



Real Estate Consultant

Request for Proposal

December 2018

SECTION I: INTRODUCTION

A. Plan Description

The Police and Fire Retirement System of the City of Detroit (“PFRS”, the “Plan” or the “System”) was established in 1941 under the authority of the 1918 Detroit City Charter. The current provisions of the System are set forth in the Combined Plan for the Police and Fire Retirement System of the City of Detroit (the “Combined Plan”) as amended and restated effective July 1, 2014 and approved by the United States Bankruptcy Court for the Eastern District of Michigan as part of the Plan for the Adjustment of Debts of the City of Detroit, Michigan (the “Plan of Adjustment”). This Combined Plan document replaced in its entirety Chapter 47 of the Detroit City Code as in effect on June 30, 2014 and incorporates the provisions of the PFRS Investment Committee Term Sheet (“PFRS IC Term Sheet”) as contained within the Plan of Adjustment. All previously adopted resolutions and policies of the Board of Trustees (the “Board”) of the System which were inconsistent with the provisions of the Combined Plan were also repealed to the extent of such inconsistency. A copy of the Combined Plan document can be found on the System’s website at www.rscd.org.

The System is a governmental plan under Section 414(d) of the Internal Revenue Code and is a qualified plan and trust pursuant to applicable provisions of the Internal Revenue Code. The investment of Plan assets are governed by the provisions of the Combined Plan and the Public Employee Retirement System Investment Act (Michigan Public Act 314 of 1965, as amended; MCL §38.1132 et seq.); (“Act 314”).

The Plan is administered by a 16-member Board of Trustees (the “Board”) that is vested with the responsibility for the general administration, management, and operation of the System and with the trust and investment powers conferred under the Plan Document. The investment of Plan assets is also overseen by a nine-member Investment Committee (the “IC”) which was created under the Plan of Adjustment for the purpose of making recommendations to the Board with respect to all investment and financial matters of the System. All members of the Board and the IC are investment fiduciaries under the provisions of Act 314. The investment powers of the Board and the Investment Committee are more fully described in Article 15 of the Combined Plan and Section 13g of Act 314.

B. Purpose and Scope of Services

The PFRS is seeking a qualified firm to provide comprehensive, real estate investment consulting advice and services. The selected consulting firm will report to the Investment Committee and Board. Functionally, the selected firm will work closely with the Chief Investment Officer and investment staff (as well as PFRS’ general consultant and custodian), as directed by the Investment Committee and Board of Trustees. The selected firm will demonstrate extensive experience and superior capability for providing real estate investment consulting services that are critical to the success of a complex public pension system.

In general, the selected firm will assist the Plan in the on-going process of real estate investment strategy development, manager identification and recommendations, due diligence, implementation and performance monitoring and reporting. The firm will serve in a fiduciary capacity and will acknowledge in writing the firm's fiduciary status, without qualification. In all cases, the firm and its consultants will offer advice to the System that is solely in the interest of the plan participants and beneficiaries of PFRS.

The services required include, but are not limited to, the following:

1. Real Estate Investment Portfolio Strategy Development and Monitoring

(a) Work with investment staff to develop and recommend (and periodically update) investment strategy for the real estate portfolio. Strategy development should include, but not be limited to, exposures to varying real estate sectors and sub-sectors, product types, geographies, etc. The strategy should reflect an assessment of the investment environment both current and expected, with a focus on expected returns and risks, the PFRS' risk tolerance, and the investment objectives of the Plan;

(b) Perform evaluations of PFRS' real estate investment policies at least annually, giving consideration to market conditions, sub asset class performance, benchmarks, actual and policy asset allocation, financial flows in and out of the funds, and performance attribution. The evaluation is to be conducted at the PFRS real estate portfolio and individual manager levels, and should include a detailed analysis of risk and return characteristics, and performance appraisals of all managers and strategies;

