

Boards and Commissions Application

Profile

Please note, applications are continuously accepted to the City of San Jose Boards and Commissions. The Board or Commission you select may or may not indicate there is a vacancy. Your application will remain on file for one year from the date of submission. During the year, your application may be considered for unanticipated vacancies.

Additionally, applicants to the following commissions will be required to fill out a [Form 700](#) (California State required Statement of Economic Interest) within 30 days of appointment.

- Airport Commission
- Appeals Hearing Board
- Arena Authority
- Arts Commission
- Civil Service Commission
- Deferred Compensation Advisory Committee (DCAC)
- Downtown Parking Board
- Board of Fair Campaign and Political Practices (formerly Ethics Commission)
- Federated and Police & Fire Retirement Boards
- Historic Landmarks Commission
- Housing & Community Development Commission
- Work2future (SVWIB) Board
- Planning Commission*

Gretchen

First Name

Flicker

Last Name

Email Address

Street Address

City

Suite or Apt

State

Postal Code

Are you a resident of San Jose?☐ Yes ☒ No**What district do you live in? To verify, please click here:****[https://rovservices.sccgov.org/Home/IndexPost?](https://rovservices.sccgov.org/Home/IndexPost?selected=dt&electionId=133&distance=5&navtab=vc&asm=simple)****[selected=dt&electionId=133&distance=5&navtab=vc&asm=simple](https://rovservices.sccgov.org/Home/IndexPost?selected=dt&electionId=133&distance=5&navtab=vc&asm=simple) ***☒ N/A - Retirement Board Applicants Only

Primary Phone

Alternate Phone

Length of Residency☒ 3-5 years

Which Boards would you like to apply for?

Police and Fire Retirement Plan Board: Submitted

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System
Public members of the Board of Administration of the San Jose Police and Fire Department Retirement Plan or the Federated City Employees Retirement System must live within 50 miles of San Jose City Hall and meet specified eligibility requirements.

Employee members of the Retirement Boards must be active employees who are members of the respective retirement plan. The Police and Fire Department representative must be an employee of the Police or Fire Department respectively. The employee representatives to the Federated Board shall be employed by different departments.

Retiree members of the Retirement Boards must be persons who have retired under the provisions of the respective retirement plan.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

If not a resident, do you live within 50 miles of San Jose City Hall?

☒ Yes ☐ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Member Category: *

☒ Public Member

Retired

Employer

Retired - Financial Services
Executive

Job Title

Current Employer Address

N/A

Current Employer of Spouse

N/A

Address of Current Employer of Spouse

N/A

Spouse's Job Title

Retired

If you or your spouse is retired and receiving a pension, please state source of pension.

No pension



Interests & Experiences

High School, College, Professional, Vocational, or Other Schools Attended. Please include Major or Field of Study, Dates Attended, Degree and Date of Degree.

Saint Mary's College (IN), BA, Mathematics and Business Administration, August 1989 - May 1993, Degree received May 1993 Katholieke Universiteit Leuven, MBA, September 1995 - May 1996, Degree received May 1996 University of Chicago, Booth School of Business, MBA, Finance and International Business, October 1994 - December 1996, Degree received December 1996 CFA Charterholder

List any position or office held in any governmental agency, civic, or charitable organization including the dates.

Rock the Street, Wall Street Board of Directors: Director & Board Secretary, July 2023 - Present Saint Mary's College (IN) Board of Trustees: Trustee, June 2011 - May 2022; Chairperson, June 2019 - May 2022; Vice Chairperson, June 2018 - May 2019; Treasurer, June 2014 - May 2017. Friends of Avila Pier, Inc. Board of Directors: Director & Board Secretary, February 2019 - April 2020

Languages Spoken

English

Special Awards or Recognitions Received

Doctor of Humane Letters, Honoris Causa, Saint Mary's College (IN), May 2023

Please state why you want to become a member of this Board or Commission including specific objectives which you would work toward as a member.

