REQUEST FOR PROPOSALS (RFP)

for

***Non-Discretionary Consulting Services***

**T.J. Carlson**

Chief Investment Officer

*Project Manager: Dylan Weaver*

Phone: (573) 632‑6100

Email: 2024ConsultantRFP@MOSERS.org

All communications and questions regarding this RFP should be directed to the Project Manager at Missouri State Employees’ Retirement System (MOSERS).

DUE DATE FOR RESPONSES TO RFP:

**November 8, 2024**

**5:00 p.m. Central Daylight Time**

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# SECTION I – INTRODUCTION

## A. Nature of Request

MOSERS is issuing this RFP for non‑discretionary consulting services for all investment portfolio consulting services. MOSERS currently has three incumbent consultants that cover its portfolio implementation needs in Liquid Markets (Global Public Equities, Fixed Income, Rates, Deferred Compensation, etc.), Illiquid Markets (Private Real assets, Private Real Estate, Private Equity, and Private Credit) and Hedge Funds/Alternative Beta. This RFP is designed to allow qualified respondents to respond to as few, or as many, services related to these areas as respondents have expertise. Asset allocation, actuarial, and broad investment policy statement matters are NOT included in this RFP as those items are handled by the Investment Consultant for the MOSERS Board of Trustees (Board).

Except for communications with the project manager and as permitted by MOSERS in advance, interested parties and respondents are prohibited from discussing this RFP with any of MOSERS’ trustees, officers, employees, agents, representatives, service providers, or consultants. **MOSERS may disqualify** **individuals and entities that do not comply with these prohibitions.** These prohibitions and the consequence for non-compliance also apply to MOSERS’ current service providers who are interested parties or who are responding to this RFP.

## Closing Date for Receipt of Proposals

Proposals must be received by the deadline on the cover page to be considered. There is no expressed or implied obligation for MOSERS to reimburse a respondent for any expenses incurred in preparing a response to this request. MOSERS reserves the right to request additional information or clarification from any respondent or to allow corrections for errors or omissions at any time during the evaluation process.

## For More Information on the RFP

If you are interested in responding to this RFP and need additional information to prepare a proposal or have specific questions, please contact the project manager as noted on the cover page of this RFP. Any correspondence, including your submission of a proposal, should be emailed to the project manager by the date specified in Section IV.A.

## Organizational Overview

MOSERS is an instrumentality of the State of Missouri vested with the powers and duties specified in state law, providing retirement, survivor, disability, and life insurance benefits to its members. MOSERS is responsible for managing an investment portfolio with more than $9 billion held in trust for the payment of member benefits. As of June 30, 2024, the defined benefit plans administered by MOSERS served more than 148,000 members and beneficiaries, including approximately 43,500 active members, more than 55,000 retirees and survivors, and more than 17,700 terminated-vested members.

MOSERS also administers two defined contribution plans including the State of Missouri Deferred Compensation Plan (MO Deferred Comp) for state employees and retirees and the College and University Retirement Plan (CURP) for higher education faculty employees. As of July 2024, MO Deferred Comp has approximately 79,000 participants and more than $3 billion in assets. CURP has more than 3,500 members with more than $157 million in assets.

MOSERS is governed by an 11-member board of trustees. The executive director is appointed by and reports to the Board. The executive director appoints the chief investment officer (CIO).

MOSERS’ Mission, Vision, and Values are as follows:

***Mission***

MOSERS exists to advance the financial security of its members.

***Vision***

We endeavor to:

Exceed customer expectations

Educate stakeholders

Ensure sound investment practices

Encourage responsible

funding of the plans,

all through a commitment to excellence always.

***Values***

**Quality** – Strive to exceed the expectations of internal and external customers through innovation, competence, and teamwork. Seek to "do it right" the first time.

**Respect** – Be sensitive to the needs of others, both within and outside of the organization. Be courteous, considerate, responsive, and professional.

**Integrity** – In all endeavors, act in an ethical, honest, and professional manner.

**Openness** – Be willing to listen to, and share information with, others. Be receptive to new ideas. Be trusting of others.

**Accountability** – Take ownership of and responsibility for actions and their results. Learn from mistakes. Control system risks and act to protect the security of member information and system assets.

For additional general information about MOSERS, please see our website at <https://mosers.org/>.

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# SECTION II – RESPONDENT MINIMUM QUALIFICATIONS

Respondents must satisfy all of the following mandatory minimum qualifications to be considered for the contract award:

1. The respondent agrees to enter into a written contract.
2. The respondent agrees to provide the minimum services as detailed in Section III, as well as comply with all the requirements stated in the RFP.
3. The respondent assures that its key professionals and its organization do not have, nor could they potentially have, a material conflict of interest with MOSERS or any MOSERS service providers.
4. The respondent demonstrates proficiency and experience in providing the services specified in Section III.
5. The respondent agrees to comply with the Political Contribution Policy in Exhibit A, the Federal Work Authorization Policy in Exhibit B, and the Ban on Pay-to-Play Practices in Exhibit C.
6. The respondent represents that, as of December 2023, the respondent had a minimum 5-year track record with institutional investment consulting.
7. The respondent represents that it is currently providing customized investment consulting services on a non‑discretionary basis to at least 5 public pension plans with investment assets greater than $1 billion.
8. The respondent represents that it is either an investment adviser registered with the U.S. Securities and Exchange Commission (SEC) or is relying upon a valid exemption.
9. The respondent represents that, when performing the services as detailed in Section III, it will act as a common-law fiduciary and as an investment fiduciary under §§ [105.687](https://revisor.mo.gov/main/OneSection.aspx?section=105.687&bid=5637&hl=) *et seq*. of the Revised Statutes of Missouri.

# SECTION III – RESPONSE REQUIREMENTS

## A. General Requirements of Responding to this RFP

1. To be considered complete, a submission shall include the following documents:
2. A cover letter on the respondent’s business letterhead, which includes:
   * 1. A statement identifying the respondent's contact person, and the contact person’s mailing address, phone number, and email address, for purposes of communicating about this RFP;
     2. A statement indicating that the respondent meets the minimum qualifications in Section II;
     3. The concluding statement: “*I hereby certify that I have read the Request for Proposals (RFP) in its entirety and fully understand the requirements listed in it. I hereby certify that the respondent meets or exceeds the minimum qualifications in the RFP. I further certify that I am an authorized agent of the respondent empowered to submit the response to the RFP and authorized to sign a contract with MOSERS on behalf of the respondent.”*; and
     4. The signature, legibly printed name, and title of the authorized agent of the respondent.
3. A completed RFP Questionnaire (Exhibit D).
4. To be considered complete, a submission shall also include one of the following:
5. For a respondent registered with the SEC as an investment adviser, the respondent’s most recently filed Form ADV, Parts 1 and 2.
6. For a respondent not registered, an explanation of the registration exemption on which the respondent relies.
7. Each respondent shall submit only one proposal. Alternate proposals are not allowed.
8. All documents submitted shall be in portable document format (.pdf) that shall not include a password or other content lock and shall be searchable and capable of being copied electronically.

## B. Scope of Services

* 1. Working regularly with MOSERS staff, each consulting firm shall serve as a non‑discretionary consultant to provide MOSERS consulting services on, including but not limited to, asset classes, sub‑asset classes, manager peer groups, allocation recommendations, review of market trends and conditions, industry standards, performance benchmarks, review of partnership activities, assessment of partnership performance, and other related areas.
  2. Each consultant will provide consulting services including both domestic and international primary markets, secondary markets, and co‑investment opportunities. The consultant will be expected to provide written hiring and annual ongoing investment due diligence (IDD) and operational due diligence (ODD) reports. MOSERS will expect a consultant to provide an investment confirmation email (supporting any hiring and termination) to MOSERS staff based on the independent recommendation of the consultant.
  3. The consulting services contemplated include, but are not limited to, providing:
     1. written existing manager or strategy IDD and ODD reports or reviews;
     2. written new manager or strategy IDD and ODD reports or reviews;
     3. database and information access;
     4. strategy input;
     5. portfolio analysis;
     6. quarterly and annual performance and characteristics reporting;
     7. pacing plans, if appropriate;
     8. occasional in-person meetings with MOSERS investment staff;
     9. general research and analysis;
     10. ad-hoc projects;
     11. MOSERS staff education; and
     12. support to MOSERS in complying with any applicable regulatory reporting requirements.
  4. The initial contract term will be negotiated and is expected, but not required, to begin in the 1st quarter, 2025. Precedent contracts typically have been established on an initial 3- or 5-year term, with additional 1-year extension periods.

# SECTION IV – INSTRUCTIONS FOR SUBMITTING PROPOSALS

## A. General Requirements

1. Inquiries

Any questions regarding this RFP must be submitted in writing via email to the project manager at [2024ConsultantRFP@MOSERS.org](mailto:2024ConsultantRFP@MOSERS.org). Questions must be received at MOSERS by no later than 5:00 p.m. CDT on October 18, 2024. To ensure that all respondents have the same information and instructions concerning the preparation of the proposal, all questions received will be responded to in writing and the questions and responses will all be posted on MOSERS’ website.

1. Timeline of Activities for the RFP

| **Event or Milestone** | **Date** |
| --- | --- |
| RFP issued and posted to MOSERS website | October 11, 2024 |
| Deadline for interested party to submit questions to MOSERS | October 18, 2024 (5 PM CST) |
| Deadline for MOSERS to send responses, post questions and responses to its website | October 25, 2024 |
| Interested party indicates intent to respond (optional) | October 31, 2024 |
| Proposals due | November 8, 2024 |
| MOSERS determines finalist(s) | December 4, 2024 |
| MOSERS holds finalist interviews/presentations (if necessary) and negotiates and finalizes contract with finalist(s) | December - January, 2024 |
| MOSERS and consultant(s) begin contract implementation | Q1, 2025 (or as negotiated) |

1. Intent to Respond

Interested parties intending to respond to this RFP are asked to send an e-mail indicating such intent to the project manager by 5:00 p.m. CDT on October 31, 2024. This is optional and failure to do so shall not preclude an interested party from submitting a proposal.

