides any and all information requested in a timely manner. The agency has enhanced its systems to achieve greater accessibility and information sharing, which has been requested through the customer service and education services surveys. The PRB has also created a communications plan that provides stakeholders with information through its website, emails, and through social media, so that they are able to easily obtain updates from the agency through several platforms.

5. **Transparent such that agency actions can be understood by any Texan.**

The PRB provides a large amount of Texas public retirement system data on its website. Actuarial reports, investment data reports, and other information discussed during open meetings, are also included on PRB website pages. The agency also provides some information, such as the actuarial valuation report, in Excel format, which allows the end user to fully utilize that data. The PRB maintains an online data center to promote transparency and public knowledge of Texas public retirement systems' long-term fiscal health, benefit structures, governance, and provides comparisons based on plan type and size in a user-friendly format. The agency plans to improve its data center to make available full system publications on systems' individual data center page as well. Also, to allow for optimal availability of the information discussed during PRB meetings, the agency publishes its board meeting materials days in advance of meetings, live streams the meetings, and archives board and committee meeting videos and materials on its website.

Other Considerations Relevant to Goal or Action Item

Over the last few biennia, the PRB has focused on enhancing its systems and streamlining workflows to allow staff to provide a greater level of information to stakeholders. It has increasingly relied on its systems to help with the agency's goals and mission. Historically, the agency has not contracted or procured services with many vendors. With IT becoming a greater priority for the agency, it has ensured staff is trained on contract management, risk analysis, and strategy, so that purchasing is efficient and effective in obtaining its goals of improving its systems. The agency continues to focus on its IT strategy and ensures that the program, with no dedicated IT staff at the PRB, is maintained, staff is educated, and policies are regularly reviewed.

Goal 4

Monitor compliance with reporting and education requirements and help public retirement systems achieve and maintain compliance.

Specific Action Items to Achieve Goal

- Track public retirement systems' submission and fulfillment of required reports under Chapter 802, Texas Government Code through the agency's database and portal.
- Track trustees' and system administrators' compliance with educational requirements to help ensure they have the necessary knowledge to effectively discharge fiduciary duties.
- Provide compliance information to systems through the Pension Online Reporting Tool to help avoid noncompliance with educational and reporting requirements.
- Regularly report noncompliant systems during PRB meetings, and post noncompliant status on the agency's website.
- Work with noncompliant retirement systems by providing one-on-one assistance, deadline reminders, and other resources to help bring them into compliance with state reporting and training requirements.
- Monitor changes to state and federal laws and regulations and communicate updates to the public retirement systems via the PRB website, weekly news clips publication, memoranda, online courses, and social media.
- Publish updated Government Code and TLFFRA statute booklets to provide stakeholders with current state laws and publish the municipal retirement system statutes on the agency website for easy access and usability.
- Provide guidance to public retirement systems, including the development of sample policies, optional templates, continuing education courses, and video tutorials to help ensure all required information is reported as required by state law.
- Create continuing education presentations, videos, and other media on timely pension issues to help public retirement systems and their sponsors gain awareness of those issues and how they affect their systems. Providing this information can help systems better understand and, as a result, better comply with legislative requirements.
- Report noncompliance on minimum educational training requirements annually, as required by recently-updated education rules under 40 T.A.C. Chapter 607.

How Goal and Action Items Support Each Statewide Objective

1. **Accountable to tax and fee payers of Texas.**

The PRB reports retirement system compliance with financial, actuarial, and training requirements to the board and the legislature, and posts that information on its website.

2. **Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

The PRB uses automated workflow systems to manage report reviews and data entry into a centralized database, which minimizes errors and decreases report generation time. The agency's newly-updated portal allows retirement system administrators to enter education and board data and submit the information to staff for review. Once staff approves the submission, the information is automatically input into its database. The updated portal allows education team staff to devote more time to providing continuing education courses and technical assistance to systems. The PRB also periodically develops, reviews, and streamlines internal procedures to eliminate unnecessary tasks and redundancies.

3. **Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

The PRB works with public retirement systems to help ensure a substantial number of systems are compliant with state reporting requirements in a timely manner. This includes sending reminders of upcoming deadlines, notices of late reports, and technical assistance provided to systems on reporting requirements. The agency also posts reporting deadlines and overviews on its social media account and has a reporting and compliance tab of the website to provide easily accessible information pertaining to reporting requirements. The agency is also updating its noncompliance policy to reflect current procedures and to incorporate more reports, as several reports have been added as new requirements since the policy was last updated.

4. **Attentive to providing excellent customer service.**

The agency communicates with systems to provide updates on laws, rules, and guidance by sending email summaries, providing infographics, and developing courses or presentations on reporting requirements. Agency staff provides specialized assistance in the form of research, comparative data, and other information to help systems accurately and promptly report required information. The agency also regularly considers feedback and requests received from stakeholders on possible additional features to provide. For example, systems often request compliance status updates for their trustees to see which members need more education credits. The portal updates included features to provide real-time compliance updates on system administrators' dashboards so that systems do not have to reach out to staff for the information.

5. **Transparent such that agency actions can be understood by any Texan.**

Compliance reports are published and placed on the PRB website regularly whenever the board meets. The PRB posts to its website under the Reporting and Compliance tab the *Summary of Reporting Requirements for Texas Public Retirement Systems*, which provides summaries of all required reports and outlines reporting deadlines. The agency consistently communicates compliance status with systems and maintains a regularly updated list of *Plans Noncompliant Over 60 Days* on its website, which was recently updated to include more report types since the agency is able to better track reports that do not have a specific deadline established in statute or rule.

