

FY 2022-26

Strategic Plan Closeout Report

Federal Retirement Thrift Investment Board

November 2026

Letter from the Executive Director

As we conclude the Federal Retirement Thrift Investment Board's (FRTIB) Fiscal Years (FY) 2022-26 strategic planning cycle, this report provides an opportunity to reflect on the progress made in advancing our mission and serving the Thrift Savings Plan (TSP) participants and beneficiaries. Our strategic plan guided the Agency on improving participant retirement outcomes, delivering top-tier defined contribution services, strengthening organizational performance, and successfully advancing our managed services operating model.

Over the past five years, the FRTIB achieved significant progress while responding to evolving participant needs and operating within an increasingly complex environment. The Agency successfully transitioned to the Converge managed services model, expanded retirement savings opportunities, and implemented enhancements that strengthened operational resilience. These accomplishments reflect the dedication, expertise, and collaborative spirit of the FRTIB employees and partners, whose unwavering commitment to the Agency's mission enabled meaningful and lasting advancements across the organization.

As both Executive Director and a TSP participant, I recognize the importance of maintaining a retirement program that participants can trust to help them achieve long-term financial security. As we look ahead to the FY 2027-31 Strategic Plan, we do so with a strong foundation and a continued commitment to operational excellence, innovation, and service. I am proud of what we have accomplished and confident in our ability to build on this momentum in the years to come.

Sincerely,



Ravi Deo

Executive Director

Table of Contents

Introduction.....3

FY 2022-26 Strategic Plan Summary.....4

FY 2022-26 Strategic Goal A Overview.....5

FY 2022-26 Strategic Goal B Overview.....10

FY 2022-26 Strategic Goal C Overview.....14

FY 2022-26 Strategic Goal D Overview.....17

Conclusion.....19

Introduction

This report summarizes the accomplishments of the Federal Retirement Thrift Investment Board's (FRTIB) FY 2022-26 Strategic Plan. It highlights the notable achievements of each strategic goal and the impact of those efforts on the Agency and the participants it serves.

FRTIB established four strategic goals that guided the Agency's priorities throughout FY 2022-26:

- **Goal A** - Improve participant retirement outcomes
- **Goal B** - Provide top-tier defined contribution services to participants
- **Goal C** - Function as a high-performing Agency
- **Goal D** - Transition successfully to a managed services operating model

FY 2022–26 Strategic Plan Summary

The FRTIB made significant progress during the FY 2022-26 Strategic Plan, advanced priorities that strengthened the Thrift Savings Plan (TSP), enhanced participant services, and modernized operations.

A defining achievement of the FY 2022-26 Strategic Plan was the FRTIB's transition to a managed services operating model for the Agency's new recordkeeping contract, Converge. The transition led to enhanced service delivery, improved operational performance, and established a scalable foundation to support the evolving needs of the TSP participants and beneficiaries.

The Agency modernized its financial systems and information technology (IT) services, strengthening core business operations and enhancing service delivery. It also deployed new technology capabilities that improved collaboration, strengthened cybersecurity, and increased organizational resilience.

Other key accomplishments included the introduction of Roth In-Plan Conversions, which provide greater flexibility in managing the tax treatment of retirement savings; the launch of the Mutual Fund Window to broaden investment options and enable participants to tailor investment strategies to their individual financial goals; and compliance with SECURE 2.0 legislation.

Collectively, these efforts enhanced the participant experience and helped sustain exceptionally high satisfaction levels. The achievements highlighted throughout this report demonstrate how the Agency translated strategic priorities into meaningful results for participants and beneficiaries.

FY 2022-26 KEY ACHIEVEMENTS

Converge: Transitioned to a managed services operating model.

Financial Systems and IT Services: Strengthened financial systems and Agency IT operations.

Technology Enhancements: Promoted collaboration, cybersecurity, and resiliency.

Roth In-Plan Conversions: Expanded participant retirement savings and planning options.

Mutual Fund Window: Increased investment choice and flexibility.

SECURE 2.0 Act: Ensured compliance with new legislation.

FY 2022-26 Goal A Overview

Goal A: Improve participant retirement outcomes

Goal A Intended Objectives

Objective A1: Enable improved participant decision-making by providing customized information

Objective A2: Explore and implement plan design and benefit policy enhancements

Objective A3: FRTIB outreach increases the percentage of participants taking a targeted action

Improving participant retirement outcomes was the first goal of the FY 2022-26 Strategic Plan and is central to FRTIB's mission: "We administer the TSP solely in the interest of participants and beneficiaries." The FRTIB implemented a range of enhancements that expanded participant choice, increased flexibility, and strengthened long-term retirement security.

