

## MONTGOMERY COUNTY PUBLIC SCHOOLS

*Expanding Opportunity and Unleashing Potential*

**DIVISION OF PROCUREMENT**

August 16, 2023

RFI Number: 8004.1  
Due Date: September 6, 2023  
Open Time: 2:00 p.m.

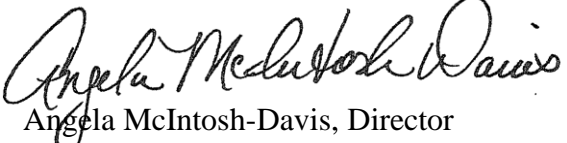
To: Prospective Respondents:

The Montgomery County Public Schools Retirement System Trust (the "Trust") seeks qualified investment consulting firms to provide general investment consulting services to the Montgomery County Public Schools Board of Investment Trustees (the "Board") and MCPS Staff (the "Staff") on a non-discretionary basis. The RFI was authorized by the Board and seeks to canvas the market for General Investment Consultant firms within the Trust's stated requirements and Scope of Work.

Please respond according to the instructions provided in the attached. Submissions must be received on or before 2:00 p.m., on September 6, 2023. Submissions received after this date and time will not be considered. Responses to the RFI shall not be construed as an obligation by MCPS to issue a solicitation or award a contract.

In the event of emergency closing of the MCPS Board of Education offices, this RFI will close at the same time on the next regular working day.

Sincerely,

  
Angela McIntosh-Davis, Director  
Division of Procurement

AMD  
Enclosure

**Office of Finance  
Division of Procurement  
MONTGOMERY COUNTY PUBLIC SCHOOLS  
Rockville, Maryland**

**Request for Information (“RFI”) No. 8004.1, Montgomery County Public Schools (MCPS)  
Retirement System Trust for General Investment Consultant**

**1.0 INTENT**

The Montgomery County Public Schools Retirement System Trust (the “Trust”) seeks qualified investment consulting firms to provide general investment consulting services to the Montgomery County Public Schools Board of Investment Trustees (the “Board”) and MCPS Staff (the “Staff”) on a non-discretionary basis. The RFI was authorized by the Board and seeks to canvas the market for General Investment Consultant firms within the Trust’s stated requirements and Scope of Work.

Responses to the RFI shall not be construed as an obligation by MCPS to issue a solicitation or award a contract. However, should a Request for Proposal (“RFP”) materialize, no basis for any claim against MCPS shall exist due to a response to this RFI or MCPS’s use of information obtained through the RFI process as part of any solicitation or component thereof. As part of MCPS’s efforts to gather information, MCPS may schedule information sessions independently with each participant.

Enclosed are instructions for responding to the RFI, the minimum qualifications checklist (Appendix A), the questionnaire (Appendix B), the fee schedule (Appendix C), and the Trust’s Investment Policy Statement (IPS, Appendix D). Additional information is included in the body of this document.

**2.0 PUBLIC INFORMATION ACT NOTICE**

The proposal submitted in response to this RFI may contain technical data which the participant does not want used or disclosed for any purpose other than for information purposes related to this request. The use and disclosure of any such technical data, subject to the provisions of the Maryland Public Information Act (“MPIA”), may be so restricted:

Provided, that participant marks the cover sheet of the submission with the following legend, specifying the pages of the submission which are to be restricted in accordance with the conditions of the legend: "Technical data contained in pages\_ of this submission shall not be used or disclosed, except for information purposes."

This restriction does not limit the right of MCPS to use or disclose technical data obtained from another source without restriction.

MCPS assumes no liability for disclosure or use of unmarked technical data or products and may use or disclose unmarked data for any purpose and may consider that the information was not submitted in confidence and therefore is releasable.

Participants are advised that, upon request for information from a third party, the point of contact of the Trust is required to make an independent determination whether the information must be disclosed.

### **3.0 REVISIONS TO THE RFI**

If it becomes necessary to revise the RFI before the due date for responses, MCPS shall provide addenda to all prospective participants that were sent this RFI or which are otherwise known by the point of contact to have obtained this RFI. In addition, addenda to the RFI will be posted on the MCPS Open Solicitations Webpage and eMaryland Marketplace Advantage (eMMA). It remains the responsibility of all participants to check eMMA for any addenda issued prior to the submission of responses.

### **4.0 INCURRED EXPENSES**

MCPS will not be responsible for any costs incurred by any participant in preparing and submitting a response to this RFI, in providing a demonstration, or in performing any other activities related to submitting a response to this RFI.