1. All documents submitted shall be in portable document format (.pdf) and shall be capable of being copied electronically. Submissions must be smaller than 10MB or broken into multiple emails to meet the systems email file size limitation.

Alternatively, MOSERS can provide a secure location for responses to be uploaded.  Vendors should indicate their intent to respond with an email to the project coordinator by October 31st and include a request that an FTP site be established. The email should include the following:

* Company Name
* Contact Name
* Contact Email
* Contact Phone Number
* Public IP Address from which the request will be coming

MOSERS will provide instructions for accessing the secure location as soon as possible after the intent to respond email is received.  Once response files have been uploaded, a final email should be sent to the project coordinator indicating that the full response has been sent.

## B. Specific Requirements

1. All proposals and accompanying documentation become the property of MOSERS and will not be returned. The proposals must be received no later than 5:00 p.m. CDT on November 8, 2024. Please refer to the RFP cover page for the project manager’s name and email address.
2. Each proposal must conform to the requirements of this RFP. Conciseness and clarity of content are emphasized. Vague proposals will be considered non‑responsive and may result in disqualification. Failure to provide the required information may also result in disqualification. MOSERS reserves the exclusive right to determine compliance with these requirements and to exclude from consideration proposals which, in the judgment of MOSERS, do not so conform.
3. A respondent’s preparation and submission of a proposal or subsequent participation in presentations or contract negotiations creates no obligation for MOSERS to award a contract or to pay any associated costs.

# SECTION V – EVALUATION PROCESS AND CRITERIA

1. **Evaluation Process**

Designated MOSERS staff will review proposals submitted by respondents and rank the proposals, culminating with staff recommendations to the CIO. As initiated by MOSERS, respondents and MOSERS representatives may discuss the respondent's proposal as part of the evaluation process.

1. **Evaluation Criteria**
2. Proposals submitted in response to this RFP may be accepted as submitted or may be used as a basis for further negotiation of specific project details with respondents. In evaluating proposals, MOSERS will consider the following criteria:
3. Demonstrated competence, knowledge, experience, reputation, and qualifications of the respondent as a whole and the respondent’s consulting staff;
4. Respondent’s ability and willingness to meet the requirements and needs of MOSERS with respect to the scope of services outlined in Section III;
5. Quality, conciseness, clarity, and completeness of the proposal;
6. Reasonableness of costs in general, as compared with other respondents, and in light of the services to be performed and the deliverables to be provided and their importance to MOSERS;
7. Confidence of the respondent’s presenter(s) during discussions with the respondent, any virtual or in person interviews, demonstrated in part by proper volume, steady speech rate, clear articulation, and overall poise; confidence also includes the ability of the presenter(s) to interact directly with MOSERS representatives and to correlate the presentation to the RFP and the respondent’s proposal; and
8. Responsiveness of the respondent’s presenter(s) during discussions with the respondent or during any interview, demonstrated in part by the ability to clearly and concisely convey information at a level that the various MOSERS representatives can understand.
9. If all other considerations are equal, a respondent whose principal place of business is within the state of Missouri, or who will manage the project wholly from one of its offices within the state of Missouri, may be given preference pursuant to [§ 104.550](https://revisor.mo.gov/main/OneSection.aspx?section=104.550&bid=5456) of the Revised Statutes of Missouri.

# SECTION VI – MISCELLANEOUS TERMS AND CONDITIONS

## A. Contractual Agreement

1. A copy of this RFP (and any amendments to this RFP), the successful respondent’s proposal, any best and final offer requests and responses submitted by the successful respondent, and the notice of contract award will, at MOSERS’ sole discretion, become the contract or will be incorporated into the contract. At MOSERS’ sole discretion, the contract terms may be negotiated between MOSERS and the successful respondent(s), also referred to in this RFP as the consultant(s).
2. Respondents are cautioned that a proposal shall be subject to acceptance by MOSERS without further clarification, and the respondent, by submitting a proposal, agrees to furnish the services and deliverables specified in the RFP at the prices quoted in the proposal, pursuant to all requirements and specifications in this RFP.
3. The consultant(s) may be asked to provide a contract template that is customary in the industry, and the respondent(s) agrees to provide one upon request. MOSERS’ legal counsel will review any such contract(s) prior to approval and signature by the CIO.
4. The contract term ends on the date as negotiated with the consultant(s).
5. The consultant(s) will be an independent consultant. Nothing in the contract shall constitute an employment relationship between MOSERS and the consultant or its employees nor shall the contract create any joint venture between MOSERS and the consultant or its employees.
6. The consultant shall not represent itself or its employees to be employees of the State of Missouri or MOSERS. The consultant shall assume all legal and financial responsibility for taxes, FICA, employee fringe benefits, workers’ compensation, employee insurance, minimum wage requirements, overtime, etc., and agrees to indemnify, save, and hold harmless MOSERS, its trustees, officers, agents, and employees, from and against, any and all loss, cost (including attorneys’ fees), and damages of any kind related to such matters.
7. The consultant may not assign its rights or obligations under the contract without the prior written consent of MOSERS.

## B. Proposals

1. Submission of a response to the RFP indicates acceptance by the respondent of the conditions contained in this RFP unless clearly and specifically noted in the proposal and confirmed in the contract between MOSERS and the consultant. MOSERS reserves the right to reject any and all responses to the RFP submitted without any obligation or payment for costs incurred by any interested party or respondent.
2. MOSERS reserves the right, when it may serve MOSERS' best interests, to request additional information or clarification from any respondent, to allow corrections of errors or omissions, or to discuss points in proposals before and after their submission.
3. MOSERS reserves the right to waive any and all formalities contained within this RFP except for the deadline for filing. Responses to the RFP received after 5:00 p.m. CDT on November 8, 2024, will not be considered.
4. MOSERS reserves the right to retain each response submitted, and each such response shall become the sole property of MOSERS.
5. Copyrighted proposals are unacceptable and will be disqualified as non‑responsive.

## C. Open Records

1. As an instrumentality of the State of Missouri, MOSERS is subject to the Missouri Open Records Act, [Chapter 610](https://revisor.mo.gov/main/OneChapter.aspx?chapter=610) of the Revised Statutes of Missouri. Accordingly, MOSERS may be required to release to third parties all information a respondent provides in response to this RFP, regardless of whether a respondent labeled such information “confidential” or “proprietary” or intended that the information not be released to third parties. MOSERS may be required to release the information without providing advance notice or without requesting permission to release such information.
2. MOSERS assumes no obligation or responsibility for asserting legal arguments on behalf of any interested party or respondent to this RFP to maintain any portion of a record relating to this RFP, including any proposal, as a closed record under the Missouri Open Records Act.
3. By submitting a proposal, a respondent:
4. Acknowledges and agrees that MOSERS, its officers, agents, and employees shall have no liability to the respondent or to any other person or entity for disclosing records in accordance with the Missouri Open Records Act, as interpreted by MOSERS; and
5. Waives any and all claims or causes of actions against MOSERS, its officers, agents, and employees for compensation or any damages incurred by the respondent in connection with MOSERS’, its officers’, agents’ or employees’ compliance with the Missouri Open Records Act.

## D. Competitive Negotiations of Proposals

Under the provisions of this RFP, MOSERS reserves the right to conduct negotiations of the proposals received, to award a contract without negotiations, and to decline to award a contract. If such negotiations are conducted, the following conditions shall apply:

1. Negotiations may be conducted in person, in hard copy writing, or by email, fax, or phone;
2. Negotiations will be conducted only with respondents that have submitted potentially acceptable proposals;
3. Terms, conditions, prices, methodology, or other features of the respondent's proposal may be subject to negotiation and subsequent revision;
4. As part of the negotiations, the respondent may be required to submit supporting financial, pricing, and other data in order to allow a detailed evaluation of the feasibility, reasonableness, and acceptability of the proposal; and
5. All respondents involved in the negotiation process will be invited to submit a best and final offer.

## E. Confidentiality

1. For purposes of this RFP and any resulting contract, the following terms and definitions shall apply:
2. “Breach” or “breaches” shall mean an unauthorized acquisition of data that compromises the security, confidentiality, or integrity of Confidential Information or Personal Information;
3. “Confidential Information” shall mean all files and any other information or materials provided by MOSERS necessary to provide the services described in this RFP;
4. “Personal Information” shall mean information provided by MOSERS or maintained by MOSERS that the consultant receives access to or accesses that includes an individual’s first name or initial and last name linked with: (i) social security number; (ii) driver’s license number or other government‑collected or ‑created unique identification number; (iii) account, credit card, or debit card number in combination with any security code, access code, or password required to access the account; (iv) unique electronic identifier or routing code in combination with any required security code, access code, or password that would permit access to an individual’s financial account; (v) information about an individual’s medical history, mental or physical condition, medical treatment, or diagnosis by a health care professional; or (vi) health insurance policy number, subscriber identification number, or any unique identifier used by a health insurer to identify the individual.
5. The consultant shall maintain Confidential Information and Personal Information in a secure and limited access area, under the strictest confidence and, accordingly, will not alter or disclose such Information except as provided in this RFP and in any resulting contract. Upon the completion of the services, or at the earliest date permitted under applicable law and policies, the consultant shall delete or destroy all Confidential Information and Personal Information provided by MOSERS unless MOSERS otherwise directs, with such deletion or destruction consistent with the manner in which the consultant would delete or destroy its own Confidential Information.
6. The consultant will not disclose any of Confidential Information or Personal Information in whole or in part without the prior written consent of MOSERS, unless required to do so by a court order or by law, in which case the consultant shall notify MOSERS in writing prior to making any such disclosure. The consultant shall further limit access to Confidential Information and Personal Information to those of its employees, officers, and directors who reasonably require such access in the performance of the contract with MOSERS and shall take all such necessary precautions and exercise the highest level of care that the consultant would undertake to prevent the disclosure of its confidential, proprietary, and personal information.
7. In the event the consultant, including any of its officers, owners, employees, contractors, and agents, Breaches any provision or becomes aware of any Breach of the confidentiality provisions in this RFP or in any resulting contract:
8. MOSERS and the consultant recognize and agree that MOSERS will suffer irreparable injury and that MOSERS will, therefore, be entitled to obtain injunctive relief without the obligation to post a bond;
9. The consultant must notify MOSERS without unreasonable delay, subject to measures necessary to determine the scope of the Breach; restore reasonable integrity, security, and confidentiality of the data or other affected system; and identify affected Confidential Information, Personal Information, and affected persons and entities;
10. If MOSERS determines that the facts and applicable law require notification of the affected persons and entities as a result of the Breach, MOSERS shall provide such notification and may identify the respondent in such notice; and
11. In addition to reimbursement for notification costs, MOSERS will be entitled to seek any relief and remedy available at law or in equity from the consultant or any third party.
12. The remedies provided in this RFP and those otherwise available at law or in equity shall be cumulative, and no one remedy will be construed as exclusive of any other.