Goal A key accomplishments and impacts include:

SECURE 2.0 Act of 2022

The SECURE 2.0 Act, signed into law on December 29, 2022, required significant changes affecting retirement savings and planning, including new Roth catch-up contribution requirements and changes to the Required Minimum Distribution (RMD) age. Additionally, it introduced higher contribution limits for participants aged 60 to 63, providing an additional opportunity to increase retirement savings. The FRTIB implemented these provisions by coordinating extensive updates across payroll systems, technology platforms, business processes, and participant communications.

Roth In-Plan Conversions

The FRTIB began allowing Roth In-Plan Conversions within the TSP in 2026. This enhancement enables eligible participants to convert traditional TSP balances to Roth balances without leaving the plan, increasing opportunities to manage retirement savings and tax planning strategies.

Lifecycle (L) Fund

The FRTIB continued to expand the use and availability of Lifecycle (L) Funds. L Funds provide a simple, diversified investment option aligned with participants' expected retirement timelines through a professionally managed, diversified portfolio of the TSP's core investment funds (G, F, C, S, and I Funds[1]). Participation in the L Funds increased from approximately 50% of participants in September 2022 to 56% in 2026.

[1] Government Securities Investment (G), Fixed Income Index Investment (F), Common Stock Index Investment (C), Small Cap Stock Index investment (S), and International Stock Index Investment (I) Funds.

Updates to the L Funds included:

- **Launched the L 2070 Fund (July 2024):** Introduced for participants born between 2005 and 2009 and those expecting to begin withdrawals between 2068 and 2072. By September 30, 2026, the Fund had grown to approximately $2.6 billion in assets.
- **Launched the L 2075 Fund (June 2025):** Introduced for participants born in 2010 or later and those expecting to begin withdrawals after 2073. By September 30, 2026, the Fund had accumulated approximately $2.4 billion in assets.
- **Retired the L 2025 Fund (June 2025):** Seamlessly rolled approximately $10.3 billion into L Income as L 2025 reached its target date.

Total Fund Assets

L 2070	L 2075	L 2025
$2.6B as of 09/30/2026	*$2.4B as of 09/30/2026*	*Retired as of 06/27/2025*

I Fund Benchmark Changes

In 2023, the FRTIB approved a new benchmark for the International Stock Index Investment (I) Fund, and the Agency implemented it in 2024. The transition from the MSCI EAFE[2] Index to the MSCI ACWI IMI ex USA ex China ex Hong Kong Index[3] expanded the Fund's investment universe. This change increased diversification within the I Fund, provided participants with broader access to global equity markets, and supported long-term investment and retirement savings objectives.

Former Benchmark



- Covers **55%** of non-U.S. market value in 21 developed markets
- Large- and mid-cap stocks with approximately 800 companies

Current Benchmark



- Covers **90%** of non-U.S. market value in 21 developed and 23 emerging markets
- Large-, mid-, and small-cap stocks with approximately 5,600 companies

[2]Morgan Stanley Capital International Europe, Australasia, and Far East Index.
[3]Morgan Stanley Capital International All Country World Investible Market Index excluding USA, China, and Hong Kong.

Targeted Outreach

From FY 2022-26, the FRTIB strengthened targeted outreach efforts, expanded its ability to gather real-time participant feedback, and leveraged research insights to enhance educational resources and communications. In 2025 alone, the Agency reviewed more than 50,000 participant comments and questions on topics ranging from retirement planning and investment choices to death benefits and Roth contributions. The feedback provided valuable insights that helped inform and refine future communications.

Results from annual surveys showed strong engagement with the TSP educational resources. In the 2025 Financial Wellness Survey[4], respondents cited TSP information more often than any other source of retirement planning guidance, and respondents who reported using the TSP information increased 21% compared to 2020.

FRTIB also leveraged behavioral insights to encourage participant action. The Grow with the TSP campaign used research-based education to show early-career employees how a single dollar invested today could grow to ten dollars over 35 years. After receiving this message, participants under age 35 were 2.5 times more likely to increase their contributions than those who did not receive the message.



