

City of Cincinnati Retirement System Performance Evaluation Committee

**City Hall Council Chambers and via Zoom
June 9, 2022 – 12:00 PM**

AGENDA

Members

Kathy Rahtz, Chair
Tom Gamel, Vice Chair
John Juech

Bill Moller
Don Stiens
Erica Winstead

CRS Staff

Mike Barnhill

Call to Order

Approval of Minutes

✚ March 3, 2022

Unfinished Business

- ✚ Review of progress on Board's CY 2022 Goals and Objectives
- ✚ Consideration of any changes to adopted goals and objectives
- ✚ Review of Director's performance evaluation form

New Business

✚ CRS Rule 22:

Rule XXII Annual Evaluation of Pension Manager and Retained Fiduciaries

The Board shall annually evaluate the performance of the Secretary, the Investment Consultant, the Actuary, each investment manager and all other advisors, consultants and fiduciaries retained by the Board. The performance shall be evaluated according to whether each individual or firm exceeds, fulfills, or fails to fulfill the duties delegated to the individual or firm.

Proposed schedule of evaluation

Adjournment

Next Meeting: September 1, 2022



**City of Cincinnati Retirement System
Performance Evaluation Committee Meeting
Minutes
March 3, 2022/ 12:00 P.M.
City Hall – Council Chambers and remote**

Board Members Present

Kathy Rahtz, Chair
Tom Gamel, Vice Chair
Don Stiens, Vice Chair
Bill Moller

Administration

Mike Barnhill

Call to Order

The meeting was called to order at 12:02 p.m. by Chair Rahtz and a roll call of attendance was taken. Committee members Rahtz, Gamel, Stiens, and Moller were present. Committee members Winstead and Juech were absent.

Approval of Minutes

Approval of the minutes of the 4/8/2021 meeting was moved by Trustee Gamel and seconded by Trustee Moller. The minutes were approved by three trustees voting in favor (Rahtz, Gamel, Moller) with one abstention (Stiens).

New Business

2022 Strategic Plan + Goals and Objectives

Trustee Rahtz introduced the strategic plan draft included in the committee packet for review. Ms. Rahtz summarized the CRS Mission and CRS Board of Trustee Goals. Director Barnhill continued the summary of the strategic plan, noting that it started as a long to-do list and evolved into a strategic plan through the efforts of Trustees Moller and Rahtz. Director Barnhill expressed hopes that the document would become a living and actionable document. Director Barnhill explained that the Board Goals tie back to the authorities of the system. With respect to the list of CY2022 Board Objectives, these were selected by Trustees Moller and Rahtz from a longer list of to-do items. The remaining to-do items are listed under Department Objectives sections.

Director Barnhill also introduced the OPERS fiduciary audit summary and the NCPERS survey of pension system practices and indicated that these could be a source for future to-do items for the Board and CRS

CRS Performance Evaluation Committee, 3/3/2022

staff. Trustee Moller and Rahtz explained the source of the enumerated Board responsibilities. Trustee Gamel requested a larger font size for future versions of the document.

Trustee Rahtz invited discussion of the CRS Mission statement. Trustee Rahtz then requested a motion to approve the CRS Mission statement. Following a motion to approve the CRS Mission statement made by Trustee Moller, and seconded by Trustee Gamel, the committee approved the motion by unanimous roll call vote.

Trustee Rahtz invited discussion of the Board's Goals. Director Barnhill added item H to the list of goals ("Assure and facilitate compliance with the Collaborative Settlement Agreement"). Trustee Rahtz explained how the goals tie back to the CRS mission statement. Trustee Moller made a motion to adopt the Board's Goals. Trustee Stiens requested that the draft be reviewed and edited for syntax and typographical errors. Trustee Moller accepted the request as a friendly amendment to the motion. Following a seconding of the motion by Trustee Stiens, the committee approved the motion by unanimous roll call vote.

Trustee Rahtz observed that the Board's Responsibilities did not need to be approved by the Board. Trustee Moller explained that the sources of these responsibilities are the CSA, CMC and Administrative Code. Trustee Stiens requested that the sources be cited in the document. Trustee Gamel agreed. Director Barnhill stated he would add those citations.

The Committee discussed CY2022 Board Objectives. Director Barnhill provided an update on the status of the objectives with due dates of March 31, 2022. Trustee Gamel asked about the status of a staffing and backup plan. The committee discussed how realistic the timelines are for Board Objectives. Director Barnhill explained that the CRS handbook would likely be a heavy lift and may take more time than identified. Trustee Stiens expressed concerns about the changing nature of benefits, and the difficulties that poses for the creation of a physical member handbook, and the potential confusion that can arise when benefits change. Director Barnhill explained that all defined benefit plans encounter challenges in funding from time to time, and that those challenges sometimes result in plan sponsors changing the benefits. Despite this, there is an important planning feature of member handbooks in that it helps members understand their benefits and plan their retirements. Trustee Stiens and Director Barnhill discussed the pros and cons of a physical handbook v. information on the website. Trustee Moller observed that having a handbook can be important, but it may need to be revised frequently. Trustee Rahtz stressed the importance of providing information to members. Director Barnhill explained that there is a long path ahead on this project and that he intends check in frequently with the Board on the status of the project to ensure that consensus remains as the project develops. Trustee Moller requested that the 2022 Board Objectives be numbered.

Following a motion to approve the 2022 Board Objectives by Trustee Gamel, and seconded by Trustee Moller, the committee approved the motion by unanimous roll call vote.

Trustee Moller expressed a desire to evaluate progress on the objectives. Director Barnhill expressed support for a quarterly review.

Following a motion for the committee to meet quarterly to review progress on Board objectives by Trustee Gamel, and seconded by Trustee Stiens, the committee approved the motion unanimously by roll call vote.

The Committee discussed the sections of the strategic plan related to Department Objectives. Trustee Rahtz identified objectives that are strategic in nature, and appropriate for Board involvement, and those that are more operational in nature. The committee agreed that these sections of the document did not need to be approved by the Board.

Evaluation of Executive Director

Trustee Rahtz invited discussion on the form for evaluating the executive director. Trustee Gamel expressed support for continued use of the Board's evaluation form. Trustee Rahtz suggested that the Committee use the Board's Objectives in conjunction with the City's standard performance evaluation form. Trustee Rahtz and Director Barnhill agreed to work on this prior to the next meeting.

Director Barnhill provided an update on CRS communications and website.

Adjournment

Following a motion to adjourn by Trustee Stiens and seconded by Trustee Gamel, the Performance Evaluation Committee approved the motion by unanimous roll call vote. The meeting adjourned at 1:09 P.M.