### **5.0 CONFLICT OF INTEREST**

Maryland Code General Provisions Article, 5-508 (b) (2) provides a safe harbor for the submission of “written or oral comments on a specification prepared by an agency or on a solicitation for a bid or proposal when comments are solicited from two or more persons as part of a request for information or a pre-bid or pre-proposal process” such that submitting a response to this RFI will not preclude a participant from participating in a subsequent solicitation.

### **6.0 BACKGROUND**

MCPS maintains an Employees’ Retirement and Pension System (Plan) open to eligible employees. The Plan provides a core pension benefit to employees who are not eligible to participate in the Maryland State Teachers’ Retirement and Pension Plan (State Plan). The Plan also provides a supplemental benefit for all eligible employees, including those who participate in the State Plan. In 1995, the MCPS Board of Education adopted a Trust Agreement to hold and invest the assets of the Pension Plan. Nominated by the superintendent and appointed by the Board of Education, the Board of Investment Trustees (BIT) is responsible for the investment and management of the assets of the Trust. The BIT meets quarterly, with additional meetings as required. The current meetings are conducted virtually, and Trustees periodically meet in-person. NEPC, LLC currently serves as the Trust’s General Investment Consultant, Meketa Investment Group serves as the Private Markets Consultant, and The Northern Trust Company is the Plan’s Custodian bank.

As of June 30, 2023, the Trust had assets of approximately \$2.1 billion. The Plan’s funding ratio was 85.8%, based on the actuarial value of assets, as of July 1, 2022. As of June 30, 2023, the Trust is well-diversified across multiple asset classes, and the target asset allocation is listed below:

<b>MCPS Asset Class</b>	<b>Target Allocation</b>
U.S. Equity	24.0%
International Equity	18.5%
Global Equity	7.5%
Private Equity	10.0%
Core Fixed	16.5%
Bank Loans	2.5%
Emerging Market Debt	2.5%
Private Debt	5.0%
Real Assets – Real Estate	5.5%
Real Assets – Infrastructure	2.5%
Hedge Funds	3.5%
Cash	2.0%

The Trust investment team currently consists of five members. These include:

- Director of Investments
- Two Senior Managers individually responsible for Equities (including Private Equity), Fixed Income (including Private Debt), and Real Assets (including Real Estate, and Infrastructure)
- One Senior Analyst (generalist)
- One Operation Analyst

**7.0 GENERAL TERMS AND CONDITIONS**

**A. Minimum Qualifications**

To be eligible to respond to this RFI, a respondent must meet all of the requirements within the “Minimum Qualifications Checklist” (Appendix A). The checklist must be completed and returned via email to [Angela S McIntosh-Davis@mcpsmd.org](mailto:Angela.S.McIntosh-Davis@mcpsmd.org) by September 6, 2023.

**B. Form**

All submissions must include a completed Appendix B (RFI Questionnaire) and Appendix C (Fee Schedule). All submissions must answer each question in the questionnaire and be returned to MCPS, see 11.0 Format of Response and Submission Guidelines.

Marketing literature and other materials may be attached as supporting evidence if so desired, but responses indicating “see attached materials” will be viewed negatively.

## **8.0 SCOPE OF WORK**

The Trust is seeking information from the marketplace about the scope and availability of General Investment Consulting services, including Performance Reporting, for purposes of the Trust’s overall investment program. Requires coordination with Trust’s Private Markets Consultant. The General Investment Consultant will acknowledge that it is a fiduciary within the meaning of the Uniform Management of Public Employee Retirement Systems Act (the “Act”) with respect to the services, assumes the duties, responsibilities, and obligations of a fiduciary the Act (including, and not limited to, Section 7 thereof) with respect to the Services.

The scope of services includes but not limited to the following:

### **8.1 Review of Investment Goals, Objectives, and Policies**

- Provide ongoing independent advice and technical support in the refinement of investment goals, objectives, and policies. Participate with the Board, Private Markets Consultant and Staff on necessary revisions to the IPS to provide a basis and model for implementation of stated goals and objectives. Monitor compliance with the IPS and present findings to the Board and Staff on a regular basis.
- Make recommendations for revisions and future investments consistent with the Trust’s objectives.