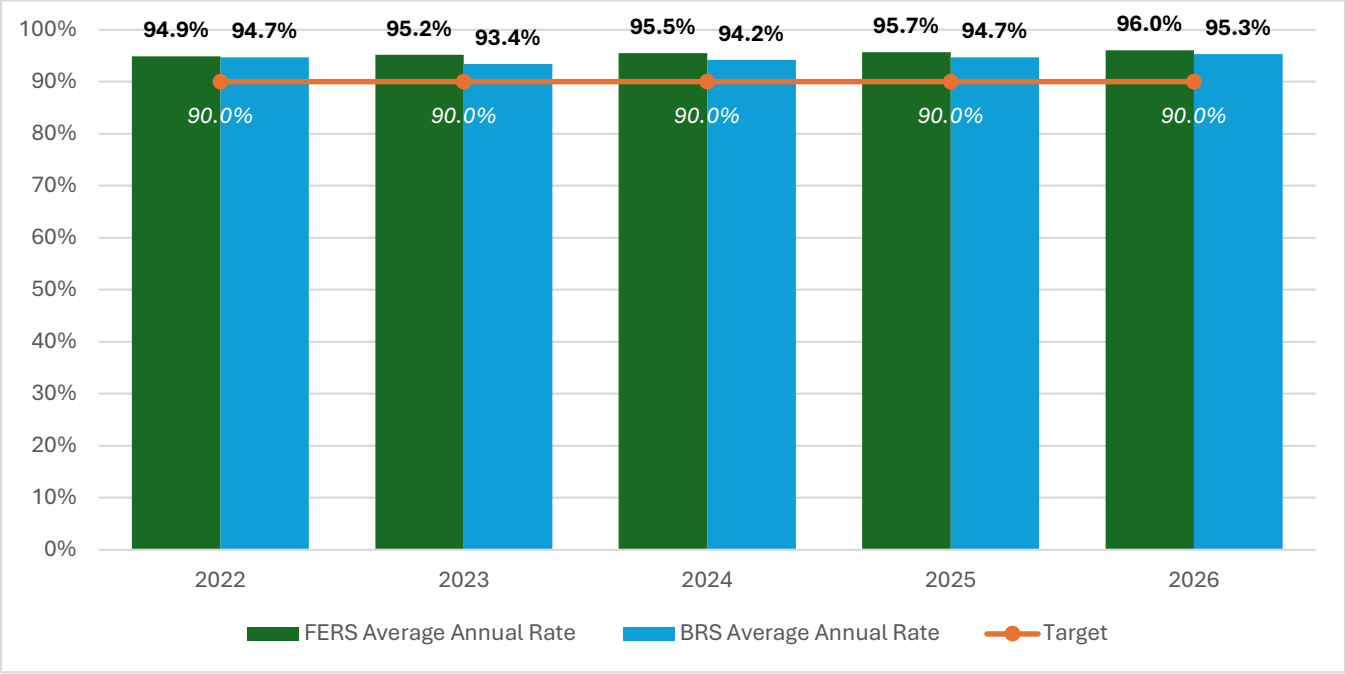
Grow with the TSP Campaign graphic.

Key Performance Indicators

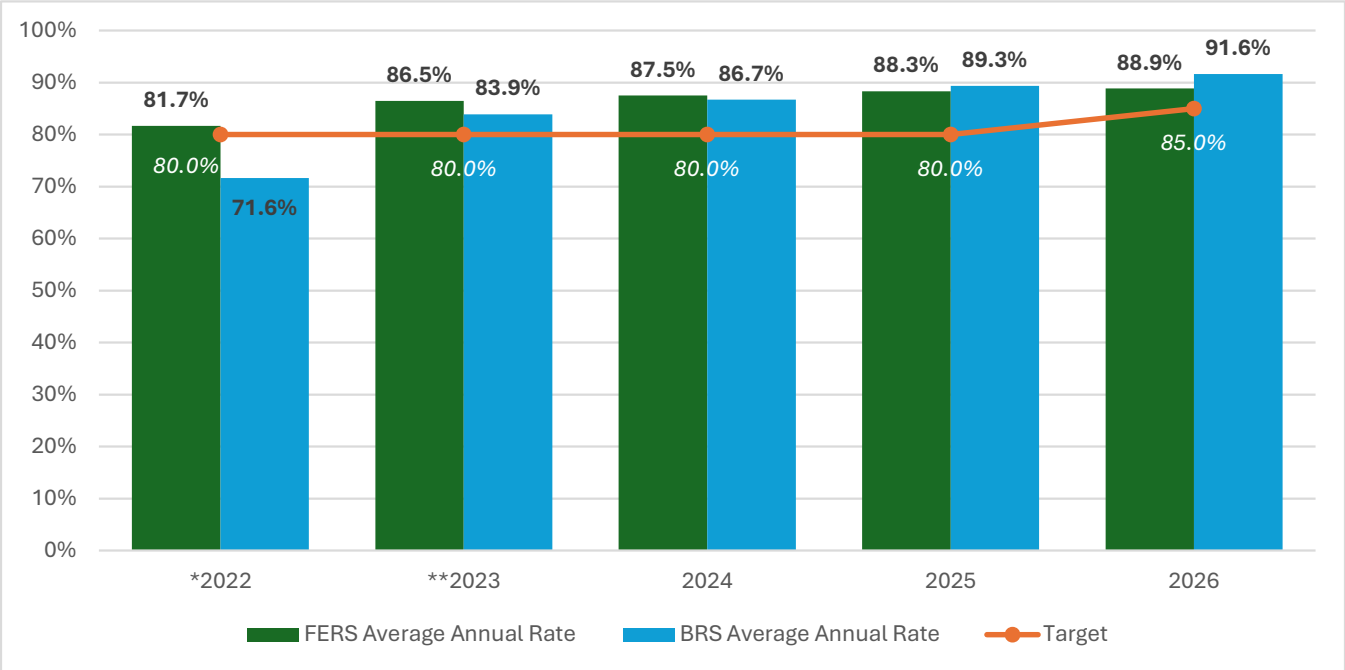
The Agency monitors and assesses performance against established targets. Below are the results from the last performance period for the Federal Employees' Retirement System (FERS) and Blended Retirement System (BRS) participation rates, FERS and BRS full match contribution rates, and FERS 1-year post-separation retention rate. FERS and BRS participation rates exceeded the 90% target each year, with FERS maintaining rates above 95% in recent years.