Redundancies and Impediments

Service, statute, rule, regulation, program, or state operation: Section 802.3021, Texas Government Code

State Pension Review Board Actuary

Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations

The statute requires an actuary to have at least five years of experience as an actuary working with one or more public retirement systems. Many qualified actuaries have limited experience with public retirement systems, though their actuary experience supporting private sector clients makes them generally qualified to serve in a role involving public retirement systems in that the skillset required is transferable. In the past, when needing to hire a new actuary, the PRB has experienced a longer-than-expected hiring process due to this experience requirement. The agency has once been left without this critical position within the PRB for nine months. Without an actuary on staff, the PRB is limited in its ability to conduct ongoing and intensive reviews of public retirement systems and prepare actuarial reviews of analyses during legislative session. Preparing actuarial reviews is a vital and statutorily required role during legislative sessions for which the agency would otherwise have to rely on a contracted position, which could increase cost to the agency and taxpayers.

Provide agency recommendation for modification or elimination

The PRB recommends removing the public retirement system experience requirement, which would leave the statutory qualifications as "an actuary who reviews or prepares an actuarial analysis for the board must be a fellow of the Society of Actuaries, a member of the American Academy of Actuaries, or an enrolled actuary under the Employees Retirement Income Security Act of 1974 (29 U.S.C. Section 1001 et seq.)." Other actuary requirements for public retirement systems in Texas law do not require specific years of public retirement system experience; rather, the statutes generally require the actuary to be a member of various professional organizations.

Describe the estimated cost savings or other benefit associated with recommended change

The greatest benefit associated with the recommended change would be the agency's future ability to hire a qualified actuary in a shorter period of time to accomplish the agency’s oversight mission and fulfill key statutory duties, such as conducting actuarial reviews and submitting actuarial impact statements on pension bills during the legislative session.

Service, statute, rule, regulation, program, or state operation: Section 801.201(c), Texas Government Code

"The board by rule shall: (1) adopt a brief standard form that will assist the board in efficiently determining the actuarial soundness and current financial condition of a public retirement system; and (2) require that a retirement system submitting information required for the review or study described under Section 801.202(1) or (2) include the form with the submission."

Describe why the service, statute, rule, or regulation is resulting in inefficient or ineffective agency operations

In 2013, the legislature updated PRB statute to require only defined benefit public retirement systems to continue to submit various required system reports annually, on a non-annual schedule, or upon update. This enabled staff to provide a thorough review of reports for entry into the agency's internal database, since the number of systems submitting those reports fell from around 400 to 100. Staff currently reviews and analyzes information directly from these required reports, since they may contain additional information on system changes, decision making, and analyses within the narrative. Public retirement systems already submit the required information in these statutorily required reports, so having them submit additional forms with the same information is redundant and decreases efficiency for both the systems and PRB staff.

Provide agency recommendation for modification or elimination

The agency recommends modifying statute to authorize the agency to adopt rules to require forms, rather than requiring the agency to adopt the rules.

Describe the estimated cost savings or other benefit associated with recommended change

This change would increase efficiency for the agency regarding its use of staff time and agency resources. The change would also reduce administrative burden for public retirement systems, which would have fewer documents to submit, but the agency would continue to receive all the same information necessary to satisfy the relevant statutory requirements.

Supplemental Schedules

Budget Structure

Goal 01: Provide information and recommendations to help ensure that actuarially funded defined benefit Texas public retirement systems are actuarially sound and well managed in their administration and investments, so that members receive their entitled benefits with a minimum expenditure of taxpayer dollars.

Objective 01-01 Determine Actuarial Condition of Defined Benefit Public Retirement Systems

To determine the actuarial and/or financial condition of all actuarially funded defined benefit Texas public retirement systems registered with the State Pension Review Board such that 95 percent of these systems are actuarially or financially sound by the end of fiscal year 2029; and to monitor reporting requirements so that 85 percent of these systems are in compliance each year.

Outcome Measures

01-01.01 Percent of Actuarially Funded Defined Benefit Texas Public Retirement Systems That Are Actuarially Sound

01-01.02 Percent of Public Retirement Systems in Compliance with Reporting Requirements

Strategy 01-01-01 Conduct Reviews of Texas Public Retirement Systems

Output Measures

01-01-01.01 Number of Compliance Actions Initiated

01-01-01.02 Number of Reviews Completed

01-01-01.03 Number of Systems Noncompliant Over 60 Days

Efficiency Measure

01-01-01.01 Percent of Reports Filed Within Time Frames After Non-compliance Notice

Explanatory/Input Measures

01-01-01.01 Number of Public Retirement Systems Registered with the State Pension Review Board

01-01-01.02 Estimated Value of Net Investments Owned by Texas Public Retirement Systems (Billions)

Objective 01-02 Respond to Requests from Legislature and Public Retirement Systems

Respond to 100 percent of requests by providing the information required and services needed by PRB's service population to make informed decisions. Educate public employee retirement systems (PERS) and their members, the Legislature, and general public regarding public pension matters, including pension law and current issues such that 90 percent express satisfaction with educational services. Examine legislation for potential impact on Texas PERS and ensure that 100 percent of all actuarial impact statements are delivered prior to legislative hearings. Provide electronic access to public pension data.

Outcome Measures

01-02.01 Percent of Legislative, Public Retirement System, and System Sponsor Requests For Technical Assistance Answered

01-02.02 Percent of Training Session Participants Satisfied

01-02.03 Percent of All Constituents Satisfied With PRB Educational Services

01-02.04 Percent of Public Retirement System Trustees and System Administrators in Compliance with Minimum Training Requirements

Strategy 01-02-01 Provide Technical Assistance; Issue Impact Statements; Educate

Provide technical assistance and educational services to public retirement systems, including retirement systems that are organized under the Texas Local Fire Fighters Retirement Act (Article 6243e, Vernon's Texas civil statutes); examine legislation for potential impact on Texas' public retirement systems; and provide electronic access to public pension data.

