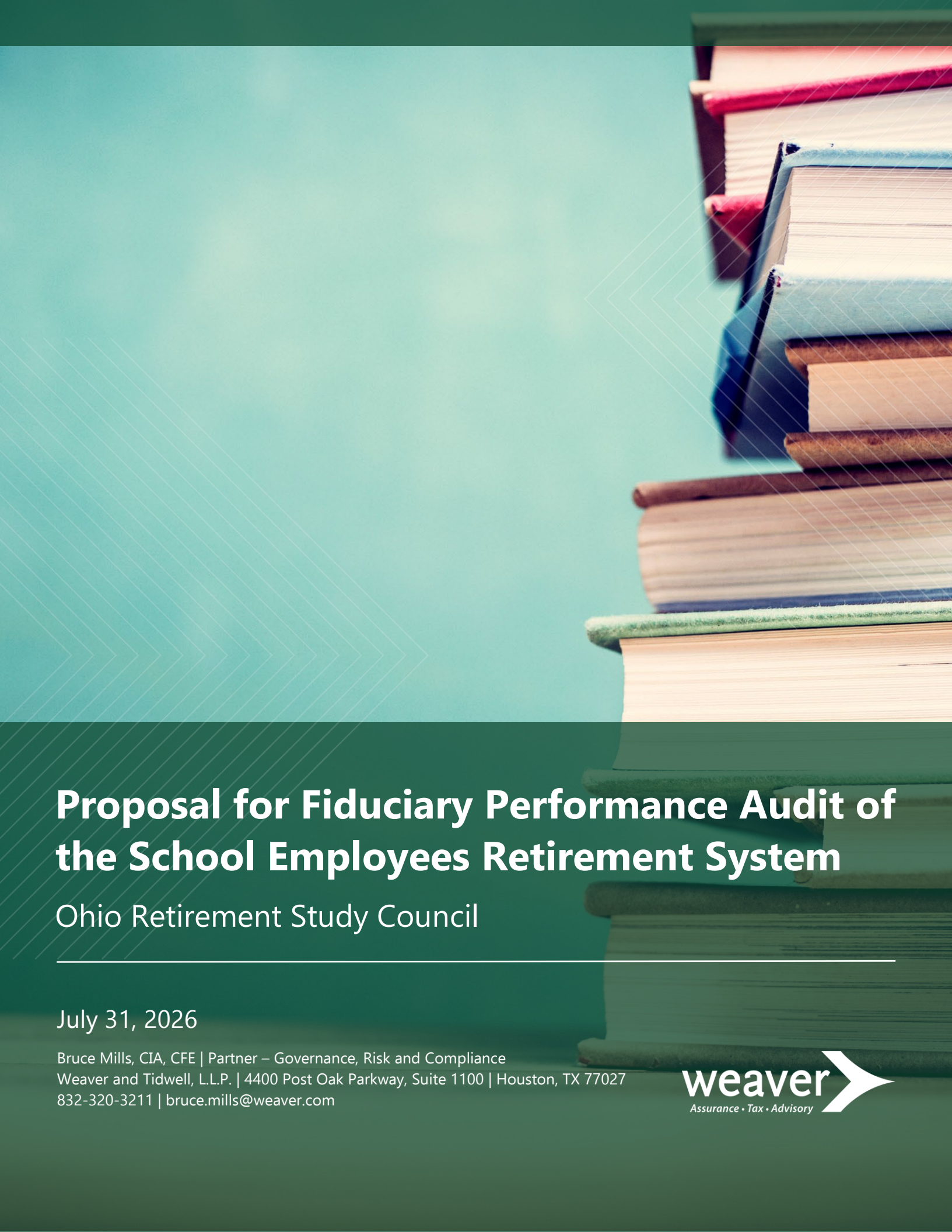




Proposal for Fiduciary Performance Audit of the School Employees Retirement System

Ohio Retirement Study Council

July 31, 2026

Bruce Mills, CIA, CFE | Partner – Governance, Risk and Compliance
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Cover Letter

July 31, 2026

Bethany Rhodes, Director
Ohio Retirement Study Council
30 East Broad St., 2nd Floor
Columbus, OH 43215

RE: Proposal for Fiduciary Performance Audit of the School Employees Retirement System

Dear Ms. Rhodes:

The Ohio Retirement Study Council (ORSC) is seeking assistance from an independent audit and consulting firm that can provide the experience, resources and objective perspective required to conduct a comprehensive fiduciary performance audit of the School Employees Retirement System of Ohio (SERS). This engagement requires demonstrated experience evaluating public retirement systems, governance structures, investment programs, operational effectiveness, risk management and compliance practices, along with the ability to benchmark performance against leading public pension plans and industry best practices.

ORSC's leadership requires a firm that understands the fiduciary responsibilities, regulatory environment and operational complexities of public pension systems. SERS's Board and management team deserve a collaborative approach, thoughtful analysis and practical recommendations aligned with the organization's mission, governance structure and long-term objectives. You need a team that can identify strengths, uncover opportunities for improvement and provide actionable recommendations that enhance oversight, accountability and service to the hundreds of thousands of active members, retirees and beneficiaries who depend on SERS.

Meet Weaver.

Weaver and Tidwell, L.L.P. (Weaver) brings a team with the skills and experience to help ORSC address critical challenges. Since our founding in 1950, serving government entities has been fundamental to Weaver, with a keen focus on audit, consulting and advisory services. Our team brings deep insight into the regulatory, political and financial pressures government entities face. Our knowledge and skills are informed by our broader government and private-sector practices, with cutting-edge methodologies that have been sharpened through hundreds of engagements across multiple governmental and industry environments.

Our holistic approach brings you the best people we have in independent audit and consulting services. We meet you where you are within a competitive rate structure achieved through low overhead and careful planning.

Weaver addresses complex problems for billion-dollar government entities across the U.S. regarding compliance, operational, financial and IT processes and procedures, including the **New York State Common Retirement Fund, California Public Employees' Retirement System, California State Teachers Retirement System, State Board of Administration of Florida and North Dakota Retirement and Investment Office.**

300+

Government clients
annually

40+

State agencies

50+

Cities and towns

100+

Local/regional entities

50+

School districts

35+

Colleges and
universities

Benefits of Working with Weaver

Working with Weaver means you gain access to a range of benefits designed to deliver meaningful value and lasting impact to your team. We bring:

- ✓ **VALUE THROUGH INSIGHT.** The real value of an engagement doesn't come from checklists and spreadsheets; it comes from professionals with the insight and experience to put information in a meaningful context you can use. We ensure our recommendations are relevant, realistic and scalable to suit your needs as circumstances change over time, supportive of your overall mission.
- ✓ **A BIG PICTURE PERSPECTIVE.** Projects like these aren't singular events. The greatest impact results from building on existing work to strengthen internal processes and mitigate ongoing risk. We continuously enhance our understanding of your organization, culture, challenges and opportunities so we can provide efficient, impactful services that deliver meaningful value over time.
- ✓ **COLLABORATIVE, CONSULTATIVE APPROACH.** We'll work closely with you to navigate internal complexities to confirm focused, customized services. Along the way, we communicate regularly to facilitate and support the implementation of any recommendations and to educate your people, giving them tools to support process and cultural changes over the long term.

Weaver will support ORSC with a well-rounded team of professionals that work consistently with large state pension funds. Our team has been selected for their subject matter knowledge in each of the potential scopes identified in the RFP and hands-on experience with complex government operations. . Our approach provides scalable, flexible teams in an agile and cost-effective manner with minimal disruption to your day-to-day operations.

You can be confident that we'll work to ensure any recommendations we make are deliberate, practical, scalable and can be implemented to suit ORSC needs over the long-term.

We Want to Work with You

Ultimately, your success is our success, and we want to support SERS and ORSC with active, hands-on leadership, coordination and subject-matter knowledge — so that SERS can provide secure, lifetime pension benefits and services that support Ohio's school employees during retirement.

Thank you for the opportunity to submit our qualifications. Should you have any questions regarding our proposal or any other matter, please don't hesitate to contact me at any time.

Sincerely,



Bruce Mills, CIA, CFE | Partner – Asset Management Consulting
832-320-3211 | bruce.mills@weaver.com

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1. Proposal Summary

Narrative Summary

Weaver is pleased to submit this proposal to conduct a fiduciary performance audit of the School Employees Retirement System (SERS) on behalf of the Ohio Retirement Study Council. This engagement is designed to provide an independent assessment of governance, investment practices, risk management and operational effectiveness, with practical recommendations to support transparency, accountability and continuous improvement.



Our approach reflects an understanding of the responsibilities and complexity of a large public retirement system. SERS operates in a highly regulated environment with significant fiduciary obligations, diverse investment activities and a need for clear governance and oversight. Weaver's methodology is structured to evaluate how policies, processes and controls are designed and how they operate in practice, with a focus on identifying strengths, gaps and opportunities for improvement. The proposed engagement includes a comprehensive review across the core areas outlined in the RFP. These include:

- ▶ Board governance and administration
- ▶ Organizational structure and staffing
- ▶ Investment policy and oversight
- ▶ Legal compliance, risk management and controls
- ▶ IT operations.

Each area will be evaluated using a risk-based methodology that combines document review, stakeholder interviews, data analysis and targeted testing to confirm alignment with fiduciary responsibilities, statutory requirements and leading practices. Weaver will deliver a range of work products to support decision-making and implementation. These include a draft and final audit report, detailed findings and recommendations and supporting analysis tailored to each area of review. Recommendations will be prioritized based on risk and impact and presented with clear explanation of potential benefits and implementation considerations. This approach helps stakeholders focus on the most meaningful areas while supporting a practical path forward.

The engagement will be conducted in phases, beginning with planning and scoping, followed by risk assessment, fieldwork, analysis and reporting. Throughout the process, Weaver will maintain regular communication with ORSC and SERS to provide updates on progress and share observations as they emerge. This ongoing communication supports alignment and helps ensure that the final report reflects accurate, validated information.

The proposed timeline provides for completion of the audit and delivery of the final report within approximately 22 weeks. Weaver will coordinate closely with SERS staff to obtain necessary data, schedule interviews and minimize disruption to operations. Our team is flexible in its delivery approach and can perform work onsite, remotely or through a hybrid model depending on engagement needs.

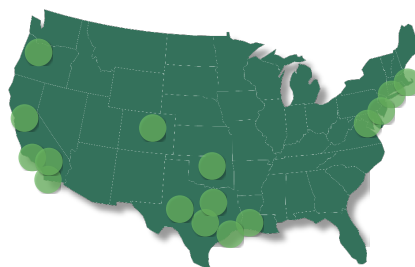
Weaver's team brings significant experience evaluating public pension systems and investment operations. Our work with comparable organizations demonstrates our ability to assess governance frameworks, review investment processes and evaluate risk management and compliance programs in complex environments.

Overall, this proposal offers a structured, transparent and practical approach to conducting the fiduciary performance audit. The focus is on delivering clear insights and actionable recommendations that support SERS in strengthening governance, enhancing oversight and fulfilling its fiduciary responsibilities.



Meet Weaver

A Top-30 CPA firm with 23 offices from coast to coast and more than 1,600 professionals, Weaver has offered our clients the best of both worlds: big firm experience and resources along with a commitment to hands-on, personal client service for over 75 years.



Our philosophy has always been about doing more than expected. That's why we go beyond "check-the-box" compliance to provide a wide array of services that help you meet your broader operational, risk management, regulatory and strategic goals.

We're committed to helping our clients meet regulatory requirements while also bringing a long-term perspective to help them improve their operations and services. By helping clients build mature, strategic processes and governance, we position them to effectively address problems, flag potential issues such as fraud or loss, and achieve compliance.

At Weaver, there are no "one-size-fits-all" solutions. We combine leading technical knowledge with specific industry experience to tailor highly customized services to each client's needs. The industries we serve and the services we provide include:

Industries

- | | | |
|---------------------------------|---------------------------------|------------------------------------|
| ▶ Government | ▶ Professional services | ▶ Banking |
| ▶ Not-for-profit | ▶ Private equity | ▶ Manufacturing |
| ▶ Higher education | ▶ Insurance | ▶ Distribution and logistics |
| ▶ Real estate | ▶ Technology | ▶ Oil and gas |
| ▶ Construction | ▶ Blockchain and digital assets | ▶ Energy transition and renewables |
| ▶ Hospitality and entertainment | ▶ Alternative investments | |
| ▶ Health care | ▶ Financial services | |

Services

ADVISORY

- ▶ Governance, Risk and Compliance Services
- ▶ Government Consulting Services
- ▶ Digital Transformation and Automation
- ▶ Asset Management Consulting
- ▶ Accounting Advisory Services
- ▶ Financial Advisory Services
- ▶ Transaction Advisory Services
- ▶ Valuation Services
- ▶ Forensic and Litigation Services
- ▶ Family Office Services

ASSURANCE

- ▶ Audit, Review and Compilation
- ▶ Single Audit
- ▶ Agreed-Upon Procedures
- ▶ Employee Benefit Plan Audit
- ▶ SOC Reporting
- ▶ Reviews and Compilations
- ▶ Attestation Services
- ▶ IFRS Assessment and Conversion

TAX

- ▶ Federal, State and Local Tax Services
- ▶ Tax Provisions
- ▶ Motor Fuels and Excise Tax International Tax
- ▶ Sales and Use Tax Compliance
- ▶ State and Local Tax Recovery
- ▶ Private Client Services

Our core values drive everything we do at Weaver — the way we work, the way we operate and the way we serve our clients.



Take initiative.

Lead. Always think about how we can improve.



Do work you're deeply proud of, as if Weaver were *your* business.



Act with **integrity**, no matter what.



Strive to **transcend client expectations**, *always*.



Be **adaptable** and **innovative** in all that you do.



Help each other succeed at work and in life.



Respect everyone for who they are and what they contribute, no matter what.



Keep perspective: be passionate and diligent, and *have fun*.





The Weaver Difference



Relationships

We build a foundation for long-term success by fostering strong, enduring relationships with our clients. Weaver's success is rooted in our ability to sustain these long-term client relationships through consistent communication, personalized service and a deep understanding of each client's unique needs. We look beyond specific engagements and service offerings to help our clients achieve both their short-term operational objectives and long-term strategic goals. What's more, we remain accessible and available to our clients to help navigate complexities as they arise and plan for what comes next.



Insight

We not only bring you information, but insight too. From partners to associates, we tailor each engagement team to provide the right mix of technical knowledge, industry focus and real-world experience. This allows us to make insightful recommendations and put information into a meaningful context that clients can put to good use. And because many of our professionals are thought leaders in their fields — frequently publishing and speaking about their areas of focus — our people, approach and results remain on the cutting edge of industry and regulatory trends.



Quality

You need results you can count on. We know our clients rely on us for everything from compliance to strategic planning, so attention to detail and a commitment to quality underscore everything we do. Our quality guidelines demand integrity, objectivity, competence and diligence. On top of that, multiple quality assurance processes are built into every engagement from the beginning. To ensure we live up to these standards, we undergo regular peer reviews that comply with AICPA guidelines, as well as inspections by the PCAOB. We've received the highest grade on every peer review to date.



Cost-Effectiveness

The bottom-line matters. We understand the ongoing balance you need to strike between quality and cost-effectiveness. We work to ensure our clients never have to choose between the two. Rather than a "one-size-fits-all" approach, we take the time to understand each client's immediate needs and long-term plans. This enables us to tailor our approach to suit their specific requirements, resources, constraints and budgets. We deliver the best services in the most cost-effective manner, so you never pay for services or resources you don't need.

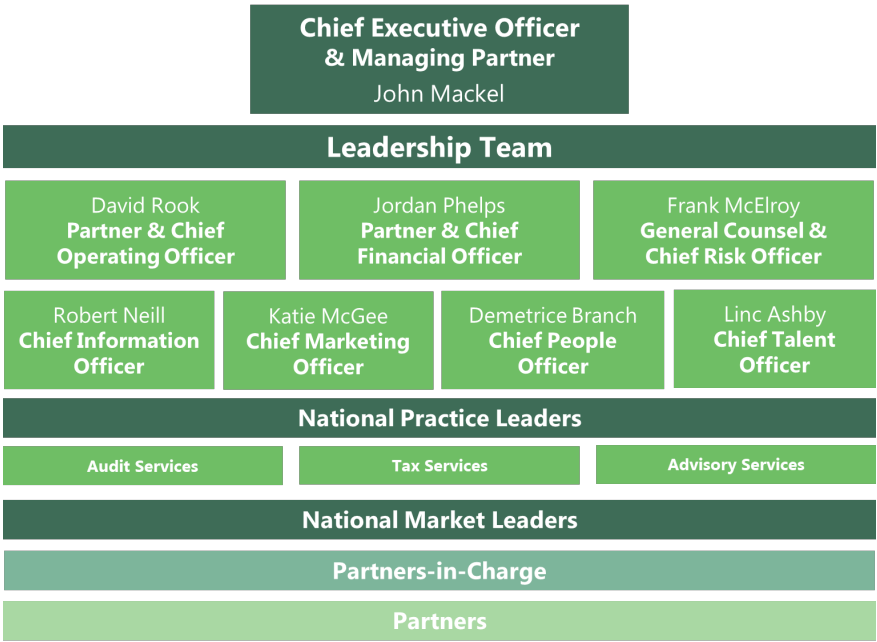


Ownership Structure

Firm Leadership and Organizational Chart

Weaver is a limited liability partnership with more than 200 partners across the firm, each of whom possesses less than 10% of ownership. A full list of partners is available on our website at: weaver.com/our-people.