### **8.2 Meeting Participation/Availability**

- Attend regularly scheduled Board meetings to present research, analysis and recommendations; provide advice on analysis and recommendations requested by the Board and Staff, and respond to questions relating to the portfolio and investment industry.
- Provide the Board and Staff with educational sessions on pertinent investment topics, as needed.
- Participate in bi-weekly calls with Staff in addition to calls and ad hoc meetings with Board members and Staff

### **8.3 Asset Allocation and Portfolio Construction**

- Use asset allocation models and other analytical tools to recommend an asset allocation framework to the Board and assist with the implementation. The General Investment Consultant will estimate and assess the impact of differing asset mixes and investment style strategies on the projected return and risk to the Trust.
- Conduct in-depth analysis of any asset class or sub-asset class recommended for addition to the policy portfolio to support tactical or strategic decisions
- Develop a benchmark(s) against which asset allocation/policy portfolio can be evaluated
- Construct attribution analysis for asset classes and forecast variables

- Provide recommendations for manager structure within each asset class and sub-asset class
- Assist with the preparation of the Trust’s asset liability study, including but not limited to the following:
  - Analyze, model, and run optimization programs utilizing the Trust’s asset and liability data
  - Provide input needed for modeling and analyzing the Board's current and potential changes to asset allocation
  - Provide advice to Staff through verbal and written reports regarding the Board's current and potential changes to asset allocation

#### **8.4 Investment Selection and Monitoring for Public Market Assets**

- Provide advice with respect to public market investments, including portfolio strategies related to rebalancing programs and overlays that may include exchange traded derivatives and exchange traded funds.
- Assist in manager hiring and/or termination, including asset redemption as applicable, for all public asset classes (public markets equity, public markets fixed income; and hedge Funds etc.) including preparing background material, analysis, evaluation factors, modeling; conducting due diligence and screening; and making recommendations. In addition, the General Investment Consultant will provide input with respect to prospective investment business terms.
- Provide written investment memorandums, including a recommendation and operational due diligence, on all potential new and existing investments for the Trust.
- Review and monitor existing Investment Managers based on the needs of the Trust, and provide written evaluations as needed.
- Reviewing appropriateness of individual manager benchmarks and making recommendations for changes as appropriate.
- Highlight any concerns on Investment Managers, qualitative or quantitative, to the Staff and Board and recommend an appropriate course of action.
- Assist the Trust in its relationships with potential and existing managers, in the negotiation of fees and the setting of appropriate benchmarks, including custom benchmarks.
- Evaluate requests made by Investment Managers to modify their investment approaches (e.g., to use futures, options, foreign investments, pooled investment vehicles, increased leverage, etc.) and evaluate the incremental benefits and risks of the requests to the Trust’s portfolio.

#### **8.5 Performance Measurement and Reporting**

- Submit monthly portfolio performance reports to Staff.
- Prepare quarterly performance reports, in conjunction with Staff and Custodian and presenting independent analysis of the performance to the Board. The quarterly report will include, but is not limited to, data and commentary on:
  - Portfolio characteristics for various asset classes
  - Guideline compliance at the fund and manager level
  - Economic and market summaries

- Provide universe information
- Calculate and report investment returns for various time periods, net-of-fees, at the plan, asset class, and individual investment manager level using Custodian bank data
- Provide peer group comparisons at fund, asset class and manager levels
- Provide index returns as appropriate for performance comparison purposes, utilizing various asset class and asset segment indices for a variety of time periods
- Provide analytical data, e.g. fundamental characteristics, attribution analysis, analysis of key risk metrics etc., at the fund, asset class and manager levels, to assist Staff and Board in analyzing the portfolio structure, manager style, etc.
- Identify drivers of performance in the portfolio and recommend action as necessary to enhance performance. This would include not just input on managers/strategies but also execution of strategy (e.g., rebalancing).
- Perform independent risk management analysis of the Trust’s investments. The General Investment Consultant will provide separate and quarterly risk management reports and present findings to the Board.

#### **8.8 Custodian**

- The General Investment Consultant will work with Staff and periodically report to the Board on the effectiveness of the pension Custodian. The General Investment Consultant will work with MCPS to replace the Custodian if such action is necessary.

#### **8.9 Research and Intelligence**

- The General Investment Consultant will provide the Board with educational sessions on pertinent investment topics, regulatory changes, and fiduciary/pension governance best practices. The purpose of these sessions is to educate and update the Board and Staff regarding current investment topics, trends in the capital markets and fiduciary matters.
- Provide research / white papers on current investment topics and fiduciary standards to the staff and Board.
- Provide written reviews of market and asset class performance on a regular basis to the staff and Board.

#### **8.10 Other**

- Conduct such additional services as may be reasonably related to the services described above.