Meeting video link: <https://archive.org/details/crs-performance-evaluation-comm-3-3-22>

Next Meeting: June 9, 2022, at 12:00p.m.

Secretary

Cincinnati Retirement System

STRATEGIC PLAN

March 2022

Updated 6/3/2022

CRS MISSION

- Assure Promised Pension and Healthcare Benefits for Current and Future Retirees
- Assist and Support CRS Members in Achieving a Successful Retirement
- Assure CRS Transparency and Accessibility for all Stakeholders

CRS Board of Trustee Goals

- A. Invest CRS financial assets to establish a reasonable probability that the assumed annual rate of return is achieved. *(CMC sec. 203-65)*
- B. Establish reasonable actuarial and investment assumptions and determine the probability that current retirees and future retirees will receive promised pension and healthcare benefits. *(CSA, 2nd and 3rd Goals)*
- C. Provide recommendations to the City Administration, City Council, and Mayor to achieve full funding of pension and healthcare benefits. *(CSA, 2nd and 3rd Goals)*
- D. Provide strategic CRS direction and support to the CRS Department. *(CSA, para. 30)*
- E. Provide timely communication to active and retiree members regarding CRS financial status and pension and healthcare benefits. *(CSA, para. 30; Agreed Order, para. j)*
- F. Cultivate and advance collaborative relationships, marked by mutual respect and transparency, among CRS administration and CRS Board. *(CSA, 7th Goal)*
- G. Prioritize customer service best practices to strengthen responsiveness and reduce barriers to communication among stakeholders. *(CSA, para. 30)*
- H. Assure and facilitate compliance with the Collaborative Settlement Agreement. *(CSA, para. 53)*

CRS Board of Trustee Responsibilities

1. The Cincinnati Retirement System (CRS) Board of Trustees (Board) shall administer CRS solely for the benefit of active and retiree members. *(CMC secs. 203-0, 203-65)*
2. The CRS Board shall have exclusive authority to govern the Pension Trust and Healthcare Trust as fiduciaries. *(CSA, para. 30; CMC sec. 203-65)*
3. The Board shall have full power to invest and reinvest fund assets as a prudent investor and according to investment policies adopted by the Board. *(CMC sec. 203-65)*
4. The CRS Board shall be responsible for determining and approving the CRS Budget. *(CMC sec. 203-133)*
5. The CRS Board shall be guided by principles of full transparency to inform the members and the public of the Board's concerns, considerations, and decisions. *(Agreed Order, para. j)*
6. The CRS Board shall generate and maintain a governing manual, including rules, procedures, and regulations. *(Agreed Order, para. k; Admin. Code Art. XV, sec. 4)*
7. The CRS Board will provide information and documentation as required by the Collaborative Settlement Agreement. *(Agreed Order, para. l)*
8. The CRS Board shall actively participate in searches for the CRS Director. *(Agreed Order, para. m)*
9. The CRS Board shall perform an annual evaluation of the CRS Director and shall submit it to the City Manager. *(Agreed Order, para. m)*
10. The CRS Board shall be responsible for selecting actuaries, investment advisors, and other professionals, subject to the City's procurement process. *(CSA, para. 30; Agreed Order, para. n; Admin. Code Art. XV, sec. 7)*
11. The CRS Board shall not limit actuaries, investment advisors, and other professionals regarding information that they deem necessary for the city administration, CRS members, or the public to know. *(Agreed Order, para. o)*
12. The CRS Board shall have an actuarial review of experience and assumptions every five years and make a valuation of assets and liabilities at least every two years. *(Admin. Code Art. XV, sec. 9)*
13. The CRS Board shall adopt mortality tables and other assumptions as it considers necessary. *(Admin. Code Art. XV, sec. 9)*
14. The CRS Board shall create committees to fulfill its obligations each having membership of at least one retiree Board member, one active Board member, and one appointed Board member. *(Agreed Order, para. p)*
15. The CRS Board Chair shall appoint an investment committee. *(CMC sec. 203-65)*
16. The CRS Board shall approve by a two-thirds vote any changes to the CRS annual budget. *(CSA, para. 30; Agreed Order, para. q)*
17. The CRS Board shall establish rules for the election of active and retiree members to fill Board positions. *(Agreed Order, para. f)*
18. The Board shall elect a Chair and Vice-Chair for the Board to serve for two years. *(Admin. Code Art. XV, sec. 3)*
19. The Board shall provide input and recommendations to the City regarding funding policy for healthcare. *(CSA, para. 26)*
20. The Board shall report annually to City Council regarding CRS status. *(Admin. Code Art. XV, sec. 1)*
21. The general administration and responsibility for the proper operation of the retirement system shall be vested in a board of trustees. *(CMC secs. 203-0, 203-133)*

CY 2022 Board Objectives

<u>Item</u>	<u>Owner</u>	<u>Target Date to Complete</u>	<u>Status/Date Completed</u>
1. Complete Governance Manual and Board Rules <i>(A,B,C,D,5,6,17)</i>	Governance Comm., Mike Barnhill	6/30/2022	Completed, 4/7/2022
2. Establish fiduciary audit scope <i>(D,2)</i>	Board, Mike Barnhill	6/30/2022	Underway
3. Prepare and present CRS orientation to City Stakeholders (City Mgr, Mayor, V. Mayor, Council Fin. Chair) <i>(C,D,1,5,7)</i>	Board, Mike Barnhill	6/30/2022	Completed, 3/28/2022
4. Prepare and provide trustee training plan, including training policy and curriculum <i>(A,B,C,D,1,2,3,10,12,13)</i>	Board, Mike Barnhill	6/30/2022	Completed, 3/25/2022