Our key firm leadership team and organization chart:



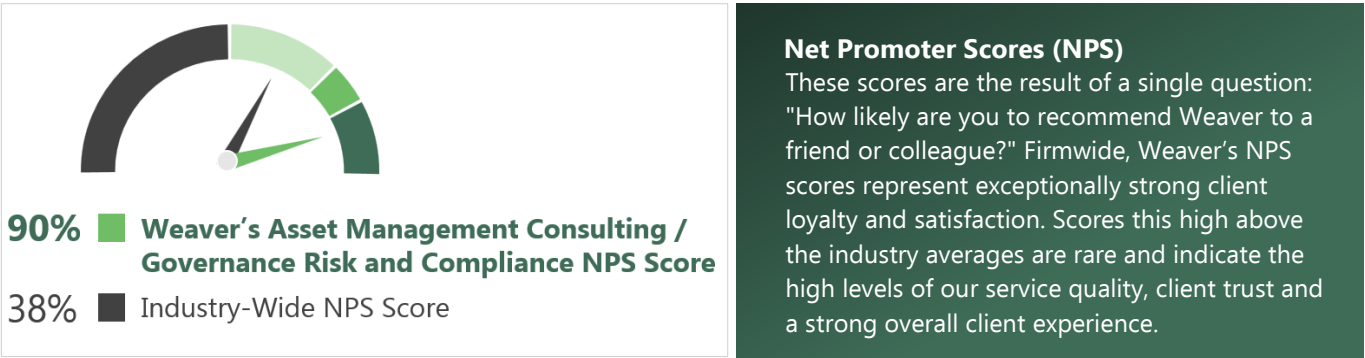
Material Changes in Structure or Ownership

We confirm that there have been no material changes in our firm’s structure or ownership within the past 18 months. In addition, there are no material changes in ownership, staffing or organizational structure currently under review or being contemplated.

Client Satisfaction Assessment

Weaver’s High Standards of Service

To constantly improve our services, we regularly send out satisfaction surveys to all our clients and integrate changes to our processes based on the feedback we receive.



Material Litigation Disclosure

There is no known pending litigation or court-ordered mediation, arbitration, or other alternative dispute resolution matters involving disputes between our firm and one or more of our clients.

Although such matters occur during the normal course of business, no such matter in the past five years has affected our ability to continue to perform services for our clients.

Any matters that were resolved or completed in the past five years resulted in payment of amounts (if any) well within the limits of our professional liability insurance coverage and without a judgment against our firm.

As such, we confirm that there is no past or pending litigation that would affect our performance of this engagement.

Professional Relationships and Conflict of Interest Statement

The firm has not had any professional relationships involving the Ohio Retirement Study Council, the five Ohio public retirement systems, the State of Ohio or any of its political subdivisions within the past five years. Accordingly, no conflicts of interest exist with respect to performing the proposed engagement.

Weaver has also evaluated whether any members of our engagement team have professional relationships with organizations that evaluate public pension systems or perform similar fiduciary reviews. Based on these procedures, no such relationships have been identified that would impair independence or create a real or perceived conflict of interest.

Where team members have prior experience working with other public retirement systems or investment organizations, those engagements were performed under standard professional independence requirements and are unrelated to SERS. These prior engagements do not create bias, pre-judgment or any restriction on Weaver's ability to perform an objective and independent fiduciary performance audit.

Weaver will promptly disclose any potential conflicts identified during the engagement and take appropriate steps to address them to ensure continued independence.



2. Capabilities and Experience

Overview of Fiduciary Audit Experience

Weaver has significant experience conducting fiduciary and performance audits for public pension systems, state agencies and other governmental entities with complex investment operations and oversight responsibilities. These engagements are designed to evaluate governance, investment oversight risk management and operational controls and to assess how fiduciary responsibilities are carried out in practice.



Our most recent fiduciary and investment-related review for a public sector client was the **New York Office of the State Comptroller**. This engagement provides a strong foundation for understanding the governance structures, regulatory requirements and operational considerations relevant to SERS and the oversight role of the Ohio Retirement Study Council.

The engagement team has performed comprehensive assessments of:

- ▶ Board governance frameworks including roles, responsibilities and committee oversight
- ▶ Investment policy design, asset allocation and adherence to established guidelines
- ▶ Monitoring of investment performance and oversight of external managers and advisors
- ▶ Risk management frameworks including identification, measurement and reporting of risks
- ▶ Internal controls supporting investment operations, financial reporting and data integrity
- ▶ Compliance with applicable statutory, regulatory and fiduciary requirements

Weaver's approach reflects the structure and complexity of public retirement systems operating in a regulated environment with significant fiduciary obligations. Our methodology evaluates both the design of policies and the effectiveness of implementation through document review, interviews, data analysis and targeted testing. This approach aligns directly with the proposed methodology for SERS and supports a consistent evaluation across each element of the scope.

Part of Weaver's review includes benchmarking governance, investment and oversight practices against comparable public pension systems and asset management industry leading practices for investment functions and controls. This allows the engagement team to place observations in context and identify practical opportunities for improvement that align with statutory requirements, organizational priorities, and industry practices.

Included in Section 6. Additional Information is our Fiduciary and Conflicts of Interest report for the New York State Common Retirement Fund illustrating how our experience is applied in practice. This report provides an example of the format and level of detail used to document findings, evaluate risk and present recommendations, and helps demonstrate how complex governance and investment activities are analyzed and translated into clear structured observations. Our recommendations are then prioritized based on risk and impact and presented with consideration of implementation effort and oversight responsibilities.

Overall, Weaver's fiduciary audit experience supports a comprehensive practical and structured evaluation of governance, investment oversight, risk management and compliance. The focus is on delivering clear insight and actionable recommendations that support SERS and the Ohio Retirement Study Council in strengthening oversight, enhancing transparency and fulfilling fiduciary responsibilities.



Solutions for Every Pension Fund



INVESTMENTS

TECHNOLOGY



AUDIT



MEMBER SERVICES



3,000+

Investment fund clients

> than \$2.3T

Pension Client AUM

Our Experience with Public Pensions

We help large government public pensions and investment funds with audit, advisory and consulting work, and we do it with a practical understanding of how these organizations operate.

Our team has worked with plans holding up to \$500 billion in assets and is familiar with board governance, investments accounting, reporting and compliance requirements, so we come in knowing what to look for and where issues tend to arise. Our pension board governance practice is grounded in our understanding of pension funds. With so much at stake, Weaver understands the risks and offers knowledgeable and professional guidance that effectively supports pension funds, expanding the capacity of its internal teams and providing assurance and advisory work needed by regulation, boards and management.



INVESTMENTS

Weaver's Asset Management Consulting practice provides investment-related services to some of the largest pension funds in the U.S., including internal audits of public and private market asset classes, investment risk assessments, investment compliance and third-party risk and operational due diligence. Our team has extensive experience within enterprise risk management, internal audit, regulatory compliance, risk and management consulting services for pension funds, institutional investors, investments and asset managers.



TECHNOLOGY

We provide consulting, implementation and control reviews supporting technology environments across the spectrum from Mainframe or AS/400 applications to cloud-based applications and solutions, reviewing application security, system implementations, data transformation, artificial intelligence use and governance and process automation. We also support cybersecurity assessments including program reviews, maturity assessments, penetration tests, and cyber focused area deep dives. Our team has extensive experience whether you operate your own infrastructure, rely on SaaS vendors or operate in a hybrid model.



MEMBER SERVICES

From customer service to eligibility and benefit calculations, Weaver works with pensions to support member services and operations teams to maintain accurate records and meet participant needs. Our team can provide operational and employer audits, risk and maturity assessments, service level assessments and process efficiency reviews.

Types and Sizes of Retirement Systems Audited

Weaver's experience includes fiduciary audits, internal audits and advisory reviews of public retirement systems and investment programs across a range of sizes and structures. These engagements primarily involve defined benefit pension plans, as well as investment programs supporting defined contribution and hybrid plan structures. The firm has worked with public pension systems and institutional investors ranging from mid-sized plans to some of the largest retirement systems in the United States, with assets under management from several billion dollars to more than \$500 billion and participant populations ranging from tens of thousands to several million members, retirees



and beneficiaries. These organizations are comparable to SERS in terms of fiduciary responsibilities, governance structures, investment complexity and regulatory environment, including oversight of diversified portfolios, use of external managers and advisors, and coordination across Board, management and service providers.

Representative Client List

Below, we have provided a short list of our current clients in both the public and private sector:

- ▶ California Public Employees Retirement System
- ▶ California State Teachers' Retirement System
- ▶ New York State Common Retirement Fund
- ▶ State Board of Administration of Florida
- ▶ North Dakota Retirement and Investment Office
- ▶ Washington Department of Retirement Systems
- ▶ Oregon State Treasury
- ▶ Employees Retirement System of Texas
- ▶ Texas Emergency Services Retirement System
- ▶ Texas Municipal Retirement System
- ▶ Employees' Retirement Fund of the City Of Dallas
- ▶ Houston Municipal Employees' Pension System
- ▶ Los Angeles City Employees' Retirement System
- ▶ Los Angeles County Employees' Retirement Association
- ▶ San Diego County Employees Retirement Association
- ▶ Global X Management Co. LLC
- ▶ GCM Grosvenor LLC
- ▶ Ridgepost Capital (fka P10 Holdings, Inc.)
- ▶ RCPP Advisors Inc
- ▶ Bonaccord Capital Partners
- ▶ Stonelake Capital Partners
- ▶ Serve Capital Partners
- ▶ Windmuehle LLC
- ▶ Investrust Wealth Management
- ▶ Prime Oak Capital
- ▶ Trivista TVC Holdco
- ▶ Strenuous Life Trust Co.
- ▶ Turtle Creek Trust Co.
- ▶ Reeds Bay Investment Group LLC

Summary of Project Scopes and Key Findings



Comptroller of the State of New York New York State Common Retirement Fund — November 2024 – November 2025

The New York State Common Retirement Fund is one of the largest public pension plans in the United States, providing retirement security for over one million New York State and Local Retirement System (NYSLRS) members, retirees and beneficiaries.

Weaver was engaged to perform the Fiduciary and Conflicts of Interest Review including assessments of State requirements, investment allocation, investment systems and processes, and managing fiduciary requirements and conflicts of interest, which is required to be conducted every three years by Section 136.2-5(g)(5) of the NYS Department of Financial Services.

The report can be viewed on the Office of the State Comptroller's website at:

<https://www.osc.ny.gov/files/common-retirement-fund/resources/pdf/nyscrf-fiduciary-and-conflict-of-interest-review-2025.pdf>

The executive summary of this report is also included in section **6. Additional Information.**

Our review was very similar to the request from Ohio Retirement Study Council and included four primary tasks:

1. Evaluate compliance with Fund investment policies and procedures, and compliance with New York Department of Financial Services (NY DFS) Regulations, for every transaction requiring Comptroller approval that closed during the Covered Period.
2. Review the Fund's asset allocation process, specifically:
 - ▶ Review the Fund's asset allocation process, including significant inputs and their sources, as well as key steps in the decision-making process, including internal and external collaboration;



- ▶ Identify the Fund's unique characteristics such as its risk appetite and legal restrictions that result in a customized asset allocation proposal; and
 - ▶ For context, compile strategic asset allocations, targets, and ranges in both public and private markets for the 10 largest U.S. state pension plans as of March 31, 2024, along with funded status information, payout ratios, and a brief narrative overview of each (compiled from publicly available materials).
3. Based upon the above matters examined in the course of this fiduciary and conflict of interest review, evaluate whether the Fund continues to follow the fiduciary principles set out in the DFS Regulations, specifically.
- ▶ The Fund operates under a strong governance framework with a rigorous system of internal controls
 - ▶ The Fund maintains a high level of operational transparency
 - ▶ The Comptroller adheres to and manages the Fund with highest ethical, professional, and conflict of interest standards
 - ▶ The Comptroller acts for the sole benefit of the retirement system's members and beneficiaries
 - ▶ The CRF staff is knowledgeable and dedicated and the Fund is managed in the most efficient and effective manner possible
4. Recommend improvement opportunities identified in the course of the review, if any, to the Fund's investment-related policies, procedures, and practices to bring them in line with prevailing and/or best practices.



California Public Employees' Retirement System (CalPERS) — 2023 – Present

CalPERS is the nation's largest public pension fund with more than 3.5 million participants and members and managing a \$502 billion portfolio.

Weaver conducted a full risk assessment of the Investments and Technology divisions for Internal Audit, including interviewing investment directors, senior directors, key staff, board requirements, reviewing policies and processes and documenting key processes and sub-processes.

Our risk assessment was used to develop a multi-year internal audit program for the Investments and Technology divisions, and Weaver has provided ongoing support for the Investment audits since 2023. Our approach considers governance requirements within each engagement, as it is a critical component of ensuring fiduciary standards are maintained.

We conducted a co-sourced audit of Total Fund Investments with a detailed review of data integrity, portfolio monitoring and liquidity management for the evolving approach of CalPERS' move to a Total Fund approach to portfolio management. We have also conducted an engagement over Investment Performance controls which required an assessment of their Data Improvement project and current structure for performance reporting.

We have also provided analysis for CalPERS within their Conflicts audit, focused on key investment conflict of interest disclosures by Investment staff and key personnel with a focus on recusals and private market portfolio conflicts. We are currently conducting a co-sourced review of Private Equity investments. Our focus is on investment due diligence, material non-public information and controls over portfolio and personal trading conflicts. Weaver is engaged to support CalPERS into 2026 with a review of their Global Equity asset management team

Weaver is also engaged in assisting CalPERS with an Executive Strategic Measures workshop,





California State Teachers Retirement System (CalSTRS) — November 2020 – Present

CalSTRS is the largest educator-only pension fund in the world and the second-largest U.S. public pension fund, with nearly a million members and beneficiaries and a \$352 billion portfolio as of 2025. Weaver is a preferred vendor for risk management, internal audit, enterprise compliance and IT advisory-related services

- ▶ INVESTMENTS INTERNAL AUDITS AND RISK ASSESSMENTS. Weaver has conducted multiple internal audits over the controls within the Investments Branch since 2021 including the asset classes of Private Equity, Inflation Sensitive, Global Equity, Fixed Income, Sustainable Investment and Stewardship Strategies, Personal Trading and Surveillance, Custodian Services, Custodian Oversight, and Investment Incentive Compensation.
- ▶ Weaver also conducted the Investments Risk Assessment, covering all asset classes, investment operations and compliance functions to help CalSTRS Internal Audit develop a multi-year Internal Audit plan for the Branch. This involved interviews with all directors, review of policies and procedures and the documentation of key processes / sub-processes for the Investment Division.
- ▶ ADVISORY AND CONSULTING ENGAGEMENTS: We're currently assisting with the development and implementation of a third-party risk management program and framework for CalSTRS. Additionally, Weaver conducted a capability maturity assessment of CalSTRS' Enterprise Risk and Enterprise Compliance functions to develop a roadmap for the evolution of each department toward the organizational goals. This project included a "governance-of-organization-structure" assessment and was supported by both an internal 360 survey and a peer survey of certain other peer pension organizations.
- ▶ Weaver also performed a construction contract compliance and construction management audit over CalSTRS' 275,000 square feet \$300 million headquarters expansion project.
- ▶ PENSION SOLUTION HEALTH ASSESSMENT. Weaver executed a Project Health Assessment over CalSTRS' implementation of a new pension solution, the largest project in the agency's history. We reviewed requirement design and management, data migration and conversion, system testing, user acceptance testing and configuration management among other processes.
- ▶ IT INTERNAL AUDITS: Weaver has performed multiple IT internal audit and advisory engagement since 2021, including disaster recovery, application implementations, application incident management, cloud computing and security, data conversion, and information security variance. In 2026, We are supporting a CalSTRS services for a number of key initiatives including:
 - » The implementation from a technology and business process internal controls over financial reporting perspective of their new Pension Administration System
 - » An advisory review over the use of Generative Artificial Intelligence (AI) across the investment teams
- ▶ TRAINING. Weaver provides CalSTRS Internal Audit and Compliance teams both live and online training on significant processes that impact the organization, including cybersecurity, data analytics, organizational risks and other key areas of operational controls.



State Board of Administration of Florida — 2023 – Present

The State Board of Administration (SBA) is responsible for investing the fifth-largest pension fund in the U.S., the FL Hurricane Catastrophe Fund, FL PRIME and 25 other Funds for the state, and manages over \$228 billion in assets.

We have assessed the processes and controls associated with the Investment Incentive compensation program, reviewing the accuracy of the calculated incentive payments, how the organizations manages the conflicts of interest associated with incentive compensation for investment professionals, and the security and controls of the systems and processes used by the organization. Weaver has assisted Internal Audit



with identifying key risks and developing an audit plan for the assessment of the Master Credit Facility Program implemented within the Real Estate investment function.

We have reviewed SBA's controls and processes for Proxy Voting and Corporate Engagement and provided an in depth review of the conflicts and controls associated with Personal Trading for the investment professionals including covered persons, trade surveillance, broker interfaces, system controls and conflict management and resolution

We supported technology infrastructure through a review of Critical Security Controls (CIS CSC) based cybersecurity maturity assessment for SBA Internal Audit, and are engaged to support the organization in 2026 with reviews

We also conducted an internal audit covering investment incentive compensation and the associated conflicts of interest.