Output Measures

01-02-01.01 Number of Impact Statements Issued

01-02-01.02 Number of Persons Participating In Training Sessions

01-02-01.03 Number of Technical Assistance Reports Provided By Staff

01-02-01.04 Number of Responses To Requests For Technical Assistance

01-02-01.05 Number of Training Applications Reviewed

Performance Measure Definitions

GOAL: Provide information and recommendations to help ensure that actuarially funded defined benefit Texas public retirement systems are actuarially sound and well managed in their administration and investments, so that members receive their entitled benefits with a minimum expenditure of taxpayer dollars.

Objective

To determine the actuarial and/or financial condition of all actuarially funded defined benefit Texas public retirement systems registered with the State Pension Review Board such that 95 percent of these systems are actuarially or financially sound by the end of fiscal year 2029; and to monitor reporting requirements so that 85 percent of these systems are in compliance each year.

Strategy

Conduct reviews of Texas public retirement systems.

Objective

Respond to 100 percent of requests by providing the information required and services needed by PRB's service population to make informed decisions. Educate public employee retirement systems (PERS) and their members, the Legislature, and general public regarding public pension matters, including pension law and current issues such that 90 percent express satisfaction with educational services. Examine legislation for potential impact on Texas PERS and ensure that 100 percent of all actuarial impact statements are delivered prior to legislative hearings. Provide electronic access to public pension data.

Strategy

Provide technical assistance and educational services to public retirement systems, including retirement systems that are organized under the Texas Local Fire Fighters Retirement Act (Article 6243e, Vernon's Texas civil statutes); examine legislation for potential impact on Texas' public retirement systems; and provide electronic access to public pension data.

OUTCOME MEASURES

Percent of Systems that are Actuarially Sound

Definition

An actuarially funded defined benefit public retirement system is considered actuarially sound if the plan is in accordance with the most current Pension Funding Guidelines as adopted by the State Pension Review Board.

Purpose/Importance

The purpose of this measure is to ensure that the actuarially funded defined benefit plans registered with the PRB are actuarially sound and the benefits are equitably distributed with minimum expenditure of taxpayer dollars. This measure is important because it determines the potential number of actuarially funded defined benefit plans that may be facing existing or imminent problems that could threaten the actuarial soundness of such plans.

Source/Collection of Data

Actuarial valuations of active defined benefit plans are the source of this data and the agency's actuarial and financial database tracks this number. Each actuarial valuation that is submitted to the PRB is reviewed by the PRB staff to determine the actuarial soundness of a public retirement system.

Method of Calculation

The number of actuarially funded defined benefit plans considered to be actuarially sound under the PRB's Pension Funding Guidelines divided by the total number of actuarially funded defined benefit plans. Non-cumulative.

Data Limitations

This number does not take into account the different actuarial valuation methodologies employed by actuaries

Calculation Type

Noncumulative

New Measure

No

Target Attainment

Higher than target

Percent of Systems in Compliance with Reporting Requirements

Definition

A public retirement system is considered to be in compliance with state reporting requirements when all reports, required under Chapter 802 of Government Code, are received by the PRB in the time required under Chapter 802.

Purpose/Importance

The purpose of this measure is to determine the percentage of public retirement systems meeting their statutory reporting requirement. This measure is important because the PRB requires the reports submitted by the public retirement systems to fulfill its statutory obligations.

Source/Collection of Data

The agency's internal database is the source for this data.

Method of Calculation

This is the number of compliant active actuarially funded defined benefit systems divided by the total number of active actuarially funded defined benefit systems. Non-cumulative.

Data Limitations

The agency depends on the retirement systems for timely filing of funding soundness restoration plans, investment practices and performance reports, actuarial experience studies and audits, actuarial valuations; and changes to investment policies, plan designs, board composition and funding policies, as the agency would otherwise be unaware of such changes.

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

Percent of Legislative, System, and System Sponsor Requests Answered

Definition
This is the percentage of legislative, system sponsor, and system requests that are answered. This includes replies to requests for technical assistance, and includes requests for information on pension issues, investments, laws, and reporting requirements.

Purpose/Importance
The purpose of this measure is to provide an indication of the responsiveness of the PRB staff to technical assistance requests. This measure is important because one of the charges of the PRB under its enabling statute is to provide technical assistance to its service population.

Source/Collection of Data
Technical assistance spreadsheets are the source of this data. The information is entered into the spreadsheet including the type of assistance, identifying the number of legislative, sponsor, and system requests.

Method of Calculation
The number of legislative, system sponsor, and system requests completed divided by the total number of legislative, system sponsor, and system requests. Non-cumulative.

Data Limitations
Given that staff is responsible for recording instances of providing technical assistance providing technical assistance, data is limited to technical assistance recorded.

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

Percent of Training Session Participants Satisfied

Definition
The percentage of participants that express satisfaction with the training sessions.

Purpose/Importance
This measure is important because it measures the quality of training session content provided by the

PRB to its participants.

Source/Collection of Data
Participants who have registered and completed training sessions, either online or in person, are provided optional surveys to comment on various categories, including content and delivery. The staff of the PRB compiles and tabulates the results of the surveys in a spreadsheet.

Method of Calculation
This is the number of surveyed training session participants that expressed satisfaction with the PRB's training sessions' content divided by the total number of surveyed training session participants.

Data Limitations
Some training session participants do not complete the survey.