(c) Examine the appropriateness of the investment benchmarks used to assess the Funds' investment performance, measure their quality and describe their strengths and weaknesses, and, if necessary, recommend benchmark changes to the Investment Committee and/or Board as appropriate;

(d) Develop policies, strategies and guidelines for the management of all real estate investments, including governance and oversight procedures, and investment risk measurement and management methods. Provide assistance and recommendations in the periodic review of all investment policies, procedures, process, and guidelines;

(e) Proactively advise about new investment management ideas, tools, processes and developments in investment management techniques and portfolio management strategies. Analyze new ideas, techniques, etc. and discuss with staff, the IC and Boards how these new ideas and techniques might improve the investment program and whether they should be implemented;

(f) Perform specialized studies of investment matters as may be requested by the PFRS IC, Board or investment staff. Provide investment research and analysis to the Board, Investment Committee and staff. If applicable, make available analytical computer software or other resources to assist staff in fulfilling its investment responsibilities. Offer investment research customized to unique PFRS investment issues.

2. Investment Manager Search, Selection & Review

- (a) Provide advice and recommendations on investment manager allocation and structure, manager mandates and guidelines, and performance benchmarks.
- (b) Provide on-going monitoring and oversight of investment managers to ensure compliance with laws and regulations, investment policies and manager mandates, and against specified quantitative and qualitative criteria. Have periodic discussions with managers on investment performance and organizational issues (such as changes in ownership, staff, new products, etc.).
- (c) Advise on manager monitoring/retention/termination if applicable, and assist in developing a formal manager review process.
- (d) Provide investment manager search and selection services for Public Market and Private Market funds in order to make recommendations as necessary; use valuation criteria such as structural fit within PFRS' existing portfolio; organizational stability and soundness; consistency of investment process; stability of manager staff; long-term investment performance track record; etc.
- (e) Conduct on-site due diligence meetings with potential managers prior to hire and current managers every three years.
- (f) Provide periodic reviews of asset classes.
- (g) Assist with negotiating appropriate investment management fees and with monitoring and evaluating manager trading and transaction costs.

3. Performance Monitoring and Reporting

- (a) Compare the investment performance of the real estate portfolio, and investment managers to relevant benchmarks and "peer groups".
- (b) Conduct performance attribution analysis to determine the value added by investment policy, asset allocation and security selection.
- (c) Present performance reports including manager evaluations and economic overviews on a quarterly basis to the IC and Board and a monthly performance summary to staff.
- (d) Recommend appropriate performance benchmarks for each investment manager.
- (e) Provide access to performance evaluation and attribution analytics, tools and any internal/proprietary software

4. Client Service and Education

- (a) Regularly attend meetings of the IC and Board including committee meetings pertaining to investments as necessary;
- (b) Prepare and present quarterly reports on investment performance;
- (c) Coordinate effectively with staff, the actuary and the custodian bank;
- (d) Respond to inquiries between meetings in an appropriate and timely manner.

- (e) Identify key individuals who are to render services to PFRS and report any significant changes in the firm's ownership, organizational structure and personnel in a timely manner;
- (f) Assist on special projects as needed;
- (g) Provide all other investment advisory-related services as requested;
- (h) Provide education to the Board, IC, and staff on investment issues and participate in ad hoc workshops as requested by the Board or IC;
- (i) Make available all firm research, including proprietary research, and provide consultation with research staff.

SECTION II: PROCESS FOR SUBMITTING PROPOSAL

A. Minimum Qualifications for Proposal

The Proposer must meet all of the following minimum qualifications to be given further consideration. Failure to satisfy any of the minimum qualifications will result in the immediate rejection of the proposal.