### **9.0 FEE SCHEDULE**

Please complete Appendix C “Fee Schedule” to detail the components of your fee estimate. The fee estimate will be reviewed by MCPS.

**10.0 PROJECT OFFICER**

The MCPS project officer for the responses is:

Phoebe Kuan  
Director of Investments  
Montgomery County Public Schools  
850 Hungerford Drive, Room 151  
Rockville, MD 20850

Information relating to the RFI may be obtained only from Angela McIntosh-Davis, Division of Procurement, Director.

Any attempt to solicit information from other sources within the MCPS system may be cause for rejection of the responsible respondent’s proposal.

**11.0 FORMAT OF RESPONSE AND SUBMISSION GUIDELINES**

All responses must be received on or before 2:00 p.m. ET on September 6, 2023. One (1) original of the response, and one (1) redacted copy as well as a copy of the original and redacted version on flash drive, must be sent by mail, courier, or hand-delivery to the address below. Responses shall be in binders with tabs identifying each section. A table of contents must be included and all pages numbered as referenced in the Table of Contents. No faxes or electronic submission of materials will be accepted. Submit materials for the entire RFI request to:

Montgomery County Public Schools Division of Procurement  
45 West Gude Drive, Suite 3100  
Rockville, MD 20850

Submissions will become the property of MCPS.

**12.0 MANDATORY SUBMISSIONS**

RFI response  
Appendix A Minimum Qualifications  
Appendix B Questionnaire  
Appendix C Fee Schedule

**13.0 SCHEDULE OF EVENTS**

The anticipated schedule for activities related to this RFI is as follows:

<u>Event</u>	<u>Date Proposed</u>
Release of RFI	August 16, 2023
RFI due	September 6, 2023
Staff evaluate RFI Responses	September 15, 2023



Board review RFI results  
presentation

September 22, 2023

**All dates are subject to change at the discretion of MCPS.**

**APPENDIX A**  
**Request for Information**  
**Montgomery County Public Schools Retirement System Trust (Trust)**

**MINIMUM QUALIFICATIONS**

1. The respondent must be an SEC-registered investment adviser under the Investment Advisers Act of 1940. If this status changes, the respondent will notify the Trust in writing as soon as reasonably practical during this RFI. The respondent must submit its full Form ADV (Parts I and II).
2. As of December 31, 2022, the respondent must have been in business for a minimum of five (5) years and have been providing investment advisory services for a minimum of five (5) years.
3. The respondent has experience providing non-discretionary general investment consulting services, similar to those described in RFI Section 4.0, Scope of Work, to at least three (3) U.S. public pension plans with total plan assets of at least \$3 billion, in aggregate.
4. The respondent's lead consultant assigned to this account must have a minimum of five (5) years' experience in a lead role recommending investments in a variety of asset classes to U.S. public pension clients with total plan assets of at least \$3 billion, in aggregate.
5. The respondent must agree in writing to serve as a fiduciary to the Trust under Federal and state laws and discharge its duties solely in the Trust's best interest.
6. The respondent must confirm that there are no material conflicts of interest with the MCPS Board of Education, Board of Investment Trustees, Staff, Private Markets Consultants, Investment Managers, and Custodian bank.
7. Respondent must warrant that all information and statements in this RFI are complete and true. Any statement or claim found to be incomplete, misleading, or false will be grounds for immediate disqualification or dismissal and may be subject to legal action.

The undersigned hereby certifies that they are an individual authorized to bind the Firm contractually, and said signature authorizes verification of this information.

\_\_\_\_\_  
Authorized Signature                      Date

\_\_\_\_\_  
Name and Title (please print)

\_\_\_\_\_  
Name of Firm

**APPENDIX B**  
**Request for Information**  
**Montgomery County Public Schools Retirement System Trust QUESTIONNAIRE**

**Organization**

1. Provide a brief history of your firm including its involvement in the investment consultant business, the year of organization, ownership structure, affiliations, and any recent changes. Please include details on the current ownership structure, including the percentage owned by employees. Responses should be updated utilizing the table below.

