PROJECT SUMMARY

Get on Track for Retirement

A National Retirement Security Month campaign

PLAN PROFILE

Employees of the City and County of San Francisco (CCSF) have access to two powerful components that work together to help people move from simply retiring, to retiring comfortably and confidently.

The SFERS Pension Plan is a defined benefit plan providing retirement benefits calculated using a formula based on age at retirement, years of credited service, and final pensionable compensation.

The San Francisco Deferred Compensation Plan (SFDCP) is a 457(b) deferred compensation plan that allows participants to acquire additional tax-deferred retirement savings through voluntary contributions intended to complement their pension benefits. Participants may invest before-tax or Roth after-tax contributions into a diverse selection of core investment funds, a suite of Target Date Funds (TDFs) and Model Portfolios, or investments available through a self-directed brokerage option. As of December 31, 2025, the SFDCP had over 37,000 participant accounts and nearly $6.7 billion in assets under administration, recordkept by Voya Financial®. Participation rate was 62.3% and the median contribution rate was 7%.

BACKGROUND INFORMATION

The CCSF approaches National Retirement Security Month as an opportunity to celebrate its employees, hosting an annual event that highlights the importance of retirement savings. Each year, the "party" centers around raising awareness, emphasizing the key features and benefits of the SFDCP.

While the City has a strong history of successful celebrations and offers a robust defined contribution program, it also recognized challenges:

- Converting the awareness gained into meaningful action and building sustained momentum.
- Simplifying complex financial decisions into a clear and navigable path forward.
- Engaging a large and diverse workforce in a way that is both meaningful and accessible.
- Creating awareness of the changes to Catch-up provisions effective January 1, 2026, under the SECURE 2.0 Act.

GOALS

Our goals for the 2025 National Retirement Security Week campaign were to address the challenges identified in order to improve over previous years' campaigns. Specifically:

- Improve the level of engagement with tools and resources available from the SFDCP.
- Increase the number of people taking meaningful action on their SFDCP account.
- Provide advance notice to participants impacted by the new catch-up provisions under the SECURE 2.0 Act so they can proactively update their savings strategy.

COMMENTARY

The initiative delivered measurable impact, with notable increases in contribution changes, website visits, and event attendance and participation—demonstrating that participants are not only engaging but taking meaningful steps to get on track for retirement readiness.

- Diane Chui Justen, Deferred Compensation Plan Director

PROJECT JUSTIFICATION

DETAILED DESCRIPTION OF THE PROJECT

In October 2025, in observance of National Retirement Security Month, the CCSF launched the "Get on Track" campaign—a comprehensive, behavior-driven initiative designed to improve retirement readiness across all eligible employees.

Developed and launched by the SFDCP Team in collaboration with Voya, the campaign simplified retirement planning into a clear, actionable journey focused on steps to enroll, increase, and optimize. By reducing complexity and emphasizing immediate action, the CCSF successfully drove measurable improvements in employee engagement and savings behaviors.

- **June 2025: Creative ideation**

  To make retirement planning more relatable and actionable, the SFDCP team in collaboration with Voya thought of a visual and conceptual framework familiar to its workforce: the iconic San Francisco Municipal Railway (Muni) cable car map.

  The campaign reimagined retirement readiness as a series of "stops" along a journey—mirroring the experience of navigating San Francisco via cable car routes. Each stop represented a key action employees could take, such as enrolling in the plan, increasing contributions, or activating automatic escalation.

  - **Get on Board at 1145 Market Street** (SFDCP Office): Your journey starts here. Enroll in the SFDCP.
  - **Contribution Alley**: Look for easy ways to increase your contribution.
  - **Roth Hill:** Choose how your contributions are taxed.
  - **Rebalance Curve:** Review your investments regularly and rebalance to stay on track through market twists and turns.
  - **Catch-Up Cove**: Age 50 or older? Make catch-up contributions to accelerate your journey.
  - **Retirement Square**: Retire securely — your destination!