1. The firm must provide real estate investment consulting services to similarly sized or larger institutional pension plans, based on the approximate market value of assets held in trust on behalf of PFRS participants.
2. The lead consultant assigned to the account must have a minimum of seven (7) years' experience providing real estate investment consulting services to institutional public and/or private pension plans, the last three years of which must have been with present firm, or team.
3. The firm must have been in business at least three (3) years as of December 31, 2018.
4. The investment consulting firm must be able to maintain a satisfactory electronic interface with PFRS' custodian bank and general consultant by electronic connection or other means at the firm's expense.
5. The firm must be capable of providing total portfolio and individual manager performance reporting.
6. The firm must be registered as an investment advisor under the Investment Advisor Act of 1940. It must acknowledge in writing that it has a fiduciary obligation as an investment advisor in providing investment consulting services to PFRS.
7. The investment consulting firm must agree to be a Fiduciary to the plan as defined by Michigan State law.
8. The consultant must carry errors and omissions coverage or must have applied for it by the submission date of the RFP.
9. The investment consulting firm must agree to disclose any and all conflicts of interest, all sources of revenue and all affiliations.

B. Preparation of Proposal

1. Format for Proposal

The proposal must be organized and indexed within a PDF of following format:

- (a) Letter of Transmittal
- (b) Answers to Questionnaire
- (c) Philosophy and Approach to Consulting
- (d) Additional Documents and Materials
- (e) Fees

Responses to items (b) and (c) above should also be sequentially page numbered.

2. Responses to Requests for Information and Questions

Please respond to all questions, and requests for information, in the order that they are presented in Section III, Parts A, B and C, of this Request for Proposal. Indicate the request or question number and restate it prior to providing your response or answer. Any additional comments or information may be provided in Section III, Part D.

3. Clarification or Rejection of Proposal

Please be clear and succinct in your responses to the questions. Please ensure that each response is specific to the question asked. Unnecessary or superfluous information will be disregarded. Incomplete or misleading responses may lead to rejection of the proposal and elimination of the firm from the search process. PFRS reserves the right to waive or permit correction of any minor inconsistencies, errors or omissions prior to the final evaluation of the proposal, and to ask for clarification on any issues, or to take any other measures with respect to this RFP in any manner necessary to serve the best interests of the PFRS and its beneficiaries.

4. Cancellation of RFP

PFRS reserves the right to cancel this RFP at any time, and to reject any and all proposals submitted in response to this RFP if PFRS determines such action or actions are in its best interest. This RFP in no manner obligates PFRS to the eventual procurement of services until confirmed by a written contract. Progress toward this end is solely at the discretion of PFRS and may terminate at any time prior to the signing of a contract.

C. Submission of Proposal

The deadline for submission of the proposal is January 31, 2019. Please submit **one** (1) complete electronic copy and **five** (5) additional paper copies of the proposal to:

Ryan Bigelow
Chief Investment Officer
Retirement System of the City of Detroit

500 Woodward Ave, Suite 3000
Detroit, MI 48226
E-mail: rbigelow@rscd.org

A proposal may be withdrawn and resubmitted prior to the proposal deadline. Any cost incurred in the preparation, submission or presentation of the proposal will be borne solely by the Proposer.

D. Timeline for Search and Selection Process

- December 17, 2018 RFP published and posted on website: www.RSCD.org
- January 9, 2019 Deadline for submission of questions concerning the RFP
- January 18, 2019 Responses to written questions published
- January 31, 2019 Deadline for submission of proposals

E. Inquiries and Communications

Within reason, given existing working relationships, please limit contact with PFRS Investment staff, IC or Board members during the search process. All questions regarding the intent or content of this RFP or the proposal process must be directed in writing to, and received by Ryan Bigelow, CIO, either to the address provided in this RFP, or email (rbigelow@rscd.org), on or before January 4, 2019.

SECTION III: INFORMATION TO BE PROVIDED

A. Letter of Transmittal

The individual(s) who is (are) authorized to bind the Proposer contractually must sign a cover letter, which will be considered an integral part of the proposal. This cover letter must indicate the signer is so authorized and must indicate the title or position that the signer holds in the Proposer's firm. An unsigned cover letter may cause the proposal to be rejected. The cover letter must contain a statement that the firm acknowledges that all documents submitted pursuant to this request for proposal process will become a matter of public record. The letter must also contain the following:

1. The Proposer's name, address, telephone and website URL.
2. The name, title or position, telephone number and email address of the individual signing the cover letter.
3. A statement indicating the signature is authorized to bind the Proposer contractually.
4. The name, title or position, and telephone number of the primary contact for the proposal, if different from the individual signing the cover letter.
5. A statement to the effect that the proposal is a firm and irrevocable offer good for twelve (12) months.

6. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables specified within.
7. A statement to the effect that the Proposer meets the Minimum Qualifications for Proposal set out in this RFP, and accepts the terms and conditions of the draft agreement in the Appendix of this request for proposals, subject to specific written objections to the draft agreement identified by the Proposer in the letter of transmittal.

B. Questionnaire

Please respond to all questions below, in the order that they are presented in this section of the Request for Proposal. Indicate the question number and restate it prior to providing your response or answer.

Name and Contact Information

1. What is the current name of the firm?
 - (a) If the name has changed, what was the previous name?
 - (b) What was the original name of the firm when it was founded?
2. Please provide the following information on the firm:
Address of head office:
Phone Number:
Firm's Internet URL:
3. Please provide the following information on the primary RFP contact for the firm:
Name:
Title:
Phone Number:
Facsimile Number:
Email Address:

History, Ownership and Organization of the Firm

4. In what year was the firm founded or established?
 - (a) Who were the founders?
 - (b) Please indicate the names of any predecessor companies or other organizations with which the founders were previously associated.
 - (c) If the firm was subsequently acquired by another company, when did this take place? What is the name of the parent company?
5. Please provide the names of the current owners of the firm and indicate their percentage of ownership.
6. Please provide a brief description of the current ownership and corporate structure of the firm. Indicate the names of any subsidiary or affiliated companies and

briefly describe the nature of their businesses and the relationship between the firm and these other companies.

7. Have there been any significant changes in the firm's ownership, structure, or organization over the past three years? What significant changes, if any, do you anticipate in the future?
8. Please list the location of all offices and the number of professional staff in each office. Indicate the office that would service this account.

Services and Revenues

9. Is the firm registered as an investment advisor under the Investment Advisor Act of 1940? Since what year has the firm been providing real estate investment consulting services to pension plans?
10. Please confirm whether or not the firm can provide all of the services listed in Section I of the RFP under "Purpose and Scope of Services."
 - (a) Indicate any services that the firm cannot or will not provide.
 - (b) List additional services, if any, which would be included in the fee proposal in Section IV.
 - (c) List any other products or services that may be of interest to a plan sponsor and whether there would be an additional cost for any of these services.
11. Please indicate the percentage of the firm's consulting revenue received from full service clients and non-full service clients during the most recent fiscal year.
12. Does the firm or any affiliate of the firm (including any subsidiary or parent company) provide any services in addition to real estate investment consulting, such as:
 - General investment consulting?
 - Human resources, actuarial and benefits consulting?
 - Investment management services?
 - Broker/dealer services?
 - Fund-of-funds services
 - Any other services (please specify)?
13. Please indicate the percentage of total revenue received by the firm (including any subsidiary company) from real estate investment consulting and any additional services/products during the most recent fiscal year:
14. If applicable, please identify all affiliated institutes, conferences, symposia, foundations, or other institutions. For each, please identify related sponsors, members or other participants, and remuneration paid by them during the preceding three years.

15. If the firm has a parent company, please indicate the percentage of revenues received by the parent company from the following sources during the most recent fiscal year:

Independence and Objectivity

16. If the firm or any affiliate provides services other than investment consulting, please explain briefly what policies or procedures the firm has established, or what actions the firm takes, to avoid or mitigate any potential conflicts of interest that could arise in providing advice to its pension plan clients.
17. Does the firm or an affiliate provide any services to, or receive any compensation from, investment managers, including but not limited to: (i) charges for inclusion in firm's database, (ii) conference fees, (iii) brokerage commissions, etc.?
 - (a) If so, please describe briefly the nature of these services and compensation.
 - (b) Does the firm or an affiliate provide any services or conduct any business with the retirement system's current investment managers?
18. Does the firm have any arrangements with broker-dealers under which it, or an affiliated company, will benefit if investment managers place trades for their clients with such broker-dealers?
19. Does the firm accept a pension plan's brokerage commissions as payment for its services? If so, please explain briefly how it ensures that the plan receives best execution in securities transactions.