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

Percent of All Constituents Satisfied with Educational Services

Definition
The percentage of plan administrators, trustees, members of Texas public pension funds, and other constituents satisfied with PRB educational services.

Purpose/Importance
The purpose of this measure is to determine the quality of educational services provided by the PRB to the administrators, trustees, and members of Texas public pension funds. This measure is important because it is a statutory duty of the PRB.

Source/Collection of Data
Plan administrators, trustees, members of Texas public pension funds, and other constituents receive an evaluation form annually to assess the performance of PRB educational services. The results from survey evaluations are compiled and tabulated in a spreadsheet.

Method of Calculation
This is the number of surveyed plan administrators, trustees, members of Texas public retirement systems, and other constituents that expressed satisfaction with the PRB programs divided by the total number of surveyed plan administrators, trustees, members of Texas public retirement systems, and other constituents that expressed an opinion with the PRB programs.

Data Limitations
Since the evaluation is optional, some plan administrators, trustees, members of Texas public pension funds, and other constituents do not complete an evaluation form.

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

Percent of Trustees, Administrators Complying with Minimum Training Requirements

Definition
This is the percentage of trustees and system administrators who meet the minimum training requirements as established by the State Pension Review Board rules and/or policies.

Purpose/Importance
Public retirement system trustees and system administrators are required to meet the minimum training requirements under Section 801.211 of the Government Code. Minimum training requirements are intended to help ensure that trustees and system administrators receive the necessary training to successfully discharge their duties. This measure is important because the PRB is required to track and report the level of compliance with the minimum training requirements by trustees and system administrators to the Legislature.

Source/Collection of Data
The PRB utilizes agency forms which are completed by the plans, submitted to the PRB and entered into the agency's internal database and reviewed by staff to determine compliance with minimum training requirements.

Method of Calculation
The measure is calculated by dividing the number of individual trustees and system administrators meeting the minimum training requirements, as established by PRB rules, by the total number of trustees and system administrators, as reported to PRB.

Data Limitations
The agency depends on the public retirement systems to timely report trustee or system administrator changes as well as compliance with the minimum training requirements by their trustees and system administrators.

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

EFFICIENCY MEASURES

Percent of Reports Filed within Time Frames After Non-compliance Notice

Definition

This is the percentage of pension systems that submit reports required under Chapter 802 within the established time period, as determined by PRB rules and/or policies, after notification of the system's non-compliant status.

Purpose/Importance

The purpose of this measure is to determine the effectiveness of the non-compliant notification process and in turn the PRB's efficient utilization of the said process to bring the public retirement systems in compliance with their statutory reporting requirements. This measure is important because the PRB requires the reports submitted by the public retirement systems to fulfill its statutory obligations.

Source/Collection of Data

The agency's internal database is the source of the data.

Method of Calculation

This is the total number of systems that submitted reports required under Chapter 802 within the prescribed time period, as determined by PRB rules and/or policies, after notification of the system's non-compliant status divided by the total number of systems that received a notification of the system's non-compliant status. Non-cumulative.

Data Limitations

N/A

Calculation Type

Noncumulative

New Measure

No

Target Attainment

Higher than target

EXPLANATORY MEASURES

Number of Systems Registered with SPRB

Definition

This is the total number of active public retirement systems that are registered with the PRB.

Purpose/Importance

The purpose of this measure is to provide perspective on the number of constituents served by the PRB.

Source/Collection of Data

The agency's internal database is the source of data.

Method of Calculation

The total number of systems registered with the PRB. Non-cumulative.

Data Limitations
N/A

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

Estimated Value of Investments Owned by Texas Retirement Systems (Billions)

Definition
The total estimated value of net market value of assets of all actuarially funded defined benefit Texas public pension funds registered with the PRB.

Purpose/Importance
The purpose of this measure is to provide the total estimated value of net market value of assets of all actuarially funded defined benefit Texas public retirement systems registered with the PRB.

Source/Collection of Data
The annual financial reports submitted by the actuarially funded plans registered with the PRB in accordance with the statutory requirements are the source of this data. The information is entered into the agency's internal database.

Method of Calculation
This is the sum of total net market value of assets of the actuarially funded defined benefit Texas pension funds registered with the PRB.

Data Limitations
The data limitation is twofold. First, the financial data required to calculate the net assets is at least 7 months old at any given time because as per the statute the pension funds have 7 months after the close of their fiscal year to report the data. Second, some plans do not comply with the deadline. Hence, the most current data available on file for the pension fund is used for reporting purposes.

Calculation Type
Noncumulative

New Measure
No

Target Attainment
Higher than target

OUTPUT MEASURES

Number of Compliance Actions Initiated

Definition
All actuarially funded defined benefit Texas public pension plans are required by state law to submit reports to the PRB within certain deadlines specified in statute. Using the agency's internal database as the source of data, this is the number of written enforcement notifications to systems of their failure to report in accordance with state law.

Purpose/Importance
The purpose of this measure is to determine agency's efforts in keeping the public retirement systems in compliance with the state law. This measure is important because the PRB is charged under the state law to oversee the Texas public retirement systems by conducting reviews and compiling and comparing information based on the reports submitted by public retirement systems.

Source/Collection of Data
The agency's internal database is the source of the data.

Method of Calculation
The total number of written enforcement notifications to systems. Cumulative.

Data Limitations
N/A

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Number of Reviews Completed

Definition
A review of a public retirement system includes the review of the plan design, financial report, investment returns and assumptions report, investment policy, actuarial valuation, actuarial experience study, actuarial audit, funding soundness restoration plan, funding policy, investment practices and performance evaluation reports, or educational training reports.