History of your firm (in 100 words or less)	
Year founded	
Current organization chart	
Current ownership structure and distribution of ownership	
Parent company (or equivalent)	
Affiliations	
Recent firm changes	
Significant organizational changes that occurred over the last five years	
Ownership changes planned or anticipated	
Names of owners (individuals or entities) that have a 5% stake or more in the firm	

2. All sources of firm revenue and approximate contributions of each line of business to your organization's total revenue. Please include any financial interests or business arrangements with Investment Managers included in client portfolios. If you are an affiliate or subsidiary of an organization, what percentage of the parent firm's total revenue does your subsidiary or affiliate generate?
3. List of criminal, civil, or regulatory proceedings (e.g., CFAI investigation, audit, censure (fine), inquiry, or administrative action) against the firm, its affiliates, or any of its principals. Please include any current or pending proceedings against the firm or its principals.
4. What are your firm's consulting specialties and strengths? What are your firm's limitations?

**Experience**

5. Composition of client base:

- (i) Allocation of business by client type, number of public funds, corporate funds, endowments, etc.
- (ii) Allocation of business by client size, number of clients with assets of (i) less than \$1 billion, (ii) \$1 billion - \$5 billion, (iii) over \$5 billion.

6. Number of new and terminated accounts in the last five (5) years; indicate the reason(s) for accounts terminated, related to both the firm and the specific consultant team proposed.

Year	Number of Clients Gained	Number of Clients Lost	Reason Accounts Were Lost	Total Number of Clients at Year End
2023 YTD				
2022				
2021				
2020				
2019				
2018				

7. What is the average client tenure?

**Personnel**

- 8. Identify the different classifications of employees within your firm and the totals for each classification. What policies are in effect to control the workload as it relates to the number of clients serviced by each consultant/relationship manager? Is there a limit on the number of accounts that a consultant/relationship manager may handle? What is the average number of accounts per consultant?
- 9. Please indicate the turnover of all Staff over the past five (5) years as follows (if none, please indicate):

i.) Senior Management (Chairman, President, CEO, Division/Department Head, etc.)

Person	Position	Date Left	Reason for Leaving	Replaced By	Hiring Date of the Replacement	Replacement was a New Hire (Y/N)

ii.) Consultants

Person	Position	Date Left	Reason for Leaving	Replaced By	Hiring Date of the Replacement	Replacement was a New Hire (Y/N)

iii.) Research Team

Person	Position	Date Left	Reason for Leaving	Replaced By	Hiring Date of the Replacement	Replacement was a New Hire (Y/N)

iv.) Other Employees

Person	Position	Date Left	Reason for Leaving	Replaced By	Hiring Date of the Replacement	Replacement was a New Hire (Y/N)

- v.) Give a brief description of your firm's compensation arrangements for investment professionals. Do they participate in equity ownership? If ownership is not available, is there a specific arrangement for sharing in the profits earned by the enterprise (e.g., salary, bonus, group/individual performance incentives, profit sharing, etc.)? What other incentives are provided to attract and retain top quality employees at your firm?
- vi.) Firm's diversity, equity, and inclusion (DEI) policy and how it is embedded in your practices, providing specific examples from within various levels in your firm. Also, note how you track and determine the success of those efforts and include the diversity profile for your organization.

### **Asset Allocation and Portfolio Construction**

- vii.) Describe your firm's experience in customizing asset allocation studies for individual clients, including integration of liabilities and funding. How often does your firm recommend reviewing asset allocation?
- viii.) Describe your firm's view on portfolio rebalancing. Include discussion on targets, ranges, frequency and implementation methods.
- ix.) Explain your firm's position or approach on the use of active versus passive management in the major asset classes.
- x.) Aside from traditional asset allocation methods that view investments by "bucket" (i.e. U.S. equity, fixed income, real estate, etc.), describe other paradigms you find useful in assisting clients with asset allocation.
- xi.) Describe your firm's capabilities and experience with alternative investments and derivatives.
- xii.) Discuss your firm's view of appropriate and inappropriate alternative assets for a public fund and why. Include a discussion of portable alpha strategies.
- xiii.) To what extent, if any, does your firm believe manager specific (i.e. alpha) considerations should impact a plan's asset allocation?
- xiv.) Provide your most recent capital markets assumptions.
- xv.) Provide samples of asset class or asset allocation research.
- xvi.) Describe your experience with conducting asset class/manager optimization analyses, i.e. manager structure analyses in various asset classes.
- xvii.) Describe your methodology used in developing asset class/manager structure analyses.

## **Investment Selection and Monitoring for Public Market Assets**

- xviii.) Describe your firm's experience and capabilities in conducting searches for Investment Managers to manage both active and passive accounts:
  - (i) Number of searches conducted in each of the last three years, by asset class
  - (ii) Number of searches done for clients with \$1-\$5 billion in assets.
  