North Dakota Retirement and Investment Office — 2022 – Present

NDRIO coordinates the activities of the State Investment Board (SIB) and the Teacher's Fund for Retirement (TFFR). It has a fund of over \$20B and more than 27,200 members and beneficiaries.

Weaver conducted governance and internal business process reviews for NDRIO, assessing the placement and oversight of Internal Audit; the structure of work; and the governance, oversight and reporting with the Board. We provided NDRIO with a comprehensive review of the audit charter, a current-state business needs analysis, a roadmap for the future state of Internal Audit, an investments internalization approach and an updated risk assessment and risk matrix. We're supporting the next phase of this project, supporting the continued growth of NDRIO's internal audit function as the organization internalizes its investment function. Since then, we have conducted internal audits of investment fees and external manager due diligence and onboarding. We are engaged to support their organization through audit and consulting support as their investment and fiscal areas.

Weaver provides Investment Compliance support for monitoring internal trading within their order management systems and helped develop key investments and conflicts policies. We are also providing consulting and project management support for investment account consolidation across investment and accounting platforms and performance reporting.

Other Relevant Professional Experience, Data Processing Capabilities and Experience Reviewing Investment Operations

Weaver's experience extends beyond fiduciary audits to include performance reviews, internal control assessments, compliance evaluations, operational audits and risk management reviews for public pension systems, institutional investors and governmental entities with complex financial and investment activities. This broader experience strengthens our ability to evaluate governance, investment operations, risk management and supporting administrative functions in an integrated manner.



Our teams routinely analyze large volumes of financial, investment and operational data obtained from portfolio management systems, accounting platforms, custodians and other business systems. We apply transaction-level testing, trend analysis, reconciliation procedures, benchmarking and exception analysis to validate information, identify potential risks, assess control effectiveness and develop evidence-based recommendations. This data-driven approach helps us evaluate both the design and operating effectiveness of processes and controls while supporting objective, well-supported conclusions.



In addition to these capabilities, Weaver has extensive experience with reviews in the following areas:

Internal trading and trade processing operations. Weaver has evaluated trading and trade processing functions across public pension funds and institutional investment organizations, including trade authorization, execution, settlement, reconciliation and reporting processes. These reviews assess the effectiveness of front-, middle- and back-office controls, segregation of duties, data integrity and oversight mechanisms supporting investment transactions.

Operational and investment risk controls. Weaver has performed assessments of operational and investment risk management frameworks, including risk identification, measurement, monitoring and reporting processes. Our reviews evaluate internal controls supporting investment activities, financial reporting, compliance monitoring, governance and third-party oversight, with a focus on whether risks are appropriately managed and communicated.

Investment functions such as cash management, securities lending, proxy voting, shareholder litigation and regulatory reporting. Weaver has evaluated ancillary functions that support investment management and oversight, including cash management, performance reporting, compliance monitoring, securities lending activities, proxy voting processes, regulatory reporting and related operational controls. These reviews assess how such functions contribute to accurate reporting, effective governance and informed decision-making.

Reviewing external manager and advisor selection processes, fee structures, reporting and oversight. Weaver has reviewed the processes used by public pension systems and institutional investors to select, monitor and retain external investment managers, consultants and advisors. This work includes evaluating due diligence procedures, procurement methodologies, fee arrangements, performance reporting, contractual requirements and ongoing oversight practices to determine whether decision-making is transparent, consistent and aligned with fiduciary responsibilities.

Reviewing investment accounting processes, performance computation processes and custodial support. Weaver has conducted reviews of investment accounting functions, investment performance calculation methodologies and custodial relationships. These assessments include trade capture, valuation procedures, reconciliations, financial reporting, custodial controls, asset safeguarding practices and the reliability of information provided to management, governing boards and oversight bodies.

Reviewing the staffing, structure and employee satisfaction of investment organizations. Weaver has evaluated organizational structures, staffing models and workforce effectiveness within investment organizations. These reviews examine reporting relationships, staffing levels, succession planning, segregation of duties, staff qualifications, employee feedback and organizational alignment to determine whether resources, responsibilities and oversight structures support effective execution of fiduciary responsibilities.

Reviewing incentive compensation programs for public investment organizations. Weaver has assessed incentive compensation programs within public investment organizations, including performance measures, governance structures, approval processes, risk considerations and compensation methodologies. These evaluations focus on whether compensation programs align with organizational objectives, encourage appropriate behavior and support long-term fiduciary stewardship.

Reviewing asset/liability studies and reviewing investment policies for defined-benefit public pension plans. Weaver has experience evaluating asset/liability studies, strategic asset allocation methodologies and investment policy statements for defined-benefit public pension systems. Our reviews assess whether investment strategies align with funding obligations, actuarial assumptions, risk tolerances and long-term objectives and whether investment policies provide clear guidance for oversight, decision-making and portfolio management.

Collectively, this experience enables Weaver to evaluate investment operations, governance, organizational effectiveness, risk management and fiduciary responsibilities through a comprehensive and integrated approach that aligns with the scope and objectives of the fiduciary performance audit requested by ORSC.



3. Staff Qualifications

Management and Lead Professional Personnel

Weaver has assembled a team of experienced professionals with deep knowledge of public pension systems, fiduciary audits, governance, risk management and investment operations. The engagement team brings a practical understanding of the regulatory, operational and governance considerations relevant to large public retirement systems and has performed work for comparable organizations across the United States.



Engagement Leadership

Bruce Mills, CIA, CFE – Engagement Partner

Bruce will serve as engagement partner and provide overall leadership and oversight for the fiduciary audit. He has more than 35 years of experience developing and leading internal audit, compliance, risk and operations functions within the asset management sector. His experience includes directing internal audits, presenting audit plans and results to boards and senior management and leading risk assessments, compliance reviews and process improvement initiatives.

Bruce has worked extensively with large public pension funds, including systems with significant assets under management, and brings a broad understanding of investment operations, governance structures and regulatory expectations. He will be responsible for engagement quality, executive-level communication with ORSC and SERS leadership and alignment of the audit approach with project objectives.

Core Engagement Team

Kelly Ragsdale, CIA, CRCP – Director

Kelly will serve as a director responsible for day-to-day engagement management and execution oversight. He has more than 25 years of experience in asset management, with a focus on internal audit, risk management and compliance. His work includes leading audits across investment operations, developing audit strategies and implementing risk management frameworks.

Kelly has led global audit initiatives and governance improvement efforts for large investment management organizations and public pension clients. On this engagement, he will oversee fieldwork execution, coordinate team activities and support development of findings and recommendations.

Michael Barakat – Director, Investment Adviser Compliance

Michael will support evaluation of investment compliance and regulatory considerations. He has more than 20 years of experience in investment management compliance, including roles as chief compliance officer and advisor to public and private investment organizations.

Michael will contribute to assessment of compliance frameworks, regulatory reporting and policies governing external managers and advisors.



Marci Sundbeck, CPA – Senior Consultant

Marci will serve as a senior consultant supporting governance, risk management and internal audit assessments. She has more than 30 years of experience in state government, including 25 years with the Employees Retirement System of Texas, where she served in leadership roles in enterprise risk management and internal audit.

Marci brings direct experience within a large public pension environment, including development and oversight of governance and risk management programs. She will support detailed analysis of internal controls, risk management processes and administrative functions.

Reema Parappilly, CISA, CDPSE, CIA – Partner Technology

Reema will provide guidance on IT operations, data integrity and cybersecurity risk. She has more than 20 years of experience in IT advisory services, including IT internal audits, controls assessments and system implementations.

Her experience includes working with public pension systems on IT risk assessments, disaster recovery planning and control evaluations. She will support assessment of IT governance, security and data management practices.

Subject Matter Advisors

Alyssa Martin, CPA – Partner and Advisory Subject Matter Advisor

Alyssa will serve as a subject matter advisor providing strategic guidance on governance, risk management and audit approach. She has more than 30 years of experience in public accounting and advisory services, with a focus on government entities and public sector organizations.

Her experience includes internal audit, fraud prevention, IT audit and organizational assessment. Alyssa will provide senior-level input on audit scope, review key deliverables and support alignment of recommendations with leading practices.

Jeff Wada, CPA – Partner and Fund Governance Subject Matter Advisor

Jeff will provide subject matter support related to financial reporting and fund governance. He has extensive experience auditing governmental entities and retirement plans and reviewing financial statements and disclosures under government auditing standards.

Jeff will support evaluation of financial reporting processes, governance considerations and compliance with reporting requirements.

Adam Jones – Subject Matter Advisor, Strategic Governance

Adam will support governance and organizational assessment activities. He has experience as a management consultant focused on governance, organizational effectiveness and process improvement and previously served in a senior leadership role within state government.

Adam will assist with evaluation of governance structures, decision-making processes and organizational alignment.

Alignment with RFP Requirements

The proposed team includes management and lead professionals with direct experience performing fiduciary audits or closely related reviews of public employee retirement systems within recent years. Team members have worked with defined benefit public pension plans comparable in size and complexity to SERS and have performed evaluations across governance, investment oversight, risk management, compliance and operational functions. Together, the team provides the technical knowledge, public sector experience and practical insight needed to deliver a comprehensive and independent fiduciary performance audit.



Resumes of Key Staff

Organizational Chart

Achieving your strategic goals requires all the parts to work together, synchronized and supporting each other. That’s how Weaver’s teams work with each other, and how we’ll work with you.

The Weaver team — from leadership to staff — is tailored to address the complete range of issues facing state retirement systems. From financial and regulatory to technological and structural processes and procedures, our well-rounded team is designed to help you maximize the impact and value of your engagement.



As needed, we’ll also draw upon additional advisory and industry-related practice resources for various assignments. Our team members have a broad range of internal controls knowledge, IT and operational auditing experience — as well as extensive understanding of retirement systems — all on a single, integrated team. Leveraging this multidisciplinary experience enables us to offer a customized team that can adjust dynamically and quickly to meet your needs at any stage of the engagement. It also enhances our ability to provide innovation, thought leadership and insight.



Engagement Team



CERTIFICATIONS

Certified Internal Auditor (CIA)

Certified Fraud Examiner (CFE)

EDUCATION

Bachelor of Arts, history, University of Texas at Austin

BRUCE MILLS | Engagement Partner

Bruce has more than 35 years of experience building and developing internal audit, compliance, risk and operations teams within the asset management sector and leads Weaver’s Asset Management Consulting (AMC) practice. Through this practice, Weaver provides clients with business process improvement and automation solutions, internal audits, technology assessments, compliance reviews, risk and maturity assessments, third-party risk management and ESG program assistance. We work with some of the largest pension funds in the U.S. that manage over \$2.3T in AUM and also support public and private funds, ETFs and RIAs, with a focus on investments and the supporting operational functions.

Bruce and his team have broad global asset management experience and an understanding of investments, operations, regulatory requirements, process improvement and system implementations and have worked across the North America, EMEA and Asia-Pacific regions.

Bruce has led internal audits and compliance reviews; presented audit and compliance plans, issues and corrective actions to boards and senior management; conducted fraud/regulatory investigations; led risk assessments, process mapping and innovation projects; and conducted AML/BSA reviews.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- | | |
|---|--------------------------------------|
| ▶ Arizona Public Safety Personnel Retirement System | ▶ Texas Municipal Retirement System |
| ▶ California Public Employees’ Retirement System | ▶ Texas Permanent School Fund |
| ▶ California State Teachers’ Retirement System | ▶ Bonaccord Capital Partners |
| ▶ Department of Retirement Systems: State of Washington | ▶ GCM Grosvenor |
| ▶ Employees Retirement System of Texas | ▶ Global X ETFs |
| ▶ New York State Common Retirement Fund | ▶ InvesTrust Wealth Management |
| ▶ North Dakota Retirement & Investment Office | ▶ Ridgepost Capital |
| ▶ Oregon State Treasury | ▶ Prime Oak Capital |
| ▶ San Diego County Employees Retirement Association | ▶ RCP Advisors |
| ▶ State Board of Administration of Florida | ▶ Antler Creek Investment Management |
| ▶ Teachers Retirement System of the State of Illinois | ▶ Reeds Bay Investment Group |
| | ▶ Serve Capital Partners |
| | ▶ Stonelake Capital Partners |
| | ▶ Strenuous Life Trust Company |
| | ▶ TriVista |
| | ▶ Turtle Creek Trust |
| | ▶ Voss Capital |
| | ▶ Windmuehle Funds |





KELLY RAGSDALE | Director

Kelly has over 25 years of experience in the asset management industry with a focus on risk management, compliance and internal auditing. He most recently served as a director at an \$2.2 trillion independent investment management firm where he led global projects and developed strategic initiatives within risk and audit operations. Kelly executed and led audits across all facets of the asset management business, was instrumental in designing and implementing internal audit strategies and risk management frameworks and also led a team to improve governance practices. His experience in internal audit and consulting capabilities has spanned across pension funds, investment advisers, mutual funds, ETFs, private funds and other investment vehicles. Earlier in his career, his work supported the development, implementation and oversight of a compliance program for affiliated U.S. registered broker-dealers.

Throughout his career, Kelly has led Agile audit teams, enhanced operational efficiency through strategizing and implementing procedures and ensured regulatory compliance. He expedited the delivery of internal self-assessments to validate compliance with the IIA's new Global Internal Audit Standards issued in January 2024 and successfully completed two External Quality Assessment (EQA) reviews, each receiving the highest rating attainable. He has also designed, developed and completed user testing of in-house audit management and third-party integrated risk management solutions.

CERTIFICATIONS

CIA
Certified Regulatory and Compliance Professional (CRCP)
FINRA Series 7, 24 and 51
CFA Institute Investment Foundations Certificate

EDUCATION

Bachelor of Science, economics, University of Houston

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ California State Teachers Retirement System
- ▶ California Public Employee's Retirement System
- ▶ New York State Common Retirement Fund
- ▶ State Board of Administration of Florida
- ▶ Teachers Retirement System of Illinois
- ▶ North Dakota Retirement and Investment Office
- ▶ San Diego County Retirement Association
- ▶ GCM Grosvenor LLC
- ▶ Texas Municipal Retirement System
- ▶ Texas Permanent School Fund





CERTIFICATIONS

Series 7, 24, 63 and 65 licenses

EDUCATION

Bachelor of Science, business administration, Stony Brook University

MICHAEL BARAKAT | Director, Investment Adviser Compliance

Michael has over two decades of asset management experience, focusing on investment adviser compliance experience. Michael leads clients through numerous regulatory and internal exams and provided valuable insight for navigating the constantly changing compliance landscape. He offers client support for regulatory filings, compliance policies and procedures, annual compliance reviews, compliance trainings and code of ethics maintenance. He performs reviews and testing of processes to assess overall compliance risk while offering practical advice to mitigate regulatory risk. He is also a presenter at compliance and industry forums.

Throughout his career, he has held several compliance roles for large public, private and endowment investment management firms, including serving as chief compliance officer. In these roles, he was responsible for managing regulatory filings, policy maintenance and risk mitigation for multiple compliance programs. More recently, he has been responsible for the growth and development of outsourced compliance services for the alternatives investment industry.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ GCM Grosvenor LLC
- ▶ Serve Capital Partners, LLC
- ▶ Prime Oak Capital
- ▶ Windmuehle LLC
- ▶ Lone Oak Trust
- ▶ Strenuous Life Trust Co
- ▶ Dream Ventures LLC
- ▶ TriVista Capital, LLC
- ▶ Employees Retirement System of Texas
- ▶ North Dakota Retirement and Investment Office
- ▶ Global X ETFs
- ▶ California State Teachers Retirement System
- ▶ Legacy Trust Company

PREVIOUS COMPLIANCE RESPONSIBILITIES

- ▶ Served Apex as head of the U.S. Regulatory Compliance business
- ▶ Former Chief Compliance Officer (CCO) for AIG Retirement Services and TIAA Endowment and Philanthropic Services
- ▶ Previous compliance roles at Citigroup, Invesco and EIG Global Energy Partners





CERTIFICATIONS

CIA

CFE

Certified Information
Systems Auditor (CISA)

Certification in Risk
Management Assurance
(CRMA)

Certification in Control
Self-Assessment (CCSA)

EDUCATION

Bachelor of Business
Administration,
accounting, Texas A&M
University

MARCI SUNDBECK | Senior Consultant

Marci has more than 30 years of audit and advisory experience in state government, including 25 years of experience with the Employees Retirement System of Texas, a fiduciary fund of more than \$35 billion in net assets. Having served as both the Director of Enterprise Risk Management and the Director of Internal Audit, Marci has extensive experience reviewing, developing and managing governance and enterprise risk management programs and processes in government environments.

Since 2015, Marci has assisted Weaver in serving public pension clients as well as state government entities. She has also served the Employees Retirement System of Texas as part of Weaver's team.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ California Public Employees Retirement System
- ▶ California State Teachers' Retirement System
- ▶ Los Angeles County Employees Retirement Association
- ▶ Department of Retirement Systems: State of Washington
- ▶ New York State Common Retirement Fund
- ▶ North Dakota Retirement & Investment Office
- ▶ Employees Retirement System of Texas
- ▶ Austin Community College
- ▶ Texas Department of Information Resources
- ▶ Cancer Prevention and Research Institute of Texas
- ▶ Lower Colorado River Authority
- ▶ North Texas Tollway Authority

PROFESSIONAL INVOLVEMENT

- ▶ Past Member, Association of Public Pension Fund Auditors (APPFA)
 - » Immediate Past President 2007 – 2009
 - » President 2005 – 2007
 - » Vice President 2002 – 2005
 - » Director 2001 – 2002
- ▶ Member, IIA
 - » Austin Chapter Board of Governors 2012 – 2015
- ▶ Member, Association of Certified Fraud Examiners (ACFE)
stin Area Chapter Director 2004 – 2016
- ▶ Member, Information Systems Audit and Control Association (ISACA)





CERTIFICATIONS

CIA

CISA

Certified Data Privacy
Solutions Engineer
(CDPSE)

EDUCATION

Master of Science,
information systems
technology, George
Washington University

Bachelor of Business
Administration, finance
and information
systems, George
Washington University

REEMA PARAPPILLY | Partner and IT Subject Matter Advisor

Reema has more than 20 years of experience in providing IT advisory services. Her focus includes IT internal audits, Sarbanes-Oxley compliance, external audit support and continuous controls monitoring. She has a focus area of IT internal audit for public pension funds, having worked with public pensions since 2014, supporting IT-related internal audit and advisory engagements.