Having retired from a successful career in financial services, I am deeply committed to leveraging my expertise and experience to make a meaningful impact on society. Pensions play a crucial role in supporting retired individuals, yet they continue to decline in the corporate sphere. Public pensions are vital resource in supporting our civil servants that deserves our attention and support. My goal in seeking membership on the Police & Fire Retirement Board is to actively contribute to the strengthening of these pension resources, ensuring they remain robust and sustainable for current and future retirees. Drawing upon my background in financial services, I would advocate for sound financial management practices, explore innovative investment strategies, and collaborate with stakeholders to safeguard the interests of pensioners. Furthermore, I see this opportunity as a platform to further enhance my skill set and broaden my impact across different organizations and sectors. I am committed to continuous learning and growth, and I believe that serving on this board will provide invaluable opportunities for personal and professional development. I am particularly drawn to the being able to collaborate with this board, leveraging its collective expertise and understanding of the needs of the plan and its members, to ensure the long-term sustainability and effectiveness of pension systems for the benefit of retirees and our broader community.

Please state any other information which you feel would be useful in reviewing your application

Do you own property in the City of San José?

☐ Yes ☒ No

If yes, please list the addresses here.

Do you rent property in the City of San José?

☐ Yes ☒ No

If yes, is it a month-to-month lease?

☐ Yes ☒ No

Question applies to multiple boards

Are you currently experiencing homelessness or have you experienced it in the past?

☐ Yes ☒ No

State and local law require that you abstain from participation in decisions that may affect your financial interests, including sources of income, interest in real property, personal finances or investments. In addition, if appointed, you may be required to fill out a disclosure statement which identifies certain financial interest beginning with the immediate twelve-month period prior to your appointment. Please review the scope of your board/commission in Municipal Code Chapter 2.08. Based on your best judgment, does this Board or Commission make decisions that may affect sources of income, interests in real property, personal finances or investments of you or your spouse?

☐ Yes ☒ No

If yes, please explain. Please identify any organizations, associations, corporations, or entities by which you are employed or associated that might be affected by decisions of this Board or Commission, and the positions you hold in these entities.

Question applies to multiple boards

If appointed, you will be required to fill out a disclosure statement, which identifies certain of your financial interests beginning with the immediate twelve-month period prior to your appointment and annually on or before April 1 of each year thereafter. Please confirm that you have read Fair Political Practices Commission (FPPC) Form 700 Reference Pamphlet and agree to file required FPPC Form 700 Statements of Economic Interest, as required by current City Council Conflict of Interest resolution.

☒ Yes ☐ No

Question applies to multiple boards

Have you ever been required to file a Statement of Economic Interest (Form 700) and failed to do so?

☐ Yes ☒ No

Question applies to multiple boards

If yes, please explain in complete detail.

Question applies to multiple boards

Please confirm that you have reviewed and agree to comply with the San Jose Municipal Code Chapter 12.08 (Prohibition of Gifts), City of San Jose Ethics Policy (City Policy Manual 1.2.1), and City of San Jose Gift Policy (City Policy Manual 1.2.2).

☒ Yes ☐ No

Reference 1 Name

[REDACTED]

Reference 1 Address

[REDACTED]

Reference 1 Email address

[REDACTED]

Reference 1 Phone

[REDACTED]

Reference 2 Name

[REDACTED]

Reference 2 Address

[REDACTED]

Reference 2 Email address

[REDACTED]

Reference 2 Phone

[REDACTED]

Supplemental Questions

If applicable, have you ever attended or watched a meeting of the Commission(s) to which you are applying?

☒ Yes ☐ No

Would you be available to attend meetings at the scheduled time?

☒ Yes ☐ No

Please describe your experience in serving on a Commission or Board.

I have had the privilege of serving on three nonprofit boards over the past 13 years, contributing to their missions and guiding strategic initiatives. At Saint Mary's College, a Catholic women's college in Indiana, I served as a trustee from 2011 to 2022, holding roles including Treasurer, Vice Chairperson, and Chairperson. As Board Chairperson, I led the board through a period of significant change and unanticipated challenges, including the selection of a new College President, strategic responses to the COVID-19 pandemic and social unrest, and the completion of a successful strategic planning process. Currently, I am a Director and the Board Secretary for Rock the Street, Wall Street, a financial and investment literacy program focused on promoting gender and racial equity in finance and inspiring high school girls to pursue careers in the field. Since joining in June 2023, I have contributed to the organization's strategic planning efforts as a member of the Strategic Planning Committee. Previously, I served as a Director and Board Secretary for Friends of Avila Pier, Inc., where I worked to raise funds in support of preserving and maintaining Avila Pier. My tenure from February 2019 to April 2022 allowed me to contribute to the organization's mission of preserving this valuable community asset. Throughout my board service, I have remained committed to fostering diversity, equity, and inclusion within organizations and communities. I am dedicated to leveraging my experience and skills to drive positive change and create lasting impact.