Conflict of Interest

20. Please disclose any potential conflicts of interest that may arise from the firm's representation of the retirement system, including the activities of any affiliated, subsidiary, or parent company.
21. Within the last five (5) years, has your firm or an officer or principal of the firm derived any remuneration from any investment manager; and if so, please identify the manager, the amount of remuneration and the consideration provided in exchange for the remuneration.
22. Has the firm or anyone in the firm provided any gifts or other remuneration, or paid any expenses for travel, hotel, meals or entertainment for or on behalf of any PFRS Board or IC member or staff in excess of \$100 during the past twelve (12) months. If so, please describe the amount and purpose of the expenses.
23. Please describe the nature of any professional relationship that the firm or anyone in the firm has had with the City of Detroit or other city and/or state legislative bodies during the past three years.

Institutional Clients

24. How many institutional clients on a full service consulting basis does the firm currently have? What are the total assets under advisement?
25. Please indicate the number of full service institutional consulting clients that the firm currently has by type of client and size of assets:

Size of Clients

Under \$1billion

\$1 - 10 billion

\$10 - 25 billion

Over \$25 billion

Public Pension Plan - Type of Clients

Under \$1billion

\$1 - 10 billion

\$10 - 25 billion

Over \$25 billion

Plan Type

Corporate Plans

Union/Taft-Hartley Plans

Endowments, Foundations & Hospitals

Other

Length of Service/Number of Clients

Less than 1 year

1 – 5 years

5 – 10 years

Over 10 years

26. How many full service client relationships were terminated within the last three years?
What was the total value of assets of the terminated relationships?
In how many cases of such terminations was the firm dismissed outright or the contract rebid and the firm not retained or not asked to bid? Explain.
27. Does the firm participate in any independent surveys of investment consultants' performance, expertise or service quality (e.g. Institutional Investor, Plan Sponsor, etc.)? If so, how has it ranked in each of the last three years?

Professional Staff

28. Please indicate the number of professional staff (not administrative or clerical staff) that the firm currently employs in each of the following categories. Each person should be assigned to only one category.

Number of Professional Staff

Lead Consultants:

Other Consultants:

Analysts:

Firm Management:

Economists:

Marketing:

Technical/Systems:

29. Please indicate the total turnover in professional staff during the last three years.
- Hired
 - Terminated
 - Resigned
 - Retired
30. How many professional staff have the Chartered Financial Analyst (CFA)?
31. Which of the following types of compensation are provided to professional staff? Please indicate whether the compensation applies to all staff, senior staff, key employees, or principals only.
- Salary
 - Bonus
 - Profit Sharing
 - Stock Ownership
 - Stock Options
 - Equity Participation
 - 401(k) or Other Deferred
 - Compensation All/Senior/Key/Principals
 - Other (please specify)
32. How many professional staff will be assigned to this account?
33. Please provide the following information on the lead consultant and the support consultant(s) to be assigned to this account:
- (a) Name
 - (b) Title
 - (c) Role
 - (d) Years of institutional investment experience
 - (e) Years of investment consulting experience
 - (f) Years with the firm
 - (g) Educational qualification
 - (h) Number of accounts as lead consultant
 - (i) Names of above accounts

- (j) Number of accounts as support consultant
 - (k) Names of above accounts
34. Please provide the name, title and role, and/or function of the other members of the team to be assigned to this account.