5. Establish "treadwater" employer contribution and employer contribution "ramp up" recommendation (A,B,C,1,2,11)	Board, Mike Barnhill	3/31/2022	Completed, 3/16/2022
6. Develop CRS handbook for active and retired members (E,5,7)	Mike Barnhill	12/31/2022	Underway
7. Develop and provide newsletters for active and retired members (E,5,7)	Mike Barnhill	6/30/2022	Underway
8. Develop and implement CRS website content to provide timely, complete, and easily accessible info (E,5,7)	Mike Barnhill	9/30/2022	Underway
9. Provide the City Administration with input and recommendations regarding the healthcare trust funding policy (A,B,C,1,2,11,19)	Mike Barnhill	3/31/2022	Completed, 3/16/2022
10. Review CRS Department staffing positions and complement (C,D,1,2)	Board, Mike Barnhill	3/31/2022	Underway
11. Prepare and approve the 2022 budget (A,B,D,4,16)	Board, Mike Barnhill	3/31/2022	Completed, 3/3/2022
12. Assist the Mayor and Council in filling appointed member Board vacancies (C,1)	Board, Mike Barnhill	6/30/2022	Underway
13. Complete the five-year actuarial experience study (B,C,D,1,2,11,12,13)	Board, Mike Barnhill	3/31/2023	Start in 3Q 2022
14. Prepare and submit the annual CRS report to City Council (C,D,5,7,20)	Board, Mike Barnhill	6/30/2022	Underway
15. Prepare an annual financial report for active and retired members (E,1,2,5,7)	Investment Comm., Mike Barnhill	6/30/2022	Start in 3Q 2022
16. Review and approve the annual 12/31/2021 Actuarial Valuation Report (B,1,2,12,13)	Board	6/30/2022	Underway
17. Review and approve the quarterly and Annual Investment Reports (A,B,1,2,3,11)	Board	Ongoing	Ongoing
18. Establish the format for providing input into the City Manager's evaluation of the Director (D,1,2,9)	Performance Eval Comm.	12/31/2022	Underway
19. Assign Board Members to Committees (D,1,2,14,15)	Chair Moller	Ongoing	Ongoing
20. Select Board Chair and Vice Chair (D,1,2,18)	Board	7/31/2022	Start in 3Q 2022
21. Completion of the election process for one retiree and one active trustee (D,1,2,18)	Elections Comm., Mike Barnhill	8/4/2022	Underway
22. Review and make recommendations regarding survivor benefits (B,D,1,2)	Benefits Comm.	12/31/2022	Underway
23. Develop for Board approval CRS Board Goals and Strategies for 2022 (D,G,21)	Performance Eval Comm.	3/31/2022	Completed, 3/3/22
24. Keep the Board well-informed about important developments and issues (F,5)	Mike Barnhill	Ongoing	Ongoing
25. Review current customer svc practices and identify strengths and opportunities for improvements (D,G,21)	Mike Barnhill	6/30/2022	Underway
26. Review and prepare analysis and recommendation on disabled adult child healthcare eligibility matters	Mike Barnhill	6/30/2022	Completed, 5/18/2022

CRS Department Values Statement

Everything we do matters! Everyone we meet is important and nothing is insignificant. Every day and in every way, our work affects the lives of our members, so we constantly strive to deliver excellent customer service by providing timely, accurate, and useful information in a courteous and professional manner.

CRS Executive Director Responsibilities

The pension fund manager shall be the secretary of the board of trustees. The pension fund manager shall oversee the benefits administration, investment management, and member services of the division, and shall direct, control and supervise all officers and employees within the division of retirement. (Admin. Code Art. XV, sec. 12)

CRS Department Goals

1. Keep the Promise
 - a. Seek long-term fiscal sustainability of the system
 - b. Promote use of mainstream actuarial assumptions and methodologies
2. Promote Retirement with Dignity
 - a. Provide counseling, education and resources to help members achieve successful retirement
 - b. Provide excellent customer service
3. Maintain Operational Best Practices
 - a. Continue to Identify and adopt operational best practices
 - b. Provide system transparency through information/accessible website

CY 2022 CRS Department Operational Objectives

Item	Owner	Target Date to Complete	Status/Date Completed
Utilize Acumatica to provide financial reports for actuarial valuation	Bev Nussman	1Q 2022	Underway
Update Staff Leave Notice Procedures	Mike Barnhill	1Q 2022	Underway
Update Pension Gold to allow edits in the Indicators and Medicare sections	Mary Kelsey, Christine Roberts	2Q 2022	
Update Record Retention Policy	John Dietz	2Q 2022	
Acoustic paneling for staff cubicle area	John Dietz, Mike Barnhill	2Q 2022	Underway
Continue work on Cross-Training and Function Assignments	John Dietz, Mike Barnhill	2Q 2022	Underway

Re-start Retirement and Member Matters Newsletters	Kyle Brown, John Dietz, Mike Barnhill	2Q 2022	Underway
Evaluate the Kroger diabetes program with the CVS program	Mary Kelsey, Christine Roberts	2Q 2022	Underway
Fiduciary Insurance Re-bid	Mike Barnhill	2Q 2022	Underway
Evaluate upgrade of health positions	Mary Kelsey, Mike Barnhill	2Q 2022	Underway
Evaluate cash overlay for operating cash account	Bev Nussman	2Q 2022	Underway
Complete review and make recommendation on CSA health points/grid proposal	Mike Barnhill	2Q 2022	Underway
Check on Annual Minimum Funding Ratio Report (CSA p. 40)	Mike Barnhill	2Q 2022	Underway
Evaluate stop loss insurance, network and prior auth. + value programs for commercial population	Mike Barnhill, Mary Kelsey, Braden McMahon	2Q 2022	Underway
Rx Plan booklet for all retirees	Mike Barnhill, Mary Kelsey, Braden McMahon	2Q 2022	Underway
Prepare and implement training and professional development plan for staff	Mike Barnhill, John Dietz	2Q 2022	Plan completed, 3/3/2022
Organize and tidy Office	Mike Barnhill, John Dietz, Keith Miller	2Q 2022	Underway
Create Project List for Pension Gold	John Dietz	2Q 2022	Underway
Configure Pension Gold to produce data files for all healthcare vendors	Mary Kelsey, Christine Roberts	2Q 2022	
All Staff Complete HIPAA Training	ETS	2Q 2022	Underway
Evaluate annual disability compensation reports, CMC 203-53	Mike Barnhill, John Dietz	2Q 2022	
Migrate Low Income Subsidy Payments to Supplement Category in Pension Gold	Mary Kelsey, John Dietz, LRS	2Q 2022	
Identify and network with directors in peer systems	Mike Barnhill	2Q 2022	Underway
Implement Accounts Payable Module in Acumatica	Bev Nussman	3Q 2022	Underway
Develop Comprehensive CRS Calendar that Lists all Due Dates, Meetings, Key Process Items	Mike Barnhill	2Q 2022	Underway
Consider 4MyBenefits; ala carte benefits/insurance products	Mike Barnhill, Braden McMahon	2Q 2022	Underway
Implement GASB 87 (Leases) for CRS	Bev Nussman, Keva Eleam	3Q 2022	
Questions re health benefits for adult disabled dependents; consider policy adoption/modification project	Mike Barnhill	2Q 2022	Memo Completed, 5/18/2022
Monitor ERIP Payments	Mike Barnhill	3Q annually	Ongoing
Evaluation of asset allocation	Board, Marquette, Mike Barnhill	3Q annually	
Decide on Annual v Monthly Tax Table for Pension Gold	John Dietz, Pension Gold Vendor	3Q-4Q 2022	
CRS Website Updates, including financial and investment reports, and health booklets	Mike Barnhill, Webmaster	3Q-4Q 2022	Underway
Prepare CRS Balanced Scorecard for Director's Board Report	Mike Barnhill	4Q 2022	
Complete annual CRS financial audit for City ACFR	Bev Nussman	4Q 2022	
Provide Access to Member Direct for Retirees	John Dietz, Keith Miller, Christine Roberts	4Q 2022	
Evaluate \$5mm sec. lending liability with BoNY/Mellon	Bev Nussman, Mike Barnhill	4Q 2022	Underway
Discuss outstanding \$300k ERIP bond liability with Finance	Bev Nussman, Mike Barnhill	4Q 2022	Underway
Update CRS Continuity of Operations Plan; conduct disaster recovery drill	Mike Barnhill	4Q 2022	
Complete imaging of CRS member files	John Dietz, Christine Roberts	4Q 2022	
Evaluate healthcare consultant	Mike Barnhill, Braden McMahon	4Q 2022	Underway
Complete service time review	John Dietz	4Q 2022	
Ethics and disclosure review	Mike Barnhill	4Q 2022	
DROP and reciprocity issue	Mike Barnhill, John Dietz	4Q 2022	
Evaluate adjusting 2% interest on contributions to 10yr Treasury rate	Mike Barnhill, John Dietz	4Q 2022	
Security and risk review; SOC 1 Type 2 audit of LRS; internal control review on all cashflows	Mike Barnhill, Bev Nussman	4Q 2022	
Evaluate 1099s re pre-1983 post-tax contributions; is additional letter needed	Mike Barnhill, John Dietz	4Q 2022	
Get Law presentation on governance, ethics, fiduciary, records retention rules	Mike Barnhill, Law	4Q 2022	
Evaluate stress management training for staff	Mike Barnhill	4Q 2022	
Evaluate and compare notes on health plan admin with risk mgmt	Mike Barnhill	4Q 2022	Underway
Evaluate obtaining actuarial value numeric for active, commercial and medicare adv plans; evaluate whether differences are material	Mike Barnhill	4Q 2022	
Evaluate DROP negative performance insurance	Mike Barnhill	4Q 2022	
Evaluate issuance of judgment bonds (August)	Mike Barnhill	CY 2022	Underway
Evaluate collection of annual tax returns under CMC 203-42, etc. for free healthcare	Mike Barnhill	4Q 2022	