[4] Financial Wellness Survey

Federal Employees' Retirement System and Blended Retirement System Participation Rate



Federal Employees' Retirement System and Blended Retirement System Full Matching Rate

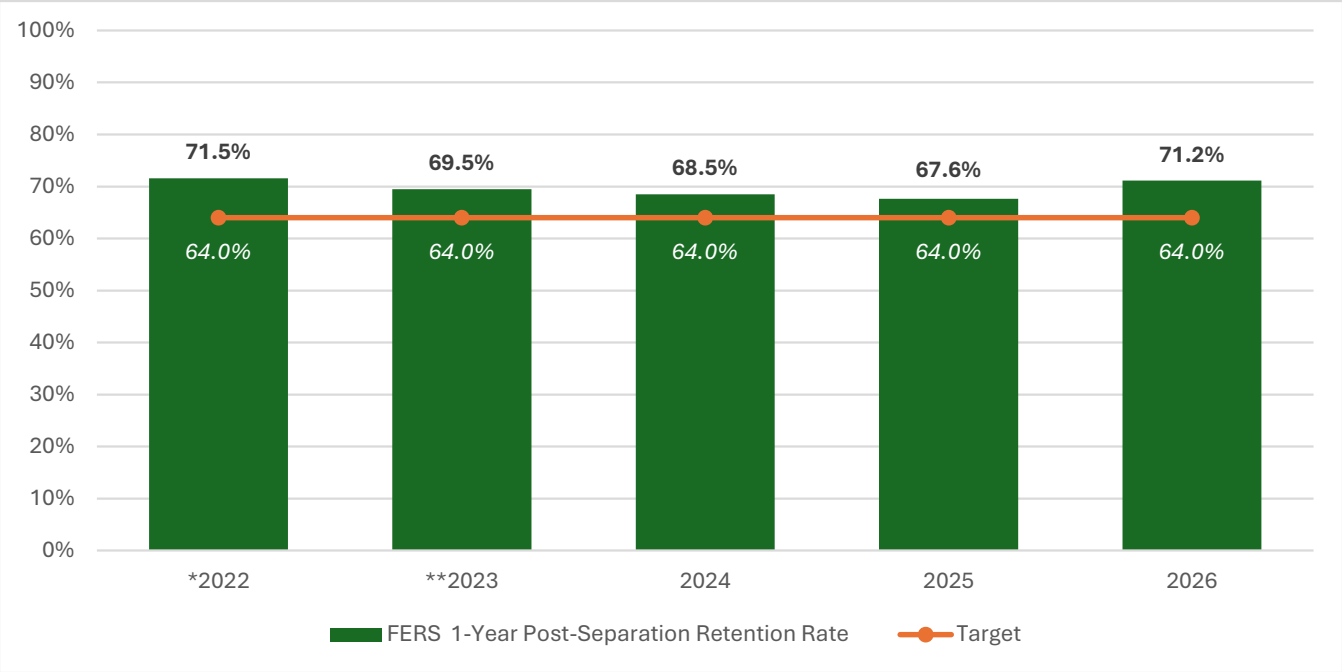


*FY22 only includes Q1, Q2, & Q4, due to the transition to Converge in Q3. Also, the metric calculated the % of participants whose contributed the full match the entire quarter.
**FY23 only includes Q2-Q4, due to the metric calculation changing from quarterly to monthly.