  Working in partnership with the San Francisco Municipal Transportation Agency (SFMTA), the campaign incorporated authentic cable car imagery and map-inspired design elements across materials. This created an immediate visual connection for employees and reinforced the campaign's central message: getting on track is about making steady, intentional progress.

This approach was selected for two main reasons:

1. Local relevance and recognition: The cable car system is one of San Francisco's most recognizable and trusted symbols, making the campaign instantly familiar and approachable, increasing engagement across a diverse workforce.
2. Simplification through analogy: Framing retirement as a route with defined stops helped break down complex financial decisions into manageable, sequential actions.

Photo credit: SFMTA

- **July and August 2025: Campaign development.** With the framework of our messaging in place, we got to work fine-tuning the message content and building our touchpoints.

- **September 2025: Build anticipation.** With NRSM just around the corner, we launched the announcement phase of the campaign.
    - **Welcome mailer** – A direct mailing was designed with a fold-out panel shaped like a cable car to break up routine and earn attention in a crowded mailbox. The unique mailer was sent to active participants promoting our featured education event, the Get on Track landing page, and prize giveaways.
    - **San Francisco department communications** – NRSM promotional materials provided to employers by the SFDCP Team and Counselors for distribution to employees. Materials included an email, flyer, and newsletter articles.
    - SFDCP.org/NRSM – The Get on Track landing page launched with a coming soon message and early bird registration options for the NRSM featured education event and webinars.
    - **SFDCP News** – The third quarter issue featured a front-page article about the Get on Track campaign. Distributed by Voya via email to people with a balance.

- **October 1 – SFDCP.ORG/NRSM goes live**. The full Get on Track landing page is launched, providing:
    - Registration links for education events and account review appointments.
    - Information about the changes to Catch-up contribution provisions for high wage earners coming in 2026.
    - An interactive scavenger hunt designed to show participants how to take key actions and find helpful information on sfdcp.org.

- **October 15 – Get on Track for Retirement seminar.** Our featured event, held at the San Francisco Main Library and hosted by the SFDCP Team and Voya SFDCP Counselors. Open to all CCSF employees.

- **Weekly emails.** Deployed by Voya to all people with a balance in the SFDCP.
    - **October 7** – Schedule an appointment with your SFDCP Counselor.
    - **October 14** – Increase contributions gradually over time using Rate Escalator. Two versions, under 50 and age 50+ with a heads-up message about Roth Catch-up requirements in 2026.
    - **October 22** – Before-tax and Roth contributions. This email also includes a heads-up about Roth Catch-up changes coming in 2026.
    - **October 28** – Account engagement: Cybersecurity, communication preferences, and beneficiary updates.

- **Weekly webinars.** Hosted by a Voya SFDCP Counselor. Open to all employees and retirees.
  - **October 2** – *Retire with the SFDCP*. For those nearing and in retirement.
  - **October 9** – *Get on Track for Retirement*. Explore the key stops along the way to your retirement destination, from enrollment to retirement—and all points in between.
  - **October 23** – *Investing with the SFDCP*. Explore the asset classes, investment styles, and the tools and resources available.
  - **October 30** – *Estate Planning*. Learn why it's important to have a plan for what happens after you're gone.

- **Plan and play entries.** Administered by the SFDCP Team and Voya.
  Employees and retirees were eligible to submit entries into weekly and month-end prize drawings for actions taken towards staying on track for retirement. Eligible actions included scheduling an account review, enrolling in the plan, online account registration, contribution increase, rate escalator activation, and completion of the online account scavenger hunt. Prizes included SFDCP logo gear ranging from a pickleball set to travel laptop backpacks.