## F. Jurisdiction, Venue, and Choice of Law

1. Any litigation involving MOSERS must be brought in the Cole County Circuit Court in Cole County, Missouri, and be subject to Missouri law, excluding choice of law provisions. In addition, any alternative dispute resolution procedures involving MOSERS must occur in Cole County, Missouri. By submitting a proposal, the respondent agrees to submit to this choice of law, subject matter and personal jurisdiction, and venue for any and all such litigation or alternative dispute resolution proceedings.
2. The contract shall be construed according to the laws of the state of Missouri, and such law shall apply in all respects to this RFP and related procedures. The consultant shall comply with all local, state, and federal laws and regulations related to the performance of the contract to the extent that the same may be applicable.

## G. No Representations or Warranties by MOSERS

MOSERS makes no representations or warranties, expressed or implied, as to the accuracy or completeness of the information in the RFP, and nothing contained in this RFP is or shall be relied upon as a promise or representation, whether as to the past or the future. The RFP does not purport to contain all of the information that may be required to evaluate the RFP, and any interested party or respondent should conduct its own independent analysis of MOSERS and the information contained or referenced in this RFP.

## H. Survival of Provisions

The provisions in Section VI. C, E, F, G, H, I, O, P, and S shall survive termination of any contract resulting from this RFP.

## I. Representations and Warranties by Respondent

1. The consultant shall defend, protect, and hold harmless MOSERS, its officers, agents, and employees against all suits of law or in equity resulting from patent and copyright infringement concerning the consultant’s performance of any contract resulting from or incorporating this RFP.
2. The respondent represents that the information provided in the respondent’s proposal is accurate and complete, and respondent warrants that it will provide prompt notice to MOSERS in the event of any material change to that information prior to the contract award and, for the consultant, during the contract term.
3. The respondent represents that it and its personnel have all authorizations, permits, licenses, and certifications as required under federal, state, or local law to perform the services contemplated by this RFP.
4. The respondent represents that it has and warrants that it will maintain for the duration of any contract awarded adequate fiduciary and liability insurance coverage.
5. The respondent represents that it has and warrants that it will maintain for the duration of any contract awarded, adequate controls and operational support to fully execute the requirements of the contract contemplated by this RFP.

## J. Revision of the RFP

If MOSERS revises any part of this RFP, or if MOSERS determines that any additional information is needed to clarify the provisions of this RFP, MOSERS will issue a written addendum, which shall be posted on the MOSERS website. MOSERS shall not be bound by any deviation from, or to, this RFP unless an authorized official of MOSERS agrees to such term in writing.

## K. Required Materials

1. Proposals must address all the requirements of this RFP. MOSERS is not responsible for receipt of any proposal that is not submitted or delivered properly or completely. All RFP materials and proposals shall include complete, properly executed, and detailed supporting documentation as required. The respondent and its associates agree that none of them shall discuss any aspect of the respondent’s proposal with any other interested party, respondent, or potential respondent to this RFP.
2. It is the respondent’s responsibility to review carefully this RFP and all related documents. Submittal of a proposal is conclusive evidence that the respondent understands and agrees to all RFP requirements and specifications.
3. Although deviations to the RFP are strongly discouraged, the respondent must enumerate and provide a detailed description of any exception. The respondent should state with specificity any inability to comply with, or any deviation from, any term or requirement of this RFP. MOSERS shall interpret any lack of exception as the respondent’s full agreement to the provisions of the RFP requirements unless specifically noted.
4. Exceptions will not become a part of the contract resulting from this RFP unless expressly agreed to by MOSERS in writing.

## L. Substitution of Personnel

1. The respondent acknowledges and agrees that MOSERS’ agreement to any definitive contract is predicated, in part and among other considerations, on the utilization of the specific individual(s) or personnel qualification(s) identified and described in the respondent’s proposal. If any of the specific individuals or personnel qualifications change from the respondent’s proposal, the respondent must immediately notify MOSERS in writing.
2. The respondent further agrees that any substitution of individuals or personnel qualifications must be equal or better than originally proposed and that the notification of a substitution shall not be construed as MOSERS’ acceptance of the substitution. MOSERS reserves the right to reject any substitution of individual or personnel qualification made if, in MOSERS’ discretion, the substitution is not equal to or better than that originally proposed.
3. The respondent agrees that failure to utilize individuals and personnel qualifications that, in MOSERS’ sole discretion, are equal to or better than originally proposed entitles MOSERS to terminate the contract pursuant to the contract’s provisions.

## M. Contract Termination or Conclusion

1. MOSERS may, in its discretion, terminate the contract, in whole or in part, at any time due to the consultant’s breach of a contractual obligation. If MOSERS exercises its right to terminate the contract for such a reason, the termination shall become effective on the date specified in a written termination notice sent to the consultant.
2. MOSERS reserves the right to terminate the contract, in whole or in part, at any time, for the convenience of MOSERS, without penalty or recourse, by giving written notice to the consultant at least 30 days prior to the effective date of such termination. The consultant shall be entitled to receive just and equitable compensation for the work completed pursuant to the contract prior to the effective date of such termination.
3. The consultant may terminate the contract by giving written notice to the MOSERS CIO at least 90 days prior to the effective date of such termination. In the event of such termination, all documents, data, reports, supplies, and accomplishments the consultant has prepared, furnished, or completed pursuant to the terms of the contract shall, at the option of MOSERS, become MOSERS’ property. The consultant shall be entitled to receive just and equitable compensation for the work completed pursuant to the contract prior to the effective date of such termination.
4. Upon the termination or conclusion of the contract, all documents, data, reports, supplies, and accomplishments prepared, furnished, or completed by the consultant pursuant to the terms of the contract shall become MOSERS’ property.

## N. Payment

The consultant agrees and acknowledges that any payment due from MOSERS under the terms of the contract shall be made on a quarterly basis following submission by the consultant of a unique invoice to MOSERS in accordance with Exhibit D outlining the services rendered. Payment by MOSERS will only be required following its approval and acceptance of the performance, services, and deliverables required of the consultant by the contract’s terms.

## O. No Waiver

The respondent agrees that no provision in this RFP or in respondent’s proposal shall be construed, expressly or impliedly, as a waiver by MOSERS of any existing or future right or remedy available by law in the event of any claim of default or breach of contract.

## P. Notice

1. The respondent agrees that any written notice to the respondent is sufficient when presented to an authorized employee of the respondent at the respondent’s address as listed on the respondent’s response or the contract’s signature page, or when deposited in the United States mail, postage prepaid, and addressed to the respondent at its address as listed on the signature page of the respondent’s response or the contract, or at such address as the respondent may have requested in a writing to MOSERS.
2. Notice to MOSERS shall be sufficient when presented to the MOSERS CIO at the address listed on this RFP, or when deposited in the United States mail, postage prepaid.
3. Any notice provided pursuant to this Section VI.P shall also be provided via email as follows: for notice to the respondent, to the respondent’s email address as listed on the respondent’s response; for notice to MOSERS, to the MOSERS CIO.

## Q. Anti-Discrimination Against Israel Act

The respondent agrees that it is not, in accordance with the Anti-Discrimination Against Israel Act, [§ 34.600](https://revisor.mo.gov/main/OneSection.aspx?section=34.600&bid=48680) of the Revised Statutes of Missouri, currently engaged in, and shall not, for the duration of the contract, engage in a boycott of goods or services from: (a) the State of Israel; (b) companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the State of Israel; or (c) persons or entities doing business in the State of Israel.

## R. MOSERS Affirmative Action Information and Response Sheets

Pursuant to [§ 104.621](https://revisor.mo.gov/main/OneSection.aspx?section=104.621&bid=5470&hl=) of the Revised Statutes of Missouri, retirement plans such as MOSERS must develop a procurement action plan for the utilization of “minority and women money managers, brokers and investment counselors.” To that end, MOSERS will annually provide the consultant an “Affirmative Action Information and Response Sheet.” When provided to the consultant, the consultant shall complete and return promptly the sheet (or a substantially similar and compliant document) to MOSERS.

## S. References, Titles, and Headings

1. Unless otherwise indicated, references to sections and paragraphs in this RFP refer to the RFP.
2. Titles and headings of sections and paragraphs used in this RFP are solely for ease of reference and shall not be construed to infer a contractual construction of language.

**Exhibit A – Political Contribution Policy**

Interested parties and respondents are advised that the Board has taken the position that it is inappropriate and unethical for any outside service provider to make any political contribution with the intent of influencing a purchasing, hiring, or firing decision made at MOSERS. With respect to personnel, violation of this policy may lead to termination of employment or prohibition from hiring. With respect to an outside service provider, if the executive director has reason to believe that this policy may or will be violated, the executive director shall require the external service provider (including officers, owners, and key employees) to disclose political contributions made to any incumbent or candidate for state office in Missouri in the last two years and shall provide written notice to the Board in the event the disclosure reveals any such contributions were so made.