Considering your experience and activities in business, labor, School, professional, social, Commissions, Boards, or other organizations, indicate the experience, training, knowledge and/or skills which qualify you for appointment.

In my extensive twenty-five-year tenure within the investment management and financial services industry, I've been recognized as a forward-thinking strategic leader adept at navigating complex challenges while harmonizing the diverse needs of stakeholders, often with competing needs. Through fostering an atmosphere of transparent communication, collaboration, and active engagement, I cultivated robust and distinctive relationships with clients, colleagues, and staff, consistently yielding superior outcomes for all involved parties. My clients included many well-known corporate pension plans, which provided me with invaluable insights into the distinct needs, hurdles, and objectives of defined benefit plans. While my direct focus wasn't on public pension plans, I seized numerous opportunities to engage with various plan sponsors, thereby honing my appreciation for the nuances in their structures, regulations, and legal frameworks. Throughout my career trajectory, I developed an understanding of the fiduciary obligations incumbent upon plan sponsors, investment managers, and other service providers, meticulously navigating the intricacies of both ERISA and Mutual Fund law. Furthermore, I possess a comprehensive expertise in public market investments encompassing equities and fixed income securities. In my capacity as Chairperson of the Board for Saint Mary's College (IN), I spearheaded the board through pivotal changes and unanticipated challenges, including the selection of a new College President, orchestrating a strategic response to the exigencies of the COVID-19 pandemic, overseeing the culmination of a meticulous strategic planning process, and executing a comprehensive restructuring of Board Committees. Additionally, I initiated the inception of an Enterprise Risk Assessment and Management framework for the College, under the oversight of the Board's Audit Committee. My educational credentials underscore my commitment to excellence, including an MBA with emphases in Finance and International Business from the University of Chicago Booth School of Business, an additional MBA from Katholieke Universiteit Leuven, and a Bachelor of Arts degree in Mathematics and Business Administration from Saint Mary's College. Furthermore, I am a CFA charterholder.

What is your understanding of the purpose of the Commission?

The mission of the San Jose Police and Fire Retirement Plan Board, as articulated on the Plan's website, is "to ensure prompt, professional delivery of services and benefits to our members, and to collect, invest, and expend system assets in a prudent, fair, and timely manner." In practical terms, this mission underscores the fiduciary responsibility of all board members to act in the best interests of the plan and its members. This entails ensuring that the plan remains capable of meeting both current and future obligations to its members. Key responsibilities include overseeing the investment process and portfolio, understanding the complexities of pension obligations and actuarial assumptions, and collaborating with the City Auditor and City Council to comprehensively grasp the potential impacts of any changes to the plan. Furthermore, it involves staying attuned to evolving demographics among current employee members and retirees to effectively anticipate and address future challenges.

Please list three issues facing the City that you feel the Council should address.

Three issues that require continual attention from all retirement boards are: (1) Recognition of Pension and Retirement Benefits as Vital Tools for Talent Retention: Pension and retirement benefits play a crucial role in attracting and retaining talent in the public sector. For example, the Alaska State legislature recently began discussions of reopening plans for public employees and teachers that have been closed for 20 years, citing a recruitment and retention crisis. (2) Vigilant Oversight of Actuarial Assumptions: It is important for retirement boards to closely monitor the actuarial assumptions utilized in determining the funded status of pension plans to ensure an accurate depiction. This oversight is essential for maintaining transparency and reliability in financial reporting. (3) Enhancement of Funded Status: Prioritizing efforts to maintain and enhance the funded status of the Plan is also critical. A bolstered funded status not only ensures the financial health of the Plan but also alleviates potential burdens on the City. Proactive measures aimed at improving the funded status are crucial for long-term sustainability and stability.

Anything else you would like us to know?