Evaluate and mitigate CRS key person risk; ensure policies and procedures are up to date	Mike Barnhill, CRS Mgmt Team	4Q 2022	
Inventory, review, organize and index CRS contract Files; evaluate pension system contracting processes	Mike Barnhill, Bev Nussman	4Q 2022	Underway
Evaluate CRS Report for Federal District Court per CSA; due 6/30 per para 53 of CSA; any other report required by CSA, Rules, CMC, Admin C	Mike Barnhill, Law, CMO	2Q Annually	Underway
CY 2023-24 CRS Department Operational/Strategic Objectives			
Item	Owner	Target Date to Complete	Status/Date Completed
Review and Update CRS Policies and Procedures; Consolidate Gov Manual, Board Policies and Rules	Mike Barnhill	CY2023	
Complete Acumatica Implementation	Bev Nussman	1Q 2023	
Implement Acumatica cash flow analysis	Bev Nussman	CY2023	
Implement Acumatica budget report	Bev Nussman	CY2023	
Evaluate preparation of CRS Popular Financial Report	Bev Nussman	CY2023	
Notice Policy re Inactive Nonvested	Mike Barnhill	CY2023	
Index CRS Website so subjects can be searched for links	Mike Barnhill, Webmaster	CY2023	
Cash Handling Self Audit	Bev Nussman	CY2023	
Evaluate suitability of current office location for member access	Mike Barnhill	CY2024	
Update reciprocity agreements with all Ohio systems	Mike Barnhill, John Dietz, Ann Schooley	CY2024	
Evaluate DROP/lump sum program	Mike Barnhill	CY2023	Underway
Evaluate CRS and Finance workflows and approvals	Mike Barnhill, Bev Nussman	CY 2024	
Consider Reimbursable Service or Svc Level Agreements for Chargeback Rates	Mike Barnhill	CY 2024	
Evaluate multiplier for Group G after 30 years decreases to 2%	Mike Barnhill	CY 2024	
Evaluate OPERS and Ohio P&F Work for cost allocation or relocation, including DC enrollment	Mike Barnhill	CY 2024	
Evaluate alignment of fiscal year with City; publish CRS budget with City	Mike Barnhill	CY 2024	
Evaluate disability audit	Mike Barnhill	CY 2024	
Evaluate internal audit	Mike Barnhill	CY 2024	
Evaluate benefits portal with cafeteria value options	Mike Barnhill	CY 2024	
Evaluate timing of budget cycle	Mike Barnhill	CY 2024	
Evaluate revenue-generating City assets	Mike Barnhill	CY 2024	Underway
Evaluate retiree health plan for new employees	Mike Barnhill	CY 2024	
Completed Items			
Obtain Approval for and Create Member Counselor/Education Position in Board Budget Process	Mike Barnhill	1Q 2022	Completed, 3/3/2022
Chart on Invoice Entry for MAE and Acumatica	Bev Nussman	1Q 2022	Completed, 2/1/2022
Create Delegations Document	Mike Barnhill	1Q 2022	Completed 4/5/2022
LifeStatus 360 Account Access	Christine Roberts, Keith Miller	1Q 2022	Completed, 2/1/2022
Prepare 2022 CRS Budget	Bev Nussman, Mike Barnhill	1Q 2022	Completed, 2/23/2022
Follow-up on Board vacancy with CMO	Mike Barnhill	1Q 2022	Completed, 2/10/2022
Complete Work on Asset Liability Study	Cheiron	2Q 2022	Completed, 2/3/2022
Health plan booklet for pre-65 retirees	Mike Barnhill, Mary Kelsey	2Q 2022	Completed, 2/1/2022
Update CRS Forms	Mike Barnhill, John Dietz	3Q 2022	Completed, 5/11/2022

Cincinnati Retirement System

STRATEGIC PLAN

March 2022

Updated 6/3/2022

CRS MISSION

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2. Establish fiduciary audit scope (D,2)	Board, Mike Barnhill	6/30/2022	Underway
3. Prepare and present CRS orientation to City Stakeholders (City Mgr, Mayor, V. Mayor, Council Fin. Chair) <i>(C,D,1,5,7)</i>	Board, Mike Barnhill	6/30/2022	Completed, 3/28/2022
4. Prepare and provide trustee training plan, including training policy and curriculum <i>(A,B,C,D,1,2,3,10,12,13)</i>	Board, Mike Barnhill	6/30/2022	Completed, 3/25/2022
5. Establish "treadwater" employer contribution and employer contribution "ramp up" recommendation <i>(A,B,C,1,2,11)</i>	Board, Mike Barnhill	3/31/2022	Completed, 3/16/2022

