

Thursday, September 26, 2019

**EFL Associates
Executive Talent Solutions
Presentation for:**



Overview of EFL Associates



- **Industry Experts:** More public pension leadership searches from coast to coast than any other firm. Active engagement in industry associations.
- **Longevity:** Our 41st year of continuous service since our founding in 1978
- **Ranking:** Top two percent of 2,500 firms, nation-wide
- **Body of work:** Over 5,000 search projects including more public pension searches than any other firm
- **Stability:** Owned by NYSE-listed CBIZ
- **Resources:**
 - Senior consultant with **substantial public pension experience**
 - Dedicated, *in-house* research staff with **substantial public pension experience**
 - Robust network of public pension leaders from our active engagement with NASRA and NCTR
 - A proprietary database with more than 400,000 professional contacts/candidates, and growing every day

Public Pension Expertise



- EFL Associates is recognized as a leader in identifying and placing senior public pension plan professionals. Our clientele includes state, county and municipal public pension plans from across the country.
- EFL is one of the few search firm members of both NASRA and NCTR. We regularly participate in annual meetings to stay abreast of issues confronting the public pension plan sector.
- We're very proud of the good name we have in public pension plan circles. People take and respond to our calls.
- Our firm is adept in the full continuum of search committee dynamics – requiring a certain finesse, diplomacy and foresight



Dan Cummings
SVP & Managing
Director



Amy Miller
Associate
Vice President



Lauren McElderry
Lead Research
Professional



What distinguishes EFL?

Quality, Efficiency, Diversity

- ***Longevity**: Of searches we handled more than 5 years ago, 67% of our placements remained in their jobs 5 or more years and many are still in their roles today.*
- ***Efficiency**: Industry average is 130-140 days to complete (DTC) search engagements. Our 2018 average DTC was 93 days.*
- ***Diversity**: 53% of all searches completed by our Denver office in the past 16 years have been filled by diversity candidates.*

Work Plan Considerations

- *Meeting with your Search Committee and any other key stakeholders and senior staff leadership, as appropriate, to conduct needs analysis and draft a comprehensive position profile.*

Work Plan Considerations

Laying this proper foundation is key! The ultimate success of the search project is predicated on this cornerstone step and it can't be short-circuited!

We want this, not this!



Work Plan Considerations

- *Meeting with your Search Committee and any other key stakeholders and senior staff leadership, as appropriate, to conduct needs analysis and draft a comprehensive position profile.*
- *Devise comprehensive, national search strategy and more detailed search process timeline.*
- *Implement approved advertising/posting plan, develop target list of potential candidates and sources of candidates, commence highly-targeted outreach.*
- *Begin comprehensive candidate vetting process (multi-step, including in-person or videoconference interviews; experiential and situational questions, etc.).*

Work Plan Considerations

- *Prepare written profiles of select candidates highlighting their strengths and potential shortcomings relative to the Position Specifications.*
- *Finalize all candidate interview logistics, prepare suggested interview questions, be on-site to help facilitate the proceedings and post-interview discussion.*
- *Facilitate finalist interview logistics. Prepare questions and be on-site to facilitate interviews. Assist with offer parameters and candidate negotiations.*
- *Provide any desired on-boarding assistance and post-hire follow-up dialogue.*

BE YOUR EXPERT SEARCH COUNSEL!



Work Plan Considerations

- *Coordinate all candidate communications responsively, professionally and transparently...REMEMBER, we're your agents and representing you to the marketplace!*
- *Our CBIZ compensation consulting colleagues can provide expert guidance on market-based compensation parameters for public pension plans.*
- *Weekly search update reports to keep Committee and Board members informed throughout the search process.*
- *We'd be honored to represent TMRS!*

Why EFL Associates?



- More public pension leadership searches from coast to coast than any other firm. Active engagement in industry associations.
- We take the “Consultant” aspect of our roles to heart and can provide proven and time-honored counsel at each step in the search continuum.
- With our good name in public pension circles, we have a vested interest in exceeding our clients’ expectations
- Integrity, honesty, transparency and responsiveness in all our interactions, both with you and with potential candidates. We’ll represent TMRS the way you want to be represented!
- Desire: We want to do this search!

TMRS ED Proposal – 2019 Searches

Additional Detail for Attachment B



#	Close Date	Client	Lead Consultant	Supporting Consultant (if any)	Lead Research Professional
1	2019	Capco	Amy Miller	Dudley Morton	Lauren McElderry
2	2019	Denver Center for the Performing Arts	Dan Cummings		Lauren McElderry
3	2019	ANB Bank	Dan Cummings		Lauren McElderry
4	2019	American Water Works Assoc.	Dudley Morton	Amy Miller	
5	2019	Colorado Public Employees' Retirement Assoc.	Dan Cummings	Mary Hobson	Lauren McElderry
6	2019	California State Teachers' Retirement System	Mary Hobson	Dan Cummings	Lauren McElderry
7	2019	Honeywell	Amy Miller		
8	2019	AspenPointe	Dan Cummings		Lauren McElderry
9	2019	InnovAge	Mary Hobson	Dudley Morton	Lauren McElderry
New	2019	Police Retirement System of St. Louis	Dan Cummings		Lauren McElderry
New	2019	Houston Police Officers Pension System	Dan Cummings		Lauren McElderry
New	2019	BRIDGE Healthcare Partners	Dan Cummings		Lauren McElderry
New	2019	Colorado "I Have a Dream" Foundation	Dan Cummings		Lauren McElderry
New	2019	Washington State Investment Board	Dan Cummings		Lauren McElderry
New	2019	Washington State Investment Board	Dan Cummings		Lauren McElderry
New	2019	Washington State Investment Board	Dan Cummings		Lauren McElderry
New	2019	New York Common Retirement Fund	Dan Cummings		Lauren McElderry
New	2019	New York Common Retirement Fund	Dan Cummings		Lauren McElderry
New	2019	New York Common Retirement Fund	Dan Cummings		Lauren McElderry