FERS and BRS participants continued to increase full match contribution rates over the reporting period, with both programs meeting or exceeding the 80% target beginning in 2023. By 2025, full-match contribution rates reached approximately 88% for FERS and 89% for BRS, demonstrating sustained progress in helping participants maximize available agency matching contributions and strengthen their retirement readiness.

The FERS 1-year post-separation retention rate consistently surpassed the 64% target during the reporting period, indicating strong retention of participant accounts following separation.

FERS 1-Year Post-Separation Retention Rate



*FY22 only includes Sep - May, due to the transition to Converge.
**FY23 only includes the 4th quarter (Jul - Sep), due to the transition to Converge.

FY 2022-26 Goal B Overview

Goal B: Provide top-tier defined contributions services to participants

Beyond strengthening investment options, the FRTIB delivered several service enhancements during FY 2022-26 that improved the participant and beneficiary experience and increased access to TSP resources and support.

Goal B key accomplishments and impacts include:

Understanding Participant Needs

The FRTIB prioritized understanding and responding to participant needs across all areas, including communications about the TSP. In 2025, the Agency expanded opportunities for participants to provide real-time feedback on outreach efforts. By inviting participants to share their questions, perspectives, and experiences, the FRTIB gathered valuable insights that informed new educational resources, refined messaging, and improved participant communications. In addition, the 2026 Participant Satisfaction – Interactions measure showed satisfaction above 90% for TSP communication channels, further demonstrating the value and effectiveness of FRTIB's efforts to inform and engage participants.

Goal B Intended Objectives

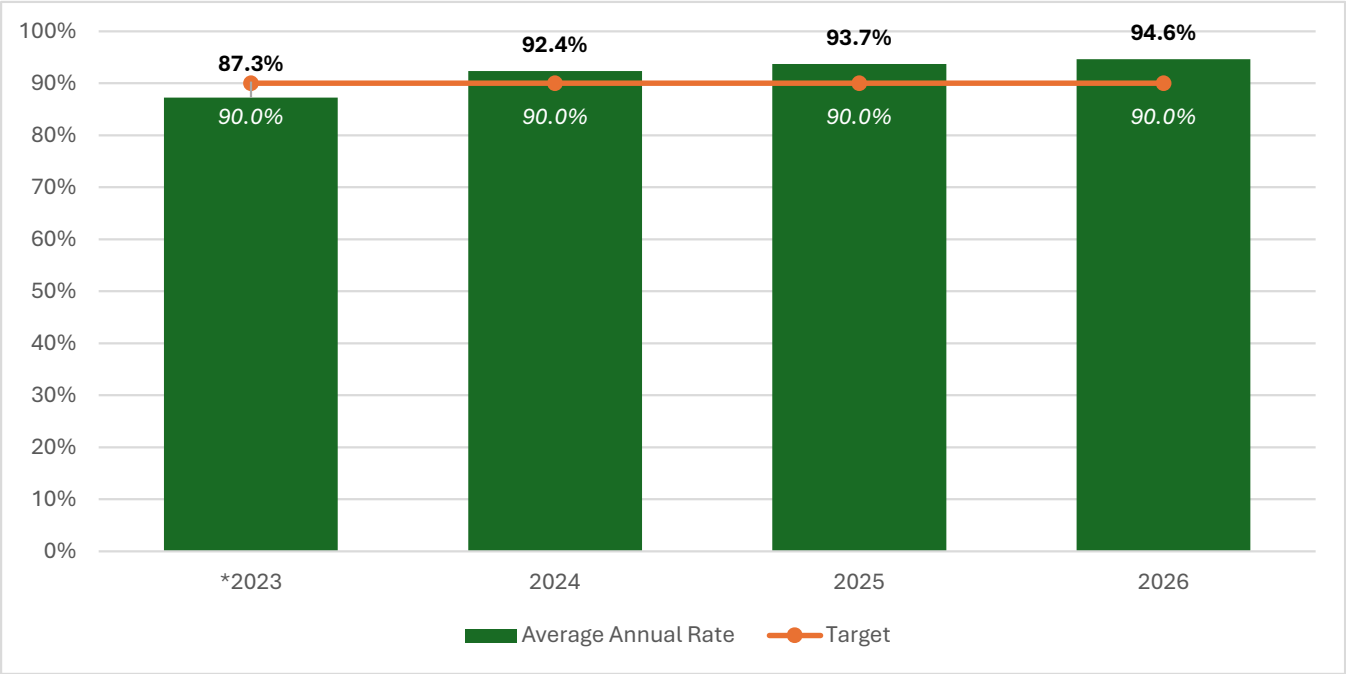
Objective B1: Enhance awareness of how TSP services compare against those offered by other defined contribution plans, providers, and financial institutions

Objective B2: Understand and respond to participant service needs and expectations

Objective B3: Collaborate with employment agencies and payroll offices to deliver more seamless service to participants

Objective B4: Launch mutual fund window

Participant Satisfaction – Interactions by Year



* This metric was not introduced until FY23, with the completion of the Transition to Converge.
** FY23 only includes Q2-Q4.