Reema provides IT risk assessments and executes IT internal audit plans, including cloud governance, cybersecurity framework, data loss prevention, disaster recovery, remote technology (post-COVID assessment), IT general controls and system implementations. She performs advisory engagements regarding IT controls implementation, HIPAA compliance advisory and system implementations consulting and leads projects with annual reviews of control design and effectiveness testing.

She presented at three Fall Association of Public Pension Fund Auditors (APPFA) conferences, including most recently in Fall 2025. Through all of her engagements, Reema works to help clients balance compliance with organizational resource restrictions and to educate process owners so they can make better decisions regarding internal controls.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ California State Teachers' Retirement System
- ▶ California Public Employees Retirement System
- ▶ Employees Retirement System of Texas
- ▶ State Board of Administration of Florida
- ▶ Washington State Department of Retirement Systems
- ▶ Los Angeles County Employees Retirement Association
- ▶ San Diego County Employees Retirement Association
- ▶ Oregon State Treasury
- ▶ Texas Higher Education Coordinating Board
- ▶ Texas Department of Insurance
- ▶ Texas Department of Licensing and Regulation
- ▶ Texas State Library and Archives Commission
- ▶ Texas A&M University
- ▶ City of Houston
- ▶ City of Dallas
- ▶ AS&G Claims Administration
- ▶ Texas Farm Bureau Insurance Companies
- ▶ IBM Cloud
- ▶ Cancer Prevention Research Institute of Texas

PROFESSIONAL INVOLVEMENT

- ▶ Member, ISACA
- ▶ Member, IIA



SUBJECT MATTER ADVISORS



CERTIFICATIONS

Certified Public Accountant (CPA)

EDUCATION

Master of Business Administration,
University of Texas at Dallas

Bachelor of Science,
accounting and information systems,
University of Texas at Dallas

ALYSSA MARTIN | National Strategy Leader, Partner and Advisory Subject Matter Advisor

Alyssa has more than 30 years of experience in public accounting and is well known for her work helping public sector entities navigate growth and governance needs. She has deep knowledge and experience in internal audit, risk management, operational analysis, quality assurance reviews, fraud prevention, IT audit, business management consulting, strategic planning and technology consulting.

She's spent many years working directly with state agencies, regional organizations and municipalities and understands the unique challenges these environments face. She's also a frequent national speaker on organizational development and risk management.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ California Public Employees Retirement System
- ▶ California State Teachers' Retirement System
- ▶ Department of Retirement Systems State of Washington
- ▶ Employees Retirement System of Texas
- ▶ Texas Municipal Retirement System
- ▶ New York State Common Retirement Fund
- ▶ State Board of Administration of Florida
- ▶ Los Angeles City Employees' Retirement System
- ▶ Los Angeles County Employees Retirement Association
- ▶ North Dakota Retirement Investment Office
- ▶ Texas State Auditor's Office
- ▶ San Diego Association of Governments
- ▶ Texas Higher Education Coordinating Board
- ▶ Dallas ISD
- ▶ Houston ISD
- ▶ Lower Colorado River Authority
- ▶ Cancer Prevention & Research Institute of Texas
- ▶ Texas Department of Information Resources
- ▶ Texas Health & Human Services
- ▶ Houston-Galveston Area Council
- ▶ North Central Texas Council of Governments
- ▶ Ridgepost Capital
- ▶ Capital Southwest Corp.
- ▶ Brightwood Capital Corp.
- ▶ Bonaccord Capital Partners
- ▶ Five Points Capital
- ▶ Investcorp Credit Management
- ▶ RCP Advisors

PROFESSIONAL INVOLVEMENT

- ▶ Member, Institute of Internal Auditors (IIA)
- ▶ Member & Council Member, American Institute of Certified Public Accountants (AICPA)
- ▶ Member, AICPA Major Firms Group (MFG) Women's Network
- ▶ Board Member, Texas Society of Certified Public Accountants (TXCPA)
- ▶ Executive Advisory Committee, Accounting and Information Management Area, UT Dallas Naveen Jindal School of Management
- ▶ Member, National Association of Corporate Directors (NACD)





CERTIFICATIONS

CPA

EDUCATION

Master of Science,
accountancy, California
State University –
Fullerton

Bachelor of Science,
management science,
University of California,
San Diego

JEFF WADA | Partner and Fund Governance Subject Matter Advisor

Jeff has 12 years of experience providing financial statement audits for government entities. He plans and performs audits in accordance with generally accepted government auditing standards, reviews financial statements for proper reporting and disclosures and supervises and reviews the work of engagement staff. He also has extensive experience preparing and reviewing ACFRs that meet GFOA requirements.

Jeff is a member of Weaver's Quality and Risk Management team, and one of his greatest strengths is his ability to make complex guidance, regulations and transactions easier to understand.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ El Paso Firemen & Policemen's Pension Fund
- ▶ Houston Firefighters' Relief & Retirement Fund
- ▶ Employees' Retirement Fund of the City of Dallas
- ▶ City of Tulsa Municipal Employees' Retirement Plan
- ▶ City of Plano Retirement Security Plan
- ▶ City of Plano Section 115 Plan
- ▶ City of Irving Supplemental Benefit Plan
- ▶ City of McAllen Firemen's Relief & Retirement Fund
- ▶ City of Midland Firemen's Relief & Retirement Fund
- ▶ City of Dallas 401K Savings Plan
- ▶ City of Dallas 457 Deferred Comp Plan
- ▶ DART Employees' Defined Benefit Retirement Plan & Trust
- ▶ DART 457 Deferred Compensation Plan & Trust
- ▶ DART Capital Accumulation Plan & Trust
- ▶ City of Dallas, TX
- ▶ City of Irving, TX
- ▶ City of Garland, TX
- ▶ City of Allen, TX
- ▶ City of Anna, TX
- ▶ City of Denton, TX
- ▶ City of Houston, TX
- ▶ Dallas Love Field Airport
- ▶ William P. Hobby Airport
- ▶ George Bush Intercontinental Airport
- ▶ North Texas Municipal Water District
- ▶ Dallas County Reclamation District
- ▶ Duncanville ISD
- ▶ Fort Worth ISD
- ▶ Grand Prairie ISD
- ▶ Waco ISD
- ▶ Tarrant County

PROFESSIONAL INVOLVEMENT

- ▶ Member, Government Financial Officers Association (GFOA) and its Special Review Committee
- ▶ Member, TXCPA
- ▶ Member, AICPA





EDUCATION

Master of Arts, public policy, Duke University
Bachelor of Arts, economics, University of Texas, Austin

ADAM JONES | Subject Matter Advisor, Strategic Governance

Adam has 13 years of experience as a management consultant focusing on strategic governance, business process improvement and organizational assessment. A regular presenter and speaker on leadership and management topics, he’s a trained facilitator who fosters productive dialogue among competing views and helps create meaningful and sustainable change.

Adam is also the former Deputy Education Commissioner for Finance and Administration for one the top five largest U.S. states, where he served as the agency’s Chief Operating Officer.

REPRESENTATIVE CLIENT EXPERIENCE

CONFIDENTIAL

- ▶ California State Teachers’ Retirement System
- ▶ Los Angeles County Employees Retirement Association
- ▶ Employees Retirement System of Texas
- ▶ Texas Education Agency Orange County
- ▶ San Diego Association of Governments
- ▶ CapMetro
- ▶ DART
- ▶ City of Dallas, TX
- ▶ City of Houston, TX
- ▶ Cancer Prevention and Research Institute of Texas
- ▶ Lower Colorado River Authority
- ▶ Service Oklahoma
- ▶ State Bar of Texas
- ▶ Texas Department of Insurance
- ▶ Texas Windstorm Insurance Association
- ▶ Austin Community College District
- ▶ Texas A&M University System
- ▶ Denver Public Schools
- ▶ Dallas ISD
- ▶ El Paso ISD
- ▶ Cypress-Fairbanks ISD
- ▶ American Maritime Officers



Relevant Experience for Core Team Members

Weaver's Public Pension practice has extensive experience in investments, operations, financial controls, retirements, and board and organizational governance. Below is some of his relevant experience similar to this project explaining the organization characteristics publicly available, similarities to SERS, and our project team member's role in the various projects and engagements.

New York Common Retirement Fund (NYS CRF)

- ▶ Defined benefit plan for public employees, police officers and firefighters. Serves more than 1.26 million total participants, with approximately 700,000 active members, 500,000 retirees and beneficiaries.
- ▶ Large statewide public defined benefit retirement system, with similar focus on public-sector employees and fiduciary oversight as SERS and larger participant population than SERS. Requires governance, operational, compliance, and investment oversight comparable to SERS.
 - » **Bruce Mills** was the project manager and lead partner on the Fiduciary and Conflicts review for NYS CRF and led the review of the investment allocation and implementation analysis. He led all aspects of the engagement and conducted all interviews, executive updates and final deliverable presentations.
 - » **Kelly Ragsdale** was audit director on the engagement and review allocation implementation processes, supporting technology and conducted an analysis of allocations and investment/performance fees.
 - » **Marci Sundbeck** was senior advisor for the Fiduciary and Conflicts audit for CRF and was a critical member of the engagement team reviewing the processes for allocation implementation, compliance with DFS regulations and conflicts of interest.

California State Teachers Retirement System

- ▶ Defined Benefit Program, Defined Benefit Supplement Program (cash balance/hybrid feature), Cash Balance Benefit Program, and Pension2 voluntary defined contribution program (403(b) and 457(b))
- ▶ Over 1,000,000 total participants, 338,712 retired members and beneficiaries.
- ▶ Statewide public retirement system serving education employees with similar need for governance, investment oversight, member services, and stakeholder accountability. Uses a complex mix of defined benefit, cash balance, and defined contribution arrangements with a larger membership base than SERS
 - » **Bruce Mills** leads the investment audits and has reviewed: Global Equity, Fixed Income, Private Equity, Inflation Sensitive, SISS, Custodian and Personal Trading audits. He also leads their Third-Party Risk Management implementation and conducted maturity assessments over ERM and Enterprise Compliance. As partner, he is responsible for all aspects of the engagement and acts as subject matter advisor.
 - » **Reema Parappilly** leads the IT internal audits including assessing the design of IT General Controls for the new Sagitec Pension Administration System solution, Application Incident Management, Cloud Computing and Security, System Implementations, Disaster Recovery, and a IT/IS Risk Assessment to support annual audit plan development. As partner, she is responsible for all aspects of the engagement and acts as subject matter advisor. She also supported other IT IA projects as IT relationship partner for Security Incident Response, Information Security Variance internal audits and Generative AI internal audit advisory work.
 - » **Kelly Ragsdale** was audit director on the engagement and review allocation implementation processes, supporting technology and conducted an analysis of allocations and investment/performance fees.
 - » **Michael Barakat** has provided analysis and support for review of investment compliance with IPS requirements, personal trading and conflicts of interest across our reviews of investment asset classes and operations
 - » **Marci Sundbeck** has been a senior advisor for the review of enterprise risk and enterprise compliance and helped develop the future state recommendations that the organization is still utilizing. She has conducted



compliance and internal audit support across the various investments and operational engagements focusing on governance, board reporting and alignment with IPS and investment objectives.

California Public Employees' Retirement System

- ▶ Defined Benefit Pension Plan, Disability Retirement, Industrial Disability Retirement, CalPERS 457 defined contribution plan, and comprehensive health benefits program.
- ▶ Over 2,900 employers, 2.3 million members, 800,000 retirees and beneficiaries, and 1.5 million health program participants and beneficiaries
- ▶ Similar governance and fiduciary responsibilities involving public employee retirement benefits and one of the largest public retirement systems in the US. Extensive investment operations and employer structure, with a larger scale, but similar approach to SERS
 - » **Bruce** led the investment audits and assisted with a comprehensive risk assessment of the asset class, and reviews of Total Fund Management, Performance, Conflicts and Private Equity. As partner, he is responsible for all aspects of the engagement and acts as subject matter advisor.
 - » **Kelly Ragsdale** was audit director on the engagement and review allocation implementation processes, supporting technology and conducted an analysis of allocations and investment/performance fees.
 - » **Reema Parappilly** supports the IT / IS Risk Assessment for IA management to develop the annual internal audit plan.

San Diego County Employee Retirement Association (SDCERA)

- ▶ Defined benefit pension plan that offers service-connected and nonservice-connected disability retirement, alongside a retiree health insurance stipend program.
- ▶ Over five participating employers, approximately 18,000 active members, 20,000 to 22,000 retired members and beneficiaries, 7,000 to 9,000 deferred members and 2,500 health program stipend participants.
- ▶ Similar to SERS, it has a large AUM and complex operations and investments.
 - » **Bruce Mills** leads the investment audits and client relationship and assisted SDCERA with review over IPS Compliance, Investment Fees and Retirement Benefits. As partner, he is responsible for all aspects of the engagement and acts as subject matter advisor.
 - » **Reema Parappilly** leads an IT/IS Risk Assessment to support Internal Audit's annual audit plan development.
 - » **Kelly Ragsdale** was audit director on the engagement and review allocation implementation processes, supporting technology and conducted an analysis of allocations and investment/performance fees.

North Dakota Retirement Investment Office

- ▶ Defined benefit plan, Defined contribution options for certain employees, Supplemental 457 and benefit programs, State Investment Board investment pools.
- ▶ Teachers' Fund for Retirement serves more than 26,000 participants with approximately 12,000 active contributing members, 9500 retirees and beneficiaries, 200 employer groups. State Investment Board oversees assets supporting tens of thousands of participants statewide.
- ▶ Similar to SERS, ND RIO has Public retirement and investment oversight organization with a similar emphasis on governance, fiduciary responsibility, investment oversight, and stakeholder accountability. While there is a smaller participant population than SERS, there is comparable need for oversight of investment operations and retirement plan administration.
 - » **Bruce Mills** is the client partner and relationship manager responsible for working with the client on all aspects of Weaver's support for ND RIO including internal audits, risk management, compliance, and consulting engagements
 - » **Kelly Ragsdale** is responsible for all aspects of the internal audits of external investment manager due diligence and governance including budget, deliverables and ensuring project timelines are met. The



engagement covered a detailed review of the initial and ongoing due diligence and oversight of external investment managers by the organization.

- » **Michael Barakat** leads the investment compliance functional support for NDRI, monitoring daily trading activity for alignment with IPS and internal requirements. He also provides consulting and project management support to the Investment team through performance and account consolidation occurring due to the internalization of the investment processes
- » **Marci Sundbeck** was the sr. adviser for the development and growth in the internal audit function for NDRI, providing guidance and IA structure to be implemented across the organization. She participated the risk assessment for investments and fiscal and works with the client to keep the assessment aligned with the evolving risk profile

Department of Retirement Systems: State of Washington

- ▶ Defined benefit plans, Hybrid plan options for certain employees, Supplemental 457 deferred compensation program, State Investment Board investment pools.
- ▶ The Washington Department of Retirement Systems serves over 935,000 total agency-wide participants through its investment pools, which include approximately 371,000 active contributing members and 245,000 retirees and beneficiaries. These systems, overseen by the Washington State Investment Board, span defined benefit plans, hybrid options, and a supplemental 457 program across 1,300 employer groups.
- ▶ Includes a School Employees' Retirement System similar in purpose to Ohio SERS.
- ▶ Administers multiple public retirement systems under one umbrella organization.
- ▶ Similar to SERS in governance, member-service, operational, and fiduciary requirements.
 - » **Reema Parappilly** is the lead partner on the engagement and supports the implementation of a pension administration system. The team has provided general advisory support for the implementation on risk considerations, and trained implementation project team members on internal controls and performed data conversion process review.
 - » **Bruce Mills** supports the technology implementation of a newly developed pension administration system including operational controls review and advisory design structure for improved oversight and governance
 - » **Marci Sundbeck** supports the technology implementation of a newly developed pension administration system including operational controls review and advisory design structure for improved oversight and governance

Employees Retirement System of Texas

- ▶ Statewide public employee retirement system that administers the State of Texas Retirement Program, including defined benefit and cash balance features, the Law Enforcement and Custodial Officer Supplemental Retirement Fund, Judicial Retirement System Plan Two, Texa\$aver 401(k) Plan, Texa\$aver 457 Plan and Group Benefits Program.
- ▶ Approximately 139,958 active members and approximately 124,504 retirees and beneficiaries.
- ▶ Similar to SERS, ERS supports a large public-sector retirement program with governance, compliance, fiduciary and member-service responsibilities. ERS also administers supplemental retirement and broader benefit programs, giving the organization a broader benefits profile while maintaining a comparable public-sector mission.
 - » **Reema Parappilly** is the lead IT partner for ERS and provides co-sourced internal audit and consulting support for technology-related internal audits and projects. She has supported ERS since 2013. She has led over 10 IA projects including Remote Technology, Information Security Program, and Disaster Recovery as a partner, and supported a variety of topics prior to becoming a partner such as Website Administration and Oracle Database Administration.
 - » **Bruce Mills** has supported ERS through Weaver's public pension and investment-related services and provides subject matter guidance on governance, risk management and investment operations.