6. Develop CRS handbook for active and retired members <i>(E,5,7)</i>	Mike Barnhill	12/31/2022 2	Underway
7. Develop and provide newsletters for active and retired members <i>(E,5,7)</i>	Mike Barnhill	6/30/2022	Underway
8. Develop and implement CRS website content to provide timely, complete, and easily accessible info <i>(E,5,7)</i>	Mike Barnhill	9/30/2022	Underway
9. Provide the City Administration with input and recommendations regarding the healthcare trust funding policy <i>(A,B,C,1,2,11,19)</i>	Mike Barnhill	3/31/2022	Completed, 3/16/2022
10. Review CRS Department staffing positions and complement <i>(C,D,1,2)</i>	Board, Mike Barnhill	3/31/2022	Underway
11. Prepare and approve the 2022 budget <i>(A,B,D,4,16)</i>	Board, Mike Barnhill	3/31/2022	Completed, 3/3/2022
12. Assist the Mayor and Council in filling appointed member Board vacancies <i>(C,1)</i>	Board, Mike Barnhill	6/30/2022	Underway
13. Complete the five-year actuarial experience study <i>(B,C,D,1,2,11,12,13)</i>	Board, Mike Barnhill	3/31/2023	Start in 3Q 2022
14. Prepare and submit the annual CRS report to City Council <i>(C,D,5,7,20)</i>	Board, Mike Barnhill	6/30/2022	Underway

15. Prepare an annual financial report for active and retired members <i>(E,1,2,5,7)</i>	Investment Comm., Mike Barnhill	6/30/2022	Start in 3Q 2022
16. Review and approve the annual 12/31/2021 Actuarial Valuation Report <i>(B,1,2,12,13)</i>	Board	6/30/2022	Underway
17. Review and approve the quarterly and Annual Investment Reports <i>(A,B,1,2,3,11)</i>	Board	Ongoing	Ongoing
18. Establish the format for providing input into the City Manager's evaluation of the Director <i>(D,1,2,9)</i>	Performance Eval Comm.	12/31/2022	Underway
19. Assign Board Members to Committees <i>(D,1,2,14,15)</i>	Chair Moller	Ongoing	Ongoing
20. Select Board Chair and Vice Chair <i>(D,1,2,18)</i>	Board	7/31/2022	Start in 3Q 2022
21. Completion of the election process for one retiree and one active trustee <i>(D,1,2,18)</i>	Elections Comm., Mike Barnhill	8/4/2022	Underway

22. Review and make recommendations regarding survivor benefits (B,D,1,2)	Benefits Comm.	12/31/2022	Underway
23. Develop for Board approval CRS Board Goals and Strategies for 2022 (D,G,21)	Performance Eval Comm.	3/31/2022	Completed, 3/3/22
24. Keep the Board well-informed about important developments and issues (F,5)	Mike Barnhill	Ongoing	Ongoing
25. Review current customer svc practices and identify strengths and opportunities for improvements (D,G,21)	Mike Barnhill	6/30/2022	Underway
26. Review and prepare analysis and recommendation on disabled adult child healthcare eligibility matters	Mike Barnhill	6/30/2022	Completed, 5/18/2022

CRS Department Values Statement

Everything we do matters! Everyone we meet is important and nothing is insignificant. Every day and in every way, our work affects the lives of our members, so we constantly strive to deliver excellent customer service by providing timely, accurate, and useful information in a courteous and professional manner.

CRS Executive Director Responsibilities

The pension fund manager shall be the secretary of the board of trustees. The pension fund manager shall oversee the benefits administration, investment management, and member services of the division, and shall direct, control and supervise all officers and employees within the division of retirement. (*Admin. Code Art. XV, sec. 12*)

CRS Department Goals

1. Keep the Promise
 - a. Seek long-term fiscal sustainability of the system
 - b. Promote use of mainstream actuarial assumptions and methodologies
2. Promote Retirement with Dignity
 - a. Provide counseling, education and resources to help members achieve successful retirement
 - b. Provide excellent customer service
3. Maintain Operational Best Practices
 - a. Continue to Identify and adopt operational best practices
 - b. Provide system transparency through information/accessible website

CY 2022 CRS Department Operational Objectives

<u>Item</u>	<u>Owner</u>	<u>Target Date to Complete</u>	<u>Status/Date Completed</u>
Utilize Acumatica to provide financial reports for actuarial valuation	Bev Nussman	1Q 2022	Underway
Update Staff Leave Notice Procedures	Mike Barnhill	1Q 2022	Underway
Update Pension Gold to allow edits in the Indicators and Medicare sections	Mary Kelsey, Christine Roberts	2Q 2022	
Update Record Retention Policy	John Dietz	2Q 2022	
Acoustic paneling for staff cubicle area	John Dietz, Mike Barnhill	2Q 2022	Underway
Continue work on Cross-Training and Function Assignments	John Dietz, Mike Barnhill	2Q 2022	Underway
Re-start Retirement and Member Matters Newsletters	Kyle Brown, John Dietz,	2Q 2022	Underway

	Mike Barnhill		
Evaluate the Kroger diabetes program with the CVS program	Mary Kelsey, Christine Roberts	2Q 2022	Underway
Fiduciary Insurance Re-bid	Mike Barnhill	2Q 2022	Underway
Evaluate upgrade of health positions	Mary Kelsey, Mike Barnhill	2Q 2022	Underway
Evaluate cash overlay for operating cash account	Bev Nussman	2Q 2022	Underway
Complete review and make recommendation on CSA health points/grid proposal	Mike Barnhill	2Q 2022	Underway
Check on Annual Minimum Funding Ratio Report (CSA p. 40)	Mike Barnhill	2Q 2022	Underway
Evaluate stop loss insurance, network and prior auth. + value programs for commercial population	Mike Barnhill, Mary	2Q 2022	Underway

	Kelsey, Braden McMahon		
Rx Plan booklet for all retirees	Mike Barnhill, Mary Kelsey, Bradon McMahon	2Q 2022	Underway
Prepare and implement training and professional development plan for staff	Mike Barnhill, John Dietz	2Q 2022	Plan completed, 3/3/2022
Organize and tidy Office	Mike Barnhill, John Dietz, Keith Miller	2Q 2022	Underway
Create Project List for Pension Gold	John Dietz	2Q 2022	Underway
Configure Pension Gold to produce data files for all healthcare vendors	Mary Kelsey, Christine Roberts	2Q 2022	