**Exhibit B – Federal Work Authorization Policy**

The executive director shall advise all external service providers when the purchase of goods or services is in excess of five thousand dollars that as a condition for the award of contract, the external service provider shall be enrolled and participate in a federal work authorization program with respect to the employees working in connection with the contracted services and shall not knowingly employ any person who is an unauthorized alien in connection with the contracted services.

**Exhibit C – Ban on Pay‑to‑Play Practices**

The MOSERS Board of Trustees has adopted a policy banning pay-to-play practices and prohibiting MOSERS from contracting with any financial services provider who has engaged, is engaging, or is about to engage in any actions that would violate that policy. This Exhibit adopts the definitions of the terms in 17 CFR § 275.206(4)‑5.

If selected, the respondent represents that it will, before entering an investment consultant contract with MOSERS pursuant to this RFP, provide a record stating:

1. The respondent’s confirmation that it and its covered associates have complied with 17 CFR § 275.206(4)‑5 in connection with this RFP;
2. The respondent’s agreement to provide a record answering MOSERS’ requests for information relating to contributions the respondent or its covered associates made to any government official of Missouri (or candidate for Missouri office) during the two years immediately preceding the issuance of this RFP or during the term of the consultant’s engagement by MOSERS; and
3. That the respondent and its covered associates have not compensated (or agreed to compensate) any entity (other than a bona fide employee or marketing staff) to act as a placement agent in connection with this RFP; provided that, if the respondent cannot truthfully so represent, the respondent must agree that it will provide MOSERS a record stating the following information:
4. All compensation of any kind which the respondent provided, or agreed to provide, to a placement agent (including the nature, timing, and value of the compensation) in connection with this RFP; and
5. Confirmation as to whether:
   * 1. The placement agent is registered with the SEC;
     2. The placement agent is subject independently to a pay-to-play rule; and
     3. The placement agent or its covered associates are registered lobbyists with the State of Missouri or the federal government.

**Exhibit D – RFP Questionnaire**

Please answer the RFP questions as succinctly as possible, omitting no important information. MOSERS reserves the right to seek additional information from any entity or individual responding to this RFP.

Questions are broken into two categories: (1) general questions that all respondents are required to answer (Part I), and (2) asset‑class specific questions (Parts II to VII). Summary background information for each response section is provided in that section. Respondents only need to complete the sections for which they are seeking business. Use Part VIII to outline the fee proposal options. MOSERS prefers bundled services and pricing.

# PART I. GENERAL QUESTIONS & REQUESTS (FOR ALL RESPONDENTS)

## A. General Requests

As a component of this RFP response please provide the following:

1. A presentation, no more than 20 slides, describing generally the services the firm has to offer with respect to advisory services, client mix, assets under management (AUM), and investment process. An additional 5 slides may be added for each specific asset class/RFP component for which the firm is responding.
2. A sample quarterly/annual reporting package for each asset class for which the firm is responding.
3. Corporate/partnership/etc. organizational chart(s) including parents, subsidiaries, business units, etc.
4. A personnel organizational chart for the firm as a whole and as pertaining to the business units proposed to be utilized in the RFP response.
5. A sample Investment Due Diligence (IDD) & Recommendation memo for each asset class for which the firm is responding.
6. A sample Operational Due Diligence (ODD) & Recommendation memo for each asset class which is being responded to. If the ODD writeup is included in the IDD document, please make note of that in your response.
7. A sample performance report that includes manager-level and portfolio-level performance deliverables as appropriate.
8. A list of 3 large public fund clients for each of the asset classes for which the firm is responding, providing for each fund: institution name, individual contact, contact’s telephone number, institution asset values, number of years the client has retained your firm, and the product(s) or services(s) the client uses. By providing the list and additional information, you agree that MOSERS may contact any of these clients for reference purposes.

## B. Organization and Background

1. Provide a brief overview of your firm, including the year founded, location of your headquarters and branch offices, current and historical ownership structure (including percentages owned), significant organizational developments taking place in the last 5 years, anticipated changes in firm structure, the number of years your firm has provided advisory services, and the number of clients to which your firm provides such services.
2. Describe your organization’s structure. List the number of your firm's professional and support employees involved in:
   1. Marketing;
   2. Client Consultation;
   3. Research & Analysis (by area);
   4. Manager Search (by sector);
   5. Computer Programming; and
   6. Support Services.
3. Discuss your firm’s employee recruitment, retention, and compensation practices. Discuss how many professionals have joined or left the firm since July 1, 2019, along with the timing and reasons for such joinders and departures.
4. Explain whether the firm, its affiliates, or the ultimate parent of the firm manages money or in any way provides discretionary management services for clients. If so, please identify those entities and describe the services they provide.
5. Provide the percentage of your firm’s revenues that are annually reinvested in its research function and the most recent annual dollar amount reinvested.
6. Discuss how the firm prevents or manages possible conflicts of interest between non‑discretionary client recommendations and discretionary client decisions. Provide a breakdown of revenue by percentage of revenue originating from each of non‑discretionary consulting services and discretionary advisory services.
7. Explain whether the firm, its principals, employees, or affiliates, or the ultimate parent of the firm receives ANY revenue, compensation, or other benefits from investment managers, or from an investment manager’s principals, officers, agents, or employees, for consulting services provided, software sold, attendance at conferences, access to manager databases, or for any other reason. If so, please identify the firm, principal, employee, or affiliate, the nature of the compensation or benefit, and which investment manager, principal, officer, agent or employee is involved in the arrangement.
8. If the firm, its principals, employees, or affiliates, or the ultimate parent of the firm, accepts revenue, compensation, or other benefits from investment managers or acts as a securities broker or introducing broker, provide the following information about the firm’s operating policies:
   1. Is there physical separation between the consulting area and the area(s) with manager revenue/brokerage activities?
   2. Is there personnel overlap between the consulting area and the area(s) with manager revenue/brokerage activities?
   3. What parties have oversight authority for both the consulting area and the area(s) with manager revenue/brokerage activities?
   4. What firewalls or other safeguards are in place to prevent the personnel and systems of the consulting area and area(s) with manager revenue/brokerage activities from sharing information?
9. Explain whether, since July 1, 2014, your firm, or any officer, employee, or principal within the firm, has been involved in any financial issues, business litigation, regulatory, affinity group (Chartered Financial Analyst etc.) or other legal proceeding or governmental inquiries, investigations, or proceedings involving allegations of fraud, negligence, criminal activity or breach of fiduciary duty? If so, provide a description and explanation, and indicate the current status of any litigation, proceeding, inquiry, or investigation, or any ongoing consequence, punishment, sanction, or penalty imposed by or as a result of any of the foregoing.

1. Describe when the last time the SEC, or any regulatory agency, conducted an exam of your firm or any employees, officers, or principals of your firm. Describe and explain the nature and scope of the exam(s) and the results of the exam(s).
2. Explain whether the firm maintains conflicts of interests policies. If so, briefly describe such policies, including an explanation of how these policies, and any other measures taken by the firm, limit the likelihood that a client could receive investment advice that is not solely aligned with the client’s best interests. Additionally, indicate whether your firm has waived its conflict policies within the last 3 years. If so, indicate the number of waivers; and for each waiver, the title of the entity or individual for whom the waiver was granted, a brief description of the waiver, and the reason for granting it.
3. Explain whether your firm maintains a code of ethics or ethics policy. If so, briefly describe such policy. Indicate whether your firm has waived a provision of the ethics policy within the last 3 years. If so, indicate the number of waivers; and for each waiver, the title of the entity or individual for whom the waiver was granted, a brief description of the waiver, and the reason for granting it.
4. Describe the fiduciary and professional liability insurance the firm carries. List the insurance carriers supplying the coverage.
5. Describe any litigation involving your firm, its principals, or employees of your firm within the last 10 years.
6. Explain whether there is any pending or threatened litigation against your firm, its principals, or anyone proposed in response to the RFP, of any type (civil, criminal, regulatory, arbitration, mediation, etc.). If so, please describe and explain. For pending litigation, please include the case style, tribunal, and case number.
7. Explain whether your firm or any of your personnel can invest their money in the investments that are recommended to clients. If allowed, please explain how you manage any potential conflicts of interest that may arise.

## C. Investment Due Diligence & Process

1. Does your firm utilize an investment committee or other staged approval process for investments? Please explain the process.
2. Does your firm utilize separate processes for ‘client-led’ recommendations vs. ‘firm-led’ recommendations? If yes, please explain the similarities and differences between the process’.
3. Discuss the firm’s philosophy with respect to market coverage. Describe whether it is the consultant’s business model to independently drive its research priorities based on perceptions of risk/return or some other metric or client interest is generally needed prior to significant research efforts being deployed.
4. Explain the firm’s history with achieving client aggregation fee discounts with investment managers. Describe the firm’s philosophy with respect to being involved in contract negotiations on behalf of your clients.
5. Explain how your firm would review and evaluate the ethical standards and compliance systems of a fund manager/general partner and what conflicts of interest your firm would attempt to identify. Explain whether this review and evaluation is part of the investment due diligence or operational due diligence processes.
6. Describe your firm’s philosophy surrounding the value of monitoring efforts on funds already committed to by clients. Provide information concerning the process and frequency with which manager reports are read by consultant personnel and how any key findings would then be communicated to clients.

