

**WASHINGTON STATE INVESTMENT BOARD  
REQUEST FOR QUALIFICATIONS AND QUOTATION #20-07  
FOR  
INVESTMENT OPERATIONS CONSULTANT POOL  
GENERAL INFORMATION & QUESTIONNAIRE**

All Offerors seeking to be considered to be placed in a pool of consultants available for use by the Washington State Investment Board (WSIB) related to Investment Operations Consulting opportunities are required to answer the following questionnaire in its entirety.

**NOTE THAT A SUBMISSION MUST ALSO INCLUDE THE FEE SCHEDULE ATTACHED AT THE END OF THIS QUESTIONNAIRE.**

**GENERAL INFORMATION & CONTACT SHEET**

**1. Name (legal entity with whom the contract is to be written)**

Mailing address (Primary office)

Phone number

Fax number

Mailing address (Alternate office)

Phone number

Fax number

**2. Name of Primary contact, Title**

Mailing address

Phone number  
e-mail address

Fax number

**Name of Secondary contact, Title**

Mailing address

Phone number  
e-mail address

Fax number

3. **Name of principal officer of the firm #1**

Mailing address

Phone number

**Name of principal officer of the firm #2**

Mailing address

Phone number

**Name of principal officer of the firm #3**

Mailing address

Phone number

**Name of principal officer of the firm #4**

Mailing address

Phone number

4. Legal status of organization (e.g., sole proprietorship, partnership, corporation, etc.).
5. Federal employer identification number
6. Washington State Department of Revenue Registration Number (UBI number) if applicable
7. The location of the facility from which the Offeror will operate.
8. Minority and/or women business enterprise (MWBE) certification number, if the firm/person is a Washington State certified MWBE

**QUESTIONNAIRE AND WRITTEN RESPONSES**

Provide written answers to the following questions, reproducing the questions with each answer.

**Services Offered**

1. Please complete Exhibit B Services Provided Matrix to indicate the consulting services your firm is interested in providing to the WSIB. Please detail all services provided in the “other” category if not specifically addressed in the matrix.

**Depth, Stability, and Capacity of Organization**

1. Provide a brief description of the firm, including background, history, location, experience, as well as other factors that the proposer considers relevant. Describe any significant developments in your organization (changes in ownership, personnel reorganization, etc.) that have occurred in the past three (3) years. Discuss any anticipated near-term changes as

well. Include how many years your firm has been providing Investment Operations consulting services to institutional investors and public pension fund clients.

2. Explain in detail any potential for conflict of interest which would be created by your firm's representation of the WSIB and include whether your firm and its officers, directors or controlling shareholders have any personal or private business or commercial relationship with any of the WSIB staff or Board members. Please include any activities of affiliated or parent organizations, as well as other client relationships which may inhibit services to the WSIB.

3. Describe policies and procedures of your firm to identify, mitigate, and prevent possible conflicts of interest among clients, or conflicts of interest that may result from other investment products or services provided by your firm or affiliated organizations.

4. Provide a copy of your Code of Ethics, if any.

5. Since January 1, 2013, has your firm, or any officer or principal in your firm, been involved in any business litigation, legal settlements, regulatory or other legal proceedings or government investigation involving allegations of fraud, negligence, criminal activity, or breach of fiduciary duty? If so, provide a description, explanation, and indicate the current status.

6. Provide a chart describing the ownership structure (from largest to smallest with respect to ownership) including percentage ownership of each entity and the names of directors, if applicable. Identify affiliated or subsidiary organization(s).

7. Describe the financial condition of your firm. Please include a copy of the firm's financial statement or Form ADV for the most recent annual reporting period.

8. Provide a list of your five largest clients for which your firm provides similar services as requested in this RFQQ. Indicate services provided, total AUM, and length of relationship as of December 31, 2019. Please provide contact information for each, as they may be contacted for a reference. Please also provide your largest public fund client with the same information.

9. Please provide a list of all clients that terminated (or did not renew) a contact for similar services over the past five (5) years. Indicate the reason(s) for such termination (or non-renewal).

10. Discuss your firm's capacity to service an additional large client such as the WSIB.

11. What is your firm's procedures for receiving and reviewing client complaints? Have any formal complaints been received in the last three (3) years? If so, please describe the complaint(s) and how your Firm addressed the issue(s).

**B. Quality and Experience of Personnel:** Please provide the following information separately for each major category of consulting services your firm is proposing in Exhibit A. Clearly label each response heading to correspond with the services notated in bold in Exhibit A.

1. Please provide a functional organization chart, as an exhibit, showing all relevant functions and key management personnel involved in providing the relevant services requested. If any portion of this service is outsourced to another entity, including offshore relationships, provide the same information for the outsourced firm.

2. Explain how the professionals dedicated to maintaining our relationship and providing the requested services will function, including primary contact(s), back-up, and quality control, research, and support services.

3. Please provide the resumes for at least 1 and up to 3 key persons from your firm who would be assigned to the WSIB.

4. Describe your firm’s backup procedures in the event the key staff assigned to this account should leave the firm.

5. Please describe the team’s ability and experience to educate the WSIB personnel on investment operations topics as requested in this RFQQ.

**C. Investment Operations Consulting Services and Approach:** Please provide the following information separately for each major category of consulting services your firm is proposing in Exhibit A. Clearly label each response heading to correspond with the service categories noted in bold in Exhibit A.

1. Please describe your firm’s experience, expertise, and approach for each relevant investment operations consulting category provided in bold in Exhibit A. Include individual services identified by your firm in the “other” category in Exhibit A for each consulting category as well. Be specific as to investment types, legal structures, data and technology platforms, types of consulting engagements, relevant certifications and credentials etc. applicable to your firms’ capabilities. Please provide a detailed and thorough response to enable the WSIB team to evaluate your firms’ capabilities and expertise.

2. Please detail your service delivery model for each service your firm provides in Exhibit A. Where and how will the services be provided (on-site, remote, or off-shore)? Does the WSIB have the right to reject proposed staff assigned or select from a pool of potential candidates? Please also explain how you plan to fill gaps and staff projects appropriately in the event that staff assigned are not able to fulfill the entire project term.

3. Describe in detail assignments recently undertaken for clients for specific investment operations consulting engagements. Include redacted examples of reports and recommendations you have prepared for them. One example for each relevant service you are being considered for is required.

4. Do you agree to keep data collected on our behalf, including any of its aggregates or derivatives, confidential and not use it for commercial purposes?

5. If applicable, what mechanisms do you have in place to provide the WSIB with all of its data at the end of the agreement if the WSIB changes providers? What level of assistance and involvement would you commit to providing the new provider? What protocols do you have in place to purge all of the WSIB's data from your system or files at the end of the agreement?

6. Is there any data or information you would collect under this agreement that you would deem not owned by the WSIB?

7. What firewalls do you have in place to ensure that our data and information is not accessible to any other parts of your organization?

8. What lead times are needed to successfully provide resources to service the WSIB individual projects and what key dependencies does your firm have in your current staffing?

9. Please describe your policies and procedures around the handling of material non-public information. Please provide a copy of your policies and describe the training provided to staff in this area.