All Staff Complete HIPAA Training	ETS	2Q 2022	Underway
Evaluate annual disability compensation reports, CMC 203-53	Mike Barnhill, John Dietz	2Q 2022	
Migrate Low Income Subsidy Payments to Supplement Category in Pension Gold	Mary Kelsey, John Dietz, LRS	2Q 2022	
Identify and network with directors in peer systems	Mike Barnhill	2Q 2022	Underway
Implement Accounts Payable Module in Acumatica	Bev Nussman	3Q 2022	Underway
Develop Comprehensive CRS Calendar that Lists all Due Dates, Meetings, Key Process Items	Mike Barnhill	2Q 2022	Underway
Consider 4MyBenefits; ala carte benefits/insurance products	Mike Barnhill, Braden McMahon	2Q 2022	Underway
Implement GASB 87 (Leases) for CRS	Bev Nussman, Keva Eleam	3Q 2022	

Questions re health benefits for adult disabled dependents; consider policy adoption/modification project	Mike Barnhill	2Q 2022	Memo Completed, 5/18/2022
Monitor ERIP Payments	Mike Barnhill	3Q annually	Ongoing
Evaluation of asset allocation	Board, Marquette, Mike Barnhill	3Q annually	
Decide on Annual v Monthly Tax Table for Pension Gold	John Dietz, Pension Gold Vendor	3Q-4Q 2022	
CRS Website Updates, including financial and investment reports, and health booklets	Mike Barnhill, Webmaster	3Q-4Q 2022	Underway
Prepare CRS Balanced Scorecard for Director's Board Report	Mike Barnhill	4Q 2022	
Complete annual CRS financial audit for City ACFR	Bev Nussman	4Q 2022	
Provide Access to Member Direct for Retirees	John Dietz, Keith Miller,	4Q 2022	

	Christine Roberts		
Evaluate \$5mm sec. lending liability with BoNY/Mellon	Bev Nussman, Mike Barnhill	4Q 2022	Underway
Discuss outstanding \$300k ERIP bond liability with Finance	Bev Nussman, Mike Barnhill	4Q 2022	Underway
Update CRS Continuity of Operations Plan; conduct disaster recovery drill	Mike Barnhill	4Q 2022	
Complete imaging of CRS member files	John Dietz, Christine Roberts	4Q 2022	
Evaluate healthcare consultant	Mike Barnhill, Braden McMahon	4Q 2022	Underway
Complete service time review	John Dietz	4Q 2022	

Ethics and disclosure review	Mike Barnhill	4Q 2022	
DROP and reciprocity issue	Mike Barnhill, John Dietz	4Q 2022	
Evaluate adjusting 2% interest on contributions to 10yr Treasury rate	Mike Barnhill, John Dietz	4Q 2022	
Security and risk review; SOC 1 Type 2 audit of LRS; internal control review on all cashflows	Mike Barnhill, Bev Nussman	4Q 2022	
Evaluate 1099s re pre-1983 post-tax contributions; is additional letter needed	Mike Barnhill, John Dietz	4Q 2022	
Get Law presentation on governance, ethics, fiduciary, records retention rules	Mike Barnhill, Law	4Q 2022	
Evaluate stress management training for staff	Mike Barnhill	4Q 2022	
Evaluate and compare notes on health plan admin with risk mgmt	Mike Barnhill	4Q 2022	Underway

Evaluate obtaining actuarial value numeric for active, commercial and medicare adv plans; evaluate whether differences are material	Mike Barnhill	4Q 2022	
Evaluate DROP negative performance insurance	Mike Barnhill	4Q 2022	
Evaluate issuance of judgment bonds (August)	Mike Barnhill	CY 2022	Underway
Evaluate collection of annual tax returns under CMC 203-42, etc. for free healthcare	Mike Barnhill	4Q 2022	
Evaluate and mitigate CRS key person risk; ensure policies and procedures are up to date	Mike Barnhill, CRS Mgmt Team	4Q 2022	
Inventory, review, organize and index CRS contract Files; evaluate pension system contracting processes	Mike Barnhill, Bev Nussman	4Q 2022	Underway
Evaluate CRS Report for Federal District Court per CSA; due 6/30 per para 53 of CSA; any other report required by CSA, Rules, CMC, Admin Code sec 1(h)	Mike Barnhill, Law, CMO	2Q Annually	Underway

CY 2023-24 CRS Department Operational/Strategic Objectives

<u>Item</u>	<u>Owner</u>	<u>Target Date to Complete</u>	<u>Status/Date Completed</u>
Review and Update CRS Policies and Procedures; Consolidate Gov Manual, Board Policies and Rules	Mike Barnhill	CY2023	
Complete Acumatica Implementation	Bev Nussman	1Q 2023	
Implement Acumatica cash flow analysis	Bev Nussman	CY2023	
Implement Acumatica budget report	Bev Nussman	CY2023	
Evaluate preparation of CRS Popular Financial Report	Bev Nussman	CY2023	
Notice Policy re Inactive Nonvested	Mike Barnhill	CY2023	
Index CRS Website so subjects can be searched for links	Mike Barnhill, Webmaster	CY2023	

Cash Handling Self Audit	Bev Nussman	CY2023	
Evaluate suitability of current office location for member access	Mike Barnhill	CY2024	
Update reciprocity agreements with all Ohio systems	Mike Barnhill, John Dietz, Ann Schooley	CY2024	
Evaluate DROP/lump sum program	Mike Barnhill	CY2023	Underway
Evaluate CRS and Finance workflows and approvals	Mike Barnhill, Bev Nussman	CY 2024	
Consider Reimbursable Service or Svc Level Agreements for Chargeback Rates	Mike Barnhill	CY 2024	
Evaluate multiplier for Group G after 30 years decreases to 2%	Mike Barnhill	CY 2024	
Evaluate OPERS and Ohio P&F Work for cost allocation or relocation, including DC enrollment	Mike Barnhill	CY 2024	

Evaluate alignment of fiscal year with City; publish CRS budget with City	Mike Barnhill	CY 2024	
Evaluate disability audit	Mike Barnhill	CY 2024	
Evaluate internal audit	Mike Barnhill	CY 2024	
Evaluate benefits portal with cafeteria value options	Mike Barnhill	CY 2024	
Evaluate timing of budget cycle	Mike Barnhill	CY 2024	
Evaluate revenue-generating City assets	Mike Barnhill	CY 2024	Undeway
Evaluate retiree health plan for new employees	Mike Barnhill	CY 2024	
<u>Completed Items</u>			
Obtain Approval for and Create Member Counselor/Education Position in Board Budget Process	Mike Barnhill	1Q 2022	Completed, 3/3/2022
Chart on Invoice Entry for MAE and Acumatica	Bev Nussman	1Q 2022	Completed, 2/1/2022

Create Delegations Document	Mike Barnhill	1Q 2022	Completed 4/5/2022
LifeStatus 360 Account Access	Christine Roberts, Keith Miller	1Q 2022	Completed, 2/1/2022
Prepare 2022 CRS Budget	Bev Nussman, Mike Barnhill	1Q 2022	Completed, 2/23/2022
Follow-up on Board vacancy with CMO	Mike Barnhill	1Q 2022	Completed, 2/10/2022
Complete Work on Asset Liability Study	Cheiron	2Q 2022	Completed, 2/3/2022
Health plan booklet for pre-65 retirees	Mike Barnhill, Mary Kelsey	2Q 2022	Completed, 2/1/2022
Update CRS Forms	Mike Barnhill, John Dietz	3Q 2022	Completed, 5/11/2022



Annual Performance Evaluation

For Middle Management (Div. 0), Senior Management (Div. 8), Executive Management (Div. 5), and Cincinnati Organized and Dedicated Employees (CODE).