Purpose/Importance
The purpose of this measure is to conduct a continuing review of public retirement systems and compile and compare information about benefits, creditable service, financing, and administration of systems. This measure is important because it is a statutory duty of the PRB.

Source/Collection of Data
The agency's internal database is the source of data.

Method of Calculation
The total number of reviews. Cumulative.

Data Limitations
N/A

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Number of Systems Noncompliant Over 60 Days

Definition
Public retirement systems are required to submit various reports to the PRB in a timely manner. This is the number of systems that the PRB has put on a list of systems noncompliant over 60 days published to the PRB website per Section 801.209(b).

Purpose/Importance
The purpose of this measure is to highlight how many systems need additional outreach and technical assistance from the PRB before submitting required reports. This number helps put into perspective how many systems are chronically late with submitting required reports, versus those who may miss the deadline by one or more day.

Source/Collection of Data
The agency's internal database is the source of data.

Method of Calculation
Total number of systems noncompliant over 60 days. A system is noncompliant when they fail to turn in required reports by the statutory deadline. The required reports include, but are not limited to the Annual Financial Report, Investment Returns and Assumptions Report, Membership Report, and Funding Soundness Restoration Plan Report. The deadlines vary by report. Cumulative.

Data Limitations
N/A

Calculation Type
Cumulative

New Measure
No

Target Attainment
Lower than target

Number of Impact Statements Issued

Definition
Each bill or resolution that proposes to change the amount or number of benefits or participation in

benefits of a public retirement system or that proposes to change a fund liability of a public retirement system is required to have attached to it an actuarial impact statement as provided by this section. An actuarial impact statement contains a summary of the legislation, actuarial analysis, and actuarial review.

Purpose/Importance
The purpose of this section is to determine if the PRB is fulfilling its statutory obligation of providing the impact statements. This measure is important because the PRB is charged under the state law to prepare and provide the actuarial impact statements.

Source/Collection of Data
The Legislative Budget Board's Fiscal Notes System is the source for this number.

Method of Calculation
The total number of actuarial impact statements issued on legislation. The PRB may issue several actuarial impact statements on a single bill as a result of amendments and companion legislation. Cumulative.

Data Limitations
N/A

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Number of Persons Participating in Training Sessions

Definition
The number of people who register for and complete, either online or in-person, a PRB training activity.

Purpose/Importance
The purpose of this measure is to determine the number of constituents, including the administrators, trustees, and members of Texas public retirement systems served by the PRB with regard to expanding their knowledge base and education. This measure is important because the PRB is charged under the state law to provide educational services to its constituents.

Source/Collection of Data
Lists of persons registering and completing, either online or in-person, PRB training sessions.

Method of Calculation
The total number of people who register for and complete, either online or in-person, PRB training sessions.

Data Limitations

N/A

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Number of Technical Assistance Reports Provided by Staff

Definition
The number of unique technical assistance reports produced by staff of the PRB. This includes responses to requests for technical assistance, but not limited to requests for information on pension issues, investments, laws and reporting requirements.

Purpose/Importance
This measure is important because it determines the effectiveness of the agency in serving its constituents.

Source/Collection of Data
Technical assistance spreadsheets are the source. The information is tallied in a spreadsheet.

Method of Calculation
The total number of unique technical assistance reports produced by the PRB. One report distributed to multiple recipients is counted as one. Cumulative.

Data Limitations
Given that staff is responsible for recording instances of providing technical assistance, data is limited to technical assistance recorded.

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Number of Responses to Requests for Technical Assistance

Definition
The number of requests for technical assistance responded to by the agency.

Purpose/Importance

The purpose of this measure is to determine the amount of requests for technical assistance received by the agency. This measure is important because the agency is required under state law to provide technical assistance upon request.

Source/Collection of Data
Technical assistance spreadsheets are the source of this data. The information is tallied in a spreadsheet.

Method of Calculation
The total number of responses to requests for technical assistance produced by the PRB staff. Cumulative.

Data Limitations
Given that staff is responsible for recording instances of providing technical assistance, data is limited to technical assistance recorded.

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Number of Training Applications Reviewed

Definition
The number of applications for sponsor accreditation, accreditation renewal, and individual course approval reviewed.

Purpose/Importance
The purpose of this measure is to determine the number of applications for course approval and/or accreditation reviewed by the agency. This measure is important because the agency is required under state law to provide an educational training program and to make training classes reasonably accessible to trustees and system administrators of public retirement systems. One of the ways the agency does this is by allowing systems and other entities to become accredited and by approving courses individually if they are not provided by accredited sponsors.

Source/Collection of Data
The internal review tracking spreadsheet is the source of this data.

Method of Calculation
The total number of applications reviewed by PRB staff. Cumulative.

Data Limitations
N/A

Calculation Type
Cumulative

New Measure
No

Target Attainment
Higher than target

Historically Underutilized Business Plan

In compliance with strategic planning requirements in Section 2161.123, Texas Government Code, the Pension Review Board (PRB) includes this report on the use of historically underutilized businesses (HUBs) in the procurement process whenever feasible and applicable. The PRB has adopted 34 T.A.C. Section 20.284 as amended to make good faith efforts to utilize the Veteran Heroes United in Business program (VetHUB) in agency procurement activities. This plan will be implemented in accordance with the Texas Constitution, Article I, Section 3a, and the United States Constitution, Amendment XIV.

HUB Assessment Report

In fiscal years 2024 and 2025 and prior to changes to the HUB program in December 2025, the PRB utilized HUB-certified vendors for commodities and other services contracts. Below is a summary of spending with HUB vendors for established procurement categories.