Investment Manager Search, Selection & Review (Public and Private Markets)

35. How many investment manager searches has the firm conducted over the past three years? What was the total value of assets involved in each type of search?
36. Is there a unit or group within the firm dedicated to manager research?
(i.e. spends 100% of its time on)
(a) If so, how many professional staff are in that group?
(b) How many other professional staff, if any, are involved in manager research or due diligence? What percentage of their time on average do they spend on these activities?
(c) How many staff, if any, are dedicated to research on alternative investment managers and funds (real estate, private equity, hedge funds, and other real assets)?
37. Please briefly describe the firm's search and due diligence process for selecting investment managers.
38. Does the firm maintain a list of preferred managers, and does it normally recommend managers from that list?
(a) What is the process for maintaining that list?
39. Please list and briefly describe the various databases used by your firm for manager research.
40. Please indicate for each of the above databases:
(a) Whether it is proprietary, purchased from a third-party, or acquired as part of a consultants' network or cooperative;
(b) How many investment managers, portfolios/funds and/or products/strategies are covered;
(c) What information (asset classes, manager profiles, performance, portfolio characteristics, etc.) is included in the database;
(d) How that information is entered and updated, by whom, whether the information is verified and how any discrepancies are resolved.
41. How many times did the firm formally meet with investment managers, either on site or in the firm's offices, annually on average over the past three years? With how many different investment management firms?

Monitoring and Oversight

42. Please explain briefly how the firm evaluates the investment performance of a retirement system at the total fund level?
- (a) What benchmarks does it use to measure total fund performance?
 - (b) Are there any liability-related benchmarks that the firm uses to determine the impact of total fund performance on the funded position of the pension plan?
43. What benchmarks does the firm use to measure the performance of sub-sector real estate asset classes, investment managers and portfolios?
- (a) Are there any asset classes, market segments, and investment styles or strategies for which the firm does NOT have benchmarks to measure performance?
 - (b) Does the firm have the ability to develop customized benchmarks or normal portfolios for specialized investment strategies?
44. What performance measurement databases or systems does the firm use to compare the performance of the total fund as well as individual asset classes, investment managers and portfolios against their peer groups?
- (a) How many pension funds are covered in those databases? How many of them are public funds?
 - (b) How many investment managers and portfolios/products are included?
 - (c) For each database, please indicate where the data comes from, how it is verified, who calculates the investment returns, and how any discrepancies are resolved.
45. Does the firm provide performance attribution analysis at the total fund level as well as for individual asset class portfolios? Which asset classes?
46. How does the firm monitor or track the investment style of client portfolios?
- (a) What style analysis software or model does it use?
 - (b) Is the style analysis based on returns or on portfolio holdings?
 - (c) What asset classes are covered in the style analysis? Which asset classes are NOT covered?
47. Can the firm monitor or track the compliance of the client's investments with the items listed below? If so, please explain briefly how it does this.
- (a) Policies and guidelines of the plan?
 - (b) Investment manager mandates, agreements or contracts?
 - (c) Laws and regulations?
48. Does the firm periodically undertake a formal and comprehensive review and evaluation of its clients' investment managers?
- (a) How often does it recommend that such an evaluation be done for each manager?

(b) In addition to investment performance, what other aspects or features of a manager's service or organization would be covered in such an evaluation?

Research and Education

49. Does the firm undertake any research on general investment and pension related issues?
- (a) Please list the broad topics or areas on which such research was conducted over the past three years.
- (b) What types of publications are made available to clients – e.g. research reports, newsletters, client memos, capital market reviews, etc.? Please list these publications. How frequently are these publications produced?
50. What percentage of total revenue did the firm spend on such research on average over the past three years?