I would welcome the opportunity to serve.

(Optional) Please upload a resume.

Retirement Board Questions Only

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Please list your applicable experience or expertise relevant to public retirement plan administration. *

- ☒ Institutional investment experience
- ☒ Investment management
- ☒ Other

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Please summarize your qualifications to serve as a member of the Retirement Board? Briefly highlight your skills, training, education, qualifications, experience (licenses and/or certifications) and personal qualities that you will bring to the Board and share with the organization.

In my twenty-five-year tenure within the investment management and financial services industry, I've been recognized as a forward-thinking strategic leader adept at navigating complex challenges while harmonizing the diverse needs of stakeholders, often with competing needs. Through fostering an atmosphere of transparent communication, collaboration, and active engagement, I cultivated robust and distinctive relationships with clients, colleagues, and staff, consistently yielding superior outcomes for all involved parties. My clients included many well-known corporate pension plans, which provided me with invaluable insights into the distinct needs, hurdles, and objectives of defined benefit plans. While my direct focus wasn't on public pension plans, I seized numerous opportunities to engage with various plan sponsors, thereby honing my appreciation for the nuances in their structures, regulations, and legal frameworks. Throughout my career trajectory, I developed a profound understanding of the fiduciary obligations incumbent upon plan sponsors, investment managers, and other service providers, meticulously navigating the intricacies of both ERISA and Mutual Fund laws. Furthermore, I possess a comprehensive expertise in public market investments encompassing equities and fixed income securities. In my capacity as Chairperson of the Board for Saint Mary's College (IN), I spearheaded the board through pivotal changes and unanticipated challenges, including the selection of a new College President, orchestrating a strategic response to the exigencies of the COVID-19 pandemic, overseeing the culmination of a meticulous strategic planning process, and executing a comprehensive restructuring of Board Committees. Additionally, I initiated the inception of an Enterprise Risk Assessment and Management framework for the College, under the oversight of the Board's Audit Committee. My educational credentials underscore my commitment to excellence, including an MBA with emphases in Finance and International Business from the University of Chicago Booth School of Business, an additional MBA from Katholieke Universiteit Leuven, and a Bachelor of Arts degree in Mathematics and Business Administration from Saint Mary's College. Furthermore, I am a CFA charterholder.

Please discuss your pension plan and/or investment management and oversight experience including the development of key financial policies.

Throughout my tenure in investment management, I had the privilege of directly collaborating with numerous well-known pension plans. In this capacity, I engaged directly with plan sponsors to grasp their needs and concerns, liaised with portfolio management teams to offer requisite client support, and collaborated with both internal and external legal and compliance units to ensure rigorous legal and regulatory adherence. Moreover, I actively participated in the drafting and ratification of appropriate investment guidelines, working closely with plan sponsors, portfolio managers, and legal and compliance teams to articulate the investment process and plan requirements effectively. Additionally, as a member of the Saint Mary's College (IN) Board of Trustees, I served on the Investment Committee and the Finance and Budget Committee. As Treasurer for the Board, I had the privilege of chairing the Finance and Budget Committee. During my tenure on the Board, the Board initiated a significant shift in investment program, prompting a revision of the Statement of Investment Policy (SIP). We conducted multiple reviews and implemented minor edits to the SIP as the investment program evolved over subsequent years.

Please describe your understanding of the relationship between the Retirement Board and City Council? The City Administration? Retirement Services staff? Employee bargaining units? Plan participants and beneficiaries?