HUB Procurement Categories	Statewide HUB Goal	FY 24 Percentage of Dollars Spent with HUBs	FY 25 Percentage of Dollars Spent with HUBs
Heavy construction other than building contracts	11.20%	0.00%	0.00%
Building construction, including general contractors and operative builder contracts	21.10%	0.00%	0.00%
Special trade construction contracts	32.90%	0.00%	0.00%
Professional services contracts	23.70%	0.00%	0.00%
Other services contracts	26.00%	97.66%	83.39%
Commodities contracts	21.10%	19.61%	6.79%

HUB Goals

The PRB HUB goals include:

1. Identify VetHUB vendors available through the Department of Information Resources' information technology staff augmentation contracts and other statewide contracts.
2. Make efforts to increase spending with VetHUBs upon identifying available vendors.
3. Participate in any available training or outreach events for state agencies related to the VetHUB program.

HUB Objective

The PRB intends to utilize VetHUB vendors in contracting activities whenever available for any dollar amount.

HUB Strategy

To maximize spending through VetHUB vendors, the PRB will implement the following strategies:

- Implement efforts to identify, solicit, and utilize qualified VetHUB vendors in all applicable procurement opportunities.
- Utilize existing cooperative contracts through the Department of Information Resources with VetHUB vendors for technology products and services.
- Register for training designed to learn more about identifying VetHUB vendors that can be utilized and how to get the greatest benefit from the program to meet PRB objectives.

Agency Workforce Plan

Overview

To comply with strategic plan requirements in Section 2056.002, Texas Government Code, the PRB has conducted a staffing analysis, which includes the following:

- a systematic process for workforce planning which is integrated, methodical, and ongoing
- identification of the human capital necessary to meet agency goals
- development of a strategy to meet agency staffing requirements

Agency Workforce Snapshot

The PRB currently has 11 full-time staff members including the executive director, with two positions currently vacant. The agency is authorized for 13 full-time equivalents (FTEs).

Agency Mission

The mission of the PRB is to provide the state of Texas with the necessary information and recommendations to help ensure that our public retirement systems, whose combined assets total in the multi-billions, are actuarially sound, benefits are equitable, the systems are properly managed, tax expenditures for employee benefits are kept to a minimum while still providing for those employees, and to expand the knowledge and education of administrators, trustees, and members of Texas public retirement systems.

Agency Scope and Key Functions

The PRB was created in 1979 as an independent state agency to oversee and review state and local government retirement systems in Texas. The general duties of the PRB outlined in Chapter 801 of the Government Code are to (1) conduct a continuing review of public retirement systems, compiling and comparing information about benefits, creditable service, financing and administration of systems; (2) conduct intensive studies of potential or existing problems that threaten the actuarial soundness of or inhibit an equitable distribution of benefits in one or more public retirement systems; (3) provide information and technical assistance on pension planning to public retirement systems on request; and (4) recommend policies, practices, and legislation to public retirement systems and appropriate governmental entities.

Additionally, the agency must:

- prepare and provide an actuarial impact statement for any bill or resolution that proposes to change the amount or number of benefits or participation in benefits of a public retirement system or that proposes to change a fund liability of a public retirement system
- develop and administer an educational training program for trustees and system administrators of Texas public retirement systems

- receive and analyze system investment expense information and report to the legislature on Texas public retirement system investment practices and performance

The PRB is also authorized to develop and conduct training sessions, schools, or other educational activities, and the agency may furnish other appropriate services such as actuarial studies and establish appropriate fees for these activities and services.

The PRB service population consists of the retired, current, and future members, administrators, and trustees of 351 individual public retirement systems; state and local government officials; and taxpayers.

Agency Strategic Goals and Objectives

Goal: Provide information and recommendations to help ensure that actuarially funded defined benefit Texas public retirement systems are actuarially sound and well managed in their administration and investments, so that members receive their entitled benefits with a minimal expenditure of taxpayer dollars.

Objective: To determine the actuarial and/or financial condition of all actuarially funded defined benefit Texas public retirement systems registered with the State Pension Review Board such that 95 percent of these systems are actuarially or financially sound by the end of fiscal year 2029; and to monitor reporting requirements so that 85 percent of these systems are in compliance each year.

Strategy: Conduct reviews of Texas public retirement systems.

Objective: Respond to 100 percent of requests by providing the information required and services needed by PRB's service population to make informed decisions. Educate public retirement systems and their members, the Legislature, and general public regarding public pension matters, including pension law and current issues such that 90 percent express satisfaction with educational services. Examine legislation for potential impact on Texas public retirement systems and ensure that 100 percent of all actuarial impact statements are delivered prior to legislative hearings. Provide electronic access to public pension data.

Strategy: Provide technical assistance and educational services to public retirement systems, including retirement systems that are organized under the Texas Local Fire Fighters Retirement Act (Article 6243e, Vernon's Texas Civil Statutes); examine legislation for potential impact on Texas' public retirement systems; and provide electronic access to public pension data.

Workforce Analysis

Critical Workforce Skills

There are numerous skills that are critical to the agency's ability to successfully meet objectives. The PRB could not fulfill its mission without knowledgeable people with the following skills:

- Accounting/budgeting
- Actuarial analysis
- Administrative
- Auditing

- Coding
- Communications
- Database administration
- Data analysis
- Data visualization
- Education and training delivery
- Financial analysis
- Forecasting
- Governmental relations
- Human resources
- Investment analysis
- Legal
- Mathematical modeling
- Office management
- Policy analysis
- Political/legislative experience
- Risk analysis
- Information technology (IT)
- Web/graphic design
- Writing, editing, and research

Current Workforce Profile

As of May 2026, the PRB workforce of 11 FTEs is as follows:

- There are five male and six female staff members.
- Three staff members have more than five years of service with the agency; four staff members have between two and five years of service; four staff members have less than two years of service.
- The average age of PRB staff is 38 years old.
- Ten staff members are White, and one staff member is Hispanic.
- One staff member is a military veteran.