## D. Operational Due Diligence & Process

1. Provide information pertaining to which asset classes your firm can provide operational due diligence services.
2. Describe your firm’s market advantages and strengths in providing operational due diligence services.
3. Describe your firm’s philosophy with respect to the importance of operational due diligence (ODD) in the investment decision making process. Describe key components of operational excellence and deficiencies your firm seeks to understand, and provide a list of ODD deliverables available to clients.
4. Provide information concerning the firm’s approach for staffing ODD expertise (e.g., number of individuals employed, qualifications and backgrounds of key employees). Indicate whether or not listed individuals have responsibilities other than ODD.
5. Please describe the level of independence the ODD team has from investment due diligence (IDD) team.
6. During the IDD process, explain at what stage the ODD team is called upon to begin work.
7. Provide examples drawn from your experience of situations in which an ODD matter *ex ante* affected or changed an IDD recommendation.
8. Explain whether your firm offers ODD as a separate product line from its traditional consulting services. and whether ODD reports are issued separately from IDD reports. To the extent the services are not separate, explain whether IDD personnel are also responsible for conducting operational due diligence.
9. Explain whether a client entering into a traditional consulting services contract would have unfettered access to operational due diligence. If not, describe the restrictions, whether contractual or otherwise, that govern access.
10. Provide the top 5 areas of focus that your firm looks at with respect to ODD.
11. Explain whether your firm has ever recommended a vehicle which subsequently had major unforeseen operational issues. If so, discuss an example and how your firm mitigated risks or otherwise resolved issues.
12. Describe the ongoing monitoring process (including frequency) that is employed post-investment from both an IDD and ODD perspective.

## E. Accounting, Performance & Fee Monitoring Services

1. Describe the processes your firm utilizes with respect to accounting for, calculating performance of, and tracking fees and expenses related to client investments.
2. Describe the client onboarding process with respect to coordinating historical client accounting and performance being uploaded to your firm’s systems, delivery of current client reporting to your firm, and timelines that would be needed prior to delivery of the first client report.
3. Explain whether your firm keeps track of management fees, expenses, and incentive compensation earned by managers in relation to client accounts. If so, explain how this information is aggregated (e.g., does your firm request/require investment managers to fill out templates, is the information gleaned from client reporting). Explain whether your firm reconciles this information or does reasonability checks on fee, expense, and incentive data. If your firm does do reasonability checks, describe the process (e.g., frequency, applicable thresholds, personnel involved, general methodology).
4. Describe the staff resources available for providing accounting, performance, and fee monitoring services under this RFP.
5. Explain whether your firm currently provides for higher levels of accounting, performance, and fee monitoring services for a fee. If so, describe differences in service levels, cost structures of different service levels, and data on the scale of this business line for the firm (e.g., number of clients, revenue).

## F. Clients

1. List the number of institutional clients and corresponding assets for each that the firm has serviced in a **full-service retainer** capacity over the last 5 years for each asset class for which the firm is responding.
2. Discuss your firm’s capacity to service an additional large client such as MOSERS.
3. Provide your firm’s average ratio of clients to consultants. Describe how consultants would be assigned to service the MOSERS account and explain how many other clients these assigned consultants would also cover.
4. Explain whether your firm has encountered situations in which there is interest in a fund vehicle amongst multiple clients with limited capacity and whether your firm has been involved in the allocation process of that capital. If so, describe your firm’s process, including any formal policies in place to deal with this situation. Explain whether the firm has allocation policies or procedures specific to firm discretionary capital under management competing with firm non‑discretionary advisory capital and describe any such policies or procedures.
5. Describe the firm’s experience and capability for providing education to staff.

# PART II. PRIVATE REAL ASSETS (NON-REAL ESTATE)

## A. Private Real Assets Program Background Information

MOSERS recently received a new 5% target allocation to private real asset strategies. MOSERS currently employs 5 full‑time private market professionals to manage our private market exposures. This new allocation is “team managed”, meaning that each staff member assists with the management of this real assets portfolio while also being responsible for their primary individual private market portfolio areas of focus.

MOSERS uses the new Private Real assets asset class for return enhancement, diversification, and inflation protection. Its real assets portfolio will include strategies that provide both favorable stand‑alone risk‑adjusted returns as well as the potential benefit of hedging inflation. This asset class may contain both equity and debt investments in diversified pools of infrastructure and natural resources.

## B. Private Real Assets RFP Questions & Requests

***Philosophy***

1. Describe what you consider to be your firm’s private real assets consulting specialties, strengths, and limitations.
2. Identify the consultants, staff, and any other individuals at your firm who would be responsible for providing private real assets services to MOSERS. Provide biographies on each individual and any additional organizational structure charts relevant to answering this question that were not provided in response to Section V of the RFP. Comment on any turnover within this team that provides services related to real assets.
3. Provide a list of all private real assets consulting clients terminated or that did not renew their contracts in the last 3 years and the reasons given for those terminations or non‑renewals.
4. Detail the private real asset consulting client relationships that you currently service.

|  |  |  |  |
| --- | --- | --- | --- |
| **Investor Type** | **$<1B** | **$1B-$10B** | **>$10B** |
| Public Pension |  |  |  |
| Private Pension |  |  |  |
| Endowment |  |  |  |
| Foundation |  |  |  |
| Sovereign |  |  |  |
| Family Office |  |  |  |
| Other |  |  |  |

1. Explain your firm’s due diligence process in assessing a potential investment (attach checklist as an exhibit, if relevant):
2. Describe each step in your pre‑investment due diligence process.
3. Discuss qualitative versus quantitative aspects.
4. Describe the most common critical areas of focus.
5. Describe sources of data for analysis.
6. Identify any outsourced functions (e.g., background checks, legal reviews).
7. To the best of your ability, provide the number of funds in your firm’s database (or the database you use) by strategy category according to the following table. Differentiate among total number of funds in a given category, funds your firm has actively performed some level of due diligence on, number of funds you formally recommended, and funds with client capital invested. If not known exactly, estimate in order to convey depth and breadth of sourcing, coverage, and relative selectivity of recommendations. Indicate estimated versus actual numbers.

| Strategy | Funds in Database | Funds Covered | Funds Recommended | Funds with Client Capital |
| --- | --- | --- | --- | --- |
| Private Real Asset FoFs |  |  |  |  |
| MLPs |  |  |  |  |
| PE/Energy & Power |  |  |  |  |
| PE/Natural Resource |  |  |  |  |
| Infrastructure |  |  |  |  |
| Timberland |  |  |  |  |
| Farmland/Agriculture |  |  |  |  |
| Other: |  |  |  |  |
| Secondaries |  |  |  |  |
| Co-Investments |  |  |  |  |
| TOTAL |  |  |  |  |

***Research***

1. Describe the internal structure and organization of your firm’s private real assets research department. If no separate department exists, describe how this function is structured. Describe how research-focused personnel are compensated, and whether and how this differs from personnel focused on client relationships.

***Performance***

1. Describe which performance metrics you believe to be most helpful and relevant, and how you use them to assess both fund performance and client overall portfolio performance.
2. Describe the methods you employ to determine whether the general partners are reporting reasonable investment carrying values and what you do when you believe there is an inaccuracy.
3. Describe the interactions and reconciliation process between your firm’s performance calculations and that of the managers or funds.

***Manager, Fund, and General Partner Recommendation***

1. Describe the resources your firm uses to develop and support recommendations and the level of detail you provide, including:
   1. How you verify the data collected from external sources;
   2. How often your staff visits each manager or general partner in the database; and
   3. How quickly your firm is able to thoroughly complete a manager review.
2. Describe your firm’s process for monitoring managers and general partners with respect to administrative conditions such as staff turnover, mergers, legal issues, and financial soundness. Explain how you inform clients as to new information of this type.
3. Describe your process and basis for recommending any adverse action regarding a manager, fund, limited partnership, or direct investment, and describe the potential range of actions. Distinguish between a termination recommendation and watch recommendation, both in terms of process and client notification.
4. Describe the client-facing online portal for reviewing manager IDD, ODD, quantitative analysis, portfolio construction, risk, and other aspects of these relationships.

***Co‑Invest***

1. Explain whether your firm provides co‑invest recommendations or research support as part of non‑discretionary private real asset advisory agreements. If so, describe the level of support the firm provides and timelines over which that support would be provided. Provide an example recommendation or support memo.
2. Discuss your philosophy regarding the inclusion of a co‑investment program in a private real asset portfolio. Provide information concerning the prominence of fee reductions as part of this equation.
3. Discuss your allocation policy across discretionary co‑investment accounts versus non‑discretionary or limited discretionary accounts.
4. Discuss your firm’s philosophy regarding its ability to pick co‑investments better than accepting broadly the deal flow received.

# PART III. PRIVATE REAL ESTATE

## A. Private Real Estate Program Background Information

MOSERS currently has a 5% target allocation to private real estate strategies. As of June 30, 2024, the portfolio is approximately $450m, representing 4.6% of MOSERS’ total portfolio. The real estate portfolio is currently (predominantly) Open End Diversified Core Equity (ODCE) market focused. MOSERS currently employs 1 full-time professional whose time is split between the management of the private real estate portfolio and assisting on our separate 5% target allocation to a private real assets portfolio.

MOSERS uses the Private Real Estate asset class to enhance total return and provide diversification to the overall investment portfolio. The long-term objective for the MOSERS real estate portfolio is to exceed the ODCE benchmark, net of investment management fees.