Litigation and Insurance

51. Has the firm, or any officer, principal, or employee of the firm or an affiliated company, ever been investigated and/or charged by the Securities and Exchange Commission (“SEC”), the U.S. Department of Labor (“DOL”), or any other regulatory authority for violation of applicable laws? If so, please explain.
52. Has the firm, or any officer, principal, or employee of the firm, ever been involved in any business litigation or other legal proceeding? If so, please explain and indicate the current status of the litigation.
53. Does the firm, or any officer, principal, or employee of the firm, have any lawsuits pending against it concerning the delivery of investment consulting or related services for any client? If yes, please explain.
54. Please provide the level of insurance coverage that the firm carries for professional or fiduciary liability and for errors and omissions. For each type of insurance, please indicate:
- (a) The name of the insurance carrier; and
- (b) The annual aggregate coverage as well as the coverage per claim.

Performance

55. Please provide the following performance-related information for the 5-year period ending December 31, 2018 in connection with your institutional clients (public, corporate, Taft-Hartley) similar in size to PFRS (i.e. \geq \$1-5 billion).

***Please note that we are asking for the average performance of these funds as a group (simple average, unweighted), not the performance of each individual fund.**

- Number of Funds (as defined above):
- Average (Mean) Total Fund Return:
- Average Asset Mix Policy Return:
- Average Excess Return (Total Fund Return – Policy Return):
- Average Volatility (Standard Deviation) of Total Fund Return:

C. Philosophy and Approach to Consulting

56. What is the general philosophy of the firm regarding an investment consultant's relationship with the Investment Committee and Board of Trustees, staff, and investment managers?
57. What are the most crucial issues to consider in establishing a real estate portfolio's investment strategy for a public sector pension plan?
58. Please provide specific examples of proactive investment management ideas relative to a specific asset class or implementation of an investment theme.
59. Please describe how you plan on collaborating with Staff, the IC and Board and provide specific examples of how you have collaborated with clients on investment themes, ideas, or the implementation thereof.
60. Please summarize, in one page or less, the firm's investment consulting capabilities and expertise. What are the firm's major strengths and limitations? Do you provide any services which are not provided by other investment consultants? Why should the retirement system engage you as its investment consultant?
61. Describe the plans for managing the future growth of the firm, including limitations, if any, on the number of clients that the firm intends to accept.
62. Explain how the consulting team assigned to this account would function, including lead consultant, back-up, quality control and support services.
63. How would you suggest that we measure and evaluate the performance of your firm as an investment consultant?
64. Describe the firm's internal measures for determining success as an investment consultant. Please provide the most recent report of these metrics.

D. Additional Materials and Documents

In addition to the information requested in the RFP, please submit a copy of the following additional materials and documents:

1. An organization chart of the firm, parent and all subsidiary and affiliated companies.

2. Biographies of the firm's professional staff to be assigned to this account.
3. A list of the firm's current full service institutional clients, including the year they retained the firm, fund size, and plan type (i.e., DB, DC, other).
4. The latest Annual Report or Statement of Financial Condition.
5. The most recently filed SEC Form ADV, Parts I and II.
6. A copy of the firm's policies and procedures relating to Conflict of Interest.
7. A sample of the firm's Quarterly Performance Report, both in executive summary form and in full detail.
8. A sample of the firm's due diligence reports on investment managers.
9. A sample Investment Policy Statement the firm has developed for a pension plan client.
10. Three sample research reports on different investment topics.
11. A sample presentation on investment education provided to a pension plan client.
12. The firm's standard marketing brochure that describes the firm's products and services.
13. As reference, the names of three (3) pension plans, one of whom must be a public plan with assets of at least \$1 billion, for which the firm currently provides general investment consulting services. For each reference, please provide the following information:
 - (a) Name of Plan:
 - (b) Contact Person:
 - (c) Address:
 - (d) Phone Number:
 - (e) Email Address:
14. Any other information you feel would be necessary to gain a complete understanding of the firm and the services it provides.

SECTION IV: FEES

The proposed fees shall be guaranteed for the duration of the contract which shall be a period of five (5) years from the effective date of the contract.

The services listed in Section I under "Purpose and Scope of Services" should form the basis for the proposed fees.

The method of payment will be set forth in the contract. Once the consultant is selected, the fee may be negotiated further depending on the variance from other proposals received.