- » **Michael Barakat** completed a review of the ERS compliance framework using Weaver's investment compliance and conflicts-of-interest assessment methodology. The work identified key areas for development and provided ERS with a roadmap for implementation and ongoing improvement.

Los Angeles County Employees Retirement Association

- ▶ County public employee retirement system that administers the General Member Plans (A, B, C, D, E, and G), Safety Member Plans (A, B, and C), Defined benefit retirement plans and Retiree healthcare benefits.
- ▶ More than 160,000 active, deferred, retired members and beneficiaries, 105,000 active and deferred members, more than 52,000 retirees and beneficiaries. Participating employers include Los Angeles County and outside districts.
- ▶ Similar to SERS, a large governmentally defined benefit retirement system with a similar focus on retirement administration, governance, fiduciary responsibilities, and member services. Comparable complexity in managing multiple benefit tiers and stakeholder groups. Smaller than the largest statewide systems but still a significant public pension organization.
- » **Marci Sundbeck** was senior advisor while performing a review and assessment of LACERA's organization governance processes, specifically over the organization's maturity in five key areas: Ethics and Values, Risk Management, Detection and Prevention of Fraud, System of Internal Controls, and System of Compliance. Marci evaluated the adequacy of the design, structure and implementation of LACERA's governance, the effectiveness of communication and training, as well as the efficient use of systems and information.

Management Plan and Staff Responsibilities for Core Team Members

Weaver emphasizes continuous monitoring and risk management, enabling early identification and resolution of issues that could impact quality or timelines. The following chart details roles and responsibilities, estimated hours and hourly rates for the core engagement team members. We are offering SERS our discounted government rates for the full project team. As much of the review requires experienced personnel to interact with Board, Executives, and Investment Staff, our Core team is deeply engaged in the project and contributes roughly ½ of the total hours of the project.

CORE TEAM MEMBER	ROLE/RESPONSIBILITY	ESTIMATED HOURS	HOURLY RATE
Bruce Mills	Engagement Partner	60	\$515
Kelly Ragsdale	Director	110	\$420
Michael Barakat	Director, Investment Adviser Compliance	30	\$420
Marci Sundbeck	Senior Consultant	120	\$420
Reema Parappilly	IT Partner	60	\$515

Staff Independence and Potential Conflicts

Weaver is committed to maintaining independence and objectivity in all engagements. For this proposed fiduciary performance audit, we confirm that all members of the engagement team are independent of the School Employees Retirement System (SERS), the Ohio Retirement Study Council (ORSC) and the State of Ohio. No team member has any financial interest, employment relationship or other arrangement that could impair — or appear to impair — impartial judgment in performing this audit.

We have conducted internal independence and conflict-of-interest checks in accordance with our firm's policies and applicable professional standards. These procedures include evaluating financial interests, prior engagements,



business relationships and personal affiliations. Based on this review, we have identified no relationships that would create a real or perceived conflict of interest related to this engagement.

Members of our team have extensive experience working with public pension systems and related organizations. While this experience provides valuable perspective, it does not include relationships that would compromise independence. Where team members have worked with other public retirement systems or investment organizations, those engagements were performed under standard professional independence requirements and are unrelated to SERS.

We also confirm that our personnel do not maintain relationships with entities that evaluate pension systems in a manner that would impair an objective assessment. In the event that any potential conflict were to arise during the course of the engagement, we would promptly disclose it to ORSC and take appropriate steps to mitigate the issue, which could include modifying team responsibilities or implementing additional safeguards.

Our approach is designed to ensure that all findings, conclusions and recommendations are developed independently, based solely on the evidence obtained during the audit and aligned with applicable standards and leading practices.

Key Personnel Transition Procedures

Team Continuity

Personnel shake-ups happen frequently in many firms, creating broken and segmented teams that result in the loss of important intrinsic knowledge. We understand how frustrating it is to get a team member up to speed only to learn that they'll be moved off the engagement.

Our people are the foundation of our business and the core of everything we do. The quality of our staff directly translates to the quality of our work for clients. As a result, **we take employee retention and continuity very seriously.**



Although no firm is immune to the factors that lead to turnover and rotation, Weaver makes continuity of a cohesive, stable engagement team a service priority throughout a client relationship. When our engagement teams do rotate or change, we take steps to quickly bring new members up to speed on the client relationship and engagement, facilitating an efficient transition. This is a true differentiator for Weaver.



Professional Affiliations

Weaver and our engagement team maintain active involvement in professional organizations that sponsor and support investment, governance and fiduciary-related research and standards relevant to public pension systems. These affiliations support the team's ability to stay current with regulatory developments, emerging risks and leading practices in pension oversight and investment operations.



Members of the proposed team participate in organizations such as:

- ▶ Institute of Internal Auditors
- ▶ Association of Public Pension Fund Auditors
- ▶ Information Systems Audit and Control Association
- ▶ American Institute of Certified Public Accountants
- ▶ Government Finance Officers Association
- ▶ Association of Local Government Auditors
- ▶ Association of Government Accountants

Several team members contribute to these organizations through committee participation, presentations and leadership roles. These activities support continued professional development and bring current industry perspectives to fiduciary audit engagements.



4. References

CONFIDENTIAL

The best indicator of our performance is our clients themselves. We encourage you to contact any of the references provided below to discuss the knowledge of our team, the quality of our approach, and our commitment to client services.



Comptroller of the State of New York New York State Common Retirement Fund
(November 2024 – November 2025)

110 State Street, Albany, NY 12236

Contact: Michael Kelly | Chief Operations Officer | 518-375-8151 | mkelly@osc.ny.gov



California Public Employees' Retirement System (CalPERS)
(2023 – 2026)

400 Q Street | Sacramento, CA 95811

Contact: Beliz Chappuie | Chief, Office of Audit Services | 916-795-0281 | beliz.chappuie@calpers.ca.gov



California State Teachers Retirement System (CalSTRS)
(November 2020 – Present)

100 Waterfront Place | West Sacramento, CA 95605

Contact: Cheryl Cervantes-Dietz | Chief Auditor | 916-414-6014 | ccervantesdietz@calstrs.com



State Board of Administration of Florida
(2023 – Present)

1801 Hermitage Blvd, #100 | Tallahassee, FL 32308

Contact: Kim Stirner | Chief Audit Executive & Inspector General |
850-413-1244 | kimberly.stirner@sbafla.com



North Dakota State Investment Board – North Dakota Retirement and Investment Office
(2022 – Present)

1600 East Century Avenue, Suite 3 | Bismarck, ND 58507

Contacts: Sara Seiler | Supervisor, Internal Audit | 701-328-9896 | SSeiler@ND.com
Jodi Smith | Executive Director | 701-328-9885 | jansmith@nd.gov

For reference project details, refer to previous subsection Summary of Project Scopes and Key Findings.



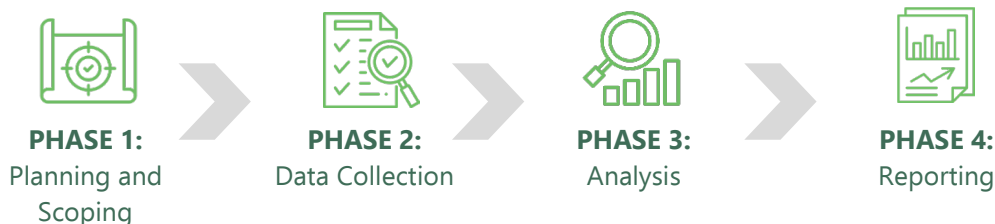
5. Methodology, Work Product, and Timeline

Overview of Our Approach

Weaver's approach to the fiduciary performance audit is designed to provide a comprehensive, objective and actionable evaluation of SERS's governance, investment practices, risk management and supporting operations. The methodology applies a structured, risk-based framework to assess both the design of policies and processes and how those processes operate in practice.



The engagement is organized around the core elements of the audit scope and follows a consistent approach across each area — Board governance and administration, organizational structure and staffing, investment policy and oversight, legal compliance, risk management and controls and IT operations. Each component is evaluated using a combination of document review, stakeholder interviews, data analysis and targeted testing to develop a clear understanding of current practices and identify strengths, gaps and improvement opportunities.



Each phase of the engagement will be conducted in defined phases following Weaver's methodology supporting efficient execution and alignment with ORSC and SERS.

1. **Planning and Scoping** to establish objectives, confirm requirements and identify key documentation and data sources.
2. **Data Collection**, which includes interviews, process walkthroughs and preliminary analysis to refine the focus of fieldwork activities.
3. During **Analysis**, Weaver performs detailed fieldwork procedures across each scope area, including testing, control evaluation and analysis of governance and operational practices. Findings are developed based on evidence gathered through these procedures and are validated through ongoing communication with SERS staff to confirm accuracy and context.
4. **Reporting** – The engagement concludes with analysis and reporting, during which results are synthesized into clear findings and recommendations. Weaver evaluates observations against statutory requirements, fiduciary standards and leading practices, and incorporates benchmarking against comparable public pension systems where appropriate. Recommendations are developed to be practical and actionable, with prioritization based on risk and impact and consideration of implementation effort. Final deliverables are designed to present information clearly and support decision-making by ORSC, the SERS Board and other stakeholders.

Communication

Throughout the engagement, Weaver maintains regular communication with ORSC and SERS to provide updates on progress, discuss emerging observations and address questions. This ongoing communication supports transparency, validates findings and helps ensure a smooth and efficient audit process.. We will provide monthly updates on progress on the progress of the engagement to the ORSC.



Our methodology provides a consistent and disciplined framework for evaluating each component of the fiduciary audit while delivering clear, evidence-based insights and recommendations that support strong governance, effective oversight and fulfillment of fiduciary responsibilities.

2.1 Board Governance and Administration

Weaver's methodology for evaluating Board governance and administration is designed to align directly with the requirements of the RFP and the fiduciary responsibilities of the School Employees Retirement System (SERS). The review combines document analysis, stakeholder interviews, benchmarking, surveys and targeted testing to assess whether governance structures, administrative practices and oversight processes support accountability, transparency and effective stewardship of retirement system resources.

Board Trustee Education, Training and Associated Costs

The review will evaluate trustee onboarding, continuing education, professional development requirements and related expenditures. Attention will be given to whether Board members receive sufficient training to fulfill their fiduciary responsibilities and whether educational programs are aligned with governance, investment and oversight needs. Training practices and costs will be compared to those of comparable public pension systems and industry leading practices.

Delineation of Roles, Responsibilities and Reporting Relationships

An assessment of governance documentation, organizational structures and reporting relationships will determine whether responsibilities are clearly defined, communicated and consistently applied. The evaluation will consider the respective roles of the Board, committees, executive leadership, staff, investment managers and other service providers. Delegations of authority, decision-making protocols and accountability mechanisms will also be reviewed to determine whether governance responsibilities are appropriately assigned and understood throughout the organization.

Compliance with Statutes and Administrative Rules

Applicable statutes, administrative rules and governance requirements will be reviewed to assess whether Board and management activities align with legal and regulatory expectations. Consideration will be given to the adequacy of existing statutory authority and administrative rules in supporting the Board's fiduciary, governance and oversight responsibilities, as well as the processes used to monitor and maintain compliance.

Governance Benchmarking and Leading Practices

SERS's governance structure and practices will be compared to industry standards and peer public pension systems. Areas of comparison will include Board composition, committee structures, governance frameworks, oversight responsibilities, accountability mechanisms and fiduciary practices. This benchmarking effort will help identify strengths, leading practices and opportunities for improvement.

Budget Development and Oversight

The evaluation will include a review of the budget development, approval and monitoring process. Budget governance practices, management reporting and oversight procedures will be assessed to determine whether expenditures align with Board-approved budgets and whether decision-makers receive timely and meaningful financial information to support effective oversight.

Conflicts of Interest Policies and Procedures

Policies, procedures and controls designed to identify, disclose and manage professional conflicts of interest will be examined. This review includes ethics policies, disclosure requirements, monitoring activities, training programs and governance oversight processes. The goal is to determine whether existing safeguards promote independence, transparency and sound fiduciary decision-making.



Succession Planning

Succession-planning efforts for key leadership and operational positions will be assessed to determine whether SERS has established effective strategies for leadership continuity, talent development and institutional knowledge transfer. Particular consideration will be given to critical roles that support governance, administration and investment oversight activities.

Administrative Costs

Administrative expenditures will be analyzed to assess their appropriateness in light of SERS's size, complexity and operating environment. Cost structures, staffing models and support functions will be compared to those of similar public retirement systems to identify opportunities for efficiency while maintaining effective governance and service delivery.

Communication with Board Members, Members and Retirees

Communication policies, procedures and practices among the Board, management, members and retirees will be evaluated for effectiveness, consistency and transparency. The review will consider how information is communicated, the accessibility of key governance and operational information and whether communication processes support informed decision-making and stakeholder engagement.

Governance Assessment Approach

The assessment will be supported through review of Board policies, committee charters, governance manuals, organizational charts, training records, budget materials, conflict-of-interest disclosures, succession-planning documentation and communication materials. Interviews with Board members, executive leadership and key personnel will provide additional perspective regarding governance effectiveness and the practical operation of oversight processes. Results will be evaluated against statutory requirements, peer pension practices and recognized governance standards to identify strengths, gaps and opportunities for enhancement.

2.2 Organizational Structure and Staffing

Weaver's methodology for evaluating organizational structure and staffing is designed to assess whether SERS has the workforce, organizational design, personnel practices and management processes necessary to effectively administer a complex public retirement system and fulfill its fiduciary responsibilities. Our approach evaluates not only how the organization is structured, but also whether staffing resources, qualifications, compensation practices and performance management processes support current operations and future organizational needs.

The review combines document analysis, stakeholder interviews, workforce assessments, benchmarking and data analysis to evaluate the effectiveness of SERS's organizational structure and staffing practices and to identify opportunities for improvement.

The review begins with a planning phase designed to establish an understanding of SERS's organizational structure, workforce composition and management practices. Weaver will request and review documentation that may include:

- ▶ Organizational charts and reporting structures
- ▶ Position descriptions and classification information
- ▶ Staffing plans and workforce reports
- ▶ Hiring and recruitment policies and procedures
- ▶ Compensation and benefits information
- ▶ Performance evaluation policies and forms
- ▶ Employee training and professional development records
- ▶ Workforce demographic and turnover data
- ▶ Employee engagement or satisfaction survey results



- ▶ Member and customer satisfaction reports and metrics
- ▶ Succession plans, workforce continuity plans, and key-position contingency planning documentation
- ▶ Identify key departments, functions and stakeholders for interviews and analysis.

Weaver will evaluate the overall organizational structure of SERS to determine whether reporting relationships, management responsibilities and organizational design support effective administration and oversight.

Our review will assess:

- ▶ Alignment of the organizational structure with SERS's mission, responsibilities and strategic objectives
- ▶ Clarity of reporting relationships and accountability
- ▶ Distribution of responsibilities across departments and functional areas
- ▶ Segregation of duties and oversight mechanisms
- ▶ Management span of control and supervisory structures
- ▶ Coordination among operational, administrative, investment, compliance and support functions

Through interviews and document review, we will evaluate whether organizational responsibilities are clearly defined, consistently understood and effectively executed throughout the organization.

Staffing and Workforce Analysis

Weaver will assess the adequacy of staffing resources relative to the size, complexity and operational demands of the organization.

This evaluation will include:

- ▶ Staffing levels by department and function
- ▶ Workforce composition and resource allocation
- ▶ Vacancy rates and critical staffing gaps
- ▶ Hiring and recruitment practices
- ▶ Workforce planning processes
- ▶ Succession planning for key positions
- ▶ Retention trends and turnover patterns

The review will consider whether staffing levels and organizational resources are sufficient to support operational effectiveness, member services, regulatory compliance and fiduciary responsibilities.

Weaver will also evaluate whether performance management processes support accountability, employee development and organizational effectiveness.

Our review will assess:

- ▶ Performance evaluation requirements and practices
- ▶ Goal setting and performance measurement
- ▶ Employee feedback processes
- ▶ Management accountability mechanisms
- ▶ Workforce engagement and communication practices
- ▶ Employee satisfaction assessment methodologies

Where available, employee survey results and other workforce feedback mechanisms will be reviewed to identify recurring themes, strengths and opportunities for improvement.



Member and Customer Satisfaction Assessment

Consistent with the RFP requirements, Weaver will evaluate the adequacy of processes used to assess and improve customer and member satisfaction.

This review may include:

- ▶ Member satisfaction surveys and related metrics
- ▶ Complaint tracking and resolution processes
- ▶ Service-level performance measures
- ▶ Processes for evaluating and responding to member feedback
- ▶ Continuous improvement initiatives related to member services

We will assess whether existing mechanisms provide meaningful information to management and support ongoing improvements in service delivery.

Compensation, Recruitment and Retention Assessment

Weaver will review compensation and workforce management practices to evaluate SERS's ability to attract, develop and retain qualified personnel.