General Information

Employee Name: _____ Employee ID #: _____
Department: _____ Division: _____
Employee's Job Classification: _____
Review Period: From: _____ To: _____
Effective Date of Review: _____ Next Review Date: _____
Rater's Name: _____ Reviewer's Name: _____
Rater's ID: _____ Reviewer's ID #: _____
Type of Review: Annual

Introduction & Purpose

For the Rater / Supervisor:

The performance evaluation is a tool to measure, evaluate, reinforce and/or improve your employee's job performance. After completion of the Performance Evaluation, your employee should understand if they have been successful in meeting their goals & objectives for the review period. It is also a tool to measure the degree to which your employee has embraced the values of your Department and the City of Cincinnati. It is best if you give your employee on-going feedback throughout the year.

For the Employee:

The performance evaluation provides feedback concerning a) your supervisor's expectations and priorities of your current position; b) your performance strengths and areas where there is room for improvement; and c) the degree to which you have met your goals & objectives.

Definition of Performance Ratings

The rater must provide comments for each measurement when completing the evaluation.

Performance Ratings:

Exceptional: Employee consistently surpassed expectations, did more than required, and exceeded requirements and goals / objectives.

Exceeds Expectations: The employee met expectations and often rose above expected standards and performance requirements for position held. Did more than required on an ongoing basis.

Meets Expectations: Performance was competent. Achieved results that met requirements or goals / objectives. Performance was at the level expected of a qualified and experienced employee, although there may be opportunities for improvement.

Needs Improvement: Performance fell short of consistently meeting requirements. Needed counseling by supervisor. Needs improvement in area to more effectively and efficiently meet requirements of the position.

Unacceptable: Deficient performance in meeting requirements. Needs counseling and oversight by supervisor on an on-going basis. Immediate, substantial and sustained improvement is required.

These performance ratings are used for individual measurements, sections, and the overall rating.

It is expected that over 80 - 90% of our employees will meet or exceed expectations. However, in the rare case where an employee receives an overall score of "Needs Improvement" or "Unacceptable" for a section or the overall evaluation, the supervisor should consult the Performance Improvement Steps.

Essential Values

Rater must provide comments for each measurement when completing the evaluation.

1. **Acts with Integrity, Ethics & Accountability:** Is perceived as trustworthy. Assumes responsibility for actions and follows through on commitments.. Serves as role model and "walks the talk". Conducts self in a professional manner. Understands the responsibility of being a public servant. Makes decisions in a consistent manner. Maintains confidentiality. Shows compassion for others. Gives honest feedback.

Rating:

Comments and / or Examples:

2. **Communicates Effectively:** Demonstrates effective and tactful listening, speaking, and writing skills with all levels of the City Administration. Skilled at interacting with people who have different communication styles. Openly shares appropriate information. Understands and can articulate the Department's mission. Keeps supervisor aware of progress and communicates potential roadblocks and information that could impact public opinion.

Rating:

Comments and / or Examples:

3. **Provides Excellent Customer Service:** Understands and embraces that the City's primary mission is to deliver excellent customer service. Responds in a timely and effective manner to both internal and external customer's needs and does so courteously. Looks for creative solutions to better serve our customer, and shares best practices.

Rating:

Comments and / or Examples:

- 4. **Relationship Building:** Seeks, builds, and maintains productive relationships with employees at all levels, and with customers (both internal and external). Works courteously and cooperatively with other team members and the public. Seeks opportunities to assist others. Treats all people respectfully.

Rating:

Comments and / or Examples:

- 5. **Embraces Change:** Accepts and promotes new systems, processes, and procedures, and looks for opportunities to improve upon them. Understands the need for change and growth. Seeks to minimize bureaucratic inefficiencies.

Rating:

Comments and / or Examples:

- 6. **Attitude:** Demonstrates a positive and cooperative attitude and willingness to follow instructions. Shows initiative. Contributes to unit morale and shows acceptance of Department goals. Considers the needs of the organization and others when solving problems and exercising judgment. Extends common-courtesy to others. Is supportive of, and gives credit to, others.

Rating:

Comments and / or Examples:

Section rating for Essential Values:

Rating:

Comments:

Previous Rating:

Core Competencies

A Core Competency is an ability to perform a role or complete a set of tasks, which comes from a combination of knowledge, skills and behaviors. Generally speaking, a Core Competency is a "primary responsibility". A person will typically have four to seven Core Competencies; with each one having a set of tasks associated with it. This list is not necessarily all-inclusive of the employee's responsibilities and / or tasks performed.

The first three competencies have been pre-determined. However, there must be at least two to five additional competencies and associated goals added to this list.

The Supervisor selects the Competencies and Goals, with input from the employee. You may also reference the Job Specifications for the position.

The Rater must provide comments for each measurement and should use quantifiable results and specific examples when practical.

- 1. **Competency: Quality of Work –** work is consistent, thorough and accurate. Follows safe work protocols and exercises proper use of tools and equipment. Demonstrates initiative. Requires minimal supervision and makes sound decisions.

Rating:

Comments and / or Examples:

- 2. **Competency: Work Productivity –** Manages concurrent assignments and meets deadlines and commitments. The amount of work performed is appropriate to the job function. Uses time wisely. Balances work / personal matters appropriately.

Goal(s):

Rating:

Comments and / or Quantifiable Results:

3. **Competency: Attendance** – Meets normal standards regarding attendance, tardiness, and observance of work hours. Follows call-in procedures and approval procedures for leaves of absence. (The evaluation of an employee’s attendance record must not reflect their use of FMLA.)

Goal(s):

Rating:

Comments and / or Quantifiable Results:

4. **Competency:** .

Goal(s): .

Rating:

Comments and / or Quantifiable Results: I.

5. **Competency:** .

Goal(s): .

Rating:

Comments and / or Quantifiable Results: .