TMRS ED Proposal – 2018 Searches

Additional Detail for Attachment B



#	Close Date	Client	Lead Consultant	Supporting Consultant (if any)	Lead Research Professional
1	2018	Denver Center for the Performing Arts	Dan Cummings		Lauren McElderry
2	2018	Denver Urban Renewal Authority	Dan Cummings		Lauren McElderry
3	2018	UAW Retiree Medical Benefits Trust	Dan Cummings	Mary Hobson	Amy Miller
4	2018	US Anesthesia Partners	Dudley Morton	Amy Miller	
5	2018	Colorado Springs Utilities	Dan Cummings	Mary Hobson	Lauren McElderry
6	2018	Colorado Public Employees' Retirement Assoc.	Dan Cummings	Mary Hobson	Lauren McElderry
7	2018	American Academy	Dudley Morton	Amy Miller	
8	2018	Metro Wastewater Reclamation District	Mary Hobson	Dan Cummings	Lauren McElderry
9	2018	Vin Sauvage	Dudley Morton	Amy Miller	
10	2018	Classic Wines	Dudley Morton	Amy Miller	
11	2018	Mail Boxes Etc.	Mary Hobson	Dudley Morton	Lauren McElderry
12	2018	The Action Center	Dan Cummings		Lauren McElderry
13	2018	Crossroads Safehouse	Dan Cummings		Lauren McElderry
14	2018	Mail Boxes Etc.	Mary Hobson	Dudley Morton	Amy Miller
15	2018	California State Teachers' Retirement System	Mary Hobson	Dan Cummings	Lauren McElderry
16	2018	Chicago Teachers Pension Fund	Dan Cummings	Mary Hobson	Lauren McElderry
17	2018	Oregon State Treasury	Mary Hobson	Dan Cummings	Lauren McElderry
18	2018	North Dakota Public Employees Retirement System	Dan Cummings	Mary Hobson	Lauren McElderry

TMRS ED Proposal – 2017 Searches

Additional Detail for Attachment B



#	Close Date	Client	Lead Consultant	Supporting Consultant (if any)	Lead Research Professional
1	2017	Wilshire Associates	Dan Cummings	Mary Hobson	Lauren McElderry
2	2017	Wilshire Associates	Dan Cummings	Mary Hobson	Lauren McElderry
3	2017	Visit Denver	Mary Hobson	Dan Cummings	Lauren McElderry
4	2017	Metro Wastewater Reclamation District	Mary Hobson	Dan Cummings	Lauren McElderry
5	2017	Chicago Teachers' Pension Fund	Dan Cummings	Mary Hobson	Lauren McElderry
6	2017	Denver Regional Council of Governments	Dan Cummings		Lauren McElderry
7	2017	Fire & Police Pension Assoc of Colorado	Mary Hobson	Dan Cummings	Lauren McElderry
8	2017	Illinois Municipal Retirement Fund	Dan Cummings	Mary Hobson	Lauren McElderry
9	2017	Pennsylvania Treasury	Dan Cummings		Lauren McElderry
10	2017	Urban Peak	Dan Cummings		Lauren McElderry
11	2017	New York City Employees' Retirement System	Mary Hobson	Dan Cummings	Lauren McElderry
12	2017	National Council on Teachers Retirement	Mary Hobson	Dan Cummings	Lauren McElderry
13	2017	CoBank	Dan Cummings		Lauren McElderry
14	2017	American Printing House for the Blind	Dan Cummings		Lauren McElderry
15	2017	EDCare	Mary Hobson	Dudley Morton	Lauren McElderry
16	2017	Delta Dental of Illinois	Mary Hobson		Lauren McElderry
17	2017	National Sports Center for the Disabled	Dan Cummings		Lauren McElderry
18	2017	Colorado Public Employees' Retirement Assoc.	Mary Hobson	Dan Cummings	Lauren McElderry
19	2017	Colorado Association for Recycling	Dan Cummings		Lauren McElderry
20	2017	Sheet Metal Workers #73	Dan Cummings	Mary Hobson	Lauren McElderry
21	2017	Delta Dental of Colorado	Mary Hobson		Lauren McElderry
22	2017	ANB Bank	Dan Cummings		Lauren McElderry
23	2017	State of Oregon-Dept. of Environmental Quality	Dan Cummings	Mary Hobson	Lauren McElderry
24	2017	RMC Health	Dan Cummings		Lauren McElderry



Dan Cummings
**Senior Vice President &
Managing Director**
10 years with EFL Associates



Amy Miller
Associate Vice President
2 years with EFL Associates



Lauren McElderry
Lead Research Professional
3 years with EFL Associates

EFL Associates

Executive Leadership Solutions



Dan Cummings, SVP & Managing Director

*Thank you for this opportunity to share the EFL story.
We'd love to partner with you on this important project.*