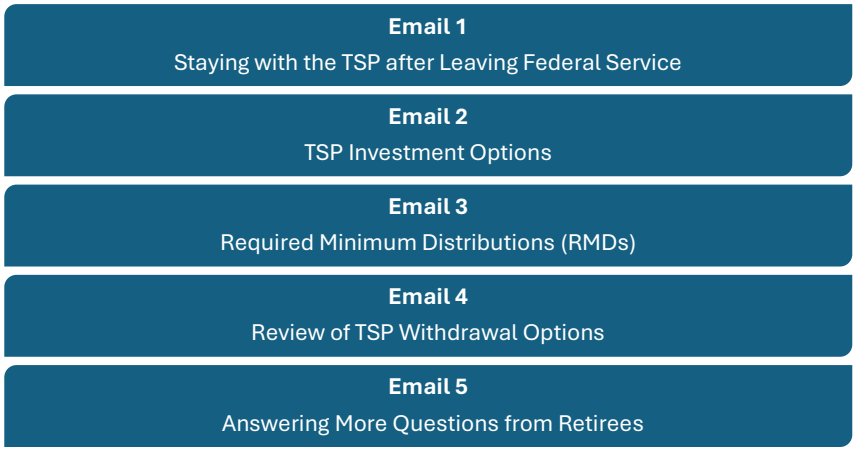
Participant Satisfaction Overall by Year



Note: No PSAT survey was conducted in 2025.

Launched in fall 2025, the Agency sent the five-part "IN with the TSP" series to nearly 1 million separated participants. FRTIB developed the series in response to questions retirees submitted during the first half of the year. The Agency also used participant feedback to guide the development of targeted communications on beneficiary rules and reporting, newsletter items, and an eight-part series on traditional versus Roth contributions for millions of participants.

2025 "IN with the TSP" Series Topic



Payroll Office Changes

During FY 2022-26, the FRTIB partnered closely with federal payroll offices and Agency stakeholders to support major operational, legislative, and workforce changes affecting the TSP. The Agency worked with all federal payroll offices to support the transition to Converge and collaborated with payroll partners to implement key SECURE 2.0 provisions, including:

- Sections 701 and 702 relating to Judges and Special Trial Judges of the Tax Court.
- Section 109 establishing higher catch-up contribution limits for participants aged 60 to 63 beginning in January 2025.
- Section 603 implementing new rules for catch-up contributions from high income earners.

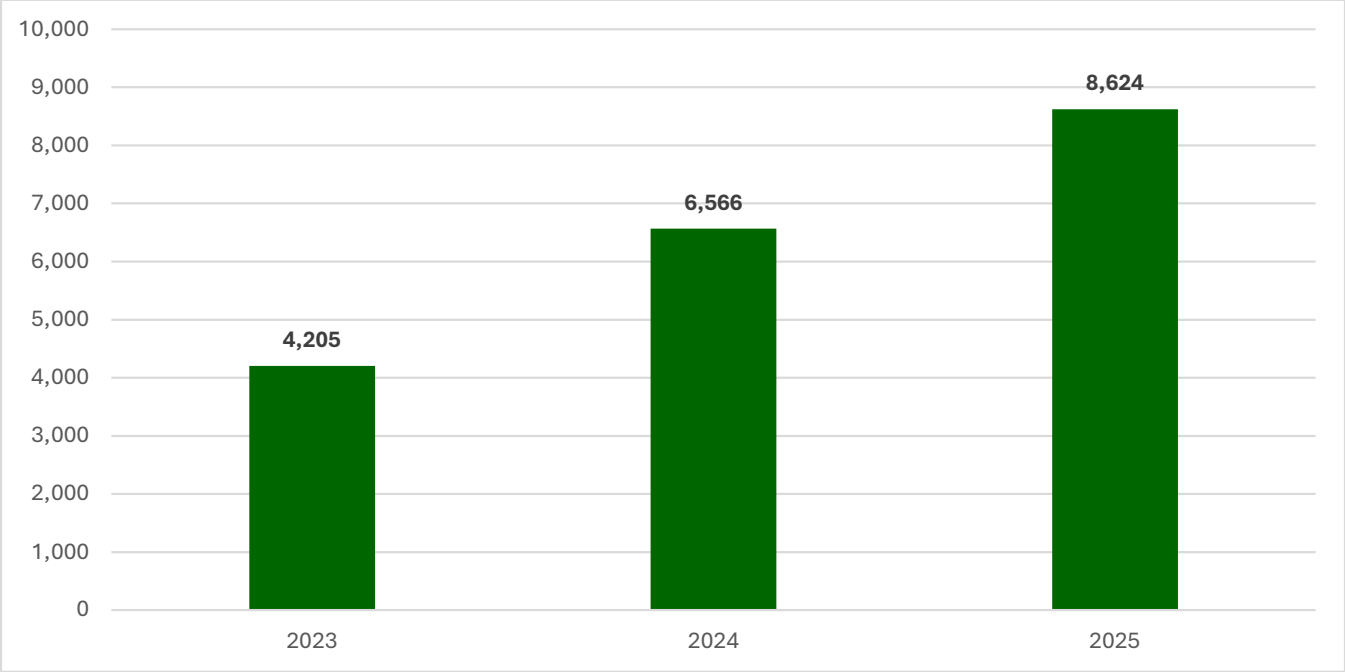
The FRTIB also partnered with the Department of the Treasury and ten payroll offices to implement Executive Order 14247, *Modernizing Payments To and From America's Bank Account* in May 2026, transitioning payroll offices from paper check submissions for TSP contributions and loan payments to electronic payment methods. The Agency further supported payroll system modernization efforts across federal civilian agencies and Uniformed Services branches and promoted awareness of TSP requirements during modernization activities undertaken by the Air Force and Navy.