The relationship between the Retirement Board and the City Council, City Administrator, Retirement Services staff, employee bargaining units, and plan participants and beneficiaries are typically characterized by collaboration, oversight, and communication. 1. The City Council has oversight authority over the Retirement Board, especially regarding budgetary matters and policy decisions that may affect pension funding or obligations. While the pension board operates independently, it may need to report to or seek approval from the City Council for certain actions, such as changes to contribution rates or amendments to pension benefits. 2. The City Administrator ensures policies, practices and operations are aligned with the mayoral office and the vision of the San Jose City Council. In this capacity the city administrator will serve as a liaison between the San Jose City government and the San Jose Police and Fire Retirement Board, providing administrative support and facilitating communication between the entities. I would expect the City Administrator to also advise the City Council on pension-related issues and help coordinate efforts to address pension funding challenges or other concerns. 3. Retirement Services Staff: The Retirement Services staff play a crucial role in supporting the operations of the San Jose Police and Fire Retirement Board. They will provide technical expertise, administrative support, and financial analysis to help the board make informed decisions about investment strategies, actuarial assumptions, and benefit administration. 4. Employee Bargaining Units: Employee bargaining units represent the interests of San Jose Police and Fire employees who are members of the pension plan. These bargaining units negotiate with the City over issues such as pension benefits, contribution rates, and retirement eligibility criteria. The Board may need to consider input from bargaining units when making decisions that impact pension benefits or funding. 5. Plan Participants and Beneficiaries: Plan participants and beneficiaries are the individuals who are entitled to receive pension benefits from the San Jose Police and Fire Retirement Plan. They will include current employees, retirees, and beneficiaries of deceased members. The pension board has a fiduciary duty to act in the best interests of these individuals, ensuring that pension benefits are administered fairly and that the plan remains financially sound to meet its obligations over the long term.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

What do you perceive as the short and long-term goals of the Retirement Board?

The San Jose Police and Fire Retirement Board is tasked with overseeing the management of the Plan as an ongoing concern, with a focus on investing to facilitate asset growth while mitigating undue volatility or losses, and ensuring the availability of funds for current benefit payments. Achieving these objectives requires a balanced approach that considers both short-term and long-term goals, aiming for stability, sustainability, and the overall effectiveness of the Plan. Short-term objectives encompass maintaining or enhancing funding levels, bolstering governance practices, and addressing immediate challenges or risks such as funding shortfalls or regulatory changes. Long-term goals revolve around securing the Plan's sustainability, effective risk management, and the maintenance of a robust governance structure. The Investment Policy Statement delineates three sub-portfolios, each serving a specific purpose that aligns with the overarching goals of the Plan. The Growth Sub-Portfolio is dedicated to the long-term growth of plan assets, ensuring the capacity to meet future benefit obligations. Conversely, the Low Beta Sub-Portfolio serves as a reservoir for funding current benefit payments without resorting to drawing from the long-term portfolio, particularly crucial during periods of market volatility to avoid locking in losses through untimely sales. Moreover, during market upswings, this sub-portfolio functions as a repository for gains harvested from the Growth Sub-Portfolio. Lastly, the Other Sub-Portfolio complements the former two by addressing both short and long-term needs, offering additional diversification and guarding against inflation risk.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Do you believe that the retirement funds that are invested by the retirement boards are public funds? Why or why not?

Yes, I believe the retirement funds managed by the San Jose Police and Fire Retirement Board qualify as public funds. This determination stems from the fact that the City of San Jose, and consequently its taxpayers, would bear responsibility of meeting benefit obligations in the event the Plan is insufficiently funded and is unable to fulfill its benefit commitments. Therefore, considering this financial accountability and the ultimate reliance on public resources for fulfilling pension obligations, it is reasonable to classify these funds as public funds.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

**Have you read the report by the City Auditor entitled, "Pension Sustainability: Rising Pension Costs Threaten the City's Ability to Maintain Service Levels?" This report is available at:
<http://www.sanjoseca.gov/Home/ShowDocument?id=36432>.**

☒ Yes ☐ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

If so, how is this report applicable to the work you would do as a Retirement Board Member?

While the San Jose Police and Fire Pension Plan has experienced increases in funding levels, the risks highlighted in the report require ongoing monitoring. Factors such as another significant market downturn, changes in interest rates, shifts in participant demographics, alterations to benefit structures, among others, have the potential to quickly impact the Plan's funded status. In the event the Plan cannot fulfill its obligations, the City would be called upon to cover the shortfall, potentially jeopardizing the City's financial stability. To mitigate these risks, the board must consistently monitor these factors. Furthermore, regular communication with the City Auditor, City Administrator, and City Council is essential to proactively address these risks and prevent them from escalating into crises.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

How do you ensure that you are maintaining an in-depth and up-to-date knowledge of institutional investing and the capital market environment?