6. **Competency:** .

Goal(s):

Rating:

Comments and / or Quantifiable Results:

7. **Competency:**

Goal(s):

Rating:

Comments and / or Quantifiable Results:

8. **Competency:**

Goal(s):

Rating:

Comments and / or Quantifiable Results:

Section rating for Core Competencies:

Rating:

Previous Rating:

Comments:

Supervisory / Leadership Skills

(Applicable to supervisory personnel)

Rater must provide comments for each measurement when completing the evaluation.

1. Provides Leadership, Trains, Motivates, and Coaches. Is a Role Model to Team Members, Fosters Teamwork, Provides an Environment for Open and Shared Ideas

Rating:

Comments and / or Examples:

2. Consistently Upholds Standards Fairly, Resolves Problems, Conflicts, and/or Grievances in an Appropriate and Timely Fashion, (i.e.; HR P&P, Labor contracts.), Makes Fair and Consistent Decisions, Maintains Environment for Positive Employee Morale

Rating:

Comments and / or Examples:

3. Plans and Acts Strategically, Delegates Effectively, Promotes Cross Training and Shared Responsibilities

Rating:

Comments and / or Examples:

4. Promotes, embraces, and values Small Business Enterprise (SBE) initiatives, EEO, and Affirmative Action goals. Implements a strategy to increase the number of competitively bid contracts awarded to SBE's. Attains the departmental SBE utilization goal of .

Rating:

Comments and / or Examples:

5. Completes Employees' Performance Evaluations on Time

Rating:

Comments and / or Examples:

Section rating for Supervisory / Leadership Skills:

Rating:

Last Year's Rating:

Comments:

Comme

Overall Evaluation

Rating:

Previous Rating:

Supervisor's Specific Comments to Support Overall Evaluation:

Rater / Supervisor's
Name:

Date:

ID #:

Supervisor's Signature: _____

Reviewer's Name:

Date:

ID #:

Reviewer's Signature: _____

I understand that my signature indicates that I have had the opportunity to review and discuss the completed performance evaluation with my supervisor, but does not necessarily mean that I agree with the performance evaluation.

Employee's Signature

Date

ID #

Employee comments (Optional):

Reviewer's Comments (Optional)

Reviewer's Comments:

Signature of Reviewer

Date of review

Reviewer's ID

CRS Contract Inventory

<u>Contractor</u>	<u>Type</u>	<u>Advisor, Consultant or Fiduciary?</u>	<u>Proposed Annual Eval Date</u>
Anthem	Health	Y?	1Q Mar. 31
CVS/ Caremark	Health	Y?	1Q Mar. 31
Silverscript Insurance Co.	Health	Y?	1Q Mar. 31
J&K Consultants	Health	Y?	1Q Mar. 31
Eyemed	Health	Y?	1Q Mar. 31
Superior Dental	Health	Y?	1Q Mar. 31
Chubb	Insurance	Y?	1Q Mar. 31
Hudson Insurance	Insurance	Y?	1Q Mar. 31
Mission Square	457 Plan	Y	1Q Mar. 31
Ohio 457	457 Plan	Y	1Q Mar. 31
Cheiron	Actuarial	Y	1Q Mar. 31
BoNY/Mellon	Custodian	Y	1Q Mar. 31
Marquette	Investment Consultant	Y	1Q Mar. 31
Ice Miller	Legal	Y	2Q Jun. 30
Graydon Head & Ritchey	Legal	Y	2Q Jun. 30
Seyfarth Shaw	Legal	Y	2Q Jun. 30
Levy, Ray & Shoup	Operations	Y	2Q Jun. 30
Northern Trust Global Investors	Investment	Y	3Q Sept. 30
Loomis Sayles	Investment	Y	3Q Sept. 30
HIG Bayside	Investment	Y	3Q Sept. 30
Carlyle	Investment	Y	3Q Sept. 30
Owl Rock	Investment	Y	3Q Sept. 30
Vanguard	Investment	Y	3Q Sept. 30
AQR	Investment	Y	3Q Sept. 30

Neuberger Berman	Investment	Y	3Q Sept. 30
JP Morgan Infrastructure IIF	Investment	Y	3Q Sept. 30
JP Morgan PEG GPE VIII	Investment	Y	3Q Sept. 30
JP Morgan PEG GPE IX	Investment	Y	3Q Sept. 30
JP Morgan PEG GPE X	Investment	Y	3Q Sept. 30
JP Morgan Strategic Property	Investment	Y	3Q Sept. 30
Morgan Stanley PRIME	Investment	Y	3Q Sept. 30
Prudential PGIM PRISA III	Investment	Y	3Q Sept. 30
Principal Enhanced	Investment	Y	3Q Sept. 30
Shenkman (Four Points)	Investment	Y	4Q Dec. 30
StepStone (Courtland- Mesirov)	Investment	Y	4Q Dec. 30
Alinda	Investment	Y	4Q Dec. 30
Macquarie	Investment	Y	4Q Dec. 30
IFM	Investment	Y	4Q Dec. 30
Ullico	Investment	Y	4Q Dec. 30
Blue Chip Fund IV	Investment	Y	4Q Dec. 30
Fort Washington PE Fund V	Investment	Y	4Q Dec. 30
Fort Washington PE Fund VI	Investment	Y	4Q Dec. 30
Fort Washington PE Fund VIII	Investment	Y	4Q Dec. 30
Fort Washington Opp Fund III	Investment	Y	4Q Dec. 30
Fort Washington PE Fund IX	Investment	Y	4Q Dec. 30
Fort Washington PE Fund X	Investment	Y	4Q Dec. 30
North Sky III LBO (Piper Jaffray)	Investment	Y	4Q Dec. 30
North Sky III VC (Piper Jaffray)	Investment	Y	4Q Dec. 30
North Sky IV LBO (Piper Jaffray)	Investment	Y	4Q Dec. 30
North Sky V	Investment	Y	4Q Dec. 30
Portfolio Advisors IV	Investment	Y	4Q Dec. 30
Portfolio Advisors V	Investment	Y	4Q Dec. 30
Acumatica	Accounting	N	n/a
Martin & Assocs	Accounting	N	n/a

ImageSoft	Operations	N	n/a
OpenText	Operations	N	n/a
LifeStatus 360	Operations	N	n/a
Accurint	Operations-City Contract	N	n/a
Max Technical (Mae)	Operations-City Contract	N	n/a
ProSource	Operations-City Contract	N	n/a
Business Info Solutions	Operations-City Contract	N	n/a
Dell	Operations-City Contract	N	n/a
CDW Government	Operations-City Contract	N	n/a
Staples	Operations-City Contract	N	n/a
NELCO	Operations-City Contract	N	n/a