These efforts strengthened relationships with payroll partners and contributed to an average payroll office satisfaction score of over 90% since 2024.

Launch of Mutual Fund Window

The TSP opened the Mutual Fund Window on June 1, 2022, expanding investment options for participants. Participation grew steadily, increasing from just over 4,000 participants in 2023 to nearly 9,000 participants and $760 million in assets by December 2025.

Mutal Fund Window Accounts at Calendar Year End 2025



FY 2022-26 Goal C Overview

Goal C: Function as a high-performing Agency

From FY 2022-26, the Agency improved organizational performance through risk management, technology modernization, and key enterprise initiatives. Collectively, these efforts strengthened resilience and enabled the Agency to operate more effectively.

Goal C key accomplishments and impacts include:

Continuous Improvement

In 2023, the FRTIB began formal efforts to grow capacity for continuous improvement. Through its 2023 and 2024 self-assessments, the Agency evaluated its operations using the Baldrige Framework for Performance Excellence. Feedback from Baldrige-affiliated examiners highlighted strengths and opportunities for improvement, providing a roadmap for future organizational enhancements.

Baldrige Process Overview



Goal C Intended Objectives

Objective C1: Strengthen financial stewardship and operational accountability

Objective C2: Proactively manage organizational risks and leverage opportunities

Objective C3: Reinforce FRTIB's core values

Objective C4: Ensure that technology available to staff helps them be more effective and efficient

Objective C5: Enhance staff work/life balance and boost employee satisfaction

Objective C6: Determine and create the physical environment that supports the needs of FRTIB's future state

Objective C7: Reinforce the Agency's cybersecurity posture

Enterprise Risk & Internal Controls Activities

From 2022 through 2026, the FRTIB reinforced its enterprise risk management and internal control environment as it enhanced risk oversight, strengthened internal controls, and advanced fraud, vendor, and operational risk management. Together, these efforts helped safeguard Agency operations, protected TSP participants and beneficiaries, and supported informed decision-making across the organization.

Multi-Asset Manager Initiative

In December 2022, the FRTIB completed the Multi-Asset Manager initiative when it transferred 20% of I Fund assets from BlackRock to State Street Global Advisors. This milestone concluded the initiative, started in 2015, to diversify investment management responsibilities across multiple asset managers and reduce operational risk. Together with earlier transfers of portions of the C, S, and F Funds, the initiative strengthened the resilience and risk management of the TSP's investment program.

Technology Upgrades

The FRTIB implemented modern workplace technologies that increased productivity, collaboration, and knowledge sharing. The Agency also expanded workforce development opportunities focused on artificial intelligence (AI) and digital readiness through training sessions, demonstrations, and educational resources. These efforts increased AI literacy, supported the responsible adoption of emerging technologies, and enabled employees to leverage new tools more effectively. Together, they advanced broader modernization initiatives that strengthened operations in support of the Agency's mission.

The FRTIB completed technology initiatives that strengthened cybersecurity, enhanced operational capabilities, and improved organizational efficiency.

