

Appendix A – Firm Questionnaire

Firm Name: _____

Contact Person: _____

Address: _____

Telephone: _____

E-mail: _____

Date Completed: _____

- a. Identify the location of the main office and other offices that would service our account.
- b. Provide a brief history of your firm and its operations. Include the year formed, ownership structure, and any ownership changes that occurred during the past five years.
- c. Please provide information on your employees in each specific functional area of your firm (please be sure to specify which are analysts, investment professionals, support staff, etc.). Please provide an organizational chart depicting each functional area.
- d. List your firm's lines of business and the approximate contributions of each business to your organization's total revenue. If you are an affiliate or subsidiary of an organization, what percentage of the parent firm's total revenue does your subsidiary or affiliate generate?
- e. Please provide details on the financial condition of your firm. The most recent annual report is acceptable, but any recent material changes should be included.
- f. Is your firm a registered investment advisor with the SEC under the Investment Advisers Act of 1940? If not, what is your fiduciary classification? If applicable, please provide a copy of your most recent Form ADV (Part I & II)
- g. Has there been any litigation against the firm or its principals/owners/officers within the past five (5) years? If yes, please provide details.
- h. Has there been any SEC or other regulatory action against the firm or its principals/owners/officers within the past five (5) years? If yes, please provide details.

- i. Has the firm adopted the CFA Code of Ethics and Standards of Professional Conduct? If so, how is employee compliance monitored?
- j. Describe the levels of coverage for errors and omissions insurance and any other fiduciary or professional liability insurance the firm carries. List the insurance carriers supplying the coverage and supply certificates evidencing the coverage.
- k. Describe your philosophy regarding a consultant's relationship with a Board, Investment Committee and Investment Staff. Describe how you manage the periodic differences in goals between these entities.
- l. What are the firm's growth plans over the coming 5 years?
- m. Do you outsource any parts of your investment consulting business? If so, please describe in detail which parts are performed externally and the reason for doing so. Please provide the name(s) of the providers, their office location, how long they have been in business, and the qualifications of the specific people who will be working on our account.
- n. Describe your firm's capabilities in providing educational opportunities for Board Members and Staff. Does your firm hold an annual investment conference for its clients? Does your firm have a Client Advisory Board or similar structure?
- o. Is your firm, its parent or affiliate a broker/dealer? Do you have any arrangements with broker-dealers under which you or a related company will benefit if money managers place trades for their clients with such broker-dealers?
- p. Does your firm provide discretionary investment management services, OCIO, or offer its own fund-of-funds vehicle? If yes, please discuss how you manage the perceived or real conflict of interest.
- q. Does your firm or any employees invest their own capital in investment opportunities that they recommend to clients? If so, please explain how potential conflicts that arise from this activity are mitigated.
- r. Do you have any policies or procedures to address conflicts of interest or to prevent payments or relationships from being considered when you provide advice to clients? If yes, please provide your policies and procedures to address conflicts of interest.
- s. Identify the total number of consulting clients (by full-retainer or project), by type (corporate plan, public plan, etc.). What is the average client to consultant ratio? What is the maximum number of clients assigned to a consultant?
- t. Identify and provide biographies of the primary and backup consultants who would be assigned to this engagement. How many clients do these consultants currently serve? Who are the clients these consultants currently serve? Which of these consultants would attend our Board and Investment Committee meetings? What measures will your firm employ to ensure that either the primary or the backup consultant be readily available to fully participate in this engagement?

- u. Discuss your firm's succession planning should a key individual no longer be with the organization.
- v. What should we expect from you in terms of client service? Are you willing to hold periodic calls to review investment opportunities, due diligence, projects, workflow, scheduling?
- w. What is the turnover of professional staff (senior management and consulting personnel) over the last five (5) years? Please list staff positions hired, resigned and terminated within the last five (5) years, including a description of each position and the reason for the hire, resignation and/or termination.
- x. Describe the firm's compensation and incentive program for hiring and retaining key consultant personnel. How does the firm tie client performance and satisfaction to a consultant's compensation?
- y. Describe your firm's efforts to encourage and embrace diversity as it relates to staff. What initiatives, if any, does your firm have in place to encourage diversity throughout the organization?
- z. Provide a listing of full-retainer clients lost or gained during the past five (5) years. Indicate if the primary and backup consultant that would be assigned to FPPA was on the service team for either the clients gained or lost.
- aa. Please complete the following table as of June 30, 2017, or latest available time period.

Types of Clients	Number of Clients in Each Category (By Client's Total AUM)			
	Under \$1B	\$1B-\$5B	\$5B-\$10B	Over \$10B
Public Pension Plans				
Corporate Pension Plans				
Taft-Hartley Plans				
Foundations/Endowments				
Other (Please Specify)				

- bb. Provide a listing of all public fund clients. Include the size of the fund and the length of service to them.
- cc. What do you see as the key risks facing public pension plans?
- dd. Does your firm gather and maintain its own data or does it utilize a third party's database?
- ee. How does your firm evaluate the quality of its consulting services? Describe any benchmarks the firm has developed to evaluate its performance and the performance of its primary/lead consultants.
- ff. Briefly describe how a new client would transition to your firm. Do you backload transaction and/or investment performance data? What problems have you encountered in transitioning a new client to your firm from their previous consultant?

- gg. Does your firm have a business continuation and disaster recovery plan? Is the plan ever tested? Please describe the key features of the plan.
- hh. What is the best movie or television series about investing?
- ii. Describe efforts taken to protect computer systems from cyber threats. How do you keep client data safe?
- jj. What are your firm's consulting specialties and strengths? What differentiates your firm from your competitors? What are your firm's limitations?
- kk. Please provide a sample contract for Investment Consulting Services.
- ll. Provide a list of five (5) clients similar in size and to FPPA which you provide full-retainer investment consulting services including name, contact, telephone number, asset values, number of years the client has retained your firm and the product(s) or service(s) the client uses.