Employee Turnover

Turnover continues to be an ongoing issue for a small agency such as the PRB, where losing even one employee has a significant impact on the agency overall. In fiscal year 2024, two staff members left the agency, and in fiscal year 2025, three staff members left the agency, including the director of business operations, a critical administrative role. This staff member served the agency for nearly a decade, so the exit was a loss of institutional knowledge that is not easily replaced. These losses lead to more effort directed away from the agency's primary mission, and considerable effort put into hiring replacements. In replacing the director of business operations, other staff had to temporarily assume various critical duties on top of their regular daily tasks and job duties. Because of the agency's size, hiring requires identifying candidates that can perform many job functions. In many cases, the outgoing staff member's job duties may be assigned to other staff permanently in order to post for a position with a more realistic chance of attracting quality candidates.

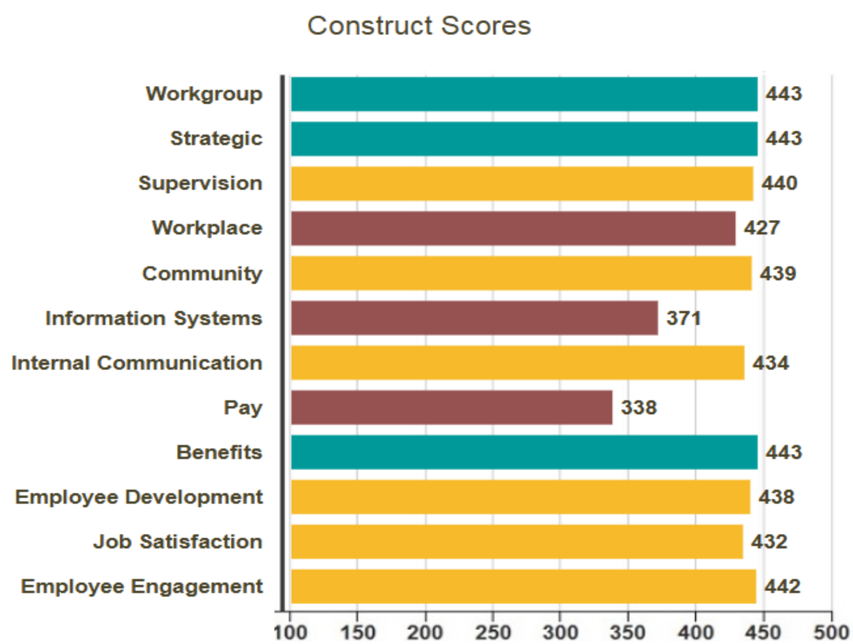
Some anticipated limitations to attracting and retaining employees are:

- offering competitive compensation compared to similar jobs in the private sector, at public retirement system, as well as at other state agencies
- increases in inflation and cost of living, and
- mitigating heavier workload and burnout for current staff, especially when there is turnover.

Survey of Employee Engagement

In October 2025, the agency participated in the Survey of Employee Engagement to assess employee satisfaction and engagement. Seven of the 10 staff present during the survey period responded, with three staff members being recently hired and likely not responding. Of those who responded, most staff, 57 percent, classified themselves as highly engaged. This is significantly higher than nationwide polling data of 30 percent, which indicates above average engagement compared to other organizations.

The overall scores for each area are provided below and in an appendix table. The survey report noted a score below 350 is considered a negative perception and a score above 350 is considered a positive perception.



The most considerable decline in staff satisfaction compared to the previous iteration of the survey was in Information Systems/Technology. Staff indicated in the survey that the agency lacks the latest technology to interact with systems and communicate with other staff, and information is difficult to find quickly with current systems. The agency has since taken steps to address these IT concerns by asking staff about specific issues and creating a workgroup to address concerns. During the 89th Legislative Session, the agency was awarded a supplemental appropriation for IT enhancements over two years, as well as a new ongoing dedicated IT budget. This funding allows the agency to further address staff concerns regarding technology and meet ever-changing hardware and software needs of staff while continuing to fulfill the agency's mission with current resources.

Future Workforce Profile (Demand Analysis)

Expected Workforce Changes

The PRB requires specialized financial, actuarial, and investment expertise to meet its objectives and goals. In addition, the PRB is constantly moving toward more data-driven, efficient communication both internally and externally to the legislature and the agency's stakeholders. These workforce changes require recruiting from pools of experienced applicants.

Given the size of the agency compared to outside entities recruiting for similar roles, the PRB is finding it difficult to provide competitive salaries, as staff with technical expertise can often find much higher salaries in the private sector, at public retirement systems, and at other state agencies. The agency is continuing to focus on ways to retain key staff, such as by providing incentives for consistently high-level performance and commitment to the agency.

Future Workforce Skills Needed

The PRB will continue to need the critical workforce skills listed above. In addition, the agency may need:

- more specialized writing and editing, policy analysis, legal, and legislative research skills as it continues to develop rules and board policies to implement legislation concerning Texas public retirement systems;
- increased financial and investment-related analytical skills, as the agency attempts to fill increasing requests for comparative information on pension changes in Texas and nationwide;
- lesson planning, course production, and curriculum planning, to provide expanded and advanced online courses; and
- technical and programming skills, to manage and maintain its internal database, online data center, and agency websites.
- Critical functions that must be performed to achieve strategic plan:
- Provide accurate information and analysis regarding public retirement systems.
- Conduct research into potential and existing pension issues.
- Educate public retirement systems, the public, and the legislature.
- Monitor compliance with reporting laws and regulations.
- Continue to collaborate with industry stakeholders.