Our assessment will include:

- ▶ Compensation structures and salary administration practices
- ▶ Recruitment competitiveness
- ▶ Employee retention trends
- ▶ Turnover patterns and contributing factors
- ▶ Workforce stability
- ▶ Alignment between compensation and organizational responsibilities

Particular attention will be given to positions requiring specialized pension, investment, compliance, actuarial, technology and operational knowledge. The review will evaluate whether compensation practices support the organization's ability to recruit and retain qualified professionals in a competitive labor market.

Staff Qualifications and Professional Development

Weaver will evaluate whether SERS maintains a workforce with the qualifications, technical capabilities and professional competencies needed to carry out its responsibilities.

The assessment will include:

- ▶ Educational and professional qualifications of personnel
- ▶ Licensing and certification requirements
- ▶ Professional development and continuing education programs
- ▶ Training requirements and completion practices
- ▶ Processes used to monitor and maintain required qualifications
- ▶ Workforce development and knowledge-transfer activities

We will evaluate whether current practices support employee growth, succession readiness and the long-term development of organizational capabilities.



2.3 Investment Policy and Oversight

Investment Policy

Weaver applies a structured, risk-based methodology to evaluate the design, governance and implementation of SERS's investment policy (IP) and related procedures. Our approach is grounded in fiduciary standards and reflects practices used in reviews of large public investment programs.

We evaluate:

- ▶ How the investment policy is developed, approved and maintained, including Board oversight, delegated authority and documentation practices. This includes assessing whether governance processes support clear decision-making, accountability and compliance with fiduciary obligations. We also compare the policy adoption and approval process to leading practices observed at comparable public pension systems.
- ▶ Whether the investment policy statement incorporates the critical elements commonly found in leading public pension investment policies and reflects SERS's financial condition, actuarial characteristics, investment objectives, funding requirements and risk tolerances. We compare the investment policy statement to industry leading practices and evaluate whether it provides clear, actionable guidance for investment decision-making.
- ▶ How the investment policy defines objectives, risk tolerance, asset allocation parameters, constraints, delegated authorities and oversight responsibilities. We assess internal consistency and whether the policy supports effective governance and fiduciary oversight.
- ▶ Whether asset allocation decisions are supported by appropriate analysis, including asset liability studies, risk assessments and funding considerations. This includes evaluating whether strategic asset allocation targets and ranges are appropriately linked to the investment policy statement and whether the policy remains compatible with the most recent asset/liability study and five-year experience review.
- ▶ The adequacy of the mechanisms and decision-making processes used to establish, periodically review and rebalance asset allocation targets and ranges. We assess whether these processes are supported by appropriate governance, analysis and documentation.
- ▶ Whether the investment policy specifies when the basis for significant investment decisions should be documented in writing by the Board or staff and whether documentation practices support transparency, accountability and auditability.
- ▶ The extent to which SERS adheres to its formal written investment policies, guidelines and procedures and whether any systematic or significant exceptions have resulted in operational, compliance or governance challenges.
- ▶ Whether SERS maintains a structured process for reviewing and updating the investment policy, guidelines and procedures, including review frequency, governance responsibilities, responsiveness to market conditions and regulatory changes and alignment with evolving investment strategies. We evaluate how often these documents are reviewed and the process used to approve revisions.

Investment Oversight and Review

Weaver's methodology evaluates the oversight and control framework supporting SERS's investment program. Our approach is aligned with the requirements of the RFP and focuses on the effectiveness of governance, monitoring, performance evaluation and manager oversight processes. Within this portion of the engagement, we will:

- ▶ Evaluate the appropriateness of Board and staff controls, procedures and capabilities used to monitor investment performance, oversee investment managers and ensure compliance with established policies. This includes reviewing governance structures, oversight responsibilities, monitoring activities, reporting processes



and escalation procedures to determine whether investments and external managers are subject to effective and ongoing supervision.

- ▶ Evaluate SERS's process for measuring, evaluating and controlling transaction costs, directed brokerage and commission recapture activities, if any. We will assess related governance, monitoring and reporting processes and compare them to practices observed at comparable public pension systems and relevant industry surveys.
- ▶ Evaluate the process used to determine and measure investment performance, including how performance data is collected, validated and reported. This includes assessing the appropriateness of benchmarks, the reliability of data sources, the consistency of performance calculations and whether performance reporting supports informed decision-making and effective oversight.
- ▶ Evaluate the basis and methodology used to compensate external investment managers, advisors and other service providers. We will review fee structures, contractual arrangements, performance-based compensation methodologies and related controls, as well as written policies and procedures used to monitor and address professional conflicts of interest.
- ▶ Analyze how investment managers are selected, monitored and retained. This includes evaluating due diligence procedures, transparency of the decision-making process, selection criteria, documentation practices, ongoing performance monitoring and adherence to established policies and procedures governing manager selection and oversight.

Investment and Fiduciary Risk

Weaver applies a risk-focused methodology to evaluate SERS's awareness, oversight and management of investment and fiduciary risks. Our approach is aligned with the requirements of the RFP and focuses on the Board's understanding of risk and the effectiveness of processes and controls used to manage risk throughout the investment program.

- ▶ Evaluate the processes by which the Board identifies, understands and monitors the risks associated with the adopted asset allocation. This includes reviewing the information provided to the Board, risk reporting practices, decision-making processes and governance mechanisms used to communicate and assess investment risks. We evaluate whether the Board receives sufficient information to understand the potential risks, expected outcomes and trade-offs associated with the investment strategy and asset allocation structure.
- ▶ Examine investment risk factors and the processes used to manage investment and fiduciary risk. This includes evaluating the types, levels and appropriateness of risks within individual portfolios and the overall fund, including market, credit, liquidity, operational and compliance risks. We assess the adequacy of internal controls, monitoring activities and governance processes designed to ensure compliance with adopted standards, policies and procedures for managing investment and fiduciary risk. Our review includes comparison to leading practices observed at comparable public pension systems to identify opportunities for improvement and enhanced risk oversight.

Custodian Policy

Weaver will evaluate SERS's custodial relationships and oversight processes to determine whether they effectively support the safekeeping of assets, investment operations and fiduciary responsibilities. Our approach is aligned with the requirements of the RFP and includes evaluation of both SERS's relationship with its custodial bank and the custody model administered by the Ohio Treasurer of State.

- ▶ Evaluate SERS's relationship with its custodial bank, including the breadth and quality of services provided. We will assess the scope of custodial services supporting investment operations, reporting, asset safekeeping, transaction processing and related activities to determine whether the services meet the operational and oversight needs of SERS.
- ▶ Assess the custodial bank's technology capabilities and its ability to support SERS's current and future requirements. This includes evaluating the effectiveness of reporting tools, data accessibility, operational support capabilities and technology planning related to custodial services.



- ▶ Evaluate the custodial bank's organizational structure, fee arrangements, cash management services and analytical support. We will review fee structures and service models to assess reasonableness, transparency and alignment with industry practices, and evaluate the effectiveness of cash management and analytical services provided to SERS.
- ▶ Assess SERS's oversight of custodial functions. We will evaluate governance structures, reporting processes, service-level monitoring and other controls used to oversee custodial activities and determine whether SERS maintains appropriate visibility into custodial performance and risks.
- ▶ Review the custody model administered by the Ohio Treasurer of State and evaluate the oversight provided under that model. This includes comparing the custody structure, governance framework, monitoring practices and oversight mechanisms to those used by comparable public pension systems and industry leading practices to identify strengths and opportunities for improvement.

2.4 Legal Compliance

Pursuant to Ohio Revised Code Section 171.04(F), Weaver will evaluate the adequacy of SERS's compliance with applicable federal and state laws, regulations and fiduciary requirements. Our review will consider relevant provisions of Ohio Revised Code Chapter 3309 governing SERS, applicable administrative rules and Internal Revenue Service regulations affecting public retirement systems. Through document review, interviews, policy analysis and targeted testing, we will assess whether legal and regulatory requirements are clearly communicated, appropriately monitored and consistently followed throughout the organization.

Legal Compliance and Adherence to IRS Regulations

We will evaluate SERS's compliance with applicable state and federal laws and regulations, including relevant provisions of Ohio Revised Code Chapter 3309, applicable administrative rules and Internal Revenue Service requirements affecting public retirement systems. This review will include an assessment of policies, procedures, governance practices and selected transactions to determine whether compliance obligations are clearly established, consistently applied and effectively monitored. We will also evaluate the processes used to identify, communicate and implement regulatory changes affecting SERS operations.

Adequacy of Internal and External Counsel

We will evaluate the adequacy of legal support provided through internal and external counsel. This review will assess legal governance structures, reporting relationships, access to legal guidance and the processes used to obtain and apply legal advice. We will evaluate whether legal resources are appropriately aligned with the complexity of SERS's governance, investment, operational and fiduciary responsibilities and whether counsel effectively supports compliance with applicable legal and regulatory requirements.

Adequacy of Ethics Training, Disclosure and Monitoring of Compliance

We will assess the effectiveness of ethics-related policies, training programs, disclosure requirements and compliance monitoring activities applicable to Board members, management and staff. This review includes evaluating conflict-of-interest processes, ethics reporting requirements, disclosure practices, training content and frequency, monitoring procedures and mechanisms used to identify, escalate and address potential violations. We will determine whether existing practices promote ethical conduct, transparency and accountability consistent with fiduciary obligations and leading practices.

Board and Staff Compliance with Legal Requirements

We will evaluate the processes used to promote, monitor and document Board and staff compliance with applicable legal, regulatory and fiduciary requirements. This assessment will include reviewing governance practices, compliance reporting, oversight responsibilities, documentation standards and selected compliance activities to determine whether legal obligations are understood, consistently followed and subject to appropriate oversight. We will also evaluate how compliance issues are identified, reported, investigated and resolved.



This approach provides a structured review of SERS's legal compliance environment and supports the identification of opportunities to strengthen governance, oversight, accountability and adherence to applicable legal and regulatory requirements.

2.5 Risk Management and Controls

Weaver will evaluate SERS's risk management and control environment to determine whether governance, financial, operational and administrative controls adequately support the organization's fiduciary responsibilities and day-to-day operations. Our approach includes document review, interviews, process walkthroughs, control assessments and benchmarking against comparable public pension systems and leading practices.

Financial Controls and Integrity of Financial Statements

We will evaluate the adequacy of financial controls and the integrity of SERS's financial reporting processes. This review will include assessing key controls related to financial transactions, authorization procedures, reconciliations, reporting and oversight. We will also review SERS's purchasing policies and procurement practices to determine whether they are appropriately designed, consistently followed and effective in supporting accountability, transparency and financial stewardship.

Accounting Processes

We will assess the adequacy of SERS's accounting processes and supporting controls. This evaluation will include reviewing accounting policies, transaction processing procedures, reconciliations, journal entry controls and financial reporting practices to determine whether financial information is accurate, complete, timely and supported by appropriate documentation. We will also evaluate how accounting processes support management decision-making, financial reporting and fiduciary oversight responsibilities.

Reporting to the Board and Management

We will evaluate the appropriateness and usefulness of regular reports provided to the Board and management. This review will assess whether reporting is timely, accurate, relevant and aligned with governance and oversight responsibilities. We will evaluate the quality of financial, operational, compliance and risk-related information provided to decision-makers and compare reporting practices to those observed at comparable public pension systems and leading organizations to identify opportunities for enhancement.

Internal Audit Services and External Audit Procedures

We will assess the sufficiency of SERS's internal audit function and external audit processes. This review will include evaluating audit planning, risk assessment methodologies, reporting practices, follow-up procedures and coordination among assurance functions. We will assess whether internal and external audit activities provide appropriate coverage of significant risks and controls and whether audit results effectively support governance, accountability and continuous improvement.

Record-Keeping Systems

We will evaluate the adequacy of SERS's record-keeping systems and practices to determine whether records are appropriately maintained, accessible, protected and retained. This review will include evaluating records management policies, document retention practices, accessibility of information, reliability of supporting documentation and controls designed to protect sensitive information. We will assess whether records management processes support operational effectiveness, regulatory compliance, financial reporting and fiduciary responsibilities.



Enterprise Risk Management and Internal Control Environment

Consistent with the RFP's emphasis on a holistic view of risk management, we will evaluate how risk management activities are integrated across governance, operations, finance, compliance, investments and information technology. We will assess whether SERS maintains an enterprise-wide approach to identifying, assessing, monitoring and responding to risks and whether the internal control environment supports effective management of those risks. This review will consider key control elements such as segregation of duties, policy and procedure documentation, information availability and reliability, supervision and review processes, training and organizational accountability.

This approach aligns directly with the RFP requirements while providing a comprehensive assessment of the controls, governance and risk management practices that support SERS's operations and fiduciary responsibilities.

2.6 IT Operations

Weaver will evaluate the control, accuracy and integrity of SERS's information technology environment and the extent to which technology supports the organization's operational, fiduciary and regulatory responsibilities. Our approach will include document review, interviews, process walkthroughs, control evaluations and targeted testing to assess technology governance, operations and risk management practices. The review will focus on the areas specifically identified in the RFP and compare SERS's practices to relevant industry standards and leading practices.

Data Integrity

We will evaluate the processes and controls designed to maintain the accuracy, completeness, consistency and reliability of data used throughout SERS operations. This review will include assessing controls over data entry, processing, interfaces, reconciliations, reporting and data management practices. We will evaluate whether information used to support operational, financial and investment activities is reliable, available and appropriately governed throughout its lifecycle.

Security and Confidentiality of Records

We will assess the adequacy of controls designed to protect the security, confidentiality and integrity of SERS information assets. We will assess how management has identified which data needs to be labeled / identified as confidential. This review will include evaluating access management practices, user provisioning and deprovisioning, privileged access controls, security monitoring, data protection practices and controls designed to safeguard sensitive member, financial and operational information. We will assess whether security responsibilities are clearly defined and whether controls are aligned with organizational risks and regulatory expectations.

Business Continuity and Disaster Recovery Planning

We will evaluate SERS's contingency planning, business continuity and disaster recovery capabilities. This review will assess the adequacy of documented plans, governance responsibilities, recovery strategies, testing activities and plan maintenance processes. We will evaluate whether SERS has established procedures to support the continuity of critical operations and timely recovery of technology services following a disruption.

Incident Management

We will assess the processes used to identify, investigate, respond to and resolve technology-related incidents. This review will include evaluating incident reporting procedures, escalation protocols, root-cause analysis practices, corrective action processes and management reporting. We will determine whether incidents are managed in a consistent and timely manner and whether lessons learned are incorporated into ongoing operational improvements.



Organization and Management of IT Operations

We will evaluate the quality of processes and controls supporting the organization and management of IT operations and governance. This review will include:

- ▶ IT governance structures, responsibilities and oversight processes
- ▶ IT project and portfolio management practices
- ▶ Data management and data governance processes
- ▶ Application development, implementation and maintenance controls
- ▶ Local area network infrastructure management
- ▶ Cybersecurity governance and operational controls
- ▶ Business continuity and disaster recovery processes
- ▶ Incident management procedures and supporting controls

We will assess whether technology resources, governance structures and operational practices effectively support SERS's business objectives, risk management requirements and long-term operational needs.

High-Risk Areas and Mitigating Controls

We will identify areas of elevated technology risk and evaluate the controls implemented to mitigate those risks. This assessment will consider risks related to cybersecurity, system availability, data management, third-party service providers, system changes, operational dependencies and other significant technology exposures. We will evaluate the effectiveness of mitigating controls and compare SERS's control environment to relevant IT industry standards and leading practices to identify opportunities for improvement.

This approach provides a comprehensive evaluation of SERS's information technology environment while directly addressing the specific requirements identified in the RFP, including data integrity, security and confidentiality, business continuity, incident management, IT governance and high-risk technology areas.



3. Anticipated Work Product

3.1 Written Report

Weaver will provide monthly status updates to ORSC throughout the engagement and deliver a comprehensive final report designed to clearly communicate the results of the fiduciary performance audit. The report will present findings, recommendations and supporting analysis in a format that promotes transparency, informed decision-making and practical implementation.

The final report will include:

- ▶ A description of the work performed, including the scope of review, methodology applied, interviews conducted, documents reviewed and testing procedures performed.
- ▶ An executive summary highlighting significant observations, conclusions, strengths, risks and recommended actions.
- ▶ Findings and recommendations for each audit area, including Board governance and administration, organizational structure and staffing, investment policy and oversight, legal compliance, risk management and controls and IT operations.
- ▶ Specific and actionable proposals designed to address identified opportunities for improvement.
- ▶ Prioritization of recommendations based on risk, significance, implementation effort and potential organizational impact.
- ▶ Discussion of the potential costs, benefits and operational considerations associated with implementing recommendations.
- ▶ Organization of key findings, recommendations and proposals by primary responsible party, including the Legislature, ORSC, the SERS Board and SERS management, as applicable.
- ▶ An overall assessment of SERS's strengths and opportunities for improvement.
- ▶ A comparison of SERS operations, governance and investment practices against leading practices observed at comparable public pension systems.

To support consistency and usability, findings will be presented in a structured format that includes:

- ▶ The condition identified
- ▶ The underlying cause and potential impact
- ▶ A clearly defined recommendation
- ▶ An assessment of relative significance or priority

Additional technical detail, supporting analysis, benchmarking information and supplemental documentation will be incorporated into appendices to enhance transparency while maintaining readability of the main report. The report will be written in clear language suitable for both technical and non-technical audiences and may incorporate tables, summaries and other visual elements to improve clarity and highlight key information.