## B. Private Real Estate RFP Questions & Requests

***Philosophy***

1. Describe what you consider to be your firm’s private real estate consulting specialties, strengths, and limitations.
2. Identify the consultants, staff, and any other individuals at your firm who would be responsible for providing private real estate services to MOSERS. Provide biographies on each individual and any additional organizational structure charts relevant to answering this question that were not provided in response to Section V of the RFP. Comment on any turnover within this team that provides services related to real estate.
3. Detail the alternative beta/hedge fund consulting client relationships that you currently service.

|  |  |  |  |
| --- | --- | --- | --- |
| **Investor Type** | **$<1B** | **$1B-$10B** | **>$10B** |
| Public Pension |  |  |  |
| Private Pension |  |  |  |
| Endowment |  |  |  |
| Foundation |  |  |  |
| Sovereign |  |  |  |
| Family Office |  |  |  |
| Other |  |  |  |

1. Provide a list of all real estate consulting clients terminated or that did not renew their contracts in the last 3 years and the reasons given for those terminations or non-renewals.
2. Explain your firm’s due diligence process in assessing a potential investment (attach checklist as an exhibit, if relevant):
   1. Describe each step in your pre‑investment due diligence process.
   2. Discuss qualitative versus quantitative aspects.
   3. Describe the most common critical areas of focus.
   4. Describe sources of data for analysis.
   5. Identify any outsourced functions (e.g., background checks, legal reviews,).
3. To the best of your ability, provide the number of funds in your firm’s database (or the database you use) by strategy category according to the following below. Differentiate among total number of funds in a given category, funds your firm has actively performed some level of due diligence on, number of funds you formally recommended and funds with client capital invested. If not known exactly, estimate in order to convey depth and breadth of sourcing, as well as coverage, and relative selectivity of recommendations. Indicate estimated versus actual numbers.

| Strategy | Funds in Database | Funds  Covered | Funds Recommended | Funds with Client Capital |
| --- | --- | --- | --- | --- |
| Real Estate Fund of Fund |  |  |  |  |
| Core Open-End\* |  |  |  |  |
| Core+ Open End\* |  |  |  |  |
| Core/Core + Debt\* |  |  |  |  |
| Diversified Non-Core\* |  |  |  |  |
| Non-Core Multi-family\* |  |  |  |  |
| Non-Core Industrial\* |  |  |  |  |
| Non-Core Office\* |  |  |  |  |
| Non-Core Retail\* |  |  |  |  |
| Non-Core Other\* |  |  |  |  |
| Core/Core+ Europe |  |  |  |  |
| Non-Core Europe |  |  |  |  |
| Core/Core+ Asia |  |  |  |  |
| Non-Core Asia |  |  |  |  |
| Other |  |  |  |  |
| Secondaries |  |  |  |  |
| Co-Investments |  |  |  |  |
| TOTAL |  |  |  |  |

***Research***

1. Describe the internal structure and organization of your firm’s Private Real Estate research department. If no separate department exists, describe how this function is structured. Describe how research-focused personnel are compensated, and whether and how this differs from personnel focused on client relationships.

***Performance***

1. Describe which performance metrics you believe to be most helpful and relevant, and how you use them to assess both fund performance and client overall portfolio performance.
2. Describe the methods you employ to determine whether the general partners are reporting reasonable investment carrying values and what you do when you believe there is an inaccuracy.
3. Describe the interactions and reconciliation process between your firm’s performance calculations and that of the managers or funds.

***Manager, Fund, and General Partner Recommendation***

1. Describe the resources your firm uses to develop and support recommendations and the level of detail you provide, including:
   1. How you verify the data collected from external sources;
   2. How often your staff visits each manager or general partner in the database; and
   3. How quickly your firm is able to thoroughly complete a manager review able.
2. Describe your firm’s process for monitoring managers and general partners with respect to administrative conditions such as staff turnover, mergers, legal issues, and financial soundness. Explain how you inform clients as to new information of this type.

1. Describe your process and basis for recommending any adverse action regarding a manager, fund, limited partnership, or direct investment, and describe the potential range of actions. Distinguish between a termination recommendation and watch recommendation, both in terms of process and client notification.
2. Describe the client-facing online portal for reviewing manager IDD, ODD, quantitative analysis, portfolio construction, risk and other aspects of these relationships.

***Co‑Invest***

1. Explain whether your firm provides co‑invest recommendations or research support as part of non‑discretionary private real estate advisory agreements. If so, describe the level of support the firm provides and timelines over which that support would be provided. Provide an example recommendation or support memo.
2. Discuss your philosophy regarding the inclusion of a co‑investment program in a private real estate portfolio. Provide information concerning the prominence of fee reductions as part of this equation.
3. Discuss your allocation policy across discretionary co‑investment accounts versus non‑discretionary or limited discretionary accounts.
4. Discuss your firm’s philosophy regarding its ability to pick co‑investments better than accepting broadly the deal flow received.

# PART IV. PRIVATE EQUITY

## A. Private Equity Program Background Information

MOSERS currently has a 15% target allocation to private equity strategies. As of June 30, 2024, the private equity portfolio value was approximately $1.1B, or about 11% of MOSERS’ total portfolio. MOSERS currently employs one 1 full-time professional whose time is split between the management of the private equity portfolio and assisting on our separate 5% target allocation to a private real assets portfolio.

The Private Equity asset class is intended to enhance the total fund performance through investment in non-publicly traded securities by generating a long-term rate of return that exceeds that of publicly traded equities. Private equity investments are expected to be illiquid and long-term in nature. Private equity strategies generally include, but are not limited to, buy-outs in private companies, venture capital, growth oriented or minority equity investments; and may include special situations or opportunistic investments such as distressed securities or lending strategies, mezzanine and hybrid positions or other structured investments.

## B. Private Equity RFP Questions & Requests

***Philosophy***

* 1. Describe what you consider to be your firm’s private equity consulting specialties, strengths, and limitations.
  2. Identify the consultants, staff, and any other individuals at your firm who would be responsible for providing private equity services to MOSERS. Provide biographies on each individual and any additional organizational structure charts relevant to answering this question that were not provided in response to Section V of the RFP. Comment on any turnover within this team that provides services related to private equity.
  3. Provide a list of all private equity consulting clients terminated or that did not renew their contracts in the last 3 years and the reasons given for those terminations or non‑renewals.

* 1. Explain your firm’s due diligence process in assessing a potential investment (attach checklist as an exhibit, if relevant):

1. Describe each step in your pre‑investment due diligence process.
2. Discuss qualitative versus quantitative aspects.
3. Describe the most common critical areas of focus.
4. Describe sources of data for analysis.
5. Identify any outsourced functions (e.g., background checks, legal reviews).
   1. Detail the alternative beta/hedge fund consulting client relationships that you currently service.

|  |  |  |  |
| --- | --- | --- | --- |
| **Investor Type** | **$<1B** | **$1B-$10B** | **>$10B** |
| Public Pension |  |  |  |
| Private Pension |  |  |  |
| Endowment |  |  |  |
| Foundation |  |  |  |
| Sovereign |  |  |  |
| Family Office |  |  |  |
| Other |  |  |  |

* 1. To the best of your ability, provide the number of funds in your firm’s database (or the database you use) by strategy category according to the following table. Differentiate among total number of funds in a given category, funds your firm has actively performed some level of due diligence on, number of funds you formally recommended, and funds with client capital invested. If not known exactly, estimate in order to convey depth and breadth of sourcing, coverage, and relative selectivity of recommendations. Indicate estimated versus actual numbers.

| Strategy | Funds in Database | Funds  Covered | Funds Recommended | Funds with Client Capital |
| --- | --- | --- | --- | --- |
| Venture Capital |  |  |  |  |
| Buy-Out - Large |  |  |  |  |
| Buy-Out – Middle Market |  |  |  |  |
| Buy-Out – Small Market |  |  |  |  |
| Growth/Minority |  |  |  |  |
| Europe Focused |  |  |  |  |
| Asia Focused |  |  |  |  |
| Special Situations |  |  |  |  |
| Distressed |  |  |  |  |
| Secondary |  |  |  |  |
| Co‑Investment |  |  |  |  |
| Fund of Funds |  |  |  |  |
| TOTAL |  |  |  |  |

***Research***

1. Describe the internal structure and organization of your firm’s private equity research department. If no separate department exists, describe how this function is structured. Describe how research-focused personnel are compensated, and whether and how this differs from personnel focused on client relationships.

***Performance***

1. Describe which performance metrics you believe to be most helpful and relevant, and how you use them to assess both fund performance and client overall portfolio performance.
2. Describe the methods you employ to determine whether the general partners are reporting reasonable investment carrying values and what you do when you believe there is an inaccuracy.
3. Describe the interactions and reconciliation process between your firm’s performance calculations and that of the managers or funds.

***Manager, Fund, and General Partner Recommendation***

1. Describe the resources your firm uses to develop and support recommendations and the level of detail you provide, including:
   1. How you verify the data collected from external sources;
   2. How often your staff visits each manager or general partner in the database; and
   3. How quickly your firm is able to thoroughly complete a manager review.
2. Describe your firm’s process for monitoring managers and general partners with respect to administrative conditions such as staff turnover, mergers, legal issues, and financial soundness. Explain how you inform clients as to new information of this type.
3. Describe your process and basis for recommending any adverse action regarding a manager, fund, limited partnership, or direct investment, and describe the potential range of actions. Distinguish between a termination recommendation and watch recommendation, both in terms of process and client notification.
4. Describe the client-facing online portal for reviewing manager investment due diligence, operational due diligence, quantitative analysis, portfolio construction, risk and other aspects of the relationships.

***Co‑Invest***

1. Explain whether your firm provides co‑invest recommendations or research support as part of non‑discretionary private equity agreements. If so, describe the level of support the firm provides and timelines over which that support would be provided. Provide an example recommendation or support memo.
2. Discuss your philosophy regarding the inclusion of a co‑investment program in private equity portfolio. Provide information concerning the prominence of fee reductions as part of this equation.
3. Discuss your allocation policy across discretionary co‑investment accounts versus non‑discretionary or limited discretionary accounts.
4. Discuss your firm’s philosophy regarding its ability to pick co‑investments better than accepting broadly the deal flow received.

# PART V. PRIVATE CREDIT

## A. Private Credit Program Background Information

MOSERS has a 10% target allocation to private credit strategies. This target was recently increased from 5%. As of June 30, 2024, this portfolio was valued at approximately $485m representing 5.4% of MOSERS’ total portfolio. MOSERS currently employs 1 full-time professional whose time is split between the management of the private credit portfolio and assisting on our separate 5% target allocation to a private real assets portfolio.

MOSERS uses the Private Credit asset class to diversify the risk of the overall investment program and to provide both income and capital appreciation.