Gap Analysis

The agency identified a gap in the areas of policy writing and analysis. These skills were a part of the Policy and Communications Team Lead position; however, when the prior policy staff member left the agency in 2025, the position was changed to focus solely on communications in an effort to focus on reviewing its websites for accessibility and modernization. A policy analyst position and skills would benefit the agency during the legislative session and in various policy-related projects during the year.

Workforce Strategy Development

Skill Development

The agency is focused on developing the requisite pension, actuarial, investment, and programming expertise of current staff. Development will help the agency overcome the scarcity of those specialized skills in the labor market. This allows staff to access a wealth of knowledge in subjects including programming, data analysis, cybersecurity, and more. Currently, agency staff take advantage of various professional development resources such as:

- The University of Texas at Austin continuing education courses, including professional certification preparation
- Office of the Attorney General employee training
- Texas Comptroller of Public Accounts basic and advanced training in the use of statewide financial systems
- Texas State Library and Archives Commission course offerings on records management
- Department of Information Resources training on IT initiatives, cybersecurity, data governance, and legislative updates
- Professional skills, programming, and certificate training via Coursera
- Professional certifications through coursework conducted by organizations including the Society of Human Resource Management, the Association for Financial Professionals, the Society of Actuaries, the Chartered Financial Analyst® Institute, and the State Bar of Texas.

Internship Program

The agency continues to hire interns to support actuarial, financial, and policy initiatives. The internship program allows the agency to work with universities to identify students in degree programs with interests aligned with the agency's work. It also allows the agency to develop skillsets in possible future employees earlier in their career, giving them an opportunity to gain possible interest in pension matters, analytical and actuarial skills, and state government.

Staff Development Time

Due to the complexities of actuarial science found in pension analysis, development of actuarial skills may require longer periods of training and perhaps exposure to many months of on-the-job experience. Understanding how to navigate the political and legislative environment is also experience-driven and often takes months or years to gain sufficient experience in those areas. The same is true of the agency's accounting and budget functions, which require specialized knowledge of state systems and statutory requirements.

Succession Planning

The agency has increased its ongoing efforts of succession planning for key positions through cross training to ensure continuity of functions to promote a high-quality work product. The agency is also creating detailed job aids to highlight important agency business functions and documents and regularly reviews agency policies and procedures to ensure they are up to date. The job aids and procedures documents serve to allow other staff to continue the work when the staff primarily responsible is unavailable due to absence or turnover. Specialized knowledge, including financial, actuarial, accounting, and human resources is captured in these documents that can be passed on to successors. Staff has identified additional areas for expanding internal policies and procedures so that they are useful to the current and future workforce. This approach will leave an informational reference and a knowledge base for future administrators of the agency. The agency regularly reviews and updates job descriptions for all agency positions and maintains descriptions to guide performance reviews and keep the agency prepared for turnover.

Retention Strategy and Leadership Development

In recent years the PRB has seen the departure of staff whose expertise is not easily replaced. Because of its significant impact on the agency, the PRB has made serious efforts to help motivate and retain staff and in turn, reduce turnover. The agency has implemented key policies to retain valuable personnel, described below.

- First, the PRB is empowering staff to step up into roles of higher responsibility and prepare qualified and experienced staff to move into leadership and management roles, which helps create a career ladder within the agency and develop staff to move into leadership roles when vacancies occur. To accomplish this, the agency has made professional development a high priority item by making training available in areas such as leadership development. It has also allowed staff to gain experience in project management, making presentations at stakeholder conferences and agency board meetings, and pitching innovative projects for the agency.
- Second, the PRB will continue to implement a merit-based compensation program that rewards employees for proven track records of outstanding performance within the agency. In addition, this program regards staff who regularly take on duties outside of their normal role, such as when the agency experiences turnover. This program also rewards staff with excellent performance with administrative leave as well as fitness leave.
- Finally, the agency has implemented a hybrid telework schedule for many staff. This has been a useful tool to help retain staff and has allowed the PRB to offer this additional nonmonetary benefit to compete with other employers. In addition to the added benefit, the agency has not experienced a decline in work product, but rather an uptick in productivity and efficiency.

Appendix: Text Version of Survey of Employee Engagement Results

Construct	Score
Workgroup	443
Strategic	443
Supervision	440
Workplace	427
Community	439
Information Systems	371
Internal Communication	434
Pay	338
Benefits	443
Employee Development	438
Job Satisfaction	432
Employee Engagement	442

(Back to place in report)

CERTIFICATION OF COMPLIANCE WITH CYBERSECURITY TRAINING

C E R T I F I C A T E

Pension Review Board

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge

Amy Cardona
box SIGN 4KYPLQW4-4QL7ZLQW

Signature

Amy Cardona

Printed Name

Executive Director

Title

May 21, 2026

Date

Board or Commission Chair

Stephanie Leibe
box SIGN 1382KWW4-4QL7ZLQW

Signature

Stephanie Leibe

Printed Name

Chair

Title

May 28, 2026

Date

CERTIFICATION OF COMPLIANCE WITH ARTIFICIAL INTELLIGENCE TRAINING

CERTIFICATE

Pension Review Board

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104.

Chief Executive Officer or Presiding Judge	**Board or Commission Chair**
Amy Cardona box SIGN 4KYPLQW4-4QL7ZLQW	Stephanie Leibe box SIGN 1382KWW4-4QL7ZLQW
Signature	Signature
Amy Cardona	Stephanie Leibe
Printed Name	Printed Name
Executive Director	Chair
Title	Title
May 21, 2026	May 28, 2026
Date	Date