Since retiring from Dimensional Fund Advisors, LP, I have remained committed to staying up-to-date in the world of finance and investments. As an active CFA Charterholder, I dedicate time to reviewing research and participating in learning sessions whenever feasible. Additionally, I sustain subscriptions to diverse financial news outlets, including Pensions & Investments and the Wall Street Journal, among others. Through my involvement on the Board of Rock the Street, Wall Street, I have had the privilege of ongoing engagement with professionals in the investment sphere.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Given the current status of the capital markets, where do you see opportunities to increase return and reduce risk in the pension portfolios? What is your experience with risk budgeting?

The Retirement Plan asset allocation, as outlined in the June 2023 annual report and the Meketa Quarterly Review dated September 30, 2023, appears to be a well-diversified portfolio spanning various asset classes, aligning closely with the policy targets established in the Statement of Investment Policy. While there may exist opportunities to optimize returns or mitigate risks through additional allocations to active managers or adjustments to underlying asset class allocations within the Growth, Low Beta, and Other Sub-Portfolios, any proposed changes require a nuanced approach that adheres to the guidelines set forth in the SIP. In addition to identifying potential allocation enhancements, it is important to conduct a comprehensive cost-benefit analysis. This entails evaluating the costs associated with implementing the change and assessing whether the expected benefits outweigh the anticipated costs. This analysis should encompass an understanding of the expected time horizon of the proposed change and the expenses involved in transitioning back to the base position if necessary. Although my direct experience in risk budgeting is limited, I have engaged with clients to understand the impact of specific portfolios on risk budgets. Recognizing the importance of this area, I am committed to expanding my knowledge through resources provided by the CFA Institute, participation in relevant classes, and attendance at conferences dedicated to risk management and investment strategies.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Please describe your views on the role of asset allocation and provide detail on your recommended asset classes and proportions for pension funds like those serving the employees of the City of San Jose.

The first lesson of investing is asset allocation serves as the primary driver of expected return. Throughout my early career, the Brinson-Beebower study was frequently cited, stating that over 97% of investment plan performance can be attributed to portfolio engineering. While subsequent studies have occasionally varied this percentage, it remains generally acknowledged that setting the asset allocation is paramount in pension investing. The process of utilizing a building block approach, as outlined in the Statement of Investment Policy (SIP), is a logical and systematic method. It ensures that the initial asset allocation is structured to meet the plan's requirements while minimizing the most critical risk—funding risk. Subsequently, enhancements are incrementally integrated, with careful consideration given to the additional risks and costs associated with each adjustment. This facilitates a methodical approach to identifying and evaluating portfolio enhancements, with a predefined threshold that must be surpassed before assuming additional costs or risks.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Should pension plans like those in San Jose invest in alternative investments such as private equity, commodities, infrastructure or separate account real estate? If so, how? If not, why?

Alternative investments, including private equity, commodities, infrastructure, or separate account real estate, constitute components of the broader investible universe and possess the potential to enhance returns or diversify risk. Therefore, they merit consideration for inclusion in the investment portfolio. However, before making any investment decisions, factors such as costs, liquidity, correlations with more liquid assets, amongst others should be evaluated. It is important to assess these factors to determine whether an investment is suitable for the Plan as a whole and ascertain its appropriate placement within a sub-portfolio. By conducting thorough evaluations, the Board can ensure that investment decisions align with the Plan's objectives and risk tolerance while optimizing the portfolio's risk-return profile.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

How would you evaluate an investment manager? When would you terminate an investment manager? How should due manager diligence be conducted?

Continual assessment of investment managers is just as critical as the thorough due diligence conducted during the selection process. A range of factors pertaining to the investment management firm, its portfolio management team, and the portfolio itself must be consistently monitored. These factors include:

- Ensuring adherence to the portfolio investment process and detecting any style drift.
- Verifying compliance with both the investment manager's internal compliance policies and procedures and those of the Plan applicable to the investment manager.
- Monitoring personnel turnover across investment and research teams, as well as management.
- Assessing any legal or regulatory actions, or other potential headline risks.
- Evaluating investment performance against predetermined expectations for the investment/asset class.
- Reviewing the appropriateness of the current fee structure and considering potential fee negotiations.