Weaver will provide a draft report for review and validation prior to finalization. Feedback from ORSC and SERS will be considered to confirm factual accuracy and ensure observations appropriately reflect organizational context.

Consistent with RFP requirements, the final report will be delivered electronically along with 25 bound copies for SERS and 25 bound copies for ORSC. The engagement team will also develop presentation materials summarizing key observations, recommendations and priority actions.

Upon completion of the engagement, senior members of the engagement team will present the results in person to both ORSC and the SERS Board of Trustees. These presentations will highlight significant findings, explain recommended actions and provide an opportunity for discussion and clarification. This approach helps ensure stakeholders have a clear understanding of the observations, recommendations and practical next steps for implementation.



Timeline



Weaver will perform the fiduciary performance audit using a phased approach designed to support efficient execution and timely delivery of results. The anticipated schedule reflects the sequencing of key activities and milestones across the engagement.

Phase 1 — Planning and Scoping (Weeks 1–3)

The engagement begins with kickoff meetings, confirmation of scope and initial document requests. During this phase, the engagement team reviews governance materials, investment policies and supporting documentation to establish a detailed work plan.

Phase 2 — Risk Assessment and Data Collection (Weeks 3–6)

The engagement team conducts interviews, process walkthroughs and preliminary analysis to identify key risks and refine the audit approach. Data collection and validation activities are performed during this phase.

Phase 3 — Fieldwork and Testing (Weeks 6–14)

Detailed procedures are performed across each component of the audit. This includes transaction testing, control evaluation, policy review and risk analysis across governance, investments, compliance, operations and IT.

Phase 4 — Analysis and Validation (Weeks 14–18)

Results are analyzed and synthesized into preliminary findings. The engagement team reviews observations with SERS staff to confirm accuracy and context and performs benchmarking against peer systems and leading practices.

Phase 5 — Reporting and Final Deliverables (Weeks 18–22)

Weaver develops the draft report, incorporating findings and recommendations. Following review and feedback, a final report is prepared and presented to ORSC.

Estimated Completion

Weaver anticipates issuing the final report approximately 22 weeks after project initiation, subject to timely access to data, personnel and systems.

Status Updates

Weaver will provide regular status updates throughout the engagement to support transparency, alignment and timely decision-making. These updates will keep ORSC and SERS informed of progress, emerging observations and any issues that may affect scope, timing or execution.

The engagement team will deliver status updates on a monthly basis, with additional updates provided as needed for significant developments. Each update will include:

- ▶ Progress against the project timeline and planned activities
- ▶ Summary of work completed during the reporting period
- ▶ Key observations or preliminary findings, as appropriate
- ▶ Upcoming activities and planned fieldwork
- ▶ Identification of risks, issues or potential delays
- ▶ Requests for additional information, data or stakeholder input

Updates will typically be communicated through written summaries and, when appropriate, scheduled meetings to discuss progress and address questions.



The **Project Manager (Kelly Ragsdale)** will coordinate all status reporting to ensure consistency and clarity across communications. The Engagement Partner and senior team members will remain available to discuss updates, address concerns and provide additional context as needed.

This approach ensures that ORSC and SERS have timely visibility into engagement progress while supporting efficient communication, issue resolution and alignment throughout the audit.

Recommendation Prioritization and Cost/Benefit Presentation

Weaver will present recommendations in a structured format that supports clear decision-making and practical implementation. The approach focuses on helping ORSC and SERS understand the relative importance of each recommendation as well as the potential benefits and implementation considerations.

Recommendations will be prioritized based on the level of risk addressed, the potential impact on operations or governance and the degree to which the issue affects fiduciary responsibilities. This prioritization will help stakeholders focus on areas that warrant immediate attention while also identifying longer-term improvement opportunities.

Each recommendation will include a concise description and supporting context, along with an explanation of the underlying issue and its potential impact. Where applicable, the engagement team will outline the expected benefits of implementation, such as improved controls, reduced risk or enhanced efficiency.

Cost and effort considerations will also be presented at a high level to support planning and decision-making. These considerations may include:

- ▶ Level of effort required to implement the recommendation
- ▶ Complexity of changes to processes, systems or governance structures
- ▶ Potential resource requirements or dependencies
- ▶ Relative timing for implementation

Recommendations will be organized in a manner that highlights both priority and practicality. This approach allows stakeholders to evaluate tradeoffs between impact and effort and to develop an implementation plan that aligns with organizational priorities and available resources.

By presenting recommendations with clear prioritization and cost and benefit considerations, Weaver supports a practical and actionable path forward for strengthening governance, controls and operational effectiveness.

Sample Work Product

Included in **Section 6** of this proposal is an example report from a prior fiduciary and conflict of interest review conducted for the New York State Common Retirement Fund. This report illustrates the format, structure and level of detail used to present findings, assess risk and communicate recommendations.

The report demonstrates how complex governance, investment and operational topics are translated into clear, actionable information for boards and oversight bodies. It includes examples of findings and recommendations, risk assessment summaries, control evaluations and supporting analysis used to develop conclusions and recommendations.

The report is provided for illustrative purposes and reflects the approach described in this proposal. Final deliverables for this engagement will be tailored to the specific scope, data and objectives of the School Employees Retirement System and the Ohio Retirement Study Council.

Anticipated SERS Staff Assistance

We understand that your staff oversees a large enterprise; our objective is to allocate only those tasks to ORSC that will result in the greatest cost efficiency overall.



During the engagement planning process, we'll jointly determine and outline assistance needed from ORSC personnel, including schedules and information as well as time and availability during the engagement to answer questions, etc. For all requests for information, we'll give ORSC staff adequate lead time to prepare the requested materials.

Requested Meetings and Interviews

Weaver will coordinate a structured series of meetings and interviews to support efficient execution of the fiduciary performance audit. These interactions are designed to provide an understanding of SERS's operations, validate information obtained through documentation review and gather perspectives from key stakeholders across the organization.

The engagement will begin with an initial kickoff meeting involving ORSC and SERS leadership to confirm scope, timeline, communication protocols and key points of contact. This meeting will establish alignment on expectations and provide an overview of the audit process.

Throughout the engagement, the engagement team will conduct interviews and discussions with individuals responsible for governance, investments, risk management, compliance, operations and IT. These interviews are typically scheduled in advance and coordinated with designated SERS contacts to minimize disruption to normal operations.

Interviews will focus on:

- ▶ Understanding roles, responsibilities and processes
- ▶ Confirming how policies and procedures are applied in practice
- ▶ Identifying risks, challenges and areas for improvement
- ▶ Validating observations derived from document review and testing

Meetings will be conducted in a format that supports open and efficient communication. When appropriate, group discussions may be used to address cross-functional topics or shared processes.

In addition to scheduled interviews, Weaver will participate in periodic check-in meetings with ORSC and SERS to review progress, clarify questions and discuss preliminary observations. These meetings help ensure alignment throughout the engagement and allow for timely resolution of issues.

This approach balances structured information gathering with flexibility, allowing the engagement team to obtain the necessary insights while respecting the availability and operational priorities of SERS personnel.

Data, Systems and Programming Support Needed

Weaver will require access to relevant data, systems and supporting resources to perform the fiduciary performance audit efficiently and in accordance with the proposed methodology. The engagement team will coordinate closely with SERS to identify and obtain the information needed to perform analysis, testing and validation activities.



Data and Documentation Access

The engagement team will request access to documentation supporting governance, investment activities, risk management, compliance and operations. This may include policies and procedures, reports, transaction records, contracts, performance data and prior internal or external review materials.

Weaver will work with designated SERS contacts to establish secure methods for transferring and accessing information. Data requests will be structured and prioritized to minimize disruption and support timely completion of fieldwork.



Systems Access

Limited, read-only access to relevant systems may be requested to support validation of processes and data. These systems may include portfolio management platforms, accounting systems, compliance monitoring tools and reporting systems.

Where direct system access is not feasible, the engagement team can work with SERS staff to obtain extracts, reports or system-generated data needed to support analysis.

Data Extraction and Reporting Support

In certain cases, assistance from SERS personnel may be needed to extract customized reports or datasets. This may include transaction-level data, performance information, compliance monitoring results or other targeted data requests.

Requests will be clearly defined in advance, including format, timeframe and scope, to facilitate efficient extraction and review.

Programming and Analytical Support

Weaver does not anticipate requiring dedicated programming resources. However, limited assistance may be requested for accessing system-based queries or generating specialized reports where standard outputs are not available.

The engagement team will perform its own data analysis using internal tools and techniques, minimizing reliance on SERS resources wherever possible.

Security and Confidentiality

All data access and handling will follow established security protocols. Weaver will coordinate with SERS to ensure that data is transmitted, stored and used in a secure manner consistent with organizational requirements and applicable standards.

This approach ensures that the engagement team has timely access to accurate and complete information while minimizing operational disruption and resource demands on SERS staff.

Workspace / Logistics Needs

Workspace and Logistics Needs

Weaver's workspace and logistical needs will be coordinated to support efficient execution of the engagement while minimizing disruption to SERS operations. The engagement team is flexible and can perform work onsite, remotely or through a hybrid arrangement based on SERS preferences and project requirements.

Workspace Arrangements

When onsite work is required, the engagement team may request access to a dedicated workspace or shared meeting area with appropriate internet access and basic office accommodations. This space will be used for team coordination, document review and discussions with SERS personnel.

Meeting Space and Facilities

Access to conference rooms or meeting spaces may be requested periodically to facilitate interviews, working sessions and discussions of preliminary observations. These meetings will be scheduled in advance and coordinated with designated SERS contacts.



Remote Access and Connectivity

Weaver primarily relies on its own systems and tools to perform analysis and documentation. When appropriate, secure remote access may be requested to support efficient review of systems, data or documentation. All access will follow SERS security protocols and requirements.

Coordination and Scheduling

The engagement team will work with SERS to schedule onsite activities, meetings and interviews in a manner that aligns with staff availability and operational priorities. Requests will be communicated in advance to allow for effective planning.

Flexibility and Minimal Disruption

The overall approach is designed to limit the burden on SERS resources. Weaver will adapt to existing facilities and logistical arrangements and will perform work remotely whenever feasible to reduce onsite requirements.

This approach ensures that necessary workspace and logistical needs are met while maintaining flexibility, efficiency and minimal disruption to SERS operations.



6. Additional Information

Sample Report (Executive Summary)

Weaver has provided only the executive summary of our Fiduciary & Conflicts Report for NYS CRF to limit the size of our proposal. The full 58 page report is publicly available and the information on where to obtain and review it, if desired, is provided below.

New York State Common Retirement Fund **Fiduciary and Conflict of Interest Review**

November 19, 2025



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EXECUTIVE SUMMARY

Weaver and Tidwell, LLP (“Weaver”, “we” or “us”) conducted the New York State Common Retirement Fund (the “CRF”, or the “Fund”) triennial Fiduciary and Conflict of Interest Review (the “Review”) of the CRF for the three-year period of April 1, 2021 through March 31, 2024 (the “Covered Period”).

Regulations of the New York State Department of Financial Services (“DFS”) provide that the New York State Comptroller shall require a review of the Fund every three years by a qualified, unaffiliated person (11 NYCRR Part 136-2.5(g)(5)).

The Fund has completed four prior reviews; each focused on specific topics within investment-related operations of the Fund. The scope of services under this Review required us to complete the four following tasks (hereinafter collectively referred to as “Tasks”). The Review is not meant to analyze individual investments, nor meant to review the administrative operations of the New York State and Local Retirement System (“NYSLRS” or the “System”).

Task 1

Evaluate compliance with Fund investment policies and procedures, and compliance with DFS Regulations, for every transaction requiring Comptroller approval that closed during the Covered Period.

We reviewed every investment transaction that required approval by Thomas P. DiNapoli, Comptroller of the State of New York (the “Comptroller”), as Trustee of the Fund, which closed during the Covered Period. There were 198 such transactions during the Covered Period.

Based on our review of each transaction, the Fund complied with internal investment policies and procedures as well as DFS Regulations for 198 in-scope transactions. A detailed list of in-scope transactions and results are presented in Appendix A: Transaction Summary and Review Results.

Task 2

Review the Fund’s asset allocation process, specifically:

- ▶ Review the Fund’s asset allocation process, including significant inputs and their sources, as well as key steps in the decision-making process, including internal and external collaboration;
- ▶ Identify the Fund’s unique characteristics such as its risk appetite and legal restrictions that result in a customized asset allocation proposal; and
- ▶ For context, compile strategic asset allocations, targets, and ranges in both public and private markets for the 10 largest U.S. state pension plans as of March 31, 2024, along with funded status information, payout ratios, and a brief narrative overview of each (compiled from publicly available materials).

We assessed each phase of setting the Division of Pension Investment and Cash Management’s (“PICM”) Long Term Policy Asset Allocation which became effective April 1, 2024, and reviewed the responsibilities of the Comptroller, the Fund’s Chief Investment Officer (“CIO”) and the Comptroller’s external Investment Advisory Committee (“IAC”). We also reviewed Retirement and Social Security Law (“RSSL”) Article 4-A, which authorizes the public retirement systems in New York State to invest their assets in specific types of investments and contains limitations on the amount and quality of investments pursuant to those



categories. Investments purchased pursuant to these provisions are “legal list” investments. Weaver assessed the impact of the legal list on the Fund’s allocation.

We then performed procedures to gain an understanding of the Fund’s asset allocation process, key inputs and their sources, risk appetite and collaboration with external parties. Such procedures included:

- ▶ A review of the Asset Liability Study and key data points that are used in the asset allocation process
- ▶ A review of internal Fund policies and procedures
- ▶ Interviews with key members of the asset allocation process, including internal employees at PICM and Office of the New York State Comptroller (“OSC”) and external parties
- ▶ Review of committee meeting minutes, presentations, and memos
- ▶ Review of both internal and external reports, deliverables, and studies

Weaver found that the processes used by the Comptroller, CIO, and PICM Staff to evaluate, revise, and implement the Fund’s allocation plan and manage investment risks have the appropriate oversight and control structure to ensure that the statutory requirements are followed and that the CRF adheres to its fiduciary requirement to manage the Fund in the best interest of the participants and beneficiaries of the Retirement System. Weaver also compiled the strategic allocations, targets, and ranges in both public and private markets for the 10 largest U.S. State pension plans and provided our analysis of CRF’s position in comparison to its peers. The Information used was obtained from publicly available materials only.

Task 3

Based upon the above matters examined in the course of this fiduciary and conflict of interest review, evaluate whether the Fund continues to be in compliance with the fiduciary principles set out in the DFS Regulations.

In addition to the matters examined in Task 1 and Task 2, Weaver evaluated whether the CRF remains in compliance with the fiduciary principles set out in the DFS Regulations to which the Fund is subject.

Based on the extensive documentation we reviewed and the interviews we conducted, we have determined that the CRF adheres to investment policies and procedures and is in compliance with the fiduciary principles set out in the DFS Regulations, which require specifically:

- ▶ The Fund operates under a strong governance framework with a rigorous system of internal controls
- ▶ The Fund maintains a high level of operational transparency
- ▶ The Comptroller adheres to and manages the Fund with highest ethical, professional, and conflict of interest standards
- ▶ The Comptroller acts for the sole benefit of the retirement system’s members and beneficiaries
- ▶ The CRF staff is knowledgeable and dedicated and the Fund is managed in the most efficient and effective manner possible

Task 4 Recommend improvement opportunities identified in the course of the review, if any, to the Fund’s investment-related policies, procedures, and practices to bring them in line with prevailing and/or best practices.



Based upon our procedures documented above and within this report and our review of the investment-related policies, procedures, and practices in connection with Tasks 1, 2, and 3, we identified five recommendations the CRF should consider as the organization continues to move towards industry best practices in the areas reviewed by Weaver.

Recommendations Summary

Weaver's recommendations to the CRF are summarized below and detailed in the Task 4 section of this report. We have determined that the CRF has strong policies, processes, and controls in place to oversee and manage its fiduciary responsibilities and conflicts of interest, and our recommendations are opportunities to enhance processes, increase efficiencies and build additional operational resilience.

1. Advancing Technology to Support Investments and Investment Operations

The CRF has a technology roadmap to better align the technology supporting the CRF with the investment industry. More specifically, it calls for providing consolidated asset class reporting through an investment book of record ("IBOR"), client relationship management ("CRM") platform, middle office solutions, along with a data governance framework and strategy. Weaver identified some areas where the roadmap might be improved to better position the Fund for obtaining optimal results and for keeping up with the dynamic changes in technology in the investment management space. Additionally, Weaver identified opportunities within support and staffing where changes to the current models may be enhanced both internally and with external resources for managing daily operations and planned projects. Weaver also identified opportunities to update security technology for PICM staff traveling overseas and for its record-keeping systems.

2. Investment Operations Structure

As PICM progresses through implementing technology enhancements included in its technology roadmap, especially the IBOR and data governance systems, PICM should consider the consolidation of operations functions and tasks into Investment Operations that are either within the asset classes or the retirement accounting group to increase efficiencies while maintaining appropriate segregation of duties where necessary.

3. Evaluation of Investment and Consultant Fees

In addition to its active fee negotiations on a deal-by-deal basis, the CRF should consider some additional approaches to evaluating investment fees by identifying trends in its portfolios through additional internal benchmarking. Weaver also recommends that the CRF consider whether there are opportunities for internalizing certain processes and/or potentially consolidating various consistent work streams.

4. Securities Lending

As CRF increases its shares on loan along with the revenue generated from its securities lending program, the CRF should enhance its Securities Lending Policy to reflect its contractual practices and governing statutory requirements (RSSL Sec. 177-d) regarding securities on loan.