- **Online Learning Management System (2023):** Implemented a new online training platform that expanded workforce flexibility and improved administration of mandatory training requirements.
- **Zero Trust Architecture (2024):** Completed the Agency's transition to a Zero Trust framework as part of a broader federal cybersecurity initiative, that strengthened security across systems, data, and networks.
- **Records Digitization (2024):** Strengthened compliance with federal records management requirements and improved access to Agency information.
- **Electronic Tax Filing (2025):** Implemented electronic tax filing capabilities in response to IRS requirements, replacing manual filing processes and improving efficiency.
- **Network Refresh (2026):** Replaced legacy wired and wireless infrastructure, which improved system performance, enhanced cybersecurity, reduced operating costs, and increased operational reliability.



Collectively, these initiatives modernized Agency operations, strengthened security and compliance, and improved the tools and services available to the FRTIB employees.

Federal Information Security Modernization Act (FISMA) Performance

Throughout FY 2022-26, the FRTIB maintained high FISMA scores, reflecting the Agency's continued commitment to cybersecurity, risk management, and effective information security governance. These results demonstrated the strength of the FRTIB's security program and its ability to protect Agency systems, data, and operations in an evolving threat environment.

FY 2022-2025 Annual FISMA Scores

Fiscal Year	Key Progress	Maturity Outcome
2022	Significant progress across all domains, particularly in Supply Chain Risk Management and Contingency Planning	All at Level 4
2023	Identity & Access Management, ISCM, and Incident Response reached the optimized level	3 at Level 5
2024	All **9** evaluated domains reached the optimized level	All at Level 5
2025*	All **10** evaluated domains reached the optimized level	All at Level 5
2026	All **10** evaluated domains reached the optimized level	All at Level 5

*Tenth domain added

FY 2022-26 Goal D Overview

Goal D: Transition successfully to a managed services operating model

A cornerstone achievement of the FY 2022-26 Strategic Plan was the FRTIB's successful transition to a managed services operating model through the Converge Program and complementary modernization efforts. These initiatives strengthened operational effectiveness while they maintained participant satisfaction levels throughout the reporting period, as reflected in the Participation Satisfaction (PSAT) results reported under Goal B.

Goal D Intended Objectives

Objective D1: Maintain program performance levels during the transition

Objective D2: Maintain participant satisfaction levels during the transition

Objective D3: Embed the core principles and oversight of managed services into the FRTIB organization

Goal D key accomplishments and impacts include:

The Converge Program

The FRTIB launched Converge on June 1, 2022, as the cornerstone of the Agency's transition to a managed services operating model. Converge modernized recordkeeping and participant services, retired legacy systems, improved operational performance, and established a scalable foundation to support the evolving needs of TSP participants and future growth. As a result, the FRTIB strengthened its capacity to deliver efficient, reliable, and participant-focused services for years to come.

Financial Systems Modernization

Complementing Converge, the FRTIB implemented a comprehensive Financial Systems Modernization (FSM) initiative that enhanced efficiency, streamlined business processes, and improved employee experience. Key system implementations throughout 2022 included:

- **PRISM:** Replaced legacy acquisition systems and modernized procurement and contract management processes.
- **E2 (eTravel):** Streamlined travel planning, authorization, and reimbursement activities through an integrated travel management solution.
- **Oracle Federal Financials (OFF):** Modernized budgeting, accounting, financial reporting, and related business functions through a centralized financial management platform.

Agency IT Services Transition

In October 2022, the FRTIB transitioned to Agency Information Technology Services (AITS) which improved the delivery of enterprise technology services through a managed services operating model. The transition strengthened operational efficiency, enhanced cybersecurity, and provided a modern technology foundation to support future needs. In 2024, the agency continued its optimization by transitioning to Enterprise Standard Architecture V (ESA V), a shared services contract that delivered further value through lower pricing and enhanced services to the Agency.

Data Center Closures

As part of the transition to Converge and the managed services operating model with its cloud-based recordkeeping services, the FRTIB closed two Agency-operated data centers in December 2022. This milestone reduced reliance on legacy infrastructure, streamlined technology operations, and supported the Agency's broader modernization efforts.

Conclusion

Throughout the FY 2022-26 Strategic Plan, the FRTIB strengthened its ability to serve participants and beneficiaries while enhancing the capabilities it needs to support its mission. The Agency's investments in modernization, operational excellence, and organizational development improved service delivery, increased agility, and positioned the FRTIB to respond effectively to evolving needs and expectations.

As the FRTIB enters the FY 2027-31 Strategic Plan period, it does so from a position of strength. Building on these five years of progress, and the foundation built during previous plans and their execution, the FRTIB will continue to innovate, improve its operations, and help participants and beneficiaries pursue retirement security with confidence so that they can retire with dignity.