## B. Private Credit RFP Questions & Requests

***Philosophy***

1. Explain how long your firm has been evaluating private credit managers. Indicate when your firm began offering private credit as a product offering separate from other consulting services.
2. Describe what you consider to be your firm’s private credit consulting specialties, strengths and limitations.
3. Identify the consultants, staff, and any other individuals at your firm who would be responsible for providing private credit services to MOSERS. Provide biographies on each individual and any additional organizational structure charts relevant to answering this question that were not provided in response to Section V of the RFP. Comment on any turnover within this team that provides services related to private credit.
4. Detail the Private Credit consulting client relationships that you currently service.

|  |  |  |  |
| --- | --- | --- | --- |
| **Investor Type** | **$<1B** | **$1B-$10B** | **>$10B** |
| Public Pension |  |  |  |
| Private Pension |  |  |  |
| Endowment |  |  |  |
| Foundation |  |  |  |
| Sovereign |  |  |  |
| Family Office |  |  |  |
| Other |  |  |  |

1. Provide a list of all private credit consulting clients terminated or that did not renew their contracts in the last 3 years and the reasons given for those terminations or non‑renewals.
2. Explain your firm’s due diligence process in assessing a potential investment (attach checklist as an exhibit, if relevant):
3. Describe each step in your pre‑investment due diligence process.
4. Discuss qualitative versus quantitative aspects.
5. Describe the most common critical areas of focus.
6. Describe sources of data for analysis.
7. Identify any outsourced functions (e.g., background checks, legal reviews).
8. To the best of your ability, provide the number of funds in your firm’s database (or the database you use) by strategy category according to the following table. Differentiate among total number of funds in a given category, funds your firm has actively performed some level of due diligence on, number of funds you formally recommended, and funds with client capital invested. If not known exactly, estimate in order to convey depth and breadth of sourcing, coverage, and relative selectivity of recommendations. Indicate estimated versus actual numbers.

| Strategy | Funds in Database | Funds Covered | Funds Recommended | Funds with Client Capital |
| --- | --- | --- | --- | --- |
| Asset Backed Lending |  |  |  |  |
| Capital Solutions Lending |  |  |  |  |
| Corporate Direct Lending |  |  |  |  |
| Distressed/Stressed/-Rescue Financing |  |  |  |  |
| Credit Risk Transfer |  |  |  |  |
| Emerging Market  Credit Opportunities |  |  |  |  |
| Mezzanine Debt |  |  |  |  |
| Multi-Asset  Opportunistic Credit |  |  |  |  |
| Non-Performing Loans |  |  |  |  |
| Real Estate Debt |  |  |  |  |
| Specialty Finance |  |  |  |  |
| Special Situations  Credit |  |  |  |  |
| Structured Credit |  |  |  |  |
| Whole Loans Strategies |  |  |  |  |
| TOTAL |  |  |  |  |

***Research***

1. Describe the internal structure and organization of your firm’s Private Credit research department. If no separate department exists, describe how this function is structured. Describe how research-focused personnel are compensated, and whether and how this differs from personnel focused on client relationships.

***Performance***

1. Describe which performance metrics you believe to be most helpful and relevant, and how you use them to assess both fund performance and client overall portfolio performance.
2. Describe the methods you employ to determine whether the general partners are reporting reasonable investment carrying values. What do you do when you feel there is an inaccuracy?
3. Describe the interactions and reconciliation process between your firm’s performance calculations and that of the managers or funds.

***Manager, Fund, and General Partner Recommendation***

1. Describe the resources your firm uses to develop and support recommendations and the level of detail you provide, including:
   1. How you verify the data collected from external sources;
   2. How often your staff visits each manager or general partner in the database; and
   3. How quickly your firm is able to thoroughly complete a manager review.
2. Describe your firm’s process for monitoring managers and general partners with respect to administrative conditions such as staff turnover, mergers, legal issues, and financial soundness. Explain how you inform clients as to new information of this type.
3. Describe your process and basis for recommending any adverse action regarding a manager, fund, limited partnership, or direct investment, and describe the potential range of actions. Distinguish between a termination recommendation and watch recommendation, both in terms of process and client notification.
4. Describe the client-facing online portal for reviewing manager IDD, ODD, quantitative analysis, portfolio construction, risk, and other aspects of these relationships.

***Co‑Invest***

1. Explain whether your firm provides co‑invest recommendations or research support as part of non‑discretionary private credit advisory agreements. If so, describe the level of support the firm provides and timelines over which that support would be provided. Provide an example recommendation or support memo.
2. Discuss your philosophy regarding the inclusion of a co‑investment program in a private real asset portfolio. Provide information concerning the prominence of fee reductions as part of this equation.
3. Discuss your allocation policy across discretionary co‑investment accounts versus non‑discretionary or limited discretionary accounts.
4. Discuss your firm’s philosophy regarding its ability to pick co‑investments better than accepting broadly the deal flow received.

# PART VI. ALTERNATIVE BETA/HEDGE FUNDS/PORTABLE ALPHA

## A. Alternative Beta/Hedge Funds/Portable Alpha Program Background Information

MOSERS currently has a 15% target allocation to alternative beta/hedge fund strategies. As of June 30, 2024, the portfolio is $2.1B and is also used across the portfolio for portable alpha. The portfolio is expected to consist of 20 to 25 managers, with approximately two to four manager hirings annually. The portfolio currently consists of 13 direct funds and 3 fund-of-funds. MOSERS employs four professionals that spend some, or all, of their time on this portfolio.

The Alternative Beta/Hedge Funds/Portable Alpha Managers is made up of a mix of direct and custom Alt Beta and Hedge fund of fund mandates. These strategies, by definition, are not necessarily a separate asset class, but broaden the opportunity set within existing asset classes such as stocks, bonds, currencies and commodities. These funds typically employ leverage and will use both cash instruments and derivatives to take long and short exposure. Investment horizons will vary from intra-day to more than a year. MOSERS primarily seeks strategies that are market and factor neutral while producing stable returns over time. Other diversifying strategies may also be appropriate for this program.

## B. Alternative Beta/Hedge Funds/Portable Alpha RFP Questions & Requests

***Philosophy***

1. Describe what you consider to be your firm’s alternative beta/hedge fund/portable alpha consulting specialties, strengths, and limitations.
2. Identify the consultants, staff, and any other individuals at your firm who would be responsible for providing alternative beta/hedge fund/portable alpha services to MOSERS. Provide biographies on each individual and any additional organizational structure charts relevant to answering this question that were not provided in response to Section V of the RFP. Comment on any turnover within this team that provides services related to alternative beta/hedge fund.
3. Provide a list of all absolute return consulting clients terminated or which did not renew their contracts in the last three years and the reasons given for those terminations or non-renewals.
4. Detail the alternative beta/hedge fund consulting client relationships that you currently service.

|  |  |  |  |
| --- | --- | --- | --- |
| Investor Type | $<1B | $1B-$10B | >$10B |
| Public Pension |  |  |  |
| Private Pension |  |  |  |
| Endowment |  |  |  |
| Foundation |  |  |  |
| Sovereign |  |  |  |

1. Explain your firm’s due diligence process in assessing a potential investment (attach checklist as an exhibit, if relevant):
2. Describe each step in your pre‑investment due diligence process.
3. Discuss qualitative and quantitative aspects.
4. Describe the elements of the due diligence process that factor most prominently in driving an investment recommendation.
5. Describe sources of data for analysis.
6. Identify any outsourced functions (e.g., background checks, legal reviews).
7. To the best of your ability, provide the number of funds in your firm’s database (or the database you use) by strategy category according to the following table. Differentiate among total number of funds in a given category, funds your firm has actively performed some level of due diligence on, number of funds you formally recommended, and funds with client capital invested. If not known exactly, estimate in order to convey depth and breadth of sourcing, coverage, and relative selectivity of recommendations. Indicate estimated versus actual numbers.

| Strategy | Funds in Database | Funds Covered | Funds Recommended | Funds with Client Capital | Average  Client Dollar Amount Invested |
| --- | --- | --- | --- | --- | --- |
| Fund of Hedge Funds |  |  |  |  |  |
| Long Short Equity |  |  |  |  |  |
| Credit |  |  |  |  |  |
| Event Driven |  |  |  |  |  |
| Multi Strategy |  |  |  |  |  |
| Relative Value/Arbitrage |  |  |  |  |  |
| Global Macro/GTAA |  |  |  |  |  |
| CTA/Managed Futures |  |  |  |  |  |
| Commodities |  |  |  |  |  |
| Exotic |  |  |  |  |  |
| Other |  |  |  |  |  |
| TOTAL |  |  |  |  |  |

1. To the best of your ability, provide the number of funds in your firm’s database by category according to the following table.

|  |  |
| --- | --- |
| Geographic Location | Fund Count |
| North America |  |
| Europe |  |
| Asia ex. Japan |  |
| Japan |  |
| LATAM |  |
| Other |  |

8. Do you manage a fund of funds product or have a discretionary asset management business? If yes, please provide details on the FOF and/or number of discretionary relationships and AUM. Also, please describe your allocation policy/process between all types of clients.

***Research***

1. Describe the internal structure and organization of your firm’s alt beta/hedge fund research department. If no separate department exists, describe how this function is structured. Describe how research-focused personnel are compensated, and whether and how this differs from personnel focused on client relationships.
2. Detail firm employee locations based on the chart below:

|  |  |
| --- | --- |
| Geographic Location | Employee Count |
| North America |  |
| Europe |  |
| Asia ex. Japan |  |
| Japan |  |
| LATAM |  |
| Other |  |

***Performance***

1. Describe which performance metrics you believe to be most helpful and relevant, and how you use them to assess both fund performance and client overall portfolio performance.
2. Describe the methods you employ to determine whether the general partners are reporting reasonable investment carrying values and what you do when you believe there is an inaccuracy.
3. Describe the interactions and reconciliation process between your firm’s performance calculations and that of the managers or funds.