Beyond assessing these factors, the Plan must also align manager termination/retention decisions with current Plan needs. Structural changes to the risk profile, asset allocation, or liabilities of the Plan may render a manager incompatible with the revised needs of the Plan. The due diligence process should be conducted by the CIO and staff, with input from the investment consultant. This process should be comprehensive, incorporating independently gathered and compiled information, insights provided by the investment consultant, questionnaires provided to the investment manager, and potentially on-site reviews. Given the sensitivity associated with investing public funds, all communications with investment managers regarding due diligence must adhere to the communication policies and procedures outlined in the SIP.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

What should be included in a pension plan's statement of investment policies? Please address the roles of trustees, staff, consultants, investment managers and custodians in asset allocation, portfolio structure, manager selection and due diligence, rebalancing, reporting and analysis.

A pension plan's Statement of Investment Policies (SIP) is a critical document that outlines the plan's investment objectives, strategies, guidelines and defines the roles of trustees, staff, consultants, investment managers, custodians, etc. A strong SIP provides a solid framework for decision making within the investment program and outlines the discipline needed in challenging investment environments. The SIP provides a framework for decision-making and establishes the roles and responsibilities of various stakeholders involved in the investment process. The following sections are commonly included within an SIP: 1. Investment Objectives and Risk Tolerance: The SIP should clearly articulate the Plan's investment objectives. It should include goals such as achieving long-term returns sufficient to meet plan liabilities while managing risk. It should also define the plan's risk tolerance, including acceptable levels of volatility and potential losses. 2. Asset Allocation: The SIP should specify the target asset allocation for the Plan's portfolio. Trustees are responsible for approving the asset allocation policy based on input from staff, consultants, and investment managers. 3. Portfolio Structure: The SIP should outline the structure of the portfolio, including any strategic or tactical tilts, benchmarks, and guidelines for diversification within asset classes. It may also specify any restrictions on investments, such as limits on exposure to certain sectors or geographies. 4. Manager Selection and Due Diligence: The SIP should define the process for selecting and monitoring investment managers, including criteria for evaluation, due diligence procedures, and performance benchmarks. Trustees may delegate manager selection and monitoring responsibilities to staff, consultants, or investment committees, but ultimately retain oversight responsibility. 5. Rebalancing: The SIP should establish guidelines for rebalancing the portfolio to maintain the target asset allocation. This may include triggers for rebalancing based on deviations from target weights or changes in market conditions. Staff and consultants typically implement the rebalancing process according to the SIP's guidelines. 6. Reporting and Analysis: The SIP should specify reporting requirements, including the frequency and content of performance reports, risk assessments, and compliance monitoring. Trustees rely on staff, consultants, and custodians to provide timely and accurate reporting and analysis to assess the portfolio's performance and adherence to the SIP. 7. Roles and Responsibilities: The SIP should clearly delineate the roles and responsibilities of trustees, staff, consultants, investment managers, and custodians in implementing the investment policies and managing the portfolio. This ensures accountability and transparency in the investment process.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Individuals applying for appointment as public members of the Board are ineligible for appointment to the Board if they meet certain criteria. Please confirm if you meet any of the following criteria:

None Selected

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Have you ever been convicted of a misdemeanor within the past five years or a felony within the past ten years (except for minor traffic offenses that resulted only in a fine)?

☐ Yes ☒ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

If yes, please explain in complete detail. State the nature and approximate date of the conviction, the sentence imposed, whether the sentence has been completed, and any other information you consider relevant.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Are you or your firm currently or within the past five years been the subject of any litigation or claims resulting from any investment activity, advice, a fiduciary relationship, or regarding alleged financial improprieties?

☐ Yes ☒ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

If yes, please provide details.

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

Are you or your firm currently or within the past five years been the subject of any investigation or disciplinary action by any governmental and/or regulatory body (SEC, NASD, states Attorney General or Insurance Commissioner, etc.)?

☐ Yes ☒ No

Question applies to Police and Fire Retirement Plan Board, Federated City Employees' Retirement System

If yes, please provide details.

Verification

By checking the box below, you agree with the following statement.

I agree that all of the information contained in my responses to the questions on this application are true and accurate to the best of my knowledge. I further agree that, by checking the box below and submitting this application, online or otherwise, I am affixing my digital signature to this form as of the date submitted.

☒ I Agree *