RESULTS SNAPSHOT – 2025 vs. 2024

Engagement and meaningful actions	2025	2024
Email open rates	67.05%	63.34%
Website users	9,429	2,157
Website views	21,162	6,848
Featured seminar attendance (in-person)	109	84
Attendees requesting follow-up meeting	45%	36%
Online account registrations	300	287
Contribution increases	1,502	1,386
Rate Escalator activations	157	115

FEASIBILITY FOR USE BY OTHER GOVERNMENTS

The "Get on Track" campaign's combination of using familiar reference points to convey a complex idea and provide a guided path to action makes it a practical, repeatable solution for public section plans of any size looking to increase meaningful actions and employee engagement. The campaign simplifies decision making by clearing illustrating "next" steps" along the retirement journey.

The creative approach used is flexible. While we developed a transit-inspired journey influenced by San Francisco's cable car system, the concept can be easily adapted by any government employer using locally recognizable features, landmarks, or themes to drive engagement and relatability.

The campaign is also designed for efficient deployment, using standard communications channels and existing templates as the foundation to build new messages on. If capabilities are limited by resource availability, a plan sponsor could look inward to leverage existing channels and touchpoints to drive the messages. In either case, it's best to start early in order to identify your goals, address any challenges, and develop a campaign that meets your goals.

NAGDCA 2026 Leadership Award Nomination
San Francisco Deferred Compensation Plan
National Retirement Security Month

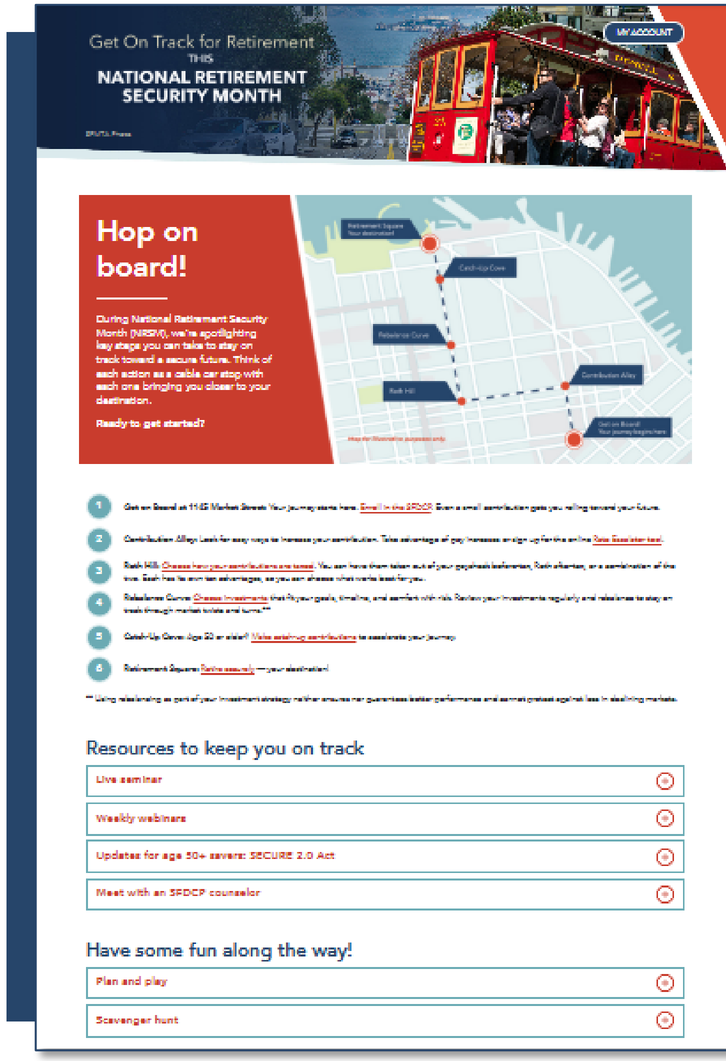
San Francisco
Deferred Compensation Plan

EXAMPLES & SUPPORTING MATERIALS

Welcome mailer

Welcome mailer, fold-out

NRSM landing page



Email

Meeting poster

Newsletter (emailed)