***Manager, Fund, and General Partner Recommendation***

1. Describe the resources your firm uses to develop and support recommendations and the level of detail you provide, including:
   1. How you verify the data collected from external sources;
   2. How often your staff visits each manager or general partner in the database; and
   3. How quickly your firm is able to thoroughly complete a manager review.
2. Describe your firm’s process for monitoring managers and general partners with respect to administrative conditions such as staff turnover, mergers, legal issues, and financial soundness. Explain how you inform clients as to new information of this type.
3. Describe your process for recommending an adverse action regarding a manager, fund, limited partnership, or direct investment, and include the range of potential recommendations. Please outline the timeline for an adverse action review process and identify typical factors considered in recommending adverse action. In this discussion, please distinguish between termination recommendation and watch recommendation, both in terms of process and client notification.
4. Describe the client-facing online portal for reviewing manager IDD, ODD, quantitative analysis, portfolio construction, risk, and other aspects of these relationships. Please identify any element of your due diligence data collection to which MOSERS would not typically have access.
5. Describe your philosophy as it relates to the portfolio construction process. (e.g. How are costs, risks, and returns factored in, and how do these inform the allocation/mix among managers for a given client?)
6. Discuss your overall approach to sourcing managers and how you narrow down the universe for recommendations. Discuss the methods or techniques used to identify new managers.
7. Describe the process used to evaluate managers not currently on your firm’s roster and the criteria or factors used to evaluate these prospective managers. If your process does not address a segment of the existing manager universe, please identify the characteristics of managers you do not cover and the processes that allow you to recognize when an existing manager should begin to receive coverage when an initial review had excluded the manager from coverage.
8. Discuss the internal decision-making process/procedures used to evaluate whether to include a prospective manager on your roster. (i.e. use of committees or teams, techniques, voting process, etc.)
9. Describe any unique or special resources your firm uses that you believe contributes significantly to your manager research capabilities and manager selection processes.
10. What risk systems and applications does your firm use to monitor individual managers and portfolio risks? Discuss what risks these systems are able to identify. (i.e. market beta, counterparty, factor, etc.)

***Co‑Invest***

1. Explain whether your firm provides co‑invest recommendations or research support as part of non‑discretionary alternative beta/hedge fund/portable alpha advisory agreements. If so, describe the level of support the firm provides and timelines over which that support would be provided. Provide an example recommendation or support memo.
2. Discuss your philosophy regarding the inclusion of a co‑investment program in a alternative beta/hedge fund/portable alpha portfolio. As part of this discussion, please provide information concerning the role that a potential for fee reduction plays in your co-investment recommendations.
3. Discuss your allocation policy across discretionary co‑investment accounts versus non‑discretionary or limited discretionary accounts.
4. Please discuss the extent to which your firm believes that it has the ability to pick co-investments that add value in excess of value obtained through accepting manager selected opportunities. In addition, please provide any evidence supporting the view that past co-investment recommendations have added value.

# PART VII. LIQUID MARKET STRATEGIES

***A. Liquid Markets/ Public Markets Background Information***

MOSERS has a 40% target allocation to global public equities and a 25% target allocation to U.S. Treasuries. As of June 30, 2024, these allocations are about $5B, and the portfolio is expected to consist of less than five managers, with approximately one manager hiring yearly. The portfolio currently consists of five direct funds and 1 overlay/derivative manager. MOSERS currently employs four professionals that spend some of their time on this portfolio.

MOSERS also has a defined contribution plan that has three investment managers (10 funds), one record keeper, and one glide path provider. The assets in the DC plan are approximately $3 billion. A record keeper search will be conducted every five years. IDD and ODD on the investment managers and funds, glide path provider and record keeper will need to be conducted annually.

***B. Liquid Markets/Public Markets RFP Questions & Requests***

***Philosophy***

1. What do you consider to be your firm’s liquid/public markets consulting specialties, strengths and limitations?
2. Identify the team that would be responsible for providing liquid/public market services to MOSERS. Provide biographies on each individual(s) and any additional organizational structure charts relevant to answering this question that were not provided in response to Section V. Comment on any turnover within this team that provides services related to absolute return.
3. Provide a list of all liquid/public market consulting clients terminated or which did not renew their contracts in the last three years and the reasons given for those terminations or non-renewals.
4. Detail the liquid/public markets consulting client relationships that you currently service.

|  |  |  |  |
| --- | --- | --- | --- |
| Investor Type | $<1B | $1B-$10B | >$10B |
| Public Pension |  |  |  |
| Private Pension |  |  |  |
| Endowment |  |  |  |
| Foundation |  |  |  |
| Sovereign |  |  |  |

1. Explain your firm’s due diligence process in assessing a potential recommendation. (Attach checklist as an exhibit, if relevant.)
2. Describe each step in your due diligence process, which would lead to a recommendation.
3. Discuss qualitative and quantitative aspects.
4. Describe the elements of the DD process that factor most prominently in driving an investment recommendation.
5. Sources of data for analysis.
6. Any outsourced functions? E.g. background checks, legal reviews, etc.
7. To the best of your ability, please provide the number of funds in your firm’s database (or the database you use) by strategy category according to the table below. Differentiate between total number of funds in a given category, funds your firm has actively performed some level of due diligence on, number of funds formally recommended and funds with client capital invested. If not known exactly, please estimate in order to convey depth and breadth of sourcing, as well as coverage, and relative selectivity of recommendations.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Strategy | Funds in Database | Funds Covered | Funds Recommended | Funds with Client Capital | Average Client Dollar Amount Invested |
| US Equities |  |  |  |  |  |
| Developed International Equities |  |  |  |  |  |
| Emerging Market Equities |  |  |  |  |  |
| Investment grade Fixed Income |  |  |  |  |  |
| Non-investment grade Fixed Income |  |  |  |  |  |
| Absolute Return/Diversifiers |  |  |  |  |  |
| Infrastructure |  |  |  |  |  |
| Crypto Currency |  |  |  |  |  |
| Commodities |  |  |  |  |  |
| Overlay/derivative |  |  |  |  |  |
| Other |  |  |  |  |  |
| TOTAL |  |  |  |  |  |

1. To the best of your ability, please provide the number of funds in your firm’s database by strategy category according to the tables below.

|  |  |
| --- | --- |
| Geographic Location | Fund Count |
| North America |  |
| Europe |  |
| Asia ex. Japan |  |
| Japan |  |
| LATAM |  |
| Other |  |

***Research***

1. Describe the internal structure and organization of your firm’s research department. If no separate department exists, describe how this function is structured. Also, describe how research focused personnel are compensated, and how this may differ from client relationship focused personnel.
2. Detail firm employee locations and asset class based on the charts below and employee count per the strategy types in question B6 above:

|  |  |
| --- | --- |
| Geographic Location | Employee Count |
| North America |  |
| Europe |  |
| Asia ex. Japan |  |
| Japan |  |
| LATAM |  |
| Other |  |

***Performance***

1. Describe which performance metrics you believe to be most helpful and relevant, and how you use them to assess both fund performance and client overall portfolio performance.
2. Describe the methods you employ to determine whether the general partners are reporting reasonable investment carrying values. What do you do when you feel there is an inaccuracy?
3. Describe the interactions and reconciliation process between your firm’s performance calculations and that of the managers or funds.

***Manager, Fund, and General Partner Recommendation***

1. Describe the resources your firm uses to develop and support recommendations and the level of detail provided.

a) How do you verify the data collected from external sources?

b) How often is each manager or general partner in the database visited by your staff?

c) How quickly is a manager review able to be thoroughly completed?

1. Describe your firm’s process for monitoring managers and general partners with respect to administrative conditions such as staff turnover, mergers, legal issues and financial soundness. How are clients informed as to new information of this type?
2. Describe your process for recommending adverse action regarding a manager, fund, limited partnership, or direct investment, and include the range of potential recommendations. Please outline the timeline for an adverse action review process and identify typical factors considered in recommending adverse action. In this discussion, please distinguish between termination recommendation and watch recommendation, both in terms of process and client notification.
3. Describe the client facing online portal for reviewing manager investment due diligence, operational due diligence, quantitative analysis, portfolio construction, risk and other aspects of the relationships. Please identify any element of your due diligence data collection to which MOSERS would not typically have access.
4. Describe your philosophy as it relates to the portfolio construction process. (e.g. How are costs, risks, and returns factored in, and how do these inform the allocation/mix among managers for a given client?)
5. Discuss your overall approach to sourcing managers and how you narrow down the universe for recommendations. Discuss the methods or techniques used to identify new managers.
6. Describe the process used to evaluate managers not currently on your firm’s roster and the criteria or factors used to evaluate these prospective managers. If your process does not address a segment of the existing manager universe, please identify the characteristics of managers you do not cover and the processes that allow you to recognize when an existing manager should begin to receive coverage when an initial review had excluded the manager from coverage.
7. Discuss the internal decision-making process/procedures used to evaluate whether to include a prospective manager on your roster. (i.e. use of committees or teams, techniques, voting process, etc.)
8. Describe any unique or special resources your firm uses that you believe contributes significantly to your manager research capabilities and manager selection processes.
9. What risk systems and applications does your firm use to monitor individual managers and portfolio risks? Discuss what risks these systems can identify. (i.e. market beta, counterparty, factor, etc.)
10. Discuss your firm’s experience with portable alpha strategies and implementation. How many clients do you have that use portable alpha?
11. Discuss your firm’s experience with conducting due diligence on target date glide path providers.
12. Discuss your firm’s experience with conducting due diligence on deferred compensation record keepers.

# PART VIII. FEE PROPOSAL

Please provide a detailed proposal/schedule of fees for services proposed. MOSERS prefers an “all in” type of quote where travel and other incidentals to the relationship are included in one price but will consider the fee arrangement(s) that best meets the needs of MOSERS.

------------ End of Document -----------