

POLICE AND FIRE DEPARTMENT RETIREMENT PLAN

Policy Regarding Roles in Vendor Selection

Background

- 1) The Plan retains many different types of vendors to assist with the investment and administration functions. Given the different services involved and their relative importance to the Plan, the role of the Board and staff in selecting, appointing, and terminating vendors may differ for each. This policy is intended to provide general guidance concerning these roles.

Guidelines

- 2) As a general guideline, the roles involved in the procurement of vendors will be allocated in the manner illustrated in Table I.
- 3) In general, the Board or its committees will play a relatively more active role in the selection of those vendors that:
 - a) Advise or work with the Board directly; e.g. the actuary and general counsel.
 - b) Serve as an independent check on the operations of the Plan; e.g. the financial auditor.
 - c) May have a material impact on the performance of the System; e.g. investment managers.
- 4) In the interest of organizational efficiency and effectiveness, the Board recognizes that the CEO should be allowed relatively more autonomy or authority to select vendors that do not meet the criteria in paragraph 3 above, provided the CEO complies with applicable laws, policies, controls, and procedures.
- 5) The Board or any committee of the Board may depart from the prescribed allocation of roles (set out in Table 1) by formal motion when it determines that it is in the best interests of the Plan to do so.
- 6) In cases when the Board or a board committee appoints a vendor, staff will normally be expected to provide the Board or committee with a recommendation. Staff may employ the services of consultants and advisors to assist staff in any due diligence supporting its recommendations.
- 7) Before approving a recommendation of staff, the Board or a board committee shall require that staff provide adequate background information and analysis to demonstrate that sufficient due diligence was performed, consistent with applicable policies, procedures, and fiduciary standards.
- 8) Where staff has the authority to appoint a vendor without the approval of the Board or a committee of the Board:
 - a) Staff shall nevertheless be responsible for ensuring that all reasonable due diligence is performed reflecting the materiality of the services in question, and that all applicable policies and procedures were followed.

Definitions: Investment Managers include external private companies that manage public or privately traded assets, transition managers, hedge fund managers, and fund-of-funds managers.

- b) Subject to board policies, rules, directions, and budgets, the CEO is authorized to enter into any contract that does not exceed \$50,000 in value. Any contract in excess of this amount shall require Board approval. Board approval is also required for any contract that would result in a cumulative contract value with the vendor in question that exceeds \$50,000 over two consecutive fiscal years.¹
- c) All contracts entered into by the CEO shall be reported to the Board in a timely manner.²

Policy Review & History

- 10) This policy will be reviewed at least every three years.
- 11) This policy was approved by the Board on May 3, 2012; October 3, 2019.

¹ As per CEO Charter, paragraph 35

² *ibid*

TABLE I: ROLES IN VENDOR SELECTION					
VENDOR	CONDUCT DUE DILIGENCE	IDENTIFY INTERVIEW CANDIDATES	INTERVIEW FINALISTS	RECOMMEND (APPOINTMENT & TERMINATION)	APPOINT/ TERMINATE
LEGAL, AUDIT, & ACTUARIAL					
Fiduciary Counsel & other Legal Counsel	Staff	Staff &/or Joint Ad Hoc	Staff &/or Joint Ad Hoc	Staff &/or Joint Ad Hoc	Board
Financial Auditor	City Auditor &/or Staff	City Auditor & Audit Committee or Staff	City Auditor & Audit Committee or Staff	City Auditor & Audit Committee or Staff	Board
Plan Actuary	Staff	Staff	Board or ad hoc committee	Staff to ad hoc comm Ad hoc comm. to Board	Board
Actuarial auditor	Staff	Staff	Board or Ad Hoc Committee	Staff to ad hoc comm. Ad Hoc Com. to Board	Board
Accountants for special investigations by Audit Committee	Audit Committee	Audit Committee	Audit Committee	Audit Committee	Audit Committee
INVESTMENTS					
Custodian (incl. securities lending)	Staff/Inv. Consultant	Staff/ Inv. Consultant	Staff/Inv. Consultant	Staff to IC IC to Board	Board
General Investment Consultant	Staff	Staff	Staff & Inv. Committee	Staff to IC IC to Board	Board
Proxy voting advisors	Staff	Staff	Staff & Inv. Committee	Staff to IC IC to Board	Board

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Investment consultants (manager research purposes ³)	Staff	Staff	Staff	Staff	CIO
Investment Mgrs. Subject to constraints/limitations in IPS	Staff/ Inv. Consultant	Staff/Inv. Consultant	Staff/Inv. Consultant	Staff	CIO with concurrence of investment consultant
HUMAN RESOURCES					
HR Consultant (CEO-related projects)	Staff	Staff	Joint Personnel Committee	Joint Personnel Committee	Board
HR Consultant (Other projects; up to \$50,000)	Staff	Staff	CEO/CIO (for inv. Matters)	CEO/CIO (for inv. Matters)	CEO
OPERATIONS					
IT Consultants (for contracts with a value over \$50,000)	Staff	Staff	Staff (option: ad hoc comm)	Staff	Board
IT Consultants (Up to \$50,000)	Staff	Staff	Staff	Staff	CEO
Other Vendors (up to \$50,000)	Staff	Staff	Staff	Staff	CEO

³ As per the IPS, the CIO may use the services of the general investment consultant appointed by the Board. Alternatively, if the services are unbundled, the CIO may select another consultant to carry out manager research that otherwise would have been included in the general investment consultant scope of services.