- xix.) With respect to manager searches describe your firm's:
  - (i) Process and due diligence followed, including steps taken and personnel involved. Indicate if different approaches are taken for international or alternative asset classes.
  - (ii) Process of compiling manager universe data, including data collected and source, number of managers by asset class, frequency of collection, data verification process.
  - (iii) Approach taken with regard to including managers in search at client's request.
  - (iv) Value-add from your firm's process for evaluation and selection of Investment Managers.
  
- xx.) How often do you recommend the same manager(s) in different client searches, assuming similar search objectives? Provide the results for the three most recent manager searches for U.S. small-cap equities, emerging markets equities, core plus fixed-income, and emerging markets debt. Identify the finalist candidates and which firm was selected. Provide 2 sample research reports for the finalist candidates in each asset class.
  
- xxi.) Provide a sample due diligence questionnaire for an equity and a fixed income manager.
  
- xxii.) Do you maintain Fees or other manager qualities on your database? Please provide a sample of how you track managers over time.
  
- xxiii.) Describe your firm's philosophy with respect to initial and ongoing manager evaluations (formal review, ad hoc, etc.). Briefly describe any ongoing due diligence process. What critical issues are examined in the due diligence process? Criteria used for recommending a manager be placed on or off probation, or replaced.

## **Performance Measurement and Reporting**

- xxiv.) Describe your firm's experience and capability for calculating performance. How would the firm ensure accuracy in the performance calculations?
  
- xxv.) Describe how benchmarks are chosen or developed and how performance is compared to similar portfolios. Describe methods used to calculate and track customized benchmarks for clients.



- xxvi.) Provide the number of public funds with between \$1 and \$5 billion in assets in your performance database.
- xxvii.) With respect to performance calculations, please provide a:
- (i) Description of methodology used in computing individual manager returns, asset class, and fund level returns. Include actual formula utilized, frequency of calculation, treatment of cash flow, and treatment of fees.
  - (ii) Description of methodology used in computing/reporting universe returns at the asset class and fund composite levels. Include whether asset class universe composite reflects all managers in asset class combined or all asset class composites, e.g. equity teams, combined.
  - (iii) Description of performance attribution (indicate holdings based or returns based), i.e. how factors such as timing, security selection, sector weighting, and style are analyzed for contributions to return, for U.S. and additionally country and currency for non-U.S. accounts related to both equities and fixed income.
  - (iv) Description of reconciliation process, i.e. comparability to returns and market values reported by manager, trustee, or client. How are discrepancies between your firm and the managers investigated and resolved?
- xxviii.) Describe your firm's view on risk budgeting. How do you recommend that clients use the output/results of a risk budgeting tool? What methods would you recommend for clients to evaluate and prepare for extreme or "tail" risk events? What insights can the risk budgeting process bring to asset allocation?
- xxix.) Describe your process/methodology used to establish/transition a new client account: include capabilities with regard to back loading transactions and/or investment performance data.

**APPENDIX C**  
**Request for Information**  
**Montgomery County Public Schools (MCPS) Retirement**  
**System Trust (Trust)**

**Fee Schedule**

Please provide a fee schedule using the following format, which includes bundled fees for services as indicated. The information provided in Section 8.0, Scope of Work should be considered when providing the requested fee information. Key work levels and deliverables are summarized below. You may add any clarifications to the fees provided to indicate further service level specifications or assumptions.

Please note that the fee information provided will be used in the Board’s consideration of future General Investment Consultant arrangements.

**Key Assumptions for Fee Request, by service category:**

Service Category	Estimated Work Level Guidelines for Fee Purpose
Performance Measurement	Monthly and Quarterly calculations and reports
Asset-Liability Study	No more than one study in a three-year period
Asset Allocation Study	No more than one study in a three-year period
Manager Structure	No more than one study in one asset class in each one-year period
Manager Searches	Assist with manager searches
Research	Continuous

Please complete the following fee matrix.

Service Category	ANNUAL COST \$ (1 year)*	ANNUAL COST \$ (3 years)*	ANNUAL COST \$ (5 years)*
All services in Scope of Work			

All service in Scope of Work, excluding monthly performance measurement			
All services in Scope of Work excluding all performance measurement			
On-line or PC-based data system to provide manager performance data, asset allocation data, etc. (if priced separately/not included in above fees)			
Other combinations of services**			

\* Assume contract is renewable after these terms and future cost increases will be limited to changes in CPI.

\*\*Indicate services included (please reference services in Scope or Work)