5. Compliance Resources and Reporting

Weaver recommends expanded compliance reporting to leadership and key governance committees to allow for better identification of trends, rule changes, conflicts, or challenges impacting the Fund.



Additionally, Weaver recommends the CRF continue to grow its Compliance staff to support the organization.

OVERVIEW OF THE COMMON RETIREMENT FUND

The Comptroller is the administrator of both the New York State and Local Employees' Retirement System ("ERS") and the New York State and Local Police and Fire Retirement System ("PFRS"), collectively referred to as "NYSLRS" or the "System," and the trustee of the CRF which holds the assets of the System. The CRF's mission is to provide System participants with a secure pension through prudent asset management. The Fund's investments span a diversified portfolio across public and private markets, with a focus on achieving strong returns while managing risks to pay the System's pension obligations. Additionally, the CRF has an active corporate governance program that seeks to protect the Fund's assets. The Pension Investment and Cash Management division ("PICM") within OSC is responsible for the day-to-day management of the CRF's assets.

As the trustee of the CRF, the Comptroller is responsible for the investment of assets. The Comptroller is entrusted with fiduciary responsibilities to act in the sole interests of plan members, retirees, and beneficiaries, and to provide prudent investment and stewardship of pension assets. The Comptroller, along with support from the Deputy Comptroller for PICM/Chief Investment Officer ("CIO"), the Deputy CIO, and various staff, set investment strategies, asset allocation, risk management practices, and governance policies, with further support and advice from consultants and external advisory committees appointed by the Comptroller, including the Investment Advisory Committee ("IAC") and the Real Estate Advisory Committee ("REAC").

The CRF is subject to provisions of the RSSL, which governs the investments by the public retirement systems in New York State. The CRF is not governed by the United States Department of Labor and is not subject to the regulations of the Federal Employee Retirement Income Security Act of 1974 ("ERISA"); however, the CRF utilizes relevant and appropriate guidance within its investment policies and procedures.

The fiduciary net position of the System as of the end of the review period, March 31, 2024, was \$267.4 billion. The CRF managed these investments on behalf of over 1.2 million members, retirees, and beneficiaries across approximately 3,000 participating employers. The system continues to remain one of the best funded United States public pension plans. As of March 31, 2024, ERS and PFRS were 93.9% and 89.7% funded, respectively. Additionally, the Government Finance Officers Association of the United States and Canada ("GFOA") awarded a Certificate of Achievement for Excellence in Financial Reporting to the System for its Annual Comprehensive Financial Report for the fiscal year ended March 31, 2024. This is the 21st consecutive year the System has achieved this prestigious award.

General Investment Objectives

The general investment objectives of the Fund are to:

- ▶ Provide the means, together with employee and employer contributions, to pay benefits, when due, to the System's members, retirees, and beneficiaries
- ▶ Seek to optimize long-term risk-adjusted returns, consistent with liquidity and diversification parameters that are prudent under existing circumstances
- ▶ Invest according to an asset allocation that provides for the diversification of assets

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- ▶ Invest assets efficiently, bearing in mind the impact of management and transaction costs on the returns of the assets
- ▶ Exercise all investor responsibilities on behalf of the CRF, including the voting of proxies, in the best long-term interest of the CRF and in accordance with the applicable statutes and voting guidelines of the CRF

Asset Allocation

The CRF has a Long-Term Policy Allocation which establishes the allocation targets for each asset class to optimize returns, manage risk, and align with the long-term pension payment obligations of the System. The plan is reassessed and updated every five years unless there are market events or changes that would prompt a reassessment sooner. In December of 2022 there was a change to RSSL Sec. 177 (9) that increased the portion of assets that New York public retirement plans could invest outside of specifically enumerated types of investments (i.e., the legal list). As a result, the CIO initiated an asset liability study and asset allocation review earlier in the 5-year cycle, leading to a revised asset allocation implemented in 2024. The Fund is invested in the following asset classes:

- ▶ Public Equities (Domestic and International) – role is to provide the largest source of nominal returns in the Fund’s portfolio over the long-term through diversified public equity market exposure
- ▶ Private Equity – role is to achieve its target rate of return by providing the highest returns of any class over the market cycle while maintaining prudent risk management
- ▶ Real Estate – role is to achieve excess returns through non-core investments and provide steady cash flow through core investments
- ▶ Real Assets – role is to create risk adjusted returns and hedge against inflation
- ▶ Fixed Income – role is to provide a diversified, stable income stream while preserving capital, and includes (i) a long-term component to generate maximum income without adding significant risk, as well as offset volatility in the equity markets, and (ii) a short-term component, which accommodates the disbursement and funding needs of the various investment divisions
- ▶ Credit – role is to out-perform the Fund’s actuarial rate of return via a portfolio of diversified credit investments which are outside of traditional fixed income markets
- ▶ Opportunistic/Absolute Return Strategies (“OARS”) – goal is to create excess returns while maintaining a low correlation to other asset classes and creating diversity across the Fund’s portfolio
- ▶ Cash – used by the CRF to meet the daily liquidity requirements of the Fund



The previous Long-Term Policy Asset Allocation effective as of April 1, 2020, was as follows:

Asset Class	Target Allocation (%)
Domestic Equity	32.0
International Equity	15.0
Private Equity	10.0
Real Estate	9.0
Real Assets	3.0
Fixed Income	23.0
Credit	4.0
Opportunistic / Absolute Return Strategy	3.0
Cash	1.0
Total	100.0%

The new Long-Term Policy Asset Allocation for the Fund effective April 1, 2024, the process for which is the subject of Task 2, is below:

Asset Class	Target Allocation (%)
Domestic Equity	25.0
International Equity	14.0
Private Equity	15.0
Real Estate	12.0
Real Assets	4.0
Fixed Income	22.0
Credit	4.0
Opportunistic / Absolute Return Strategy	3.0
Cash	1.0
Total	100.0%

Weaver Review Methodology and Approach

Weaver provides assurance and advisory services to government entities and has deep experience with state, county, and local pension funds and public organizations relevant to the OSC. Our broad client experience helps our government clients meet regulatory requirements by bringing a long-term perspective to help them improve operations and services. Weaver's Asset Management Consulting practice led the engagement team which was comprised of qualified individuals that support pension funds and investment advisers through consulting, internal audit, compliance, and financial statement audits.

Full biographies of the team leaders are provided in Appendix B.

Weaver's approach to this review included an extensive review of documentation provided by the CRF that included policies and procedures, governance manuals, contracts, samples of performance and risk



reports, compliance reports, advisory committee materials, investment support and analysis, and internal planning and strategy documents. In addition, Weaver conducted in-depth interviews with 32 individuals within PICM and the OSC that included:

- ▶ Thomas P. DiNapoli, New York State Comptroller
- ▶ Chief Investment Officer
- ▶ Deputy Chief Investment Officer
- ▶ Counsel to the Comptroller
- ▶ General Counsel to the CRF
- ▶ OSC's Special Counsel for Ethics
- ▶ Investment Advisory Committee Chair
- ▶ Real Estate Advisory Committee Chair
- ▶ Chief Actuary of the System
- ▶ OSC's Chief Information Officer
- ▶ Directors of the Asset Classes and Programs of the CRF
- ▶ Investment Officers and Investment Operations staff
- ▶ Director of Operations
- ▶ Deputy Directors of Operations
- ▶ Director of Compliance
- ▶ Executive Director of Corporate Governance
- ▶ Interim Director of Risk
- ▶ OSC's Human Resources Director
- ▶ PICM's Investment Technology Staff
- ▶ OSC's IT Business Relationship Manager for PICM
- ▶ OSC's Director of Internal Audit
- ▶ OSC's Inspector General
- ▶ Investment Consultant to the CRF

Weaver's approach considered each of the tasks and considered how each task was aligned with the goals of the engagement and the broader requirements of the Fiduciary and Conflicts Review. Our interviews and documentation were focused on confirming our understanding of how the CRF manages its investment approval, asset allocation and investment processes, and compliance with DFS fiduciary principles.

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The full report can be viewed on the Office of the State Comptroller's website at:

<https://www.osc.ny.gov/files/common-retirement-fund/resources/pdf/nyscrf-fiduciary-and-conflict-of-interest-review-2025.pdf>



7. Glossary

To support clarity and readability, Weaver has provided the following glossary of abbreviations, acronyms and technical terms used throughout this proposal. Definitions are intended to assist reviewers who may not be familiar with pension administration, governance, auditing, investments, compliance and information technology terminology.

Term	Definition
AICPA	American Institute of Certified Public Accountants.
ALGA	Association of Local Government Auditors.
Asset Allocation	The process of distributing investment assets among asset classes such as equities, fixed income, private markets and cash to achieve investment objectives while managing risk.
Asset Liability Study (ALS)	An analysis used by pension systems to evaluate how investment strategies align with future benefit obligations, actuarial assumptions and funding requirements.
APPFA	Association of Public Pension Fund Auditors.
Auditability	The ability to review, verify and evaluate a process, transaction or decision through adequate documentation and evidence.
Board	The governing board or board of trustees responsible for oversight of a retirement system.
Business Continuity Plan (BCP)	A documented plan describing how critical business operations will continue during and after a disruption.
Cash Balance Plan	A retirement plan that combines features of defined benefit and defined contribution plans through account-based benefit calculations.
CDPSE	Certified Data Privacy Solutions Engineer.
CFA	Chartered Financial Analyst.
CFE	Certified Fraud Examiner.
CIA	Certified Internal Auditor.
CIS	Center for Internet Security.
CISA	Certified Information Systems Auditor.
CCSA	Certification in Control Self-Assessment.
Compliance Monitoring	Processes used to evaluate whether activities comply with laws, regulations, policies and procedures.
Conflict of Interest	A situation in which an individual's personal, financial or professional interests could influence, or appear to influence, official responsibilities or decision-making.
Control Environment	The policies, governance structures, organizational culture and oversight activities that establish the foundation for effective internal control.
COSO	Committee of Sponsoring Organizations of the Treadway Commission, whose framework is commonly used to evaluate internal controls and enterprise risk management programs.
CPA	Certified Public Accountant.
CRCP	Certified Regulatory and Compliance Professional.



Term	Definition
CRMA	Certification in Risk Management Assurance.
Custodian Bank	A financial institution responsible for safeguarding investment assets, settling transactions and providing related reporting and administrative services.
Cybersecurity	The protection of information systems, networks and data from unauthorized access, disruption or attack.
Data Governance	The framework of policies, procedures and controls used to manage data quality, integrity, security and accountability.
Defined Benefit Plan	A retirement plan that provides a predetermined retirement benefit based on factors such as compensation and years of service.
Defined Contribution Plan	A retirement plan in which retirement benefits are based on contributions and investment performance within participant accounts.
Disaster Recovery	The process of restoring technology systems, applications and data following a disruption or significant event.
Due Diligence	The process of evaluating information, risks and operational considerations before making decisions such as selecting investment managers or service providers.
Enterprise Risk Management (ERM)	An organization-wide process for identifying, assessing, monitoring and responding to risks that could affect strategic or operational objectives.
External Investment Manager	An independent investment firm engaged to manage assets on behalf of a pension system.
Fiduciary Responsibility	The legal and ethical obligation to act solely in the best interests of retirement plan participants and beneficiaries.
Fiduciary Risk	The risk that actions, decisions or oversight activities fail to satisfy fiduciary obligations.
FINRA	Financial Industry Regulatory Authority.
Fixed Income	Investments that generally provide scheduled income payments, including bonds and similar debt instruments.
GFOA	Government Finance Officers Association.
Governance	The systems, policies, structures and processes through which an organization is directed, managed and overseen.
Governance Framework	The collection of governance structures, responsibilities, policies and oversight mechanisms used to guide organizational decision-making.
IIA	Institute of Internal Auditors.
Information Technology (IT)	Technology resources including applications, infrastructure, networks, systems and data used to support business operations.
Internal Control	A process designed to provide reasonable assurance regarding operational effectiveness, financial reporting reliability and compliance with laws and regulations.
IPS	Investment Policy Statement. A formal document that establishes investment objectives, risk parameters, governance responsibilities and investment guidelines.
IRS	Internal Revenue Service.
ISACA	Information Systems Audit and Control Association.
Key Risk Indicator (KRI)	A metric used to monitor exposure to significant risks.



Term	Definition
Liquidity Risk	The risk that assets cannot be converted into cash quickly enough to meet obligations when due.
NACD	National Association of Corporate Directors.
Operational Risk	The risk of loss or disruption resulting from inadequate or failed processes, people, systems or external events.
ORSC	Ohio Retirement Study Council.
PCAOB	Public Company Accounting Oversight Board.
Performance Benchmark	A market index or other standard used to evaluate investment performance.
Private Equity	Investments in privately held companies or investment vehicles that are not publicly traded.
Proxy Voting	The exercise of shareholder voting rights associated with investment holdings.
Public Pension System	A retirement program established for government employees and governed by public-sector statutes and regulations.
Regulatory Compliance	Adherence to applicable laws, regulations and regulatory requirements.
Risk Appetite	The amount and type of risk an organization is willing to accept in pursuit of its objectives.
Risk Assessment	A structured evaluation of risks that may affect achievement of organizational objectives.
SERS	School Employees Retirement System of Ohio.
Segregation of Duties	An internal control practice that separates responsibilities among individuals to reduce the risk of error, fraud or misuse of authority.
Series 7	FINRA General Securities Representative qualification.
Series 24	FINRA General Securities Principal qualification.
Series 51	FINRA Municipal Fund Securities Limited Principal qualification.
Series 63	FINRA Uniform Securities Agent State Law qualification.
Series 65	FINRA Investment Adviser Representative qualification.
Service Provider	A third party engaged to provide investment, operational, technology, legal or administrative services.
Stakeholder	Any individual or group with an interest in the governance, operations or performance of the organization.
Third-Party Risk Management	The process of evaluating and monitoring risks associated with vendors, contractors, advisors and other external organizations.
Transaction Cost	Costs incurred in the purchase or sale of investments, including commissions, fees and other execution-related expenses.
Trustee	A member of a pension board responsible for fulfilling fiduciary duties on behalf of plan participants and beneficiaries.
TXCPA	Texas Society of Certified Public Accountants.



8. Cost Information

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Cost efficiency is a Weaver hallmark. We pride ourselves on offering extensive capabilities at a reasonable cost. Our pricing reflects the level of insight and technical knowledge our team brings, focused on helping you meet both your immediate objectives and your long-term goals. Weaver is committed to working with you to develop a conscious, cost-effective fee structure that reflects your unique needs — we want our relationship with you to be long-term and mutually beneficial.



Personnel rates and estimated hours by team member are also detailed in the staffing plan provided in Section 3.

CORE TEAM MEMBER	ROLE/RESPONSIBILITY	ESTIMATED HOURS	HOURLY RATE
Bruce Mills	Engagement Partner	60	\$515
Kelly Ragsdale	Director	110	\$420
Michael Barakat	Director, Investment Adviser Compliance	30	\$420
Marci Sundbeck	Senior Consultant	120	\$420
Reema Parappilly	IT Partner	60	\$515
Staff – managers, supervisors, and associates		550	\$235

Weaver's pricing is structured to align with the elements of the audit scope. Costs are presented by major component to provide transparency into the level of effort required for each area of the engagement.

SCOPE ELEMENT	ESTIMATED HOURS	ESTIMATED COST*
2.1 Board Governance and Administration	150	\$40,000
2.2 Organizational Structure and Staffing	100	\$20,000
2.3 Investment Policy and Oversight	325	\$95,000
2.4 Legal Compliance	100	\$20,000
2.5 Risk Management and Controls	200	\$35,000
2.6 IT Operations	250	\$65,000
Travel		\$13,500
Total:		\$288,500

Total Cost

The total proposed cost for the fiduciary performance audit is a not-to-exceed amount of **\$288,500**, inclusive of all services, expenses and deliverables required to complete the engagement.



Pricing Assumptions

The proposed pricing assumes:

- ▶ Timely access to documentation, systems and personnel
- ▶ Coordination of interviews and data requests through designated contacts
- ▶ A hybrid delivery approach to minimize travel and related costs
- ▶ Travel is estimated at 2 key individuals on site for multiple days across 3-4 trips. We anticipate much of this can be reviewed and worked remotely to help keep costs lower to SERS

Questions and Communications

We encourage you to contact us with routine questions throughout the engagement, and throughout the year. We won't bill you for general inquiries nor for the time to learn the nuances of your operations. We see all of this as an investment in building a long-term relationship with you.

For questions that require substantial research, or if it should become necessary to change the existing scope — either to supplement the services requested or to perform additional work because of specific recommendations — we'll discuss project details with you and agree on a pricing structure before beginning work. Typically, additional work is negotiated based upon the timing of the services needed and skill level required.

Addressing Scope Changes

There should never be surprises when it comes to costs. While exact hours are sometimes difficult to estimate in engagements with multiple moving pieces, Weaver will always keep you fully up to date on costs incurred and how we're tracking against the pre-approved numbers.

Keeping fees transparent and reasonable is just one way we demonstrate a commitment to our clients. If you're ever unsatisfied with your fee, please don't hesitate to let us know.

Out-of-Pocket Expenses and Administrative Costs

The rates quoted are all-inclusive. We don't charge for out-of-pocket expenses such as printing, report production and similar administrative costs. Routine meetings and accounting advice in the ordinary course of business are also considered part of our role as your professional services provider and aren't charged as a separate fee.





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